



# **Board of Directors Manual**

**for the**

**American College of Healthcare Executives  
of Middle Tennessee**

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## OVERVIEW AND LEADERSHIP STRUCTURE

The American College of Healthcare Executives of Middle Tennessee (ACHEMT), a local, independent chapter of the American College of Healthcare Executives (ACHE), was established for the purpose of providing Middle Tennessee-based healthcare executives with an opportunity for professional growth and development through educational programs and professional collegiality.

### Vision

The vision of ACHEMT is to be Middle Tennessee's premier professional organization of choice for executives from the entire healthcare spectrum.

### Mission

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

### Objectives

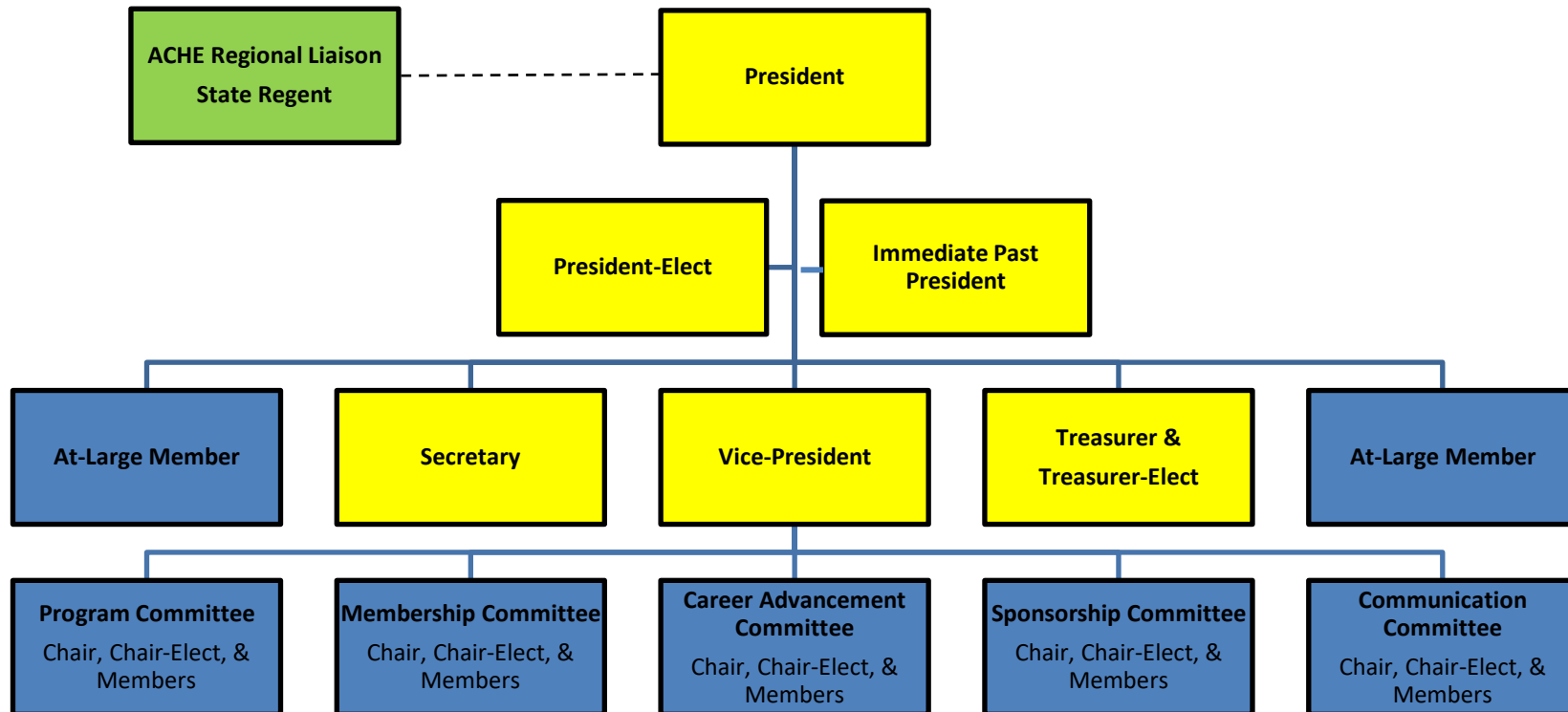
1. Continue to deliver value in Chapter offerings for meetings and events.
2. Increase participation in Chapter events by all chapter members.
3. Increase the engagement levels of students and early careerists.
4. Continue to improve collaborative events with other professional organizations.
5. Significantly increase the amount of sponsorship funds available.
6. Strengthen ties with local graduate programs through student representatives.
7. Encourage advancement to fellow status through BOG exam prep program.
8. Establish a mentoring program.
9. Increase volunteer efforts for chapter events and community events.
10. Determine the best use of Chapter funds for paid support.

### Values

The Board of Directors promotes the following Values of ACHEMT and ACHE to our membership and the healthcare community at large:

- Integrity: We advocate and emulate high ethical conduct in all we do;
- Lifelong Learning: We recognize lifelong learning is essential to our ability to innovate and continually improve ourselves, our organizations and our profession;
- Leadership: We lead through example and mentoring, and recognize caring must be a cornerstone of our professional interactions; and
- Diversity: We advocate inclusion and embrace the differences of those with whom we work and the communities we serve.

## Organizational Structure



## Board of Directors

The Chapter Board shall have the authority and responsibility for supervising the general operation of ACHEMT in meeting its mission. The ACHEMT Board of Directors will be comprised of at least seven officers and ten directors (the total of both shall not exceed 20 individuals). Detailed descriptions of each Board position are provided in the “Position Descriptions” section of the manual.

- Chapter Officers: Per the ACHEMT Bylaws, the Chapter shall have these Officers:
  - President: The Chapter President shall be the chief executive of the Chapter, shall convene and preside over meetings of the chapter Board or Meetings of Members, and shall serve as liaison with ACHE.
  - President-Elect: The Chapter President-elect 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. The Chapter President-elect shall advance to Chapter President at the completion of the preceding Chapter President’s term of office without an election once elected to the office of Chapter President-elect.
  - Vice-President: The Chapter Vice President shall be responsible for chapter volunteer coordination as well as coordination of the following board committees: Career Advancement, Communication, Membership, Program, and Sponsorship.
  - Secretary: The Chapter Secretary shall be responsible for the maintenance of all corporate records, minutes, and documents.
  - Treasurer: The Chapter Treasurer shall be responsible for annual budgets and the preparation of periodic financial statements, accounts receivable and accounts payable.
  - Treasurer-Elect: The Chapter Treasurer-elect shall assist the Treasurer and advance to Chapter Treasurer at the completion of the preceding Chapter Treasurer’s term of office without an election once elected to the office of Chapter Treasurer-elect.
  - Immediate Past President: The Chapter Immediate Past President shall serve as advisor to the Chapter President and insure continuity from one year to the next. The Immediate Past President shall serve on the nominating committee and be available for special projects at the request of the Chapter President.
- Chapter Directors: Board Directors are elected to lead standing committees of the Chapter. The Board Director will serve as the Committee Vice-Chair in the first year of the two-year term and serve as Committee Chair during the second year of the term. The Chapter currently consists of the following Directors:
  - Career Advancement Chair and Chair-Elect
  - Communication Chair and Chair-Elect
  - Membership Chair and Chair-Elect
  - Program Chair and Chair-Elect
  - Sponsorship Chair and Chair-Elect
- Other Board Directors:
  - ACHE Regent: Any Regent of ACHE who is a member of the Chapter shall be an ex-officio voting member of the Board.
  - Members at Large: Distinguished individuals who represent the interests of the Chapter membership and support the other Board of Director members.

## Committees

The ACHEMT Chapter currently utilizes eight committees to support the achievement of the Chapter's goals and objectives. The committees are made up of Chapter Directors and other ACHEMT members. Those committees and their responsibilities are listed below.

### Current Chapter Committees

#### Career Advancement Committee

Responsibilities: Professional Development, Fellow Advancement/BOG Exam Prep, Community Service Event Coordination, Mentorship Program, Student Relations and Event Coordination

#### Communications Committee

Responsibilities: Marketing Strategy and Management, Communications Content and Delivery, Webtool Training for Board Members, Publications/Newsletter, Website/Social Media, Online Tools and Services

#### Executive Committee

Responsibilities: Strategic Planning, Budget and Finance, Committee and Volunteer Coordination, Strategic Partnerships, ACHE Requirements

#### Financial Review Committee

Responsibilities: Chapter Finances, Financial Policies and Procedures, Annual Review of Chapter's Financial Activities, Preparation/Submission of Financial Statements and Tax Returns

#### Membership Committee

Responsibilities: Recruitment and Retention, Membership Networking/Event Coordination, Early Careerists SIG, Life Fellows, Diversity and Inclusion

#### Nominating Committee

Responsibilities: Board Nominations for Annual Election

#### Program Committee

Responsibilities: Educational Content and Delivery, Educational Event Coordination, Submission of required Educational Event information to ACHE, Organizational Partnerships for Programs

#### Sponsorship Committee

Responsibilities: Fundraising, Corporate Relations

### Other Chapter Committees

The Chapter President may, with the concurrence of the Chapter Board of Directors, establish other committees as described in the Chapter Bylaws.

## Board Position Description - President

Term of Office: One Year

Summary: The President shall be the chief executive of the ACHEMT Chapter and is responsible for calling and presiding at Chapter Board and Business Meetings, as well as providing direction and coordination to other officers, members of the Chapter Board of Directors, and members of the Chapter. The President will serve as the official ACHEMT liaison with ACHE.

Qualifications:

- Current ACHE Fellow (FACHE) status is preferred.
- Must be a current Chapter member in good standing.
- Must maintain an active address in the Chapter's area of responsibility.
- Should have served as the most recent Chapter President-Elect.
- Must possess good communication, leadership, and organizational skills.
- Must attend or have attended the ACHE Chapter Leadership Conference.

Board and Committee Responsibilities:

- Adhere to the ACHE Code of Ethics.
- Serve as the visionary leader of the Chapter.
- Attend as many Chapter meetings and events, as practicable.
- Miss no more than one Board meeting annually and ensure alternate chair if missed.
- Ensure that a minimum, four (4) meetings of the Board occur annually.
- Prepare for, attend, and actively participate in the annual ACHEMT Strategic Planning session.
- Monitor the progress of Chapter goals and objectives as set forth in the Strategic Plan.
- Monitor the Chapter "Dashboard Report" and implement actions as necessary to meet established Chapter goals using the ACHE recognition criteria.
- Stay current with all new ACHE information and policies and coordinate the dissemination of this information to Chapter members, Chapter leaders, and all other ACHE affiliates, as appropriate.
- Work closely with ACHE regional liaison on ACHEMT policies and procedures.
- Participate in quarterly President calls with the ACHE regional liaison.
- Serve as primary spokesperson for the Chapter within the community.
- Preside over all business meetings of the Chapter and the Board of Directors. In the event of an absence, appoint a Presiding Officer.
- Conduct meetings, formulate ideas, and delegate responsibilities as appropriate.
- Communicate effectively on all levels and seize opportunities to positively represent ACHEMT at meetings or social functions/forums that would benefit the Chapter or ACHE.
- Ensure all Chapter policies/procedures are clear and communicated to all Chapter members.
- Uphold the Chapter's policies/procedures to handle problems and address issues among members.
- Mentor and prepare the President -Elect to assume the duties of President.
- Write a President's Message for each ACHEMT Newsletter.
- Plan and work with the Secretary/Treasurer to prepare the annual budget.
- Serve as a full voting member of the Board and advise various committees, as assigned.
- Serve as a member of the Executive and Nominating Committees.
- Serve as an advisor to all Board Committees.
- Establish other committees in concurrence with the Board of Directors.

## Board Position Description - President-Elect

Summary: The President-Elect shall assist and fill in for the President, as needed, and prepare plans for his or her term of office. This position will ensure a smooth leadership transition as the future President gains experience in this role prior to becoming the President. The President-Elect shall advance to President at the completion of the preceding President's term of office (without an election) once elected to the office of President-Elect.

Term of Office: One Year

Qualifications:

- Current ACHE Fellow (FACHE) status is preferred
- Must be a Chapter member in good standing.
- Must maintain an active address in the Chapter's area of responsibility.
- Must have completed at least one term as a Director on the ACHEMT Board.
- Must possess good communication, leadership, and organizational skills.
- Should attend the ACHE Chapter Leadership Conference.

Board and Committee Responsibilities:

- Adhere to the ACHE Code of Ethics.
- Prepare for, attend, and actively participate in as many Board meetings as possible (misses no more than two).
- Attend as many chapter educational and networking events as practicable.
- Develop and lead the annual Strategic Planning Session.
- Lead the development/renewal of the Chapter multiyear strategic plan.
- Lead the orientation of new Board members
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with other board members that will contribute to consensus.
- Respond timely to ACHEMT communications and information requests.
- Uphold the Chapter's policies/procedures.
- Attend the ACHE Chapter Leader Conference.
- Serve as the Alternate Chief Executive Officer of the Board.
- Work closely with current President in preparation to become the President.
- Assume the Office of President, at the expiration of the President's term or earlier, if the office becomes vacant for any reason.
- Serve as a full voting member of the Board and advise various committees, as assigned.
- Communicate effectively on all levels and seize any opportunity to positively represent ACHEMT at meetings or social functions/forums that would benefit the Chapter and/or ACHE.
- Coordinate and present the Chapter Slate of Candidates for the Chapter Board Elections.
- Work with the Program Committee to coordinate the Chapter's Annual meeting.
- Serve as a member of the Executive, Nominating, and Financial Review Committees.

## **Board Position Description – Immediate Past President**

Summary: The Immediate Past President shall assist and fill in for the Chapter President, as needed, and shall directly support the new President as he or she begins the new term of office. The position will ensure a smooth leadership transition as the new President gains experience and gets settled into the new role.

Term of Office: One Year

Qualifications:

- Must be a current ACHE Fellow and chapter member in good standing.
- Must maintain an active address in the Chapter’s area of responsibility.
- Must have served as the most recent Chapter President.
- Must possess good communication, leadership, and organizational skills.

Board and Committee Responsibilities:

- Adhere to the ACHE Code of Ethics.
- Prepare for, attend, and actively participate in as many Board meetings as possible (misses no more than two).
- Work closely with current President throughout the year to ensure a smooth leadership transition.
- Serve in an advisory capacity on other committees and perform duties as delegated by the president and/or board members.
- Attend as many chapter educational and networking events as practicable.
- Participate in the development/renewal of the Chapter multiyear strategic plan.
- Uphold the Chapter’s policies/procedures.
- Serve as a full voting member of the Board and advise various committees, as assigned.
- Communicate effectively on all levels and seize any opportunity to positively represent ACHEMT at meetings or social functions/forums that would benefit the Chapter and/or ACHE.
- Serve as a member of the Nominating and Executive Committees.

## Board Position Description – Vice-President

Summary: The Vice-President shall be responsible for chapter volunteer coordination including the assignment of members to serve on various committees. The Vice-President shall also ensure coordination and communication among various Board committees.

Term of Office: One Year

Qualifications:

- Must be a current chapter member in good standing.
- Preferably have an ACHE Fellow credential.
- Must maintain an active address in the Chapter's area of responsibility.
- Must have completed at least one term as a Director on the ACHEMT Board.
- Must possess good communication, leadership, and organizational skills.

Board and Committee Responsibilities:

- Adhere to the ACHE Code of Ethics.
- Prepare for, attend, and actively participate in as many Board meetings as possible (misses no more than two).
- Work closely with other Board Officers to achieve Chapter goals and objectives.
- Work closely with Board Directors that serve in Committee Chair and Chair-Elect roles to ensure coordination/collaboration among the committees.
- Attend as many chapter educational and networking events as practicable.
- Coordinate the volunteer program of the Chapter by recruiting, organizing and assigning volunteers to committees.
- Coordinates the collaboration and communication among the following chapter committees: Career Advancement, Communications, Program, Membership, and Sponsorship.
- Prepare for, attend, and actively participate in the annual ACHEMT Strategic Planning session.
- Participate in the development/renewal of the Chapter multiyear strategic plan.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with other board members that will contribute to consensus.
- Respond timely to ACHEMT communications and information requests.
- Uphold the Chapter's policies/procedures.
- Serve as a full voting member of the Board and advise various committees, as assigned.
- Communicate effectively on all levels and seize any opportunity to positively represent ACHEMT at meetings or social functions/forums that would benefit the Chapter and/or ACHE.
- Serve as a member of the Executive and Financial Review Committees.

## Board Position Description – Secretary

Summary: The Secretary shall be responsible for the maintenance of all corporate records, minutes, and other documents prepared on behalf of the chapter.

Term of Office: Two Years

Qualifications:

- Must be a current chapter member in good standing.
- Preferably have an ACHE Fellow credential.
- Must maintain an active address in the Chapter’s area of responsibility.
- Should have completed at least one term as a Director on the ACHEMT Board.
- Must possess good communication, leadership, and organizational skills.

Board and Committee Responsibilities:

- Adhere to the ACHE Code of Ethics.
- Prepare for, attend, and actively participate in as many Board meetings as possible (misses no more than two).
- Prepare minutes at all regular and special Board meetings and send electronic copy of the minutes to the President prior to each Board meeting.
- Maintain an ongoing record of minutes and other official documents of the Chapter and convey these records to his/her successor.
- Attend as many chapter educational and networking events as practicable.
- Prepare for, attend, and actively participate in the annual ACHEMT Strategic Planning session.
- Participate in the development/renewal of the Chapter multiyear strategic plan.
- Build a collegial working relationship with other board members that will contribute to consensus.
- Respond timely to ACHEMT communications and information requests.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Uphold the Chapter’s policies/procedures.
- Serve as a full voting member of the Board and advise various committees, as assigned.
- Serve as a member of the Executive Committee.
- Communicate effectively on all levels and seize any opportunity to positively represent ACHEMT at meetings or social functions/forums that would benefit the Chapter and/or ACHE.

## Board Position Description – Treasurer and Treasurer-Elect

Summary: The Treasurer acts as the chief financial officer of the chapter and manages all of the cast, bank accounts, investments, and financial records for the chapter. The Treasurer-Elect shall assist the Treasurer as requested and will advance to the position of Treasurer at the completion of the term of the current Treasurer.

Term of Office: Two Years

### Qualifications:

- Must be a current chapter member in good standing.
- Preferably have an ACHE Fellow credential.
- Must maintain an active address in the Chapter's area of responsibility.
- Must have completed at least one term as a Director on the ACHEMT Board.
- Must be familiar with accounting processes and possess budget development and financial management skills.
- Must possess good communication, leadership, and organizational skills.

### Board and Committee Responsibilities:

- Adhere to the ACHE Code of Ethics.
- Prepare for, attend, and actively participate in as many Board meetings as possible (misses no more than two).
- Maintain accurate records of the chapter's financial status, assuring that all receipts and disbursements are recorded and consistent with the accounting conventions currently in practice.
- Establish/maintain a chapter checking account and obtain pertinent signature cards and resolutions in an appropriate banking institution.
- Deposit all money received by the chapter in the chapters' accounts.
- Pay all approved expenses.
- Submit financial reports at each Board meeting.
- Engage and coordinate financial audits, as may be required.
- Review financial status of previous years while drafting the annual budget for Board approval.
- Review financial records annually and upon departure from the office.
- Provide detailed report of fiscal accounts and contracts for the incoming treasurer.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many chapter educational and networking events as practicable.
- Prepare for, attend, and actively participate in the annual ACHEMT Strategic Planning session.
- Participate in the development/renewal of the Chapter multiyear strategic plan.
- Build a collegial working relationship with other board members that will contribute to consensus.
- Respond timely to ACHEMT communications and information requests.
- Uphold the Chapter's policies/procedures.
- Serve as a full voting member of the Board and advise various committees, as assigned.
- Serve as a member of the Executive and Financial Review Committees.
- Communicate effectively on all levels and seize any opportunity to positively represent ACHEMT at meetings or social functions/forums that would benefit the Chapter and/or ACHE.

## **Board Position Description – Career Advancement Chair and Chair-Elect**

Summary: The Career Advancement Chair and Chair-Elect are responsible for the following activities: membership professional development, Fellow advancement/BOG exam prep, community service event coordination, mentorship program, and student relations and networking event coordination.

Term of Office: Two Years (one year as chair-elect and one year as chair)

Qualifications:

- Must be a current chapter member in good standing.
- Must maintain an active address in the Chapter's area of responsibility.
- Must possess good communication, leadership, and organizational skills.

Board and Committee Responsibilities:

- Adhere to the ACHE Code of Ethics.
- Prepare for, attend, and actively participate in as many Board meetings as possible (misses no more than two).
- Develop focused advancement programs and events to support the needs of chapter members desiring Fellow status including advancement information sessions, BOG review course, assistance with Fellow applications, etc.
- Coordinate at least four (4) community service events for members.
- Coordinate the chapter mentorship program and encourage participation among all members.
- Coordinate at least two student networking events and collaborate with higher education institutions for student participation.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many chapter educational and networking events as practicable.
- Prepare for, attend, and actively participate in the annual ACHEMT Strategic Planning session.
- Participate in the development/renewal of the Chapter multiyear strategic plan.
- Respond timely to ACHEMT communications and information requests.
- Uphold the Chapter's policies/procedures.
- Serve as a full voting member of the Board and lead the Career Advancement committee.
- Communicate effectively on all levels and seize any opportunity to positively represent ACHEMT at meetings or social functions/forums that would benefit the Chapter and/or ACHE.

## **Board Position Description – Communications Chair and Chair-Elect**

Summary: The Communications Chair and Chair-Elect are responsible for the following activities: marketing strategy and management, communications content and delivery, webtool training for Board Members, publications/newsletter, website/social Media, and online tools and services.

Term of Office: Two Years (one year as chair-elect and one year as chair)

### Qualifications:

- Must be a current chapter member in good standing.
- Must maintain an active address in the Chapter's area of responsibility.
- Must possess good communication, leadership, and organizational skills.

### Board and Committee Responsibilities:

- Adhere to the ACHE Code of Ethics.
- Prepare for, attend, and actively participate in as many Board meetings as possible (misses no more than two).
- Lead efforts for all communications to Chapter members, e.g. notification of upcoming events, changes in bylaws, new officers, newsletters, etc.
- Create and maintain an active up-to-date list of members to use in email notifications.
- Publish, maintain, and modernize the quarterly Chapter newsletter.
- Publish, maintain, and modernize the Chapter website.
- Manage the Chapter's social media presence.
- Provide Board training on Star Chapter website.
- Create promotional pieces to publicize and market ACHEMT and Chapter events.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many chapter educational and networking events as practicable.
- Prepare for, attend, and actively participate in the annual ACHEMT Strategic Planning session.
- Participate in the development/renewal of the Chapter multiyear strategic plan.
- Respond timely to ACHEMT communications and information requests.
- Uphold the Chapter's policies/procedures.
- Serve as a full voting member of the Board and lead the Communications Committee.
- Communicate effectively on all levels and seize any opportunity to positively represent ACHEMT at meetings or social functions/forums that would benefit the Chapter and/or ACHE.

## Board Position Description – Membership Chair and Chair-Elect

Summary: The Membership Chair and Chair-Elect are responsible for the following activities: recruitment and retention, membership networking/event coordination, early careerists SIG, Life Fellows, and diversity and inclusion.

Term of Office: Two Years (one year as chair-elect and one year as chair)

Qualifications:

- Must be a current chapter member in good standing.
- Must maintain an active address in the Chapter's area of responsibility.
- Must possess good communication, leadership, and organizational skills.

Board and Committee Responsibilities:

- Adhere to the ACHE Code of Ethics.
- Prepare for, attend, and actively participate in as many Board meetings as possible (misses no more than two).
- Promote ACHEMT and ACHE to area healthcare executives, targeting executives from various types of healthcare organizations.
- Develop and implement recruitment and retention strategies to grow the chapter's membership.
- Develop and implement programs that will assure diversity of the chapter's membership.
- Coordinate membership networking events with a focus on all types of members (early careerists, mid-level careerists, senior-level careerists, and Life Fellows).
- Assist with event registration at each educational event in collaboration with the Program Committee.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many chapter educational and networking events as practicable.
- Prepare for, attend, and actively participate in the annual ACHEMT Strategic Planning session.
- Participate in the development/renewal of the Chapter multiyear strategic plan.
- Respond timely to ACHEMT communications and information requests.
- Uphold the Chapter's policies/procedures.
- Serve as a full voting member of the Board and lead the Membership Committee.
- Communicate effectively on all levels and seize any opportunity to positively represent ACHEMT at meetings or social functions/forums that would benefit the Chapter and/or ACHE.

## Board Position Description – Program Chair and Chair-Elect

Summary: The Program Chair and Chair-Elect are responsible for the following activities: educational content and delivery, educational event coordination, submission of required educational event information to ACHE, and organizational partnerships for programs.

Term of Office: Two Years (one year as chair-elect and one year as chair)

### Qualifications:

- Must be a current chapter member in good standing.
- Must maintain an active address in the Chapter's area of responsibility.
- Must possess good communication, leadership, and organizational skills.

### Board and Committee Responsibilities:

- Adhere to the ACHE Code of Ethics.
- Prepare for, attend, and actively participate in as many Board meetings as possible (misses no more than two).
- Assure that ACHEMT meets annual chapter obligation of hosting the required number of educational and networking events.
- Develop focused educational programs that provide networking opportunities and F2F and/or qualified education credits for members.
- Utilize feedback from members to determine topics for future educational events.
- Identify other healthcare organizations (e.g., THA, NHC, HFMA, etc.) to partner with in providing educational events.
- Coordinate the annual meeting with the President-Elect and be responsible for the networking and educational program content at the meeting.
- Submit all required information to ACHE for approval of educational events.
- Submit all required information to ACHE post educational events.
- Oversee event registration at each educational event in collaboration with the Membership Committee.
- Coordinate logistics of each educational event including location, food, technology, speaker gifts, etc.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many chapter educational and networking events as practicable.
- Prepare for, attend, and actively participate in the annual ACHEMT Strategic Planning session.
- Participate in the development/renewal of the Chapter multiyear strategic plan.
- Respond timely to ACHEMT communications and information requests.
- Uphold the Chapter's policies/procedures.
- Serve as a full voting member of the Board and lead the Program Committee.
- Communicate effectively on all levels and seize any opportunity to positively represent ACHEMT at meetings or social functions/forums that would benefit the Chapter and/or ACHE.

## **Board Position Description – Sponsorship Chair and Chair-Elect**

Summary: The Sponsorship Chair and Chair-Elect are responsible for the following activities: fundraising, corporate relations.

Term of Office: Two Years (one year as chair-elect and one year as chair)

Qualifications:

- Must be a current chapter member in good standing.
- Must maintain an active address in the Chapter's area of responsibility.
- Must possess good communication, leadership, and organizational skills.

Board and Committee Responsibilities:

- Adhere to the ACHE Code of Ethics.
- Prepare for, attend, and actively participate in as many Board meetings as possible (misses no more than two).
- Develop and maintain sponsorship guidelines.
- Work with Communications Committee to create sponsorship brochures and communication opportunities.
- Identify corporate sponsors and request sponsorships.
- Identify sponsors and request sponsorships for each educational event if possible.
- Provide follow through with sponsors.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many chapter educational and networking events as practicable.
- Prepare for, attend, and actively participate in the annual ACHEMT Strategic Planning session.
- Participate in the development/renewal of the Chapter multiyear strategic plan.
- Respond timely to ACHEMT communications and information requests.
- Uphold the Chapter's policies/procedures.
- Serve as a full voting member of the Board and lead the Sponsorship Committee.
- Communicate effectively on all levels and seize any opportunity to positively represent ACHEMT at meetings or social functions/forums that would benefit the Chapter and/or ACHE.

## Board Position Description – Members at Large

Summary: The Members at Large are responsible for the following activities: engagement of local healthcare systems and other relevant professional societies, engagement of senior healthcare executives.

Term of Office: Two Years

Qualifications:

- Must be a current ACHE Fellow and chapter member in good standing.
- Must be a senior level healthcare executive.
- Must maintain an active address in the Chapter’s area of responsibility.
- Must possess good communication, leadership, and organizational skills.

Board and Committee Responsibilities:

- Adhere to the ACHE Code of Ethics.
- Prepare for, attend, and actively participate in as many Board meetings as possible (misses no more than three).
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many chapter educational and networking events as practicable.
- Prepare for, attend, and actively participate in the annual ACHEMT Strategic Planning session.
- Participate in the development/renewal of the Chapter multiyear strategic plan.
- Respond timely to ACHEMT communications and information requests.
- Uphold the Chapter’s policies/procedures.
- Serve as a full voting member of the Board and advise various committees, as assigned.
- Communicate effectively on all levels and seize any opportunity to positively represent ACHEMT at meetings or social functions/forums that would benefit the Chapter and/or ACHE.

## **SELECTION AND NOMINATION PROCESS**

The ACHEMT Board of Directors desires to develop a well-functioning board to serve as an instrument in achieving the organization’s strategic goals and objectives. Board members should be selected that provide an appropriate mix of experience and expertise to meet the Board’s responsibilities. The Board should also maintain diversity in the composition that will appropriately represent the communities served. The Selection and Nominations process has been developed and implemented by the Nominating Committee in accordance with the Chapter By-laws and this policy to facilitate the selection of those people who best meet the needs of the board.

### **Nominating Committee Composition**

The nominating committee shall consist of the Chapter President-Elect, the Chapter President, and the Immediate Past President. In addition, any Regent of ACHE who is a member of the Chapter shall be an ex-officio voting member of the Nominating Committee.

### **Eligibility of Directors/Officers**

- Directors: Must be members of the Chapter for at least a year and actively involved in Chapter activities.
- Officers: Must be members of the Chapter who have completed at least one term as a Director.

### **Importance of Diversity and Inclusion**

As an organization so reliant on its leaders, creating a diverse and inclusive community is critical to the successful implementation of ACHEMT’s mission. The Chapter makes it a priority to develop a diverse leadership team who can work collaboratively and innovatively. That diversity extends beyond just race and gender to include various levels of professional experience (e.g. students, early careerists, mid-level, C-suite leaders), clinical and non-clinical professionals, non-acute care representatives, health care supplier representatives, and more.

### **Process**

The Nominating Committee shall put out a call for nominations to the membership annually for members who qualify for eligibility to serve as a Board Director and will present a slate of Directors and Officers to the members of the chapter prior to the meeting at which elections will be held. Any eligible chapter member may place his or her name or another eligible chapter member’s name in nomination as a Director. The Nominating committee will present the slate of Officers from the current Board Directors. Voting by chapter members will occur during the month of the annual meeting of the chapter which is routinely held during the last quarter of the calendar year. Election shall be decided by a majority vote of members casting their votes electronically prior to the annual meeting.

## Sequence of Events

- August: The Nominating Committee, in collaboration with the Communications Committee, will issue a “call for nominations” to notify Chapter members of the Board positions that will be coming vacant. The Board of Directors application will be posted on the chapter website.
- September: The Nominating Committee will begin development of the proposed slate of Directors/Officers based upon names submitted by chapter members/board of directors. At the Chapter’s September educational event, members will be encouraged to submit nominations and/or volunteer for board positions.
- October: The Nominating Committee will validate the eligibility of the nominations received and finalize the proposed slate of Directors/Officers. The slate will be presented to the Board of Directors for review and approval. Following board approval, the Nominating Committee will prepare a ballot of the nominees for the Communications Committee to send electronically (via email) to the Chapter members no later than the last full week of October.
- November: The annual election for the ACHEMT Board of Director positions will occur during the months of October/November by votes being cast electronically. Candidates will be elected by a majority of the votes cast. If there is only one candidate for each vacant position, the Chapter President may call for election of the candidates by acclamation. Following the election, the Communications Committee will announce the newly elected Board of Directors in the next issue of the Chapter’s newsletter.
- December: The incoming and outgoing Board of Directors will attend the December Chapter Strategic Planning and Board Orientation session.
- January: Effective January 1<sup>st</sup>, the incoming Board of Directors will assume their duties and responsibilities and their predecessors will be relieved of such.

# APPLICATION FOR ACHEMT CHAPTER BOARD OF DIRECTORS

Calendar Year \_\_\_\_\_

*Please attach resume.*

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company/Organization: \_\_\_\_\_

Work Address: \_\_\_\_\_

City/Zip: \_\_\_\_\_

Work Phone: \_\_\_\_\_ Evening Phone: \_\_\_\_\_

Cell Phone: \_\_\_\_\_ Email Address: \_\_\_\_\_

Why would you like to serve on the chapter board?

Please describe your prior board or volunteer experience:

What do you feel you can offer to this board that will enhance it during your term of service?

What Position on the board are you applying for?

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> President-Elect                | <input type="checkbox"/> Vice President | <input type="checkbox"/> Treasurer-Elect        |
| <input type="checkbox"/> Communications Chair-Elect     |   | <input type="checkbox"/> Membership Chair-Elect |
| <input type="checkbox"/> Sponsorship Chair-Elect        |   | <input type="checkbox"/> Program Chair-Elect    |
| <input type="checkbox"/> Career Advancement Chair-Elect |   | <input type="checkbox"/> Member at Large        |

## OPERATING PROCEDURES: ORIENTATION AND TRAINING

### New Board Member Orientation and Onboarding

#### CHAPTER BOARD ORIENTATION

Orientation for new Board members will be conducted annually and will include the following items:

- Board binders that explain the expectations of each board member and provide tools to assist in successfully fulfilling the roles. The following items will be included:
  - Chapter Mission Statement
  - Chapter Bylaws
  - Chapter Multi-year Strategic Plan
  - List of committees with their scope and functions and list of chairs and members
  - Current financial budget and most recent financial statement
  - Minutes of last three board meetings
  - Most current chapter newsletters
- Overview of ACHE
- Review of ACHE’s and the chapter’s vision, mission and values
- Workings of the ACHE chapter, including the structure of the board and committees and proper business procedures
- Review of ACHE website and Chapter Service Center
- Board director affirmation sheet for review and signature
- Review of any chapter written policies pertaining to board directors such as Conflict of Interest statement, travel policies, etc.

#### CHAPTER BOARD ONBOARDING

A formal onboarding process will be used to introduce new board members to their roles and responsibilities.

Time Frame	Owner	Action Items	Details
1 <sup>st</sup> week after election	ACHEMT President	Welcome to new board member	Call or email from ACHEMT President to officially welcome new board member.
	Outgoing Board Member	Welcome to new board member	Call or email from outgoing board member to officially welcome new board member and schedules a time to provide overview of new position
November	Outgoing Board Member	Orientation to new position	Outgoing board member calls or meets with new board member and review position responsibilities, relationships with other board members, and best practices to use
December	New and Outgoing Board Member	ACHEMT Strategic Planning Session	New and outgoing board members attend the ACHEMT board retreat and strategic planning session
January 1 <sup>st</sup>	New Board Member	Onboarding/Hand-off is complete	New board member assumes the duties and responsibilities of the position.
January	Committee Chair/Chair-Elect	Orientation for Committee Members	Committee Chair/Chair-Elect provides general orientation to all members appointed to serve on committee

# ACHE of Middle Tennessee New Board Member Orientation

An Independent Chapter of



American College of  
Healthcare Executives  
*for leaders who care®*

An Independent Chapter of



American College of  
Healthcare Executives  
*for leaders who care®*

## Orientation Agenda

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- **ACHE**
  - Mission, Vision, Values
  - Facts
  - Strategic Plan
  - The ACHE Relationship with Chapters
- **ACHE of Middle Tennessee (ACHEMT)**
  - Chapter Profile
  - Mission, Vision, Values
  - Leadership Organizational Structure
  - Board of Director Positions and Responsibilities
  - The Role and Fiduciary Responsibilities of Chapter Board Members and Officers
  - Committees and Responsibilities
  - Review of 2016 Goals
  - Board Meeting Expectations
- **Review of Board Notebook**
- **Tour of Websites**

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Healthcare Executives  
*for leaders who care®*

## ACHE

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### ▪ MISSION

- To advance our members and healthcare management excellence

### ▪ VISION

- To be the premier professional society for healthcare executives dedicated to improving healthcare delivery

### ▪ VALUES

- Integrity
- Lifelong Learning
- Leadership
- Diversity

An Independent Chapter of



American College of  
Healthcare Executives  
*for leaders who care®*

## ACHE

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### ▪ International Professional Society

- Over 40,000 Members
- 81 Chapters
- 16 Board of Governors and 72 Regents
- Resources
  - Educational Tools
  - Career Advancement Resources
  - Website Resources
  - Regional Liaison

# ACHE Strategic Plan

<b>Vision:</b>	To be the preeminent professional society for healthcare executives dedicated to improving health				
<b>Outcomes:</b>	<ul style="list-style-type: none"> <li>Increased membership and participation across the spectrum of healthcare leadership</li> <li>Increased brand awareness and perceived value among members and key constituents</li> <li>Higher levels of member engagement and satisfaction</li> <li>Greater Impact in advancing effective and efficient healthcare</li> </ul>				
<b>Initiatives:</b>	<ul style="list-style-type: none"> <li><b>Leadership</b> – Advance Executive Diversity; Innovate Leadership Solutions</li> <li><b>Market Relevance</b> – Increase Membership and Engagement; Enhance FACHE® Value; Strengthen our Brand</li> <li><b>Value Creation</b> – Expand Education Channels; Develop Physician Leaders; Enhance Career Services</li> <li><b>Excellence</b> – Optimize the Member Experience; Advance Performance Excellence; Accelerate Technology Advancement</li> </ul>				
<b>Strategic Objectives:</b>	<ul style="list-style-type: none"> <li><b>Innovate and Educate</b> to deliver meaningful new solutions to healthcare leaders.</li> <li><b>Extend and Adapt</b> ACHE offerings and brand position to meet the needs of the emerging market in healthcare leadership.</li> <li><b>Preserve and Enhance</b> core offerings to drive continued recognition of ACHE as trusted partner for healthcare leadership growth.</li> </ul>				
<b>Core Values:</b>	<table border="1"> <tr> <td>Integrity</td> <td>Lifelong Learning</td> <td>Leadership</td> <td>Diversity and Inclusion</td> </tr> </table>	Integrity	Lifelong Learning	Leadership	Diversity and Inclusion
Integrity	Lifelong Learning	Leadership	Diversity and Inclusion		
<b>Mission:</b>	To advance our members and healthcare management excellence				

5

An Independent Chapter of



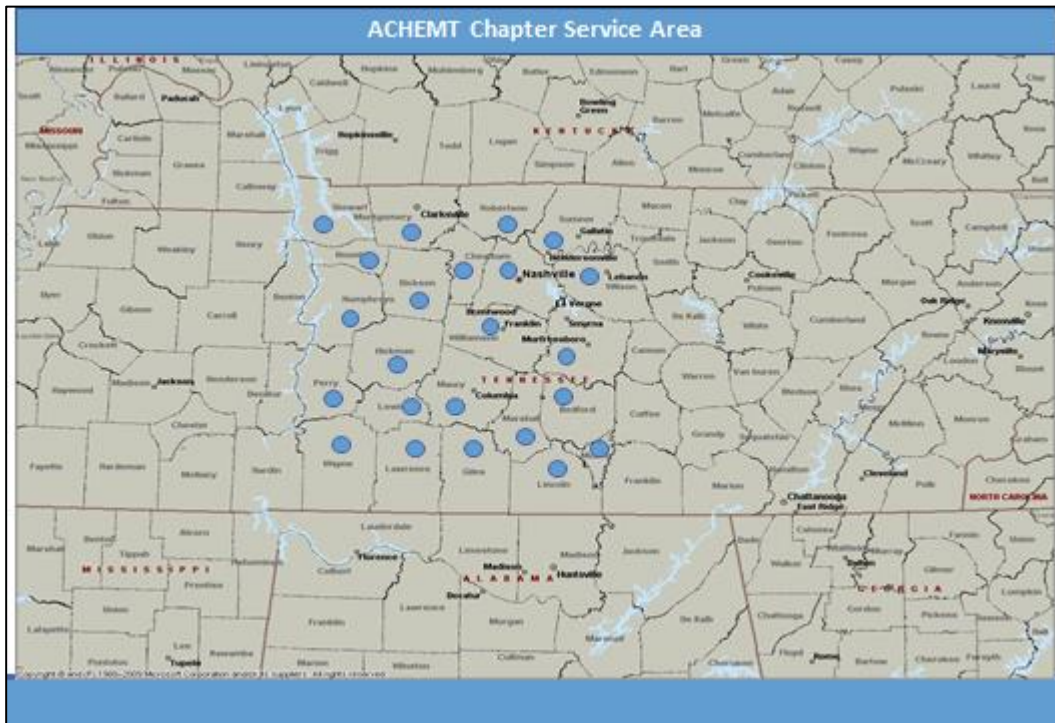
## The ACHE Relationship with Chapters

- Chapters are *components* of ACHE – they exist in ACHE to advance the mission of ACHE.
- ACHE Chapters are.....
  - Independent, not-for-profit corporations chartered to increase value for ACHE members by delivering convenient, close-to-home, cost-effective continuing education, networking, and career services.
- ACHE’s Promise to Chapters.....
  - ACHE’s aim is to help chapters and chapter leaders be successful:
    - We are committed to constant and continuous improvement of quality
    - We have and will continue to make a substantial commitment of time, energy, & money.
    - We will listen carefully to our chapters and engage them in the improvement process



## ACHEMT Chapter Profile

- Chartered :November 8, 2004
- Incorporated: October 21, 2004
- District: 4
- Chapter Territory: TN – Bedford, Cheatham, Davidson, Dickson, Giles, Hickman, Houston, Humphreys, Lawrence, Lewis, Lincoln, Marshall, Maury, Montgomery, Moore, Perry, Robertson, Rutherford, Stewart, Sumner, Wayne, Williamson, Wilson
- Regional Director: **Terra L. Levin, FACHE, CAE**  
Regional Director  
Assigned to Districts 2 & 4  
[tlevin@ache.org](mailto:tlevin@ache.org)



## ACHEMT

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### ■ Mission

- Be the professional membership society for health care executives
- Meet its members' professional, educational, and leadership needs
- Promote high ethical standards and conduct;
- Advance healthcare leadership and management excellence
- Promote the mission of ACHE

### ■ Vision

- Be Middle Tennessee's premier professional organization of choice for healthcare executives

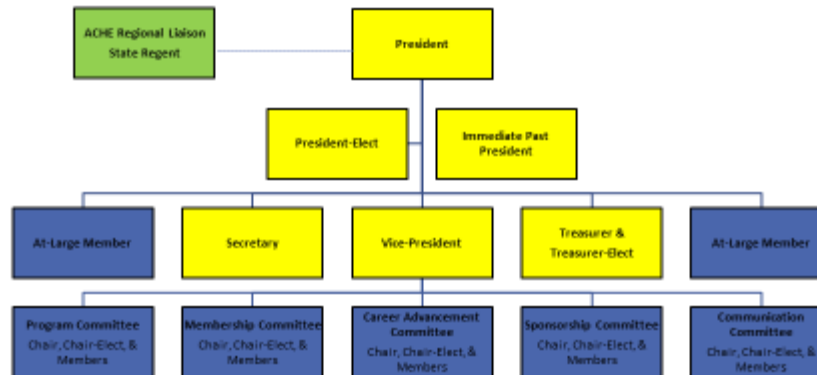
## ACHEMT

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### ■ Values

- Integrity: Advocate and emulate high ethical conduct
- Lifelong Learning: Recognize lifelong learning is essential to our ability to innovate and continually improve ourselves, our organizations, and our profession
- Leadership: Lead through example and mentoring; recognize that caring must be a cornerstone of our professional interactions
- Diversity: Advocate inclusion and embrace the differences of those with whom we work and the communities we serve

## ACHEMT Leadership Structure



## ACHEMT Board of Directors

### Chapter Officers

- **President:** The Chapter President shall be the chief executive of the Chapter, shall convene and preside over meetings of the chapter Board or Meetings of Members, and shall serve as liaison with ACHE.
- **President-Elect:** The Chapter President-elect 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. The Chapter President-elect shall advance to Chapter President at the completion of the preceding Chapter President's term of office without an election once elected to the office of Chapter President-elect.
- **Immediate Past President:** The Chapter Immediate Past President shall serve as advisor to the Chapter President and insure continuity from one year to the next. The Immediate Past President shall serve on the nominating committee and be available for special projects at the request of the Chapter President.

## ACHEMT Board of Directors

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### ■ Chapter Officers

- **Vice-President:** The Chapter Vice President shall be responsible for chapter volunteer coordination as well as coordination of the following board committees: Career Advancement, Communication, Membership, Program, and Sponsorship.
- **Secretary:** The Chapter Secretary shall be responsible for the maintenance of all corporate records, minutes, and documents.
- **Treasurer:** The Chapter Treasurer shall be responsible for annual budgets and the preparation of periodic financial statements, accounts receivable and accounts payable.
- **Treasurer-Elect:** The Chapter Treasurer-elect shall assist the Treasurer and advance to Chapter Treasurer at the completion of the preceding Chapter Treasurer's term of office without an election once elected to the office of Chapter Treasurer-elect.

## ACHEMT Board of Directors

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### ■ Chapter Directors

- **Career Advancement Chair and Chair-Elect:** Responsibilities include Professional Development, Fellow Advancement/BOG Exam Prep, Community Service Event Coordination, Mentorship Program, and Student Relations and Event Coordination.
- **Communications Chair and Chair-Elect:** Responsibilities include Marketing Strategy and Management, Communications Content and Delivery, Webtool Training for Board Members, Publications/Newsletter, Website/Social Media, and Online Tools and Services.
- **Membership Chair and Chair-Elect:** Responsibilities include Recruitment and Retention, Membership Networking/Event Coordination, Early Careerists SIG, Life Fellows, and Diversity and Inclusion..
- **Program Chair and Chair-Elect:** Responsibilities include Educational Content and Delivery, Educational Event Coordination, Submission of required Educational Event information to ACHE, Organizational Partnerships for Programs.
- **Sponsorship Chair and Chair-Elect:** Responsibilities include Fundraising and Corporate Relations.

## ACHEMT Board of Directors

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### Other Board Directors

- **ACHE Regent:** Any Regent of ACHE who is a member of the Chapter shall be an ex-officio voting member of the Board.
- **Members at Large:** Distinguished individuals who represent the interests of the Chapter membership and support the other Board of Director members.

## The Chapter Board's Role

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- **Setting direction for the chapter**
  - Multi-year plan for service, growth and financial viability
  - Annual goals and objectives
- **Overseeing chapter operations**
  - Monitor results of chapter operations
  - Hold committees accountable for the plan
- **Ensuring financial resources**
  - Budget appropriately to achieve plan
  - Monitor use of resources

## Duties of Chapter Board

- The law requires Directors and Officers to act:
  - In good faith;
  - As an ordinary prudent person in similar circumstances would act; and
  - In the best interests of the chapter.
  
- Serving as a board member is a significant responsibility with certain “fiduciary” duties:
  - Duty of Care
  - Duty of Loyalty
  - Duty of Obedience

## Fiduciary Duties

Duty of Care:	
Attendance at Board meetings	<ul style="list-style-type: none"> <li>• Failure to attend does not relieve responsibility</li> <li>• Bound by the Board's actions</li> <li>• Failure to attend may be negligence</li> </ul>
Delegation versus abdication	<ul style="list-style-type: none"> <li>• Delegation is necessary and legal</li> <li>• Must monitor those to whom you delegate</li> <li>• Board is still responsible</li> </ul>
Duty to be informed is central issue	
Duty of Loyalty:	
Allegiance to the chapter is required	
Best interests of chapter must prevail over individual interests	<ul style="list-style-type: none"> <li>• Actions and decisions must promote chapter purpose and not private interests</li> </ul>
Full disclosure and recusal is expected when a potential conflict arises	
Duty of Obedience:	
Directors and Officers must:	<ul style="list-style-type: none"> <li>• Comply with the global governing documents (bylaws, policies) of the chapter</li> <li>• Ensure chapter funds are used for lawful purposes</li> <li>• Comply with federal and state laws</li> <li>• Avoid putting the chapter at risk by willfully violating chapter contractual obligations</li> </ul>

## The Good News

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- *Volunteer Protection Act* provides limited protection of volunteers acting in good faith and with due regard
- Corporate structure reduces chances of personal liability
- Directors & Officers liability insurance provides resources to defend

## ACHEMT Committees

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- **Career Advancement Committee:**
  - Responsibilities: Professional Development, Fellow Advancement/BOG Exam Prep, Community Service Event Coordination, Mentorship Program, Student Relations and Event Coordination
- **Communications Committee:**
  - Responsibilities: Marketing Strategy and Management, Communications Content and Delivery, Webtool Training for Board Members, Publications/Newsletter, Website/Social Media, On line Tools and Services
- **Executive Committee:**
  - Responsibilities: Strategic Planning, Budget and Finance, Committee and Volunteer Coordination, Strategic Partnerships, ACHE Requirements
- **Financial Review Committee:**
  - Responsibilities: Chapter Finances, Financial Policies and Procedures, Annual Review of Chapter's Financial Activities, Preparation/Submission of Financial Statements and Tax Returns



## ACHEMT Committees

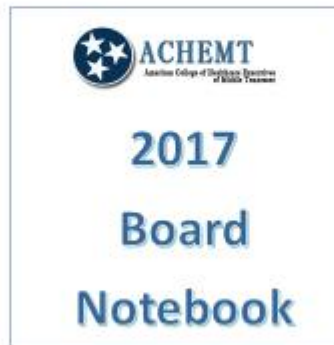
- **Membership Committee:**
  - Responsibilities: Recruitment and Retention, Membership Networking/Event Coordination, Early Careerists SIG, Life Fellows, Diversity and Inclusion
- **Nominating Committee:**
  - Responsibilities: Board Nominations for Annual Election
- **Program Committee:**
  - Responsibilities: Educational Content and Delivery, Educational Event Coordination, Submission of required Educational Event information to ACHE, Organizational Partnerships for Programs
- **Sponsorship Committee:**
  - Responsibilities: Fundraising, Corporate Relations

## 2016 Goals and Results as of 11/01/2016

Corporate Performance Objectives			
Objective	Measure	2016 Goal	2016 Actual
Achieve a <b>3.5% net</b> increase in Members and Fellows by the January 1, 2017 census	New Members and lapsed Members and Fellows from prior years	126	103
Achieve the advancement of <b>566</b> Fellow designates by December 31, 2016	Members who have passed the Board of Governor's Exam	8	8
Achieve a <b>9.6%</b> increase in 2016 education attendee hours at chapter education events over 2015 education attendee hours	Education Attendee Hours at chapter events	1,012	618
Award of Chapter Excellence Indicators			
Indicator	Measure	2016 Goal	2016 Actual
Member Satisfaction	Mean Satisfaction Score	4	4
Education and Networking Performance	Indexed Attendee Hours	12.9	1.9
Net Membership Growth	Percent Increase in total chapter membership	9.9%	3.4%
Advancement of Eligible Members	New Fellow designates or Fellows as percent of eligible pool	9.2%	4.5%

## Review of Board Notebook

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## Tour of Websites

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- **ACHE Website:** [www.ache.org](http://www.ache.org)
  - Chapter Service Center
  - Access to manuals, reports, tools
  - Chapter Management Webinars
- **Star Chapter Website:** [www.achemt.org](http://www.achemt.org)
  - Educational and Networking Events
  - New Members, New Fellows, Recertified Fellows
  - ACHE information

## RECOGNITION PROGRAM AND ASSESSMENT

### Chapter Leader Recognition and Benefits

#### **Board Members**

- Public thank you through communications channels (website, newsletter, social media)
- Thank you note to the chapter leader and their supervisor and/or CEO
- Recognition at all Chapter events
- Appropriation to attend Chapter Leaders Conference (maximum of 2 board members)
- ACHE Recognition Program/Pins
- Complimentary dinner with Board of Directors meetings
- Gift of appreciation at completion of board service

#### **Committee Members**

- Public thank you through communications channels (website, newsletter, social media)
- Thank you note to the chapter leader and their supervisor and/or CEO
- Recognition at all Chapter events
- ACHE Recognition Program/Pins

### Board and Committee Self-Assessments

#### **Assessment of Performance**

Board members will review various performance assessments during the Board's annual strategic planning session and will prepare a plan of action to improve performance.

#### **Types of Assessments**

- Self-Assessment for Committee Members
  - *Goals and Purpose of Committee*
  - *Support for the Committee*
  - *Times of Meetings*
- Self-Assessment for Board Members
  - *Chapter Infrastructure*
  - *Leadership*
  - *Strategic Planning*
  - *Budgeting*
  - *Education*
  - *Member Communication*

## ACHEMT Self-Assessment for Committee Members

**Purpose:** *The purpose of this Self Evaluation is to assist individuals and chapter examines their achievement, commitment and plan for development. This Self-evaluation provides an organized basis for developing the committee’s Strategic Plan and enabling them to work together in advancing the mission of ACHEMT.*

**Name of Committee:** \_\_\_\_\_

**Committee Chair:** \_\_\_\_\_

<i>Please circle the number that best corresponds with your level of agreement.</i>					
Self Evaluation Questions:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Goals or Purpose of Committee</b>					
1. I understand the goals and purpose of our committee.	1	2	3	4	5
2. There is alignment between our goals and purpose and the actions taken and/or the decisions made by the committee.	1	2	3	4	5
<b>Support for the Committee</b>					
3. Our Committee has adequate resources (e.g. materials, information, members) to support its function.	1	2	3	4	5
<b>Time and Location of Meetings</b>					
4. Our meetings are held regularly and with appropriate frequency.	1	2	3	4	5
5. We receive the meeting agenda and materials in advance of the meeting to allow for appropriate review and preparation.	1	2	3	4	5
6. We consistently use our meeting time well; issues get the time and attention proportionate to their importance.	1	2	3	4	5
7. The minutes of our meetings are accurate and reflect the discussion, next steps and/or action items articulated by the members.	1	2	3	4	5
8. Our members come to meetings prepared and ready to contribute.	1	2	3	4	5
9. As a general rule when I speak I feel listened to and that my comments are valued.	1	2	3	4	5
10. What did you like most about our meetings?					
11. What I would like to see improve at our meetings?					
12. Additional comments, recommendations or topics you would like to discuss:					

## ACHEMT Self-Assessment for Board Members

**Purpose:** *The purpose of this Self-Assessment is to assist and help individuals and chapter examines their achievement, commitment and plan for development. This Self-Assessment provides an organized basis for developing the Board's Strategic Plan and enabling them to work together in advancing the mission of ACHEMT.*

**Chapter Name:** ACHEMT

**Submitted by:** \_\_\_\_\_

<i>Please circle the number that best corresponds with your level of agreement.</i>					
Self Assessment Questions:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Chapter Infrastructure</b>					
1. The chapter keeps its bylaws current and revises them as needed.	1	2	3	4	5
2. All chapter board positions are filled in a timely manner when vacated and are currently fully staffed.	1	2	3	4	5
3. The full chapter board met at least eleven times this year. Meetings were planned and scheduled in advance for purpose of completing chapter business.	1	2	3	4	5
<b>Leadership</b>					
4. The chapter board is aware of the chapter's status in critical areas.	1	2	3	4	5
5. The chapter board uses its regular meetings in an effective manner.	1	2	3	4	5
6. The chapter board reaches decision by quorum vote after thorough discussion.	1	2	3	4	5
<b>Strategic Planning</b>					
7. The chapter created a brainstorming session for strategic planning as part of the conference or meeting to begin planning for the chapter's future.	1	2	3	4	5
8. The chapter included strategic thinking and conversation as part of every chapter board meeting when planning for the future.	1	2	3	4	5
9. The chapter effectively surveyed its member to gather data in order to help the chapter make strategic decisions.	1	2	3	4	5
10. The chapter is forward thinking regarding the challenges facing the chapter and strives to be proactive in their solutions.	1	2	3	4	5
<b>Budgeting</b>					
11. The chapter has effectively and responsibly allocated and accounted for all monies budgeted throughout the year.	1	2	3	4	5
<b>Education</b>					
12. The chapter education programs are in line with ACHE criteria, mission, and purpose.	1	2	3	4	5
13. The chapter plans and effectively executes an annual conference or annual workshops.	1	2	3	4	5

14. The chapter has regional groupings to provide networking opportunities.	1	2	3	4	5
<b>Member Communication</b>					
15. The chapter board seeks to enhance the members' experience with the chapter.	1	2	3	4	5
16. The chapter board seeks members' input on decisions.	1	2	3	4	5
17. Chapter members feel that they can share their needs with the board officers and that action will be taken if possible.	1	2	3	4	5
18. The chapter communicates effectively with members via a newsletter or other tool to update members on chapter news.	1	2	3	4	5
19. Considering all aspects of your chapter, including its structure and operation, governing body, and current member services, what are the greatest strengths of the chapter?					
20. Considering all aspects of your chapter, including its structure and operation, governing body, and current member services, what are the greatest weaknesses of the chapter?					
21. Based on your own understanding of the purpose of the chapter, what are the most important opportunities available during the next two years?					
22. What are the important skills, backgrounds and points-of-view for the Board of Directs to represent?					
23. Does our current Board resemble the full complement of these areas, or are we lacking? If so, where are we lacking?					

## APPROVAL

The American College of Healthcare Executives of Middle Tennessee Chapter Board of Directors has approved this Board Manual, and agrees to review and update this manual annually at its strategic planning retreat held in December of each year.

\_\_\_\_\_  
ACHEMT President

\_\_\_\_\_  
Date

\_\_\_\_\_  
ACHEMT President-Elect

\_\_\_\_\_  
Date

## **APPENDIX**

Chapter Bylaws

Multi-Year Strategic Plan