SNMMI STRATEGIC PLAN

Adopted June 2010
Revised May 2011

SNMMI has given careful attention to our strategic plan to expand nuclear medicine practice to more fully incorporate molecular imaging. Four years ago, we recognized that molecular imaging would play an important role in the future of our profession, and we are making outstanding progress in integrating molecular imaging into our society’s mission. The strategic plan adopted in May 2006 outlined a vision of unifying and advancing the field of molecular imaging and therapy. Over the last four years, SNMMI has undertaken a journey to expand our focus beyond nuclear medicine and to fully integrate molecular imaging into the society’s long-term strategic vision. With molecular imaging playing an increasingly important role in health care today, we recognized that the future of our organization depended upon a more expansive and inclusive understanding of where our field is headed. Our goal was to position SNMMI as a trusted resource for increasing understanding and sound practice of molecular imaging throughout the medical community and the general public.

Through the dedication of our members and the persistence of the Molecular Imaging Center of Excellence, the Board of Directors concluded that the SNMMI has been able to successfully advance the field of molecular imaging over the past four years.

In April 2010, the SNMMI Board of Directors, through assistance, feedback and guidance for the SNMMI membership, Commission and Committee Chairs, Councils and Centers, set forth in creating a new strategic plan. Board attendees were broken into working groups based on their expertise in six areas; (1) education, research and grants; (2) government relations and reimbursement; (3) guidelines, cost effectiveness research; (4) radiopharmaceuticals and clinical trials; (5) outreach and workforce development; and (6) infrastructure, membership, finance and governance. Intending to reach further than before and with the expectation of placing the SNMMI at the forefront of the field in the areas of education, advocacy, outreach and research, the working groups got to work developing goals, strategies and deliverables.

In June 2010, the SNMMI Board of Directors unanimously voted to approve the new plan outlining the following long range goals for the SNMMI. These goals are outcome-oriented statements that lead SNMMI towards its envisioned future. These goals are not in any order of priority. All of the goals will need to be accomplished, if SNMMI is to fully achieve its three to five year quest.

GOAL A | SNMMI will be the primary resource for nuclear medicine and molecular imaging education.

GOAL B | SNMMI is the resource for all radiopharmaceutical issues including: Production, Quality, Development (Phase I, II, and III), Approval (NDA), Compliance, Clinical Trials, and Dosimetry.

GOAL C | SNMMI will be the leader in educating and promoting collaboration with referring physician and patient groups.

GOAL D | SNMMI will be the resource for practice guidelines and comparative effectiveness research for nuclear medicine and molecular imaging.

GOAL E | SNMMI will act as the advocate at the Federal level.

GOAL F | SNMMI will maintain a sound governance structure, ensure a fiscally sustainable future, and improve the perceived value of membership to the SNMMI.

GOAL G | Facilitate the use of molecular imaging biomarkers in clinical trials.
As the field evolves, so do the people in it; and so must the organizations which represent the people. In creating a new strategic plan, the board reviewed the mission, vision and core values. Based on the changes within the field and the dynamic and diverse membership, the SNMMI Board of Directors agreed upon the following mission, vision and core values.

The mission statement is describes the fundamental purpose of the organization. It clarifies the essence of an organization’s existence. It provides direction when the organization needs to adapt to new demands, helps the membership to stay true to its primary purpose, and serves as the constant when making decisions, creating the strategic plan and identifying the future vision.

**Mission Statement** - To improve human health by advancing molecular imaging and therapy.

The vision statement serves as the strategic framework for the future of the organization and its membership. It defines where the organization wants to be in the future; the main goal and aspiration of the organization. It is something that can be imagined, but not easily obtained; something to strive and work for over many years. The ultimate success of the organization would be to achieve the vision set forth.

**Vision statement** - SNMMI will be the leader in unifying, advancing, and optimizing molecular imaging and therapy.

Core values are a small set of timeless, guiding principles that do not require external justification. They only have intrinsic value and importance to SNMMI and its members. They define the behavior required in order for the organization to achieve its core purpose. Core values are so deep-seated and valid that the Society would preserve the core values even if it were admonished for having these values.

**Core Values**
1. Honest and ethical behavior
2. Integrity
3. Commitment to optimal patient care
4. Respect for all
5. Foster inquiry and reflection
6. Courage and leadership in the face of change
7. Professionalism
8. Commitment to excellence
GOAL A | SNMMI will be the primary resource for nuclear medicine and molecular imaging education.

Objectives and Strategies

Objective 1 | Incorporate hybrid/multimodality imaging into continuing education activities for all SNMMI member groups.

Strategy – Meet needs of physicians
• Develop continuing education in MR, including didactic and case-based activities online and live sessions at major meetings
• Continue to develop continuing education in CT, including didactic and case-based activities and live sessions at major meetings

Strategy – Meet needs of technologists
• Develop continuing education in CT
• Develop continuing education in MR

Strategy – Improve SNMMI Website for increased accessibility to education programs
• Institute content-based search capabilities
• Make content information about online activities available to prospective customers before enrollment and purchase screen
• Organize Website to enhance overall usability

Objective 2 | Encourage participation in practice performance improvement among physicians and scientist

Strategy – Develop more efficient self-assessment activities
• Follow new format for all new online modules, including collections of articles or PowerPoint presentations with pre- and post-test questions
• Increase number of live SAM sessions at mid-winter and annual meetings

Strategy – Develop practice performance assessment projects to meet both Maintenance of Certification Part IV for physicians and Continuous Professional Development for scientist
• Launch first 3 projects of PPAP
• Develop project template for individual projects
• Finish cardiac PET and SPECT cases for use as pre- and post-assessment tools
• Re-organize CT and PET/CT cases for use as pre- and post-assessment tools

Strategy – Educate physicians, scientist and technologists on core competencies as recommended by IOM, ACGME, ABMS, and ACPE
• Provide links to continuing education activities on core competencies not addressed in SNMMI activities
• Expand core competencies in continuing education programs

Objective 3 | Foster professional development of young professionals

Strategy – Provide grants and awards to raise awareness of nuclear medicine/molecular imaging, encourage research and encourage SNMMI membership among young professionals
• Offer more travel awards to physicians and technologist students and residents
• Offer travel awards to post-doctorate young professionals
- Offer grants to expand activities and programs targeted to young professionals that focus on leadership development, mentoring and other similar topics.

**Strategy – Initiate leadership activities for young professionals**
- Work with teaching institutions and faculty to promote young professionals as advocates for the field to students and residents
- Support young professionals in developing and presenting presentations on nuclear medicine and molecular imaging to students and residents

**Strategy – Support development of a combined nuclear medicine/radiology residency training program to maintain viability of profession**
- Support ABNM and ABR in their efforts to combine the residency training programs

**Objective 4** | Incorporate non-nuclear molecular imaging education into core curricula for the different SNMMI member groups.

**Strategy – Expand education in molecular imaging in curricula for nuclear medicine professionals**
- Interact with RRC and ACGME toward the goal of incorporating non-nuclear molecular imaging education into core curricula for nuclear medicine residents.
- Offer supplemental training (continuing education) for residents and physicians in areas of molecular imaging not covered in residency training.
- Develop a molecular imaging curriculum for scientists to serve as a core curriculum to be used as a guide for graduate-level programs.
- Develop resources to support revised nuclear medicine technologist curriculum.

**Strategy – Expand continuing education in molecular imaging for nuclear medicine professionals**
- Continue to hold MI Basic Science Summary session at annual meetings.
- Continue to hold dedicated sessions on MI topics at mid-winter meetings.
- Offer sessions on preclinical and non-clinical topics at annual and mid-winter meetings.
- Expand online continuing education in MI to LLSAP, video and online programs.
- Develop continuing education and training for non-traditional audiences, such as laboratory technicians and preclinical imagers.
- Develop roadmap for education in MI to ensure cohesion and structure to continuing education programs.
- Publish original basic science and clinical research in the *The Journal of Nuclear Medicine*.
- Maintain impact factor and other quality measures for *The Journal of Nuclear Medicine* and promote expanded readership of *JNM* as flagship journal of SNMMI.
- Publish and disseminate books and informational resources to provide both fundamental reviews and resources and study aids for board exams.

**Objective 5** | Promote radiation dose reduction among nuclear medicine/molecular imaging professionals

**Strategy – Incorporate radiation dose reduction education into live activities**
- Develop resources and procedures to encourage faculty to incorporate dose reduction education into presentations
• Hold dedicated categorical, sessions and workshops at annual and mid-winter meetings

**Strategy – Incorporate radiation dose reduction education into online activities**
- Develop LLSAP module
- Develop a Practice Performance Assessment Program (PPAP) project

**Objective 6** | Provide education for radiologists in nuclear medicine and molecular imaging so that they recognize SNMMI as a top educational provider.

**Strategy – Outreach to radiology societies and organizations**
- Co-sponsor stand-alone workshops with RSNA, ACR and other like-minded societies
- Co-sponsor sessions at mid-winter and annual meetings with RSNA, ACR and other like-minded societies

**Strategy – Improve SNMMI Website for increased accessibility to education programs**
- Re-institute content-based search capabilities
- Make content information about online activities available to prospective customers before enrollment and purchase screen

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**GOAL B** | SNMMI is the resource for all radiopharmaceutical issues including: Production, Quality, Development (Phase I, II, and III), Approval (NDA), Compliance, Clinical Trials, and Dosimetry.

**Objective 1** | The pharmaceutical community would look to the Clinical Trials Network (CTN) for expert advice in using radiopharmaceuticals (RP) in trials.

**Strategy** - Engage five new companies as members of the CTN.
**Strategy** - Assist in clinical trials, at least one per year.

**Objective 2** | SNMMI will be the resource for the community in providing guidance to aid efforts to comply with FDA and other regulatory authorities.

**Strategy** - Develop compliance with manufacturing performed according to USP <823> and cGMP for PET RP (10 CFR 212) and communicate through the SNMMI website and meetings.
**Strategy** - Develop guidance and templates for developing and submitting NDAs, aNDAs, and INDs and communicate through the SNMMI website and workshops.
**Strategy** - Create forums for manufacturers, regulators, and users to communicate best practices.

**Objective 3** | Work with industry, other societies, and FDA for aligning common interests.

**Strategy** - Collaborate with other professional societies (APhA, CORAR, RSNA, USP, etc.) to identify common interests of the community.
| Strategy - Align with other societies where appropriate. |
| Strategy - Identify gaps and deficiencies in RP Issues. |

**Objective 4** | Help bring new molecular imaging agents to approval.

- Strategy - CTN will assist with trials of proprietary imaging agents.
- Strategy - CTN will assist with NIH-sponsored trials.
- Strategy - SNMMI will create forums for commercial manufacturers to work together towards approval of new agents, such as Ga-68.

**Objective 5** | Standardize the use of RP in clinical trials internationally.

- Strategy - Organize community-benefiting summits such as the International Summit for an FDG Clinical Trials protocol, as an example.
- Strategy - Establish standards for the production and administration of RP to reduce variability in clinical trials.
- Strategy - Develop and/or revise USP monographs to support the standardization of RPs.

**Objective 6** | SNMMI members will participate in rulemaking.

- Strategy - SNMMI members will participate in USP monograph development and revisions.
- Strategy - SNMMI members will serve on USP expert panels.
- Strategy - SNMMI members will serve on advisory committees to FDA, NRC, etc. (i.e., MIDAC, ACMUI).

**Objective 7** | The reimbursement for RPs will be connected with the cost of goods.

- Strategy - Work to understand and communicate the supply chain logistics for radionuclides and radiopharmaceuticals.
- Strategy - Participate in the economic analysis of the supply chain with intent to make better arguments about the reimbursement.
- Strategy - Bring more accuracy and transparency to generate data regarding the average selling price of RPs.
- Strategy - Coordinate with other SNMMI efforts to inform payers of the RP benefits, to ensure adequate reimbursement and patient access.

**Objective 8** | Develop guidance, or work with other association to develop guidance, to achieve compliance with DOT, NRC, FDA, Board of Pharmacy, and in the future, Joint Commission regulations.

- Strategy - Establish task forces and working groups to address specific issues.
**Strategy** - Achieve an environmental awareness of ongoing efforts of other groups.  
**Strategy** - Partner where possible and applicable.

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**GOAL C**  
SNMMI will be the leader in educating and promoting collaboration with referring physicians and patient groups.

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**Objective 1**  
Educate and prepare patient advocacy groups to be powerful allies for maintaining and expanding access to nuclear medicine/molecular imaging

**Strategy** - Form partnerships with patient advocacy groups  
**Strategy** - Develop a PR program for general public and patient groups (target patient societies)  
**Strategy** - Develop online (e.g. Google and others) brochures to speak to various studies

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**Objective 2**  
Raise awareness and educate administrative decision makers (e.g. hospital administration, insurance companies, radiology department business managers) about the benefits of the appropriateness criteria and imaging studies

**Strategy** - Identify resources for coding and reimbursement

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**Objective 3**  
Increase knowledge among referring physicians about current value and the future promise of nuclear medicine/molecular imaging

**Strategy** - Develop a program for a technologist/physician team to go out to family practitioners/referring physicians  
**Strategy** - Educate referring physicians about the study, the appropriateness of ordering the study, and the potential outcome of the study; as well as what the report should look like and the credentials needed to perform the study appropriately.  
**Strategy** - Enlist MICoE to expand upon the current value and future possibilities of nuclear medicine/molecular imaging and promote cross fertilization of molecular imaging to other disciplines.

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**Objective 4**  
Create awareness of the power of molecular imaging in an effort to assist researchers in advancing their discoveries to the clinic

**Strategy** - Target basic science organizations and disease-related organizations (e.g. AACR, AHA)  
**Strategy** - Target pharmaceutical companies and industry leaders

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**Objective 5**  
Develop a campaign outlining the benefits of studies performed by properly credentialed physicians and technologists

**Strategy** - Determine who we are targeting and how we will reach them
GOAL D | SNMMI will be the resource for practice guidelines and comparative effectiveness research for nuclear medicine and molecular imaging.

Objective 1 | SNMMI will be the resource for nuclear medicine practice guidelines in order to emphasize individualized patient care (adult and pediatric).

Strategy - Revise all SNMMI (~ 40) guidelines (5 year cycles or more frequently as appropriate) to include protocols with radiopharmaceutical dose reduction where applicable to address concerns about radiation exposure

Strategy - Revise all (~ 40) SNMMI guidelines to include best practice protocols based upon state of the art technology

Strategy - Revise all (~ 40) SNMMI guidelines to include qualifications of personnel to address concerns about quality performance, interpretation and radiation exposure.

Strategy - Streamline the process of guideline development

Objective 2 | SNMMI will monitor adoption of guidelines

Strategy - Establish a survey mechanism of members to monitor implementation of the revised guidelines

Objective 3 | SNMMI will be active participant in collaborative development of multidisciplinary Appropriateness Use Criteria for nuclear medicine procedures. Engage other organizations to develop multidisciplinary Appropriate Use Criteria for nuclear medicine procedures not currently being addressed

Objective 4 | SNMMI will be the resource for research plans to address clinical and cost effectiveness studies in order to facilitate clinical acceptance and reimbursement

Strategy - Tracking and monitoring of the comparative effectiveness research (CER) environment. Remain up-to-date on relevant evidence based medicine, CER, and healthcare policy activities.

a. Keep up-to-date on federal government CER related to imaging by assessing IOM’s 100 CER research priorities, federally funded AHRQ Effective Health Care Program research projects, and ARRA-funded NIH projects.

b. SNMMI will monitor governmental and private sector developments pertaining to the adoption of evidence based medicine (EBM) and CER to identify options for engagement.

Strategy - Host a workshop to help define advanced imaging CER priorities

Strategy - Conduct a systematic evaluation of evidence for FDG-PET/CT in oncology

Strategy - Create SNMMI’s CER Agenda

Strategy - Educate SNMMI members

Strategy - Collaborate with EANM in developing cost-effective meta-analyses in oncologic PET and PET/CT.
GOAL E | SNMMI will advocate at the Federal level.

Objective 1 | Ensure a stable, domestic supply of medical isotopes.

Strategy - Influence lawmakers to pass the American Medical Isotope Production Act.
   In the short term, focus specifically on Senator Bond.

Strategy - Continue outreach to government agencies to enhance the awareness of the Mo-99 shortage issue.

Strategy - Work with relevant regulatory agencies to ensure swift approval of production facilities and isotopes.

Strategy - Continue educating the community on the need for thoughtful transition from highly enriched uranium (HEU) to low-enriched uranium (LEU).

Strategy - Collaborate with industry, including
   • Council on Radionuclides and Radiopharmaceuticals (CORAR)
   • Medical Imaging & Technology Alliance (MITA)
   • IMT or its successor within AMI

Strategy - Work with the Office of Science and Technology Policy (OSTP)
   Continue to brief and get support from:
   • DOE nuclear medicine program
   • Mo-99 production
   • FDA delays in approvals
   • NRC

Strategy - Work with the Organisation for Economic Co-operation and Development (OECD)/Nuclear Energy Agency (NEA).
   Mo-99 international working group

Strategy - Monitor situation with University of Missouri Research Reactor (MURR).
   Work to establish some path forward for molybdenum production at MURR.

Strategy - Continue to urge Canadian government to fulfill responsibility to build new reactors.
   • Respond to recent Canadian government review of the report of the Task Force on Alternatives for Medical-Isotope Production.
   • Expand responsibility to include North American—not just Canadian—needs for molybdenum and other medically useful radioisotopes.

Strategy - Use public relations to support advocacy objectives.

Objective 2 | Advocate for appropriate reimbursement.

Strategy - Cultivate relationships with CMS staff through quarterly meetings with CMS staff or as warranted.

Strategy - Continue to analyze and educate the community about HOPPS, MPFS and other Medicare payment changes.

Strategy - Leverage SNMMI’s position as a lead organization for new code applications, revaluing codes and general code guidance to influence legislation, rules and regulations on reimbursement issues.
Strategy - Continue to provide both House and Senate members with information regarding the negative impact of further imaging cuts in upcoming Medicare bills.

Strategy - Enhance messages for legislative advocacy, i.e., “hybrid tests can be more efficient/lower costs can increase efficiency.”

Strategy - Meet with patient advocacy groups to educate about the lack of appropriate reimbursement for many radiopharmaceuticals and seek collaborative assistance.

Strategy - Determine the possibility and implications of inserting language into Medicare-related legislation recognizing radiopharmaceuticals as “drugs” and not “supplies.”

Strategy - Educate the community about reimbursement issues via website and Coding Corner, action alerts, webinars and road shows (if feasible).

Strategy - Continue to be an active participant in AMA Relative Value Scale Update Committee (RUC) and Current Procedural Technology (CPT) panels.

Strategy - Focus efforts on Ga-68 as a PET imaging isotope.

Strategy - NaF-18 – CED
- Establish a database management activity to get NaF imaging going.
- Work with FDA to get NaF NDA approved.
- Work with CMS to further NaF reimbursement based on results of the CED.

Strategy - Continue to monitor and be active participants in MedCAC and MedPAC proceedings.

Strategy - Push CMS to use a more realistic mechanism for reimbursement calculations (ie, Average sales price).

Strategy - Ambulatory Payment Classification (APC) Task Force
- Identify and train vice chair for task force.

Strategy - Increase in-house expertise on coding and reimbursement issues.

Strategy - Ensure there is a clear link between what SNMMI is doing in outcome research and what CMS and others need for approving reimbursement.

Strategy - Use public relations to support advocacy objectives.

Objective 3 | Educate legislators, regulators and executive branch on SNMMI issues and concerns.

Strategy - Schedule regular meetings with appropriate staff at FDA, NRC, CMS and other agencies.

Strategy - Continue to work with NRC’s Advisory Committee on the Medical Uses of Isotopes (ACMUI).

Strategy - Advocate for the establishment of the Medical Imaging Drugs Advisory Committee (MIDAC).

Strategy - Continue to push for the passage of the CARE bill and the forthcoming promulgation of regulations.

Strategy - Monitor Environmental Protection Agency (EPA), Occupational Safety and Health Association (OSHA), National Institute for Occupational Safety and Health (NIOSH)
Strategy - Establish a Radiation Dose White Paper through the SNMMI MIRD and RADAR committees

Strategy - Continue to push approval of NaF-18

Strategy - Develop issue briefs and position papers for all of SNMMI key advocacy issues.

Strategy - Include advocacy priorities on website.

Strategy - Use public relations to support advocacy objectives.

Strategy - Provide opportunities to educate SNMMI members on issues and nuts and bolts of advocacy activities.

Strategy - Continue to work with the Conference of Radiation Control Program Directors (CRCPD)

Strategy - SNMMI will continue to hold Capitol Hill days at least once a year

Strategy - Partner with ACR, ASNC, ASTRO, HPS, ANS, NEI, AAPM, CORAR on issues of mutual interest.

Strategy - Educate patient advocacy groups on issues to increase support.

Objective 4 | Promote research funding from DOE, NIH, DOD, and others.

Strategy - Revise DOE funding objectives

Strategy - Recommend that AHRQ, and others funding outcome research, include imaging in their calls for proposals.

Strategy - Advise DOD on the impact of molecular imaging on breast, prostate and ovarian cancer. Establish a briefing with the program managers in those programs to demonstrate the value of molecular imaging in the diagnosis, staging and treatment monitoring so that MI is included explicitly in their calls for proposals.

Strategy - Continue to work with Academy of Radiology Research (ARR) to keep them up to date on issues related to molecular imaging and specific to nuclear medicine, such as the DOE funding.

Strategy - Advocate for funding of NCI, NIBIB and other institutes with imaging research portfolio.

Strategy - Use public relations to support advocacy objectives.

Objective 5 | Monitor impact of health care reform.

Strategy - Advocate for a permanent fix to the Sustainable Growth Rate (SGR)

Strategy - Fight increase of the equipment utilization rate.

GOAL F | SNMMI will maintain a sound governance structure, ensure a fiscally sustainable future, and improve the perceived value of membership to the SNMMI.
### Objective 1
Increase SNMMI membership by adding new members, retaining current members, improving the value of membership, and enhancing the perception of value in SNMMI membership.

**Strategy:**
- Add new members and retain current members.
- Target specific organizations and offer a discounted rate for new collaborative membership.
- Increase international membership by developing discounted membership fees based on the World Bank model and by marketing to better meet international membership needs.
- Offer transitional membership rate for students and residents in their first two years after completion of training.
- Provide incentives to chapters for recruitment and retention of members.
- Evaluate the membership renewal process for potential improvements and improved cost effectiveness.
- Evaluate and improve rejoin process including a renew of rate for those who have given up their SNMMI membership.

### Objective 2
Improve the value of membership and how the value of membership is perceived.

**Strategy:**
- Better define and improve the value of membership through the different stages of the professional's career.
- Consistently communicate to members and non-members the value of membership.
- Continuously identify and respond to the member's changing needs.

### Objective 3
Improve the relationship with chapters.

**Strategy:**
- Increase national presence at chapter meetings (including staff).
- Further develop speaker bureau for chapters.
- Correlate SNMMI meeting schedules with Chapter and other meetings and provide support to Chapters to avoid conflicts.

### Objective 4
Evaluate SNMMI product and services offerings for cost effectiveness and visibility, and consider new offerings which would improve membership value and added revenue.

**Strategy:**
- Review current fee structure for members vs. non-members for products and meetings.
- Encourage Chapters to evaluate their fee structure regarding meeting registration and products as well.
- Annually review the SNMMI product offerings with the intent of maximizing those that bring the highest return of membership value relative to cost.
### Objective 5 | Develop and implement financial policies and business practices that provide for a fiscally sustainable future.

**Strategy:** Make every reasonable effort to end each fiscal year with an operating surplus.

**Strategy:** Build a 3-5% surplus into each year's operating budget.

**Strategy:** Except in extenuating circumstances, maximum budgeted revenue for each line item in the succeeding year's operating budget should not exceed projected revenue of the current year.

**Strategy:** Continue with the current policy of maintaining a minimum balance of six months of the immediately preceding year's operating expense, including depreciation/amortization expense, in the SNMMI capital fund.

**Strategy:** Establish an operating contingency fund, intended for unexpected expenses or programs that arise during the fiscal year, within each year's operating budget. The use of such funds would require approval of the SNMMI Finance Committee and Board of Directors.

**Strategy:** Maintain sufficient liquid funds in SNMMI accounts other than the capital fund to more than meet anticipated expenses and begin each fiscal year with liquid resources of at least 25% of the previous year's operating expenses.

### Objective 6 | Assess the allocation of financial resources across the organization and implement a system to periodically review how resources are used to achieve the SNMMI mission.

**Strategy:** Evaluate SNMMI's liaison organization management and ensure that each such relationship is at least budget neutral for SNMMI.

**Strategy:** Annually review programmatic revenues and expenses, including salaries and overhead, to prioritize utilization of SNMMI financial resources.

### Objective 7 | Research ways to increase non-dues revenue, including; sale of products, subscriptions, advertising, meetings, and development.

### Objective 8 | Maintain a sound governance structure that allows for proper oversight of the organization and optimal communication between leadership, councils, centers, committees, SNMMITS, and members, while ensuring the development of new leadership and succession within SNMMI.

**Strategy:** Improve communication between leadership and membership.

**Strategy:** Develop a forum for feedback from SNMMI members that is frequently reviewed by the Leadership.

**Strategy:** Utilize the communication channels available through the Committee on Chapters and Committee on Councils/Centers to ensure information is being disseminated to members within councils and chapters and at the grassroots level.

**Strategy:** Enhance membership relationship with SNMMI through the committee on chapters.
Strategy: Improve the functioning of the current House of Delegates or move forward with alternate methods to improve communication between the board and the councils, chapters, technologist section, and membership.

Strategy: Encourage technologist involvement with the councils and centers.

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<th>Objective 9</th>
<th>Enhance professional development opportunities, including improved development of the next generation of society leaders and enhanced mentoring of younger members.</th>
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<td><strong>Strategy:</strong> Develop a leadership academy program for new leaders.</td>
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<td><strong>Strategy:</strong> Work with ACNM and the committees and councils to enhance mentoring programs for young professionals.</td>
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<td><strong>Strategy:</strong> Create a vice-chair for each committee and each council to ensure a more junior volunteer is being trained to take over responsibilities.</td>
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<td><strong>Strategy:</strong> Evaluate the revised commission/committee structure and continue to look for ways to improve the long term structure.</td>
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<th>Objective 10</th>
<th>Ensure that SNMMI board members and other society leaders have sufficient training and knowledge to perform optimally and efficiently.</th>
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<td><strong>Strategy:</strong> Refine job descriptions for volunteer leadership and senior staff and improve current process for board review of staff performance, salaries and conflict of interest.</td>
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<td><strong>Strategy:</strong> Continue and expand upon current annual board orientation program.</td>
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<td><strong>Strategy:</strong> Ensure volunteer leadership has proper support so that the time commitments associated with SNMMI leadership positions are manageable.</td>
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<td><strong>Strategy:</strong> Enhance utilization of modern meeting technology to improve efficiency and communication outside of face-to-face meetings.</td>
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<th>Objective 11</th>
<th>Ensure that the SNMMI has a functional and well integrated development office/foundation that can meet its long-term needs.</th>
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**GOAL G | Facilitate the use of molecular imaging biomarkers in clinical trials**

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<th>Objective 1</th>
<th>Ensure quality imaging is conducted in drug development clinical trials</th>
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<td><strong>Strategy:</strong> Develop and maintain a registry of qualified clinical imaging centers that participate in ongoing assessment, monitoring, and education programs to maintain imaging quality and protocol compliance across participating imaging centers.</td>
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<td><strong>Strategy:</strong> Develop and utilize the CTN imaging phantom program to validate imaging systems at imaging sites to promote standardization across sites for multicenter trials.</td>
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<td><strong>Strategy:</strong> Assist with study-specific imaging protocol development to ensure that imaging</td>
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is conducted appropriately and all necessary information is collected during the clinical trial.

Strategy: Develop standardized imaging protocols, standardized image acquisition guidelines/imaging methodology for molecular imaging biomarkers.

Strategy: Provide protocol and procedure-specific training materials for imaging/trial-site personnel.

Objective 2 | Facilitate access to investigational molecular imaging biomarkers, including PET/CT and SPECT agents

**Strategy: Creation, approval, and maintenance of centralized INDs available to all CTN participants.**

- Work to ensure proper Chemistry, Manufacturing, and Controls (CMC) documentation suitable for FDA-acceptance for multicenter-produced molecular imaging biomarkers under a CTN-held IND.
- Develop and maintain a Manufacturer's Registry of molecular imaging biomarker manufacturers.

**Strategy: Work with biomarker developers to incorporate their proprietary agents into clinical trials.**

Objective 3 | Provide education and training for molecular imaging professionals performing clinical research

**Strategy: Develop and maintain a course curriculum for molecular imaging professionals:**

- Courses will be available for CME, VOICE, and other continuing education credits as appropriate
- Webinar series, on demand lecture series, and live workshops featuring a variety of clinical research topics will be offered

**Strategy: Present programs at the national society meetings:**

- Annual workshops at the SNMMI Conjoint Mid-Winter Educational Symposium
- Annual categorical and CE sessions at the SNMMI Annual Meeting

**Strategy: Develop a standardized program and expert speaker panel to be made available to SNMMI regional chapter meetings and sister societies (eg ASCO).**

Objective 4 | Develop partnerships to enhance use of molecular imaging biomarkers

**Strategy: Collaborate on protocol development and standardization with stakeholders including professional societies, governmental agencies, cooperative groups, industry.**

**Strategy: Conduct joint workshops, meetings and educational efforts with stakeholders.**

**Strategy: Work with stakeholders to develop and facilitate international regulatory pathways to enhance global clinical trial conduct utilizing molecular imaging.**

Objective 5 | Develop a plan to ensure fiscal sustainability
Strategy: Continue to pursue pharmaceutical companies as strategic members.

Strategy: Pursue foundations, including pharmaceutical, and governmental agencies for philanthropic support.

Strategy: Develop fee-for-service programs.

Strategy: Develop a business plan to market products including fee-for-service programs including educational programs, phantom program, and consulting services.