

COUNCIL STEERING COMMITTEE (CSC)

MISSION

The mission of the Council Steering Committee is to be the representative voice of the ACR membership, by facilitating and developing ACR policy.

RESPONSIBILITIES OF THE CSC

The CSC provides oversight of Council activities. The CSC is both elected and appointed. The CSC is representative of the entire Council according to its diversity, geographic distribution, radiologic subspecialty, gender, and practice patterns. In addition to organizing the Council meeting, the CSC represents the Council throughout the year, providing communication pathways both to and from the chapters and interacting with the ACR BOC.

PRIMARY ACTIVITIES OF THE CSC

- Provide oversight and facilitation of ACR Council activity.
- Serve on work groups and/or other committees as assigned by the Speaker to ensure the ongoing success of Council and CSC activities.
- Represent the Council between Council meetings.
- Provide Council liaison to the BOC.
- Provide Council liaison to the chapters via direct outreach (phone and email), as well as participation in the ACR's Chapter Visitation Programs as appropriate.
- Provide liaison to councilors representing subspecialty societies, government agencies, military branches and membership sections (i.e. RFS and YPS).
- Serve as ex-officio members of commissions upon appointment by the chair of the BOC.
- Conduct ongoing progress review on ACR Council resolutions.
- Advise the Council regarding policies to sunset.
- Sponsor or submit resolutions to the Council when necessary.
- Facilitate and encourage the development of resolutions.
- Review and decide on acceptance of late resolutions.
- Provide Council liaison and input into the development of ACR practice parameters and technical standards, to include chairing subcommittees to reconcile the comments submitted during the field review process.

COUNCIL STEERING COMMITTEE (CSC) MEMBER JOB DESCRIPTION

This document is intended to expand upon the description of CSC member duties and responsibilities. It may serve as a resource for members considering running for a contested position on the CSC or for newly elected or appointed members of the CSC.

DUTIES

The CSC may act on behalf of the Council between annual meetings but both the CSC and the BOC prefer to take a planning and strategic role and leave the final policy setting process to the full Council. Thus unless ascribed, it is unlikely that the CSC would make decisions in lieu of the Council except in *extraordinary circumstances*.

The CSC has primary responsibility for planning and evaluating the annual business meeting of the College. The CSC works with the ACR staff on long-term and short-term issues for the Council meeting. It revises and reviews meeting evaluations to improve the efficiency and quality of the Council meeting. This is a major topic of CSC meetings and may also be a topic for conference calls between meetings.

The CSC also plays a major role in development and revision of practice parameters (PP) and technical standards (TS). Each PP or TS that is expected to undergo field review is assigned to one or two members of the CSC to chair the final phases of the review process. In conjunction with ACR quality and safety staff, the CSC member(s) appoint(s) a review committee which meets by conference call to resolve comments submitted during the field review process. These calls generally occur from September through December. Individual calls usually last between 20 minutes and 2 hours depending on the complexity and controversy of the PP or TS under consideration. Prior to the call, the CSC chair(s) review(s) the comments, and if the comments are extensive they may choose to prepare a "Conference Call Draft" to incorporate the less controversial comments. After the call, the chair(s) review(s) the "Conference Call Revisions Draft" created by staff and edit(s) it as needed before distribution to the full review committee. They are also the final arbiter for any additional questions raised by committee members after the conference call. Finally, the CSC chair(s) need(s) to be available to discuss the practice parameters and technical standards that they chaired during reference committee testimony at the Annual Meeting and possibly during reference committee closed session. Depending on the number of practice parameters and technical standards up for review in a given year, each CSC member will generally have responsibility for 1-4 documents. New members generally co-chair their first PP or TS unless they have significant prior experience with the process. This is a major responsibility of the CSC outside of its meetings and work group activities and generally will require 4-6 hours of member time per parameter or standard.

The CSC provides liaisons to every chapter of the ACR and to those subspecialty organizations and federal branches represented in the Council. There is also a CSC liaison to every ACR commission. Each member of the CSC generally serves as liaison to 2-4 chapters and 2-4 other groups. The level of activity varies with the organization involved. CSC liaisons may attend chapter meetings and provide formal presentations on ACR activities. Such presentations should be planned in advance with the ACR Office of Chapter and Member Engagement. Chapter liaisons should establish ongoing rapport with the leadership and Council delegation within the chapters for which they are responsible, and report back to leadership and staff any issues of significance. Additionally, chapter liaisons should serve as an ongoing point of information in communicating ACR policies, programs and services to the chapters. Finally, chapter liaisons should work with the chapters to assure they are actively engaged in ACR committees of importance (e.g., Managed Care, Carrier Advisory), have established a framework for effective governance at the state or local level, and are working with the state medical societies to promote the

profession of radiology. CSC members are asked to serve as liaisons between the committee and the various commissions. Each commission should invite its CSC representative to their meetings and give him or her an opportunity to participate in the activities of the commission. The term is for one year. The liaisons provide a critical link between the ACR Council and these important constituent groups.

During the Annual Meeting, at least one CSC member is assigned to each reference committee. One or two CSC members are also assigned as liaison to each geographic or specialty caucus. The liaisons may meet with the caucus chair prior to the caucus meeting, and they must attend the caucus to facilitate discussion and understanding of resolutions and other major issues that may come before the Council. Since many resolutions are sponsored by the CSC and/or the BOC, CSC members can often provide more insight into the rationale for the resolution than may be apparent from the resolution itself.

As the elected and appointed leaders of the Council, CSC members are expected to take an active role in the debate of resolutions during open reference committee sessions and as needed during the reference committee reports to the Council.

MEETINGS

The CSC officially meets twice during the ACR Annual Meeting. More recently, the CSC has held a dinner on Friday evening to honor outgoing members. Of the two official meetings, the longer meeting is held at the start of the week (typically on Saturday afternoon) for about 4-5 hours. At this meeting, the CSC reviews resolutions and other issues related to the upcoming meeting and may also address longer term issues. There is a shorter meeting (about 30-60 minutes) on the last day of the Council meeting at which the incoming CSC discusses goals and assignments for the coming year. The CSC may also briefly review the just completed meeting and any other pressing issues. CSC members also attend the BOC meetings that take place at the beginning and end of the annual meeting.

During the Annual Meeting, CSC members participate in Capitol Hill visits to promote the specialty. As leaders in the organization, they are also asked to participate in and contribute to ACRA's political action committee, RADPAC. Other social events, and occasionally events with members of Congress and other dignitaries, make the Annual Meeting an active 5-6 days of meetings and events.

Please note that with the exception of councilors-at-large, and the RFS and YPS representatives, **CSC members attending the Annual Meeting should be reimbursed by their chapter if that funding is available; funding is not available directly from ACR for attendance at the annual meeting.**

The second major meeting time is in conjunction with the fall BOC meeting. This meeting is not set in a fixed location (typically held in the U.S.) and generally occurs in September or October. The Board and CSC will meet in the morning Monday through Thursday. The CSC will meet for about 4-5 hours on Monday afternoon and may meet for additional breakfast or lunch meetings at the discretion of the Speaker. At this meeting, the CSC makes its major decisions regarding future Council meetings, addresses reports of its workgroups, and discusses other issues of importance to the ACR and the Council. The CSC also reviews the Policy Sunset Report that is first prepared by the Vice-Speaker and revises the report for subsequent presentation to the BOC. There are plenty of opportunities available during this week to meet with fellow BOC and CSC members and informally learn more about the ACR and its activities.

The CSC may also meet during a Board of Chancellors meeting to be held in January 2022. Additional information about that meeting will be forthcoming.

Other in-person meetings may occur, (for instance, the CSC will meet at RSNA) but conference call meetings are more likely throughout the year. These usually are focused on one or two specific issues. Such conference calls usually last about one hour.

In addition to these specific CSC meetings, members typically attend most meetings of the BOC. During the Annual Meeting, the CSC attends the start of the BOC meeting on Saturday morning (about 4 hours) and the entire BOC meeting on the final day (usually about 30 minutes). Due to time constraints, the remainder of the BOC meeting on Saturday overlaps with the CSC meeting. CSC members attend the entire fall meeting of the BOC since the specific CSC meeting occurs during a recess in the BOC meeting. This meeting provides excellent opportunities to meet informally with fellow leaders in the ACR.

CSC members are expected to actively participate in CSC meetings. Their participation is also encouraged at BOC meetings, but with a total of 34 Chancellors and 22 CSC members, time for discussion is limited.

Summary

CSC membership brings significant responsibilities and carries a significant time commitment, but the work is interesting and rewarding. There are extensive networking and social opportunities with other members of the CSC and the members of the BOC as well as with state chapters, specialty societies and ACR commissions. Many CSC members will also serve on ad-hoc Task Forces of the ACR and on ACR commissions and committees.

CSC LIAISON ROLES

Introduction

Each Council Steering Committee member serves as a liaison with the ACR chapters, ACR commissions, and those specialty societies and federal branches with representation on the ACR Council. The liaisons provide a critical link between the ACR Council and these important constituent groups.

This document was developed to provide greater consistency and to ensure a better understanding of this important role. While there may be some overlap between the various Council assignments, each liaison role (e.g. chapters, commissions, subspecialty societies and federal branches) has some subtle differences. The liaison role to the chapters, commissions and subspecialty societies is described below. Questions concerning the CSC liaison role can be directed to the ACR Office of Governance & Member Engagement at 800-227-5463 ext. 4998.

CSC Chapter Liaison Role:

- Each CSC member is annually assigned chapters with which they will communicate throughout the year.
- Following the assignment, ACR Council staff will contact the chapter identifying their CSC liaison and providing contact information. The CSC liaison will be copied on that correspondence.
- Shortly after the notification is sent, the CSC liaison should contact the chapter to begin a dialogue. The dialogue should focus on the challenges of the chapter and the resources available within the Council and the ACR to assist where appropriate. It may be necessary in some cases to further discuss specific issues with the CSC, ACR leadership, and/or ACR staff in order to assist your chapter(s).
- The CSC liaison should make every effort to communicate directly with their assigned state chapters at a minimum of twice yearly. It is encouraged that the initial contact be personal via telephone. At that time, email addresses, etc. can be exchanged for future communications.
- The Vice Speaker shall work with the Speaker, CSC and Chair, and? ACR Committee on Chapters to determine if specific questions should be posed during liaison outreach.
- The CSC liaison should encourage chapters to submit resolutions for the Council's
- consideration on any issues that are not being addressed in current ACR policy.
- The CSC liaison should keep a brief log of interactions that have taken place with their assigned chapter leadership.
- The CSC liaisons should stay abreast of ACR news, activities and the benefits of ACR membership. In addition to being a resource to the chapters, the CSC liaison should also act as an ambassador of the College. The ACR staff is available to assist you with any information, if needed.
- Where practicable, the CSC chapter liaison should consider attending meetings of the chapters. If you are the designated liaison for your own state chapter as is tradition, attendance is strongly encouraged. There is money allocated through the ACR Chapter Visitation program for ACR leadership (including BOC and CSC members) to speak at state society meetings. If you are invited to be a speaker at a chapter meeting, please notify the ACR Office of Chapter & Member Engagement to ensure coordination within the parameters of the Chapter Visitation Program. The ACR staff will assist you with PowerPoint presentations.
- Should you be unable to make contacts with your chapter, please notify either the CSC staff or ACR Chapter and Member Engagement staff at (800)227-5463 ext. 4041.

- The CSC will work with the ACR Committee on Chapters and the ACR State Government Relations Committee to ensure that knowledge is shared and coordinated among the parties.

CSC Commission Liaison Role:

- The ACR has both specialty (e.g. radiation oncology, nuclear medicine, ultrasound, etc.) and operational (human resources, economics, quality and safety, etc.) commissions. The chair of each commission serves on the Board of Chancellors. Each commission has its own set of goals. Each Commission also has committees that report to it. Generally, the chairs of each committee serve on the commission to which they report. Some members of the CSC will be assigned a liaison role with an ACR Commission.
- Following the assignment, ACR Council staff will contact the commission identifying their CSC liaison and providing contact information. The CSC liaison will be copied on that correspondence.
- Shortly after the letter is sent, the CSC liaison should contact the commission chair to begin a dialogue. The dialogue should focus on the challenges of the commission and the resources available within the Council and the ACR to assist where appropriate.
- The CSC liaison should make every effort to communicate directly with their assigned commission at a minimum of twice yearly. It is encouraged that the initial contact be personal via telephone. At that time, email addresses, etc. can be exchanged for future communications.
- The CSC liaison to the Commission should fully participate in commission activities. Where practicable, the CSC liaison should make every effort to attend commission meetings, participate on conference calls and partake in email messaging.
- The liaison should serve as a resource to the Commission on relevant ACR policies and parameters and standards that relate to the Commission's focus.
- The CSC liaison should review and staff will post commission minutes to inform the CSC of commission activities.
- The CSC liaison should encourage ACR Commissions to submit resolutions for the Council's consideration on policy issues which are not being addressed in current ACR policy.

CSC Subspecialty Society Liaison Role:

- CSC members are typically assigned a liaison position with a subspecialty society that is represented on the ACR Council.
- Following the assignment, ACR Council staff will contact the subspecialty leadership identifying their CSC liaison and providing contact information. The CSC liaison will be copied on that correspondence.
- Shortly after the letter is sent, the CSC liaison should contact the subspecialty to begin a dialogue, with a focus on outreach to the councilor and/or alternate councilor. The dialogue should focus on the challenges of the subspecialty society and the resources available within the Council and the ACR to assist where appropriate.
- The CSC liaison should make every effort to communicate directly with their assigned subspecialty society at a minimum of twice yearly. It is encouraged that the initial contact be personal via telephone. At that time, email addresses and other contact information can be exchanged for future communications.
- The CSC liaison to the subspecialty society should try to participate in society activities. Where practicable, the CSC liaison should make every effort to attend society meetings (please note that funding is not available from ACR for this purpose), participate on conference calls and in email messaging.

- If you are requested to be a speaker at a society meeting, please notify staff in the office of ACR Chapter and Member Engagement. The ACR staff will assist you with PowerPoint presentations.
- The CSC liaison should keep a brief log of interactions they have with the subspecialty leadership.
- As part of their liaison role, CSC members should encourage subspecialty groups to submit resolutions for the Council's consideration on policy issues which are not being addressed in current ACR policy.
- CSC subspecialty liaisons should stay abreast of ACR news, activities and the benefits of ACR membership. In addition to being a resource to the subspecialty, the CSC liaison should also act as an ambassador of the College.

Should you be unable to make contacts with your subspecialty, please notify either the CSC staff or ACR Chapter and Member Engagement staff.

From time to time the CSC, ACR leadership and/or the Committee on Chapters may want to specifically query the chapters or subspecialty society leadership on specific issues. Those questions will be provided to you in advance of your outreach.

CSC ROLE IN THE ACR PRACTICE PARAMETERS AND TECHNICAL STANDARDS DEVELOPMENT PROCESS

The CSC members play an active role in the development of the ACR Practice Parameters and Technical Standards.

Following member review (field review), an ad hoc committee is established for each proposed parameter or standard to reconcile comments. The CSC member chairs this committee to include the following:

- Chair of the relevant commission
- Chair of the Commission on Quality and Safety
- Chair of Parameters and Standards of the Commission on Quality and Safety
- Speaker and/or Vice-Speaker of the Council
- Principal drafter and/or drafting committee
- Representatives from the Collaborative Committee
- Chair of the sponsoring committee
- Two – three members who commented on the draft
- ACR staff and legal counsel

Information regarding the following items can be found on the [Practice Parameters and Technical Standards web page](#) and in the [Practice Parameters and Technical Standards Handbook](#) on the ACR website:

- Moderating a Conference Call
- Process and Timeline for Developing Parameters / Standards
- Collaborative Process
- Process for Amending Collaborative Parameters
- Process for Collaborative Radiation Oncology Parameters

If you have any questions regarding Practice Parameters and Technical Standards, please call 1-800-227-5463, ext. 4592.