



the association for medical imaging management

Policies and Procedures Manual

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2 Mount Royal Ave, Suite 201, Marlborough, MA 01752

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.

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. All Committees, besides MRC will be assigned a Board liaison (as of July 2022). The Board liaisons should share any pertinent or significant topics with the board of directors. Any issues should be reported to the president.

Committee structure may vary depending on specific needs of the committee. The Board may alter the terms and/or composition of any committee, either temporarily or permanently, based on justified needs of the organization. During the committee member selection, it is suggested that diversity and inclusion be considered. Committee members should represent the membership population as well as in their geographic location.

Committee terms follow the association year effective July 2022, which typically run August to August, unless otherwise stated.

Section 1: Board Related Policies and Procedures:

1) Term Limits	6
2) Board Election	7
3) President	9
4) President-Elect	11
5) Immediate Past President	13
6) Director Position	15
7) Removing Directors from the AHRA Board	18
8) Finance Director	20
9) Appointment of the Finance Director	22
10) Finance Committee	24
11) Investment Policy	26
12) AHRA Reserve Policy	32
13) Appointment of AHRAEF Class II Director	33
14) Executive Committee	34
15) Policy and Procedures Task Force	36
16) Strategic Planning Task Force	37
17) Conflict of Interest Policy	38
18) Code of Conduct	41
19) Board Reimbursement	42

Section 2: Committee Related Policies and Procedures:

1) Volunteer Reimbursement	45
2) Annual Meeting Design Team	47
3) Spring Conference Design Team	50
4) Corporate Relations Committee	53
5) Curriculum Committee	54
6) Diversity, Equity and Inclusion Committee	57
7) Editorial Review Board	58
8) Leadership Development Committee	60
9) Membership Committee	63
10) Member Recognition Committee	65
11) Products and Services Committee	67
12) Rapid Review Committee	68
13) Regulatory Affairs Committee	69

Section 3: Administrative Policies and Procedures:

1) Allocation of Upgrades and Amenities	72
2) Speaker Certification Policy	73

3)	Speaker Compensation	75
4)	Association Shared Meeting Procedure	77
5)	CEO Performance Evaluation	79
6)	Emeritus Membership	82
7)	Endorsements: The use of AHRA's Name and/or Logo	83
8)	Jim Conway Gold Award Recipient Selection Process	84
9)	AHRA Organizational Liaison Description	86
10)	Associated Sciences Representation (RNSA)	90
11)	Retention of Association Records	92
12)	Whistleblower Policy	94
13)	Student Membership Policy	96

SECTION 1:

Board Related Policies and Procedures

1-1 TERM LIMITS FOR OFFICERS AND DIRECTORS

Any AHRA member in good standing, with the exception of student and emeritus members, 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.

1-2 BOARD ELECTION

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.

Any AHRA Member in good standing, with the exception of student and emeritus members, are eligible for consideration by the Leadership Development Committee (LDC) (see Leadership Development Committee policy).

The LDC Committee will determine the 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 terminate or if the person will resign from such roles prior to being installed on the Board of Directors, if elected.

ELECTION SLATE

The LDC 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; preferable within one week. 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

1-3 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. The Board may change any committee terms and/or composition based on the needs of the organization.

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, except the Annual Design Team Chair, which is selected by the President-Elect (incoming President for the meeting year for which that chair will serve).
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 effectiveness of the Board and will recommend 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 in good standing
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.

1-4 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 ensuring 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 is expected to 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.
10. Provide Incoming board members a general orientation program describing board member duties and responsibilities.
11. Responsible for the yearly review of the Policy & Procedure Manual.

QUALIFICATIONS:

1. AHRA member in good standing
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 PresidentElect shall serve the remainder of the progressive terms of President-Elect, President and Past President.
4. Membership shall be notified of the appointment.

1-5 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 Leadership Development Committee.
7. Represent the association, if requested.
8. Serve on the Education Foundation Board as a Class I Director.

QUALIFICATIONS:

1. AHRA member in good standing
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. Must be a Past-President

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 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 by a past-president within a reasonable period of time after receipt of the nominations, by vote of the Board. This may be an exception to the standard time on the Board due to unforeseen circumstances.

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.
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.

1-6 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.

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, the AHRA staff employee handbook, the Illinois Not-for-Profit Corporation Statute, a conflict of interest policy, a code of conduct policy and other orientation materials.

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 are expected to 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. AHRA member in good standing
2. CRA preferred
3. Demonstrated leadership skills through a record of responsible service to the association
4. Knowledgeable about the programs and services of the association
5. Ability to communicate effectively in oral and written form
6. Demonstrated ability to exercise good judgment
7. Ability to be a good facilitator
8. Fair, reasoned, and impartial
9. 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. 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 thirty (30) days 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.

1-7 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, 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 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.

1-8 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 ensuring 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 bylaw
 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
13. Must be a current director on the Board

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.

1-9 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. Refer to Term Limits for Officers and Directors Policy

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. The Finance Director should be a current member of the Finance Committee.

Appointment:

The appointment of the Finance Director shall be by confidential 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.

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.

1-10 FINANCE COMMITTEE

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. AHRA Past-President
5. 2-3 members on the AHRA Board of Directors: An effort will be made to include both 1st term and 2nd term Board Members

Support Staff

1. AHRA Chief Executive Officer
2. AHRA accounting staff

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; Reviews the annual budget and recommends it to the full board for approval;
3. Monitors budget implementation and financial procedures;
4. Monitors budget assets;
5. Monitors compliance with federal, state, and other reporting requirements;
6. Helps the full board understand the organization's finances;
7. Monitors and oversees the performance of AHRA's investment advisor and investment manager

8. Recommends the auditor for full board approval and provides board oversight of the financial audit.
9. The committee will create and maintain a document that reflects 3-5 years of results with an investment advisor, in order to capture long-term results and performance by such an advisor.

MEETING REQUIREMENTS:

AHRA’s Finance Committee generally meets monthly via conference call. 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
Strategic program P&Ls and present to the board, i.e. Spring, Annual and Fall meetings, certification program (CRA), Audioweb, etc.	Fall

1- 11 INVESTMENT POLICY

Introduction

This statement of investment policy has been adopted by the Board of Directors of the American Healthcare Radiology Administrators ("AHRA") to provide guidelines for the investment of funds held by the association.

For the purposes of managing investment risk and to optimize investment returns within acceptable risk parameters, the funds held will be divided into two separate investment pools. The process for determining the dollar amount in each pool is set forth in the "Procedures" section of this document. The two reserve pools shall be called the "**Operating Fund**" and the "**Long-Term Investment Fund**".

Procedures

1. The following procedures will be followed to ensure the investment policy statement is consistent with the current mission of AHRA and accurately reflects the current financial condition:
 - A.) This investment policy shall be reviewed annually by the Finance Committee for any necessary revisions.
 - B.) Recommendations for any revisions or modifications will be made by the Finance Committee to the Board of Directors for approval.
2. The Chief Executive Officer (CEO) and Finance Committee will recommend the dollar amounts to be placed in the Short-Term and Long-Term Investment Funds. The Board of Directors will have final approval of the dollar amounts placed in reserve pools.
3. The services of an investment consultant will be sought to manage portions of AHRA funds. The following procedure shall be followed to engage a new or replace a current investment consultant.
 - A.) The CEO will recommend the hiring or replacing of an investment consultant to the Finance Committee.
 - B.) The Finance Committee will review the candidate(s) and make a recommendation to the Board of Directors, who shall have final approval.
 - C.) The Finance Committee shall meet with the Investment Consultant in person or via conference call at least twice each year.
 - D.) Usual and customary investment consulting, management and transaction fees are authorized by the Board, subject to the review and approval of the CEO.

4. The procedures for trading activity within the reserve pools detailed below to implement their respective strategies will be as follows:
 - A.) The investment consultant will recommend appropriate trading activity to the Director of Finance and Operations.
 - B.) The CEO will review the recommendations and shall make the determination.

5. Appropriate, prudent and reasonable time and allowances shall be made for transition to the recommended investments and allocations pursuant to this Policy from existing investments, existing either at the time of the institution of this Policy or in any periodic rebalancing of investments.

AMERICAN HEALTHCARE RADIOLOGY ADMINISTRATORS OPERATING FUND

Purpose

The purpose of the Operating Fund is to provide sufficient cash to meet the financial obligations of the AHRA in a timely manner.

Investment Objectives

The investment objectives of the Operating Fund are:

- 1.) Liquidity;
- 2.) Preservation of capital; and
- 3.) Optimizing the investment return within the constraints of the policy.

Investment Guidelines

ALLOWABLE INVESTMENTS

The CEO shall be authorized to invest the AHRA Operating Fund as follows:

- 1.) Checking accounts in U.S. federally insured banks and savings and loans not to exceed federally insured amounts;
- 2.) Money market funds that invest in U.S. Government backed securities;
- 3.) Federally-insured certificates of deposit not to exceed current FDIC insurance limits;
- 4.) Direct obligations of the U.S. Government, its agencies and instrumentalities; and
- 5.) Repurchase agreements in conjunction with bank sweep accounts collateralized by U.S. Government obligations.

MATURITY

The maturities on investments for the Operating Fund shall be limited to one year or less.

AMERICAN HEALTHCARE RADIOLOGY ADMINISTRATORS LONG-TERM INVESTMENT FUND

Purpose

The purpose of the AHRA Long-Term Investment Fund is to enhance the purchasing power of funds held for future expenditure and to maintain the financial stability of the association.

Investment Objectives

The objectives of the portfolio represent a long-term goal of maximizing returns without exposure to undue risk, as defined herein. It is understood that fluctuating rates of return are characteristic of the securities markets. The primary concern should be long-term appreciation of the assets and consistency of total return on the portfolio. Recognizing that short-term market fluctuations may cause variations in the account performance, the portfolio is expected to achieve the following objectives over a three-year moving time period:

1. The account's total expected return will exceed the increase in the Consumer Price Index by 3% annually. On a quarter to quarter basis, the actual returns will fluctuate and can be expected to exceed the target about half the time.
2. The account's total expected return will exceed the increase in the Treasury Bill Index by a minimum of 3% annually. On a quarter to quarter basis, the actual returns will fluctuate and can be expected to exceed the target about half the time.

AHRA understands that a long-term positive correlation exists between performance volatility (risk) and statistical returns in the securities markets. The portfolio should be invested to minimize the probability of large losses, defined as a one-year return worse than negative 15%. It is anticipated that a loss greater than this will occur no more than one out of twenty years.

Investment Guidelines

The investment policies and restrictions presented in this statement serve as a framework to achieve the investment objectives at the level of risk deemed acceptable. These policies and restrictions are designed to minimize interference with efforts to attain overall objectives, and to minimize the probability of excluding appropriate investment opportunities.

PROHIBITED INVESTMENTS

The following investments and investment activities are prohibited:

- 1.) Private placements;
- 2.) Letter stock;
- 3.) Derivatives. However, to the extent that mutual funds are used by AHRA the mutual funds may buy or sell derivatives for the purposes of managing portfolio risk;
- 4.) Commodities or commodity contracts;
- 5.) Short sales;

- 6.) Margin transactions;
- 7.) and Any speculative investment activities.

DIVERSIFICATION

Individual stocks are subject to a maximum 7% commitment at cost or 10% commitment of the account's market value for an individual security and 20% for a particular industry. Individual bonds not guaranteed by the U.S. Government, its agencies or instrumentalities are subject to a maximum 10% commitment at cost.

LONG-TERM INVESTMENT FUND TARGET ASSET MIX

The Long-Term Investment Fund shall be comprised of the asset classes listed in the table below. The target weight is the desired weight for each asset class. The minimum weights and maximum weights are to allow for normal market fluctuations. It shall be the responsibility of the investment consultant to remain within the range specified for each asset class. The investment consultant is authorized to re-balance the portfolio according to the target weights annually

Asset Class	Lower Limit	Target	Upper Limit
Large Cap	26.0%	31.0%	36.0%
Mid Cap	4.0%	6.0%	8.0%
Small Cap	3.0%	5.0%	7.0%
International Equity	15.0%	18.0%	21.0%
Core Fixed Income	20.0%	25.0%	30.0%
High Yield	3.0%	5.0%	7.0%
International Bonds	5.0%	8.0%	11.0%
Cash	0.0%	2.0%	5.0%
		100.0%	

The following definitions shall apply for the purposes of this policy:

EQUITIES

The equity asset classes should be maintained at risk levels roughly equivalent to the sectors of the market represented, with the objective of exceeding a nationally recognized index measuring the performance of the designated sector over a three-year moving time period net of fees and commissions. Mutual funds conforming to the policy guidelines may be used to implement the investment program.

U.S. Large Capitalization Stocks: A portfolio of stocks composed primarily of US-based companies having a market capitalization, on average, exceeding \$6.0 billion and whose primary shares trade on a major US exchange. (Market Capitalization = Market Price × Number of Shares Outstanding)

U.S. Mid Capitalization Stocks: A portfolio of stocks composed primarily of US-based companies having a market capitalization, on average, of between \$2.0 billion and \$6.0 billion.

U.S. Small Capitalization Stocks: A portfolio of stocks composed primarily of US-based companies having a market capitalization, on average, of less than \$2.0 billion.

International Stocks: A portfolio of stocks composed primarily of non-US-based companies whose primary shares trade on a non-US exchange. American Depositary Receipts (ADRs) are considered international stocks.

FIXED INCOME

Investments in fixed income securities will be managed actively to pursue opportunities presented by changes in interest rates, credit ratings, and maturity premiums. Mutual funds conforming to the policy guidelines may be used to implement the investment program. The

Core Bonds: A portfolio consisting primarily of fixed income Securities rated investment grade or better, denominated in US dollars issued by the US Government or US corporations and having a weighted average maturity of less than 10 years.

High Yield: A portfolio consisting primarily of corporate bonds with lower than investment grade credit quality.

International Bonds: A portfolio consisting primarily of investment grade fixed income issued by non-US governments and corporations domiciled outside of the United States.

Cash & Equivalents: A portfolio of 30-day Treasury bills, commercial paper, money market funds, savings accounts, and so on.

Performance Reporting

The Long-Term Investment Fund will be evaluated quarterly on a total return basis. Returns will be compared to:

- 1.) Consumer Price Index plus 3%;
- 2.) Three-month Treasury Bill Index plus 3%;
- 3.) Nationally recognized indices measuring the performance of the classes specified in the target asset mix.

Comparisons will show results for the latest quarter and calendar year to date. The report will be prepared by the Investment Consultant and will be presented to the Finance Committee on a semi-annual basis.

1-12 AHRA RESERVE POLICY

STATEMENT OF PURPOSE

The creation and maintenance of adequate reserve funds are fundamental tenets of sound financial management for associations. The purpose of the AHRA's reserve funds is to ensure that AHRA has the financial means to continue to provide critical support to the medical imaging profession in both the short and long terms.

The specific objectives of the AHRA reserve funds are as follows:

- To sustain basic operations and core member services during a short-term economic downturn.
- To sustain essential member services during a transition to a long-term economic downturn.
- To provide a source of capital for the up-front funding of capital expenditures where the reserves are restored as the capital expenditures are depreciated.
- To cover unbudgeted and extraordinary expenditures brought about by unanticipated challenges and as a source for emergency funding.
- To provide AHRA with a source of capital for the research and development of new products and services that have the potential to significantly benefit the medical imaging profession.

The reserves will be funded by setting aside funds received from any capital campaigns or similar appeals **(OR)** setting aside the equivalent amount of cash equal to a percentage of depreciation in the annual budget **(OR)** other calculations.

It shall be the responsibility of the AHRA CEO and Finance Director to recommend a target amount for the reserve fund to the Board of Directors to meet the above directions. The objectives of the AHRA reserve funds shall be reviewed and adjusted annually. The goal for reserves shall be equivalent to nine months of operating expenses. If reserves exceed twelve months of operating expenses, then AHRA will evaluate using the excess reserves for new member services or products.

The funds placed in reserve will be managed according to the AHRA Investment Policy Statement.

Accessing Reserves

The CEO will monitor AHRA operations and the current environment to determine if it is necessary to access reserves. In the case where it is determined reserves must be accessed, the CEO will draft a case for support for submission to the Finance Director and the Finance Committee. The Finance Committee will review the case for support and make a recommendation to the AHRA Board. The case for support should include the reason for the request, the amount being requested and the plan for replenishing reserves where possible or applicable.

1-13 APPOINTMENT OF AHRA EF CLASS II DIRECTOR

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 Leadership Development 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 confidential 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.

1-14 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. (*Refer to the Policy for Endorsements: The use of AHRA's Name and/or Logo*)
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. (*Refer to the Policy for 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. (*Refer to the Policy for AHRA Organizational Liaison Description*)

1-15 POLICY AND PROCEDURES TASK FORCE

POLICY:

The President Elect is responsible for the yearly review of the Policies and Procedures Manual.

Every 3 years, or as needed, the President shall appoint a task force. The task force will consist of 2-3 directors who, along with a staff liaison, will evaluate the manual. The task force will make recommendations to the AHRA board for modification, addition and/or deletion.

1-16 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
5. Review alignment of products and services.

1-17 CONFLICT OF INTEREST POLICY (updated 9/2020)

Introduction:

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

Definition and Policy:

A conflict of interest may occur when AHRA Leaders 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 Leader to exercise objectivity in the decision-making process on the issue or may or could impair the Leader's ability to otherwise perform his or her volunteer responsibilities in AHRA's best interests. 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.

In order to proactively address any actual, potential, or apparent conflicts of interest, each AHRA Leader is required to annually complete and submit a Conflict of Interest Disclosure Statement detailing any such "other interests." The Leader also must update the Conflict of Interest Disclosure Statement if any material changes or additions to the submitted information arise during the course of the year. On the Conflict of Interest Disclosure Statement, the Leader must list all financial transactions with AHRA, whether the Leader or any family member of the AHRA Leader has an interest in any third parties providing goods or services to AHRA, and any other (nonprofit or for-profit) organizations with potentially conflicting interests in which the Leader or any family member of the Leader is actively involved, has a significant investment, or owns at least a 1% interest. All paid or unpaid positions or relationships with nonprofit or for-profit organizations that compete with AHRA or take public positions contrary to those of AHRA also need to be listed. The Leader is encouraged to disclose a relationship if there is any uncertainty as to whether the relationship should be disclosed.

All AHRA committee chairs shall discuss AHRA's Conflict of Interest Policy with all committee members when the committee initially convenes.

Addressing a Conflict:

It is the decision of AHRA, not the individual Leader, to decide how serious and immediate a conflict is, and to decide how best to manage and resolve the conflict in the best interests of AHRA - with the individual Leader recused from the deliberation and decision-making.

An initial determination as to whether a particular outside transaction or relationship may constitute an actual, potential, or apparent conflict of interest shall be made by the AHRA

Executive Committee, without the presence or participation of the individual(s) whose involvement in such transaction or relationship is under consideration. This determination shall be made in any circumstance in which a credible potential for a conflict of interest is identified either by an individual AHRA Leader (through mandated self-disclosure) or by a third party. However, if the Executive Committee concludes that this determination should be made by the AHRA Board of Directors, then the matter shall be referred to the Board (with or without a recommendation from the Executive Committee) for its consideration, deliberation, and resolution, with the assistance of legal counsel, if necessary, and without the presence or participation of the individual(s) whose involvement in such transaction or relationship is under consideration. The Board shall have final authority over the resolution of all conflict of interest matters, although it is contemplated that most conflicts of interest matters will be resolved by the Executive Committee alone.

If the Executive Committee believes that a particular relationship or transaction may represent an actual, potential, or apparent conflict of interest, it shall first request additional information from the Leader detailing the nature of the relationship or transaction.

When evaluating whether a particular transaction or relationship constitutes an actual, potential, or apparent conflict of interest, the Executive Committee shall consider the following (non-exhaustive) factors:

- Abusing one's role as a Leader for personal or third-party gain or pleasure (including, but not limited to, the solicitation or acceptance of gifts or other items of value or indirect inducement to provide special treatment on AHRA matters).
- Placing one's own self-interest, the interest of one's company, organization, or another entity for which the individual serves in a leadership, employment, or ownership capacity, or the interest of any third party above that of AHRA.
- Engaging in any outside business, professional, or other activities that would directly or indirectly materially adversely affect AHRA.
- Providing goods or services to AHRA as a paid vendor or otherwise on a compensated basis.

If the Executive Committee determines that a particular relationship or transaction represents an actual, potential, or apparent conflict of interest, it (or the Board, if the matter has been referred to the Board) shall resolve such actual, potential, or apparent conflict in a manner that it determines to be in the best interests of AHRA. Such resolution may involve a waiver of the conflict (if it determines it is unlikely to compromise the Leader's ability to act in the best interests of AHRA), requiring the Leader to remove himself/herself from the conflicted position, requesting resignation from the AHRA Leadership position, or other appropriate resolution of the matter.

The following illustrate limited examples of actual, potential, or apparent conflicts of interest that should be avoided and disclosed when applicable pursuant to this Policy. This list is not exhaustive and is merely intended to provide instructive 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 Leader, to obtain personal benefit or gain for yourself or your 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 valued at \$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.

1-18 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 (Refer to the Policy for 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.

1-19 BOARD 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 ensuring 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 or Executive Assistant.
2. Hotel Accommodations:
 - a) AHRA will provide single occupancy rooms to Board Members on an official AHRA activity. This includes, but is not limited to events such as the Annual Meeting and AHRA Board of Director Meetings. Furthermore, it is acceptable for Board Members to room together if so chosen.
 - b) 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. AHRA will reimburse reasonable baggage fees.
 - 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' lodging depending upon the length of the meeting, meals, reasonable baggage fees 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 not reimburse meal expenses when there is a scheduled AHRA meal function (e.g. group dinner when the individual chooses not to participate etc.). AHRA does not reimburse for alcoholic beverages. All reimbursements should be submitted within 30 of any charge being incurred.
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.

SECTION 2:

Committee Related Policies and Procedures

2-1 VOLUNTEER REIMBURSEMENT

Annual Meeting Design Team:

1. In Person Team Meetings: AHRA provides Annual Meeting Design Team members with coach air or other comparable land transportation; single 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, reasonable baggage fees, and roundtrip transportation from home or work and the airport to the hotel, as described. AHRA will not reimburse meal expenses when there is a scheduled AHRA meal function (e.g. group dinner when the individual chooses not to participate etc.). Meal reimbursement is not to exceed \$50 per day, with receipts. AHRA does not reimburse for alcoholic beverages. All reimbursements should be submitted within 30 of any charge being incurred.

Spring Conference Design Team:

1. Registration: AHRA provides complimentary registration for Design Team members for the Spring Conference.
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, reasonable baggage fees, and roundtrip transportation from home or work and the airport to the hotel, as described. AHRA will not reimburse meal expenses when there is a scheduled AHRA meal function (e.g. group dinner when the individual chooses not to participate etc.). Meal reimbursement is not to exceed \$50 per day, with receipts. AHRA does not reimburse for alcoholic beverages. All reimbursements should be submitted within 30 of any charge being incurred.

Gold Award Winner:

The Gold Award Winner, as an individual, will receive complimentary registration for the Annual Meeting and round trip airfare and reasonable luggage fees (or the cost of auto mileage, auto rental, bus or train travel comparable to or lower than coach air fare). In order to be present at the Annual Meeting to accept the Gold Award, AHRA will provide 2 nights of lodging in order to perform this role; which will be included on the master housing block.

2-2 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 with 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. In most instances, selection to the Annual Meeting Design Team is a 3 year commitment.

COMMITTEE FORMATION

The President-Elect 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 chair should collaborate with the Membership Committee to create a diverse AMDT committee. 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	Eligible for 2nd term?
Chair	1 year term	No
Member-2 nd term	1 year term	No, may be appointed Chair
Member-1 st term	1 year term	Yes
Onsite Team Member	1 year term	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 should be required if elected or appointed to another position. It is recommended that an individual not be involved with AMDT and a Conference Design Team. Furthermore, it is also recommended that a participant of either the AMDT or a Conference Design Team not serve back-to-back terms in any combination of the two Design Teams in an effort to create diversity and present others the opportunity to serve.

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 the ability to positively and proactively enforce discipline for the team.
8. Must strictly adhere to AHRA Code of Conduct – Refer to the Code of Conduct Policy.

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

In person meetings for the AMDT are held once during the course of the year, generally occurring during the fall/winter at the annual meeting location. The 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. The 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 the 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 updates as to progress and planning of the Annual Meeting.

2-3 SPRING CONFERENCE DESIGN TEAM

The Spring Conference Design Team (DT) members fulfill an active and important role in the planning, preparation and operation of the Spring Conference. All team members are to act professionally and positively represent the AHRA during the conference. The Conference Design Team 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. It is recommended that an individual not be involved with AMDT and the Spring Conference Design Team. Furthermore, it is also recommended that a participant of either the AMDT or the Conference Design Team not serve back-to-back terms in any combination of the two Design Teams in an effort to create diversity and present others the opportunity to serve. Interested members may apply for the DT online. Conference Managers, along with a staff liaison and the chair will convene before DT members are chosen to ensure impartial representation and diversity.

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 conference and end at the following year's conference.

Title	Term Length	Eligible for 2 nd term?
Chair	1 year term	No
Member-1 st term	1 year term	Yes
Member-2 nd term	1 year term	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 the ability to positively and proactively enforce discipline for the team.
8. Must strictly adhere to AHRA Code of Conduct – Refer to the Code of Conduct Policy

The Spring 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 – Refer to the Code of Conduct Policy. 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 a conference or attend an AHRA Board of Directors meeting to provide informational update as to progress and planning of the conference.

2-4 CORPORATE RELATIONS COMMITTEE

The Corporate Relations Committee (CRC) serves as a group of members that provides assistance in the process of identifying new corporate partners, soliciting renewals, and participating in partnership review meetings.

COMMITTEE STRUCTURE:

The CRC should be comprised of a Chair and 3 – 5 members. Members should have extensive experience and access to upper level representatives of existing and potential corporate partners.

The President shall appoint a Chair who will serve a two (2) year term. The Chair will be responsible for the appointment of committee members who will serve a two (2) year term and be eligible to serve a second term for a maximum of four years on the CRC unless the member is selected as Chair.

Title	Term Length	Eligible for a 2 nd Term?
Chair	2 year term	No
Member – 1 st Term	2 year term	Yes
Member – 2 nd Term	2 year term	No, may be appointed chair

The CRC will initially include a Chair appointed by the president for a two year term, and the Chair will appoint two 1st Term Members and two 2nd Term members in order to provide continuity for the future of the committee.

COMMITTEE RESPONSIBILITIES:

The time commitment for the committee will change monthly depending on calls with corporate prospects but will average between 2-3 hours per month. Members will be responsible for:

1. Advocate the advantages of partnering with AHRA on initiatives when speaking with corporate partners and prospects.
2. Assist in identifying new prospects.
3. Provide input into existing lists of prospects, sharing insights into possible solicitation strategies to be most effective.
4. Identify relationships within the AHRA membership who may have an existing connection with a prospect.
5. Participate on monthly calls and email interactions between calls.
6. Join in select solicitations on an as needed basis.

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

1. Prepare and facilitate all meetings of the CRC.
2. Prepare updates and/or reports to the AHRA board of directors.

2-5 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. Terms run through the association year, typically August to August.

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

DUTIES & 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.

2-6 DIVERSITY, EQUITY AND INCLUSION COMMITTEE (as of 6/14/22)

The purpose of the Diversity Equity & Inclusion Committee is to collaborate with the AHRA volunteer and professional leadership to foster an environment of diversity, inclusion and engagement through the education and adoption of diversity-promoting strategies.

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 8-10 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, making the committee itself as diverse as possible.
- Committee members must be AHRA members in good standing.
- Committee members' appointments are made on a staggered basis.
- A staff liaison will be assigned to the committee.

COMMITTEE RESPONSIBILITIES

1. Diversify the membership by identifying, establishing, and developing relationships within new entities/sources of membership
2. Develop an educational component about DEI to be available for AHRA membership
3. Execute an annual audit of existing AHRA committees with the intent of ensuring diversity, equity, and inclusion within committees' makeup
4. Recommend DEI statements on behalf of the association

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

- Prepare for and facilitate all meetings of the DEI Committee
- Prepare updates and/or report to the AHRA board of directors
- Fairly delegate tasks and action items to team members, staff, etc.
- The DEI Committee Chair must sign the AHRA Code of Conduct and Conflict of Interest forms at the beginning of their term. (The AHRA office is responsible for obtaining the signatures and keeping the document on record.)

* Please [contact](#) AHRA Staff for parameters/ DEI Member survey information

2-7 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. The term year will run through the association year, which is typically August to August. 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 in conjunction with the Managing Editor.

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

DUTIES & 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 evaluating articles and features for publication in the journal in collaboration with the staff liaison consistent with the mission of Radiology Management and the Mission and Vision of AHRA.
5. Spearheads the Editorial 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.

2-8 LEADERSHIP DEVELOPMENT COMMITTEE

The Leadership Development Committee is responsible for:

- providing clear direction and path for the development of members within AHRA for leadership opportunities
- identifying the best candidate(s) for the Class II Education Foundation Directors.
- identifying 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. No member of the Leadership Development Committee shall be a candidate for office. No current Board Member will be permitted (other than the immediate Past President) on the Leadership Development Committee, regardless of past involvement on the Nomination Committee. The immediate Past President will serve as the Committee Chair regardless of previous participation; unless that person is unable or unwilling to fill the role, in which the current President shall appoint the Committee Chair. A staff liaison will be assigned to the committee.

The Committee Chair 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, excluding the Chair, will serve one two (2) year term. Committee members are eligible for re-appointment to one additional 2-year term. The terms should be staggered for continuity. All terms will run with the association year, which is typically August to August.

Title	Term Length	Eligible for 2 nd term?
Chair	1-year term	No
Member-1 st term	2-year term	Yes
Member-2 nd term	2-year term	No

RESPONSIBILITIES

The Leadership Development Committee will outline the path and opportunities available to members interested in increasing volunteer responsibilities. The Leadership Development Committee is also responsible for identifying, recruiting, and nominating potential board members, as well as, reviewing nominations submitted by the members at large. The Leadership Development Committee will determine the overall qualifications of all prospective candidates.

The Leadership Development Committee will support our association’s diversity and inclusion commitment by assuring that diversity of all types is represented and actively promoted in all aspects of its responsibilities.

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

The committee 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 the entire committee to recommend candidate slate for board approval. The recommended election slate should be representative of AHRA membership. An effort should be made for nominee’s indicative of diversity and inclusion.

Key Nominations Responsibilities	By	Schedule
Review current for vacancies and re-election eligibility	Liaison/CEO/Chair	September
Call for Nominations	Staff Liaison	January
Initial Nominations 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 Leadership Development Committee meets via conference call. The number of calls is determined by the number of eligible nominees, and the preference of the committee.

2-9 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 8-10 committee members who will serve two-year terms, with a maximum of two terms, which will run with association year. 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. A staff liaison will be assigned to the committee.

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

COMMITTEE RESPONSIBILITIES:

1. Increasing Membership. Recommending ideas 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.

2-10 MEMBER RECOGNITION COMMITTEE (Renamed 4/2022)

The AHRA's Member Recognition Committee (MRC) 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 association year. A staff liaison will be assigned to the committee. No Board liaison is assigned to avoid any appearance of a conflict of interest.

Title	Term Length	Eligible for 2 nd term?
Chair	1 year term	No
Member-1 st term	1 year term	Yes
Member-2 nd term	1 year term	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/Canon Putting Patients First grant program
 - f. CRA Exam Scholarships
 - g. Blancaflor
 - h. Ed Yoder Scholarship
3. Suggests ways AHRA can better recognize deserving members or improve its existing awards and processes
4. Solicit and receive nominations and evaluate each nominee's accomplishments for the Jim Conway Gold Award.

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 MRC 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 and/or present at a general session.

The Membership Recognition 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.

2-11. PRODUCT AND SERVICES REVIEW COMMITTEE

POLICY:

The Product and Services Review Committee contributes to and advises the AHRA Board and Leadership by providing recommendations for the creation or updating of new and existing AHRA products/ services and/or the discontinuation of existing products and services.

PROCEDURES:

1. The Chairperson of the Product and Services Review Committee serves a maximum of one (1), two (2) year term. The chairperson is appointed by the AHRA president.
2. The member terms will initially be staggered for continuity. Committee members are eligible for re-appointment to one additional term. The first 50 percent of the Committee members shall serve a one (1) year term and 50 percent of the members will serve a (2) year term. At the conclusion of the membership group serving a one (1) term, all re-elected or newly elected members to this group may serve a two (2) year term. They are recruited by the AHRA staff liaison based on the association year. A staff liaison will be assigned to the committee.
3. The Product and Services Review Committee, in collaboration with staff, participates in the ongoing review of *current* products and services in order to identify and recommend revisions, or discontinuation.
4. The Product and Services Review Committee, in collaboration with staff, participates in the review and provides recommendations of *new* products and services, identifying:
 - a. Appropriateness and accuracy
 - b. Benefit to members
 - c. Timeliness of topic
 - d. Professional level of interest
 - e. Making recommendations to the Board when applicable
5. Staff will work with the Board and membership in the creation and implementation of new products and services, and the discontinuation of current products and services.
6. The Product and Services Review Committee will be available to meet via conference call as needed. Most communication will be done via email.
7. The committee will have a Board liaison assigned. The Board liaison will communicate any significant developments to the board of directors.

2-12 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 following the association year. Reviewers are recruited in collaboration with the Volunteer and Diversity Committee and by the Rapid Review Coordinator, based on volunteer interest. Ad Hoc volunteers do not need to follow term limits.

DUTIES & 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 or resume to the Rapid Review Coordinator 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.

2-13 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. A Board Liaison will be appointed to this committee.

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 (as of 1/1/2020)

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 each serve a two year term. The chair shall appoint no more than 4 team members who will each serve a 1 two-year term, with a maximum of 2 terms. All terms follow the association year, which is typically August to August. All members must be AHRA members in good standing. Committee members' appointments are made on a staggered basis.

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

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

3-1 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

3-2 SPEAKER CERTIFICATION POLICY

POLICY:

All speakers for AHRA's Leadership Institute Basic Management Program and CRA 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 recertification – 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.

3-3 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. They receive complimentary registration.

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 airfare (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 and Keynote Speakers

Eligible for: Compensation as may be negotiated by the Annual Meeting Design Team, meeting planners or staff. They are also eligible to receive a waiver of registration, lowest coach airfare, local ground transportation, and one night's hotel accommodations for each day speaking.

3-4 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 afterclose.

f) Host organization retains net profit/loss for attendees who register as a non-member of any sponsoring organization.

3-5 CHIEF EXECUTIVE OFFICER PERFORMANCE EVALUATION

A. 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

B. Procedure:

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

I. 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 is 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)

The salary range should be evaluated on a regular basis to ensure 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%.

II. Compensation Ratio:

Market adjustments/cost of living adjustment are made based on the salary range defined in BI and following this plan: Current Base Salary is at:

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** - 1.5% increase

Note: At maximum will yield one-time pay out at 1.5% of current base salary. Base salary will not be adjusted.

Adjustments will be determined by the range as well as the Executive performance and financial condition of AHRA.

III. 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 will be based on the CEO employment contract. 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.

IV. 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.

v. AHRA Chief Executive Officer Assessment Process

November - December

1. CEO develops and submits goals for the next fiscal year to the President on the pre-approved assessment form including threshold, target, and maximum measures.
2. Goals are approved and shared with the Board of Directors

January

1. Past President begins assessment of the prior year performance using the pre-approved assessment tool and presents to the Presidents group.

February - March

1. CEO submits report of accomplishments/assessment from the prior year by March 15 to the President, results may be pending outcome of external audit.
2. President determines the salary range recommendation based on the procedure outlined in Section B I of this policy.
3. Staff and Board surveys for performance assessment are completed and reviewed by President or designee. Results are tabulated and added to assessment form
4. Salary adjustment compensation proposal is created based on Section B II of this policy and reviewed with the Finance Director/Treasurer to confirm calculation.
5. Incentive bonus and Discretionary award determined by sections B III and B IV of this policy and proposed by President with calculation confirmed by Finance Director/Treasurer.

6. Over view of performance including base salary adjustment and bonus percentages presented to the Executive Committee for approval
7. Following Executive Committee approval, same information is taken to the full board for approval at the Spring Board meeting.

April

1. President or designee reviews performance assessment with CEO along with Salary adjustment, Incentive bonus and discretionary award if applicable.
2. President communicates all increases and bonuses with accounting team to implement by May

May 1

1. New base rate adjustment is effective
2. Incentive bonus and discretionary award paid.

July – August

1. Strategic plan assessment
2. Performance expectations and goals for coming year discussed with President

3-6 EMERITUS MEMBERSHIP (approved 7.31.21 to take effect 1.1.22)

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, shall maintain this status for lifetime with a one-time donation to the Education Foundation.
2. Emeritus status shall be granted after July 31, 2008, as follows:
 - a) The Emeritus candidate must apply for this status in writing to AHRA Membership Services. This includes completing the ***Emeritus Membership Application*** form.

Membership Services confirms the information on the applicant's form.

- b) The candidate must have fifteen (15) years of AHRA membership at the time of therequest.
 - 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 make the one-time donation to the Education Foundation.
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, or be a regular, featured columnist in any AHRA publication. They may participate in any ad hoc or standing committees.

3-7 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.

3-8 Jim Conway GOLD AWARD RECIPIENT SELECTION PROCESS (Renamed 7.31.21)

POLICY:

The AHRA Jim Conway 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 Committee Responsibility:

It is the responsibility of the Member Recognition Committee to solicit and receive nominations and to evaluate each nominee's accomplishments. The Committee 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 Member Recognition Committee and votes on the selection. The nominations must be approved by a 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 Jim Conway 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
 - a) move the Association forward
 - b) elevate the professions of radiology and healthcare administration
 - c) useful to the membership of the organization and the profession

- d) 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.

Member Recognition Team members are not eligible for the Gold Award.

Responsibilities of the Staff Liaison:

The Member Recognition Team 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 Team members in a timely manner.
11. Contacting all nominators with selection results.
12. Consulting with the Member Recognition Team 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 GoldAward to the recipient (s) at the AHRA Annual Meeting.

Executive Summary for Board Presentation:

The executive summary of the 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 forward³.
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

3-9 AHRA Committee & AHRA ORGANIZATIONAL LIAISON 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.

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

Responsibilities:

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.

The liaison may attend meetings and participate in liaison organization conference calls if budgeted and deemed appropriate by the Board.

The Chief Executive Officer will assist the Board in evaluating cost per liaison and outcomes per liaison.

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.

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.

On occasion, as activities merit, the liaison may be asked to write a short report to AHRA members, for distribution in *LINK*.

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 and expenses must be reasonable.

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 committee liaison needs, and determine any necessary appointments needed. The liaison representative to each liaison organization or committee could be various AHRA members chosen because of talent and/or interest. AHRA Board of Directors Liaison should freely share any pertinent or significant topics with the AHRA Board. The liaison should notify the president of any issues/concerns with committee purpose or performance, committee members or AHRA staff so that it can be addressed immediately.

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 signatures and keeping the document on record.

AHRA is open to establishing ad hoc collaboration as needed.

3-10 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 15th⁴.
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 the Code of Conduct Policy and Conflict of Interest Policy). The AHRA office is responsible for obtaining the signature/s and keeping the document on record.

3-11 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
 - b) Radiology Management or other official publications of the Association
 - c) 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 seven (7) years after the date of the filing of the tax return.
5. Membership Records: Membership files shall be retained for ten (10) years.
6. AHRA will retain Fellow and CRA application materials for 6 years after an individual ceases being a CRA or a Fellow.

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.

3-12 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.

3-13 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