

SCARD

Society for Chairman of Academic Radiology Departments
Fall Meeting – New York, New York
September 21 – 23, 2000

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SCARD 2000 FALL MEETING PROGRAM
New York Hilton and Towers
New York, New York
September 21-23, 2000

Schedule of Events

Thursday, September 21, 2000

Room Assignment

6:30 p.m. – 8:00 p.m.	Welcome Reception	Beekman Parlor
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Friday, September 22, 2000

6:30 a.m. – 5:00 p.m.	Registration	Foyer-Gramercy A
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7:00 a.m.	Continental Breakfast	Gramercy B
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8:00 a.m.	Welcome - Carl E. Ravin, MD, SCARD President	Gramercy A
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8:05 a.m. – 10:00 a.m.	Session I: ACR, ABR, RRC: Why They Exist Moderator: Carl E. Ravin, MD Presenters: William J. Casarella, MD – American Board of Radiology Albert A. Moss, MD – Radiology Research Council Harvey L. Neiman, MD – American College of Radiology	Gramercy A
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10:00 a.m. – 10:30 a.m.	BREAK	Foyer-Gramercy A
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10:30 a.m. – 12:00 p.m.	Session II: Manpower Issues in Radiology Moderator: Carl E. Ravin, MD Presenters: Henrietta Rosenberg, MD – Pediatrics Martin J. Lipton, MD – Cardiac Imaging Elias A. Zerhouni, MD – Potential Solution	Gramercy A
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12:00 p.m. – 1:30 p.m.	Luncheon and Business Meeting	Gramercy B
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1:30 p.m. – 3:00 p.m.	Session III: APCs: Impact on Radiology Reimbursement Moderators: Ronald L. Arenson, MD, and Sherry C. Elliott Presenter: Anthony Orlando, Ernst & Young	Gramercy A
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3:00 p.m. – 3:30 p.m.	BREAK	Foyer-Gramercy A
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3:30 p.m. – 5:00 p.m.	Session IV: How to Ensure Faculty/Fellows Honor Their Commitment Moderator: Joseph K.T. Lee, MD Presenters: N. Reed Dunnick, MD, Joseph K.T. Lee, MD, and Patrick A. Turski, MD	Gramercy A
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6:30 p.m. Cocktails and Dinner at Giovanni Ristorante
(generously underwritten by Fujifilm Medical Systems, USA)

Saturday, September 23, 2000

Room Assignments

7:00 a.m. – 5:00 p.m.	Registration	Foyer-Gramercy A
7:00 a.m.	Continental Breakfast	Gramercy B
8:00 a.m. – 9:00 a.m.	Session V: Research Development Seminar Moderator: Donald P. Harrington, MD Presenters: N. Reed Dunnick, MD, and Edward V. Staab, MD	Gramercy A
9:00 a.m. – 10:00 a.m.	Session VI: How Should ACR Interact with Academic Radiology? Moderator: Theron W. Ovitt, MD Presenters: Carl E. Ravin, MD E. Stephen Amis, MD Bruce J. Hillman, MD	Gramercy A
10:00 a.m. – 10:30 a.m.	BREAK	Foyer-Gramercy A
10:30 a.m. – 12:00 p.m.	Session VII: Financial Indicators and Benchmarking Moderator: Alan T. Scheps, Yale University & President of AAARRO <i>Topic: Monitoring Managed Care Agreements</i> Presenters: David Levin, MD, and Victor Sarro, Thomas Jefferson University Hospital <i>Topic: Relationship Between Charges/Collections/Work RVUs</i> Presenter: Harry Granito, University of Michigan <i>Topic: Productivity of Technical Imaging Staff</i> Presenter: Mark Domalewski, University of Utah	Gramercy A
12:00 p.m. – 1:00 p.m.	Luncheon and Business Meeting	Gramercy B
1:00 p.m. – 2:00 p.m.	Session VIII: Financial Indicators and Benchmarking, Continued Moderator: Alan T. Scheps, Yale University & President of AAARRO <i>Topic: Dean's Tax and Other Clinical Overhead Assessments</i> Presenter: Marsha Bennett, Saint Louis University <i>Topic: Cost of Practice Benchmarking</i> Presenter: Sherry C. Elliott, Virginia Commonwealth University	Gramercy A
2:00 p.m. – 3:00 p.m.	Session IX: The ASP Solution to PACS Moderator: James L. Tatum, MD <i>Topic: The ASP Approach</i> Presenter: Robert Tinker, President, MedRecord.Org, Inc. <i>Topic: The Passionate Conservative Response</i> Presenter: Meryll M. Frost, Jr, President & CEO, Medical Imaging Consultants Inc. Panel Discussion: Robert L. Bree, MD, Meryll M. Frost, Jr, and Robert Tinker	Gramercy A

Saturday, September 23, 2000 (Cont.)

Room Assignment

3:00 p.m. – 3:30 p.m.

BREAK

Foyer-Gramercy A

3:30 p.m. – 5:00 p.m.

Session X: Compliance

Moderator: Robert K. Zeman, MD

Presenters: Robert L. Bree, MD, and Robert K. Zeman, MD

Gramercy A

5:00 p.m.

Adjournment

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2000 SCARD Fall Meeting
New York Hilton and Towers
New York, New York
September 21 – 23, 2000

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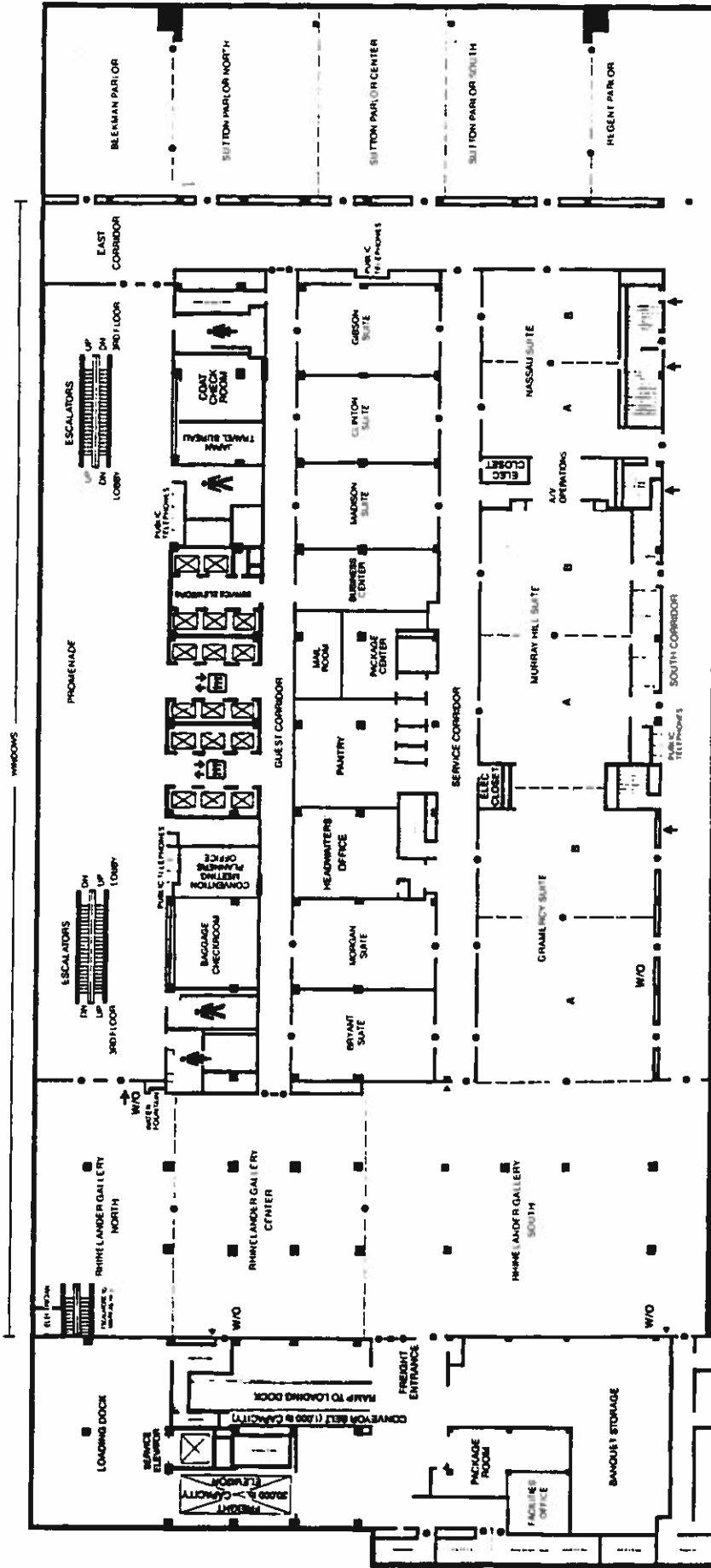
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**SCARD 2000 FALL MEETING
Business Meetings**

**New York Hilton
Friday, September 22, 2000
Saturday, September 23, 2000
12:00 – 1:00 p.m.**

A G E N D A

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|-------|-----------------------------------------------------------------------------|--------------------------|
| I. | Welcome and Introductions | Carl E. Ravin, MD |
| II. | President's Report | Carl E. Ravin, MD |
| III. | Approval of Minutes from the April 7 & 8, 2000 Meetings in Orlando, Florida | Donald P. Harrington, MD |
| IV. | Treasurer Report | Donald P. Harrington, MD |
| V. | Membership Report | Donald P. Harrington, MD |
| VI. | AAARRO Report | Sherry Elliott |
| VII. | RSNA Consensus Conference | Joseph K.T. Lee, MD |
| VIII. | ACR 2000 Intersociety Summer Conference | Ronald L. Arenson, MD |
| IX. | ACRIN Update | Bruce Hillman, MD |
| X. | Other Announcements | Carl E. Ravin, MD |

Society of Chairmen of Academic Radiology Departments
Business Meeting Minutes
April 7 and 8, 2000 - Orlando, Florida

Minutes

I. Welcome and Introduction of New Members

The SCARD meeting was called to order and introductory comments were made by Joseph K.T. Lee, M.D., President.

Dr. Lee welcomed the new members in attendance: Alan Elster, Bill Ritchie, R. Gilbert Jost, Janet Strife and William Hendrick.

II. Approval of Minutes

Dr. Lee called for a approval of the minutes of the September 23 and 24, 1999 Business meetings of the Society. A motion was made, seconded and the minutes were approved without amendment.

III. Secretary/Treasurer's Report

A. **Finances:** Dr. Ronald Arenson presented the Society's 2000-2001 budget, which projects a surplus of \$3,000.

He pointed out that FY 2000 (Year ending 6/30/00) resulted in a net profit of \$8,782. as compared to a budgeted amount of \$5,450. The explanation for the slightly better-than-expected profit is the better-than-anticipated registration income from the Fall meeting.

A motion to accept the budget was made and seconded and the budget was approved by the membership.

B. **Membership Report:** Dr. Arenson reported that since the Fall meeting, membership has risen by a total of 3 members to a total of 133. He further commented that since there are 198 programs whose chairs are eligible for membership, there is a potential for an increase in that number. The roster of new members is included in the President's report below.

IV. Academic Radiology

Journal editor, Dr. Stanley Baum, thanked the members of SCARD for their support in his first year as journal editor. Dr. Baum reminded the SCARD members that AUR had initiated a class of junior membership with a dues rate established to pay for the journal. He asked that SCARD members support him and the journal by pledging to pay for three years of AUR junior membership for residents, fellows and junior faculty in their departments.

No motion was made regarding this suggestion, but the membership, led by the traditionally conservative, Dr. Carl Ravin, agreed to support the AUR and the Journal for a period of two years through his department's funding of eligible individuals for the AUR

junior membership program. Dr. Ravin urged the members of SCARD to follow his lead.

Action: Dr. Baum to write to SCARD members reminding them of this discussion and providing a supply of AUR Junior membership applications.

Dr. Lee thanked Dr. Baum for his work on behalf of the Society and the journal.

V. Academy of Radiology Research

Dr. Stanley Baum reported that the support for the Institute was solid with seven Republican sponsors in the Senate and 133 bi-partisan sponsors in the House. He expressed the fact that since 2000 is an election year, it is critical that the measure be acted upon before the players change.

Dr. Baum emphasized that any SCARD member who might be in Washington in the coming months should contact the Academy. The Academy of Radiology Research Staff would arrange for meetings with the SCARD member's elected officials if the member would be willing to speak on behalf of this effort.

VI. ACRIN Update

Dr. Bruce Hillman encouraged the members of SCARD to familiarize themselves with the activities of the American College of Radiology Imaging Network, a National Cancer Institute-funded cooperative group. Dr. Hillman explained that ACRIN's overarching goal is, through clinical trials of diagnostic imaging and image-guided therapeutic technologies, to generate information that will lengthen and improve the quality of the lives of cancer patients.

Dr. Hillman suggested that SCARD members visit the ACRIN website (www.acrin.org) where detailed information can be found about participation in the ACRIN trials.

VII. President's Report

A. Dr. Lee reported that the following individuals had joined the society since October 1, 1999:

Edward I. Bluth, M.D. (Ochsner Clinic)
Robert Leonard Bree, M.D. (University of Missouri)
John Francis Cardella, M.D. (SUNY Syracuse)
David Howard Gordon, M.D. (SUNY HSC)
R. Gilbert Jost, M.D. (Mallinckrodt Institute of Radiology)
Terence Albert S. Matalon, M.D. (Westchester Medical Center)
William A. Murphy, M.D. (MD Anderson Cancer Center)
Kenneth Andrew Rule, M.D. (University of Tennessee Medical Center)
Arthur J. Segal, M.D. (Rochester General Hospital)
Janet Lang Strife, M.D. (Children's Hospital Medical Center)

B. SCARD Representation: Dr. Lee reported that he represented SCARD in the Interventional Radiology Training Consensus Meeting sponsored by the SCVIR in Chicago on November 13-14, 1999. At that meeting he talked about the importance of keeping Interventional Radiology in the Department of Radiology

and presented the survey results from the SCARD members regarding their opinions on a separate training track for residents who are interested in Interventional/Vascular Radiology. The ABR has agreed to a separate VIR track similar to that of Holman Research track. The matter is being considered by RRC and will be presented to the APDR in this meeting.

- C. Fellowship Issues: Dr. Lee reported that, for a variety of reasons, including strong opposition to fellowship matching from the ACR Residents group and less than unanimous support for matching by the SCARD group, the National Inter-Society Fellowship Application Task Force is working on a universal fellowship application form and a universal interviewing starting date, probably to start in the Fall of 2001. Whether this approach will work or not largely depends upon the degree of compliance by all the programs. Dr. Lee reported that Dr. Charles Resnik, representing the Task Force, would report to the membership later in the meeting.
- D. SCARD Surveys: Based on the member survey results there will not be a salary survey for non-medical school radiology departments.
- E. RSNA Consensus Conference/Educational Meeting on August 26-27, 2000 in Chicago: SCARD Representatives will be:

Joseph K.T. Lee, M.D., University of North Carolina
N. Reed Dunnick, M.D., University of Michigan Health System
Carl E. Ravin, M.D., Duke University Medical Center – Keynote Speaker
John E. Madewell, M.D., Penn State Univ/Hershey Medical Center
Martin J. Lipton, M.D., University of Chicago
Donald P. Harrington, M.D., SUNY HSC-Stony Brook
Ronald L. Arenson, M.D., University of California San Francisco
Robert K. Zeman, M.D., Fletcher Allen Health Care
Theron W. Ovitt, M.D., University of Arizona HSC

VIII. Nominating Committee

Dr. Lee presented the slate of officers for SCARD in 2000-2001:

Carl E. Ravin, MD, President
Ronald L. Arenson, MD, President-Elect
Donald P. Harrington, MD, Secretary-Treasurer

Councilors:

Martin J. Lipton, MD
Robert K. Zeman, MD
Theron W. Ovitt, MD

A motion for acceptance of the slate was made and seconded. The slate was approved by acclamation.

IX. Fellowship Application Process

Dr. Lee asked Dr. Charles Resnik to report on the Intersociety Task Force on the Fellowship Application Process. Dr. Resnik reported that the Task Force had completed their work and announced the following resolutions:

- The concept of a formal fellowship match was abandoned
- The concept of a universal application form/website was approved
- The recommended timing of the application process is that it begin no sooner than the in the Fall of the 4th year of residency.

X. SCARD Website

Dr. Lee reported that the AUR webmaster estimated that the cost of adding a SCARD page to the AUR site would be approximately \$500.00. This estimate is based on content as follows:

- Membership roster
- Fall meeting registration materials and information
- Fall Meeting program
- Posting of handouts from Fall meeting

A motion to approve this expenditure was made and seconded. The motion passed.

Action: Staff to initiate the SCARD page on the AUR site. Content direction to come from Dr. Arenson.

XI. Presentations:

The "Gavel" - Dr. Lee presented Dr. Carl Ravin with the official gavel, the symbol of SCARD presidency. Dr. Lee wished Dr. Ravin well as he assumed this new role.

Gavel Plaque - Dr. Ravin expressed the appreciation of the members of the organization to Dr. Lee for his outstanding leadership in the past year. As a token of this appreciation, Dr. Ravin presented Dr. Lee with the SCARD presidential gavel plaque

Dr. Lee stated that it was a pleasure and honor to serve as SCARD President during the past year. He encouraged SCARD members, who are all leaders in Radiology and have significant influence, to use their position to influence and shape the future. Dr. Lee concluded that, as a society, SCARD needs to redefine itself and decide how it can best influence academic radiology in a more effective and positive way.

XII. Fall Meeting

Dr. Ravin reported that the Fall meeting will be held from September 21-23, 2000 at the New York Hilton and Towers. The meeting would begin with a reception on Thursday evening and full days for SCARD presentations on Friday and Saturday.

Business managers (AAARRO members) again will be invited to attend the SCARD meetings on Friday and Saturday. Dr. Ravin asked members to let him know of topics they would like to have discussed.

XIII. Adjourn

Prior to adjournment, Dr. Ravin echoed the sentiments expressed in Dr. Lee's closing remarks: SCARD could, and should, be an instrument for change in the academic radiology department.

Given the Toronto site for the Spring 2001 meeting, Dr. Ravin stated that his top priority for the coming year would be exploring opportunities for establishing a class of Canadian membership.

There being no further business to conduct, the Members Business Meeting of SCARD adjourned.

SOCIETY OF CHAIRMEN OF ACADEMIC RADIOLOGY DEPARTMENTS

BYLAWS

ARTICLE I: NAME AND PURPOSES

Section 1: Name

The name of this association shall be the Society of Chairmen of Academic Radiology Departments, hereinafter referred to as the Society.

Section 2: Purposes

1. The Society shall be a nonprofit organization whose objectives shall be the advancement of the art and science of radiology by--
 - (a) the promotion of medical education, research and patient care;
 - (b) the development of methods of undergraduate and graduate teaching in radiology; and
 - (c) the provision of a forum for discussion of problems and mutual interest among radiology department chairpersons.
2. To accept, hold, invest, and administer any property--real, personal, or mixed--by gift, devise, bequest, purchase, lease, loan, or otherwise, absolutely or in trust, for the any or more of the foregoing purposes and carry out the directions and exercise the powers contained in any trust or other instrument under which such property may be received, including, but without limitation, the expenditure of the principal, as well as the income, of any property so received, if authorized or directed in such trust or other instrument. If any such property is received without any designation of specific use, the Society shall expend the income and principal thereof for any one or more of the foregoing purposes in such manner and amounts and at such time or times as deemed proper by the Board of Directors.
3. To have and exercise all other powers and authority now or hereafter conferred upon not-for-profit corporations under the laws of the state of Illinois.
4. No part of the net earnings of the Society shall inure to the benefit of, or be distributable to, its officers, directors, members or other private persons, except that the Society shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purpose set forth in this section.

ARTICLE II: OFFICES

The Society shall have and continuously maintain in the state of Illinois a registered office and a registered agent whose office is identical with such registered office, and may have such other offices inside or outside the state of Illinois as the Board of Directors may from time to time determine.

ARTICLE III: MEMBERSHIP

1. **Eligibility:** All departments of radiology having accredited radiology residency programs in the United States and Canada are eligible for membership in the Society. Each department shall be represented by its chair, acting chair and/or co-chair. Exceptions to the eligibility requirements require the approval of the Board of Directors.
2. **Retired members:** When they are retired or appointed to emeritus status, members may become emeritus members of the Society upon application to the Secretary-Treasurer.
3. **Termination:** Any member who ceases to be a chair, acting chair, or co-chair of a department of radiology automatically ceases to be a member of the Society. Membership may be revoked for any reason by a two-thirds vote of the members present at a regular meeting of the Society.

ARTICLE IV: OFFICERS

Section 1: Officers

The officers of the Society shall be the President, President-elect, Past President, Secretary-Treasurer, and such others as may be elected by the Board of Directors in accordance with the provisions of this article. Each officer shall hold his or her office until a successor shall be duly elected and shall have qualified, or until his or her death, resignation, or removal from office. Officers may serve more than one term and may be re-elected without limitation.

Section 2: Election, Tenure, and Voting

1. All officers shall be elected by a vote of the majority of the active members present and voting at the annual meeting.
2. The President-elect shall serve one year, following which he or she shall become President of the Society.
3. The Past President shall serve on the Board of Directors for one year after his or her term as President.
4. The Secretary-Treasurer shall be elected for a three-year term.
5. The Councilors are elected for two-year terms.
6. Each active member of the Society shall be eligible to vote. Chairmen and co-chairmen shall have one vote jointly.

Section 3: Removal

Any officer elected by the Board of Directors may be removed from office by the Board of Directors whenever, in its judgment, the best interests of the Society would be served by such a removal, but the removal shall be without prejudice to the contract rights, if any, of the person so removed.

Section 4: Vacancies

A vacancy in any office may be filled or new offices created and filled by action of the Board of Directors at any meeting of the Board. An officer appointed to fill a vacancy shall serve for the unexpired term of his or her predecessor, and an officer elected to fill a new office shall serve until the adjournment of the next annual meeting of the Board of Directors and until his or her successor shall have been duly elected and qualified, or until his or her death, resignation, or removal.

Section 5: President

The President shall prepare the agenda and preside at all meetings and gatherings of the Society and of the Board of Directors and shall perform all duties customarily incident to the office of president and such other duties as may be prescribed from time to time by the Board of Directors. The President shall appoint qualified individuals, create special committees for particular purposes as needed, and exercise other such rights as the bylaws or parliamentary procedure may require. The President shall be a member ex officio of all committees and has the right but not the obligation to participate in the deliberations of any committee.

Section 6: President-Elect

In the absence of the President, the President-elect shall preside and carry out all the duties of the President and shall otherwise function as a member of the Board of Directors of the Society. The President-elect shall succeed automatically to the presidency after one year.

Section 7: Secretary-Treasurer

The Secretary-Treasurer shall (1) keep minutes of the meetings of the Board of Directors and the annual meeting in one or more books maintained for that purpose; (2) prepare and circulate these minutes to the general membership as appropriate; (3) notify the general membership about the upcoming annual meeting in a timely fashion; (4) see that all notices are duly given in accordance with applicable law, the articles of incorporation, and these bylaws; (5) serve as the custodian of the corporate records; (6) keep a record of the mailing address of each officer of the Society, which shall be furnished to the Secretary-Treasurer by the officers; (7) serve as the principal accounting and financial officer of the society; (8) have charge of, and be responsible for, the maintenance of adequate books of account for the Society; (9) supervise and be responsible for the custody of all funds and securities of the Society and for their receipt and disbursement; (10) deposit all funds and securities of the Society in such banks, trust companies, or other depositories as shall be selected in accordance with the provisions of Article X of these bylaws; and (11) in general perform all duties customarily incident to the office of secretary-treasurer and such other duties as may be assigned from time to time by the President or the Board of Directors. In the absence of the President and President-elect, the Secretary-Treasurer shall serve in the place of the President.

If required by the Board of Directors, the Secretary-Treasurer shall give a bond for the faithful discharge of the duties of that office in such sum and with such surety as the board shall determine. With the approval of the Board of Directors, the cost of any such bond or surety may be paid from the funds of the Society.

Section 8: Councilors

The Councilors shall provide advice and counsel to the officers of the Society and participate in meetings of the Board of Directors.

ARTICLE V: BOARD OF DIRECTORS

Section 1: General Powers

The property and affairs of the Society shall be managed by its board of directors.

Section 2: Number, Election, Tenure, and Qualifications

The Board of Directors shall consist of the President, President-elect, Past President, and Secretary-Treasurer of the Society and three Councilors. Members of the Board of Directors need not be residents of the state of Illinois, and there shall be no limit on the number of consecutive terms as a Board member that any individual may serve.

ARTICLE VI: COMMITTEES

Section 1: Appointment

The Board of Directors may from time to time establish such committees as are deemed advisable. Any such committee shall consist of as many officers and/or other persons and have purposes and powers as may be designated by the Board of Directors upon establishment of the committee or from time to time thereafter. Unless otherwise provided by the Board of Directors, the President shall appoint the members of a committee, subject to the authorization of the membership and the approval of the Board of Directors. If a person is appointed or elected to a committee or other position within the Society and is unable or unwilling to serve, the President may appoint another general member to serve until the next annual meeting.

Section 2: Rules Committee

The Rules Committee shall prepare amendments or changes in the bylaws for approval of the membership at the direction of the President. The chairperson of the Rules Committee shall serve as parliamentarian during the annual meeting of the Society.

Section 3: Nominating Committee

1. The Nominating Committee shall consist of the Past President, President, and President-elect, with the President serving as chair. The chair of the Nominating Committee will present the nominees for election at the annual meeting.
2. The Nominating Committee shall select candidates for President-elect, Secretary-Treasurer, and Councilors.

Section 4: Ad Hoc Committees

The President may appoint such ad hoc committees as are necessary to conduct the business of the Society. Ad hoc committees will serve until the next business meeting of the Society following their appointment.

ARTICLE VII: MEETINGS

Section 1: Annual Meeting

1. There will be at least one meeting of the Society's membership each year. All members shall be notified of the date and place of the annual meeting at least three months in advance. The Board of Directors may provide by resolution the time and place, either inside or outside Illinois, for the holding of additional regular meetings.
2. In addition to convening at the annual meeting, the Board of Directors shall meet as often as necessary to carry out the business of the Society.

Section 2: Special Meetings

Special meetings of the Society may be called at the discretion of the Board of Directors at a time and place to be designated by the President. Notice of a special meeting, together with a statement of the business to be transacted at such a meeting, shall be sent to each voting member of the Society no fewer than 14 days before the date of such a meeting. No business other than that specified in the notice of the special meeting shall be transacted.

Section 3: Notice

Notice of any regular or special meeting of the Board of Directors, including a statement of the purpose or purposes for which any special meeting is called, shall be given at least five days prior thereto by written or printed notice delivered personally or mailed to each director at his or her address as shown in the records of the Society. If mailed, such notice shall be deemed when deposited in the United States mail in a sealed envelope so addressed, with postage thereon prepaid. If notice is given by telegram, such notice shall be deemed delivered when the telegram is delivered to the telegraph company. Any director may waive notice of any meeting. The attendance of a director at any meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 4: Quorum

A quorum for conducting business at the annual meeting and for the election of officers shall be 20 members present at the appointed time and place of the meeting.

Section 5: Manner of Acting

The act of a majority of the directors present at a duly called meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law, the articles of incorporation of the Society, or these bylaws.

Section 6: Compensation

Directors shall not receive any stated salaries for their services as directors but, by resolution of the Board of Directors, a fixed sum and expenses of attendance, if any, may be allowed in a reasonable

amount for attendance at each regular or special meeting of the board; provided, however, that nothing herein contained shall be construed to preclude any director from serving the Society in any other capacity and receiving reasonable compensation therefore.

Section 7: Informal Action

Any action that law, the articles of incorporation of the Society, or these bylaws require to be taken at a meeting of the Board of Directors, or any other action that may be taken at a meeting of the Board of Directors, may be taken by without a meeting if a consent in writing, setting forth the action taken, shall be signed by all the directors entitled to vote with respect to the subject matter thereof. Any such consent signed by all the directors shall have the same force and effect as a unanimous vote at a duly called and constituted meeting of the Board of Directors.

ARTICLE VIII: DUES AND FEES

The annual dues and/or membership assessment recommended by the Board of Directors and approved by the membership at the annual meeting will commence July 1, the beginning of the Society's fiscal year. Retired members are relieved of paying dues. Dues must be paid in U.S. dollars.

ARTICLE IX: INDEMNIFICATION

Section 1: Direct Indemnification

To the full extent specifically authorized by, and in accordance with the procedure prescribed in, Section 108.75 of the Illinois General Not-for-Profit Corporation Act (or the corresponding provisions of any future statute applicable to corporations organized under that Act), the Society shall indemnify any and all of its directors, officers, committee members, employees, agents and other authorized representatives for expenses and other amounts paid in connection with legal proceedings (whether threatened, pending or completed) in which any such persons become involved by reason of their serving in any such capacity for the Society.

Section 2: Insurance

Upon specific authorization by the Board of Directors, the Society may purchase and maintain insurance on behalf of any or all officers, committee members, employees, agents, or other authorized representatives of the Society against any liability asserted against any such person and incurred in any such capacity, or arising out of the status of serving in any such capacity, whether or not the Society would have the power to indemnify them against such liability under the provisions of Section 1 of this Article.

ARTICLE X: CONTRACTS, CHECKS, DEPOSITS, AND GIFTS

Section 1: Contracts

The Board of Directors may authorize any officer or officers or agent or agents of the Society, in addition to the officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Society, and such authority may be general or confined to specific instances.

Section 2: Checks, Drafts, Etc.

All checks, drafts, or other orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the Society shall be signed by such officer or officers or agent or agents of the Society in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Secretary-Treasurer and countersigned by the President or the Executive Director of the Society.

Section 3: Deposits

All funds of the Society shall be deposited from time to time to the credit of the Society in such banks, trust companies, or other depositories as the Board of Directors may select.

Section 4: Gifts

Any officer or the Director may accept on behalf of the Society any unrestricted or unconditional contribution, gift, bequest, or devise for the general purposes or for any special purpose of the Society. Any restricted or conditional contribution, gift, bequest, or devise may be accepted only by the Board of Directors on behalf of the Society.

ARTICLE XI: BOOKS AND RECORDS

The Society shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of the Board of Directors.

ARTICLE XII: FISCAL YEAR

The fiscal year of the Society shall begin on the first day of July in each calendar year and end on the 30th day of June in each calendar year.

ARTICLE XIII: WAIVER OF NOTICE

Whenever any notice is required to be given under applicable law, the articles of incorporation, or these bylaws, waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

ARTICLE XIV: RULES OF ORDER

In absence of any provisions to the contrary in these bylaws, all meetings of the Association shall be governed by the parliamentary rules and usage contained in the current edition of Sturgis's *Standard Code of Parliamentary Procedure*.

ARTICLE XV: AMENDMENTS

These bylaws may be altered, amended, or repealed and new bylaws may be adopted by a majority of the members acting at any duly called and constituted regular or special meeting of the membership,

provided that written notice of the proposed change or changes shall have been included in the notice of any such meeting of the members.

ARTICLE XVI: DISSOLUTION

Upon the dissolution of the Society, the Board of Directors shall, after paying or making provision for the payment of all the liabilities of the Society, dispose of all the assets of the Society exclusively for the purposes of the Society in such manner, or to such organization or organizations which are then qualified as exempt within the meaning of Section 501(c)(6) or Section 501(c)(3) (but only if the purposes and objectives of such organization(s) are similar to the purposes and objectives of the Society) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States internal revenue law), as the Executive Board shall determine.

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SOCIETY OF CHAIRMAN OF ACADEMIC RADIOLOGY DEPARTMENTS

MEMBER ACTIVITY
MONTH OF August 2000

GRAND TOTAL FOR END OF MONTH: 130

MEMBERSHIP STATUS	ACTIVE		EMERITUS	
	IN	OUT	IN	OUT
Active	2			
Emeritus				
Resigned Dropped/Reinstated				
Deceased				
Change category from: Active				
Change category to: Emeritus				
TOTAL NUMBER FOR MONTH:	2			

PREVIOUS MONTH TOTAL: 128

Active 125

Emeritus 5

**SOCIETY OF CHAIRMEN OF
ACADEMIC RADIOLOGY DEPARTMENTS**

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Statements of Financial Position

Years ended June 30, 2000 and 1999

	ACTUAL 6/30/00	ACTUAL 6/30/99
Assets:		
Cash - Checking	\$9,979	\$26,504
Cash - Money market	188,445	162,844
Total cash	198,424	189,348
Other accounts receivable	1,784	275
Deferred expenses	0	133
Total assets	\$200,208	\$189,756
Liabilities:		
Due to/from RSNA	1,776	3,223
Due to/from AUR	(0)	(518)
Total accounts payable	1,776	2,705
Total liabilities	1,776	2,705
Net Assets:		
Unrestricted net assets	198,432	187,051
Total liabilities and net assets	\$200,208	\$189,756

**SOCIETY OF CHAIRMEN OF
ACADEMIC RADIOLOGY DEPARTMENT**

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Statements of Activities

Years ended June 30, 2000 and 1999

	BUDGET 6/30/00	ACTUAL 6/30/00	ACTUAL 6/30/99
Revenues:			
Net membership dues	\$120,000	\$117,000	\$129,946
Interest & investment income	6,000	6,921	6,386
Meeting registration income	19,500	24,305	19,650
Spring meeting income	500	1,784	518
Contributions	0	0	10,000
Label sales	250	1,550	1,225
Total revenues	146,250	151,560	167,725
Expenses:			
Office supplies	300	135	0
Printing & stationery	700	28	1,550
Postage & freight	1,400	974	983
Professional & legal fees	800	600	600
Publication/dues/education	75,000	75,000	75,000
Telephone	200	0	182
Membership certificates & awards	100	0	102
Salary survey	0	2,765	0
Board room services	200	0	0
Staff travel	2,000	1,730	2,080
Representation	6,000	2,960	3,752
A/V equipment rental	2,500	2,107	2,508
Bus service	700	585	656
Signs & banners	0	339	431
Food services	9,000	12,351	8,758
Special functions	10,000	7,994	9,359
Bank fees	500	827	570
Contributions	25,000	25,000	26,000
RSNA management fee	6,000	6,583	6,000
Miscellaneous	400	200	525
Total expenses	140,800	140,179	139,055
Increase (decrease) in net assets	5,450	11,381	28,670
Net assets at beginning of period	187,051	187,051	158,380
Net assets at end of period	\$192,501	\$198,432	\$187,051

100 Administrative

Statements of Activities

Years ended June 30, 2000 and 1999

	BUDGET	ACTUAL	ACTUAL
	6/30/00	6/30/00	6/30/99
Revenues:			
Net membership dues	\$120,000	\$117,000	\$129,946
Interest & investment income	6,000	6,921	6,386
Contributions	0	0	10,000
Label sales	250	1,550	1,225
Total revenues	126,250	125,471	147,557
Expenses:			
Printing & stationery	500	23	1,420
Postage & freight	800	544	636
Professional & legal fees	800	600	600
Publication/dues/education	75,000	75,000	75,000
Telephone	200	0	182
Salary survey	0	2,765	0
Representation	6,000	2,960	3,752
Bank fees	500	827	570
Contributions	25,000	25,000	26,000
RSNA management fee	6,000	6,583	6,000
Miscellaneous	100	65	230
Total expenses	114,900	114,367	114,390
Excess revenues over expenses	\$11,350	\$11,104	\$33,168

**SOCIETY OF CHAIRMEN OF
ACADEMIC RADIOLOGY DEPARTMENT**

Spring and Fall Meetings

Statements of Activities

Years ended June 30, 2000 and 1999

	BUDGET	ACTUAL	ACTUAL
	6/30/00	6/30/00	6/30/99
Revenues:			
Fall meeting revenue	\$19,500	\$24,305	\$19,650
Spring Meeting Revenue	500	1,784	518
Total revenues	20,000	26,089	20,168
Expenses:			
Printing & stationery	200	5	130
Postage & freight	400	422	328
Staff travel	2,000	1,730	2,080
AV equipment rental	2,500	2,107	2,508
Bus service	700	585	656
Signs & banners	0	339	431
Food services	9,000	12,351	8,758
Special function/reception	1,500	1,243	1,193
Special function/dinner	8,500	6,751	8,168
Miscellaneous	300	135	295
Total expenses	25,100	25,889	24,545
Excess revenues over expenses	(\$5,100)	\$420	(\$4,377)

**SOCIETY OF CHAIRMEN OF
ACADEMIC RADIOLOGY DEPARTMENT**

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400 Board of Directors

Statements of Activities

Years ended June 30, 2000 and 1999

	BUDGET	ACTUAL	ACTUAL
	6/30/00	6/30/00	6/30/99
Expenses:			
Office supplies	\$300	\$135	\$0
Postage & freight	200	8	19
Certificates & awards	100	0	102
Board room services	200	0	0
Total expenses	\$800	\$143	\$121