

SNM RESTRUCTURING PLAN PASSES BOARD OF TRUSTEES

Revision of bylaws and membership approval will be next steps in two-year process

DURING THE SOCIETY OF Nuclear Medicine's (SNM) 40th Annual Meeting in June, the Board of Trustees delegates passed a resolution to restructure SNM governance—a key stage toward more efficient and effective leadership. The plan was the result of a yearlong effort and multiple drafts incorporating suggestions from committees and Board meetings during February's Mid-Winter Meeting. Essentially, the new structure will consist of a House of Delegates (HOD), a Board of Directors, and an Executive Committee (Fig. 1).

The restructuring effort is a response to concerns of individuals and groups over the past few years, though SNM leadership had to delay action, awaiting the outcome of the strategic planning process, according to Paul Murphy, PhD, immediate past president and chair of the Restructuring Committee. After that process, Murphy said, it became evident that a restructuring was potentially beneficial and probably overdue.

He cited several motivations for change:

- To create a more representative HOD and Board of Directors reflecting all components of SNM. Representation via election will replace the former system in which the four appointed members* of the 13-member Executive Committee will no longer be voting members of the Board of Directors or the Executive Committee.

- To distribute leadership responsibilities to relieve time commitment on the president.

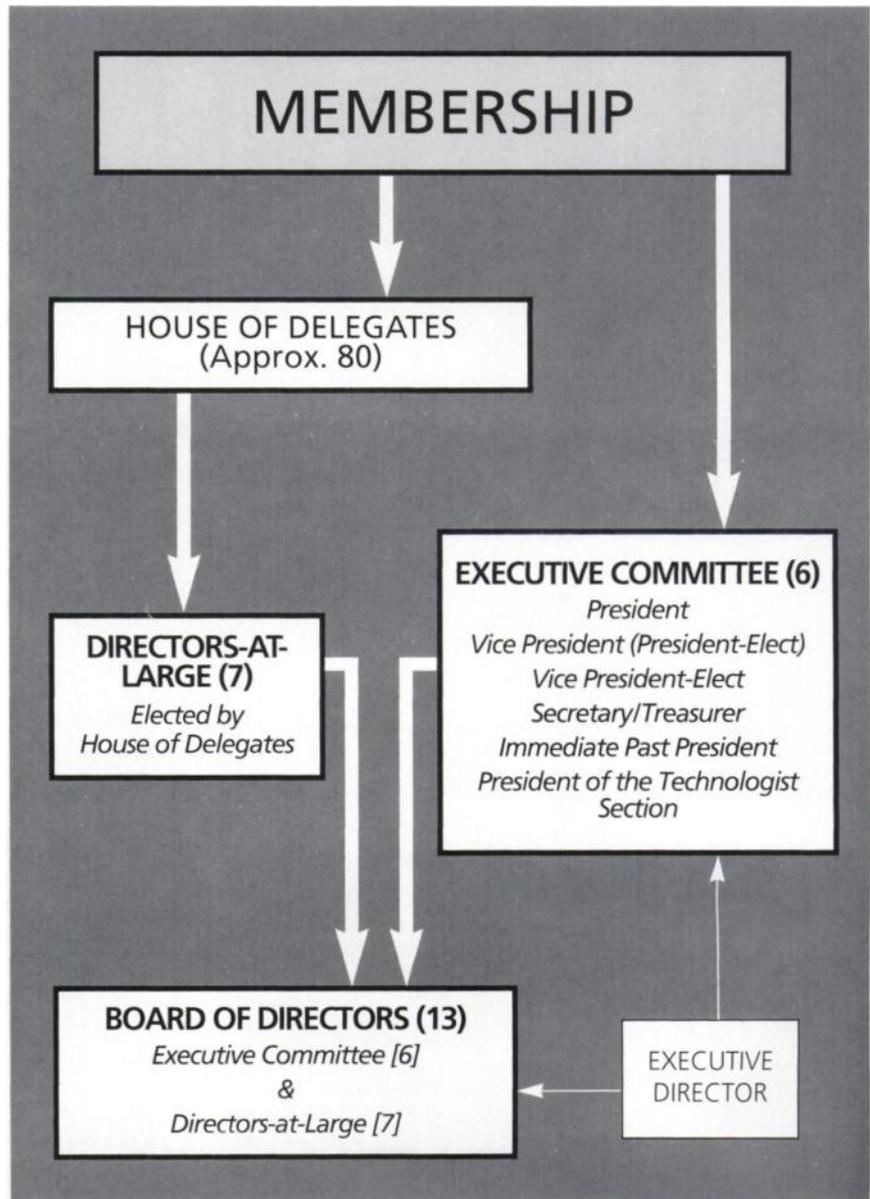
- To focus the HOD on broader and

more important policy issues, with adequate time for debate and discussion.

- To provide more timely response to management issues through more frequent meetings of a smaller executive committee.

- To more fully incorporate councils into SNM governance through mechanisms encouraging council representation. In addition to their more traditional scientific and educational roles, councils

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*Ed. note: These members are the Finance, Program, General Program, and Publications Chairmen

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time between the detection of adverse events and FDA investigation, the agency says.

The MEDWatch form will be available in several publications, including the *Physician's Desk Reference*, the *FDA Medical Bulletin*, and *AMA Drug*

Evaluations. To encourage participation in the program, the FDA will hold a special conference on drug-induced and device-induced problems for academics and practitioners. Richard Reba, MD, president of The Society for Nuclear Medicine, said that SNM supports it: "Most of us believe it's a good program and encourage our members to participate." The mailer for the September issue of the *Journal of Nuclear*

Medicine carried a form for the program for readers to fill out. "We believe it's important to get a real database on this sort of information," Reba said.

Adverse events that need to be reported include those that have caused death, life-threatening illness or injury, hospitalization, disability, congenital anomaly, and events that required intervention to prevent permanent impair-

SNM Restructuring

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would thus play a greater part in policy and socioeconomic issues.

— To preserve the uniqueness of the Technologist Section (TS) within SNM by recognizing it as the sole section. At the same time, the greater incorporation of councils described above would offset the intent of at least two councils to become sections (permitted under existing bylaws).

— To provide for a comprehensive and cohesive reorganization and restructuring of current SNM committees into commissions and subcommissions, standing committees, and subcommittees.

— To provide more appropriate and descriptive nomenclature for SNM's governing body—particularly because a board of trustees is not typically a governing body.

— To provide better training for leadership roles in SNM—as well as in medicine in general—and to build a more responsive, better-informed leadership.

— To streamline the bylaws by moving procedural items to standing rules/procedures.

New Responsibilities, New Offices

A crucial feature of restructuring, Murphy pointed out, is the distribution of presidential responsibilities among three officers in a new succession of offices. Under the restructured system, each president will have served first as vice-president-elect and then as vice-president; the vice-president would thus

have a "dual" role as president-elect.

The approved restructuring plan stresses the greater leadership experience and shared presidential workload resulting from this new organizational design. Specifically, the vice-president would coordinate three major areas of responsibilities for the president: economic and government affairs, councils, and commissions. In practice, this would mean that the vice-president would assist the president on policy issues and would therefore work primarily with commissions of the HOD, with an additional focus on councils (for which there would be a commission on councils).

The vice-president-elect would assist the president with administrative aspects of SNM, like the TS, chapters, and committees. His or her focus would be on management issues.

The restructuring plan would also combine the roles of secretary and treasurer into secretary/treasurer. The six members of the Executive Committee would then be the president, vice-president, vice-president-elect, immediate past president, and the president of the TS.

Greater Representation Seen

Another major change from restructuring will be greater representation of all SNM members. The membership will elect all voting members of the HOD, Board of Directors, and Executive Committee. These three governing units will comprise progressively smaller numbers, with the House of Del-

egates the largest body and the Executive Committee the smallest. As each unit will be a subgroup of the next largest, there will be better division of responsibility between policy and management and greater accountability.

TS members will also see gains in representation, now sending eight delegates to the HOD—the section president plus seven elected delegates. In addition, a director-at-large, drawn from TS members of the House, will serve on the Board of Trustees, resulting in two TS members on the Board—the director-at-large and the Section president. Non-technologist members of the HOD would elect the remaining six directors-at-large.

The plan has now been forwarded to the Bylaws Committee which will draft revised bylaws in collaboration with SNM's attorney and its parliamentarian.

"Once the membership approves the revised bylaws," said Murphy, "a transition schedule should be quite straightforward though lengthy. Even under the most optimistic scenario, it would take several years to be fully implemented... But that's appropriate for such a major change in the way we are organized and conduct our business."

Murphy hopes that revised bylaws will be complete in time for distribution to the membership in the spring with the annual ballot.

A copy of the complete Restructuring Plan approved by the Board of Trustees can be obtained from Mitch Poulos, The Society of Nuclear Medicine, 136 Madison Avenue, New York NY 10016. ■