

AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES



WESTERN FLORIDA CHAPTER LEADERSHIP DEVELOPMENT MANUAL

EFFECTIVE DATE: June 11, 2025

Chapter Leadership Development Manual
American College of Healthcare Executives

Table of Contents

FOREWORD6

ACHE WESTERN FLORIDA CHAPTER MISSION6

I. LEADERSHIP STRUCTURE6

 Organizational Chart7

II. CHAPTER OFFICERS AND BOARD OF DIRECTORS8

 Chapter President8

 Chapter President-Elect..... 10

 Immediate Past President 11

 Treasurer 12

 Secretary 13

 Membership Director 14

 Sponsorship Director..... 16

 Communications Director 17

 Diversity & Inclusion Director..... 18

 Programs Director..... 19

 Local Program Council Chairs..... 20

 Director-at-Large 21

 Faculty Representative 22

 Student Representative 23

 Volunteer Coordinator..... 24

III. STANDING COMMITTEES 25

 Nominating Committee..... 25

 Audit Committee..... 25

 Membership Committee 26

 Sponsorship Committee..... 26

 Communications Committee 27

 Diversity and Inclusion Committee 27

 Programs Committee..... 28

IV. OTHER COMMITTEES..... 28

Chapter Leadership Development Manual
American College of Healthcare Executives

Local Program Councils.....	28
Ad Hoc Committees	29
V. SUCCESSION PLANNING POLICY	29
Purpose	29
Policy	29
Procedures.....	29
VI. VOLUNTEER RECRUITMENT	31
Prepare for Volunteers	31
Broad-Based Versus Targeted Approach	31
Effective Strategies for Recruiting Volunteers	32
VIII. THE NOMINATION PROCESS.....	32
Principles to Guide Candidate Selection and Appointment	33
Profile of a Board Member	33
Profile of a Committee Member	33
IX. PROCESS FOR TIE-BREAKING IN THE ELECTION OF DIRECTORS.....	33
X. INTEGRATION OF NEW BOARD MEMBERS AND COMMITTEE CHAIRS	34
Purpose	34
Head.....	34
Heart.....	34
Hands	34
XI. ONBOARDING PROCESS.....	35
XII. ASSESSMENT OF PERFORMANCE	36
XIII. RECOGNITION OF CHAPTER MEMBERS	36
Annual Holiday Party & State of the Chapter Event	36
ACHE Awards.....	37
ACHE Recognition Program.....	37
Gold Medal Award.....	37
Lifetime Service Award.....	37
Robert S. Hudgens Memorial Award	37
Richard J. Stull Student Essay Competition in Healthcare Management.	37
Chapter Management and Awards Program.	37

Chapter Leadership Development Manual
American College of Healthcare Executives

Regent Awards	38
Senior-Level Healthcare Executive Award.	38
Early Career Healthcare Executive Award/Healthcare Innovation Award.	38
Western Florida Chapter Volunteer Award.....	38
XIV. TRANSITION OF MEMBERS	39
Unsatisfactory Performance	39
Transition Cycle.....	39
Strategic Planning	40
Chapter Multi-Year Plan.....	40
Annual Chapter Needs Survey Results	40
XV. TIMELINE AND KEY EVENTS.....	40
Internal Planning Calendar	40
Key Events for Chapter Membership	40
XVI. APPROVAL SIGNATURES	Error! Bookmark not defined.
APPENDICES	41
Appendix A. Sponsorship Opportunities	42
Appendix B. Committee Report Form.....	43
Appendix C. Chapter Meeting Minutes Template	44
Appendix D. Chapter Statement on Diversity, Inclusion, Equity & Justice	46
Appendix E. Nomination Process, Timelines and Responsibilities.....	48
Appendix F. Board of Directors Call for Nominations Example	50
Appendix G. ACHE WFC Nominee Information Form Example	52
Appendix H. Election Survey Example	53
Appendix I. Chapter Election Results Announcement	54
ONBOARDING DOCUMENTS.....	56
Appendix J. Orientation Program.....	56
Appendix K. Chapter Board of Directors Annual Affirmation of Service.....	57
Appendix L. Onboarding Leadership Development Plan.....	58
Appendix M. Onboarding Checklist	59
Appendix N. Onboarding Roadmap	61
Appendix O. Onboarding Required Meeting Schedule	63

Chapter Leadership Development Manual
American College of Healthcare Executives

Appendix P. Chapter Continuity Resources66

ASSESSMENTS.....67

Appendix Q. Chapter Governance Self-Assessment67

Appendix R. Chapter Board Officer Self-Assessment.71

Appendix S. Chapter Board Performance Assessment75

Appendix T. Chapter Leadership Development Program Assessment76

FOREWORD

The Leadership Development Manual was constructed in 2014, and revised in 2025, as part of the implementation of an annual Chapter Leadership Development Model. The overall goal of the Chapter Leadership Development Model is to build an effective leadership corps now and for the future, resulting in a more sustainable and higher performing chapter. This manual will be provided to all chapter leaders and updated annually.

ACHE WESTERN FLORIDA CHAPTER MISSION

The mission of the Western Florida Chapter is to be the professional membership society for healthcare executives in the Western Florida Region; to meet its members' professional, educational, and leadership needs; to promote high ethical standards and conduct; and to advance healthcare leadership and management excellence.

I. LEADERSHIP STRUCTURE

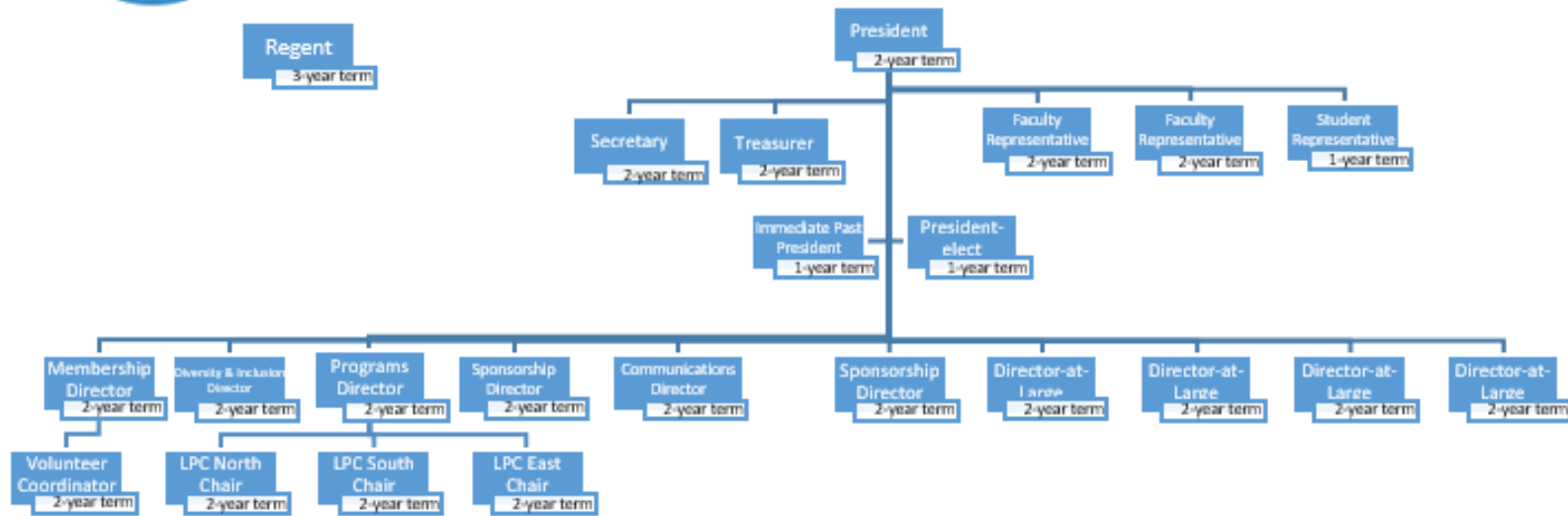
In accordance with the Western Florida Chapter bylaws, the Chapter Board consists of four elected officers (President, Immediate Past President, Secretary and Treasurer) and four or more elected directors (Membership, Programs, Communications, Sponsorship, Diversity and Inclusion, and Directors-at-Large). The terms of the directors shall be staggered for continuity purposes. Additional voting members are the Local Program Council Chairs for South, East, and North, while Faculty and Student Chapter Representatives that are members of ACHE may be appointed as Directors by the Board, with the Faculty Member Representative designated as a voting Director and the Student Chapter Representative designated as a non-voting Director. Any Regent of ACHE who is a member of the Chapter shall be an ex officio, voting member of the Chapter Board.

There are seven standing committees: the Nominating Committee, Audit Committee, Membership Committee, Sponsorship Committee, Communications Committee, Diversity and Inclusion Committee, and Programs Committee.

Organizational Chart



Western Florida Chapter Organization Chart



II. CHAPTER OFFICERS AND BOARD OF DIRECTORS

Chapter President

Current Bylaw:

The Chapter President shall be the Chief Executive Officer of the Chapter, shall convene and preside over meetings of the Chapter Board or Meetings of Members, and shall serve as liaison with ACHE National.

Summary:

The President is the chief executive of the ACHE Western Florida Chapter (ACHE WFC) and is responsible for calling and presiding at Chapter Board meetings and providing direction and coordination to other officers, members of the Chapter Board and members of the chapter.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Monitor the progress of Chapter goals and objectives as set forth in the strategic plan.
- Stay current with all new ACHE information and policies and coordinate the dissemination of this information to Chapter members.
- Serve as the primary spokesperson for the Chapter within their community and as a liaison with ACHE.
- Preside over all business meetings of Chapter and Board of Directors.
- Conduct meetings, formulate ideas, and delegate responsibility.
- Communicate effectively on all levels and seize any opportunity to positively represent the organization at meetings or social functions that would benefit the Chapter and ACHE.
- Uphold the Chapter's policies and procedures when addressing issues among chapter members.
- Ensure that Chapter events are reported to ACHE on a timely and accurate basis, financial statements are submitted to ACHE on a timely basis, and that ACHE is notified about changes in the appointed and elected Chapter leadership.
- Prepare and communicate a Chapter self-assessment, which reflects the Chapter's current status and identifies areas for improvement and growth.
- Mentor and prepare the president-elect.
- Write a "President's Message" in Chapter newsletters.
- Ensure that all Chapter policies and procedures are clear and communicated to all members.

Chapter Leadership Development Manual

American College of Healthcare Executives

- Plan and work on the annual budget.
- Serve as a full voting member of the board and advise various committees, as assigned.
- Recommend Chapter members for awards.
- Develop, implement, and revise the strategic plan with the participation of the board members.
- Acquire sponsorship support for the chapter as needed on an ongoing basis for program and chapter development.
- Chair of the nominating committee.
- Attend a minimum of one educational event annually.

Meeting Requirements:

- Attend the ACHE Chapter Leadership Conference.
- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- A plethora of resources are available within the Chapter Service Center on the ACHE website. Click [here](#) to visit the Service Center.
- The full URL to the Chapter Service Center is:
<https://www.ache.org/chapters/chapter-service-center>
- Click [here](#) to visit Education for Chapter Leaders which includes a Chapter President Checklist.
- The full URL to the Education for Chapter Leaders is:
<https://www.ache.org/chapters/chapter-service-center/education-for-chapter-leaders>

Eligibility Criteria:

- Must be eligible and actively pursuing advancement to Fellow or a current FACHE affiliate in good standing.
- Must have previous board experience, including completion of at least one term as a Director, Regents Advisory Council, or Committee Director.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Term:

- 2 years

Chapter President-Elect

Current Bylaw:

The Chapter President-elect or Immediate Past President shall substitute for the Chapter President in his or her absence or inability to serve and shall prepare plans for his or her term of office. After 1 year, the President-elect shall advance to President at the completion of the preceding President's term of office without an election. At such time, the Immediate Past President position will become vacant.

Summary:

The President-elect generally assists and fills in for the President, as needed, while preparing to serve as President. This position will ensure a smooth leadership transition as the future President gains experience in leadership role prior to becoming President.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Seek new ACHE members.
- Lead the development or renewal of the Chapter multi-year plan.
- Serve as a full voting member of the board and advise various committees, as assigned.
- Conduct meetings, formulate ideas, and delegate responsibility.
- Communicate effectively on all levels and seize any opportunity to positively represent the organization at meetings or social functions that would benefit the chapter and ACHE.
- Work closely with current president throughout the year as preparation for chapter presidency.
- Serve as the Board of Directors' advisor to assigned committees.
- Attend a minimum of one education event annually.

Meeting Requirements:

- Attend ACHE Chapter Leadership Conference in the President's place, if necessary.
- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- The Chapter Service Center on the ACHE website provides useful resources. Click [here](#) to visit the Service Center.
- Click [here](#) to visit Education for Chapter Leaders which includes a Chapter President Checklist.

Eligibility Criteria:

- Must be eligible and actively pursuing advancement to fellow or a current FACHE

affiliate in good standing.

- Must have previous board experience including completion of at least one term as a Director, Regents Advisory Council or Committee Director.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Term:

- 1 year

Immediate Past President

Current Bylaw:

The Chapter President-elect or Immediate Past President shall substitute for the Chapter President in his or her absence or inability to serve and shall prepare plans for his or her term of office. After 1 year, the President-elect shall advance to President at the completion of the preceding President's term of office without an election. At such time, the Immediate Past President position will become vacant.

Summary:

The Immediate Past President is an Officer position and is generally the most knowledgeable of recent Chapter history. This individual provides reasoning for past decision-making, policy enactment, and offers council to the new President, as needed.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Serve as a full voting Director on the Board and advise various committees, as assigned.
- Serve in an advisory capacity on other committees and perform duties as delegated by the president or Board of Directors.
- Remain on Board of Directors in an advisory capacity for new Directors.

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- The Chapter Service Center on the ACHE website provides useful resources. Click [here](#) to visit the Service Center.
- Click [here](#) to visit Education for Chapter Leaders which includes a Chapter President Checklist.

Eligibility Criteria:

- Must be the person that served as President in the previous term.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Term:

- 1 year

Treasurer

Current Bylaw:

The Treasurer shall be the Chapter Officer responsible for the maintenance of all corporate financial records and the preparation of periodic financial statements. The Treasurer shall provide a financial report at every Board meeting and at any time the Chapter President requests it.

Summary:

The Treasurer acts as the Chief Financial Officer of the Chapter and manages all of the cash, bank accounts, and financial records of the chapter. This includes recording and depositing program fees, issuing and signing checks for approved expenses, preparing regular financial reports, filing any reports required by federal or state government, ensuring that annual budgets are prepared and monitored and obtaining audits as required.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Maintain accurate records of the Chapter's financial status.
- Deposit all money received by the Chapter in the Chapters' accounts.
- Pay all bills approved by the Chapter's Board of Directors.
- Review the financial status of previous years while drafting the annual budget.
- Audit or review records annually and upon departure from the office.
- Provide detailed report of fiscal accounts and contacts to be forwarded to next treasurer.
- Work with committees to identify non-dues sources of revenue.
- Submit quarterly financial reports and annual financial report to the Board of Directors for review.
- Help prepare annual budget.
- Establish a Chapter checking account and obtain pertinent signature cards and resolutions in appropriate institution per chapter policy.
- Assure that all receipts and disbursements are recorded consistent with the appropriate accounting conventions currently in practice.

Chapter Leadership Development Manual

American College of Healthcare Executives

- Assure that the Chapter officers are appropriately bonded and insured.
- Seek new chapter members; assist in fundraising efforts.
- Serve as a full voting member of the board and advise various committees, as assigned.
- Attend a minimum of one education event annually.

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- Refer to the [Chapter Treasurer's Manual](#), which contains considerations and key points to remember, as well as required financial reporting requirements.

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing.
- Must have previous board experience including completion of at least one term as a Director, Regents Advisory Council, or Committee Director.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.
- Must possess budget development and financial management skills; familiarity with accounting processes.

Term:

- 2 years

Secretary

Current Bylaw:

The Secretary shall be the Chapter Director responsible for the maintenance of all corporate records, minutes, and documents.

Summary:

The Secretary is the Officer who maintains the records and rosters for an organization.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Record minutes of all chapter meetings and email copy of minutes to Board of Directors within two weeks of each meeting.
- Maintain an ongoing record of minutes and other official documents of the chapter and convey these records to their successor.
- Responsible for all official chapter communication to chapter members, i.e.

- notification of upcoming events, changes in bylaws, new officers, etc.
- Assist president-elect with elections as per the Chapter bylaws.
 - Serve as a full voting director of the board and advise various committees, as assigned
 - Attend a minimum of one education event annually.

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing.
- Must have previous board experience, including completion of at least one term as a Director, Regents Advisory Council, or Committee Director.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Support:

- A template for meeting minutes is provided in Appendix C.

Term:

- 2 years

Membership Director

Current Bylaw:

The Membership Director shall have responsibility for promoting ACHE membership to local healthcare leaders, for supporting membership retention efforts, and for encouraging advancement to Fellow status.

Summary:

The Membership Director provides leadership to the Chapter Board of Directors and membership and advancement committees to develop member recruitment and retention activities, meeting annual membership goals, and evaluating member satisfaction.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Promote the Chapter and ACHE to area healthcare executives.
- Promote and market ACHE membership among Chapter members who are not active ACHE affiliates and throughout the Chapter geographic area of responsibility.

Chapter Leadership Development Manual

American College of Healthcare Executives

- Promote ACHE networking within the Chapter through at least two (2) Chapter Networking events each year in coordination with the Communications Director.
- Work with Programs Director to develop programs to attract new members.
- Encourage renewal of membership in ACHE.
- Arrange all meetings of the Membership Committee.
- Prepare a budget for the Membership Committee in coordination with the Treasurer.
- Publish articles in the Chapter Newsletter outlining Chapter membership and networking events, as directed by the Communications Chair.
- Maintain up-to-date Chapter Member Guide.
- Keep records of all Networking events, New Member webinars, and Advancement to Fellow activities and submit them to ACHE National using the [Chapter Event Submission Form](#).
- Oversees mentoring programs, student shadow days, FACHE advancement initiatives, and early careerist engagement activities.
- Chair of the Membership Committee.
- Attend a minimum of one education event annually.

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- ACHE has developed a myriad of [resources](#) within the Chapter Service Center under the Membership tab including, but not limited to, engagement, recruitment, retention, and advancement tools.
- The full URL of link above is: <https://www.ache.org/chapters/chapter-service-center/membership>
- Submit all events to the [Chapter Event Submission Form](#) after an event has occurred.
- Full URL link for the form is here:
<https://account.ache.org/eweb/DynamicPage.aspx?WebCode=SubmitChapterEvent>

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing.
- Must have previous experience as a Committee Member.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Term:

- 2 years

Sponsorship Director

Current Bylaw:

The Sponsorship Director is responsible for raising funds to support Chapter educational programs and membership activities through solicitation of grants, scholarship, and event sponsorships.

Summary:

This individual develops and promotes the Chapter's sponsorship program. The Sponsorship Director leads the Chapter's efforts to secure financial support for educational programs and member engagement activities.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Promote and market the benefits of sponsorship.
- Secure financial support for Chapter educational programs and member engagement activities through grants, scholarships, and event sponsorships.
- Connects with the Programs and Communications Directors to ensure benefits are provided for the sponsor at the appropriate event(s).
- Ensure all sponsorship efforts and agreements align with ACHE guidelines.
- Draft and manage sponsorship agreements.
- Obtain written approval (from Sponsorship Director and one Chapter Officer) for any sponsorship modifications that may increase costs to the Chapter
- Present a proposed sponsorship structure at the final Board meeting of the year.
- Collaborate with the Board to review and gain approval of the proposed sponsorship structure prior to implementation
- Attend a minimum of one education event annually.

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- See sponsorship levels and sample sponsorship letter in Appendix A.
- Refer to the [Sponsorship Manual](#)

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing.
- Must have previous experience as a Committee Member.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Term:

- 2 years

Communications Director

Current Bylaw:

The Communications Director shall have responsibility for content and oversight of the Chapter website, Chapter newsletter, marketing, communications and tools to promote chapter involvement and social media initiatives. The Communications Director shall promote members to actively participate in the communication tools provided by the Chapter.

Summary:

To appropriately develop and implement timely communications plans that effectively informs Chapter members and the local healthcare community about upcoming Chapter events.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Chair of the Communications Committee.
- Develops annual communications public relations calendar and budget.
- Maintains Chapter website and social media pages.
- Researches most effective tools to communicate to Chapter members.
- Coordinates with Board to publicize Chapter educational events, networking, and volunteer opportunities.
- Submit a Communications Committee Report to the Board on a monthly basis.
- Attend a minimum of one education event annually.

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- Please refer to the [Chapter Service Center](#) for all potential resources:
- Quarterly Newsletter Assistance Manual: <https://www.ache.org/-/media/ache/chapters/news-and-newsletters-support/getdoc.pdf?la=en&hash=916B87007CF7D65CAAC7AC46D9F09994CC202D9E>

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing.
- Must have previous experience as a Committee Member.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Term:

- 2 years

Diversity & Inclusion Director

Current Bylaw:

The Diversity and Inclusion Director works to foster diversity and inclusion in the Chapter membership and program events.

Summary:

The monitor Chapter diversity and inclusion practices, develop initiatives that effectively increase diversity and inclusion, assess best practices for improving diversity and inclusion, and provide support to committees within the Chapter.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Identifies key Diversity and Inclusion issues/topics to be addressed
- Works with the Programs Director to develop educational programs or events to support the needs of Chapter members and to support the advancement of ACHE Diversity and Inclusion initiatives
- Maintain records of all Chapter Diversity events conducted and report electronically to ACHE using the [Chapter Event Submission Form](#)
- Develop Diversity & Inclusion contact list for potential members, current members, and potential sponsors
- Conduct Diversity & Inclusion training and an annual assessment of the Chapter's diversity and inclusion practices
- Propose new or updated practices or programs for the Chapter that align with current best practices
- Support the Chapter Newsletter by writing Diversity and Inclusion articles
- Collaborate with the Chapter's committees to support and promote Diversity and Inclusion in the Chapter

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- Please refer to ACHE National's Diversity Initiative Resources here: <https://www.ache.org/chapters/chapter-service-center/diversity-initiative-resources>
- View ACHE Partners in Diversity here: <https://www.ache.org/chapters/chapter-service-center/diversity-initiative-resources/aches-partners-in-diversity>
- Review the Executive Diversity Career Navigator here: <http://edcnavigator.org/>

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing.

Chapter Leadership Development Manual

American College of Healthcare Executives

- Must have previous experience as a Committee Member.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Term:

- 2 years

Programs Director

Current Bylaw:

The Programs Director shall be responsible for the planning of Chapter meetings and events open to all members and potential new members. The Programs Director shall chair the Programs Committee that is responsible for planning Chapter business activities, including securing and confirming guest speakers and meeting sites.

Summary:

This individual works with Local Program Council Chairs, Programs Committee members, and other Directors to create, market, and deliver events. The Programs Director ensures that the events provided reflect the needs of the Chapter in regard to educational content, location, and diversity.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Chair of the Programs Committee.
- Develop educational programs to support the needs of members of the Chapter to support advancement in ACHE and identify key issues/topics to be addressed.
- Select, invite, and follow-up with program faculty to ensure their participation.
- Research event sites and manage obligations of the contract made with the site at which the program will be held, including meal arrangements.
- Arrange all meetings of the Programs Committee.
- In conjunction with the Treasurer, create a budget for the Programs Committee.
- Coordinate and assign Program tasks to committee members/volunteers to ensure that all preparation for upcoming program events is accomplished successfully.
- Maintain records of all Chapter events conducted and report electronically to ACHE using the [Chapter Event Submission Form](#), particularly for face-to-face training.
- Verify that all other events, hosted by other Directors on the Board, have been submitted to the Chapter Event Submission Form on the ACHE website.
- Coordinate with Communications Director to publicize events.
- Publish events on Chapter website.

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- Refer to [ACHE's Educational Program Planning Manual](#) and other materials on ACHE's website.
- Submit all events to the [Chapter Event Reporting](#) Tool after an event has occurred.

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing.
- Must have previous experience as a Committee Member.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Term:

- 2 years

Local Program Council Chairs

Current Bylaw:

The Board may appoint Local Program Council Chairs as necessary. The Local Program Council Chairs shall assist the Program Director in any single geographic area as designated by the Board.

Summary: The WFC Local Program Council Chair is responsible for attending Chapter Board meetings and advancing the mission of ACHE through local chapter policies and activities. The ACHE WFC has three geographical locations: South, East and North. The southern region is generally defined as Charlotte, Lee, and Collier counties. The eastern region is generally defined as Polk, Manatee, Sarasota, Hardee, Desoto, and Highlands counties. The northern region is generally defined as Hillsborough, Pinellas, Pasco, Hernando, Citrus, Levy, Sumter, Marion counties.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Serve as the primary point of contact for a key geographical area.
- In partnership with the Programs Director, coordinate and schedule at least one Educational and/or Networking Event annually in the assigned geographical area.
- Create and maintain Eventbrite listings for events within geographical area
- Provide event details, including, but not limited to, date, time, location, agenda, event summary, speaker headshots, speaker biographies to the Communications Director

Chapter Leadership Development Manual

American College of Healthcare Executives

- Publish articles in the Chapter newsletter, as directed by the Communications Director, highlighting Local Program Council activities.
- Arrange all meetings of the Local Program Council in the assigned geographical area.
- Create and coordinate the budget for Local Program Council activities with the Programs Director and Chapter Treasurer.
- Report events electronically to ACHE using the [Chapter Event Submission Form](#).
- Attend a minimum of one education event annually.

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- Local Program Chairs should refer to the Programs Director [resources](#).
- There are also [resources](#) specific to the LPCs available.

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing.
- Must have previous experience as a Committee Member.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Term:

- 2 years

Director-at-Large

Current Bylaw:

The Director At-Large is a Board position representing the interests and views of Chapter members, and may serve on Chapter Committees as requested by the Board or the Chapter President. The Board may establish more than one Director At-Large position.

Summary:

Advance the mission of ACHE through Chapter policies and activities.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Manage various Board assignments.
- Actively participates in the Board's annual evaluation process and planning efforts.
- Reports any events conducted to ACHE using the [Chapter Event Submission Form](#).
- Attend a minimum of one education event annually.

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- Click [here](#) to visit the Chapter Service Center.

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing with at least one year of membership.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Term:

- 2 years
- Directors may not serve more than 2 terms, consecutively.

Faculty Representative

Current Bylaw:

The Faculty Representative is a Board appointed position representing the interests and views of local colleges and universities. There may be more than one Faculty Representative but only one for any single institution.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Support Chapter and Board as appropriate.
- Provide faculty perspective on Chapter matters and current and pertinent issues facing the health care industry.
- Represent Chapter's faculty members and act as a liaison between faculty members and Board.
- Assist with recruitment of new faculty and student members.
- Encourage current faculty and student members to attend Chapter events.
- Attend a minimum of one education event annually.

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- Faculty Representatives should refer to [Chapter Leaders resources](#) section of the

ACHE website.

- Faculty Representatives should refer to the [ACHE Learning Center](#) for resources regarding industry related publications and research.

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing.
- Must be a faculty member with a college or university that is part of the ACHE Higher Education Network (HEN).
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Term:

- 2 years

Student Representative

Current Bylaw:

The Student Representative is a Board-appointed position representing the interests and views of local colleges and universities. There may be more than one Student Representative but only one for any single institution. The designated Student Representatives shall be non-voting positions on the Board.

Summary:

The WFC Student Representative(s) is an individual enrolled in either a part-time or full-time graduate-level health care or business administration program. The Student Representative has an interest in health care administration and demonstrates potential to be a leader in the industry.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Support Chapter and Board members, as appropriate.
- Provide student perspective on Chapter matters and current and pertinent issues facing the health care industry.
- Represent Chapter's student members and act as a liaison between student members and Board.
- Assist with recruitment of new student members.
- Encourage current student members to attend Chapter events.
- Attend a minimum of one education event annually.

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- Support is available from any of the Chapter board members and/or committees.

Eligibility Criteria:

- Must be a current ACHE Student Associate in good standing. Must be a current ACHE affiliate in good standing.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the Chapter and its mission.

Term:

- 1 year

Volunteer Coordinator

Current Bylaw:

The Volunteer Coordinator is a Board appointed position responsible for recruiting volunteers to serve the Chapter, acting as a single point of contact for volunteers and Board, and coordinating volunteers to help successfully run Chapter programs and events. The Volunteer Coordinator shall be a non-voting position on the Board.

Summary:

The Volunteer Coordinator is responsible for obtaining contact information of Chapter members who wish to volunteer and work with the Board to engage those volunteers in Chapter business, including programs.

Responsibilities & Activities:

- Supports the [ACHE Code of Ethics](#).
- Act as a single point of contact for Chapter volunteers.
- Assist with recruitment of new volunteers.
- Connect volunteers with the appropriate committee Director(s).
- Attend a minimum of one education event annually.

Meeting Requirements:

- Attend a minimum of 50% of Chapter Board of Directors meetings annually.

Support:

- Support is available from any of the Chapter board members and/or committees.

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Term:

- 1 year

III. STANDING COMMITTEES

There shall be seven standing committees, the Nominating Committee, the Audit Committee, the Membership Committee, the Sponsorship Committee, the Communications Committee, the Diversity and Inclusion Committee, and the Programs Committee. Appendix B contains a Committee Report Form that all committees may use to document meetings and outcomes.

Nominating Committee

Summary: The purpose of the Nominating Committee is to solicit nominations for Chapter leadership positions. The Nominating Committee shall consist of two (2) current Chapter Officers, and one member appointed by the Chapter Board. A Regent of ACHE who is a Chapter member shall be an ex officio, voting member. The Nominating Committee shall solicit nominations for the vacating Officers and Director positions. Any eligible Chapter member may place his or her name in nomination as a Director. The Nominating Committee shall present a slate of Officers and Directors to the members of the Chapter no later than 30 days prior to the meeting at which elections will be held. The final slate shall be presented to Chapter members by notice of an electronic ballot or a meeting of the membership no later than 60 days prior to the meeting.

Responsibilities & Activities:

- As needed, submit an WFC Committee Report form to the Board.

Meeting Requirements:

- Nominate qualified Officers, Directors, and Chairs for the September Board meeting
- Provide a slate of qualified Officers, Directors, and Chairs for the October Board meeting
- Assists with the review of job descriptions to meet the current needs of the Chapter
- Promotes diversity and inclusion within the Chapter by identifying and recruiting leaders who are representative of Chapter membership

Audit Committee

Summary: The Audit Committee shall arrange and supervise an annual audit of the Chapter in accordance with generally accepted accounting principles and practices. The Audit Committee shall consist of two chapter members appointed by the Board. The Board may waive the requirement of an independent annual GAAP audit if the expense is deemed to be excessive in relation to the monetary level of chapter funds. The audit will instead be conducted by the Audit Committee based on their judgment of fiscally sound and prudent business practices, including but not limited to:

Chapter Leadership Development Manual American College of Healthcare Executives

- Ensuring any disbursement of funds was for services rendered to or for the benefit of the Chapter in meeting its purpose.
- Ensuring all payments to the Chapter are deposited appropriately in the Chapter bank account.

Responsibilities & Activities:

- As needed, submit a WFC Committee Report Form to the Board.
- Arrange and supervise an annual audit in April.

Meeting Requirements:

- As needed, meet to discuss audit procedures.

Membership Committee

Summary: The Membership Committee shall consist of one (1) or more members. The Membership Committee shall oversee the distribution of membership literature and application forms, shall develop and maintain the Membership Directory and current mailing list, and shall encourage renewal of membership in ACHE. The Membership Committee also oversees mentoring programs, student shadow days, FACHE advancement initiatives, and early careerist engagement.

Responsibilities & Activities:

- As needed, submit an WFC Committee Report Form to the Board.

Meeting Requirements:

- Attend all meetings called by the Director.
- Actively participate in meetings conducted in person, on the phone, or via online platforms.

Sponsorship Committee

Summary: The Sponsorship Committee is responsible for raising funds to support Chapter educational programs and membership activities through solicitation of grants, scholarship, and event sponsorships.

Responsibilities & Activities:

- Assist with developing an annual sponsorship plan for Chapter events.

Meeting Requirements:

- Attend all meetings called by the Director.
- Actively participate in meetings conducted in person, on the phone, or via online platforms.

Communications Committee

Summary: This committee shall consist of the Communications Director and (1) one or more of the Chapter members who will plan and carry out, under the supervision of the Board, website content, marketing, quarterly newsletter and social media initiatives of the Chapter.

Responsibilities & Activities:

- As needed, submit an WFC Committee Report Form to the Board.

Meeting Requirements:

- Attend all meetings called by the Director.
- Actively participate in meetings conducted in person, on the phone, or via online platforms.
- Author or co-author at least one article in the Chapter Newsletter per calendar year
- Post an event, Chapter announcement, or otherwise engaging, informative and relevant (ACHE or WFC-related) social media post at least once per month in accordance with the Director's guidance and leadership.
 - The post may be made on any social media platform that the Chapter is currently utilizing, such as LinkedIn or Facebook
 - The post may be posted in the Chapter group, posted publicly, or on the committee member's personal profile with reference to the Chapter or to ACHE
 - Posts made on behalf of the Chapter Committee should be objective and professional in nature, must not contain profanity or derogatory content of any kind, and must not discriminate against any protected class of individuals

Diversity and Inclusion Committee

Summary: The WFC Diversity and Inclusion Committee is charged with conducting training and an annual self-assessment of the Chapter's diversity and inclusion practices and proposing new practices and programs. See Appendix D for Chapter Statement on Diversity, Inclusion, Equity & Justice.

Responsibilities & Activities:

- As needed, submit an WFC Committee Report Form to the Board.

Meeting Requirements:

- Attend all meetings called by the Director.
- Actively participate in meetings conducted in person, on the phone, or via online platforms.

Programs Committee

Summary: The Programs Committee serves the Chapter by aiding the Programs Director in planning, developing and implementing annual programs for the educational and professional development of its Chapter members. The Committee shall consist of the Program Director and at least three (3) members of the Chapter who will plan and carry out, under the supervision of the Board of Directors, educational and social events.

Responsibilities & Activities:

- Assist with developing an annual plan for the Chapter education program.
- Assist with developing the specific education programs of the Chapter and identifying key issues/topics to be addressed for inclusion in the annual plan.
- Collaborating with other professional organizations to establish mutually beneficial training opportunities.
- Assist with coordinating education needs survey of the Chapter, as appropriate.
- Continually exploring opportunities to enhance the Chapter education program.
- Researching locations for events and following through on all of the obligations of the contract made with the site (and ACHE as needed) at which the program will be held.
- Assist with keeping records of events to report to the Chapter and ACHE.

Meeting Requirements:

- Attend all meetings called by the Director.
- Actively participate in meetings conducted in person, on the phone, or via online platforms.

IV. OTHER COMMITTEES

Local Program Councils

The Chapter Board may create, establish terms, and appoint chapter members to local program councils. Such councils shall conduct such chapter business within a geographic area of the Chapter territory as determined by the Chapter Board, including arranging and sponsoring educational and networking events.

Ad Hoc Committees

The Chapter President may, with the concurrence of the Board, establish, specify duties, and appoint Chapter members to ad hoc committees, as may be deemed necessary or advisable for effective administration of the Chapter. Members shall serve on the ad hoc committee until the specific task or objective is accomplished upon which the ad hoc committee shall be dissolved. Service on ad hoc committees shall be limited to activity for one year, unless reappointed by Board.

V. SUCCESSION PLANNING POLICY

Purpose

Organizational changes in management are inevitable and appropriate to sustain growth and development. Therefore, the Chapter has established a succession plan to provide continuity in leadership and avoid vacancies in critical positions. The Chapter's succession plan is designed to identify and prepare members for the organization's governance and leadership positions that become vacant due to term limits, retirement, resignation, death or new professional opportunities.

Policy

It is the policy of the Chapter to evaluate the leadership needs of the organization to ensure the selection of qualified members that are diverse and a good fit for the organization's mission and goals and have the necessary skills and acumen for the organization governance. Individuals, with a broad range of skills and experience reflecting the diversity of the Chapter and who will assist in advancing the mission, vision, values and strategic directions of the Chapter are encouraged to seek election to the Chapter Board of Directors and/or appointment to Board Committees. See Appendix D for ACHE WFC Chapter Statement on Diversity, Inclusion, Equity & Justice.

Procedures

As the chair of the Chapter Nominating Committee, the President is responsible for the Chapter's succession plan by assuring the organization's plan for Board Recruitment is upheld. The succession planning process is developed, implemented and evaluated by the Chapter Nominating Committee in accordance with the Chapter Bylaws and this policy. The Nominating Committee shall consist of two current Chapter Officers and one member appointed by the Chapter Board, and any ACHE Regent who is a Chapter member.

Chapter Leadership Development Manual

American College of Healthcare Executives

The Board establishes a succession plan that identifies critical leadership positions that will have vacancies and determines who best may be appropriate to fill those positions. Vacancies would normally be filled from within the existing Board structure. In the event no viable candidate is available, active recruitment from general Chapter membership will be conducted, in addition to self-nomination.

Annually, in conjunction with Board, a succession-planning discussion will be held. At this meeting, the President and board members will:

1. Identify key positions and incumbents targeted for succession planning, including analysis of planned term limits, potential turnover, and other events that would potentially create a vacancy of a board member, committee chair or co-chair.
2. Identify individuals who show the potential required for progression into the targeted positions and leadership within the organization.
3. Outline the actions taken in the previous six months to prepare identified members to assume a greater role of responsibility in the future.

By the end of August each year, the process will identify targeted candidates for Board Membership and Director/Chair positions. The President will periodically request updates from Board Officers, Directors, and Chairs on the development process for each targeted candidate.

Critical Factors for Consideration:

1. The Board shall regularly assess its composition by reference to:
 - a. Necessary areas of expertise
 - b. The ideal balance between experience and freshness
 - c. Desirable diversity in relevant areas and personnel
 - d. Contributions to the improvement of field of health care administration
2. The Board shall identify areas where existing Board composition falls short of the ideal membership.
3. Board members shall attempt to recruit from their professional networks any Board candidates who would fill those gaps.
4. The Board shall collect suggestions from members and shall draw up a list of suitable candidates for the Board, and for Board committees and LPCs.
5. Where vacancies occur on the Board or its committees and working parties other than at the expiration of elected terms, appointments shall be made from this list.
6. Before each annual election, the Board shall attempt to recruit nominations for the Board from this list.
7. The Nominating Committee is responsible for collecting these recommendations and submissions to the Board for approval.

VI. VOLUNTEER RECRUITMENT

Part of an effective succession plan is active volunteer recruitment. The following are some tactics to improve volunteer recruitment.

Prepare for Volunteers

Before recruiting volunteers, be prepared to:

1. Review the Chapter's upcoming initiatives to identify volunteer needs.
2. Create brief position descriptions for each volunteer role, including the benefits of volunteering.
3. Decide which recruitment strategy to utilize: developing a new board, task force or a committee or in need of finding a person with specialized skills for a key role.

Broad-Based Versus Targeted Approach

There are two basic methods to recruiting volunteers: broad-based and targeted. The volunteer engagement program detailed in this manual is broad-based. For instance, an e-mail is sent to Chapter membership recruiting volunteers and assessing their interest in joining various committees or the board. This encourages members who have yet engaged to volunteer.

Alternatively, the Chapter may need to pursue a targeted effort to fill a specific position, such as a President-Elect. If so, for each assignment, answer these questions:

- Who is qualified for and interested in this position?
- Who is able to meet the time requirements of the position?
- Where can you find these people?
- What motivates them to serve?
- What is the best way to approach them?
- Who should ask?

While targeted recruitment is useful for filling positions that call for special training and distinct skills, broad-based recruitment is effective for assignments that require a number of people and minimal training. The goal in broad-based recruitment is to keep your Chapter's volunteer needs in front of the general membership on a regular basis. By instituting the volunteer interest survey annually, Chapter members will be reminded of the constant need for new volunteers.

Effective Strategies for Recruiting Volunteers

The Chapter Nominating Committee and Board members should all have ownership over the process of recruiting volunteers. It is a good idea to have one board member or committee own the process, but everyone should be accountable for recruiting. Make the process easy with these tips:

1. When a current volunteer sees someone step up or ask to help, this is a perfect opportunity to discuss if they are interested in volunteering.
2. Every chapter event should include an announcement about volunteering and thanking those who have helped.
3. There should always be an article in the Chapter newsletter listing your committees, committee chairs and contact information, and where the Chapter needs additional volunteers. To engage more of Chapter members, list the project each committee is currently working on.
4. Volunteer opportunities should be listed and detailed on the Chapter website. Consider including an interest form that can be completed electronically.
5. Each volunteer has a reason for volunteering. What motivates one will not motivate another. Ask volunteers why they volunteer. Their answers will help recruitment efforts. Members usually volunteer to further the cause, for the recognition, the challenge, and the interaction with peers.
6. Ask current volunteers to bring colleagues to a chapter activity or committee meeting.
7. Ask for help early. A new member may want to get involved.

VIII. THE NOMINATION PROCESS

The Nominating Committee will issue an annual call for nominations of individuals for the vacating officers and director positions from the Chapter membership by facsimile, electronic mail, or postal service. According to bylaws, any eligible Chapter member may place his or her name in nomination as an Officer or Director by submitting a by submitting a completed submission form, current resume, and a list of three (3) Chapter Board member supporters.

The Nominating Committee shall present a slate of Directors to the members of the Chapter no later than 30 days prior to the meeting at which elections will be held. The Nominating Committee will recommend to the Board the appointment of Officers, Committee Chairs and members in a final slate. After the Board approval, the Nominating Committee Chair presents this final slate of Officers, Committee Directors and members to the Chapter membership at the annual business meeting of the Chapter. Nomination process, timeline, responsibilities and examples are located in Appendices E-I.

Principles to Guide Candidate Selection and Appointment

- Identify and prioritize the Board's short- and long-term strategies
- Identify necessary skills and experience
- Identify diversity required

Profile of a Board Member

- Interest in and commitment to the Chapter's vision, mission, values and strategic direction
- Member in good standing with ACHE
- Understanding of Board role i.e.:
 - policy setting and strategic directions
 - representation of the broader community vs. narrow interest
 - accountability and stewardship
- Propensity to think in terms of systems and contexts, i.e., the whole
- Commitment and ability to actively participate in Board and committee meetings:
 - time commitment
 - leadership and initiative, i.e., willingness to assume responsibility
- Willingness to delegate work to others (Committee members, event volunteers)

Profile of a Committee Member

- Interest in and commitment to the Chapter's vision, mission, values and strategic direction
- Interest in and commitment to the role and activities of the Committee
- Affiliates in good standing with ACHE
- Propensity to think in terms of systems and contexts, i.e., the whole
- Commitment and ability to actively participate in committee meetings:
 - time commitment
 - leadership and initiative, i.e., willingness to assume responsibility
- Willingness to delegate work to others (Committee members, event volunteers)

IX. PROCESS FOR TIE-BREAKING IN THE ELECTION OF DIRECTORS

In the event of a tie vote during the Election of Directors for the Western Florida Chapter of ACHE, a run-off election between the two tied candidates will occur. The run-off election will be for a period of one week (seven (7) calendar days) and shall be by electronic ballot. Should a second tie result after this time period, the Chapter Board will be asked to declare which of the two candidates will be declared elected.

X. INTEGRATION OF NEW BOARD MEMBERS AND COMMITTEE CHAIRS

Purpose

The purpose of onboarding is to ensure that volunteer Chapter Board members have the knowledge, skills, and values to continually learn, improve, and succeed as a Chapter board member. Onboarding is an ongoing learning process that begins with the recruitment and selection of incoming board members and continues throughout the year. The process encompasses three perspectives:

Head

What do we want new board members to know?

- Chapter history and context
- Board member roles, responsibilities, relationships, and context
- The Chapter's mission, vision and values and why they are important
- Operational and logistical processes and procedures
- Budget management processes and tools
- Board processes, logistics, and management and leadership expectations
- Language, acronyms, and definitions
- Available resources

Heart

During the onboarding process, new board members will experience...

- Renewed excitement and enthusiasm for serving on the Board
- Feeling welcomed, heard, and understood
- Respect, inclusiveness, curiosity, contribution, and promotion of the workplace learning profession
- Collaboration, cohesion and strengthening of the team as a whole
- Comfort in asking questions
- Time and support for reflective learning and practice

Hands

By participating in the onboarding process, new board members will be able to...

- Think and operate strategically
- Align their committee's work to the greater organization vision, mission, goals and values
- Participate as an active and engaged Board member

- Partner with other Board members on team or committee projects and event planning
- Demonstrate leadership competencies to fellow board members, volunteers, and members
- Rapidly integrate into their role and fulfill their duties as a board member and leader
- Identify individual strengths and areas of development as a member of the WFC ACHE board

XI. ONBOARDING PROCESS

New leaders join Chapter's Board and committees every year. To be effective, these new leaders need to get up-to-speed quickly and have the right information at the right time. Each newly elected/appointed Board member or Committee Chair will:

- Attend the annual orientation program (Appendix J).
- Perform an informal transition meeting with the person who previously held the position to review position responsibilities, relationships, and best practices. This meeting may be held in conjunction with the annual orientation program or on a separate date.
- Present a signed copy of the affirmation of service to the Secretary (Appendix K).

The Onboarding Process provides current Board members with resources, guides, templates, and best practices for onboarding your new board members and getting them assimilated to the Chapter's culture and practices.

- **Onboarding Leadership Development Plan** provides a guideline for selection processes, supporting processes and recognition (Appendix L).
- **Onboarding Checklist** is designed to assist new and current Board Members to welcome new board members with a formalized onboarding process. As a new member of the Chapter's leadership team, the onboarding process is an important part of a leader's participation in the Chapter's activities as it introduces the information leaders need to effectively complete their duties. It also provides a time frame, ownership, action items, and check box for when the activity is completed (Appendix M).
- **Onboarding Roadmap** outlines the key knowledge and learning activities a new Chapter leader needs to start gathering early, perhaps even before officially beginning in the role of leader (Appendix N).
- **Onboarding Required Meetings** describes the types of meetings new Board

members should attend and provides an outline for one-on-one and educational meetings (Appendix O).

- **Current Year Top Priorities List** provides the strategic framework for new and current ACHE WFC Board Members (Appendix P).
- **Continuity Documents** explain the expectations of each position and provide tools for success (Appendix Q).

XII. ASSESSMENT OF PERFORMANCE

Assessments provide valuable insights to help individuals and chapter leaders examine their achievements, commitment, and plan for development. A Chapter governance self-assessment will be completed annually. Additionally, a chapter board self-assessment for Board officers will be completed in November. A general Chapter performance assessment will be conducted in December by the Chapter membership at the Annual Holiday Party & State of the Chapter Meeting. Board members will review assessments at Board meetings to determine a plan of action to improve deficiencies. See Appendices Q-T for Assessment Tools.

XIII. RECOGNITION OF CHAPTER MEMBERS

It is the responsibility of the Chapter president to ensure that chapter volunteers are appropriately recognized for their service. All Chapter volunteers will be recognized at Annual Chapter Dinner and in the following manner:

- Thank-you notes will be sent to outgoing board members
- Supervisors will be notified outgoing board and committee member contributions

Annual Holiday Party & State of the Chapter Event

The Annual Holiday Party & State of the Chapter event provides an excellent forum to thank the membership for their service. The following activities will take place at the dinner:

- Members of the Board from the previous year will be recognized
- New Fellows, recertified fellows and new members will be recognized
- ACHE awards, Regent awards, and the Western Florida Chapter Volunteer Award will be presented

ACHE Awards

ACHE provides various opportunities for Chapter members in good standing to receive awards for their service to the Healthcare profession. Select award opportunities are listed below. Additional information regarding these awards may be found at http://www.ache.org/abt_ache/awards/

ACHE Recognition Program

The ACHE Recognition Program is based on points accrued through volunteer performed in a convocation year (April–March). Points begin to accrue for affiliates beginning with the current convocation year and are cumulative from year to year. An affiliate does not need to achieve a set number of points in a single year, but rather points will build over time. In that manner, affiliates have the opportunity to progress through the three award levels. The three award levels are:

- Exemplary Service Award = 125 points
- Distinguished Service Award = 75 points
- Service Award = 30 points

Gold Medal Award. The Gold Medal Award is the highest honor bestowed by ACHE on outstanding leaders who have made significant contributions to the healthcare profession.

Lifetime Service Award. The Lifetime Service Award was created to recognize Life Fellows and Retired Fellows who have made significant contributions to ACHE.

Robert S. Hudgens Memorial Award. The Robert S. Hudgens Memorial Award for Young Healthcare Executive of the Year was established to recognize early careerists for outstanding achievements in the field of healthcare management.

Richard J. Stull Student Essay Competition in Healthcare Management. The Richard J. Stull Student Essay Competition was developed to stimulate student writing about important issues and developments in healthcare management.

Chapter Management and Awards Program. The purpose of the ACHE Chapter Management and Awards Program is to ensure the consistent delivery of quality services to ACHE members by ACHE chapters. The awards and recognition system acknowledges superior chapter performance based on objectively measured results.

Regent Awards

All Chapter members in good standing are eligible for Regent awards, to include members of the Local Program Councils.

Senior-Level Healthcare Executive Award. The Senior-Level Healthcare Executive Award is presented annually to a Chapter affiliate in good standing who has demonstrated leadership ability, innovative and creative management, and executive capability. Eligible awardees exemplify leadership in local, state, or provincial hospital and health association activities, participate in civic/community activities and projects, and are capable in promoting the growth and stature of their organizations within the community. The award signifies an executive's interest in assisting ACHE in achieving its objectives and rewards their contributions to the development of others in the healthcare profession. Nominees must be a CEO, COO, or other senior-level executive title within their organization and be a member in good standing of the Western Florida Chapter of ACHE.

Early Career Healthcare Executive Award/Healthcare Innovation Award. This award is presented annually to a Chapter affiliate in good standing who has demonstrated leadership ability, innovative and creative management, and executive capability. Awardees participate regularly in hospital or health association activities at the local, state, and national level and demonstrate an interest in assisting ACHE in achieving its objectives.

Western Florida Chapter Volunteer Award.

The Western Florida Chapter Volunteer Award was established in 2013 to recognize an individual for exemplary contributions to the Chapter. Eligible candidates must demonstrate superior service to the chapter in the area(s) of time, achievement, and innovation for over a 3-year period. All Chapter members in good standing are eligible.

Criteria:

- Member in good standing
- Dedication to Chapter for over 3 years (waivable by Board of Directors)
- Exemplary commitment to the Chapter in one or more of the following areas:
 - Time
 - Achievement
 - Innovation

XIV. TRANSITION OF MEMBERS

Members will transition from Board member or Committee Chair positions because they have successfully completed their term of office as specified in the Chapter Bylaws, they resign their positions before the end of their term of office for personal or professional reasons, or they have been removed from their position due to unsatisfactory performance.

Unsatisfactory Performance

Board members/Committee Chairs may be removed from their positions if they consistently fail to attend required meetings, fail to perform duties as required, or violate the code of ethics. This action can only be taken after a thorough review of the situation and a two-thirds vote by the Board to remove the individual.

If a Board member/Committee Chair exhibits a pattern of unsatisfactory performance, the Chapter president will discuss the situation with the individual and determine if personal or professional extenuating circumstances exist. If the individual is experiencing temporary difficulties, assistance will be provided to the individual for a specified amount of time. If the circumstances are not temporary, but the individual indicates a desire to improve, the President will work with the individual to establish a Remediation Plan, provide assistance, and establish a timeline for expected satisfactory performance. If the Remediation Plan expectations are not achieved and the individual is unwilling to resign, the President will schedule a sufficient amount of time at the next monthly board meeting to adjudicate the matter. The individual will be provided an opportunity to present the facts concerning the situation to the Board. The Board will vote to determine whether the individual will remain on the Board. A simple majority vote decides the action. If the Board recommends removal, the President will ask the individual to resign and the Nominating Committee will nominate a qualified member of the Chapter to fill the remainder of the term.

Transition Cycle

The Chapter year starts on 1 January and concludes on 31 December of each year. However, the transition cycle officially begins in September annually with the identification of upcoming Officer, Director, And Committee Chair vacancies. A formal announcement of vacancies will be conducted via email, website, and the quarterly newsletter. An election will be held in November and an official chapter induction event will take place in early December.

Chapter Leadership Development Manual

American College of Healthcare Executives

Between October and December of each year, the following key documents will be reviewed and updated as necessary by the board.

- Chapter Multi-year/Strategic plan (ensure alignment with ACHE strategic plan)
- Leadership Development Manual/Chapter Leader Development Model
- Chapter Bylaws

Strategic Planning

There are a number of resources available to assist with strategic planning. There are three areas of focus for strategic planning: Growth, Financial Stability, and Value/Service. Within the Chapter Service Center of the ACHE website, there is a Business Center which contains a "[Plan Your Chapter's Future](#)" section. This section includes a Sample Multi-year Plan, Governance Manual, Dashboard Report, Chapter Plan Template and a Self-Assessment Tool. In addition, the Chapter's strategic planning should utilize the following information:

Chapter Multi-Year Plan. This is a three-year strategic planning scorecard that includes goals (e.g., Growth, Financial Stability, and Value/Service), objectives (e.g., Maintain chapter revenue), and indicators (measurable targets for the subsequent three years). Each objective includes action plan accountability (i.e., individual responsible) and initiatives (e.g., develop annual sponsorship plan). This document should be completed and submitted to ACHE annually.

Annual Chapter Needs Survey Results. As a part of the Chapter Leaders Report, ACHE provides results from the members' satisfaction survey conducted throughout the country. Summary results are provided for the Chapter and for all ACHE chapters combined.

XV. TIMELINE AND KEY EVENTS

Internal Planning Calendar

An internal planning calendar will be used by Chapter Officers, Directors and Committee Chairs to ensure that key milestones are met. It is recommended that the calendar be reviewed at the conclusion of each Board meeting in order to determine the focus or agenda of the next board meeting.

Key Events for Chapter Membership

QUARTERLY: Regular Board Meetings

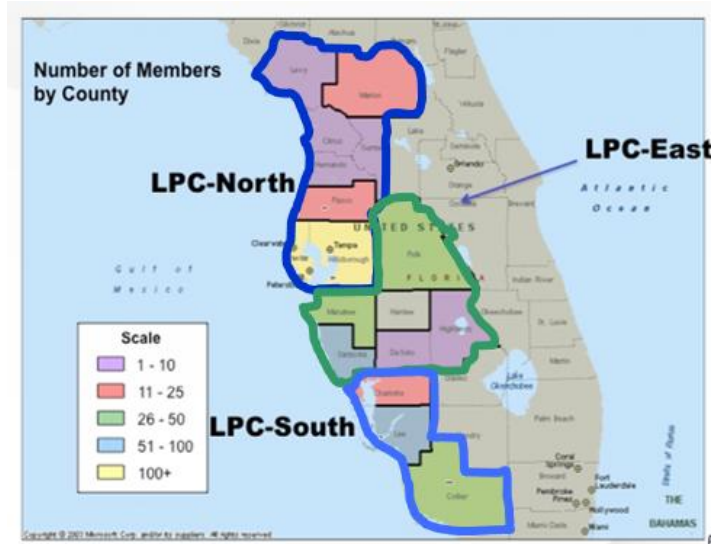
OCTOBER: Annual Chapter Strategic Planning Meeting

DECEMBER: Annual Holiday Party & State of Chapter Event and induction event for new chapter leadership

APPENDICES

Appendix A. Sponsorship Opportunities

The WFC has over 800 members and serves these counties: Charlotte, Citrus, Collier, De Soto, Hardee, Hernando, Highlands, Hillsborough, Lee, Levy, Manatee, Marion, Pasco, Pinellas, Polk, Sarasota, and Sumter. Gain visibility, establish vital relationships and position your products and services with decision-makers in the local healthcare industry. As a sponsor, you will extend your networking with leaders and align your company with the ACHE-WFC brand which is recognized as the premier healthcare organization for healthcare executives in Western Florida. Most of all, your sponsorship will help provide high quality, timely and affordable education to our chapter members.



Appendix B. Committee Report Form

COMMITTEE REPORT FORM

Name of Committee _____

Committee chair _____

Date of meeting ____

Meeting type: CONFERENCE CALL ELECTRONIC LOCATION _____

Committee members in attendance:

Committee matter(s) discussed:

Actions to be taken and committee members responsible:

Next committee meeting _

Chapter Leadership Development Manual
American College of Healthcare Executives

Appendix C. Chapter Meeting Minutes Template

ACHE Western Florida Chapter Board Meeting

Minutes

Date:

Meeting called by	XX – President for ACHE Western Florida Chapter
Type of meeting	Board Meeting
Facilitator	NA
Note taker	
Timekeeper	NA
Attendees	

Agenda topics

BOARD WELCOME AND MINUTES REVIEW

WFC ACHE BOARD

Discussion	Meeting called to order at XX X
Conclusions	

PRESIDENT'S Report

Discussion			
Conclusions	None		
Action items	Person responsible	Deadline	

Chapter Leadership Development Manual
American College of Healthcare Executives

Appendix D. Chapter Statement on Diversity, Inclusion, Equity & Justice

CHAPTER STATEMENT ON DIVERSITY, INCLUSION, EQUITY & JUSTICE

The Chapter embraces diversity within the healthcare management field and recognizes that priority as both an ethical and business imperative. The Chapter values diversity and initiatives that promote diversity because they can improve the quality of the organization's workforce. The Chapter also values and actively promotes diversity in its leaders and members because diverse participation can serve as a catalyst for improved decision making, increased productivity, and a competitive advantage.

Further, the Chapter works to foster an inclusive environment that recognizes the contributions and supports the advancement of all, regardless of race, ethnicity, national origin, gender, religion, age, marital status, sexual orientation, gender identity, or disability because an inclusive environment can enhance the quality of healthcare, improve hospital/community relations, and positively affect the health status of society. This priority is reflected in the Chapter's various activities and initiatives.

The Chapter is committed to promoting diversity, inclusion, equity, and justice through the following:

Within the Chapter:

- The Chapter Committee on Diversity and Inclusion is charged with conducting training and an annual self-assessment of the Chapter's diversity and inclusion practices and proposing new practices and programs.
- The Chapter Nominating Committee is charged with assuring that the Chapter board of directors is broadly representative of the chapter membership and with maintaining a diverse and inclusive chapter leadership.
- The Chapter will provide a financial scholarship to a minority for dues to attend ACHE Congress or make an annual contribution to the [Thomas C. Dolan Executive Diversity Program](#).

Within the Healthcare Management field:

- Ensure our educational events' panel of speakers are diverse and inclusive.
- Conduct at least one Chapter educational event annually offering face-to-face ACHE continuing education credits on a topic related to diversity, inclusion, equity and/or justice.

Chapter Leadership Development Manual
American College of Healthcare Executives

- Publish a Diversity Spotlight column in the Chapter newsletter.
- Develop and maintain a caucus organization within the Chapter in collaboration with the Asian Healthcare Leaders Association, the National Forum of Latino Healthcare Executives, Rainbow Healthcare Leaders Association, the Women's Healthcare Executives Network – South Florida Chapter, the National Association of Health Service Executives – South Florida Chapter, and/or other relevant Diversity and Inclusion organizations.
- Assist the Membership Committee in recruiting early careerists/emerging leaders from graduate degree programs as they tend to represent a more diverse population of prospective members

Approved by the Chapter Board:

Chapter President

Date (XX/XX/20XX)

Appendix E. Nomination Process, Timelines and Responsibilities

NOMINATION PROCESS, TIMELINES AND RESPONSIBILITIES

Activity	Timeline	Tasks	Responsibility
Nominating Committee Meets	August 1-15	<ul style="list-style-type: none"> • Discuss nomination process, timeline and tasks 	Nominating Committee
Document Preparation	By August 31	<ul style="list-style-type: none"> • Prepare nominations forms • Prepare announcements for website re call for nominations and elections • Prepare message for e-mail blasts • Provide Communications Committee with forms and announcements for posting • Prepare electronic voting process 	Nominating Committee
Call for Nominations	September 1-30	<ul style="list-style-type: none"> • Post nomination forms • Post Announcements on website re: call for nominations and election process • Weekly e-mail blasts to Chapter members regarding call for nominations and election process 	Communications Committee
Review of Nominations by Nominating Committee	October 1-7	<ul style="list-style-type: none"> • Prepare list and background information based on completed Nomination Forms • Set up teleconference 	Chair, Nominating Committee
Presentation of Slate of Nominees to Chapter Board	October 7-10	<ul style="list-style-type: none"> • Presentation of Slate of Nominees to Chapter Board • Set Date for Annual Business Meeting 	Chair, Nominating Committee
Document Preparation	October 10-15	<ul style="list-style-type: none"> • Provide Communications Committee with Slate • Prepare announcement for Website • Provide documents for posting to Communications Committee • Prepare call for Volunteers to serve on Chapter Committees 	Nominating Committee

Election	October 15 – November 14	<ul style="list-style-type: none"> • Post announcement on website with Slate for Election and election process • Weekly E-mail blasts to Chapter members with slate for election, election process and how to vote 	Communications Committee
Review of Results	November 15-18	<ul style="list-style-type: none"> • Set up teleconference • Preparation of Final Slate of Directors • Preparation of proposed Slate of Officers 	Nominating Committee
Presentation of Final Slate to Chapter Board	November 18-22	<ul style="list-style-type: none"> • Presentation of Slate of Directors and Proposed Slate of Officers, Committee Chairs and members 	Chair, Nominating Committee
New Board Announcement		<ul style="list-style-type: none"> • Chapter Board is announced via web site and email to members 	Communications Committee
New Board Orientation Meeting	December 1- 21	<ul style="list-style-type: none"> • Board introductions and presentations • Position Transition Training 	Current and New Board of Directors and Officers
Chapter Annual Business Meeting	December 1- 21	<ul style="list-style-type: none"> • Presentation of Election Results, Introduction of Chapter Officers, Committee Chairs & members 	Chair, Nominating Committee

Appendix F. Board of Directors Call for Nominations Example

CALL FOR NOMINATIONS EXAMPLE

Dear Western Florida Chapter Members:

The Nominating Committee of the ACHE Western Florida Chapter Board is accepting nominations for the following positions on the chapter Board of Directors. Each position has a two-year term, beginning January 1, 20XX.

Chapter board members are required to attend at least 50% of board meetings and a minimum of one educational event annually. Attendance at a majority of chapter events is highly encouraged.

General eligibility criteria for all Board positions include:

- Must be a current ACHE affiliate in good standing.
- Must possess good leadership, communication, and organizational skills.
- Must demonstrate dedication to the WFC and its mission.

Additional eligibility criteria are listed under each position description.

Secretary

The Secretary shall be the Chapter Officer responsible for the maintenance of all corporate records, minutes, and documents. Candidates for the Secretary position must have previous ACHE Board experience, including completion of at least one term as a Director, Regent's Advisory Council member or Committee Chair.

Programs Director

The Programs Director shall be responsible for the planning of Chapter meetings and events, including securing and confirming guest speakers and meeting facilities. Additionally, the Programs Director guides the activities of the Local Program Councils.

Local Program Council Chair (North)

Under the general direction of the Programs Director, the Local Program Council Chair - North shall be responsible for arranging and sponsoring educational and networking events in the northern region of the Western Florida Chapter. The northern region is generally defined as Hillsborough, Pinellas, Pasco, Hernando, Citrus, Levy, Sumter, Marion counties.

Director-at-Large – X openings

The Director At-Large is a Board position representing the interests and views of Chapter members, and may serve on Chapter Committees as requested by the Board or the

Chapter President. The FACHE credential is preferred, but not required for the Director-at-Large position.

Volunteer Coordinator

Under the general direction of the Membership Director, the Volunteer Coordinator is responsible for recruiting volunteers to serve the Chapter, acting as a single point of contact for volunteers and Board, and coordinating volunteers to help successfully run Chapter programs and events.

As per the Western Florida Chapter bylaws, the nomination period will last 30 days from September XX to October XX. Any eligible chapter member may place his or her name in nomination as an officer or director by submitting:

- A current resume and/or cover letter inclusive of the candidate's professional and educational background and service to ACHE
- Three notifications of support: two from ACHE Fellows, and one from a Western Florida Chapter Board member

Nominations should be submitted to the President of the Western Florida Chapter at <insert e-mail address> by close of business on October XX, 20XX. All submissions will be presented to the Nominating Committee for review, and a final slate will be presented to the membership no later than October XX.

*Examples of volunteerism include but are not limited to participation in ACHE at the local chapter or national-level as a committee member, board or council member, event moderator/panelist, mentor to a student or early careerist, advisory board member to a health services management higher education program.

[Appendix G. ACHE WFC Nominee Information Form Example](#)

NOMINEE INFORMATION FORM EXAMPLE

(Provided in PDF Fillable Form)

- 1. How would you like your name to read on the ballot?**
- 2. What is your job title?**
- 3. Please list the position for which you are being nominated.**
- 4. In what month and year did you join ACHE?**
- 5. Please describe your service to the Chapter.**
- 6. Please provide a brief biography** (Please limit to 800 characters or approximately 100 words or less)
- 7. Please provide a brief statement of interest in serving on the Board of Directors.**
(Please limit to 400 characters or approximately 50--60 words)

Appendix H. Election Survey Example

ELECTION SURVEY EXAMPLE

1. The Board of Directors for the ACHE Western Florida Chapter is requesting your approval of the following slate of new officers and directors, effective January 1, 20XX. The terms of service to the Board are indicated next to each nominee in parenthesis.

As per our Chapter Bylaws, the voting period is open for 30 days and will close on January XX, 20XX. Since there is only one candidate for each position, this will be an election by acclamation for the positions listed below. Please respond in favor of the candidate by checking the box in front of them.

President: Jim Talano, MHA [Year 1 of 2-year term]

Treasurer: John Botsko, FACHE [Year 1 of 2-year term]

Membership Director: Annie Thornhill, FACHE [Year 1 of 2-year term]

LPC Chairman South: Astrid Gonzalez-Parrilla, FACHE [Year 1 of 2-year term]

Communications Director: Joe Scotchlas, MHA [Year 1 of 2-year term]

We currently have eight candidates for three open Director at Large positions. Please review the candidate information below and vote for three of the eight candidates at the end of the list:

1. Name:

Title:

ACHE member since:

Service to Chapter:

Bio:

Statement of Interest:

2. Etc.

2. Please vote for three of the X candidates:

1. Jane Doe, FACHE

2. Etc.

3. Please enter your name to complete your ballot.

Interest Survey

4. Are you interested in learning about opportunities for involvement in WFC ACHE activities?

5. Please indicate your potential areas of interest:

Appendix I. Chapter Election Results Announcement

ELECTION RESULTS ANNOUNCEMENT

Dear Western Florida Chapter Members:

I want to officially announce our new ACHE Western Florida Chapter Board of Directors! The Chapter vote was tallied last week, and the new Board list is included below. I want to thank our recent Board members whose terms expired for all their past and ongoing support and especially [Immediate Past President] for her leadership and service as Chapter President these past two years. I also want to take the opportunity to thank all of you that took the time to vote and the many that expressed interest in participating in various future chapter activities.

We will update you on our planned chapter initiatives and activities in future communications and I am grateful for the opportunity to serve our chapter.

Thank you!

-[Chapter President]

ACHE Western Florida Chapter Board
Effective: January XX, 20XX

- President:
- Immediate Past President:
- Secretary:
- Treasurer:
- Communications Director:
- Programs Director :
- Membership Director:
- Sponsorship Director:
- Diversity & Inclusion Director:
- LPC Chair – North:
- LPC Chair – South:
- LPC Chair – East:
- Director-at-Large:
- Director-at-Large:
- Director-at-Large:
- Director-at-Large:

Chapter Leadership Development Manual
American College of Healthcare Executives

Director-at-Large:

Faculty Representative:

Faculty Representative:

Student Representative:

Volunteer Coordinator:

Regent:

ONBOARDING DOCUMENTS

Appendix J. Orientation Program

Orientations will be conducted annually in January. All Board members are expected to attend. An orientation for new board officers and directors will include the following:

- Review of ACHE's and the chapter's vision, mission and values. See video at: <https://www.ache.org/about-ache>
- Board structure and Committee composition.
- Chapter budget and financial status.
- Minutes from most recent Board of Directors meetings.
- Discussion of chapter proceedings, key annual events, and proper business procedures.
- Review of any chapter written policies pertaining to board directors, such as the bylaws, strategic plan, conflict of interest statement, travel policies, etc.
- Review and sign Board director affirmation sheet.
- There are numerous resources available in the Chapter Service Center section of the ACHE website. When logging in to the ACHE website, select "For Chapter Leaders" from the left hand side of the page. Then select the "Chapter Leaders Resources" link. Specific Materials related to each position are available in the middle of the page. Additionally, there are "Quick Guides" located at the bottom of the page, which are useful for chapter orientation.
- The former position holder should be available at the orientation program to answer any questions and provide guidance to the incoming Officer/Committee Chair.

Appendix K. Chapter Board of Directors Annual Affirmation of Service

CHAPTER BOARD OF DIRECTORS ANNUAL AFFIRMATION OF SERVICE

1. I will commit to supporting and enhancing the mission, vision and values of my chapter.
2. I will commit to attend chapter board meetings and to contribute as much as I am able.
3. I will commit to preparing for each board meeting as needed by reading all appropriate reports and minutes I receive and will commit to doing additional research about special topics as needed.
4. If unable to attend a scheduled meeting, I will provide adequate notice to one of the following: secretary, president or committee chair.
5. I will commit to serving on and enhancing committees as assigned by chapter officers.
6. I will commit to conducting myself in a professional manner at chapter events and in interactions among all chapter board directors, chapter members, and volunteers.
7. I commit to strengthening the membership of ACHE by promoting it to nonmember colleagues and will commit to encouraging ACHE members to volunteer for committees.
8. I commit to conducting myself in an ethical manner and will not use, for my own gain or for the gain of others, confidential information shared during my term of service. Additionally, I will not disclose this information to those outside the chapter, unless it is required to do so on behalf of the chapter.
9. I will share concerns relating to the chapter, board, members, and volunteers in a prompt, proactive, and professional manner.
10. During the course of my term, if I find that I am no longer able to be a responsible and positive contributor to the chapter board, I will take it upon myself to discuss alternatives with the officers. A voluntary resignation to allow another person who can be more fully involved to serve in my place may follow this discussion.

Name:

Signed:

Date:

CONFLICT OF INTEREST DICLOSURE:

Please return signed affirmation to the Chapter Secretary

Chapter Leadership Development Manual
American College of Healthcare Executives

Appendix L. Onboarding Leadership Development Plan

Chapter Name: ACHE of Western Florida Chapter		
Purpose: To use the Chapter Leader Development Model to build an effective leadership corps now		
Leadership Development Accountability: Kathy Naylor		
Selection Processes:	Supporting Processes:	Recognition:
Assessment of needed skills, personnel, backgrounds and points-of-view (October)	Leader/volunteer orientation (January)	Leader and volunteer recognition event (December)
Volunteer recruitment and recommendation (October/November)	<ul style="list-style-type: none"> • Position Descriptions • Guidelines & expectations • ACHE Resources • Specific Committee Expectations & ground rules 	<ul style="list-style-type: none"> • ACHE Recognition Program/Pins • Certificates • Volunteer of the Year Award
Invitation and self-nomination (October/November)	<ul style="list-style-type: none"> • Organizational chart and Committee reporting 	<ul style="list-style-type: none"> • Chapter Volunteer Award • Officer /Chapter President Recognition
Placement, appointment and notification (November/December)	Leadership coaching and advising (Ongoing)	Appreciation Methods (Ongoing)
Leadership elections (November/December)	Leadership skills training (ACHE – September/October)	Thank You Letters (November) Boss/Peer Notifications (November)
Leader installation (January)	Topical education (Ongoing) [best practices and exposure]	Annual Report (March)
	Chapter strategy deployment to committee planning	
Assess and Adjust:		
Committee Chair Report (Quarterly) Board Assessment (December) Improvement Plan (as needed)		

Onboarding Checklist

As a new member of ACHE WFC leadership team, the onboarding process is an important part of your participation in the chapter's activities as it introduces you to the information you will need to effectively complete your duties. It is a guide; if you can move through it faster, feel free to do so.

Position and/or Committee:				
New Board Member Name:			Onboarding Start Date:	
Current Board Member Name:			Date of Hand-Off:	
Time Frame	Owner	Action Item	Details	Date Complete
First Week	President	Welcome call and email from President to new Board Member	Call from President to officially welcome new member. Followed up with a short email	
	Secretary	Announcement	Inform present members of new arrival; include new board members' titles, contact info and other pertinent info	
TBD	President or Designee	First Call/Meeting Intro	President (or designee) officially welcomes new member to the organization on the first available call or meeting	
First Two Weeks	Outgoing Board Member/Co-Director	Welcome Call/meeting with outgoing/co board member	Co-chair or outgoing board member calls or meets with new member to review this checklist and position expectations	
	Outgoing Board Member/Co-Director	Review ACHE Leadership Resources	Introduce and encourage the use of local and national ACHE leadership tools	
	Outgoing Board Member/Co-Director	Review Budget Responsibilities	Review the budget responsibilities for the position. New member needs to be comfortable with all aspects of budget responsibilities	
	Outgoing Board Member/Co-Director	Review Certificate of Liability Insurance	Review the Certificate of Liability Insurance so new members are aware of policy and coverage limitations	
	Outgoing Board Member/Co-Director	Org Chart and Contact List	Review the organizational chart and provide new member with access to chapter's leadership contact info and committee member contact info	

	Outgoing Board Member/Co-Director	BOD Policy and Code of Ethics	Review and sign the BOD Policy and Code of Ethics and present a signed copy to the BOD Secretary	
	Outgoing Board Member/Co-Director	Review Statement of Diversity and Inclusion	Review Chapter's vision on Diversity and Inclusion	
	Outgoing Board Member/Co-Director	Bylaws Review	Supply new member with latest bylaws and review each section	
	Outgoing Board Member/Co-Director	Review of Chapter's goals	Review Boards mission, vision and goals	
	Outgoing Board Member/Co-Director	Review of Duties and Powers	Review position description, time commitment estimates, communication expectations and relationships with other committees with new board members	
	Outgoing Board Member/Co-Director	Board Calendar Review/Committee Calendar Review	Review important dates with new Board Member for face to face meetings, conference calls, important events and the expectations of attendance for Board and Committee items	
	Outgoing Board Member/Co-Director	Review Ongoing Projects	Properly hand off any ongoing projects that the outgoing Co-Chair/Board Member is involved in. This should include: <ul style="list-style-type: none"> • Important deadlines • Contact info for project members • Reporting requirements • Project goals Access to relevant documents	
One Month	New Board Member	First Month Check-in	New member and outgoing member/other Committee Co-Chair conduct a call/meeting one month after official hand- off is complete.	
TBD	President	Onboarding/Hand-Off complete	Turn in checklist to President. At the discretion of the chapter president, he/she may organize a call/meeting to assess the effectiveness of the hand-off	

Appendix N. Onboarding Roadmap

Onboarding Roadmap

The following roadmap outlines the key knowledge and learning activities a new chapter leader needs to start gathering early, perhaps even before officially beginning in the role of leader.

Chapter Knowledge	Notes
Chapter Mission & Vision	
Chapter Facts	
Chapter By-laws	
Chapter Strategic Goals	
Job Description	
Key Chapter Events	

Association Knowledge	Notes
Code of Ethics	
Chapter Leader Community	
Chapter Recognition/SOS	
WFC-ACHE Web Page	
Yammer, LinkedIn, Facebook, Twitter	
Key Event Dates: <ul style="list-style-type: none"> • Programs • Board Meetings/ Teleconferences 	

Chapter Leadership Development Manual
American College of Healthcare Executives

Key Relationships	Notes
Chapter Board:	

Role Specific Knowledge & Resources	Notes
Key Activities, if appropriate	

Leader Transition	Notes
Key Accomplishments previous year	
Initiatives in progress	
Current committee:	
Schedule of Activities, if appropriate	

Chapter Leadership Development Manual
American College of Healthcare Executives

Appendix O. Onboarding Required Meeting Schedule

Onboarding Required Meeting Schedule

Date	Type of Meeting	Purpose
December	Annual State of the Chapter Meeting	<ol style="list-style-type: none"> 1. Incoming and outgoing board members meet each other for the first time, share contact details and set-up one-on-one meetings. 2. Incoming board members are introduced to the Chapter. 3. Outgoing board members are recognized for their service.
January/ February	One on One Meetings	<ol style="list-style-type: none"> 1. Outgoing board member shares perspective and historical information with incoming board member. 2. Outgoing board member provides update on successes and challenges of position and the board. 3. Outgoing board member begins transition to hand off unfinished projects.
February/March (full day)	Educational Onboarding	<ol style="list-style-type: none"> 1. Get to know each other, both personally and professionally 2. Learn about the “big picture” about the organization, vision, board structure and focus areas 3. Review individual board functions 4. Learn information about chapter operations
February/March (full day)	Goal Setting	<ol style="list-style-type: none"> 1. Review previous organizational and individual goals. 2. Determine organizational goals. 3. Set process for determining individual board goals.
December (regular board meeting)	Budget Development	<ol style="list-style-type: none"> 1. Review prior budget, financial successes and challenges. 2. Put budget numbers to both organizational and individual goals.

One on One Meetings

Participants

- Outgoing Board Member
- Incoming Board Member
- Any other volunteers or board members as appropriate

Pre-Work

1. Review the following board-level documents:
 - Chapter Vision and Strategy Statement
 - Board position description
 - Board structure
2. Review the following role-level documents:
 - Individual board goals
 - Onboarding documents for role
 - Recruiting volunteers

Objectives

1. Outgoing board member shares perspective and historical information with incoming board member.
2. Outgoing board member provides update on successes and challenges of position and the board.
3. Outgoing board member begins transition to hand off unfinished projects.

Agenda

The Board

- Chapter Vision and Strategy Statement
- Board structure
- The who, how and why of getting things done
- Your role interfaces with others on the board and outside the organization

Your New Role

- Position description
- Commitment
- Term of office
- History and context of this role
- Where things are today
- Challenges and opportunities
- Recruiting directors and other high-level volunteers
- Information on relevant internal and external resources

What's Next

- What's to come for your continued on boarding?
- What can you expect?
- Meetings and retreats (calendar)

Educational Onboarding

Participants

- Incoming board members
- Invited guests such as members of the President's Circle as facilitators

Pre-Work

- Review the following chapter and board documents:
 - Chapter Overview
 - Chapter Vision and Strategy statement
 - Board structure
 - Bylaws
 - Sample Board agenda, report, minutes
 - Sample financial PDFs
- Review the following role documents:
 - Position description for each Board role
 - Individual board goals
 - Sample program budget
 - Volunteer management process
- Review the following action checklist:
 - New Board Action Checklist
 - Board Contact Sheet
 - Statement on Responsibilities
 - Board Commitment Statement
- Review the following operational documents:
 - Staff position descriptions

Objectives

1. Get to know each other, both personally and professionally
2. Learn about the “big picture” about the organization, vision, board structure and focus areas
3. Review individual board functions
4. Learn information about Chapter operations

Appendix P. Chapter Continuity Resources

Continuity Documents

Board and Committee Directors are expected to maintain continuity documents that explain the expectations of each position and that provide tools for success. The following items are recommended:

- Chapter Mission Statement
- Chapter history
- Chapter bylaws
- Copies of key Chapter written policies
- Chapter Multi-year Strategic Plan and Annual Operating Plan, as appropriate
- Upcoming networking events/leadership training
- List of Committees with their scope and functions and list of chairs and members
- Current financial budget and/or most recent financial statement
- Minutes of last three board meetings
- Most current Chapter newsletter
- Most recent Chapter Member Needs Survey Results

ASSESSMENTS

Appendix Q. Chapter Governance Self-Assessment

CHAPTER GOVERNANCE SELF-ASSESSMENT

DIRECTION SETTING

1. The Board of Directors works to eh broadly and appropriately representative of the Chapter's stakeholders. (i.e., Age, ethnicity. Gender, Geographic, Position)

Always	Sometimes	Never
--------	-----------	-------

2. The Board of Directors understands the stakeholders' desires and needs.

Always	Sometimes	Never
--------	-----------	-------

3. The Board of Directors approves a multi-year plan for the chapter.

Always	Sometimes	Never
--------	-----------	-------

4. The Chapters' multi-year plan is reviewed and updated each year.

Always	Sometimes	Never
--------	-----------	-------

Comments:

RESOURCE DEVELOPMENT & ALLOCATION

1. The Board of Directors develops and approves an annual budget for operations.

Always	Sometimes	Never
--------	-----------	-------

2. The Board of Directors explicitly allocates resources for each major function/committee of the Chapter, as appropriate.

Always	Sometimes	Never
--------	-----------	-------

3. The Board of Directors receives and reviews financial reports at each Board meeting.

Always	Sometimes	Never
--------	-----------	-------

4. The Board of Directors regularly discusses and develops plans to generate additional financial resources for the Chapter.

Always	Sometimes	Never
--------	-----------	-------

Comments:

STRUCTURAL ALIGNMENT

1. The Board of Directors approves appointees to the Chapter Committees to ensure they are representative of relevant stakeholders.

Always	Sometimes	Never
--------	-----------	-------

2. The Board of Directors develops, approves and communicates a clear charge to each Committee that specifies its responsibilities and authority.

Always	Sometimes	Never
--------	-----------	-------

3. Committee activities and performance are regularly reviewed by the Board of Directors at its meetings.

Always	Sometimes	Never
--------	-----------	-------

4. Committee Chairpersons are either on the Board of Directors or regularly attend board meetings.

Always	Sometimes	Never
--------	-----------	-------

Comments:

LEADERSHIP DEVELOPMENT

1. An orientation is conducted each year for new members of the Board of Directors.

Always	Sometimes	Never
--------	-----------	-------

2. An orientation/planning session is conducted each year for Committee chairpersons and new Committee members.

Always	Sometimes	Never
--------	-----------	-------

3. The nominating committee is charged with the responsibility for finding and recruiting new directors and officers based on the needs of the chapter.

Always	Sometimes	Never
--------	-----------	-------

4. The Chapter has a clear line of succession for the top leadership of the Chapter, including Committee Chairpersons, Directors, and Officers.

Always	Sometimes	Never
--------	-----------	-------

Comments:

BOARD FUNCTIONING

1. An agenda with supporting material is prepared and provided to the Board of Directors prior to each meeting.

Always	Sometimes	Never
--------	-----------	-------

2. Reports from Committees and reports on key chapter activities are regularly reviewed and discussed by the Board of Directors.

Always	Sometimes	Never
--------	-----------	-------

3. Board discussions are collegial, wide-ranging, participative and satisfying to the directors.

Always	Sometimes	Never
--------	-----------	-------

4. Board decisions are generally reached by consensus based on full discussions of the

issues involved.

Always	Sometimes	Never
--------	-----------	-------

Comments:

Chapter Board Officer Self-Assessment

The following self- assessment instrument has been created to help individuals and chapters examine their achievement and commitment and plan for development. This self- assessment provides an excellent basis for developing the Annual Report, Strategic Plan and Operational Budget.

CHAPTER INFRASTRUCTURE

1. The Chapter keeps its bylaws current and adds to them as needed.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

2. All Chapter Board positions are filled in a timely manner when vacated and are currently fully staffed.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

3. The full Chapter Board met at least two times this year. Meetings were planned and scheduled in advance for the purpose of completing chapter business.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

Comments:

BUDGETING

1. The Chapter has effectively and responsibly allocated and accounted for all monies budgeted throughout the year.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

Comments:

LEADERSHIP

1. The Chapter Board is aware of the Chapter's status in critical areas.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

2. The Chapter Board uses its regular meetings in an effective manner.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

3. Conflict among the board is dealt with in a straightforward and assertive manner.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

4. The chapter usually reaches decisions by consensus after some debate.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

Comments:

STRATEGIC PLANNING

1. The Chapter created a brainstorming session for strategic planning as part of a conference or meeting to begin planning of the Chapter's future.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

2. The chapter included strategic thinking and conversation as part of every chapter board meeting when planning of the future.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

3. The Chapter effectively surveyed its members to gather data in order to help the chapter make strategic decisions.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

4. The Chapter is forward thinking regarding the challenges facing the Chapter and strives to be proactive in their solutions.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

Comments:

EDUCATION

1. The Chapter has effectively and responsibly allocated and accounted for all monies budgeted throughout the year.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

2. The Chapter education programs are in line with ACHE criteria, mission, and purpose.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

3. The Chapter plans and effectively executes an annual conference or annual workshops.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

4. The Chapter has regional groupings to provide networking opportunities.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

Comments:

MEMBER COMMUNICATION

1. The Chapter board seeks to enhance the members' experience with the Chapter.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

2. The Chapter seeks members input on decisions.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

3. Chapter members feel that they can share their needs with the Board Officers and that action will be taken if possible.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

4. The Chapter communicated effectively with members via a newsletter or other tool to update members on chapter news.

Strongly Agree	Agree	Disagree	Strongly Disagree
----------------	-------	----------	-------------------

Comments:

BOARD PERFORMANCE ASSESSMENT

This assessment should be completed by all Chapter Board members.

1. Please discuss one of two events or programs from the past year that you feel were chapter successes.

2. Please list several crucial issues facing the chapter now and give ideas on how we might proceed in the next year to solve them.

3. Please provide other comments or suggestions.

CHAPTER LEADERSHIP DEVELOPMENT PROGRAM ASSESSMENT

Selecting New Leaders:

How does the Chapter determine the needed skills and personnel for Board and Committee Positions? How can this be improved?

How does the Chapter recruit for chapter leadership positions? Self-nominations? Recommendations? How can this be improved?

How does the Chapter nominate and appoint new officers, board and committee members? How can this be improved

How does the Chapter elect board members and officers? How can this be improved?

Does the Chapter notify members of who is serving in key leadership positions? How can this be improved?

Summary Statement:
What is the most important process improvement needed in selecting new leaders?

Supporting New Leaders:

Does the Chapter have position descriptions for each officer and board member? How can they be improved?

Does the Chapter have positions descriptions for each committee chair? How can they be improved?

Does the Chapter have an organizational chart and reporting/accountability guidelines? How can they be improved?

How does the Chapter inform new Chapter leaders of available ACHE resources? How can it be improved?

Does the Chapter have a plan for immediate succession in key positions in the event of a vacancy? How can it be improved?

Summary Statement:
What is the most important process improvement needed in supporting Chapter leaders?

Recognizing Leaders:

How does the Chapter use the ACHE Recognition Program to recognize officer, board and committee members' service to the chapter? How can this be improved?

Does the Chapter recognize officer, board and committee members on an ongoing basis? How can this be improved?

How does the chapter recognize officers, board and committee members as they end their current Term of service to the chapter? How can this be improved?

How does the Chapter recognize its accomplishments and its leaders' contributions on an annual basis? How can this be improved?

Summary Statement: What is the most important process improvement needed to recognize Chapter leaders?

Assessing and Adjusting:

How does the Board assess their performance as a governing body? How can this be improved?

How do the Committees assess their performance? How can this be improved?

How does the Chapter develop a plan for improving the selection, support and recognition of Chapter leaders? How can this be improved?

Summary Statement: What is the most important improvement process needed to assess performance and to develop an improvement plan?
