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EXECUTIVE SUMMARY

Who We Are

Radiation oncologists, radiation oncology nurses, medical physicists, radiation therapists, dosimetrists and biologists comprise ASTRO’s more than 10,000 members, making it the largest radiation oncology organization of its kind. These medical professionals, found at hospitals and cancer treatment centers around the globe, make up the radiation therapy treatment teams that are critical in the fight against cancer. These teams, which often include a nutritionist and a social worker, treat more than 1 million cancer patients each year.

Among our members are healthcare professionals from distinguished community practice centers as well as major academic research facilities. ASTRO provides these hardworking men and women with the continuing medical education, health policy analysis, patient information resources and advocacy that they need to succeed in today’s ever-changing healthcare delivery system.

What We Do

Founded in 1958, ASTRO’s mission is to advance the practice of radiation oncology by promoting excellence in patient care, providing opportunities for educational and professional development, promoting research and disseminating research results and representing radiation oncology in a rapidly evolving healthcare environment.

Within the specific field of radiation oncology, we provide our members with numerous educational and professional development opportunities – from sponsoring hands-on educational courses year round to sponsoring the premier radiation oncology research journal, *International Journal of Radiation Oncology* *Biology* *Physics*. ASTRO is committed to continued excellence in patient care through a team-based treatment approach. We believe that helping the individual members of the treatment team grow within their profession is one of the chief strategies for meeting that goal and better serving cancer patients throughout the world.

ASTRO also focuses on fostering collaboration between radiation oncologists and the larger medical community. We work to establish links between our members and medical oncologists, surgeons, urologists, gynecologists, internists, family practitioners and other healthcare professionals to ensure that patients are offered the most up-to-date treatments available.

To better educate the patients that our members work so hard to cure, ASTRO works closely with the media to promote accurate articles on scientific breakthroughs involving radiation therapies. We also work with patient advocacy organizations to publish educational materials that keep patients and the public informed about radiation therapy as a safe and effective treatment option.
Strategic Plan

Approved by the Board of Directors on
June 27, 2009

ASTRO Vision

ASTRO in 2020

Ten years in the future, radiation oncologists will continue to be the acknowledged experts in the use of radiation therapy, including external beam radiation therapy, brachytherapy and radiosurgery, as well as multimodality treatments to cure cancers and to relieve cancer-related symptoms. Through close relationships with their patients, radiation oncologists will encourage and educate, helping patients to understand their options and navigate the increasingly complex world of cancer treatment.

Radiation oncologists will solidify their role in the multidisciplinary team and clarify the nature of their specialty to other physicians who refer and share in the care of cancer patients. They will be increasingly recognized for their unique perspective and understanding of the pathology, biology, and clinical behavior of cancer, and for their expertise in the safe and precise application of ionizing radiation and radioactive isotopes. Radiation oncologists will continue to advocate evidence-based applications of this highly effective modality and encourage patients to understand and be aware of the beneficial roles radiation therapy can play in their management.

Radiation oncologists will define themselves as care-givers and their specialty as patient-centered and will be recognized by their patients and colleagues as doctors who are committed to achieving best results for their patients. Physician and scientist colleagues will recognize radiation oncologists' roles as excellent hands-on physicians and as premier scientists and researchers.

ASTRO will continue to be the premier society for radiation oncologists, and will provide outstanding educational opportunities for its members, will support and advocate for high-quality research, and will promote broader community understanding of the specialty of radiation oncology through publication, advocacy, and by the example of its members.
ASTRO Mission
The American Society for Radiation Oncology (ASTRO) is dedicated to advancing the practice of radiation oncology.

Goals and Strategies

*Through a combination of four overarching goals with associated strategies designed to achieve those goals, ASTRO will continue to attain advances in the field of radiation oncology.*

**GOAL 1:** Deliver targeted educational and professional development

- ASTRO will maintain the world’s premier radiation oncology meetings by attracting excellent clinical and scientific research papers.
- ASTRO will provide focused educational opportunities in all mediums to meet the needs of members.
- ASTRO will develop mechanisms for the career development of clinical scientists.
- ASTRO will foster a culture of ethics for both the organization and its members to be used in member’s dealings with patients, other physicians, vendors, policy makers and within the Society.

**GOAL 2: Raise the profile of radiation oncology**

- ASTRO will foster a collaborative culture with relevant societies regarding multidisciplinary meetings, health policy, research and guidelines.
- ASTRO will encourage and provide a forum for training of radiation oncologists to achieve leadership roles in a variety of national, state and local settings including their hospitals.
- ASTRO will continue to build its public awareness initiatives.

**GOAL 3: Shape the framework for delivery of quality patient care**

- ASTRO will support and help shape comprehensive health reform. ASTRO will build a successful radiation oncology practice accreditation program in conjunction with the American College of Radiology.
- ASTRO will continue to develop its comprehensive Maintenance of Certification program to document clinical competency.
- ASTRO will promote research funding for the field.
• ASTRO will continue to advance its advocacy agenda.

• ASTRO will develop an evidence-based mechanism for improving the patient care experience.

• ASTRO will take the lead in developing radiation oncology clinical practice guidelines.

• ASTRO will work to promote and represent the practice of radiation oncology with respect to the American Medical Association, the Centers for Medicare & Medicaid Services and other payer communities, with governmental and regulatory entities, and within health care reform, in general.

**GOAL 4: Advance the science of the field**

• ASTRO will continue to maintain the premier journal in the field and expand its reach in promoting the science of radiation oncology through publishing an additional journal.

• ASTRO will work with the Radiation Oncology Institute to develop a national research agenda for the field.

• ASTRO will evaluate the success of its grant program and ensure that it is aligned with our strategic priorities.

• ASTRO will expand outcomes research in radiation oncology to demonstrate its value and efficacy.
SOCIETY ORGANIZATIONAL STRUCTURE

ASTRO consists of a Board of Directors, four Standing Councils, Standing Committees and Committees and Subcommittees operating under the auspices of the Standing Councils. See Figure 1 for ASTRO’s organizational chart.

Board of Directors

The property and affairs of the Society are managed by or under the direction of the Board of Directors. The Board is composed of thirteen members: Chair of the Board, President, President-elect, Secretary/Treasurer, Immediate Past Chair of the Board, Chair and Vice-chair of the Education Council, Chair and Vice-chair of the Government Relations Council, Chair and Vice-chair of the Health Policy Council and Chair and Vice-chair of the Research Council.

Standing Councils

The following Standing Councils operate under the auspices of the Board of Directors.

Education Council

The charge of this Council shall be for the Society to provide high quality, cutting edge educational opportunities for its members utilizing a broad array of teaching tools and a variety of venues to maximize accessibility to its members and other specialties. Through these efforts, the Society will be recognized as the primary source of expertise in the field of radiation therapy. These educational opportunities will include, but not be limited to the presentation of the latest research findings and technologies and expansion of knowledge in the specialty.

Government Relations Council

The charge of this Council shall be that the Society be recognized as the primary source of expertise by government branches and other organizations on social, economic and government policy issues relating to radiation oncology so as to enhance the impact of our Society on these issues.

Health Policy Council

The charge of this Council shall be to enhance patient care and the practice of medicine, as well as promote an understanding of the relationship between economics and health policy.

Research Council

The charge of this Council shall be to promote basic, translational and clinical research in radiation oncology and to help facilitate the transmission of that information to other scientific and governmental bodies.
Figure 1
**Council Chairs and Vice-chairs**

**Council Chairs**

The duties of the Council Chairs shall be to:

- Coordinate the activities of the committees in their Council. This will require, but is not limited to, discussions with each Committee Chair, either individually, or as a group through conference calls. All activities should be closely coordinated with the ASTRO staff liaison.

- Provide leadership and direction to the committees under their Council in carrying out the activities of the Board of Directors.

- Communicate the activities and proposals of the committees to the Board of Directors.

- Communicate and coordinate activities and programs that are cross-Council in nature with the leadership of other Councils. This can usually be accomplished through discussions at Board meetings or through conference calls.

- Assist the President-elect in identifying leadership within the membership and recommending committee appointments. The Council Chairs will consult with committee leadership to make recommendations to the President-elect.

- Work with Committee Chairs and staff liaisons to provide input into the budgeting process. All projects and priorities must be budgeted for and approved by the Board of Directors. It is critical that all projects and priorities reinforce the strategic planning objectives of the Society.

**Council Vice-chairs**

The duties of the Council Vice-chairs shall be to:

- Assist the Council Chairs in their activities. In the absence of the Chair or in the event of his or her death, inability or refusal to act, perform the duties of the Chair and when so acting, have all the powers and be subject to all the restrictions upon the Chair.
Standing Committees

The following Society Committees operate under the auspices of the Board of Directors.

Executive Committee

The Executive Committee functions as the operational body of the Society between meetings of the Board of Directors. The Executive Committee consists of the Immediate Past Chair of the Board of Directors, Chair of the Board of Directors, President, President-elect, Secretary/Treasurer and Executive Director. The Chairs of the four Councils: Education, Government Relations, Health Policy and Research participate in Executive Committee discussions, but not as voting members.

Clinical Affairs and Quality Committee

The Committee fosters cross council collaboration and coordination of the many quality projects within ASTRO.

Conflict of Interest Review Committee

The Committee reviews conflict of interest disclosure forms and any related potential conflict of interest issues for all candidates for ASTRO-elected positions, as well as for positions in which candidates are to represent ASTRO on government advisory committees. Also proposes and oversees the overall process for review and resolution of any apparent conflict of interest issues in accordance with the ASTRO Conflict of Interest Policy.

Constitution and Bylaws Committee

The Committee studies proposed changes or additions to the Bylaws and makes recommendations to the Board of Directors.

Corporate Relations Committee

The Committee directs, coordinates and prioritizes the corporate relations activities of the Society. The charge of the Committee is to develop and implement an action plan to foster quality relationships with industry, recommend policies and programs to the Board of Directors, seek opportunities to work with industry to benefit the radiation oncology community and to raise non-dues income in support of Society programs and services.

Ethics Committee

The Committee will develop a statement of ethical principles for ASTRO and advise the Board of Directors on further plans and activities to promote integrity and ethics in the field of radiation oncology.
Fellows Selection Committee

The Committee prepares a slate of recommended Fellows to the Board of Directors for final approval.

Finance/Audit Committee

The Committee develops prospective budgets for ASTRO, supervises adherence to the budgets, oversees investment of financial reserves, implements investment policies of the Board and makes recommendations to the Board in fiscal matters.

Gold Medal Awards Committee

The Committee annually selects the recipient or recipients of the Gold Medal of the Society, utilizing the guidelines for the award selection process provided by the Board of Directors. At the discretion of the Board of Directors, the Awards Committee may be charged to make recommendations for the recipient or recipients of other awards to be conferred by the Society.

History Committee

The Committee selects, locates and arranges for the retention and maintenance of appropriate documentary records regarding background and activities of the Society. Conduct historical interviews of aging radiation oncology leaders and records them for posterity.

Membership Committee

The Committee studies all membership applications and sponsoring letters, makes necessary membership inquiries and reports Committee recommendations to the Board of Directors.

Nominating Committee

The Committee prepares a slate of nominees for each ASTRO elective position; determines that nominees meet all applicable special qualifications; and presents a slate of nominees to the membership at least 150 days prior to Annual Business Meeting.

Task Force on Proton Beam Radiation Therapy (PBRT)

The Task Force establishes and maintains a relationship with government agencies and the press on issues and matters related to PBRT, provides direction to all Councils and Committees of ASTRO on matters related to PBRT, provides guidance and oversight on issues related to technology assessment and guideline creation and on the creation of educational courses and CME programs.
GENERAL COMMITTEE POLICIES AND PROCEDURES

Committee Appointment Process

In early January, an ASTROgram will go out asking for volunteers for committee assignments. This information will be put together in committee appointment charts and sent to the ASTRO staff liaison assigned to the committee and/or subcommittee.

The staff liaison will hold a conference call with each Committee and Subcommittee Chair and Vice-chair to review current member involvement.

- Are there members who fail to participate in the committee’s work?
- Are there members who have expressed a desire to be removed from committee service?
- Are there ASTRO members who have expressed an interest in the committee’s work either to the Committee Chair or Vice-chair?

The staff liaison, along with the Committee and Subcommittee Chair and Vice-chair will develop a list of vacancies for each committee and subcommittee. A list of potential volunteer appointments should also be developed using those Society members who have expressed an interest in serving or members they believe provide needed expertise. If a Vice-chair is moving into a Chair role, a recommendation should be made for a Vice-chair candidate.

An overarching objective of this process is to bring talented ASTRO members into the committee structure and to expand those serving on committees, with a particular emphasis on identifying and mentoring more junior members of the field. The committee appointment process is a mechanism for identifying potential ASTRO leaders. Generally, committee members serve for a maximum of five one-year terms.

Each committee should have a Vice-chair to both share the workload and to be mentored to take over as Chair. Generally, the following progression should take place:

- Appointment to committee for one year, then
- Named as Vice-chair to serve in that role for one year, then
- Move into Chair role for two years, then
- Serve on committee as Immediate Past Chair for one year.

This progression will allow new talent to shine, allow a period of mentoring and then provide consistency and historical knowledge. There may be times that a member has a particular expertise that is critical to the committee’s function; in those cases the Committee Chair can request an extension of service of an individual, however it must be approved by both the Council Chair and the President-elect.

Once the charts are approved by the Committee Chairs and Vice-chairs, they are submitted to each Council Chair and Vice-chair for their input and approval. If necessary, a Committee Chair may be contacted for clarification on suggested committee appointments. Once approved by Council Chairs and Vice-chairs, complete committee
appointment charts, grouped by Council, are submitted to the President-elect for review and approval. The Council appointment charts serve as recommendations to the President-elect; however, the President-elect has decision-making authority over all committee appointments. Committee appointments will be finalized by July 1.

**Committee Standards**

There are generally accepted standards with regard to service to a society. Committee Chairs, Vice-chairs and members must:

1. Act reasonably, prudently and in the best interest of the Society.

2. Exercise ordinary and reasonable care and act in a manner that you believe is in the best interest of ASTRO.

3. Have undivided allegiance to ASTRO when making decisions affecting the Society. Do not put personal interests above the interests of ASTRO. Concurrently serving on committees or within the leadership of a competing organization could cause a pervasive and continuing conflict. There is a duty to maintain confidential information.

4. All actions must be in accordance with ASTRO’s bylaws and governing documents.

5. Specifically prohibited is the appropriating of “corporate opportunities.” An ASTRO idea, program or activity known to be in the best interests of the Society cannot be co-opted by a committee member unless ASTRO has rejected the idea.

6. No committee member, without expressed authority, should act on behalf of ASTRO or hold themselves out to third parties as having authority beyond that which has been vested in them by the Board. (Example—sign a contract, obligate ASTRO to participate in an activity, etc.)

**Committee Policies**

The following committee policies have been adopted by ASTRO to establish continuity in committee operations.

1. All committees should meet one to two times per year. These meetings normally coincide with the ASTRO Annual Meeting, other professional society meetings that have the majority of the committee members in attendance or a freestanding centrally located meeting. Committee meetings are typically held by conference call. Note: ASTRO travel policy states that no travel can be undertaken unless pre-approved by ASTRO Headquarters. Contracts for any outside work or projects can only be signed by ASTRO’s Chief Executive Officer or Chair of the Board of Directors.
2. All committee members must sign a Statement of Disclosure and Consent (see appendix). The statement must be updated annually. The Chair of the committee will review the statements of committee members and address any potential conflicts of interest.

3. At the beginning of each committee meeting, the Chair will review conflicts, confidentiality and antitrust obligations. The following statement should be read at the beginning of each committee meeting or a reminder of this statement should be given to all committee members:

This is a reminder to all committee members regarding three important obligations. First, recall and review the ASTRO Conflict of Interest Policy and the information you provided on your disclosure form. If there is any material information that has changed or that you believe raises potential conflict of interest issues with respect to today’s agenda or at any time throughout the course of our committee work, please be sure to bring the matter to my attention. Second, we all have a duty of loyalty to ASTRO in our work on this committee, which includes the obligation to maintain the confidentiality of any confidential work or discussions and not to disseminate committee materials or work product without clearing it with the Committee Chair. Third, it is important for us to carefully observe antitrust principles and refrain from any discussion that could be viewed as encouraging collective market action.

4. All committee members must agree to maintain the confidentiality of ASTRO’s work product or information.

5. Certain committees require more frequent meetings or may choose to meet more often as projects and/or opportunities dictate.

6. Participation in committee activities may be done by mail, telephone or e-mail as directed by the Committee Chair.

7. Non-attendance in scheduled committee meetings may result in removal from the committee.

8. Every attempt will be made by the President-elect to avoid appointing individuals to more than one standing committee or to a committee that requires more active participation than the individual can give.

9. Ad hoc committees are appointed by the Chair of the Board of Directors for specific purposes and may be made up of several members from other existing standing committees. Ad hoc committees exist for the term of the current Chair of the Board of Directors and may be continued at the preference of the succeeding Chair of the Board of Directors.

10. ASTRO’s CEO, in consultation with the Chair of the Board of Directors, will appoint staff liaisons to committees.
GUIDELINES FOR THE DEVELOPMENT OF
POLICY STATEMENTS FOR ASTRO BOARD APPROVAL

The following is a mechanism for developing official public policy statements and/or recommendations related to the practice of radiation oncology.

Policy Development

All policy must support ASTRO’s strategic plan and mission and should be measured against it. Policies outside the mission statement must be considered with regard to an overall modification of ASTRO’s strategic plan priorities.

There are several types of “policy” that ASTRO may need from time to time:

- **Direct policy or position statements**: Policy requested and/or required by governmental agencies, third party payors, private sector, coalitions and advocacy groups.

- **Sign-on letters**: Policy statements on various issues to influence government or the legislative process. Sign-on letters can include health policy, quality, health care reform or Medicare issues.

- **Coalition activities**: Coalition activities to influence government actions which may include, but are not limited to, related professional organizations, advocates of research for patient care or other issues important to ASTRO’s strategic plan and mission.

- **Volunteer physician representation**: At times ASTRO is asked to provide an expert on a particular topic within either a public/private governmental body (such as the National Quality Forum) or an interdisciplinary ad hoc working group (such as an ASTRO-FDA effort) for a specific treatment, standard or policy.

- **Process of care policies**: Policies that have been developed under a rigorous process (such as ACR’s guidelines or appropriateness criteria).

Direct Policy/Position Statements

Policy may originate from Board or committee directives or may be developed in response to outside requests. Policy requests will include background information, related discussions and issues of concern. The Committee Chair has latitude to have other Committee Chairs or outside experts help formulate any proposed policy. The Committee Chair also has latitude to oversee policy development within his or her committee structure and send it out to other committees that may be impacted by the policy in advance of bringing it to their Council Chair and the Board. There may be instances where a specific policy does not fit logically within a specific committee but involves elements of various committees or experts on a specific disease site or technology within ASTRO’s membership. In such cases, care will be taken to involve a broad cross section
of stakeholders in policy discussion and debate. ASTRO’s CEO and staff will research existing policies prior to seeking support for the policy proposal. The Board, at times, may be asked to give a committee or Council general direction prior to extensive policy development.

The proposed policy is taken to the Board for debate and discussion. If a proposed policy is time sensitive, the Executive Committee is authorized to act on behalf of the Board. If the proposed policy has far reaching implications for the specialty, the Executive Committee will endeavor to seek the input of the full Board of Directors either through mail ballot or conference call if final action cannot wait until the next meeting of the Board. The Board is responsible for approving policy.

Where appropriate, the policy will be forwarded to legal counsel for review. To the extent that the policy may impact upon membership liability, the legal counsel shall endeavor to determine if the policy should be modified to minimize legal exposure to the membership. Legal counsel will provide a review of the policy and recommendations as appropriate. A legal disclaimer shall be appended to each statement if necessary.

The membership will be kept apprised of approved policies by an appropriate mechanism (ASTROnews, Red Journal, ASTROgram). ASTRO Headquarters will maintain and update policies and position statements in an official policy manual.

**Sign-on Letters**

As part of our socioeconomics and government relations, advocacy or education activities, ASTRO is frequently asked to sign onto various letters affirming policy statements. ASTRO’s CEO has the authority to authorize and sign such letters that reflect existing ASTRO policy, or further the ASTRO strategic plan and/or the ASTRO mission. If a Committee Chair and/or the CEO believe that a sign-on letter or statement is somewhat outside existing policy, the mission or strategic plan, the proposed policy will be presented to the Executive Committee for approval.

**Coalition Activities**

ASTRO belongs to a number of coalitions. The ASTRO strategic plan and mission support coalition activities. If coalition activities are beyond the realm of ASTRO’s strategic plan or mission, the Board must approve the additional activities.

**Volunteer Physician Representation/Liaison Responsibilities**

The physician volunteer is responsible for updating the appropriate Council Chair as to the progress of their efforts. Where possible, as issues of importance to the Society’s interest come up on agendas, the volunteer should discuss the issue in advance with the appropriate staff or committee to assure that the Society is speaking with one voice. The volunteer is responsible for assuring that the result of their work effort reflects the goals and mission of ASTRO and to communicate the policy outcome to the Society.
THE COMMITTEE CHAIR

The importance of the Chair cannot be overstated.

As Chair, you are the principal point of contact between your committee, its individual members, your Council Chair and staff.

The ASTRO Board of Directors has implemented a strategic plan outlining Society priorities. You should review priorities with respect to your committee’s charge and develop your committee work plan accordingly. All priorities must be included in the budget and approved by the Board of Directors.

An important ingredient in successful committee leadership is the ability to work with, motivate and lead the individual members.

In order to be successful, you should first create a detailed plan of operation for your committee. The plan must be based on the committee’s charge, which serves as a written set of goals and objectives. Plans for committee activities should be tied directly to the strategic plan and where applicable, be based on the results of membership survey results. Your staff liaison will assist in creating an operating plan for your committee.

Much of the work of your committee will result from your effective delegation of responsibilities to members of the committee. You should be careful to propose committee members who possess the skills and interest to complete their assignments. Committee members must be fully and clearly informed of what is expected of them, crucial timetables, budgets, available resources and relationships with other committees must be clearly understood.

You, as Chair, will need to establish committee reporting procedures designed to keep you fully informed of progress. Monitoring the work of your committee members is one of the most important tasks that you have.

Each year, the President-elect will seek recommendations from Committee Chairs and Council Chairs to fill any vacancies within a respective committee.

As Chair, You Will:

**Preside at All Meetings of the Committee**

- Committees usually meet in conjunction with the Annual Meeting, or with other professional or ASTRO educational meetings that have the majority of committee members in attendance.

- Committees may also meet by conference call. If you elect to do so, it is imperative that you develop a concise agenda and establish a time before the call begins.
• If it becomes necessary to conduct additional meetings, they shall take place at ASTRO Headquarters or in a central location to committee members. Any committee meetings requiring travel or arrangements at ASTRO’s expense must be pre-approved by ASTRO’s CEO.

Organize Committee Meetings

Antitrust Guidelines

The antitrust laws seek to preserve a free competitive economy in the United States and in commerce with foreign countries. As a general rule, competitors may not restrain competition among themselves through understandings or agreements as to the price, the production, or the distribution of their products or other agreements which unreasonably restrict competition. They may not act in concert to restrict the competitive capabilities or opportunities of their competitors, their suppliers or their customers.

The antitrust laws, however, are often of unclear applicability and unlawful agreements can be inferred from circumstantial evidence. Furthermore, penalties for violating the antitrust laws are severe. The guidelines set forth below are designed to avoid even the appearance of questionable activity. At ASTRO meetings, the following will not be discussed:

• Current or future prices.
• What constitutes a “fair profit level?”
• Possible increases or decreases in prices.
• Standardization or stabilization of prices.
• Pricing procedures or formulas.
• Cash discounts.
• Credit terms.
• Control of sales.
• Allocation of customers or geographic division of markets.
• Refusal to deal with a corporation because of its pricing or distribution practices.
• Whether or not the pricing practices of any industry member are unethical or constitute an unfair trade practice.
Information concerning any individual company’s costs, profits, inventory, market share or other commercial information of a non-public nature.

ASTRO meetings should observe the following guidelines and procedures:

- If possible, develop a meeting schedule at the beginning of each year so that the schedule can be placed on each member’s calendar. The staff liaison will notify members of the time and place of the meetings, even though a meeting schedule may already be established.

- In close cooperation with your staff liaison, prepare an agenda and provide it to all members at least one week before the meeting. Reference or supporting materials should accompany the agenda.

- At the beginning of each meeting, define what the committee must accomplish at the meeting. It may be worthwhile to establish time limits for discussion of each segment of the agenda to ensure that all work is covered. You should remind members that you will adhere to this agenda. Issues that do not appear on the agenda can be added as new business at the end of the agenda. (The Chair can determine if an issue should be added to the agenda, time permitting. It remains the Chair’s privilege to limit or prevent discussion of any issue not appearing on the agenda.)

- Give the general announcement regarding conflicts, confidentiality and antitrust obligations (see page 12).

- Address any conflict of interest matters involving committee members as they arise in accordance with ASTRO’s conflict of interest policy.

- When special projects are to be discussed, make certain the principals involved are available and present. All projects must be budgeted, support the strategic plan of the Society and must take into account staff support needs.

**Delegate Committee Responsibilities**

- Carefully match capable people with tasks to be performed. If you are unsure of an individual’s abilities, consider creating a small subcommittee of members and assign one person to lead the subcommittee. Give the subcommittee a deadline for completion of its work. Be careful to give clear instructions of what you expect and seek feedback to ensure that everyone understands what is to be done before they begin the task.

- Ask for periodic reports of subcommittee assignments. You should regularly monitor the work of the subcommittee. Use the telephone, fax or e-mail frequently to stay in touch with the members of the subcommittee.
Coordinate Communications with ASTRO Headquarters

- Only the Chair of the Board is authorized to speak for the Society. Media inquiries or inquiries from outsiders regarding ASTRO policy should be directed to ASTRO Headquarters.

- There are proper channels of communication. The staff liaison is assigned to your committee to help support your activities, to serve as an advisor and to facilitate communications.

- Keep committee members informed of Headquarters’ activities and Board policies.

Provide Support for ASTRO’s Objectives

- You are a key member of the ASTRO leadership team; your role is to provide leadership. This means you can be instrumental in helping to advance ASTRO’s mission and purpose. You should serve to inform, guide and educate. When questions arise, you should pursue the answers from the appropriate individuals.

- When your committee is engaged in important work or when you have achieved an important milestone, advise your staff liaison to have an article prepared for release in the quarterly ASTROnews. ASTRO’s Communications Department will support the important work you do by advising the membership appropriately.

- Prior to each ASTRO Board meeting, your Council Chair should receive a report of your committee activities and any action items on which you would like Board consideration. Every action item must include a fiscal note including whether it has been budgeted for, percent of staff time, pros and cons for Board consideration, a description and a recommendation. See Figure 2 for a sample action item form.

- Each committee is required to provide a report of their activities for each ASTRO Board of Directors meeting. Reports should include a description of activities that the committee has underway. Staff will assist with these reports and make sure they are submitted in a timely fashion.

- ASTRO’s strategic plan will be revisited annually. By December 15 of each year, each Committee Chair should provide their Council Chair with input on the goals specific to their committee. Have the objectives been met? Are there new objectives the Board should consider?

Guidelines for Chairing a Committee

Even with capable committee members, clear goals and Society staff support, a committee without strong leadership may fail to reach its objectives. The success you
American Society for Radiation Oncology

Action Item
Board of Directors Meeting

Date

ACTION ITEM: Project Name

SUBMITTED BY: Name of Submitter/Committee/Council

DESCRIPTION: Background and Description

RESOURCES: Summary of proposed budget, specifying staff hours and contractor costs. List of proposed volunteer resources for the project.

PROJECT MANAGEMENT/STAFF EFFORT

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BUDGET/STRATEGIC PLAN/POLICY CHECK CHECKLIST

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STRATEGIC PLAN ALIGNMENT: EXPLAIN HOW THIS WILL SUPPORT ASTRO'S STRATEGIC OBJECTIVES.

IF ITEM REQUIRES UNBUDGETED SPENDING, LIST PROPOSED PROGRAM CUTS TO OFFSET COSTS.

ANY ADDITIONAL CONSIDERATIONS FOR THE BOARD:

ARE THERE SPECIAL OR SIGNIFICANT CONFLICT OF INTEREST ISSUES RELATED TO THIS PROJECT? IF SO WHAT ARE THEY?

RECOMMENDATION:

Figure 2
achieve as the leader of the committee depends upon your ability to preside and guide the meetings of the committee towards its established goals. Consider the following tips that have been proven to be very effective:

- Always start the meeting on time and work strictly according to the published agenda that members have seen in advance.

- The objectives of the meeting should be stated briefly and clearly at the beginning.

- Ensure committee members receive and understand the issues, both pro and con.

- Keep a low profile and seek input while taking charge of the direction of the meeting. Preside in order of the agenda to ensure that a good committee meeting takes place.

- Review the committee’s objectives relative to the strategic objectives of ASTRO.

- Keep the meeting moving; interest lags when action lags. Get as much participation as possible. Keep responses short; get members to make their points. Do not allow an individual(s) to dominate discussions. Ask those who have not contributed to do so.

- Make sure that each individual taking the floor speaks clearly. Sum up what the speaker has said, entertain discussion and then obtain the decision.

- Retain control, but do not stifle free comment. Invite constructive criticism and even disagreement. Ask for support. Clarify issues by obtaining a consensus, then move on.

- Seek input and empower committee members.

- When a formal motion is required, ask the maker of the motion to clearly state the motion and ask for a second. It may be helpful to request the maker of the motion to write out the motion for clarity and to eliminate ambiguity.

- Hurriedly passed motions usually do not receive the consideration they deserve. Better to table them until the next meeting, when they can be discussed in detail, than to pass a motion that you might later regret.

- Make sure accurate minutes are kept of each meeting, that action items are addressed and that they are distributed to each committee member promptly.

- At the end of the meeting, ensure that every member feels that all relevant subjects have been adequately covered.
THE VICE-CHAIR

The most obvious duty of the Committee Vice-chair is to act on behalf of the Chair when he or she is unable to be present. Typically, as Vice-chair, you work closely with the Chair to facilitate your moving into the Chair role at the appropriate time.

Most importantly, you should be available for assignments in areas of committee work requiring special efforts as situations arise. Assignments should be made by the Chair.

THE IMMEDIATE PAST CHAIR

The continued involvement of the Immediate Past Chair in committee activities often proves to be crucial to the success of its goals.

The Immediate Past Chair may participate as a consultant to the committee to assure philosophies established during his or her Chairship are communicated and continued.

COMMITTEE MEMBERS

Committee members are recruited from the membership at-large and are appointed by the President-elect. Each appointed member should be prepared to contribute their time and talents to fulfill the goals of the committee.

Members should be ready to accept individual assignments as requested by the Chair.

Before you begin your work on an ASTRO committee, there are three very important issues that are often forgotten:

1. The Committee Chair is responsible for the overall effectiveness and communications of the committee, but not the only person expected to do the work.

2. When work assignments are given and accepted, the success of the committee hinges on an individual’s completion of the task.

3. The more effective a committee is the more important and recognized it becomes. More individuals will then wish to serve on that committee and the job becomes easier for each participant.

Upon understanding these issues, you are ready to assume the role of a key player on the committee.

**Guidelines for Committee Members**

The role a committee member plays is an important one. The success of the committee depends on the contributions made by each of its members.
Consider the following suggestions as you approach your role in committee participation.

- Before a committee meeting, study the agenda carefully and ask for clarification if any items are unclear.

- If you note any potential conflicts of interest vis-à-vis an item on the agenda or the committee’s work more generally, bring that to the attention of the Chair.

- Adhere to the agenda during the meeting and only bring up new business at the appropriate time.

- Determine the exact purpose of the meeting and decide in advance how and what you will contribute to it.

- Keep your replies short and to the point.

- Wait until you have the attention of all the committee members before you begin your remarks and then speak in a voice everyone can hear.

- Speak to the entire group rather than just to one person.

- If your remarks are lengthy or involved, sum them up at the end of your discussion.

- If you disagree with the speaker, make your comments at the proper time.

- If you have a comment, ask for the floor rather than joining in aimless group discussion. If what you have to say is a genuine contribution and really does make a difference, don’t let it get lost in confused conversation.

- There may be dissenters on some subjects. In this case, ask them to summarize their convictions in a direct statement. This permits a more thorough examination of an idea that could be highly constructive when completely understood.
THE STAFF LIAISON

Responsibilities

- In consultation with the Chair, set a meeting schedule at the beginning of the year to ensure full participation. Send out meeting notices to committee members a minimum of **one month in advance** of scheduled meetings.

- Work with Committee/Council Chair to develop the meeting agenda which is sent out in advance of the meeting, preferably with one meetings notice.

- Assemble and distribute all materials for the meeting. Generally e-mail distribution is the best way to communicate.

- Complete meeting logistics as necessary, such as:
  a. Make arrangements for a meeting room, including planning breaks, requesting audio/visual equipment and selecting breakfast, luncheon or dinner menus as appropriate, in coordination with the Meetings Department.
  b. Provide appropriate advance information to committee members, other staff and guests regarding meeting and housing arrangements.

- Attend committee meetings and take minutes.

- After approval by the Committee Chair, send out meeting minutes to all committee members.

- Delegate assignments from minutes as determined by the committee.

- Keep Committee Chair informed of ASTRO activities that affect his or her particular committee.

- Work with Committee Chair to prepare committee reports for Board meetings and action items (see Figure 2) for consideration by the Board or the Executive Committee.
GUIDELINES FOR MEETING MINUTES

Properly prepared committee minutes are very important as they represent the official record of the committee. Minutes provide direction for the staff; create a history of the committee’s recommendations, decisions and actions; and may provide vital protection to the Society and its members against anti-trust allegations. In short, the preparation of accurate minutes is essential. It is the responsibility of the staff liaison to complete the minutes and have them reviewed and approved by the Committee Chair.

The following provides easy to follow instructions about the correct way to prepare committee minutes.

- Whenever possible, the staff liaison will attend the committee meeting to take the minutes, however, in staff absence, the Chair will appoint a committee member to take the minutes.

- The minutes should reflect key information but should not be a transcript of the proceedings.

- The following information must be included in all committee minutes:
  1. Date, location and time of the meeting.
  2. Names of committee members, guests and staff members who are present and also committee members who are absent.

- If a quorum is present (quorum is a simple majority of the membership of the committee), the minutes should say so at the calling of the meeting to order.

- All committee meeting minutes should be approved by the Chair and distributed to the entire committee by the staff liaison. During your next committee meeting, the minutes should state a motion to approve minutes either “with no changes” or “with the following change(s).” Any new version of the committee minutes should be distributed to all appropriate parties with the instruction to discard the previous version.

- See Figure 3 for a sample of the ASTRO minutes format, including the standard system of numbering items and subtopics.

- All recommendations for action that are directed to your Council Chair and possibly to the ASTRO Board of Directors should be underlined to easily identify recommendations made by the committee.

- The text of the minutes should describe each motion made, the second of the motion and any subsequent action that involves that motion such as amendments or points of order, etc.

- When there is a vote, note how many votes are for and against the motion.
MINUTES

Members in Attendance

Members Unable to Attend

Guest(s)

Staff

I. CALL TO ORDER
   A. Quorum Present?

II. AGENDA APPROVAL & ADDITIONS

III. AGENDA APPROVAL OF MINUTES OF (date of last meeting) MEETING

IV. OLD BUSINESS
   A.
   B.

V. NEW BUSINESS
   A. Future Topic Suggestions (one year out)

VI. NEXT MEETING
    Location, date and time

VII. ADJOURNMENT

Figure 3
ASTRO TRAVEL POLICY

The following are policies and procedures governing the reimbursement of expenditures incurred by ASTRO Board and Committee members traveling to authorized meetings and conferences. All volunteer travel must be approved in advance by ASTRO Headquarters if it is to be reimbursed by ASTRO.

General
ASTRO will reimburse individuals for business-related expenditures incurred while traveling on authorized business. Original itemized receipts are required for air, rail and bus travel; auto rental; lodging; and all qualified expenditures of $15 or more. Credit card receipts are not acceptable as receipts for air travel or hotel bills.

Travel Arrangements
Individuals are asked to make reservations at least three weeks prior to travel and be flexible to take advantage of promotional fares. Use of fares with a Saturday night stay over is encouraged. ASTRO will reimburse for coach class airfare. To make airline reservations, please call ASTRO’s designated travel agency, Omega, at 301.984.3888 or 888.293.7046 Monday through Friday, 9:00 a.m. to 5:00 p.m. Eastern time. Online booking for less expensive fares is also encouraged.

Personal Automobile
Travel by personal automobile will be reimbursed. ASTRO follows the personal automobile reimbursement rate set by the IRS (always current on travel expense forms). When used in lieu of air or rail, personal automobile mileage charges will be reimbursed only to the extent of coach-class airfare. Parking charges and toll fares will be reimbursed.

Auto Rental
Use of a rental car must be confirmed with ASTRO Headquarters prior to its rental. The use of rental cars is discouraged where other, less expensive means of transportation is available. (Please fill the car with gasoline prior to its return to avoid extra charges.)

ASTRO’s preferred rental providers are Avis Rent A Car and Hertz. Please be sure to use the discount number for each rental company when making a reservation.

- To reserve your Avis rental car, call 1-800-331-1600. The Avis Worldwide discount number is J657704.
- To reserve your Hertz rental car, call 1-800-654-2240. The Hertz discount number is CV#03R10002.

Taxicabs
Reasonable taxi service costs will be reimbursed. Please use airport shuttle services when available. Receipts must be provided for fares exceeding $15.
Lodging
Individuals are asked to make use of ASTRO’s preferred rate arrangements and any specifically negotiated rates for meetings. When reservations are made, the corporate rates should be specifically requested. Information on corporate rates may be obtained from ASTRO’s Meetings Department. Lodging at hotels without corporate arrangements with ASTRO will be permitted if the rate is comparable or less.

Meals
Individuals will be reimbursed for reasonable actual cost of meals during ASTRO related travel. Entertainment or excessive meal, liquor or wine costs will not be reimbursed. Individuals are asked to take advantage of pre-arranged meals provided during meetings.

Others Expenses
Certain other business related expenditures incurred will be reimbursed as follows:

- **Gratuities:** ASTRO will reimburse for the following: meals, baggage handlers (hotel and airport), hotel maids, parking attendants and taxicab drivers.

- **Telephone Calls:** Phone calls made on ASTRO business and paid for by the individual will be reimbursed. Personal phone calls home while away are reimbursable on a limited basis; ASTRO will supply pre-paid calling cards upon request. Pre-paid or personal calling cards should be used rather than the long distance service provided in hotel rooms to avoid surcharges.

The following are **NOT** acceptable for reimbursement or for charges on corporate credit cards:

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<th>personal alcoholic beverages</th>
<th>hair care appointments</th>
<th>personal reading material</th>
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<td>manicures</td>
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<td>in-room movies</td>
<td>massages</td>
<td>excessive long distance charges</td>
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<td>gift shop charges</td>
<td>personal travel insurance</td>
<td>child or animal care</td>
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<tr>
<td>automobile club fees</td>
<td>insurance for personal automobiles</td>
<td>family or companion expenses</td>
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Meeting Registration
Meeting registration fees will be reimbursed. Receipts for these fees will be required for registration fees exceeding $15.

Expense Report Preparation
To obtain reimbursement for expenses incurred, an expense report must be prepared and submitted to the ASTRO staff liaison and approved by ASTRO’s CEO. The following are guidelines relating to preparation of expense reports:
- Prepare in ink or using the computer template (see Figure 4 for a sample expense report)
- Attach original itemized receipts for air travel, rental car, lodging and all other expenses over $15 to an additional piece of paper and staple it to your expense report
- Report expenses for each day separately, including hotel charges (i.e., phone, food, room)
- Use a separate expense report for each trip or project

Submit the original copy of the expense report with supporting receipts on a timely basis (within 30 days of completion of trip). Retain a copy for your records.

**ASTRO Annual Meeting**
ASTRO will not pay for air, rail, or automobile travel, ground transportation, or housing for the ASTRO Annual Meeting for any committee member, Chair, or physician liaison.

ASTRO will pay for air, rail, automobile travel or ground transportation for Board members and will provide complimentary hotel accommodations for two days.
# 2009 Expense Reimbursement Report

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## Daily Expense Totals

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## Account # Charged

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## Account Coding (For Finance Use Only)

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*Figure 4*
APPENDIX

CONSTITUTION

BYLAWS

CONFLICT OF INTEREST POLICY

STATEMENT OF DISCLOSURE AND CONSENT
ARTICLE I. NAME

The name of this corporation shall be the American Society for Radiation Oncology, hereinafter referred to as the "Society" or “ASTRO.”

ARTICLE II. MISSION AND VISION

Section 1. Mission Statement

The mission of ASTRO is to advance the practice of radiation oncology by promoting excellence in patient care, providing opportunities for educational and professional development, promoting research and disseminating research results and representing radiation oncology in a rapidly evolving socioeconomic healthcare environment.

Section 2. Vision Statement

ASTRO will be the premier professional association in radiation oncology, dedicated to improving patient care through education and the advancement of science and representing the specialty in the health policy arena.

ARTICLE III. MEMBERSHIP

Section 1. Classes of Membership

Membership in this Society shall be divided into eleven (11) classes: Active Membership, Associate Membership, Corresponding Membership, International Membership, Member-in-Training Membership, International Member-in-Training Membership, Affiliate Membership, Emeritus Membership, Honorary Membership, Corporate Membership and Allied Membership.

Section 2. Qualifications for Membership

A. Active Membership shall be reserved for physicians, radiation physicists and radiation or cancer biologists who satisfy the requirements set forth in any one of the following paragraphs (1) through (3):

(1) A physician who is certified in radiation oncology or therapeutic radiology by the American Board of Radiology or by another board recognized by the Board of Directors of the Society as being of equivalent rank and who devotes a substantial portion of his/her clinical time to radiation oncology; or

(2) A radiation physicist who is certified in radiological physics or therapeutic radiological physics by the American Board of Radiology or by another board
recognized by the Board of Directors of the Society as being of equivalent rank and who devotes a substantial portion of his/her professional time to radiation oncology or radiation sciences.

(3) A radiation or cancer biologist who holds a doctoral degree and devotes a substantial portion of his/her professional time to radiation oncology or radiation sciences.

B. Associate Membership shall be reserved for non-physician specialists with recognized interests in the aims of the Society, including, but not by way of limitation, radiation therapy physicists, radiation or cancer biologists and radiation oncology nurses who elect this class of membership.

C. Corresponding Membership shall be open to non-physician specialists with recognized interests in the aims of the Society, including, but not by way of limitation, medical physicists, radiation therapy physicists, medical dosimetrists and others with occupations and interest in radiation oncology who elect this class of membership.

D. International Membership shall be open to physicians in radiation oncology, radiation physicists and radiation or cancer biologists who devote a substantial portion of their professional time to radiation oncology or radiation sciences and who reside outside of the United States. International physician members shall either be board certified by the American Board of Radiology (ABR), a board recognized by the Board of Directors of the Society as being of equivalent rank to the ABR, or shall hold membership in a national or regional radiation oncology society in their country or region of practice.

E. Member-in-Training Membership shall be automatically offered only to residents and fellows in full-time training in radiation oncology in the U.S. upon written notification by the training program director on a form authorized by the Board of Directors of the Society. A Member-in-Training must upgrade to Active or Allied Membership in the Society, whichever is applicable within thirty (30) days of completion of training or fellowship. A Member-in-Training Membership shall automatically terminate if such application is not submitted within that thirty (30)-day period.

F. International Member-in-Training Membership shall be offered only to residents and fellows in full-time training in therapeutic radiology or radiation oncology outside the U.S., exclusively, upon written notification by the program director on a form authorized by the Board of Directors of the Society. An International Member-in-Training must apply for Active, Allied, Corresponding or International Membership within thirty (30) days of completion of training or his/her membership in the Society shall automatically terminate.

G. Affiliate Membership shall be open to physicians who have not received residency training in radiation oncology, but who are certified in another specialty by a board recognized by the American Board of Medical Specialties or by another board recognized by the Board of
Directors of the Society as being of equivalent rank and have a demonstrated interest in the management of patients with cancer.

H. Emeritus Membership may be conferred by the Board of Directors of the Society upon request to the Secretary/Treasurer of any Active, Associate, Corresponding, Affiliate, Allied or International Member who has been a member for at least five (5) of the prior seven (7) years and who has voluntarily retired from active practice or who has been retired for at least one (1) year by reason of physical disability. Emeritus Membership status will be terminated should the member resume active practice.

I. Honorary Membership may be conferred by the Board of Directors of the Society on those individuals who have made significant contributions to the objectives of the Society.

J. Corporate Membership may be conferred by the Board of Directors of the Society, in its discretion, on those organizations, including commercial enterprises, which are involved in a substantial way with activities or products having a significant connection with the purposes of the Society.

K. Allied Membership shall be open to physicians who have successfully completed residency training in radiation oncology in an accredited radiation oncology program in the United States but who have not been certified in radiation oncology by the American Board of Radiology or by another board recognized by the Board of Directors of the Society as being of equivalent rank.

Section 3. Rights of Members

Except as otherwise specifically provided in this Constitution or in the Bylaws of the Society, each individual member of the Society shall have full membership rights as recognized under Illinois law, including, but not by way of limitation, the right to receive notice of and attend membership meetings, to participate in discussion and to accept appointment to committees of the Society. Only Active, Affiliate, Allied and International Members shall have the right to vote at membership meetings and to vote by ballot. Furthermore, only Active, Affiliate and Allied Members shall have the right to hold elective office. Each Active, Affiliate, Allied and International Member shall receive, as an incident of membership, a subscription to the official journal of the Society, as designated from time to time by the Board of Directors of the Society.

ARTICLE IV. OFFICERS, STANDING COUNCILS AND STANDING COMMITTEES

Section 1. Officers

The management of the Society shall be the responsibility of a Board of Directors of the Society, consisting of the Officers of the Society, plus eight members representing the four Standing Councils. The Officers of the Society shall be President, President-elect, Secretary/Treasurer, Chair of the Board, Immediate Past Chair of the Board and Executive Director. Every three years, there shall also be Secretary/Treasurer-elect.
Section 2. Standing Councils

The Standing Councils of the Society shall be: Education, Government Relations, Health Policy and Research. The Board of Directors of the Society, at the request of a Council, may create or maintain Committees under each Standing Council. Standing Councils will define the charges and actions for their assigned committees and will report to the Board of Directors of the Society those actions as deemed necessary or upon the request of the Board of Directors of the Society.

Section 3. Standing and Special Committees

The Standing Committees of the Society shall be: Annual Meeting and Program Committee; Awards Committee; Finance/Audit Committee; Membership Committee; Nominating Committee; Executive Committee; and Constitution and Bylaws Committee. The Board of Directors of the Society may create or maintain additional committees to address the needs of the Society, hereinafter referred to as “Special Committees”. Committees that do not fall under the charge of any council will be classified as administrative. When creating or authorizing a Special Committee, the Board of Directors of the Society may designate an automatic expiration date for such a Committee. In addition, whenever such action is deemed appropriate, the Board of Directors of the Society may act at any time to disband any Special Committee.

ARTICLE V. AMENDMENTS

Section 1. Proposals

No part of this Constitution shall be amended except by strict adherence to the procedures set forth in this Article. Proposals for amendments may be presented by the Board of Directors of the Society, by the Constitution and Bylaws Committee, or by a petition signed by at least fifty (50) members entitled to vote. Proposals for amendments shall be presented to the Chair of the Constitution and Bylaws Committee at least ninety (90) days prior to the Annual Business Meeting of the membership of the Society.

Section 2. Recommendations

The Constitution and Bylaws Committee shall report its recommendations on proposed amendments to the Board of Directors of the Society. The proposed amendment, along with the recommendations of the Board of Directors of the Society, shall be presented to the membership at the Annual Business Meeting of the membership of the Society, where an opportunity for discussion shall be afforded.

Section 3. Voting

Within ninety (90) days following the Annual Business Meeting, the proposed amendments shall then be presented to the membership by secret ballot for final approval or rejection in the manner provided for in the Bylaws. Any proposed amendment to this Constitution shall be
adopted upon receiving the affirmative votes of two-thirds (2/3) of the members voting thereon. If a single ballot is used for voting on more than one proposal, the number of members voting shall be determined separately for each proposal.
AMERICAN SOCIETY FOR RADIATION ONCOLOGY

BYLAWS

Article I. Board of Directors

Section 1. Composition

The property and affairs of the American Society for Radiation Oncology (the “Society” or “ASTRO”) shall be managed by or under the direction of the Board of Directors. The Board shall be composed of the Chair of the Board, the President, the President-elect, the Secretary/Treasurer, the Immediate Past Chair of the Board, eight (8) Members representing the four Councils and the Executive Director. Every three years there shall also be a Secretary/Treasurer-elect who, with the Executive Director, shall be non-voting ex-officio members. The Board shall each year hold a regular meeting in conjunction with the Annual Meeting of the Society and shall also hold a regular midyear meeting at the time and place selected by the Chair of the Board. Special meetings of the Board may be called by the Chair of the Board, by the President or by any three (3) members of the Board.

Section 2. Board Members Representing the Councils

The eight (8) Board Members representing the Councils shall be members of the Society entitled to vote in good standing, and shall be designated as follows:

One (1) shall be held by the Chair of the Education Council
One (1) shall be held by the Vice-chair of the Education Council
One (1) shall be held by the Chair of the Government Relations Council
One (1) shall be held by the Vice-chair of the Government Relations Council
One (1) shall be held by the Chair of the Health Policy Council
One (1) shall be held by the Vice-chair of the Health Policy Council
One (1) shall be held by the Chair of the Research Council; and
One (1) shall be held by the Vice-chair of the Research Council

Of these individuals at least one (1) should satisfy the requirements for a radiation physicist as set forth in Article III; Section 2A of the Constitution, at least one (1) should satisfy the requirements for a radiation or cancer biologist as set forth in Article III; Section 2A of the Constitution, at least one (1) should be an academic clinician (defined as a Radiation Oncologist who holds a full time faculty appointment), and at least one (1) should be a community practice clinician (defined as a Radiation Oncologist who does not hold a full time faculty appointment).

Section 3. Quorum Rule

A quorum of eight (8) voting members of the Board of Directors shall be required to be registered to take action at any session. A simple majority vote of the participating directors shall be necessary for approval of anything requiring action from the Board, except as otherwise specified.
ARTICLE II. OFFICERS

Section 1. President-elect

The duties of the President-elect shall be to:

a. Prepare a list of Standing Committee appointments, not otherwise specified in the Bylaws, for review by the Executive Committee and approval by the Board of Directors. At the discretion of the Board, the Council Chairs and the President can expand the membership of a committee to include individuals whose expertise in a particular aspect of the specialty provides value to the Committee. These additional members of the Committee shall be subject to yearly appointments;

b. Represent the Society at national and international meetings in the absence of the Chair of the Board and the President or upon the delegation of such duty by the Chair of the Board;

c. In the absence of the President or in the event of his/her death, inability or refusal to act, perform the duties of the President and when so acting, have all the powers and be subject to all the restrictions upon the President; and

d. Perform such other duties that the Chair of the Board or the Board may assign.

The President-elect shall serve for a term of one (1) year commencing at the conclusion of the Annual Business Meeting of the membership which next follows his/her election to that office and terminating at the conclusion of the next Annual Business Meeting of the membership. Upon completion of said term as President-elect, he/she shall automatically assume the office of President.

Section 2. President

The duties of the President shall be to:

a. Be responsible for planning the Annual Meeting of the Society that takes place during his or her term as President;

b. Deliver the Presidential Address during the Annual Meeting;

c. Serve as Vice-chair of the Board of Directors;

d. Represent the Society at national and international meetings in the absence of the Chair of the Board or upon the delegation of such duty by the Chair of the Board;

e. In the absence of the Chair of the Board or in the event of his or her death, inability or refusal to act, perform the duties of the Chair of the Board and when so acting, have all the powers of and be subject to all the restrictions upon the Chair of the Board; and

f. Perform such other duties that the Chair of the Board or the Board may assign.

The President shall serve for a term of one (1) year commencing with the completion of his/her term as President-elect and terminating at the conclusion of the next Annual Business Meeting of the membership. Upon completion of said term as President, he/she shall automatically assume the office of Chair of the Board.
Section 3. Chair of the Board

The duties of the Chair of the Board shall be to:
   a. Preside at all Business Meetings of the general membership of the Society;
   b. Serve as the Chair of the Board of Directors and preside at all meetings of the Board, including establishing date, time, and location;
   c. Serve as the Chair the Executive Committee and preside at all meetings of the Committee, including establishing date, time, and location;
   d. Sign, with any other proper officer, employee or agent of the Society authorized by the Board, any contracts or other instruments which the Board has authorized to be executed;
   e. Appoint the members of any special Committee or task force not otherwise provided for in the Bylaws, with the approval of the Board;
   f. Chair the Awards Committee and vote in the case of a tie.
   g. Serve as a non-voting ex-officio member of all Standing Councils, Standing Committees, Special Committees or task forces, except as otherwise specified;
   h. Act in the event of any contingency or emergency not covered by the Bylaws;
   i. Perform all duties incident to the office of Chair and such other duties that the Board may prescribe;
   j. Represent the Society at national and international meetings.

The Chair of the Board shall serve a one-year term, commencing with the completion of his/her term as President and terminating at the conclusion of the next Annual Business Meeting of the membership. Upon completion of said term as Chair of the Board, he/she shall automatically assume the office of Immediate Past-Chair of the Board.

Section 4. Immediate Past Chair of the Board

The Immediate Past Chair of the Board shall serve as a member of the Awards Committee, Chair of the Nominating Committee, and shall perform such other duties and exercise such other powers as may be determined by the Board. The Immediate Past Chair of the Board shall also represent the Society at national and international meetings upon the delegation of such duty by the Chair of the Board.

The Immediate Past Chair of the Board shall serve a one-year term, commencing with the completion of his/her term as Chair of the Board and terminating at the conclusion of the next Annual Business Meeting of the membership.

Section 5. Secretary/Treasurer-elect

The duties of the Secretary/Treasurer-elect shall be to:
   a. Assist the Secretary/Treasurer in the performance of such tasks and responsibilities as commonly performed by the Secretary/Treasurer;
   b. Serve as the designee of the Secretary/Treasurer in his/her absence or non-availability;
   c. Serve in the stead of the Secretary/Treasurer in such functions where a conflict of interest would exist for the Secretary/Treasurer; and
d. In the event of death or the inability or refusal to act by the Secretary/Treasurer, perform the duties of the Secretary/Treasurer and when so acting, have all the powers of and be subject to all the restrictions upon the Secretary/Treasurer.

The Secretary/Treasurer-elect shall serve for a term of one (1) year commencing at the conclusion of the Annual Business Meeting of the membership which next follows his/her election to that office and terminating at the conclusion of the next Annual Business Meeting of the membership. Upon completion of said term as Secretary/Treasurer-elect, he/she shall automatically assume the office of Secretary/Treasurer.

Section 6. Secretary/Treasurer

The duties of the Secretary/Treasurer shall be to:
   a. Ensure that proper procedures are followed for recording minutes, record maintenance, membership activities, ballot counting, and alerting the membership to upcoming Annual Business Meetings;
   b. Serve as the principal accounting and financial officer of the Society and assume responsibility for the receipt and disbursement of the funds of the Society (including collection of dues) in accordance with the authorization and direction of the Board of Directors; and
   c. Present financial and investment reports to the Board.

The Secretary/Treasurer shall serve for a term of three (3) years, commencing with the completion of his/her term as Secretary/Treasurer-elect and terminating at the conclusion of the third succeeding Annual Business Meeting of the membership.

Section 7. Council Vice-chairs

The duties of the Council Vice-chairs shall be to:
   a. Assist the Council Chairs in their activities.
   b. In the absence of the Council Chair or in the event of his/her death, inability or refusal to act, perform the duties of the Council Chair and when so acting, have all the powers and be subject to all the restrictions upon the Council Chair;

The Council Vice-chairs shall serve a term of two (2) years, commencing at the conclusion of the Annual Business Meeting of the membership which next follows his/her election to that office and terminating at the conclusion of the Annual Business Meeting of the membership two years hence. Upon completion of said term as Council Vice-chair, he/she shall automatically assume the office of Council Chair.

Section 8. Council Chairs

The duties of the Council Chairs shall be to:
   a. Coordinate the activities of the committees in their Council. This will require, but is not limited to, at least bi-monthly discussions with each committee Chair, either individually, or as a group (conference calls), with recorded minutes;
b. Provide leadership and direction to the committees in their Council in carrying out the activities of the Board of Directors;

c. Communicate the activities and proposals of the committees to the Board;

d. Communicate and coordinate activities and programs that are cross-council in nature with the leadership of the other Councils. This will require, but is not limited to, at least quarterly discussions with the other Council Chairs and Vice-chairs, either individually or as a group (conference calls), with recorded minutes; and

e. Assist the President-elect in identifying leadership within the membership and recommending committee appointments to their Council’s committees. The Council Chairs will consult with committee leadership to make recommendations to the President-elect.

Each Council Chair shall serve a term of two (2) years, commencing at the conclusion of his/her term as Council Vice-chair and terminating at the conclusion of the Annual Business Meeting of the membership two years hence.

Section 9. Term Limits, Succession, and Removal from Office

A. Term Limits - No Officer or Member-At-Large of the Board of Directors shall be eligible for re-election to the same line of succession of Office (i.e., Immediate Past Chair of the Board may not be eligible for election to President-elect; Secretary/Treasurer is not eligible for election to Secretary/Treasurer-elect) or to Vice-chair of the same Council until at least one (1) year after completion of his/her previous term.

B. Removal of Officers and Board Members - Any Officer or Board Member may be removed by a three-quarters (3/4) vote of the participating Directors, whenever in their judgment the best interest of the Society will be served thereby. Such action shall require confirmation by a majority vote of the voting Membership.

C. Vacancies - A vacancy or vacancies shall be deemed to exist upon the death, resignation, removal, or succession to a higher office or Council Chair, of an Officer or Council Chair or Council Vice-chair as provided for in these Bylaws. Upon such an occurrence, the members of the Board of Directors then remaining in office shall vote to fill any such vacancy or vacancies and each Officer of the Society or Council Chair or Council Vice-chair so selected shall hold such office until the close of the Annual Business Meeting of the Society following the election of a member of the Society to complete the original term of office.

Section 10. Executive Director

The Board of Directors shall be authorized to employ an Executive Director who shall serve as the Chief Executive Officer of the Society. The Executive Director shall possess such authority and be subject to whatever limitations the Board may impose. The Executive Director may delegate to any other employee such responsibilities, as he or she deems appropriate.
ARTICLE III. STANDING COUNCILS

Section 1. Education Council

The charge of this Council shall be for the Society to provide high quality, cutting edge educational opportunities for its members utilizing a broad array of teaching tools and a variety of venues to maximize accessibility to its members and other specialties. Through these efforts, the Society will be recognized as the primary source of expertise in the field of radiation therapy. These educational opportunities will include, but not be limited to, the presentation of the latest research findings and technologies, and expansion of knowledge in the specialty.

Section 2. Government Relations Council

The charge of this Council shall be that the Society be recognized as the primary source of expertise by government branches and other organizations on social, economic and governmental policy issues relating to radiation oncology so as to enhance the impact of our Society on these issues.

Section 3. Health Policy Council

The charge of this Council shall be to enhance patient care and the practice of medicine, as well as promote an understanding of the relationship between economics and health policy.

Section 4. Research Council

The charge of this Council shall be to promote basic, translational, and clinical research in radiation oncology and to help facilitate the transmission of that information to other scientific and governmental bodies.

Article IV. STANDING COMMITTEES

Section 1. Executive Committee

The Executive Committee shall consist of the Immediate Past Chair of the Board of Directors, the Chair of the Board of Directors, the President, the President-elect, Secretary/Treasurer, and the Executive Director. The Chair of the Board of Directors shall serve as Chair of the Executive Committee. The Executive Committee shall function as the operational body of the Society between meetings of the Board of Directors. The Executive Committee shall be authorized to approve actions within a funding limit of not more than $25,000, unless pre-approved by the Board. Each member of the Executive Committee shall have full voting rights, except the Executive Director who shall be a non-voting ex-officio member. Approval of any action by the Executive Committee will require an affirmative vote of four of the Executive Committee members.
Section 2. Nominating Committee

The Nominating Committee shall consist of eleven (11) members. The Chair of the Nominating Committee shall be the Immediate Past Chair of the Board of Directors. The four (4) Council Chairs shall be members. The other six (6) members of the Committee shall be members of the Society who are not then serving on the Board of Directors. These six (6) members shall be elected to two-year terms.

Of the six (6) elected members:
- Two (2) shall be academic physicians (MD, DO, or equivalent);
- Two (2) shall be community practice physicians (MD, DO, or equivalent);
- One (1) shall be a radiobiologist; and
- One (1) shall be a physicist.

Each calendar year, the Nominating Committee shall prepare a slate of nominees for each elective position of the Society to be filled by election that year.

As requested by the Board of Directors, the Nominating Committee shall provide recommendations for representatives to other societies.

Section 3. Constitution and Bylaws

The Constitution and Bylaws Committee shall consist of a minimum of five (5) members of the Society. All members will be appointed by the Board of Directors for one-year terms. The term of office shall commence at the close of the Annual Business Meeting of the Society and shall continue until the succeeding Annual Business Meeting. Members may ordinarily be reappointed for four (4) additional successive one year terms. A member reappointed for four (4) such additional terms shall ordinarily be ineligible for further reappointment to the Committee until at least one (1) year after completion of such service, but in special circumstances, the Board of Directors at its discretion may extend the service of a committee Chair or member for such additional period as is deemed to be in the best interest of the Society.

The Constitution and Bylaws Committee shall be responsible for studying all proposed changes or additions to the Constitution or Bylaws and for making recommendations to the Board of Directors and the membership.

Section 4. Annual Meeting and Program

The Annual Meeting and Program Committee shall consist of the President, the President-elect, the Secretary/Treasurer, and the Secretary/Treasurer-elect of the Society; plus nine (9) additional members of the Society who shall be appointed by the Board of Directors for a three (3) year term and may be reappointed for one (1) additional three (3) year term. The Committee must at all times include clinicians, biologists, and physicists. The Committee shall be Chaired by the President of the Society.
The Annual Meeting and Program Committee shall be concerned with planning and conducting the Annual Meetings of the Society, including all related educational programming.

Section 5. Finance/Audit

The Finance/Audit Committee shall consist of the Chair of the Board of Directors, the President, the Secretary/Treasurer, and the Secretary/Treasurer-elect of the Society; plus at least two (2) non-Board Active Members of the Society appointed by the President-elect of the Society for one-year terms. The term of office shall commence at the close of the Annual Business Meeting of the Society and shall continue until the succeeding Annual Business Meeting. Members may ordinarily be reappointed for four (4) additional successive one year terms. A member reappointed for four (4) such additional terms shall ordinarily be ineligible for further reappointment to the Committee until at least one (1) year after completion of such service, but in special circumstances, the Board of Directors at its discretion may extend the service of a committee Chair or member for such additional period as is deemed to be in the best interest of the Society.

The Finance/Audit Committee shall be responsible for developing a prospective budget for the Society, supervising adherence to the budget and overseeing the investment of the financial reserves of the Society to obtain the maximum secure return. All budget recommendations developed by the Committee shall be referred to the Board of Directors for final review and disposition. The basic investment policies for the Society shall be established by the Board, and the Finance/Audit Committee shall have the responsibility and authority to make and implement specific investment decisions consistent with those basic policies. In addition, the Committee will oversee the independent audit conducted each year of the Society’s finances and investments.

Section 6. Awards

The Awards Committee shall consist each year of the Chair of the Board of Directors, the Immediate Past Chair of the Board, the individual who has completed service most recently as Immediate Past Chair of the Board; plus four (4) additional members of the Society appointed by the Chair of the Board for a one-year term ending with the next Annual Business Meeting of the membership. At least one (1) of those four (4) additional appointed members shall be a prior recipient of the Gold Medal of the Society. The Chair of the Board shall be the non-voting Chair of this Committee except in the case of a tie.

The Committee will be responsible for annually selecting the recipient or recipients of the Gold Medal of the Society, utilizing the guidelines for the award selection process provided by the Board of Directors. At the discretion of the Board of Directors, the Awards Committee may be charged to make recommendations for the recipient or recipients of other awards to be conferred by the Society.
Section 7. Membership

The Membership Committee shall consist of a minimum of five (5) members of the Society. All members will be appointed by the Board of Directors for one-year terms. The term of office shall commence at the close of the Annual Business Meeting of the Society and shall continue until the succeeding Annual Business Meeting. Members may ordinarily be reappointed for four (4) additional successive one year terms. A member reappointed for four (4) such additional terms shall ordinarily be ineligible for further reappointment to the Committee until at least one (1) year after completion of such service, but in special circumstances, the Board of Directors at its discretion may extend the service of a committee Chair or member for such additional period as is deemed to be in the best interest of the Society.

The Membership Committee shall study all applications for membership and sponsoring letters, make any necessary inquiries, and report recommendations to the Board of Directors.

Section 8. Removal of Committee Members

Any Committee Member may be removed by a three-quarters (3/4) vote of the Board of Directors, whenever in their judgment the best interest of the Society will be served thereby. The removal of Committee Members elected by vote of the membership shall require confirmation by a majority vote of the voting Membership.

ARTICLE V. MEMBERSHIP

Section 1. Application

A. Each application for membership in the Society must be made on a form authorized by the Board of Directors of the Society. Each application for Active, Allied, or Associate membership (other than those submitted by nurses) shall include two (2) letters of sponsorship or affirming signatures from Active Members in good standing of the Society. Each application for Associate membership by a nurse or Affiliate membership shall include one (1) letter of sponsorship or affirming signature from an Active Member in good standing of the Society. Each application for Member-in-Training membership shall include a letter of sponsorship from his/her training program director. Applicants for Corresponding, International, or International Member-in-Training Membership must hold membership in a reciprocal Society recognized by the Board of Directors. All completed applications shall be forwarded to the Membership Committee for review and evaluation. The Board shall establish a process appropriate for consideration of membership applications.

B. A list of the names of all applicants who have duly submitted complete applications will periodically be sent to the membership. Any objections to or other information about any applicant that any member of the Society wishes to have considered should be communicated to the Secretary/Treasurer in writing within thirty (30) days after receipt of
the list of applicants. All communications shall be promptly transmitted to the Membership Committee.

C. The Board of Directors of the Society shall consider membership applications four (4) times per year. At least ten (10) days prior to each Board consideration of applications, the Membership Committee shall submit to the Board its findings and recommendations with respect to pending applications. The report of the Membership Committee shall include copies, or a detailed summary, of any communications received from members of the Society about any pending applications. The Board shall have the authority to hold over for further consideration any application that does not fully comply with all applicable requirements.

Section 2. Associate Membership Election

Any radiation physicist or radiation or cancer biologist who is an Active Member of the Society may at any time elect Associate Membership by giving written notice of such election to the Secretary/Treasurer of the Society. Such an election shall become effective on the January 1 next following such written notice to the Secretary/Treasurer.

Section 3. Automatic Membership Upgrade

Any Allied member who otherwise fulfills the requirements of Active membership shall be automatically upgraded to Active Member status upon obtaining board certification in radiation oncology or therapeutic radiology by the American Board of Radiology or by another board recognized by the Board of Directors of the Society as being of equivalent rank.

Section 4. Corporate Membership

Each application for Corporate Membership in the Society must be on a form authorized by the Board of Directors of the Society. The Board shall have complete discretion with regard to the time and manner of considering, and the criteria to be applied in evaluating, such applications.

The Board of Directors shall periodically, and at least annually, re-evaluate all Corporate memberships to determine whether they are consistent with the educational and professional reputation of the Society. In connection with such re-evaluation, or at any other time, the Board shall have complete discretion to terminate any Corporate membership.

ARTICLE VI. NOMINATIONS

Section 1. Nominations for Elected Positions

The following positions shall be filled by contested elections: President-elect, Secretary-Treasurer-elect, the four Council Vice-chairs, and the six (6) members of the Nominating Committee; as well as any vacancy resulting from death, resignation, removal, or assumption of a higher office.
Nomination of candidates for election may be made by the Nominating Committee or from the Membership.

Since the intent of a contested election is to provide a choice of candidates to the membership, the Nominating Committee shall nominate at least two candidates for each of the offices of President-elect, Secretary-Treasurer-elect, Council Vice-chairs of the Education Council and the Research Council; as well as for any vacancy resulting from death, resignation, removal, or assumption of a higher office. Since it is recognized that there may be a limited number of individuals with the expertise and willingness to serve on the Government Relations Council and the Health Policy Council, there may be single candidates nominated by the Nominating Committee for the Council Vice-chairs of these two Councils. At least two candidates shall be nominated for each position on the Nominating Committee for which a specific discipline is required (e.g., academic physician, community practice physician, radiobiologist, or physicist).

Section 2. Nominating Committee Procedures

A. A quorum of at least eight (8) members must be present to finalize the slate of candidates.

B. The six (6) members of the Nominating Committee elected from the membership shall be ineligible to be considered for elective office during their terms on the Nominating Committee.

Section 3. Notice of Nominations

The nominations prepared by the Nominating Committee shall be forwarded to the Board of Directors and then communicated to the membership of the Society at least one hundred and twenty (120) days prior to the Annual Business Meeting of the membership of the Society.

Section 4. Nominations from the Membership

Additional nominations may be made from the membership by at least thirty (30) supporting signatures of members of the Society entitled to vote. Nominations shall be received by the Secretary/Treasurer within thirty (30) days of the Notice of Nominations to the membership (Section 3). The Secretary/Treasurer or designee shall verify the membership status of the nominators. Candidates for Council Chair or Vice-chair must fulfill the requirements for discipline/practice setting as specified in Article I, Section 2. Valid nominations shall be added to the ballot.

ARTICLE VII. ELECTIONS

Section 1. Election of Board Members and Nominating Committee

By a secret ballot conducted in accordance with Article VII, Section 2 of these Bylaws, the membership of the Society shall elect annually a President-elect and two Council Vice-chairs, every two years six (6) members of the Nominating Committee; every three years a Secretary/Treasurer-elect; and as necessary, replacements to fill any vacancies occurring in elected offices due to death, resignation, removal, or assumption of higher office.
Section 2. Ballots

A. The ballot shall include the names of all candidates duly nominated by the Nominating Committee or the membership and shall also include, for each elective position presented on the ballot, a blank line on which the voting member may write in the name of an additional candidate. The ballot shall be distributed to all members entitled to vote within thirty (30) days of the close of nominations from the membership. Only properly marked ballots which are returned to the Secretary/Treasurer or his/her designate within thirty (30) days after the distribution of the ballot shall be valid. The candidate who receives the largest number of votes for that position shall be declared elected.

B. In order to assure secrecy for mail ballots, the ballot shall be returned to the Secretary/Treasurer’s designee in a sealed, unmarked envelope enclosed in another envelope bearing the voter’s name. After the outer envelopes are checked for the names of members entitled to vote, those outer envelopes shall be separated from the enclosed unmarked envelopes. The ballots shall then be removed from the unmarked envelopes and counted. The results are to be reported to the Chair of the Board of Directors for presentation to the Board and subsequently to the membership.

C. The results of all elections conducted pursuant to this Section shall be announced at the Annual Business Meeting of the membership of the Society and may also be reported to the membership prior to that meeting.

D. Electronic, internet, or e-mail-based alternatives to a mail ballot may be utilized, provided requirements of universal delivery and secrecy can be met.

ARTICLE VIII. MEETINGS

Section 1. Annual Meeting

An Annual Business Meeting of the membership of the Society shall be held in connection with each Annual Meeting of the Society. Special Business Meetings of the membership of the Society may be called by the Board of Directors or by the Chair of the Board.

Section 2. Notice of Membership and Board Meetings

A. Notice stating the place, day and hour of each Business Meeting of the membership of the Society and, in the case of a special meeting, the purpose or purposes for which the meeting is called, shall be delivered not less than twenty (20) days before the date of the meeting, by or at the direction of the Secretary/Treasurer, to each member entitled to vote of the Society.

B. Notice stating the place, day and hour of each meeting of the Board of Directors shall be given to each director at least ten (10) days before the date of the meeting.
Section 3. Quorum

The presence of not less than ten percent (10%) of the members entitled to vote shall be required to constitute a quorum at any Business Meeting of the membership of the Society.

ARTICLE IX. DUES

Section 1. Setting of Dues

Membership dues and application fees, except as specified below, shall be set by the Board of Directors with the approval of the membership of the Society through a secret ballot vote conducted in the manner provided for in Article VII, Section 2 of these Bylaws. Any proposed change in such dues or fees shall be adopted upon receiving the affirmative votes of a majority of the members voting thereon. Dues for Active, Allied, Affiliate and International Membership shall include an amount covering a subscription to the official journal of the Society. Emeritus and Honorary Members shall be exempt from payment of dues. Membership dues and application fees for Corporate Membership shall be set by the Board and shall not require approval by the membership of the Society.

Section 2. Billing

Dues shall be payable on a calendar year basis. The Board of Directors shall determine the specific schedule for the billing and payment of dues. The Board may, in its discretion, waive, in whole or in part, the obligation of any member of the Society to pay dues for a particular period or to pay a particular special assessment.

Section 3. Reaffirmation

Each Active, Allied, Associate, Corresponding, Affiliate, or International Member, at the time of payment of annual dues, shall be asked to reaffirm that he/she continues to satisfy the applicable requirements for his/her category of membership in the Society. If a member fails to provide such reaffirmation, his/her membership shall automatically terminate and the member shall return his/her membership certificate to the Secretary/Treasurer. An individual who loses membership pursuant to this paragraph may reapply for membership after an interval of at least one (1) year.

Section 4. Delinquency

Any Active, Allied, Associate, Corresponding, Affiliate or International Member who remains delinquent in the payment of current dues four (4) months after the official billing shall automatically cease to be a member of the Society upon written notification from the Society. Any Corporate Member who remains delinquent in the payment of current dues for more than ninety (90) days as to any membership dues shall cease to be a Corporate Member of the Society upon written notification from the Society. Delinquent members may be reinstated by the Board of Directors, but not unless all indebtedness to the Society is liquidated. The Board may establish a reinstatement fee or fees to be charged to former members whose membership
has been terminated for non-payment of dues. Such a reinstatement fee or fees shall be required to re-establish the membership of lapsed members.

Section 5. Special Assessments

No special assessment can be levied on the members of the Society except upon recommendation of the Board of Directors and approval by the membership of the Society through a secret ballot vote conducted in the manner provided for in Article VII, Section 2 of these Bylaws. Any proposed special assessment shall be adopted upon receiving the affirmative votes of a majority of the members voting thereon.

Section 6. Fiscal Year

The fiscal year of the Society shall be fixed by the Board of Directors and may be changed from time to time as the Board shall deem appropriate.

ARTICLE X. PARLIAMENTARY AUTHORITY

All questions of parliamentary procedure or practice regarding the affairs of the Society, including the conduct of meetings of members, of the Board of Directors or of any committee, shall be governed by the current edition of Sturgis’s Standard Code of Parliamentary Procedure, except as otherwise specifically provided by law or these Bylaws.

ARTICLE XI. AMENDMENTS

Section 1. Amendment Procedure

A. These Bylaws may not be amended except by strict adherence to the procedures set forth in this article. Proposals for amendments may be presented by the Board of Directors, by the Constitution and Bylaws Committee, or by a petition signed by at least twenty-five (25) members entitled to vote in good standing.

B. Proposals for amendments shall be presented to the Chair of the Constitution and Bylaws Committee at least ninety (90) days prior to the Annual Business Meeting of the membership of the Society. The Constitution and Bylaws Committee shall report its recommendations on proposed amendments at the Annual Business Meeting where an opportunity for discussion shall be afforded.

C. Within ninety (90) days of the Annual Business Meeting, the proposed amendments shall then be presented to the membership for a secret ballot for final approval or rejection in the manner provided for in Article VII, Section 2 of these Bylaws. Any proposed amendment to these Bylaws shall be adopted upon receiving the affirmative votes of a majority of the members voting thereon. If a single ballot is used for voting on more than one proposal, the number of members voting shall be determined separately as to each proposal.
ARTICLE XII. DISSOLUTION

If the American Society for Radiation Oncology shall be dissolved, liquidated or otherwise cease to exist, all assets will be distributed only to organizations which have been granted exemption from federal income tax under the provisions of Section 501(c)(3) of the Internal Revenue Code, or equivalent provision, or to a local, state or the federal government for exclusively public purposes, as determined by the Board of Directors at that time.
American Society for Radiation Oncology  
Conflict of Interest Policy

Introduction

The American Society for Radiation Oncology (ASTRO) is dedicated to improving patient care through education, clinical practice, advancement of science and advocacy.

As a society of professionals, ASTRO seeks to maintain the undisputed primacy of certain ethical interests: that the best interest of the patient is served in our clinical practice and advocacy, that educational activities are independent unbiased forums, that scientific studies are conducted, reported and assessed on their merit with transparent intellectual rigor, and that the leadership of the Society give primacy to the interests of the Society in all matters relating to ASTRO.

There are many outside interests which are not inherently undesirable: the ownership of assets, institutional loyalty, personal satisfaction in the results of one's own research, commercial development of a new product, and volunteer leadership in multiple organizations, to name a few. It is inevitable, however, that such other interests may compete with the primacy of ASTRO’s interests, or that they may appear to do so. That is the definition of conflict of interest. Conflict of interest, therefore, is inherent in professional life; it exists in the absence of wrongdoing, and responsible organizations must adopt a plan to prevent, identify and manage conflicts of interest.

Dealing with conflict of interest is a shared responsibility between the organization and the individual as they seek to fulfill their fiduciary duties to the organization and its members. Effective management of conflict of interest requires an environment in which the process is respected and regarded as essential to the maintenance of core values. It requires willing disclosure and a process to resolve conflicts. Most conflicts require only disclosure for their remedy. In other cases, recusal may be necessary. It may be, in other rare cases, that only elimination of the alternative interest may serve to manage the conflict.

When an individual agrees to serve in a volunteer capacity on behalf of ASTRO, certain duties automatically arise, including the duty to partner with ASTRO in eliminating undue influence and maintaining the integrity of ASTRO and the field of radiation oncology. Accordingly, this policy applies to the Board of Directors; committee chairs, vice-chairs, and members; editors, faculty, authors, presenters, and reviewers; senior ASTRO staff; and others representing ASTRO. A closely related obligation that individuals incur when they enter into a relationship with ASTRO is to maintain the confidentiality of information they obtain in their relationship with ASTRO. The potential for disclosure of confidential information is one of the possible ways in which a conflict of interest can arise.
The scope of review for the COI process encompasses covered individuals with respect to their involvement in ASTRO activities, including volunteer positions, participation in meetings, and contribution or review of oral or written materials. It does not have jurisdiction to address individuals’ behavior beyond their actions on behalf of ASTRO or in ASTRO activities.

ASTRO is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education to physicians. Accredited activities are planned in accordance with the ACCME Policies and Standards for Commercial Support, a component of which is to have effective Conflict of Interest Policies and Procedures. The ACCME Policies, as implemented by ASTRO, ensure that the content or format of CME activities and related materials promote improvement of or quality in health care and not a specific proprietary business interest or commercial bias.
Conflict of Interest Policy and Procedure

I. Who is covered?

The ASTRO Conflict of Interest policies and procedures apply to persons who:

a) Serve on the ASTRO Board of Directors;
b) Participate in ASTRO Committees, task forces, or in any volunteer activity in an official capacity for ASTRO, including representing ASTRO on any governmental or medical task forces, or advisory boards;
c) Make presentations, or otherwise serve as faculty, at an ASTRO-sponsored meeting;
d) Submit work for publication in any ASTRO-sponsored publication, or act as an editor or reviewer of the same; or
e) ASTRO senior staff, as established under ASTRO employment policies.

II. What Interests or Relationships Require Disclosure?

The ASTRO Conflict of Interest Policy requires disclosure of the following types of interests or relationships. Individuals are required to disclose interests or relationships held by a covered individual, their spouse, dependent children, or other immediate family members.

a) Compensation: Any remuneration, either monetary or in-kind, from an entity related to healthcare research, practice, education or ASTRO.

b) Employment Relationships: All full-time, part-time or contract based employment related to healthcare research, practice, education or ASTRO, including faculty positions, employment positions in community or hospital-based practice, as well as contract service for radiation oncology practices or other specialty owned practices.

c) Ownership or Investment Interests: All financial, ownership or investment interests, including stock, stock options, partnership interests, limited liability company interests, or any other type of ownership or investment interest in an entity related to healthcare research, practice, education, or ASTRO.

d) Leadership Positions in Other Organizations: Individuals must disclose their own service as an officer, board member, committee chair or vice-chair, or other position of leadership in all medical, professional or scientific corporations, organizations, or societies, or the service of their immediate family members in such positions. One of the fiduciary duties to a society by a volunteer is the duty of loyalty. This duty is defined as having undivided allegiance to a society when making decisions or taking actions affecting that society. Serving in a leadership position in another organization does not, in and of itself, present a conflict of interest. A possible conflict of interest exists in situations when a director, employee or volunteer has fiduciary or other obligations to another organization and those obligations conflict or compete with the interests of ASTRO. These conflicts typically arise when an individual has a duty of loyalty to two organizations, and a matter arises at one organization that could affect the interests of the
second. Serving concurrently two organizations that may have competing interest could cause a pervasive conflict situation and should be carefully considered.

III. What is the Disclosure Process?

a) Fill out the Disclosure Form

Each individual will complete the ASTRO Disclosure Form annually and will be required to update that form in the interim upon any material change in the status of items disclosed.

b) Creation of the Conflict of Interest Review Committee

The Board of Directors will appoint members to serve on a Conflict of Interest Review Committee. This COI Review Committee will review the disclosure forms, and any potential conflict of interest issues, for all candidates for ASTRO elected positions, for all ASTRO committee chair, co-chair and vice-chair positions, as well as for positions in which candidates are to represent ASTRO on government advisory committees. This committee also will serve as a resource and arbiter to resolve any apparent conflict of interest referred to it out of the underlying review process or referred to it by the ASTRO Board. In order to refer a matter to the COI Review Committee, members must first exhaust the primary process for conflict of interest review established for each venue. The COI Review Committee will report to the Board of Directors. Their recommendations will be presented as consent items to be ratified by the Board, however, any Board member may request further information and discussion under the Board of Directors Conflict Review Process adopted by the Board.

c) Review of Disclosure Form

The forms will be reviewed as follows.

1. Forms for all candidates for ASTRO elected positions, certain appointed leadership positions, and all ASTRO committee chair, co-chair and vice-chair positions, as well as for positions in which candidates are to represent ASTRO on any outside committees, will be reviewed by the COI Review Committee.

2. BOD forms will be reviewed by the BOD Conflicts review subcommittee, made up of the President-elect, the Immediate Past Chair and one additional member of the Board, in accordance with the Conflict Review Process adopted by the Board.

3. All Committee member forms will be reviewed by the respective committee chair or co-chairs.

4. All faculty, authors, presenters and reviewers’ forms will be reviewed by the responsible ASTRO staff (i.e. activity program director or MOC/CME Committee lead or ASTRO publication managing editor).
IV. How are Potential Conflicts of Interest Resolved?

It is important to have a robust process for resolution of potential conflicts which will both meet ACCME requirements and the general requirements of the Society. If a potential conflict arising under the ASTRO Conflict of Interest Policy is flagged by the primary reviewer or raised in another manner, the primary reviewer will seek to address the concern using the following framework.

a) **Disclosure.** All potential conflicts should be disclosed to the chair of the committee, person in charge of the agenda or content for the meeting or event, or the editor of the ASTRO publication. If the information provided is deemed a potential conflict of interest by the primary reviewer, it should also be disclosed to the audience for, or other participants in, the meeting or election, or in the case of a publication, printed with the applicable material in the publication. Where practical, the disclosure, along with any further steps taken to address the potential conflict, should be noted in the minutes of the proceedings. Where there are printed materials or electronic records, the disclosure should be included within that material. After disclosure has been made, the primary reviewer will determine whether further action is necessary to address the potential conflict, recognizing that disclosure alone may be sufficient.

b) **Abstention.** One additional option that may be used to address a potential conflict is to ask the individual with the potential conflict to abstain from voting on matters related to the potential conflict.

c) **Recusal, either with or without removal during discussion.** In some cases, the primary reviewer may determine that it is necessary for the individual to recuse him or herself from any involvement in the discussion or voting on matters related to the potential conflict. At the option of the primary reviewer, this may require removal from the room or conference call where the matters are being discussed and voted upon.

d) **Altering control over CME content.** In the case of a written or oral presentation, the primary reviewer could appoint another individual to exercise control over the content of the presentation.

e) **Altering the financial relationship.** Where a potential conflict arises out of a financial relationship, one option that the individual could pursue would be to change his or her relationship with potentially conflicting commercial interest to the extent that the primary reviewer believes that would address the potential conflict.

f) **Pervasive Conflict (requiring resignation from ASTRO position or the conflicting position).** In rare instances, the potential for conflict may be so pervasive that none of the other options adequately resolve the potential conflict. In such cases, the primary reviewer will determine that the individual must make a choice and resign from one or the other of the relationships raising the pervasive conflict.
g) **Conflict of Interest Review Committee.** The primary reviewer, the covered individual(s) involved, or any ASTRO member may refer a matter arising under the ASTRO Conflict of Interest Policy to the Conflict of Interest Review Committee. However, the decision of the primary reviewer stands and must be honored until confirmed or modified, if at all, by the Conflict of Interest Review Committee.

V. **Conflict of Interest for the International Journal of Radiation Oncology, Biology, and Physics (IJROBP)**

The IJROBP is owned and published by Elsevier Publications. The relationship between ASTRO and Elsevier is regulated by a contract that, for tax and liability issues as well as concerns over academic freedom, limits the input that ASTRO has over editorial policy. The IJROBP has adopted the guidelines of the ICMJE to regulate conflict of interests for its editors, reviewers and authors. These regulations are abstracted in outline form in Appendix A, and the definitive text of the guidelines is available on the web at www.ICMJE.com.

The ASTRO Board of Directors appreciates IJROBP’s adoption of and adherence to the ICMJE standards; and requests further, for the purpose of protecting the integrity of the Society and goodwill under the contract with Elsevier, that the Editorial Board of the IJROBP make publication of conflict of interests mandatory in the Journal, rather than leaving a decision on whether to publish to the discretion of the editors, and make the financial guidelines adopted in the ASTRO Conflict of Interest Policy applicable to the IJROBP.

VI. **What measures support this ongoing work to identify and address potential conflicts of interest?**

Each year covered individuals will receive necessary forms and instructions regarding required disclosure documentation by paper or electronic form.

a) Chairs of committees and programs, as well as other primary reviewers, should incorporate ongoing review of potential conflicts into their preparation for meetings, conference calls and committee work assignments, in order to identify and address any potential conflicts of interest.

b) An announcement calling upon participating individuals to review and identify any potential conflicts of interest will be made at the beginning of each meeting or conference call. The announcement will also remind participants of their fiduciary obligations to give their service to ASTRO undivided loyalty, including confidentially of all non-public information.

c) Disclosures for presenters at ASTRO Meetings will be published in the meeting’s final program.
VII. Confidentiality

a) All those attending ASTRO functions, reviewing abstracts for ASTRO, or participating in ASTRO committee activities or other ASTRO-related activities will, at times, have access to information that is confidential in nature, such as non-public information of interest to an investing, licensing or commercial interest, or a research study that has not been published. Many discussions by committees or the Board are of a sensitive nature and must be handled on a confidential basis. At no time should any covered individual copy, transmit or otherwise distribute, either orally or in writing, any confidential ASTRO documents or information. Confidential information does not include information publicly known or available, information lawfully obtained from another source, or information independently created by a covered individual outside the scope of his or her participation on behalf of ASTRO and not derived from that participation or materials or information gained in that capacity.

b) At the end of the conflict of interest disclosure statement there will be an additional statement that highlights the importance of maintaining the “Duty of Loyalty” to ASTRO, which includes confidentiality and putting the interests of ASTRO ahead of personal interests or interests of other societies. All volunteers will sign their disclosure statements with an attestation that they understand the importance of confidentiality.
American Society for Radiation Oncology

Statement of Disclosure and Consent

The American Society for Radiation Oncology (ASTRO) is dedicated to improving patient care through education, clinical practice, advancement of science and advocacy. As a society of professionals, ASTRO seeks to maintain the undisputed primacy of certain ethical interests: that the best interest of the patient is served in our clinical practice and advocacy, that educational activities are independent unbiased forums, that scientific studies are conducted, reported and assessed on their merit with transparent intellectual rigor, and that the leadership of the Society give primacy to the interests of the Society in all matters relating to ASTRO. It is critical to the integrity of ASTRO that those serving in elected, appointed or representative positions for ASTRO avoid conflicts of interest and the appearance of conflicts of interest. All decisions and actions by ASTRO volunteers while serving in their leadership roles for the Society must be made solely for the benefit of ASTRO, without regard to personal or other considerations.

Nothing in this disclosure statement should be regarded as creating a presumption of impropriety in the existence of financial interests or other relationships. Instead, the statement represents a recognition of the many factors that can influence judgments and a desire to make as much information as possible available to the Society to allow for transparency and proper management of potential or actual conflicts of interest. There are many outside interests that are not inherently undesirable: the ownership of assets, institutional loyalty, personal satisfaction in the results of one's own research, commercial development of a new product, and volunteer leadership in multiple organizations, to name a few. It is possible, however, that such other interests may compete with the primacy of ASTRO’s interests, or that they may appear to do so. That is the definition of conflict of interest. Conflict of interest, therefore, is inherent in professional life; it exists in the absence of wrongdoing, and responsible organizations must adopt a plan to prevent, identify and manage conflicts of interest. It is anticipated that most ASTRO volunteers will have relevant disclosures to submit.

In order to assist in the identification of interests that should be disclosed, a questionnaire has been developed to elicit information regarding other interests and relationships. The questionnaire should be reviewed and updated on an annual basis or in the interim upon any material change in the status of the items to be disclosed. In addition, prior to considering or acting on a matter involving a possible conflict of interest, the individual involved shall make full disclosure of all relevant facts to the Committee Chair, Program Chair, Editor or other leadership as appropriate for the activity or position. Individuals should recuse themselves from consideration of and/or voting on any matter in which they have a conflict of interest, or even an appearance of a conflict.
American Society for Radiation Oncology

Statement of Disclosure and Consent

Please make any and all disclosures and acknowledgements as required below. Also, note that the interests of your spouse, dependent children or other immediate family members must be disclosed as well. By your submission of this form, you are attesting that, except as listed in the appropriate space below, you individually (and on behalf of your family members as described above) have no interests, positions, employment arrangements or any other arrangements to disclose. The time period covered by this form includes interests, positions or arrangements that are currently in place, or that have been in place up to one year prior to the date of submission of the form. To the extent that additional interests, positions or arrangements occur during the course of your service, it is necessary to update this form with that information within 30 days.

Hints:
* indicates a required field.
If a disclosure category does not apply to your status, please check the "None" box.

| Disclosure 01 |

### Employment Relationships
Please list your employer(s) and any employer(s) of your immediate family members, related to healthcare research, practice, education, or ASTRO, including faculty positions, and employment positions in community or hospital-based practice, as well as contract services for radiation oncology practices or other specialty owned practices. *(If you are currently employed in the field of radiation oncology, you should disclose your employment here. We assume a majority of volunteers would be providing information on this question.)*

- None

Disclosure Applies to  □ Self  □ Family Member

*Entity Name:

*Title:

*Relationship with Entity
  □ Employee
  □ Independent Contractor
  □ Partner
  □ Other
  Description:

*Amount
  □ $0 – $1,000
  □ $1,001 – $10,000
  □ $10,001 – $25,000
  □ Over $25,000
*Does the relationship still exist?  □ Yes  □ No  
If no, when did it end?

Funding Sources
Please list all sources of remuneration, either monetary or in-kind, from any entity related to healthcare research, practice, education, or ASTRO, for yourself or any immediate family member(s), other than employment listed above.

□ None

Disclosure Applies to  □ Self  □ Family Member

*Entity Name:

*Description of Entity:

*Relationship with Entity  □ Research Grant(s):
  Description:
  □ Honoraria
  □ Consultant
  □ Royalty
  □ Travel Expenses
  □ In-Kind Donations
  Description:
  □ Patent/license fees/copyright:
  Description:
  □ Other:
  Description:

*Amount  □ $0 – $1,000
  □ $1,001 – $10,000
  □ $10,001 – $25,000
  □ Over $25,000

*Does the relationship still exist?  □ Yes  □ No  
If no, when did it end?
Disclosure 03

Financial Relationships
Please list all entities in which you, or any immediate family member(s) have any financial, ownership, or investment interest(s), including stock, stock options, partnership interests, limited liability company interests, or any other type of ownership interest in an entity related to healthcare research, practice, education, or ASTRO. (Except mutual funds, retirement accounts or trusts in which you do not control the investment decisions.)

☐ None

Disclosure Applies to ☐ Self ☐ Family Member

*Entity Name: 

*Description of Entity: 

*Relationship with Entity ☐ Stock ☐ Stock Options ☐ Partnership ☐ Patent/license fees/copyright: Description: ☐ Other: Description: 

*Amount ☐ $0 – $1,000 ☐ $1,001 – $10,000 ☐ $10,001 – $25,000 ☐ Over $25,000 

*Does the relationship still exist? ☐ Yes ☐ No

If no, when did it end?

Disclosure 04

Leadership Positions
Please list all medical, professional, or scientific entities outside of ASTRO in which you or your immediate family member(s) serve(s) as an officer, trustee, board member, committee chair or vice-chair, or other position of leadership.

☐ None

Disclosure Applies to ☐ Self ☐ Family Member

*Entity Name: 

*Description of Entity:
*Description of Role:

*Does the relationship still exist?  
☐ Yes
☐ No

If no, when did it end?

CONFIDENTIALITY
I know that I may, at times, have access to information that is confidential in nature, such as non-public information of interest to an investing, licensing or commercial interest, or a research study that has not been published. Similarly, many discussions by committees or the Board are of a sensitive nature and must be handled on a confidential basis. All confidential ASTRO documents or information must be maintained as confidential and cannot be copied, transmitted or otherwise distributed, orally, electronically or in writing.

☐ I will maintain the confidentiality of information I obtain by virtue of my relationship with ASTRO.

CONDUCT
☐ I understand that at all times when I am interacting with ASTRO personnel or representing ASTRO, even as a volunteer, I am expected to abide by the Society’s standards and policies for maintaining a positive and respectful work environment. I will ensure that my conduct complies with all applicable standards of conduct so as to reflect positively on ASTRO and meet my fiduciary obligation to act in ASTRO’s best interests.

DUTY OF LOYALTY
☐ When serving in a fiduciary role on behalf of ASTRO, I will place ASTRO’s interest ahead of any personal or other interests.

REPORTING AND UPDATING
☐ I hereby agree to promptly report to ASTRO any additional matters, within the scope of this Statement, which may develop or come to my attention between now and each annual update of the Statement.

REVIEW OF STATEMENT
☐ I grant permission for ASTRO to provide for review of my Disclosure Statement and disclosure of its contents in accordance with its conflict of interest review procedures.

*Name:

*Date:
Appendix A to
Conflict of Interest Policy and Procedure

Outline summary of ICMJE Guidelines

A. Scope of Conflict of Interest (“COI”) rules
   1. The COI policy covers writing, peer review, and editorial decision making, including the author(s), the author’s institution, reviewers and editors.
   2. Covers financial relationships that inappropriately influence action (Note: Solely to protect the integrity of the Society and the goodwill involved in naming the IJROBP as its official journal, the Society is asking that the Editorial Board of the IJROBP adopt ASTRO COI threshold rules for financial conflicts)
   3. Covers personal relationships, academic competition and intellectual passion.
   4. Covers appearances “whether or not the individual believes that the relationship affects his or her scientific judgment.”
   5. Covers editorials, review articles, original research, letters to editor.

B. Disclosure
   1. All participants must disclose all relationships that “could be viewed as presenting potential conflict of interest.”
   2. Editors should publish conflict of interest information if they believe it is important in judging the manuscript. (Note: solely for purposes of protecting the integrity of the Society and the goodwill of ASTRO’s designation of the IJROBP as its official journal, the Editorial Board of the IJROBP is asked to make this disclosure mandatory)

C. Conflict of Interest with Respect to the Authors
   1. Authors must disclose all financial and personal relationships that might bias the work.
   2. Authors must state explicitly whether potential conflicts do or do not exist.
   3. This information should be submitted on a COI notification page that follows the title page with details in a cover letter
   4. Disclosure should include the identity of those giving writing assistance and funding
   5. Investigators must disclose potential COI to study participants and state in the manuscript that they have done so.
   6. Editors should decide whether to publish COI information submitted with the manuscript, and doubts should be resolved by erring on the side of publication.

D. Conflict of Interest with Respect to Project Support
   1. Researchers should not enter into agreements that interfere with their access to the data and their ability to analyze it independently, to prepare manuscripts and to publish them.
   2. Authors should describe the role that the study sponsors, if any, in study design, collection and analysis of data, in writing and decision to submit for publication.
3. Authors should affirmatively state whether supporting source had no input on the above processes, if that is the case.
4. Editors may choose to include this information in the “methods” section.
5. Editors may request authors of agency funded study with proprietary or financial interest in the outcome to sign a statement indicating that authors had full access to data, and responsibility for data integrity and accuracy of analysis.
6. Editors are encouraged to review protocol copies and associated contracts.
7. Editors may choose not to publish an article as ‘conflict of interest management’ if the sponsor had asserted control over the author’s right to publish.

E. Conflict of Interest as Related to Editors, Journal Staff or Reviewers
   1. Selection of Peer Reviewers
      i. Reviewers from the same institution or department should be avoided.
      ii. Authors may submit a list of reviewers to be avoided and should explain why they should be avoided.
   2. Reviewer Disclosure
      i. Reviewers must disclose to editors “any conflicts” that could bias their opinions of the manuscript and disqualify themselves.
      ii. Reviewers must state explicitly whether any conflict of interest exists.
      iii. Reviewers must not use advanced knowledge of the work before publication for their own interests.

F. Conflict of Interest as Related to Editors
   1. Editors must have no personal, professional or financial involvement in any of the issues they might judge.
   2. Editors must receive current information on COI from editorial staff and ensure they do not use information for personal gain.
   3. Editors should publish regular disclosure statements related to the commitment of journal staff.