



the association for medical
imaging management

Policy & Procedure Manual

Policy Manual Effective July 29, 2002

Reviewed & Updated 2026

2001 K. Street NW, Third Floor North, Washington, DC 20006

PREFACE

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

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

DEFINITIONS

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

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

Unless otherwise stated, all committees and leadership roles report to the board of directors. All Committees, besides the Member Recognition Committee 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 Annual Meeting to Annual Meeting, unless otherwise stated.

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Policy & Procedure Manual

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 annually. 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, is eligible for consideration by the Leadership Development Committee (LDC) (see Leadership Development Committee policy). It is recommended that candidates nominated for consideration have maintained AHRA membership for a minimum of five (5) years. However, the AHRA Board of Directors may grant an exception in special circumstances when a candidate does not meet the minimum membership requirement but is determined to be a viable and qualified candidate.

Candidates nominated for the office of President-Elect must have successfully served a minimum of two (2) years of their elected Director term prior to being eligible for consideration as a President-Elect candidate. In addition, candidates for President-Elect must hold the Certified Radiology Administrator (CRA) credential and remain in good standing throughout the nomination and election process.

The LDC Committee will determine the overall qualifications of the prospective candidates. In the overall nominations process, consideration will be given to nominees' current AHRA volunteer leadership commitments and their volunteer performance evaluations. 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. The LDC will actively recruit candidates from diverse backgrounds and perspectives.

To avoid potential conflicts of interest, candidates nominated for the office of President-Elect should not be employed by, represent, or have a primary professional affiliation with a vendor organization. Any exceptions to this recommendation must be reviewed and approved by the AHRA Board of Directors.

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 a minimum of two (2) additional candidates beyond the number of open elected Director positions 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. Neither Emeritus nor student members may 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 Executive Director 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.

If a current Director is elected to the office of President-Elect while having one (1) or two (2) years remaining in their three-year Director term, the vacated Director position shall be filled through the current election process. The additional Director seat will be awarded to the unelected Director candidate receiving the next highest number of votes during that election cycle, and the individual shall serve a full three-year term.

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	Jan/Feb
Creation of Election Slate	Winter through early Spring
Election	Spring
Election Results Announced	Within one week 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 Executive Director and Board.
9. Assist executive staff in preparing agendas for board meetings and in conducting new board member orientation.
10. Coordinate with the association management firm the performance review of the Executive Director
11. Work collaboratively with the association management firm on searches for a new Executive Director.
12. Periodically evaluates the effectiveness of the Board and will recommend areas for improvement including plans to achieve these goals.
13. Consult with external experts as needed (legal counsel, auditor, investment advisor, etc)
14. Provide leadership to other officers and directors in the execution of their responsibilities to AHRA.

15. Review and approve the Executive Director's proposed annual goals, objectives, and timelines for achievement; 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 monthly via conference, with a summer in-person meeting held prior to the AHRA Annual Meeting, and 1-2 additional in-person 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 Executive Director 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 annual review of the Policy & Procedure Manual.

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 monthly via conference, with a summer in-person meeting held prior to the AHRA Annual Meeting, and 1-2 additional in-person meetings as determined by the President. Special meetings via conference call may be held when needed.

REPLACEMENT OF THE PRESIDENT-ELECT

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

PROCEDURE

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

1-5 IMMEDIATE PAST PRESIDENT

TERM OF OFFICE

One year; at conclusion may not again serve on the Board (unless asked to serve as Past President again in case of death or resignation).

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. Must be a Past-President
2. AHRA member in good standing
3. CRA in good standing
4. Demonstrated leadership skills through a record of responsible service to the association
5. Knowledgeable about the programs and services of the association
6. Ability to communicate effectively in oral and written form
7. Demonstrated ability to exercise good judgment
8. Ability to be a good facilitator
9. Fair, reasoned, and impartial

MEETING REQUIREMENTS

The AHRA board meets monthly via conference, with a summer in-person meeting held prior to the AHRA Annual Meeting, and 1-2 additional in-person 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, if the President and President elect deem necessary to backfill.
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. The Executive Director shall report the succession to the membership as appropriate.

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 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 monthly via conference, with a summer in-person meeting held prior to the AHRA Annual Meeting, and 1-2 additional in-person meetings as determined by the President. Special meetings via conference call may be held when needed.

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 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 (3) years, or until his/her successor has been appointed and assumes office and is served during the individual's elected term(s) on the AHRA Board of Directors. Total service as an elected Director on the Board is limited to a maximum of two (2), three (3)-year terms, 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.
11. Coordinate with new incoming Finance Director, President-Elect, and Executive Director at the end of annual meeting (start of new term) to transfer names on financial accounts, complete signature cards/signing authority, and finalize access to bank accounts.

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

MEETING REQUIREMENTS

AHRA's Finance Committee meets monthly via conference call.

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 as a Director at Large. Refer to Term Limits for Officers and Directors Policy

POLICY AND PROCEDURES

Nominations:

The Finance Director Nomination Committee (hereafter, Committee), comprised of the Executive Director, President, President-Elect, and immediate Past President, shall prepare a call for nominations from current Finance Committee 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 shall 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 Executive Director 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 Executive Director, 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 Executive Director
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;
3. Reviews the annual budget and recommends it to the full board for approval;
4. Monitors budget implementation and financial procedures;
5. Monitors budget assets;
6. Monitors compliance with federal, state, and other reporting requirements;
7. Helps the full board understand the organization's finances;
8. Monitors and oversees the performance of AHRA's investment advisor and investment manager

- 9. Recommends the auditor for full board approval and provides board oversight of the financial audit.
- 10. 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.
- 11. Monitors and approves any considerations for additional borrowing (lines of credit, government loans) or any new financial accounts.

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 reviews financial statements.	Monthly
Monitor investment fund progress	Quarterly
Review/update investment policy	Annually
Provide progress reports and revisions as needed to budget. Review of Forecasts	Quarterly
Review of annual audit process/results, including review of Form 990, Return of Organization Exempt from Income Tax	Annually
Meet with Investment Consultant in person or via conference call	Biannual
Provide Finance-related education at new board member orientation	Summer
Reviews the annual budget and make recommendations to the board for approval.	Spring
Strategic program P&Ls and present to the board, i.e. Spring, Annual meetings, certification program (CRA), podcasts, etc.	Spring

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 Executive Director and Finance Committee will recommend the dollar amounts to be placed in the Short-Term/Operating Fund 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 Executive Director 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 Executive Director.
4. 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 Executive Director, along with Finance Committee of the Board 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 2% 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 by the Finance Committee on a total return basis. Returns will be compared to:

1. Consumer Price Index plus 2%;
2. Three-month Treasury Bill Index plus 2%;
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 Full Board of Directors on a biannual 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 Executive Director 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 having greater than or equal to 8 months of Operating & Non-Operating Reserves (Total Reserves (Cash + Short Term + Long Term Investments) / Monthly Operating Expense). 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 Executive Director 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 Executive Director 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.

AHRA may use its investment accounts as collateral for a line of credit. The purpose of this line of credit is to provide flexibility in managing cash flows during times when it might be not desirable to sell securities. It shall be the responsibility of the AHRA Executive Director to recommend amounts to be drawn from the line of credit and the anticipated repayment strategy to the Board of Directors.

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 not less than two (2) or more than three (3) 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 Leadership Development Committee 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 two (2) candidates 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 Executive Director 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 Executive Director
6. Two (2), not more than three (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, are considered ex-officio members. The Executive Director is an ex-officio non-voting member 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 providing input on performance through Smith Bucklin Our Association Excellence Program (AXP) and formal/informal input for the executive director.
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 annual 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 a minimum of 2 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 Executive Director 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

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 & 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

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 most cost-effective manner.

GENERAL POLICIES

1. Hotel Accommodations:
 - a. AHRA will provide single occupancy rooms to Board Members participating in an official AHRA activity.
 - b. In-room movies, valet services, laundry and other services of a personal nature are not eligible for reimbursement.
 - c. Changes to hotel accommodations made to accommodate the needs of AHRA and resulting in penalties or additional fees will be reimbursed. Changes made for the convenience of the traveler are the responsibility of the traveler.
2. Meal Functions:
 - a. The following reimbursable limits apply to breakfast, lunch and dinner while traveling, and include the meal, all beverages, gratuity, taxes, and tips. These guidelines reflect our commitment to member stewardship.
 - i. Breakfast \$20
 - ii. Lunch \$25
 - iii. Dinner \$50
 - b. We also recognize that these meal limits may not always be practical for travel to certain cities and properties. Any overages from the amounts above require an explanation to be provided on the reimbursement request form. Some overages will require ED approval.
 - c. AHRA does not reimburse Board members for alcoholic beverages.
 - d. Only AHRA Volunteers are eligible for meal reimbursement.
3. Air Travel
 - a. AHRA volunteers are encouraged to make travel arrangements at the lowest coach airfare booked at least 30 days in advance of travel dates.
 - b. Early Boarding/Check-In Fees
 - i. Fees for Early Bird check-in are reimbursable for Southwest and other carriers that do not offer advance seat assignments.
 - ii. Fees to board early as a convenience are not reimbursable.
 - c. Window or Aisle Seating Fees
 - i. Some airlines charge fees to sit in window or aisle seats.
 - ii. Fees to move out of a middle seat are reimbursable to another seat within coach class.
 - iii. Fees or upgrades to a row with more leg room or to a higher class of service are the responsibility of the traveler.

- d. **Baggage Check Fees**
 - i. Airline baggage fees accompanied by receipts are reimbursable.
 - ii. Consider these fees when determining the most cost-effective flight to your destination.
- e. **Wi-Fi (Airport and In-flight)**
 - i. Wi-Fi will be reimbursed when required for association related work activity only.
 - ii. Monthly passes are not reimbursable.
- f. **TSA Pre-check**
 - i. TSA Pre-check fees are not reimbursable.
- g. **Changes to Air Travel**
 - i. Changes made to accommodate the needs of AHRA and resulting in penalties or additional fees will be reimbursed.
 - ii. Changes made for the convenience of the traveler are the responsibility of the traveler.
- 4. **Parking and Tolls**
 - a. Reasonable parking expenses (for example, daily parking at an airport while traveling) and tolls while traveling are reimbursable.
 - b. Receipts should be provided for parking.
- 5. **Mileage Reimbursement**
 - a. The IRS mileage rate is the maximum rate that employers may use for tax-free reimbursement.
 - b. The IRS rate is adjusted annually for inflation and takes into consideration the insurance, maintenance, licensing and fueling costs of vehicles.
 - c. This does not cover parking and tolls that should be submitted for reimbursement separately.
 - d. Because the cost of refueling is included, it is not separately reimbursed.
 - e. The current reimbursement rate can be viewed on the IRS website at: <http://www.irs.gov/Tax-Professionals/Standard-Mileage-Rates>.
 - f. Mileage reimbursement may not exceed the lowest possible airfare for the same trip, without prior approval.
 - g. A map that clearly displays the starting point, the destination, and the route traveled is required to be provided with reimbursement requests for mileage. This documentation must be provided in PDF format with all receipts.
- 6. **Car Rental (In Lieu of Air, Train, or Bus Travel)**
 - a. Car rental will be reimbursed at the lower of the price of the car rental plus mileage.
 - b. 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.
- 7. **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.

8. Reimbursement Request Form:

- a. 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. NOTE: reimbursement will happen after event
- b. Original receipts, invoices, or other appropriate documentation of expenses must be attached.
- c. For travel booked online, an e-mail confirmation is acceptable.
- d. Reimbursement forms are specific to the activity and can be requested from the AHRA office as needed.

9. Direct Bill to AHRA:

- a. For major events (i.e., annual meeting), whenever possible, AHRA arranges for expenses to be directly billed to AHRA to minimize the out-of-pocket expenses incurred by board members and volunteers.
- b. Hotel and other accommodation for group meetings will be arranged through AHRA's event staff.

SPECIFIC SITUATIONS

Board Members:

1. Board Meetings: AHRA provides coach air or other comparable land transportation, one to two nights' lodging depending upon the length of the meeting, meals (following the meal maximums noted above), 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. Transportation to and from the event, see travel policy above.
 - b. Waiver of registration
3. 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.
4. Meal Reimbursement: 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 Board members for alcoholic beverages. All reimbursements should be submitted within 30 days of any charge being incurred. Meal reimbursement requests should follow meal maximums note above)



Policy & Procedure Manual

SECTION 2

Guidelines & Charters

for Committees, Teams, Panels

2-1 COMMITTEE GUIDELINES

FORMATION

- The President, working with the Board Liaison, shall appoint all Committee Chairs.
- The Committee Chair will have served on the committee. (preferred).
- In the absence of a Chair, the Board Liaison will function as the Chair until the position can be filled.
- The Committee Chair will appoint members from those who volunteer during the open Call for Volunteers.
- Committee members must be AHRA members in good standing.
- Committee members' appointments should be made on a staggered basis to ensure stability.
- A staff liaison will be assigned to each committee unless otherwise noted.
- A Board liaison will be assigned to each committee unless otherwise noted.
- Committee terms will run July to July.
- Each committee will have up to 9 members total, including the Chair.
- Newly selected committee members will participate in the last two months of standing calls and activities to familiarize themselves with committee initiatives before orientation at the Annual Meeting.
- All committees can have up to 9 members.

TERMS

All committees will follow a 2 / 2 / 1+1 term formula.

Position	Term Length	Term Detail
Committee Chair	1 Year	1 Term, may serve a 2nd one year term
Committee Member	2 Years	2nd Term, eligible to move to Chair. <i>If not chosen as Chair, will roll off after two 2-year terms are complete.</i>
Committee Member	2 Years	After completion of first 2-year term, may move to second 2-yr term

ROLES & RESPONSIBILITIES

Position	Responsibilities
Chair	Lead/Manage committee: initiatives, timelines, engagement, etc. Prepare for and facilitate all meetings of the Committee Prepare and distribute an agenda & a copy of the previous meeting minutes for each meeting, minimum 2 days in advance of the meeting.

	<p>Distribute minutes following the meeting, no later than 2 days following.</p> <p>Prepare updates and/or report to the AHRA Board of Directors</p> <p>Fairly delegate tasks and action items to team members, staff, etc.</p> <p>Coordinate Annual Call for Volunteers: evaluation & selection</p> <p>Issues needing resolution should be escalated to the Board Liaison as a first point of contact.</p> <p>Meet with the Board and Staff liaison prior to the full committee meeting to prepare for the upcoming meeting.</p>
Committee Member	<p>Prepare for and attend meetings and calls. The committee members must attend personally and not through sending an alternate or sending an AI enabled assistant to record the meeting.</p> <p>Participate actively in discussions and action planning including monitoring progress toward goals.</p> <p>Respect and give fair consideration to diverse and opposing viewpoints.</p> <p>Work collaboratively with AHRA staff.</p> <p>Complete assigned tasks as determined by the Chair.</p> <p>Recording committee meetings by members through electronic or AI means is not permitted, and electronic recording is only allowed and performed by the consensus of the Committee Chair and Board liaison (if assigned) and shall be performed by the AHRA staff liaison. Any recordings should only be shared with non-committee members at the discretion of the Chair and Board liaison.</p>
Board Liaison	<p>Prepare for and attend meetings and calls.</p> <p>Participate actively in discussions and action planning including monitoring progress toward goals.</p> <p>Respect and give fair consideration to diverse and opposing viewpoints.</p> <p>Work collaboratively with AHRA staff.</p> <p>Complete assigned tasks as determined by the Chair.</p> <p>Ensure that committee goals are in alignment with the strategic plan.</p> <p>Report out to the Board of Directors as requested.</p>
Staff Liaison	<p>Works with the chair & volunteers to advance the committee's work and ensure programs and/or activities are planned and implemented.</p> <p>Manages meeting logistics.</p> <p>Coordinates and communicates the agenda, action items, meeting notes, reports, and correspondence as requested by the chair.</p> <p>Attends and participates in key committee meetings, events, and activities.</p> <p>Serves as the central point of contact for the committee.</p>

REQUIREMENTS

- Member in good standing

- Refer to Committee specific charters for additional requirements per committee

FREQUENCY & EXPECTATIONS

- Committee leadership to meet 1x/month.
- Committees should meet once a month unless otherwise noted.
- Committee Chair will report out to the Board of Directors 3x/year.
- AI notetaking bots are not permitted in any AHRA committee meetings.

VOLUNTEER REIMBURSEMENT FOR DESIGN TEAMS

- In Person Team Meetings: AHRA provides 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.
- Registration: AHRA provides complimentary registration for Design Team members.
- Lodging: AHRA will provide single occupancy rooms to Design Team members on an official AHRA activity.
- 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. If driving, mileage reimbursement may not exceed the lowest possible airfare for the same trip, without prior approval. 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 days of any charge being incurred.

TERMINATION OF DUTIES

Committee Members:

The Committee Chair has the authority to remove committee members. Prior to removal, the Chair will engage in discussions with a committee member to confirm volunteer commitment.

A committee member may be removed from the committee for reasons such as (but not limited to): lapsed membership; non-participation in 3 consecutive committee meetings; no response to outreach by the Chair; nonengagement with committee members and/or committee initiatives; violation of Code of Conduct; Conflict of Interest

Chair:

The Committee Board Liaison has the authority to recommend removal of a Committee Chair. Prior to removal, the Board Liaison will engage in discussions with a Chair to confirm volunteer commitment.

A committee Chair may be removed from the committee for reasons such as (but not limited to): lapsed membership; non-participation in 3 consecutive committee meetings; no response to reach out by the

AHRA President; nonengagement with committee members and/or committee initiatives; violation of Code of Conduct; Conflict of Interest

In the event of a Chair's removal, the Board Liaison will assume the duties as Acting Chair until a replacement Chair is identified.

DEFINITIONS

Team:

A body of members created for longer-term recurring projects. Unlike taskforces which are smaller and for a more defined narrow purpose a team are for larger scale recurring projects and do not dissolve and reform as needed. They function similarly to committees with the distinction being that their purpose is for a specific task and the meeting cadence and expectations may vary from a committee. Two active teams currently are the Annual Meeting Design Team and the CLIMB design team.

Advisory Panels:

A selected group of members that serve as subject matter experts for a particular need – these may be short or long term. An example is the Rapid Review Advisory Panel.

Commission:

A separate and autonomous functioning body to fulfill a programmatic need of the AHRA in which autonomy and impartiality is a key component of the mission. An example is the Radiology Administration Certification Commission (RACC).

Liaisons:

Appointed by the President to represent the AHRA with other organizations or for other external collaborations. An example is the Associated Sciences liaison to AHRA.

2-2 ANNUAL MEETING DESIGN TEAM CHARTER

OBJECTIVE

The Annual Meeting Design Team (AMDT) functions as a task force and 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 Executive Director and 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.

TERMS

Position	Term Length	Term Detail
Chair	1 Year	1 Term as Chair
Member (full team)	1 Year	2 terms, may to move to Chair for a 3 rd term

FORMATION

- The chair shall appoint at least 9 full team members. The Design Team will have a maximum of 10 members, including the AMDT Chair.
- AMDT Members may not be a current chair of another committee.
- The AMDT Chair may, at their discretion, appoint additional AMDT members to serve a third consecutive term when necessary to preserve continuity, operational knowledge, and the overall integrity and success of the Annual Meeting. Such appointments should be based on the needs of the meeting and the value of the members' experience and contributions to the AMDT.

REQUIREMENTS

- AHRA Member in good standing
- Attended Annual Meeting previously
- Engagement scores of 5 or above as evaluated by AHRA Membership and Operation team participation in various AHRA activities such as CRA, EF donor, Author, Speaker, Committee/taskforce member, etc.

RESPONSIBILITIES

Chair

- Attend all meetings and participate actively in planning.
- Provide leadership to the team members during planning meetings and onsite at the annual meeting.
- Select Design team members with collaboration from AHRA staff.
- Serve as a knowledge resource for the AMDT by providing insight into previous meetings.
- Mentor new committee members.

- Provide updates, as requested, to leadership and the membership

Design Team Members

- 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.
- Serve as a knowledge resource for the AMDT in identifying areas where content improvement or insight is needed.
- Serve as a knowledge resource to inform other areas of planning the Annual Meeting around attendee experiences.
- Attend the Annual Meeting in person to support the Annual Meeting execution in the following areas:
 - Be visible and accessible for the membership and exhibitors in answering questions concerning the Annual Meeting.
 - Meeting, greeting and engaging members, especially but not exclusively those who are first time attendees.
 - Assist with coordinating and managing volunteers for various functions at the Annual Meeting as needed.
 - As assigned, management of a designated session or workshop location onsite at the Annual Meeting. This will include scanning session at the door to document attendance, introduce speakers in the session room and facilitating Q&A in the room as needed.

2-3 CLIMB DESIGN TEAM CHARTER

OBJECTIVE

The CLIMB Design Team (DT) functions as a task force and fulfills an active and important role in the planning, preparation and operation of the Conference for Leadership in Imaging Management and Business. The Climb Design Team works collaboratively with the AHRA Executive Director and staff, under the direction of the AHRA President and Board of Directors.

TERMS

Position	Term Length	Term Detail
Chair	1 Year	1 Term as Chair
Member (full team)	1 Year	2 terms, may to move to Chair

FORMATION

- The President shall appoint a Design Team Chair from the ranks of the team.
- The chair shall appoint at least 4 team members.
- CLIMB Design Team Members may not be a current Chair of another committee.

REQUIREMENTS

- Member in good standing
- Attended CLIMB or Spring Conference previously
- Engagement score of 5 or above (CRA, EF donor, Author, Speaker, Committee member)

RESPONSIBILITIES

Chair

- Attend all meetings and participate actively in planning.
- Provide leadership to the team members during planning meetings.
- Select team members, with collaboration from AHRA staff.
- Serve as a knowledge resource for the team by providing insight into previous meetings.
- Mentor new team members.
- Provide updates, as requested, to leadership and the membership

Team Members

- Contribute to the content of CLIMB through the review of presentation proposals, interviewing of potential speakers, and the selection of both keynote and breakout speakers.
- Serve as a knowledge resource for the team in identifying areas where content improvement or insight is needed.

- Be the visible ambassadors for the membership and exhibitors in answering questions concerning the event.
- Assist with coordination/management of volunteers being used for various functions at the event.
- As assigned, management of a designated session or workshop.
- Meeting, greeting and engaging members, especially but not exclusively those who are first time attendees.

2-4 CORPORATE RELATIONS COMMITTEE CHARTER

OBJECTIVE

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.

REQUIREMENTS

- Member for 3+ years
- Experience and access to upper-level representatives of existing and potential corporate partners

RESPONSIBILITIES

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

2-5 CURRICULUM COMMITTEE CHARTER

OBJECTIVE

The Curriculum Committee will provide guidance, advocacy, and supervision to educational programs by ensuring the curriculum is academically sound, comprehensive, and responsive to the needs of the audience. They will provide oversight to programs with specific, desired learning outcomes, and recommend new and/ or modifications to curriculum to the AHRA Board of Directors for approval.

REQUIREMENTS

- Member for 3+ years
- CRA preferred
- Public speaking/teaching experience preferred

RESPONSIBILITIES

- 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.
- The Curriculum Committee will develop content criteria to ensure that variation in faculty/speakers will not adversely affect intended learning objectives/outcomes.
- The Curriculum Committee will consider possible actions to encourage creativity, flexibility, and innovation in curriculum development.
- The Curriculum Committee shall have the authority to table decisions about curriculum changes in order to assess the impact on desired outcomes.
- The Curriculum Committee, through the AHRA staff, shall provide financial analyses to the Board in order to support recommended programs, modifications, enhancements, etc.
- The Curriculum Committee shall develop policy concerning curriculum appropriateness as needed and offer recommendations to the AHRA Board of Directors.
- Oversee speaker certification process; provide speakers with course evaluation scores; notify speakers of certification results.

2-6 DIVERSITY, EQUITY AND INCLUSION COMMITTEE CHARTER

OBJECTIVE

The Diversity, Equity, & Inclusion Committee will 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.

FORMATION

- 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.

REQUIREMENTS

- Member for 1+ years

RESPONSIBILITIES

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

2-7 EDITORIAL REVIEW COMMITTEE CHARTER

OBJECTIVE

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

REQUIREMENTS

- Previous writing or editorial experience is preferred.

RESPONSIBILITIES

Editor in Chief:

- The Editor-in-Chief is responsible for the direction, control and function of the Editorial Review Committee. It is, therefore, his or her responsibility to see that the Review Committee 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 Committee by the AHRA Board of Directors.
- The Editor-in-Chief works in collaboration with the Association or contracted staff to achieve the following functions:
 - Serves as Chairperson of the Editorial Review Committee
 - Appoints persons to serve on the Editorial Review Committee
 - Provides feedback to staff liaison for inclusion in quarterly board reports.
 - 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.
 - Spearheads the Editorial awards process in accordance with the writing awards policy and procedure.
 - Recruiting and assisting contributing writers whose terms run on an annual basis.
 - Responsible for writing the editor-in-chief's column for each issue.
 - Acts as an ambassador for *Radiology Management* and contributes to the development of the editorial plan.

Member:

- 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.
- The Editorial Review Committee will review manuscripts submitted for publication in the journal, identifying:
 - Appropriateness
 - Benefit to members
 - Timeliness of topic
 - Professional level of interest

- Potential negative effects to the AHRA or *Radiology Management*
- Each member will write at least one feature article or two columns during a single term
- Participates in Review for annual Editorial Awards.
- Contributing editors are not considered members of the Editorial Review Committee. They will write a regular column.

2-8 LEADERSHIP DEVELOPMENT COMMITTEE CHARTER

OBJECTIVE

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.

FORMATION

- The immediate past President shall serve as the Chair.

REQUIREMENTS

- Member for 5+ years
- May not be currently serving on the Board of Directors
- Must have served the association in a significant capacity

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.
- Electronic recording of LDC meetings by any means is expressly prohibited as sensitive discussions will take place regarding individual members. LDC members must have complete confidentiality so that open dialogue about members under considerations can be achieved.

2-9 MEMBERSHIP COMMITTEE CHARTER

OBJECTIVE

The Membership Committee will collaborate with AHRA leadership to provide the highest value to members and help ensure long-term retention through the delivery of quality programs and services.

The committee advises leadership on membership policies to ensure responsiveness to member needs and oversees programs for the recruitment and retention of members.

FORMATION

- 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.

REQUIREMENTS

- Member for 1+ years

RESPONSIBILITIES

- **Increasing Membership.** Recommending ideas for increasing AHRA's membership base such as working with AHRA staff to create and execute membership development campaigns.
- **Maintaining Membership.** Identifying the needs of members and recommending the development of services to meet those needs.
- **Welcoming New Members.** Recommending ways to acknowledge new members and to encourage participation in AHRA activities.
- **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.

2-10 MEMBER RECOGNITION COMMITTEE CHARTER

OBJECTIVE

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

REQUIREMENTS

- Member 5+ Years
- AHRA Fellow Preferred

RESPONSIBILITIES

- Reviews Fellow applications to verify applicant eligibility
- Selects recipients of the
 - AHRA Awards for Excellence
 - Osborn Scholarships
 - Broadley Scholarships
 - Annual Meeting Scholarships
 - AHRA/Canon Putting Patients First grant program
 - CRA Exam Scholarships
 - Blancaflor
 - Ed Yoder Scholarship
- Suggests ways AHRA can better recognize deserving members or improve its existing awards and processes
- Solicit and receive nominations and evaluate each nominee's accomplishments for the Jim Conway Gold Award.

2-11 PRODUCT AND SERVICES REVIEW COMMITTEE CHARTER

OBJECTIVE

The Product and Services Review Committee will contribute to and advise 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.

REQUIREMENTS

- Member for 1+ years

RESPONSIBILITIES

- The Product and Services Review Committee participates in the ongoing review of current products and services in order to identify and recommend revisions, or discontinuation.
- The Product and Services Review Committee provides recommendations, identifying:
 - Appropriateness and accuracy
 - Benefit to members
 - Timeliness of topic
 - Professional level of interest
 - Making recommendations to the Board when applicable

2-12 RAPID REVIEW ADVISORY PANEL CHARTER

OBJECTIVE

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

FORMATION

- Reviewers are recruited by the Rapid Review Coordinator, based on volunteer interest.
- Ad Hoc volunteers do not need to follow term limits.

REQUIREMENTS

- Member 1+ Year

RESPONSIBILITIES

- Members of the Rapid Review Advisory Panel shall be individuals with technical expertise and/or credentials in accordance with ARRT guidelines.
- Prospective volunteers should have the following:
 - technical expertise/credentials as listed above
 - email accessibility to assure 48-hour turnaround
 - time to review multiple programs and media on a consistent basis
- Prospective volunteers must submit CV or resume to the Rapid Review Coordinator to keep on file.

2-13 REGULATORY AFFAIRS ADVISORY PANEL CHARTER =

OBJECTIVE

The Regulatory Affairs Advisory Panel will use a systematic approach to evaluate proposed legislation, regulations and budget rules that impact medical imaging. The Committee may evaluate alliances, partnerships, or coalitions, including existing arrangements to ensure that they are furthering the goals of the organization.

FORMATION

- The President shall appoint an Advisory Panel Chair and Vice Chair, to be confirmed annually.
- AHRA Leadership will identify leaders with exceptional experience in the regulatory arena, along with established relationships with policy makers and other medical imaging and healthcare related associations.
- A Board Liaison will be appointed to ensure integration and alignment with AHRA strategic priorities.
- AHRA Executive Director will serve as the staff liaison.
- This panel will include contracted regulatory/legislative expert(s) as necessary and approved by the Board of Directors.
- This panel does not have term limits. Members will be added on an as needed basis.

REQUIREMENTS

- Member 3+ Years

RESPONSIBILITIES

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.



Policy & Procedure Manual

SECTION 3

Administrative Policies and Procedures

3-1 ALLOCATION OF HOTEL 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. 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.)
3. President-Elect
4. Chair – Education Foundation
5. Finance Director
6. Past President
7. Gold Award Recipient
8. Executive Director

3-2 SPEAKER CERTIFICATION POLICY

POLICY

All speakers for AHRA's Leadership Institute Basic Management Program (Aspiring Leaders) 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. Other sessions offered at AHRA meetings (i.e. established leaders breakout sessions) do not require a certification process. The AHRA Curriculum Committee Chair can approve a non-certified speaker to substitute in the event of an unforeseen emergency where no other speaker can be added.

PURPOSE

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

ELIGIBILITY

Only AHRA members in good standing are eligible to become AHRA Certified Speakers, and present at either the Basic Management Program (Aspiring Leaders) and CRA Workshop programs. To present any CRA Exam Workshop content, AHRA Certified Speakers must have the CRA Credential and not actively serving on the Radiology Administration Certification Commission (RACC).

Additionally, as outlined in the procedure below, only presentations where the prospective Certified Speaker is the primary speaker are eligible to be observed and assessed by a reviewer. Joint presentations with more than one speaker are not eligible to be reviewed.

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 individual session evaluations, typically on a 4 or 5-point scale depending on the event. Speakers will be notified in advance when a reviewer will be present in their session.

Speakers are reviewed while presenting a live session at an AHRA conference. 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.

Once a speaker is approved as an AHRA Certified Speaker, they do not need to recertify. Certified Speakers who have an audience score below 80% of the maximum possible audience score will be reviewed and may need to be recertified at the discretion of the Curriculum Committee and with support of the AHRA Board of Directors.

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

The certification process will proceed as follows:

1. Audience score of at least 80% of the maximum possible score 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 under 80% OR reviewer score of 7.8-7.99: speaker will be given feedback/constructive criticism from reviewer and asked to make changes to presentation. Speaker is eligible for a second review. Final outcome is based on one of the following scenarios for the second review:
 - a) If the speaker's score increases, he/she can continue as follows: If the score increases but is still within the provisional range above, the speaker may have a 3rd review. If the score increases to a level of 80%+ 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 80% OR reviewer score below 7.8: if the speaker wants to be re-evaluated, he/she must submit a report to the Committee detailing the changes/improvements they would implement to improve the session. The Speaker has the opportunity to be re-evaluated 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. The speaker receives complimentary registration, but no additional compensation.

Category II:

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

NOTE: Only the Primary Speaker for a session receives compensation. Co-speakers 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.

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, incidentals, 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 and approved by the Executive Director. 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 collaborating with other professional associations to produce meaningful and relevant content and programs 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.
 - f. Profits (or losses) are paid to (or paid by) the guest organization within two months after close.
 - g. Host organization retains net profit/loss for attendees who register as a non-member of any sponsoring organization.

3-5 EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

Purpose

To evaluate and assess performance, measure goals and outcomes against the organization's strategic plan (and other established metrics e.g. Membership growth, fiscal management, staff retention) in order to provide a fair and objective method for determining wage adjustments and incentive bonuses for the AHRA Executive Director.

3-6 MEMBERSHIP LEVELS & POLICY

MEMBERSHIP LEVEL	POLICY
Standard Membership	<ul style="list-style-type: none"> Includes: Access to online education and special member pricing on products and events.
CRA Pathway Premium	<p>Includes:</p> <ul style="list-style-type: none"> Access to online education and special member pricing on products and events. Enrollment in Virtual CRA Exam Prep Workshop Waived CRA exam application fee 10% discount on Professional Development Series Texts
Military Membership	<p>Includes:</p> <ul style="list-style-type: none"> Access to online education and special member pricing on products and events. 28% discount on membership dues; which will be reviewed on an annual basis and adjusted with any overall membership fee increases. Open to servicemembers, veterans, their spouses and dependents <p>Requires:</p> <ul style="list-style-type: none"> Proof of service is required. Suggested forms accepted: Valid Military ID Card; Valid Dependent ID Card; Valid VA Issued Identification Card (for the VA healthcare system); Veterans designation on valid driver's license; Locally issued Veterans ID Card; DD-214 Form; Other ID or Membership Card – examples include veterans groups such as the VFW, American Legion, AMVETS, etc.
Student Membership	<p>Includes:</p> <ul style="list-style-type: none"> 53% discount on membership dues; which will be reviewed on an annual basis and adjusted with any overall membership fees increases. <p>Requires:</p> <ul style="list-style-type: none"> Proof of enrollment is required. For current students in accredited imaging or healthcare undergraduate programs. Individuals may maintain a student membership for up to three (3) years. Annual renewal is required with proof of enrollment.
Emeritus Membership	<p>Includes:</p> <ul style="list-style-type: none"> Access to online education and special member pricing on products and events. Open to retired members only Free membership (no dues)

Commented [1]: add newly approved Student membership

	<ul style="list-style-type: none"> ● 10% discount on AHRA products ● One free AHRA conference or seminar registration per calendar year <p>Requires:</p> <ul style="list-style-type: none"> ● Must be a member in good standing for 15 years. ● Must be retired. ● \$50 donation (one-time) to the AHRA Education Foundation ● Emeritus members may not hold office or vote
Group Membership: Tier 1	<p>Includes:</p> <ul style="list-style-type: none"> ● Access to online education and special member pricing on products and events. ● 5% discount on membership dues <p>Requires:</p> <ul style="list-style-type: none"> ● 2-5 members on a single invoice
Group Membership: Tier 2	<p>Includes:</p> <ul style="list-style-type: none"> ● Access to online education and special member pricing on products and events. ● 10% discount on membership dues ● One enrollment in the Aspiring Leaders Online Program <p>Requires:</p> <ul style="list-style-type: none"> ● 6-12 members on a single invoice
Group Membership: Tier 3	<p>Includes:</p> <ul style="list-style-type: none"> ● Access to online education and special member pricing on products and events. ● 15% discount on membership dues ● Two enrollments in the Aspiring Leaders Online Program ● One enrollment in the Virtual CRA Exam Prep Workshop <p>Requires:</p> <ul style="list-style-type: none"> ● 13+ members on a single invoice

3-7 ENDORSEMENTS 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.
2. The Executive Committee 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, services, programs, or collaboration, with avoidance of endorsement of specific vendors and/or proprietary offerings (e.g., equipment or other services specific to a vendor).
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 RECIPIENTS ELECTION PROCESS

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 member who has made significant contributions to the profession of medical imaging or other areas of healthcare administration. Under special circumstances, an additional award may be presented to a second member, as determined by a majority vote of the AHRA Board of Directors.

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. Nominations received after the specified date will not be considered.

AHRA Staff Responsibility:

AHRA staff will solicit and receive nominations, confirm nominee eligibility, and compile nomination materials for Board consideration. For each verified nominee, AHRA staff will gather supporting documentation (as applicable) to create a complete nominee packet, such as the nominee's curriculum vitae and copies of nomination forms and related application materials. AHRA staff will prepare and distribute the nominee packets for review and will coordinate required communications with nominators and nominees in accordance with the nomination timeline.

Board of Directors Responsibility:

The Board of Directors reviews the Gold Award nominee materials provided by AHRA staff 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 medical imaging and management
4. Lectures and presentations related to radiology and management
5. Memberships in professional organizations other than the AHRA
6. Fellow status in the AHRA
7. Significant contributions to the AHRA and professions of radiology and healthcare administration including activities which:
 - a. benefit any or all levels of AHRA
 - b. move the Association forward
 - c. elevate the professions of radiology and healthcare administration
 - d. useful to the membership of the organization and the profession
 - e. A "significant contribution" may be an aggregate of numerous projects, committee chairs, publications, and presentations and/or significant participation over a period of years. Although

the number of years is not specified, service over a number of years enhances the perception of a significant contribution.

Current members of the Board of Directors are not eligible for the Gold Award.

AHRA Staff will ensure that the following activities are completed in a timely fashion:

1. Reviewing the Gold Award nomination form, making necessary changes, and coordinating production and distribution.
2. Receive nominations prior to the deadline.
3. Screening nominees for eligibility and verifying membership status and other eligibility criteria.

Acknowledging each nomination to the nominator.

4. Gathering supporting documentation from each verified nominee and compiling a nominee packet, which may include:
 - a. A copy of the membership application and (if applicable) Fellows application
 - b. A copy of the nominee's curriculum vitae
 - c. Copies of nominations forms
5. Distributing nominee packets to the Board of Directors in a timely manner for review
6. Contacting all nominators with selection results
7. Preparing an executive summary highlighting the major accomplishments of the nominee for Board consideration
8. Coordinating the Gold Award announcement in LINK and the presentation of the Gold Award to the recipient(s) at the AHRA Annual Meeting.

Coordinating the production of the Gold Award with promotions department and confirming Gold award recipient housing with the Annual Meeting Events team.

Executive Summary for Board Presentation:

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

1. AHRA contribution
2. Nominee CV/Resume
3. Summary of contributions provided by the nominee
4. The original nomination

3-9 AHRA ORGANIZATIONAL LIAISON DESCRIPTION

The purpose of this policy is to outline the roles, responsibilities, and procedures for liaisons working with external organizations on behalf of AHRA. This policy ensures that interactions between the organization and external stakeholders are conducted in a consistent, professional, and effective manner that aligns with AHRA's organizational goals and values.

Official liaison relationships may be established with any professional organization that shares a common mission and or similar goals with AHRA, or where specific AHRA initiatives may be advanced through collaboration. Where appropriate, 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:

- Joint Educational Programming and Collaboration
- Sharing of Best Practices
- Research and Preparation and Development of Jointly Endorsed Position Papers, White Papers, Guidelines, or Publications
- Joint Committees and Task Forces
- Information Sharing
- Advocacy Initiatives
- Other Common Goal Activities

Appointment:

The AHRA president is responsible for appointing a liaison. Appointed liaisons must be AHRA members in good standing. Current or recent Board members will be considered first unless the criteria set forth by the other organization are not met. In that case, the appointed AHRA liaison must be a current AHRA member. The liaison should possess relevant skills, knowledge, and authority to represent AHRA effectively and professionally.

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. Advantages of partnering with this organization
4. Expectations of AHRA, AHRA's liaison, and the organization (e.g., attendance at annual or other organization meetings, participation on task forces or committees, etc.)
5. Anticipated costs (if any)
6. The external entity's mission, goals and program are in accordance with AHRA's mission and values

Responsibilities:

- Maintain open, respectful, and timely communication with external entities.
- Represent AHRA accurately and consistently in all communications.
- Document and report significant interactions, agreements, or issues to AHRA leadership.

Communication Guidelines

- All communications, whether verbal or written, should be clear, factual, and respectful.

- Liaisons must refrain from making commitments or statements on behalf of AHRA without prior authorization.
- Sensitive or confidential information must be handled according to AHRA's Confidentiality and Data Privacy policies.

Documentation

- Liaisons are responsible for maintaining records of all interactions with external entities. Documentation should include the date, entity, summary of communication, and any actions required.
- 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.

Reporting

- A quarterly summary report should be submitted to the AHRA Board of Directors, including any significant developments, achievements, or challenges faced.

Coordination and Feedback

- Regular check-in meetings should be scheduled with the Executive Director and AHRA leadership to share updates, gather feedback, and align on upcoming interactions with external stakeholders.

Termination of Liaison Role

- The liaison role may be terminated by Board of Directors if the individual does not meet performance standards or if the external relationship is no longer necessary.
- Upon termination of the role, all documentation and pending issues will be transitioned to another designated liaison as appointed by the President.

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 at the AHRA Annual Meeting to sit on the Associated Sciences Consortium for a two-year term, with a three term limit.
2. The representative shall attend all meetings of the Consortium, including planning meetings.
3. In planning for the annual workshop at RSNA, the representative shall:
 - i. confirm all topics and speakers for which he or she is responsible and submit these to the Consortium Coordinator as determined by the Consortium timeline.
 - ii. forward edited abstracts of presentations to the Coordinator as determined by the consortium timeline.
 - iii. submit all audio-visual requirements and any special requests by the lecturers to the Coordinator as determined by the consortium timeline.
4. The representative shall forward all records to AHRA for record retention.
5. The representative is responsible for providing updates to the Board of Directors as requested and sharing the final program at the May Board meeting.
6. The representative shall attend and represent the AHRA at the Triennial meeting of the Consortium and forward a report to the Board of Directors.
7. The representative shall provide AHRA staff with information for the purpose of marketing the Associated Sciences Consortium offerings to the membership.
8. The representative shall submit budget data to the Executive Director for approval, to ensure adequate funds for Associated Sciences Faculty and other expenses.
9. Annually the representative shall review the Organization Guide of the Associated Sciences and present recommended changes during the Consortium planning meeting.

The Associated Sciences Representative 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.

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

1. Board of Director Records
 1. Board of Director Meeting Minutes, motions and Board actions
 2. Board of Director annual reports submitted to the membership
 3. Corporate Bylaws and amendments
 4. Policies and Procedures
2. Financial Records
 1. Association annual budgets
 2. Association yearly financial audit reports
 3. Association federal tax returns
3. Annual Meeting Records
 1. Minutes of the Annual Meeting business sessions (as necessary)
 2. Annual Meeting programs (e.g., agenda, presenter/speakers, exhibitors and sponsors, etc.)
 3. Meeting Performance Data (e.g., attendee, exhibitor, sponsor, BOD, and staff feedback, attendance figures and details, financials, etc.)
4. Publications
 1. Association newsletters (digital and in print, if applicable)
 2. Radiology Management or other official publications of the Association
 3. Other position publications/statements from AHRA Task Forces or Committee (e.g., AHRA Regulatory Affairs Committee statements)
5. Incorporation Documents
 1. Corporate charter and corporate charter amendments
 2. 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.
 3. 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; including Fellow application materials for 3 years.

The Board of Directors (led by the President-Elect) shall review this policy and procedure on an annual basis.