

ACR College Nominating Committee Manual

Revised July 2019

ACR COLLEGE NOMINATING COMMITTEE MANUAL

Guidelines for College Nominating Committee	2
College Nominating Committee	2
Call for Candidates	2
CNC Meetings	2
Chair BOC	2
Elected Positions.....	2
Slotted Positions.....	3
Designated Nominees	3
At Large Nominees	3
Contested Positions.....	3
Uncontested Elected Positions.....	3
Selected Positions	4
Appointed Positions.....	4
Candidates.....	4
Informing Candidates.....	4
Informing Membership	4
ACR Electioneering Policy.....	5
Report ACR Governance Committee (1997).....	7
Governance Committee Findings and Recommendations.....	7
Joint Report ACR Governance Committee and Blue Ribbon Governance Advisory Task Force	10
CNC References in the ACR Bylaws	24
College Nominating Committee (CNC)	25
Membership	26
Chancellors from the Radiological Society of North America, the American Roentgen Ray Society, the American Radium Society, and the American Society for Radiation Oncology..	25
Duties of the Chair and Vice-Chair	26
CNC Qualifications & Time Commitment.....	27
President.....	27
Vice-President.....	27
Board Positions	27
BOC members.....	28
Councilors & Alternate Councilors	28
Council Steering Committee.....	28

ACR COLLEGE NOMINATING COMMITTEE MANUAL

College Nominating Committee	29
Intersociety Private Practice Representative.....	32

Guidelines for College Nominating Committee

College Nominating Committee

The College Nominating Committee (CNC) consists of 9 members.

2 appointed by the chair of Board of Chancellors (BOC) from the BOC

1 appointed by the council speaker from Council Steering Committee (CSC)

6 elected by the council for one 2-year term

A member of the CNC may not be a nominee for any of the positions.

The BOC & CSC appointments to the CNC should be made within one month after the elections.

Call for Candidates

Letters are sent electronically to all councilors, alternate councilors, chapter presidents and members of the Intersociety Committee requesting candidates.

The members of the CNC are asked to call the chapter and society presidents to remind them of the call for nominations. A list, which is divided into regions and includes names of presidents and contact numbers, is provided to the CNC members for calls.

CNC Meetings

The first meeting of the CNC is via conference call within 30 days after the ACR annual meeting and is convened by the speaker of the Council, for the sole purpose of electing a chair and co-chair.

The CNC meets via conference calls as needed to review information. A meeting/call with the committee to review all candidates is held either via conference call or face-to-face to make recommendations for the slate.

Chair BOC

The chair of the BOC forwards his/her recommendations to the CNC. This is typically completed by the early fall.

Board vacancies and society representatives to the BOC are to be considered with consultation from the chair of the BOC. The CNC will consider recommendations by the Chair of the BOC, but should not be constrained by those recommendations.

Elected Positions

The CNC considers nominations for the following elected positions:

- President (one-year term);
- Vice-president (one-year term);
- Council speaker (one 2-year term – candidates must have served a minimum of two years on the present or on a former CSC prior to election);

ACR COLLEGE NOMINATING COMMITTEE MANUAL

- Council vice-speaker (one 2 year term – candidates must have served a minimum of two years on the present or on a former CSC prior to election);
- CSC members (candidates, who must be councilors for the term in which they are running, will compete for four positions on the CSC, each for a two-year term. Candidates with only one year remaining as a councilor who win election or re-election shall serve their final year as a councilor-at-large. No member may serve more than six consecutive years on the CSC without a lapse of at least one year. Candidates must have attended at least one previous annual meeting as a councilor, alternate councilor, or chapter officer);
- CNC (5 or more candidates who must be a councilor or alternate councilor for the term in which they are running compete for three elected positions on the CNC, each for a two-year term. Members elected to the CNC by the Council cannot simultaneously serve on the CSC; and
- BOC vacancies

Slotted Positions

Slotted positions on the BOC are considered for chairs of specialty and/or operating commissions. (It is appropriate for the CNC to choose the single best candidate among those with appropriate qualifications to fill slotted board seats.)

Designated Nominees

The CNC proposes a nominee(s) with suitable qualifications to fill each vacant elected position on the BOC. In the event that the CNC proposes more than one candidate for consideration for a position, then such candidates will be termed “designated nominees.” Designated nominees seek election for a specific board responsibility.

At Large Nominees

All other nominees are considered at-large nominees. Nominations from the floor are considered at-large. The number of at-large positions will equal the full number of Chancellors to be elected in that election less the number of separate classes of designated nominees.

Contested Elections

Contested elections are not mandatory. However, for contested elected positions, the CNC narrows the slate by review of the information submitted.

Uncontested Elected Positions

The CNC chooses a single nominee slate to the Council.

ACR COLLEGE NOMINATING COMMITTEE MANUAL

Selected Positions

The American Radium Society, American Roentgen Ray Society, American Society for Radiation Oncology (ASTRO), and the Radiological Society of North America may be invited by the chair of the BOC to submit three candidates to serve on the BOC. The CNC, after consultation with the chair of the BOC, selects one representative from the three candidates for a 1 three-year renewable term. Should RSNA, ARRS, ARS or ASTRP fail to propose an individual considered to be acceptable members for the chancellorship afforded if, such office shall remain vacant until such members are proposed and selection is made by the CNC. In addition one chancellor may be selected as proposed by the Canadian Association of Radiologists (CAR) to serve a single term of two (2) years.

Appointed Position

The CNC appoints a representative from private practice to the Intersociety Committee for a two-year term. A private practice representative is considered a physician who has a private office not affiliated with a hospital practice or who practices in a hospital without radiology residents. One representative is selected each year to ensure two private practice representatives to the ISC each year.

Candidates

Candidates are to fill out a questionnaire (online Candidate Information Form) describing nature of practice and position on issues important to College, provide recent photograph, current CV, and 2 letters of support from an ACR member.

Candidates who do not fill out the form are not considered.

Candidates in contested elections are to make a two-minute presentation to the Council.

Candidates are asked to follow the ACR Policy on Electioneering and not present at the caucuses.

Campaigning is not to be conducted within proximity of the voting area.

Informing Candidates

Letters informing candidates of their proposed nomination are to be sent as soon as the slate is finalized. Nominators and supporters are to be copied on the letters.

Thank you letters are to be sent to candidates not selected. Nominators and supporters are to be copied on the letters.

Informing Membership

Membership is to be informed of the CNC recommendations by mail. This is traditionally done through a Bulletin article and through the posting of the ACR Election Manual on the ACR Annual Meeting website at least six weeks prior to the ACR Annual Meeting.

ACR COLLEGE NOMINATING COMMITTEE MANUAL

ACR Electioneering Policy

ACR Electioneering Policy

Introduction

In 1997, the ACR Council approved the recommendations of the report of the Governance Committee. In one of its recommendations, the Governance Committee “strongly suggest(ed) that strict limits on electioneering be imposed.” In addition, the committee expressed concern that the election process itself could become a time-consuming distraction for the Council that already meets too infrequently. In response, the initial ACR Policies and Procedures discouraged campaigning but did not outright prohibit this practice. No current formal ACR policy addresses campaigning.

Current policy does provide a mechanism for candidates to communicate their views as follows:

- a. A submission in the ACR Election Manual provided in advance of the meeting to all councilors. The Election Manual includes a photo of each candidate as well as a standardized CV, which includes relevant biographical information and personal comments provided by the candidates.
- b. An opportunity to provide a two-minute speech to the ACR Council on Sunday afternoon during the Annual Meeting.
- c. An opportunity to address individual councilors at the “Meet the Candidates” Forum on Sunday during the ACR Annual Meeting.

In 2008, the ACR Council passed Resolution 41, directing the ACR Council Steering Committee to develop and implement binding regulations for candidate communications and to publish those regulations in the ACR Election Manual as well as directly to the candidates.

The Council Steering Committee is considering the following approach to fulfill the intent of Resolution 41.

- I. Prohibition against mass distribution of campaign materials via e-mail, FAX, phone and other electronic media (including all forms of social media).
- II. Prohibition against mass mailing of campaign materials to councilors or alternate councilors
- III. Prohibition against distribution of campaign buttons, stickers, pens, or any similar items prior to or at the ACR Annual Meeting.
- IV. Prohibition against display or distribution of campaign posters, balloons or other visual aids at the ACR Annual Meeting and at any other meeting or event where multiple ACR members,

ACR COLLEGE NOMINATING COMMITTEE MANUAL

councilors, alternate councilors, members of the Board of Chancellors, or officers of the College are expected to be present.

- V. Candidates may make a limited number of personal phone calls to support their candidacy.
- VI. Candidates may visit the geographic and specialty society caucuses that they would normally attend at the ACR Annual Meeting. They may be introduced to the caucus, but may not deliver a campaign speech.
- VII. Failure to abide by these election rules may result in the disqualification of the involved candidate for the elections held during the affected ACR Annual Meeting. Any candidate who violates these rules may, at the discretion of a committee composed of the speaker, vice speaker and chair of the College Nominating Committee, be declared ineligible for election in that year and have his or her name stricken from the ballot.
- VIII. Questions concerning the appropriateness of electioneering activities should be directed to the ACR Council Offices at 800-227-5463 ext. 4998 or tbehbahani@acr.org

ACR COLLEGE NOMINATING COMMITTEE MANUAL

REPORT FROM THE ACR GOVERNANCE COMMITTEE

August 20, 1997

GOVERNANCE ISSUES

College Nominating Committee

Status Quo

The Nominating Committee consists of nine members. Two are chosen by the Chairman of the Board from members of the Board and one member is appointed from the Steering Committee by the Council Speaker. The Council, from among nine nominees provided by the prior year's Nominating Committee, elects six members of the Nominating Committee. Over the last three years, it has become traditional to present three nominees from each of the three large Geographic Caucuses (Dixie, Snowbelt, and Western). Each Caucus then decides by a straw vote which two candidates it will officially endorse. In exchange for reciprocal support, the Caucuses then "suggest" their members vote for the two candidates chosen by the other two Caucuses as well as for their own two endorsed candidates. The results of this election are predictable. This process currently is the only "contested" election within the College.

The Nominating Committee meets via telephone conference to select a Chairman. It has become "traditional" for the Chairman of the Board to convey to the Chair of the Nominating Committee his/her recommendations for various officers (excluding candidates for the next Nominating Committee) being considered by the Nominating Committee. The Nominating Committee typically has a second conference call at which time recommendations from the Board are reviewed and sometimes voted upon. The Nominating Committee meets formally at the American Roentgen Ray Society meeting to finalize nominations, including nominations for the contested elections for the next Nominating Committee.

Typically the Nominating Committee accepts the recommendations of the Board for positions of President, Vice-President, Speaker, Vice-Speaker, Chancellors, and Nominees to the American Board of Radiology. Several other traditions are noteworthy. The President and Vice-President are typically chosen from among Chancellors who are completing their terms on the Board. While these positions are thought of as largely honorary, the officers chosen are voting members of the Board and of the Executive Committee of the Board. They also comprise two of the three members of the Nominating Committee of the Board. Perhaps the most consequential selection made by the Nominating Committee that of Vice-Speaker of the Council, has also been preempted by tradition. The "Reviewer of the Digest," who is chosen for that duty from among Steering Committee members by the Speaker, has traditionally been nominated for Vice-Speaker. After two years in the office of Vice-Speaker, that individual is nominated for Speaker and two years later for Chancellor.

Nominations for the next Nominating Committee are made from among individuals who have either presented themselves for nomination or have been nominated by other Councilors or State Chapter Presidents. The Geographic Caucuses may formally supply names to the Nominating Committee, but do not often do so. The Nominating Committee is provided with CVs for these individuals. Occasionally

ACR COLLEGE NOMINATING COMMITTEE MANUAL

there will be a letter of recommendation that introduces a nominee, but some nominees are represented only by their CVs. It has become traditional for three individuals to be chosen from each Geographic Caucus region.

Governance Committee Findings and Recommendations

While the Nominating Committee has the absolute power to accept or reject recommendations from the Chairman of the Board, the current likelihood that the Committee will exercise that authority is small. All of the elected members to the Committee are new to the process, and it is difficult to buck "tradition." Often the Nominating Committee finds that it has no significant job other than to propose nine candidates for the next Nominating Committee. Recommendations from the Board and tradition dictate most nominations.

We suggest that the Nominating Committee needs to play a more robust role in the selection of nominees for offices within the College. The Committee agrees that the progression from Vice-Speaker to Speaker is appropriate. The learning curve for that job should be at least two years. It is not appropriate that this very important office be selected by the present Speaker through his choice of a "Review of the Digest." We recommend that the nominee for Vice-Speaker be chosen from among several candidates who have had experience on the Steering Committee. It is appropriate that the Nominating Committee seek out suggestions from the Chancellors, Speaker, and Vice-Speaker on this nomination. Most importantly, the Nominating Committee could gather information from the sitting members of the Steering Committee to determine whom they believe would make a good leader and run an effective Council Meeting.

The Committee believes that the Nominating Committee should examine several candidates for each open position on the Board. These will often be "slotted" positions and the candidates examined will need to have the appropriate expertise for the position (e.g., Chancellor to head a Specialty Commission). It is appropriate for the Nominating Committee to seek input from the Chairman of the Board. It would also be appropriate for the Nominating Committee to gather information to help judge the effectiveness of the various candidates within the College. Nominees for some Board positions could be specifically targeted from underrepresented groups within the College.

The Committee recommends that all candidates being considered for elected positions, whether contested or not, should fill out a short questionnaire that would describe the nature of their practice and their position on issues important to the College. The College staff could abstract crucial information from the candidate's CV, as submitted on a standardized CV form, and thus save significant review. A recent photograph would be required to help match a name with a face remembered from Council meetings. Such an abstracted CV would need to be reviewed by the candidate before it is sent out to Nominating Committee members to ensure accuracy. In addition to this self-supplied information, we would suggest that the Nominating Committee attempt to obtain a minimum of two letters of recommendation for all candidates under consideration. For example, a recommendation should be requested from the President of the potential nominee's Chapter. Similar letters should be sought from Committee or Commission heads if the individual has worked for the ACR within one of these Committees or Commissions. Finally, responses to a structured questionnaire appropriate to the nominee's proposed position should be provided to the Nominating Committee.

ACR COLLEGE NOMINATING COMMITTEE MANUAL

For uncontested elected positions, the Nominating Committee would in fact choose among the proposed nominees to select the single nominee slate presented to the Council. For contested elected positions, the Nominating Committee would narrow the slate by review of the aforementioned information and the members of the Council would receive appropriate information prior to the election.

If the Nominating Committee is to assume a more independent role, it will need to be given more staff and resources from the College. The Committee believes that a single one-year term on the Nominating Committee is probably insufficient to allow the Committee any institutional memory. We suggest staggered two-year terms for the elected Nominating Committee members. We also would suggest that the Standing Committee on Governance consider whether the Nominating Committee should be enlarged to help cope with the additional responsibilities.

We propose that at each Council meeting three new representatives on the Nominating Committee would be selected from among five. Nominating Committee members would serve two-year staggered terms. At the Council meeting in 1998, three Nominating Committee members would be elected for two-year terms and three others for a single year term. In 1999 and thereafter, three representatives would be elected for two-year terms.

ACR COLLEGE NOMINATING COMMITTEE MANUAL

JOINT REPORT
from
THE ACR GOVERNANCE COMMITTEE
and
BLUE RIBBON GOVERNANCE ADVISORY TASK FORCE
to
THE BOARD OF CHANCELLORS

APRIL 21, 2012

INTRODUCTION

In 1996, the Board of Chancellors (BOC) established the Governance Committee (GC) to implement Council Resolution 30 that resolved that an ad hoc committee be formed to study issues including, but not limited to, governance, accountability, representation, and demographics of the ACR. Of particular concern were issues relating to communications and interrelationships among the various types of elected and appointed representatives to the ACR and the chapters, the roles and composition of certain committees and individual positions, as well as the mechanism of constitution of certain committees and bodies within the ACR. The resolution further resolved that the composition of the original committee be representative of geographic, practice setting, and other diversity and minority concerns including three (3) representatives from each of the three (3) large existing geographic caucuses, one (1) representative from the DC Metropolitan, Maine, and Minnesota Radiological Societies, and one (1) representative from the Council Steering Committee (CSC) and the BOC. The 1996 GC members are listed in Attachment One. That GC submitted its report in 1997 and the College has implemented many of its recommendations. The report can be found on the ACR website under About Us-Commissions and Committees. The GC has continued in existence since that time and became a standing committee of the College in 2006.

Many recommendations from the 1997 GC report were implemented. Among these changes are:

- 1) The establishment of a Committee on General Radiology and a “Task Force on Rural and Small Practice.” The task force subsequently became the Commission on Small and Rural Practice within the ACR adding a new chancellor to the ACR Board to represent small and rural practices;
- 2) Development of a number of programs that have improved councilor training and communications between the Board, the Council, and ACR members;
- 3) In the expansion of the CSC, the Council now elects eight (8) members of the CSC in contested elections;
- 4) The speaker and the vice-speaker of the Council became elected positions;
- 5) The composition of the College Nominating Committee (CNC) was changed, and there are now contested elections for three (3) of the members of the CNC;

ACR COLLEGE NOMINATING COMMITTEE MANUAL

- 6) The ACR has developed programs that supply detailed information about the candidates to the CNC and Council prior to the ACR Annual Meeting and candidates in contested elections are now required to make a brief presentation to the Council prior to the election;
- 7) The 1997 GC report urged the CNC to consider multiple candidates for all positions, and these recommendations led to the requirement that the CNC notify the membership of the College their nominations for the office of president, vice-president, Council speaker, Council vice-speaker, and for vacancies on the BOC prior to the ACR Annual Meeting;
- 8) The nomination by the CNC of five (5) or more candidates each year for the elected positions on the CSC and CNC;
- 9) The review of the so-called “founding” organization positions on the ACR BOC led to the requirement that these organizations submit several potential nominees for consideration by the ACR as opposed to a single nominee; and
- 10) The establishment of a twelve (12) member standing committee on governance composed of three (3) BOC members, three (3) appointed CSC members and six (6) elected CSC members.

In 2010, the GC decided to undertake a comprehensive review of College governance similar to the actions of the original committee. The 2010-2011 GC members are listed in Attachment 1. Historical perspective was enhanced by the development and review of the GC timeline of events, which spanned from 1997 up to the present. Examination of the timeline was intended to provide a “fresh look” at the roles, responsibilities, and engagements since the initial creation of the GC. The timeline revealed many positive actions taken by the GC in the past fifteen (15) years including:

- 1998 Defined the election process.
- 1999 Reviewed candidate presentation process and the election manual. Proactively addressed concerns regarding the election process via a survey issued to previous candidates to identify problem areas.
- 2000 Recommended and implemented Meet the Candidate presentations as a means to minimize electioneering.
- 2001 Studied attendance at the Meet the Candidate Forum.
- 2002 Recommended to the Bylaws Committee that a majority vote be required for the elected vice-speaker position. The committee also drafted a recommended change to the College bylaws that would place procedures for elections into a voting procedures manual maintained by the GC rather than into the bylaws themselves.
- 2004 Evaluated increasing the number of elected CSC members from six (6) to eight (8). Drafted and sent to the Bylaws Committee a procedure for filling the vacancy of an elected member to the CSC, who is unable to finish his/her two (2) year term. Recommended member-in-training representation on the Council and CSC.
- 2005 Developed a Bylaws resolution to establish the GC as a standing committee in 2006. Developed a Bylaws amendment to permit an individual with one (1) year remaining as Councilor to seek election or re-election to the CSC while serving the second year as Councilor-at-Large. Discussed but tabled adding two (2) new elected CSC positions while reducing the number of appointed positions
- 2006 Recommended that the chair of the GC notify the speaker and vice-speaker by letter each year reminding them that appointments to the CSC are only for one (1) year and positions

ACR COLLEGE NOMINATING COMMITTEE MANUAL

- should be reconsidered each year. Recommended young physician representation on the Council and CSC.
- 2007 Encouraged the speaker to consider appointing the CSC candidates who unsuccessfully sought contested offices. Developed a blanket no-electioneering recommendation.
- 2008 Submitted the Role of Caucuses Report to the BOC. Continued work from the 2007 recommendation resulted in Resolution 41, the Electioneering Policy, which was passed at the 2008 AMCLC.
- 2009 Discussed whether to change GC composition and decided not to recommend any changes. Recommended to ACR leadership that ACR clarify in the Bulletin and on the website whether or not certain elected positions are open or are “slotted” for particular individuals.
- 2010 Approved the recommendation of providing a speech coach to candidates for a public speaking session at the 2010 AMCLC. The 2010 GC also recommended to the CNC that photos of all candidates who run for elective office should be posted at the ACR Annual Meeting, and agreed to discuss ways to assess if the BOC members were representative of the Council and ACR membership and develop a method to provide input to the Board chair and CNC on the issue.
- 2011 Began comprehensive governance review. Recommended that speaker and vice-speaker be eligible to serve in all positions open to elected members of the CSC.

During the GC’s 2010 comprehensive review, concerns were expressed that there was a need for an independent group to participate in the review in order to address concerns that some GC members might be perceived as “too close to the process” regarding the structure of the BOC and the selection process for members of the BOC.

In January 2011, John A. Patti, MD, chair of the BOC, appointed a Blue Ribbon Governance Advisory Task Force (TF), which was charged to:

- 1) Provide a historical summary and analysis of the development and expanded function of the GC from its inception in 1997, including a detailed analysis of recommendations made in the report to the 1997 Council, for use by both the GC and the BOC in determining future governance issues,
- 2) To function as an ongoing expert resource to the GC, by providing historical insight, meeting with them, responding to specific questions, and
- 3) Prepare a joint report with the GC for presentation at the April 2012 BOC meeting. The TF is comprised of six (6) members from the original 1997 ad hoc GC, two (2) former GC chairs, a designated ACR officer and six (6) second-term councilors: three (3) chosen randomly from the six (6) largest chapters and three (3) from the six (6) smallest chapters. The TF members are listed in Attachment 1.

The GC developed a consensus list of suggestions for the TF to specifically consider in its review of College governance. In addition, the GC supplied the TF the list of action items under consideration by the 2011-2012 GC. Additionally, each GC member was invited to send a separate memorandum to the TF listing any additional subjects the TF may wish to consider. The 2011-2012 GC continued to work on *CNC Manual*

ACR COLLEGE NOMINATING COMMITTEE MANUAL

issues of College governance throughout the year focusing on whether the changes to the CNC process established by the 1997 GC report have been effective. The 2011-2012 GC members are listed in Attachment 1.

ANALYSIS OF THE RECOMMENDATIONS OF THE 1997 GOVERNANCE COMMITTEE

Both the GC and TF reviewed in detail activities of the GCs from 1997-2011. In addition, the TF reviewed the GC minutes from 2000-2011, the GC timeline of events, and comments and/or recommendations from members on the present GC. The TF met via conference calls and in person to conduct its review and developed the recommendations that are provided in this report.

The 1997 GC Report noted the following issues for the future GCs to study:

- Geographic Caucuses – their official and unofficial role in the College governance
- Review of the so-called “founding societies” seats on the Board
- What has been the impact of the changes to the CSC?
- Should there be more contested Board elections?
- Study the structure and function of the BOC including decreasing the size of the BOC and creating a Specialty Advisory Committee
- Study the optimum size of the CNC and study the impact of changes to the CNC on the nominating process

As noted above, in addressing the recommendations of the 1997 GC, the ACR and subsequent iterations of the GC have implemented many of the recommendations. These and any uncompleted recommendations are addressed in the remainder of the report.

REVIEW OF ACR GOVERNANCE

In each section below, the structure and function of each of the principal governing bodies of the ACR is described. In each section, the major recommendations and actions from the 1997 GC report are highlighted with comments by the present GC and/or TF. At the end of each section, recommendations for action by the ACR or future iterations of the GC are listed.

Council

The Council is the legislative body of the College and is responsible for establishing all official ACR policies. It has the ultimate authority within the College to set the policy for the College, and the BOC is mandated to implement such policy. Under Article IX, Section 2 of the Bylaws, each chapter is entitled to have one (1) councilor (and an alternate councilor), each of whom must be an ACR member, for every one hundred (100) ACR members residing within the geographic area represented by the chapter. States with fewer than one hundred (100) members are entitled to one (1) Councilor. Councilors from each state in the United States, from the District of Columbia, Puerto Rico and Canada are elected on a basis that is satisfactory to the voting members of the respective College chapter. State chapters' executive committees usually nominate councilors, who are elected at the annual chapter meetings. Councilors from agencies of the United States government are selected by the principal executive officers of such agencies. A single Councilor also is assigned to represent related radiological societies. The Council
CNC Manual

ACR COLLEGE NOMINATING COMMITTEE MANUAL

determines, according to College policy, the eligibility of related radiological societies to have one (1) Councilor.

The Council of Affiliated Regional Radiation Oncology Societies (CARROS), which also is a College chapter, is entitled to one (1) Councilor and one (1) alternate councilor. ACR Bylaws also prescribe a mechanism for Councilors-at-Large to represent radiation oncology and physics if their percentage representation on the Council is below their percentage representation within the College's overall membership. Currently, the Council has three hundred and twelve (312) members representing ACR chapters, the branches of the military and other federal agencies and related radiological societies. Councilors serve for one (1) three (3) year term that may be renewed once for a maximum tenure of six (6) consecutive years on the Council. After serving for six (6) consecutive years, Councilors must step down from the Council for at least one (1) year before being eligible to seek an additional term.

The GC and TF re-affirmed that, as the legislative body of the College, the Council is responsible for establishing all official policies. The TF and GC agreed that the composition of the Council is satisfactory and no changes in the method of selection were suggested. Since the Council meets infrequently, the 1997 GC, the GC and the TF also considered communication and interrelationship issues between the Council, state chapters and membership and the BOC and CSC.

The 1997 GC recommended that Chapters should review methods of selecting councilors to ensure that they are representative. The GC and TF noted that every effort is taken to ensure there is grass roots representation on the Council. However, the TF also noted that there continues to be a communication problem between members and councilors in some chapters and that there is a need to re-energize some of the chapters.

The 1997 GC recommended that, in addition to the current introduction to parliamentary procedure, the ACR should provide councilors with more education in parliamentary procedure. The GC and TF confirmed that the following programs and/or processes have been implemented to meet this goal: there is a new councilor orientation at each ACR Annual Meeting, where councilors can receive parliamentary education, parliamentary procedure podcasts, a guide to Council procedures, a New Councilors' Handbook and other materials pertinent to that year's meeting. New members of the BOC and CSC also receive handbooks regarding the processes of those bodies. These publications are also available on SharePoint; and there is a BOC-CSC orientation for new members each year. The GC and TF noted that the CSC is currently evaluating additional measures such as improving training in parliamentary procedure.

The 1997 GC recommended that the ACR develop a publication focused on internal issues distributed at least bimonthly. The GC and TF confirmed that the ACR provides the following means of communication: ACR Bulletin ten (10) times a year, quarterly CSC update columns from the speaker and vice-speaker, Daily News, E-Mails, *JACR*, articles in the Bulletin from the chair of the BOC giving an update on each Board meeting three (3) times a year, and special reports including information on advocacy.

The 1997 GC recommended that the ACR strengthen the linkage between the CSC and Councilors. The *CNC Manual*

ACR COLLEGE NOMINATING COMMITTEE MANUAL

GC and TF noted that many steps have been taken to strengthen the link between the CSC, acting as chapter liaisons, and councilors including implementing four workgroups within the CSC to address specific issues. In 2011, a workgroup was charged to focus on how to strengthen the CSC-state chapter interactions.

The 1997 GC recommended that the ACR establish a Task Force on Rural and Small Practice Radiology that would fold into a Commission. The GC and TF noted that a Task Force on Rural and Small Practice Radiology was implemented and in 1998 it became the Commission on General, Pediatric, Small and Rural Practices. In 2006, it was renamed the Commission on General, Small and Rural Practices and a new Commission on Pediatric Radiology was created.

The 1997 GC recommended that the ACR find a mechanism to ensure that ACR leadership is engaged in chapter activities. The GC and TF noted that a chapter visitation program was implemented and the leadership continues to attend numerous chapter meetings in order to give updates on ACR activities. This program is under the Commission on Membership and Communications.

The 1997 GC recommended that the ACR provide members with more information on individuals nominated to serve in leadership positions. The GC and TF noted that in 1998 the first Election Manual was published. The manual includes information on all elected and selected candidates. Additionally, each candidate in a contested election is asked to give a two (2) minute speech at the ACR Annual Meeting and a Meet the Candidates Forum is held at the ACR Annual Meeting to provide an opportunity for members to meet all candidates personally. The GC and TF noted that the CSC is currently evaluating the Meet the Candidates Forum function.

The 1997 GC recommended that the GC study the impact and relevance of the caucuses and whether they should have an official role or remain unofficial in their role for governance of the College. The GC reviewed this issue in 2007-2008 and recommended no change to the existing process. The TF noted that this issue has been discussed by the GC and noted that the caucuses are informal, councilor-formed and controlled groups that have no official recognition by the College. Initially there were three (3) geographic caucuses, but several others have since been formed. The TF supports the caucuses and suggested the ACR study ways to increase their access and relevance.

Recommendations:

- Staff should continue to work with chapter presidents and councilors to improve communications. Each chapter president should be required to make a report each year and the College should allocate adequate resources to strengthen communication between chapter councilors and their constituents.
- The TF also recommended that the ACR provide information on how the ACR is organized and develop a good mechanism to ensure that information is accurate and timely. ACR announcements and/or notices should be formatted and worded in a way designed to attract members' attention and induce them to read the full message.
- The TF recommends re-evaluating the liaison structure especially in small states. Chapter liaisons should be more proactive and provide formal updates on chapter meetings and activities. There should be continued communication between staff and states and assess mechanisms for better

ACR COLLEGE NOMINATING COMMITTEE MANUAL

follow-up. The ACR should consider ways for chapters to combine meetings, especially in smaller states, to increase attendance, and assess how state meetings might be reconfigured to encourage more participation.

- The TF strongly encourages the members on the BOC to stay engaged in their home chapter activities.
- The TF and GC noted that while many efforts to increase communication have been accomplished, the College should continue to find ways to provide additional information on those nominated for leadership positions.
- The TF consensus is that the role of the caucuses could be strengthened. ACR meeting planners should work with those who would like to hold a caucus at the ACR Annual Meeting to find appropriate meeting space and time. Councilors should consider establishing a caucus of small and rural practices. Smaller chapters should join an existing caucus or form a new one to discuss their interests, if they so desire.

College Nominating Committee

The CNC consists of nine (9) members, as described by Article V, Section 8 of the ACR Bylaws. The Council elects six (6) members to serve on the CNC for a two (2) year term. The candidates must be councilors or alternate councilors for the terms for which they are nominated. The chair of the BOC appoints two (2) members from among the members of the BOC to serve one (1) two (2) year term. The Council speaker appoints one (1) member from the CSC each year. The members of the CNC elect the chair and vice chair of the CNC.

The CNC meets once a year, typically by conference call. It nominates candidates for ACR president, vice-president, Council speaker, and Council vice-speaker, for vacancies on the BOC, for CNC positions and for CSC positions. The CNC also selects two (2) ACR members who are in private practice to attend the annual meeting of the Intersociety Committee. Additionally, the CNC nominates four candidates from among ACR Members in Training, of whom the Council elects two (2) to attend the next Intersociety Committee annual meeting. ACR Bylaws allow the CNC to decide the appropriate number of candidates for each contested election. The CNC receives recommendations from the chair of the BOC for open slotted BOC positions. The CNC publishes an Election Manual each year that contains information on candidates nominated for election to ACR offices. Beginning in 2012, the Election Manual will be available on the ACR web site. Also, in 2011, the GC developed a Manual for the CNC that compiled all the information used by the CNC. The Manual describes the duties and responsibilities of the CNC members.

The 1997 GC recommended that the CNC should play a more robust role in selection of nominees for offices within the College and that the number of contested BOC elections be reviewed. The GC and TF concluded that many of the recommendations relating to the CNC have been implemented. However, both recommend that the CNC should play a robust and autonomous role in selection of nominees. It was the opinion of the TF that the size of the CNC should not be changed. The GC and TF noted that the CNC seeks nominations for all open positions as published in the Call for Nominations and currently considers multiple candidates for each election. The CNC recommends contested elections for vice-speaker and open BOC positions when appropriate. However, the TF noted that there is no uniform opinion about how often elections should be contested. The TF noted it is often preferable to have a non-

ACR COLLEGE NOMINATING COMMITTEE MANUAL

contested election for a slotted position that is considered critical to the success of the College rather than to have a contested election among people who may be unknown to the Council and where the outcome could put the College's mission in jeopardy.

The TF noted that over the years, the number of contested elections has increased. For example, over the past several years there have been contested elections for the vice-speaker position. The TF reviewed the history of contested and non-contested BOC elections and noted that contested elections were held six (6) of the past eleven (11) years. If the CNC receives more than one (1) candidate for a BOC position, the committee considers having a contested election, especially for non-slotted openings. Candidates for "slotted" positions (e.g., to chair a specialty commission) must have appropriate expertise and the CNC receives input from the BOC chair for some elections. The TF noted that without input from the BOC chair, elections to the BOC could reduce the chance that members from small and rural practices would be elected. It was noted that while the BOC chair provides recommendations to the CNC, it is up to the committee to decide whom to nominate.

The CNC currently plays an important role in determining the candidates for vice-speaker and BOC positions and is tasked to nominate candidates who are best qualified to meet the goals to move the College forward. Therefore, the TF concluded that contested elections are not always the best solution. The GC and TF agree that the selection process for members of the CSC and BOC should assure the process is both representative of the Council and the membership and selects the best leaders to assure the mission of the College is fulfilled.

The 1997 GC recommended that all candidates should fill out a questionnaire about their practice and position on important issues. The GC and TF note that candidates are asked to submit at least two (2) letters of recommendation as well as a CV. Additionally, they are asked to complete a questionnaire that includes personal information including ACR activities, other interests in radiology, major academic, practice and/or community achievements, important issues facing the ACR, how ACR should respond to them and the reason for seeking office. This information is published in the Election Manual in a standardized format.

The 1997 GC recommended that more staff and resources be provided to the CNC. The GC and TF noted that there is sufficient staff and resources available to the CNC.

The 1997 GC recommended that CNC members have staggered two (2) year terms to promote continuity. The GC and TF noted that the members elected to the CNC and the CSC now have staggered two (2) year terms.

The 1997 GC recommended that elections should be "in person" with strict rules on electioneering. The GC and TF noted that elections are held by ballot and that councilors must be present at the ACR Annual Meeting to vote. The ACR Electioneering Policy, which describes allowed and prohibited activities, has been implemented and is published in the Election Manual and is on the ACR website.

The 1997 GC recommended that the GC review the changes to the CNC to determine whether they had been effective. The GC conducted a survey of former CNC members to assess if the changes relating to the CNC, as outlined in the 1997 GC report, had been effective. The GC and TF reviewed the results. The GC and TF concluded that CNC has sufficient autonomy to select candidates for contested elections, *CNC Manual*

ACR COLLEGE NOMINATING COMMITTEE MANUAL

and it is the job of the CNC to review the letters and make recommendations. There are typically adequate numbers of academic and non-academic candidates from whom to choose. The GC and TF noted that CNC members believed that the recommendations from the BOC chair were useful; however, the GC and TF recommend that it be made clear to the CNC members that the CNC process must be autonomous. A few TF members expressed concern that some chancellors were contacting CNC members to recommend nominees. The TF recommended that the BOC chair be considered the spokesperson for the BOC and that all chancellors should channel their recommendations through the chair. The TF opined that the 1997 GC Report should not be included in the CNC Manual since many of the recommendations in the report are now historical. The GC will consider whether this updated review of ACR governance is more suitable for inclusion in the CNC Manual.

The GC and TF reviewed the ACR Electioneering Policy to determine whether or not the policy, which prohibits mass distribution of campaign materials via e-mail, fax, phone or other electronic media, should be revised. The TF recommended no revisions to the policy. The GC agrees with the recommendation, but will continue to monitor the issue and has added some recommendations for the Council speaker that reinforce the current policy.

Recommendations:

- The TF was tasked to look at merits of increasing the number of elections for BOC positions in more detail. The TF did not reach agreement regarding the advantages of meritocracy versus democracy (i.e. nominating the person considered to be the best candidate for a position vs. having contested elections for all positions) and suggests the College continually reassess the necessary balance between these positions.
- The GC and TF recommend that the CNC Manual include language emphasizing the autonomy of the CNC process and that, while recommendations of the BOC chair should be considered, the CNC is not bound by them.
- The GC will determine whether the updated Governance Report should be included in the CNC Manual.
- The TF recommends that the GC discuss the electioneering policy and determine if it needs to be expanded (for example, to address the role of social media). The GC recommends the speaker prohibit the use of social media, and BOC and CSC members be instructed not to campaign for other candidates in contested elections. The GC considers these recommendations to be within the scope of the current ACR Electioneering Policy, but will consider changes to the policy in the future.
- The GC should determine whether the Council is receiving the right amount of information about potential candidates. One suggestion from the TF was to ask all the candidates the same questions about important issues so that their answers could be easily compared.
- Current ACR Bylaws state that plurality rather than majority will determine the winner of contested BOC elections when more than two (2) candidates are nominated. The GC and TF recommend a bylaws change so that election results for the BOC positions will be decided by a majority vote rather than plurality vote.
- The GC and TF agree that there is no need for a bylaws change specifying the number of candidates nominated for contested elections. The GC and TF note that it is the role of the CNC

ACR COLLEGE NOMINATING COMMITTEE MANUAL

to recommend the number of candidates for each position. However, they do encourage the CNC to be familiar with all information submitted to assure the candidate(s) qualify for a position.

Council Steering Committee

The CSC represents the Council between Council meetings and provides liaison between the Council and the BOC. CSC members shall serve as members of the commissions of the Board, upon appointment by the chair of the Board. They also serve as liaisons to state chapters and report to the CSC on chapter issues and concerns. The CSC presently has nineteen (19) members, plus the speaker and vice-speaker. Of the nineteen (19), eight (8) are elected members. Candidates for CSC elected positions must have at least one year remaining as councilors for the terms for which they are nominated. Elected CSC members serve a two (2) year term and are eligible for re-nomination and re-election to a second and third two (2) year terms. The speaker appoints the additional members, who include two (2) members in training and one additional young physician member. Appointed CSC members serve one year, and may serve additional terms if the speaker reappoints them. Article IX, Section 9 of the ACR Bylaws stipulates that appointments to the CSC must ensure geographic distribution. No member, whether elected or appointed, may serve more than six (6) consecutive years on the CSC without stepping down for at least one (1) year. Since 1997, the CSC has increased from fifteen (15) to nineteen (19) members, in addition to the speaker and vice-speaker. The CSC has become more diverse both by adding members in training and young physician members, and through speaker appointment of representatives from academic and private practice.

The 1997 GC recommended that that the CSC should have a more active role at BOC meetings. The GC and TF noted that the CSC is now invited to attend a majority of the BOC meetings and the members are asked for their input on issues. In 2003, the speaker and vice-speaker were approved to become full voting members of the BOC and also to serve as members of the Executive Committee.

The 1997 GC recommended that the size of the CSC should be increased from sixteen (16) to nineteen (19) members; six (6) elected each year to serve one (1) two (2) year term and the other to be appointed for a one (1) year term. The GC and TF noted that the CSC presently has nineteen (19) members plus the speaker and vice speaker. Of the nineteen (19), eight (8) are elected members with four elected each year. Appointments to the CSC are made ensuring that there is geographic, gender, and subspecialty representation on the CSC. Appointments also assure there is representation from both private and academic practices on the CSC.

The 1997 GC recommended that the reviewer of the Digest should be the vice-speaker. The GC and TF noted that the vice-speaker now reviews the Digest.

The 1997 GC recommended that the GC review whether the changes to the CSC have been effective. The GC and TF agreed that the changes to the CSC sponsored by the 1997 GC and subsequent iterations of the GC have strengthened and improved the CSC. The CSC works diligently to assure the CSC is responsive to the needs of the Council and the ACR membership. For example, in 2004, the speaker instituted the use of workgroups consisting of five (5) to ten (10) CSC members who are tasked with specific planning or problem solving activities, followed by a report and recommendations to the full CSC. CSC workgroups have focused on:

CNC Manual

ACR COLLEGE NOMINATING COMMITTEE MANUAL

- (1) analyzing the ACR Annual Council Meeting evaluations and making recommendations for change
- (2) improving the CSC liaison program
- (3) providing specific technological improvements in the meeting
- (4) exploring the role and effectiveness of the CSC in performing their role, and
- (5) initiating and facilitating proposed policy resolutions.

Board of Chancellors

Article VI of the ACR Bylaws provides that the BOC and the commissions that they chair function as the executive body of the College to implement the policy as set forth by the Council. According to the ACR Bylaws, the BOC cannot exceed thirty-three (34) members. The president and vice-president of the College are elected by the Council and serve a one (1) year term.

A maximum of nine (9) chancellors are appointed by the board Chair to serve a one (1) year term, renewable for an additional five (5) years, and up to fifteen (15) board members are elected by Council for three (3) year terms renewable for another three (3) years. The editor of the *JACR* serves as an ACR Board member. One (1) Chancellor each represents the American Roentgen Ray Society, the Radiological Society of North America, the American Radium Society and the American Society for Radiation Oncology and serve for a term of up to three (3) years renewable for an additional three (3) years. A Chancellor with specific expertise in that area chairs each of the ten (10) specialty commissions (Body Imaging, Breast Imaging, General, Small and Rural Practices, Interventional and Cardiovascular, Medical Physics, Neuroradiology, Nuclear Medicine, Pediatric Radiology, Radiation Oncology and Ultrasound) and the nine operational commissions (Economics, Education, Government and Public Relations, Human Resources, International Relations, Leadership and Practice Development, Membership and Communications, Quality and Safety, and Clinical Research and Information Technology). The operational and specialty commissions interrelate via a committee matrix. The chair of the board has traditionally chaired the Commission on Government and Public Relations. The other commission chairs are typically drawn from either the elected chancellors or of those appointed by the chair. Each chancellor is allowed only six (6) consecutive years on the Board. The Executive Committee is comprised of the chair, vice-chair, president, vice-president, speaker, vice-speaker and secretary-treasurer plus two (2) other members from the Board, chosen by the chair for a one (1) year term. When the Board is not in session, official Board actions can be taken by the Executive Committee on behalf of the Board. The offices of chair, vice-chair, and secretary-treasurer are elected by the BOC from among the Board members. Nominees for these offices are selected by the Board Nominating Committee (BNC), which is comprised of the president, vice president and one (1) appointed member.

Due to concerns for potential conflict of interest, the GC deferred discussion and action on the structure and function of the BOC pending review by the TF and further discussion with in the GC. Issues that the GC requested the TF to consider were the optimal size of the Board, the composition of the Board, the organization of the Board and election of officers including president and vice-president, elected versus appointed positions on the Board and slotted versus contested elections.

The GC also asked the TF to consider the so-called “founding society” (also known as “sponsoring organization”) representation on the BOC. These terms refer to the designation of positions on the ACR BOC provided for representatives of the RSNA, ARRS, ARS and ASTRO. The current GC noted that a prior GC reviewed this issue in 2009 and concluded that representatives of these societies should

ACR COLLEGE NOMINATING COMMITTEE MANUAL

continue to have representation on the ACR Board. However, since this issue relates to the structure of the BOC, the GC asked the TF force to consider the issue of the designated positions on the ACR Board for RSNA, ARRS, ARS and ASTRO. The 2009 GC review of these designated society positions included a presentation on the history of these positions and the participation of the designated organizations by Dr. Hoppe, the American Radium Society representative. In summary, the designated BOC seats for the ARRS, RSNA, ARS, and ASTRO stem from the original Intersociety Committee (ISC). The ISC was formed in 1937 as a collaborative effort sponsored by ACR, ARRS, RSNA and ARS. The ISC was created to combat efforts to make radiologists hospital employees and to affect the treatment of radiology in the new Blue Cross insurance plans. This was the first major organized political effort by the profession and was the first step in making the ACR the recognized advocate for all of radiology. Around 1940, the ISC functions were formally taken on by the ACR and BOC seats were provided for the three (3) other societies in order to ensure they had a continuing voice in radiology's advocacy efforts. Later, when radiation oncology became a large subspecialty, ASTRO was provided a BOC seat as well. Since the ACR was established in 1923, more than a decade before representatives from the other radiology organizations became members of the ACR Board, the terms "founding society" and "sponsoring organization" are misnomers that have been perpetuated in a number of documents of the GC over the years.

The 1997 GC recommended that BNC should consider several candidates for each position. The TF reviewed this issue. At present, the BNC makes recommendations for the chair, vice chair, and secretary-treasurer from members on the BOC. The committee meets each year and makes recommendations for the BOC to vote at their interim meeting. The committee usually meets via conference call and staff does not participate on this call. Historically, several candidates for each position are usually considered. The TF recommends no change to the BNC process.

The 1997 GC recommended that the so-called "sponsoring organizations" should nominate more than one (1) person for their organizations' positions on the BOC. The GC and TF noted that the AARS, RSNA, ARS and ASTRO are asked to submit at least three (3) members from their organization who are also members of the College to be on the BOC. The CNC, after consultation with the chair of the BOC, selects one (1) individual from each organization to serve on the BOC for a term of three (3) years renewable for an additional term. The TF determined no change in this procedure was necessary.

The 1997 GC recommended that ACR Bylaws should be amended to specify slotted positions for elected chancellors. The GC and TF noted that the ACR Bylaws have been amended to address "designated nominees" as noted in Article V. Section 8.

The 1997 GC recommended that the GC should review the so-called "founding society" seats on the BOC. The GC and TF noted that, until 2009, these so-called founding organization seats included the ARRS, ARS, and RSNA. ASTRO and CAR. In May 2009, the Council approved eliminating the CAR seat on the BOC and made it an observer seat. It was also noted that state law now requires all members of non-profit organizations be voting members. The TF members noted that the reasons behind having representation from the RSNA, ARRS, ARS and ASTRO on the BOC remain valid. The ACR continues to represent the socio-economic concerns of all radiologists in the public arena and needs to make certain there is open and forthright communication between the represented societies and the ACR.

ACR COLLEGE NOMINATING COMMITTEE MANUAL

The 1997 GC recommended that the GC should review the structure and function of the BOC. The TF reviewed in detail the current composition of the BOC as outlined above. The current size of the Board provides the opportunity for the interchange of ideas. The TF recommends no change to the bylaws relating to the composition of the BOC. The TF also noted that the Executive Committee, which is comprised of the seven officers and two (2) additional BOC members, meets between meetings, usually via conference calls, but also following regular BOC meetings, to address issues that need immediate attention and/or approval. The GC and TF noted actions by the Board to increase the size of the EC to include Council speaker and vice-speaker. The TF noted an increase frequency of EC meetings. The TF supports the current practice of having the EC take an active role in making decisions between Board meetings that need to be made immediately and efficiently.

Recommendations:

- The TF recommends no change to the composition, structure and function of the BOC.
- The TF concurred with the GC that the positions on the ACR BOC for the RSNA, ARRS, ARS and ASTRO should be maintained, as the reasons for ongoing, open and forthright intersociety communication on the issues important to the specialty remain as important now as ever before. However, continuing to use the terms founders society or sponsoring organization to refer to the positions is misleading. More accurate terms include “legacy society” or “collaborating society” positions and future references to these positions in GC reports and other ACR documents should be more accurate. The GC should consider an appropriate designation for these positions in the future.
- The TF recommended that the GC should continue to monitor the composition of the BOC including the percentages of academic and private practice physicians on the Board and determine whether an appropriate ratio can be defined. The GC will also review elected versus appointed positions on the BOC.

ACR Standing Committee on Governance

The GC consists of twelve (12) members. Three (3) members, including the chair, are appointed by the chair of the BOC from among the members of the BOC. Nine members are appointed by the speaker of the Council from among the members of the CSC, at least six (6) of whom must be elected members of the CSC. The GC plays an important advisory role in the College. All GC recommendations are subject to approval by the BOC and recommendations for resolutions and bylaws changes must be approved by the Council. The TF considered making a recommendation to review the size of the GC noting that there is an imbalance with nine (9) CSC members (six (6) elected and three (3) appointed) and only three (3) BOC members. However, after further discussion, the TF decided that the GC is best suited to make recommendations regarding the GC composition. The TF noted several previous GCs had reviewed the size and composition of the GC and made no recommendation for change.

SUMMARY

It is important that the TF noted that, for the past twelve (12) years, the GCs have done an outstanding job in addressing issues of College governance. Through the GC, the council approved resolutions relating to the size of the CSC, establishing a standing GC, implementing the Electioneering Policy, and setting criteria for eligibility of speaker and vice-speaker to serve as elected members of the CSC on the *CNC Manual*

ACR COLLEGE NOMINATING COMMITTEE MANUAL

BOC and various committees.

The GC also addressed the election/selection process of BOC members, BOC sponsoring organizations, size-structure and operation of the BOC, duties and powers of the Executive Committee, relationship of ACR to chapters and councilors, caucuses, and the election process.

The TF recommendations will be discussed by future GCs who have the authority to address any of the issues in this document including but not limited to elections, candidates, caucuses, composition of the BOC, electioneering, ACR organization, providing accurate and timely information, liaison structure especially in small states, encouraging chapter liaisons to be more proactive and provide formal updates on chapter meetings and activities, increasing communication between staff and states, consider ways in which chapters could combine meetings, especially in smaller state to increase attendance, revamping state meetings to encourage more participation and have BOC members engaged in their home chapter activities.

The TF acknowledges the work of the GCs over the past years and thanked the GC for the opportunity to provide input to the present GC and the many issues they address. The GC has also recognized and thanked the TF for the extensive efforts made in historical review of ACR governance processes and work of the GC.

ACR COLLEGE NOMINATING COMMITTEE MANUAL

GOVERNANCE COMMITTEE MEMBERS

1997 Governance Committee Members

James P. Borgstede, MD Gary S. Dorfman, MD, Chair Robert W. Fraser, III, MD John A. Long, Jr., MD Peter H. B. McCreight, MD David C. Montiel, MD Arl Van Moore, Jr., MD	Frank M. Mroz, MD Charles E. Mueller, Jr., MD H. Martin Northup, MD Marcia J. S. Richards, MD James D. Roelofs, MD Kay H. Vydareny, MD Bill H. Warren, MD
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------

2010-2011 Governance Committee Members

Bibb Allen Jr., MD, Chair (BOC) Mark J. Adams, MD (CSC appointed) Edward I. Bluth, MD (CSC elected) Beverly Coleman, MD (CSC appointed) Philip S. Cook, MD (CSC elected) Howard Fleishon, MD (vice speaker)	Cassandra S. Foens, MD (BOC) William T. Herrington, MD (CSC appointed) Alan Kaye, MD (speaker) Deborah Levine, MD, (BOC) Kay D. Lozano, MD (CSC appointed) Richard Taxin, MD, FACR (CSC elected)
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

2011-2012 Governance Committee Members

Bibb Allen Jr., MD, Chair (BOC) Mark J. Adams, MD (CSC elected) Charles W. Bowkley III, MD (CSC appointed) Jonathan Breslau, MD (CSC appointed) Philip S. Cook, MD (CSC elected) Cassandra S. Foens, MD (BOC)	William T. Herrington, MD (CSC appointed) Deborah Levine, MD, (BOC) Kay D. Lozano, MD (CSC elected) Philip L. Lund, MD, FACR (CSC elected) Michael M. Raskin, MD (CSC elected) Richard Strax, MD (CSC elected)
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

2011-2012 Blue Ribbon Governance Advisory Task Force Members

James F. Caravelli, MD Roger L. Cronk, MD Paul H. Ellenbogen, MD Howard B. Fleishon, MD Gary S. Gustafson, MD Rayda N. Hernandez-Guasch, MD Diane M. Icenogle-Leuschen, MD John H. Lohnes, Jr., MD	Peter H. B. McCreight, MD David C. Montiel, MD Arl Van Moore, Jr., MD Charles E. Mueller, MD Paul E. Wallner, DO Bill H. Warren, MD Kay H. Vydareny, MD, Chair
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

ACR COLLEGE NOMINATING COMMITTEE MANUAL

CNC as referenced in the ACR BYLAWS

ARTICLE VIII SECTION 13

COLLEGE NOMINATING COMMITTEE (CNC)

The CNC shall consist of nine (9) members six of whom shall be elected and three of whom are appointed. Two (2) members shall be appointed by the chair of the Board from among the members of the BOC to serve a single (2)-year term, and one (1) member shall be appointed a single one (1) year term by the Council Speaker from among the members of the CSC. These appointments shall be made within one (1) month after the elections held at the College's annual meeting. There shall be six (6) members elected by the Council. At each annual Council meeting, three (3) members shall be elected, who must be councilors or alternate councilors for the terms for which the candidates are nominated, to serve one (1) two (2) year term. Members elected by the Council shall not simultaneously serve on the CSC. The Council speaker shall convene the CNC for the sole purpose of electing its chair and vice-chair.

The CNC shall meet in person or via conference call at least once a year. The Committee shall inform the membership at least forty-five (45) days before the Annual Meeting of its nominations for the offices of president, vice-president, Council speaker, Council vice-speaker, for vacancies on the BOC, five (5) or more Council candidates for the CNC, and five (5) or more Council candidates for the CSC.

In consultation with the chair of the BOC, the CNC will propose a nominee(s) with suitable qualifications to fill each vacant elected position on the BOC. In the event that the CNC proposes more than one (1) candidate for consideration for a position, then such candidates shall be termed "designated nominees." "Designated nominees" seek election for a specific BOC responsibility. All other nominees will be considered "at-large nominees." The number of at-large positions will equal the full number of chancellors to be elected in that election less the number of separate classes of designated nominees. All nominees from the floor shall be at-large candidates. A member of the CNC may not be a nominee of the committee.

The CNC shall also select two (2) members of the ACR who are in private practice to attend the annual meeting of the Intersociety Committee. Those representatives to the Intersociety Committee meetings will be selected for two (2) year terms staggered so that one (1) will be selected each year. Each selected representative shall be a physician who has a private office and/or who practices in a hospital without a

ACR COLLEGE NOMINATING COMMITTEE MANUAL

radiology residency program. These two (2) selected representatives shall be in addition to the College's regular representatives to the annual meeting of the Intersociety Committee.

The CNC shall also nominate four (4) candidates from among names of MIT submitted by the chapters, of whom two (2) will be elected by the Council to attend the next annual meeting of the Intersociety Committee.

The CNC shall present nominations to the Council at its annual meeting. Nothing in this Article V shall be construed as preventing independent nominations for the above named offices by any councilor, provided that such nominations shall be supported by a nominating petition signed by fifteen (15) or more members of the Council, and shall be presented to the speaker of the Council not less than fourteen (14) days before the annual meeting of the College.

The members of the Council shall receive the same type of information concerning the candidates nominated for election that is provided to the College

Of the nominees (who must be councilors or alternate councilors for the terms for which the candidates are nominated) for the three (3) Council positions on the CNC, the Council shall elect three (3) to serve for the ensuing year. Each councilor shall cast up to three (3) votes but no councilor may cast more than one (1) vote for any one (1) nominee. The three (3) nominees receiving the largest vote shall be declared members of the CNC, and the remaining shall serve as alternates. If independent nominations are made for the three (3) Council members of the CNC, the three (3) receiving the largest vote of all nominees, shall be declared members of the CNC and the remaining shall be declared alternates. In the event that an elected position on the CNC becomes vacant during the term, the councilor who received the next largest number of votes to those elected in the year when the vacating councilor was elected will be invited to fill the remainder of the vacating councilor's term on the CNC. If that individual is unable or unwilling to serve, the position will remain vacant until the next regularly scheduled CNC election.

ARTICLE VI SECTION 2

BOARD OF CHANCELLORS

SECTION 2

MEMBERSHIP

Contested elections for positions on the BOC are not mandatory but encouraged. However, if there is more than one nominee for an elected chancellor position, and if that elected position would fill a vacant

ACR COLLEGE NOMINATING COMMITTEE MANUAL

specialty or operational commission chancellorship, then the College Nominating Committee (CNC) will designate specific candidates for that particular specialty or operational commission chancellorship.

ARTICLE VI SECTION 3

CHANCELLORS FROM THE RADIOLOGICAL SOCIETY OF NORTH AMERICA, THE AMERICAN ROENTGEN RAY SOCIETY, THE AMERICAN RADIUM SOCIETY, AND THE AMERICAN SOCIETY FOR RADIATION ONCOLOGY

The chair of the BOC may invite the RSNA, the (ARRS), the ARS, and the ASTRO through their governing Boards each to propose at least three (3) members from such organizations who are also members of the College. These names shall be presented to the CNC who, with the concurrence of chair of the BOC, may select one (1) individual from each organization to serve on the BOC, or may request a society submit additional members for consideration. Should the RSNA, the ARRS, the ARS, or the ASTRO fail to propose individuals considered to be acceptable members for the chancellorship allotted to it, such office shall remain vacant until such members are proposed and selection is made by the CNC. An officer of CAR shall be proposed by CAR and selected to serve a single two (2) year term as a chancellor.

ARTICLE VII SECTION 5

DUTIES OF THE CHAIR AND VICE-CHAIR

The duties of the chair of the BOC shall be to preside at its meetings, to arrange any supplemental program that may be held in connection with the meetings of the BOC, to give general supervision to the conduct of the BOC affairs, and to perform such other duties as the Board or the Executive Committee of the BOC may from time to time assign to the chair. The chair of the BOC shall be a non-voting member of all commissions, committees, and task forces (except the CNC, CSC, and Judiciary Committee). The speaker or vice-speaker may request that the chair of the BOC or the chair's representative attend an individual meeting, or part thereof of the CSC. The person elected to serve as chair of the BOC of the College shall serve as the chair of the BOD of the Association.

The duties of the vice-chair of the BOC shall be to assist generally the chair of the BOC, to perform the duties of the chair in the event of the chair's absence, inability or refusal to act, and to perform such other duties as the BOC, the Executive Committee of the BOC or the chair may from time to time assign to the vice-chair. The vice-chair of the BOC shall be a non-voting member of all commissions, committees, and task forces (except the CNC, CSC, and Judiciary Committee). The person elected to serve as vice-chair of the BOC of the College shall serve as the vice-chair of the BOD of the Association.

ACR COLLEGE NOMINATING COMMITTEE MANUAL

CNC QUALIFICATIONS & TIME COMMITMENT

President

This is an elected position. Traditionally the outgoing chair of the Board of Chancellors (BOC) is elected to serve as president the next year. In alternate years, other current and/or past members who have served on the BOC are considered for this position. Normally this person is someone who has completed his/her sixth year on the BOC.

The president will

- be a member on the BOC;
- be a member on the Executive Committee;
- be a member on the Budget & Finance (B&F) Committee;
- act as ex-officio of all commissions and committees (except CNC, CSC and Judiciary Committee);
- deliver the presidential address at the ACR Annual Meeting;
- perform other duties as may be prescribed by the BOC or Executive Committee;
- attend 3 BOC meetings a year – Spring (5 days) Fall (6 days), Winter Retreat (3 days);
- participate on conference calls (approximately 6 per year);
- attend chapter meetings (approximately 6 per year);
- make society visits (approximately 4 per year); and
- attend other meetings (approximately 4 per year).

Vice-President

This is an elected position. Traditionally a member rotating off the BOC after serving 5-6 years is recommended for this position.

The vice president will

- be a member on the BOC;
- be a member on the Executive Committee;
- be a member ex-officio of all commissions and committees (except CNC, CSC and Judiciary Committee);
- perform such duties as may be prescribed from time to time by the BOC, Executive Committee or president;
- attend 3 BOC meetings a year – Spring (5 days), Fall (6 days), Winter Retreat (3 days);
- participate on conference calls (approximately 6 per year); and
- attend chapter meetings (approximately 4 per year).
- In the absence of the president or in the event of the president's inability or refusal to act, the vice-president shall perform the duties of the president and when so acting, shall have all the powers of and be subject to all of the restrictions of the president.

Board Positions

The BOC is the executive body of the ACR and shall employ its powers for the diligent promotion of

ACR COLLEGE NOMINATING COMMITTEE MANUAL

the purposes of the ACR and shall have authority and jurisdiction to conduct its business and affairs in accordance with applicable laws, its articles of incorporation and the bylaws. According to the ACR Bylaws, the Board shall consist of a number of chancellors, not to exceed 34 voting members.

Contested elections for positions on the BOC are not mandatory. However, if there are more than one nominee for an elected position, and if that elected position would fill a vacant specialty or operational commission, then the College Nominating Committee (CNC) will designate specific candidates for that particular specialty or operational commission. A number of chancellors, not to exceed 15, are elected by the Council for a three-year renewable term. Up to nine members are appointed by the BOC and serve a one-year renewable term for a total of six years. Four societies (ARRS, ARS, ASTRO, and RSNA) are invited to have representation on the BOC. Each society may be asked to submit the names of 3 members (who must be members of the ACR), which are presented to the CNC who, after consultation with the chair of the BOC, selects one individual from each organization to serve on the Board for one three-year renewable term. In addition one chancellor may be selected as proposed by the Canadian Association of Radiologists (CAR) to serve a single term of two (2) years.

BOC members

- must be practicing radiologists or radiological physicists who have been actively involved in the College and have leadership qualities beneficial in addressing the issues brought to the Board;
- accept the duty of attending all sessions of the ACR Annual Meeting and its reference committees;
- are responsible for implementing programs and activities, which accomplish policy goals, support activities of the College and have the authority to act on behalf of the College in a broad range of activities;
- carry out Council policy and goals;
- guide the finances of the College;
- develop, review and approve annual reports covering the activities of the year from commissions, committees and task forces;
- serve on commissions/committees and/or task forces as determined;
- meet 3 times a year –Spring ACR Annual Meeting (5 days), Fall (6 days), Winter (3 days);
- participate on conference calls. (approximately 2 a year);
- visit chapters; and
- attend commission & committee meetings and participate in their conference calls; (average of 6 hours per week not including meetings or conference calls)

Council Speaker

To be eligible to serve as a council speaker, the candidates must have served a minimum of two (2) years on the present or on a former Council Steering Committee (CSC) prior to election. The speaker is elected at the annual meeting for a single two-year term.

The speaker

- serves as presiding officer at all Council meetings;
- arranges any supplemental programs that may be held in connection with the meetings of the Council;
- gives general supervision to the conduct of the affairs of the Council;

ACR COLLEGE NOMINATING COMMITTEE MANUAL

- performs other duties as may be assigned by the Council;
 - votes only in the instance of a tie;
 - is a voting member of executive committee, BOC, & B&F;
 - serves as chair of the CNC to elect a chair/co-chair;
 - assigns reports to reference committees;
 - appoints councilors to the Credentials Committee;
 - appoints tellers to tabulate election results;
 - appoints other committees as deemed necessary for the proper functioning of the Council;
 - acts as ex-officio member of all such committees;
 - appoints councilors-at-large;
 - attends 3 meetings a year – Spring (5 days) Fall (6 days) Winter (3 days);
 - participates on conference calls (approximately 8 per year);
 - makes chapter visits (approximately 3 per year);
 - serves as liaison on a commission and/or committee; and
 - conducts standards reviews.
- (average of 4 hours per week not including meetings or conference calls)

Council Vice-Speaker

To be eligible to serve as a council vice-speaker, the candidates must have served a minimum of two (2) years on the present or on a former CSC prior to election. The vice-speaker is elected at the annual meeting for a single two-year term.

The vice-speaker

- presides in speaker's absence or at the discretion of the speaker;
 - reviews the Digest of Council Actions;
 - reviews Sunset Policies;
 - is a voting member of executive committee, BOC & B&F;
 - attends 3 meetings a year - Spring (5 days) Fall Retreat (6 days) Winter (3 days);

 - participates on conference calls (approximately 8 per year);
 - makes chapter visits (approximately 3 per year);
 - serves as commission and/or committee liaison; and
 - conducts standards reviews.
- (average of 4 hours per week not including meetings or conference calls)

Council Steering Committee

The CSC consists of the speaker, vice-speaker and at least 15 but no more than 20 additional members of the Council. Eight members, who must have at least one year remaining as a councilor for the term for which they are nominated, are to be elected by the Council. At each annual meeting four members are to be elected from the candidates. Elected members of the CSC shall be eligible for re-nomination and re-election for a second 2-year term if they qualify. Councilors with only one year remaining as a councilor who wins re-election can serve their final year as a councilor-at-large. The other members are appointed by the speaker and approved by the Council. Geographic distribution should be considered when recommending candidates/nominations. Nominees for election to the CSC should have attended at least one previous ACR annual meeting as a councilor, alternate councilor or chapter officer.

ACR COLLEGE NOMINATING COMMITTEE MANUAL

The CSC members

- must be a councilor for the term nominated (for election in May 2016 they must be a councilor until May 2018);
- represent the Council between Council meetings;
- have primary responsibility for planning and evaluating the ACR Annual Council Meeting;
- provide Council liaison with the BOC, chapters (make chapter visits-approximately 3 per year) and radiological organizations;
- serve as liaisons to ACR commissions and/or committees;
- are assigned to reference committees;
- are assigned as liaison to each regional or specialty caucus;
- should take an active role in debate of resolutions during reference committee sessions;
- meet at convenient time and site before each scheduled meeting of the Council in order to conduct business that may come before it;
- attend 2 meetings a year –Spring (5 days), Fall Retreat (6 days) Winter (3 days);
- participate on conference calls (approximately 6 per year);
- participate in Capitol Hill visits;
- are asked to participate in RADPAC; and
- play a major role in the development and revision of the ACR's Practice Guidelines and Technical Standards. Each guideline or standard that is expected to undergo field review is assigned to one or two CSC members to chair the final phases of the review process. CSC members appoint a review committee which meets by conference call to resolve comments submitted during the field review process. The calls last between 20 minutes and 2 hours during the months of September through January.

College Nominating Committee

The CNC consists of 9 members (6 elected by the Council, 2 from the BOC, 1 from the CSC), of which each year three are elected by the Council to serve one 2-year term. Members must be a councilor or alternate councilor for the term nominated. Members elected by the Council shall not simultaneously serve on the CSC. A member of the CNC may not be a nominee of the committee.

The CNC members

- meet via conference call to elect a chair/vice-chair for the CNC (meeting is chaired by Council speaker and held within 30 days following the ACR Annual Meeting);
- meet (usually via conference call) no earlier than one month and no later than five months after elections held at ACR annual meeting;
- send letters to chapter presidents, councilors, alternate councilors, society leaders seeking nominations;
- take an active role in recruiting candidates through letters, phone calls, e-mail, and/or other appropriate means;
- inform members by mail of nominations for the offices of president, vice-president, Council speaker, Council vice-speaker, vacancies on the BOC, candidates for CSC, CNC and Intersociety Private Practice representatives;
- propose nominee(s) with suitable qualifications to fill each vacant elected position on the BOC (in consultation with the chair of the BOC);
- select one member of the ACR who is in private practice to attend the Intersociety Summer

ACR COLLEGE NOMINATING COMMITTEE MANUAL

- Conference for one 2-year term;
- the summer following their election - two candidates are elected to serve a one-year term, inform the membership at least 45 days before the ACR Annual Meeting of its nominations;
- present nominations to the Council at its annual meeting;
- participate on 2-4 conference calls a year to review information on candidates, and attend one meeting and/or conference call to recommend slate (lasts about 1 hour).

Intersociety Private Practice Representative

The CNC selects one candidate each year to serve a one 2-year term on the Intersociety Committee. The candidate must be a physician who has a private office and/or who practices in a hospital without a radiology residency program.

The private practice representative

- attends the Intersociety Summer Conference; and
- writes a report for the Council.