



MARYLAND ASSOCIATION OF
HEALTH CARE EXECUTIVES
(MAHCE)
BOARD MANUAL



SEPTEMBER 2014



TABLE OF CONTENTS

Maryland Association of Health Care Executives Overview.....	2
Chapter Board of Directors Overview.....	3
Chapter Committees and Councils.....	6
Board of Directors Organizational Chart.....	7
Position Descriptions.....	8
President.....	8
President-Elect.....	9
Immediate Past President.....	10
Treasurer.....	11
Secretary.....	13
Director of Communications.....	14
Director of Community Outreach.....	15
Director of Development.....	16
Director of Membership.....	17
Director of Operations.....	18
Director of Programming.....	19
Annual Board of Director Activities.....	20
Board of Directors Recruitment.....	21
Call for Nominations to Serve on MAHCE Board of Directors.....	23
Application to Serve on the MAHCE Board of Directors.....	26
Board of Directors Onboarding Checklist.....	27
Types of Recognition.....	28
Chapter Board of Directors Assessment.....	29
General Chapter Board Performance Assessment.....	30
Chapter Board of Directors Self-Assessment.....	31
Strategic and Annual Planning.....	36
Board of Directors Strategic Planning Survey.....	39
MAHCE Newsletter Publication Timeline.....	40



MARYLAND ASSOCIATION OF HEALTH CARE EXECUTIVES OVERVIEW

The Maryland Association of Health Care Executives (MAHCE), a local, independent chapter of the American College of Health Care Executives (ACHE), was founded in 1973 as a forum for professional development and interchange among senior-level health care executives. Since that time, the Association has expanded its membership to those involved in health care administration or health-related professions; such as healthcare consultants and students in health care administration programs.

The Mission of the Maryland Association of Health Care Executives is to:

- Develop a network facilitating communication and an active support system
- Encourage an exchange of information among our members through educational programs
- Encourage membership in the American College of Healthcare Executives (ACHE)
- Enhance our members professional life and career

The Maryland Association of Health Care Executives' Vision is to be the healthcare professional organization of choice in Maryland for executives from the entire healthcare spectrum.

The Board of Directors promotes the following Values of the MAHCE 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.



CHAPTER BOARD OF DIRECTORS OVERVIEW

The Chapter Board shall have the authority and responsibility for supervising the general operation of the Maryland Association of Health Care Executives (MAHCE) in meeting its mission. MAHCE's mission, in the territory designated by the American College of Healthcare Executives (ACHE), is to develop a network facilitating communication and an active support system; to encourage an exchange of information among our members through educational programs; to encourage membership in ACHE; and to enhance our member's professional life and career.

Composition: The MAHCE Board of Directors will be comprised of at least four elected Officers and two elected Directors (the total of both shall not exceed 20 individuals).

- Chapter Officers: Per the MAHCE Bylaws, the Chapter shall have these Officers:
 - President: The Chapter President shall serve as the Chapter's chief executive; convene and preside over meetings of the Chapter Board or meetings of members; and act as the Chapter's primary liaison with ACHE.
 - President-Elect: The Chapter President-Elect shall substitute for the Chapter President in his/her absence (or inability to serve) and will prepare plans for his/her term of office. Once elected, the President-Elect shall advance to President at the completion of the current President's term of office. If there is no President-Elect, then the Program Chair shall assume the position of President until the next election.
 - Treasurer: The Treasurer shall be responsible for maintaining revenue and expense documentation; ensuring internal controls are in place for properly depositing funds and the accounting of such; and preparing periodic financial statements.
 - Secretary: The Secretary will be responsible for maintenance of corporate records, minutes, and other documents prepared on behalf of the chapter.
- Chapter Directors: The Chapter currently consists of the following Directors:
 - Communications: The Director of Communications shall be responsible for the publication of the MAHCE quarterly newsletter and communication on behalf of the chapter.
 - Community Outreach: The Director of Community Outreach supports MAHCE by coordinating various community outreach activities and providing grants to needy organizations.
 - Development: The Director of Development coordinates all fundraising efforts for the organization. This includes the identification and securing of potential sponsors, and ensuring collection of these funds.



- Membership: The Director of Membership will facilitate the membership growth for ACHE and MAHCE. This includes distributing information to prospective members and maintaining the database with an annual review. The Director also works collaboratively with the Director of Communications to effectively transmit important information to members.
- Operations: The Director of Operations shall be responsible for the logistical and contractual management of chapter functions and events. Duties include: initiating requests for proposal (RFPs) and contracts for event venues, coordinating event logistics including food, beverages, audio/visual support, seating, parking, and vendor management. The Director of Operations manages the electronic registration system, including printing of name badges, management of venue RSVP counts, refunds, and statistics. The Director maintains records of all Chapter events and submits reports to ACHE, including face-to-face credit. The Director of Operations also collects and analysis of event surveys and reports the survey responses during routine Board meetings.
- Programming: The Director of Programming is responsible for planning and coordinating the annual education and networking programs in accordance with the Board's wishes and ACHE direction.
- Other Board Members:
 - ACHE Regents: Any Regent of ACHE who is a member of the Chapter shall be an ex officio voting member of the Board.
 - Immediate Past President: The Chapter Immediate Past-President shall assist and fill in for the Chapter President, as needed, and shall directly support the new President as they begin their term of office. This position will ensure a smooth leadership transition as the new Chapter President gains experience and gets settled into their new role.
 - Members at Large: Distinguished individuals who represent the interests of the Chapter membership and support the other Board of Director members.

Terms of Office: Chapter Board of Director terms of office shall commence on January 1st and will continue for the following periods (or until replaced by a subsequent election):

- President: 2 years
- Other Officers: 1 Year
- Directors: 2 years (staggered such that approximately one half of the Directors shall commence their terms on alternating years)



Standard of Conduct: The Chapter Board and its Officers shall administer Chapter affairs honestly and economically and exercise their best care, skill, and judgment for the benefit of the Chapter and ACHE. Chapter Officers shall exercise the utmost good faith in all transactions relating to their duties for the Chapter. In their dealings, with and on behalf of the Chapter, they are held to a strict rule of honest and fair dealings with the Chapter. They shall not use their position, or knowledge gained there from, so that a conflict might arise between the Chapter interest and that of the individual.

Each nominee for a Chapter Board or committee position shall make written disclosure of any interest that might result in a conflict of interest upon nomination to office, before appointment to fill a vacancy in office, and annually thereafter. Such a written disclosure shall be made on such form or forms as may be adopted by the Chapter Board for that purpose.

The Chapter Board may authorize any Officer(s) and any agent(s) to enter into any contract or execute any instrument in the name of, and on behalf of, the Chapter and such authority may be general or limited to specific instances. Unless dully authorized by the Chapter Board, no Officer, agent, or employee shall have any power or authority to bind or obligate the Chapter by any commitment, contract, or engagement, or to pledge its credits to render it liable for any purpose or in any amount.



CHAPTER COMMITTEES AND COUNCILS

Nominating Committee. The Nominating Committee shall consist of two current Chapter Officers, one member appointed by the Chapter Board, and the Regent (who will be an ex officio voting member). The Chapter's Immediate Past Present shall serve as the Chair of the Nominating Committee. The Nominating Committee shall prepare a slate of Officers and Directors for the members of the chapter to elect.

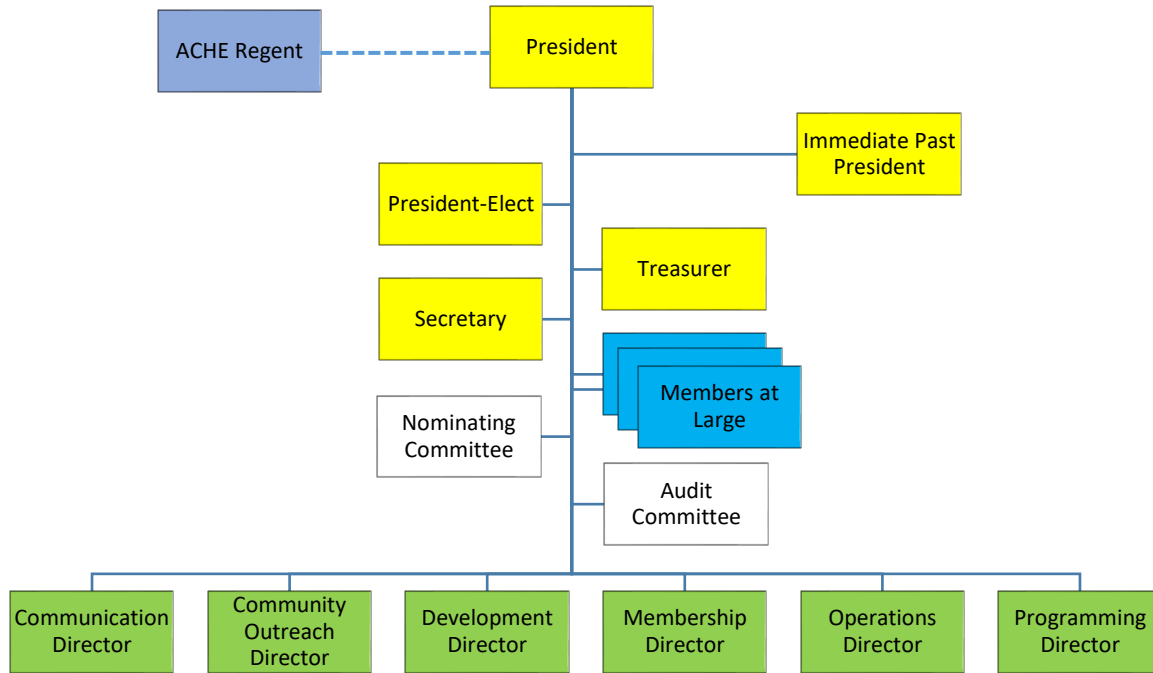
Audit Committee. The Audit Committee shall consist of two chapter members appointed by the Chapter Board. The Audit Committee shall arrange and supervise a biannual audit of the Chapter in accordance with generally accepted accounting principles and practices.

Other Chapter Committees. The Chapter President may, with the concurrence of the Chapter Board of Directors, establish, specify duties, and appoint chapter members to other committees as deemed necessary or advisable for effective administration of the Chapter. Members may serve one year on such committees and may be re-appointed.

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



BOARD OF DIRECTORS ORGANIZATIONAL CHART



Legend:

- Chapter Officer (Yellow)
- Chapter Director (Green)
- Chapter Executive (Blue)
- Chapter Committee (White)



BOARD OF DIRECTORS POSITION DESCRIPTIONS

PRESIDENT

The Chapter President shall be the chief executive of the Chapter; convene and preside over meetings of the Chapter Board or meetings of Members; and serve as the official MAHCE Chapter liaison with the American College of Healthcare Executives (ACHE).

Term of Office: 2 Years (commencing on January 1st and continuing for a period of two years or until replaced by a subsequent election)

Qualifications:

- Must be a current ACHE affiliate in good standing
- Must be a current FACHE
- Must maintain an active address in the MAHCE area of responsibility
- Must be a member of MAHCE who has completed at least one term as a Director*
- Must demonstrate dedication to the MAHCE and its mission
- Must possess good communication, leadership, and organization skills

Responsibilities:

- Serves as the visionary leader of the Chapter
- Leads the MAHCE Board in accomplishing its goals and objectives
- Seeks new chapter members
- Leads the development or renewal of the chapter multi-year plan
- Serves as a full voting member of the Board of Directors (BoD) and advises various committees, as needed
- Conducts meetings, formulates ideas, and delegates responsibility as appropriate
- Communicates effectively on all levels and seize any opportunity to positively represent MAHCE at meetings and/or social events that would benefit the chapter and/or ACHE
- Participates in quarterly President calls with the ACHE region liaison
- Works closely with ACHE region liaison on MAHCE policies and procedures
- Assists with coordination of MAHCE networking events

Attendance Responsibilities:

- Attend ACHE Chapter Leadership Conference
- Attend all Chapter meetings
- Miss no more than two (2) Board meetings annually

* This is per the MAHCE Bylaws (Article V, Section 3: Eligibility of Officers)



PRESIDENT-ELECT

The Chapter President-Elect shall assist and fill in for the Chapter 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 Chapter 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. If there is no President-Elect, then the MAHCE Program Director shall assume the position of President until the next election.*

Term of Office: One Year (commencing on January 1st the year before assuming the duties as the MAHCE Chapter President)

Qualifications:

- Must be a current ACHE affiliate in good standing
- Must be a current FACHE
- Must maintain an active address in the MAHCE area of responsibility
- Must be a member of MAHCE who completed at least one term as a Director*
- Must demonstrate dedication to the MAHCE and its mission
- Must possess good communication, leadership, and organization skills

Responsibilities:

- Assumes the office of President at the expiration of the President's term or earlier if the office becomes vacant for any reason
- Works closely with current President throughout the year as preparation for chapter presidency
- Leads the development or renewal of the chapter multi-year plan
- Serves as a full voting member of the Board of Directors (BoD) and advises various committees, as may be assigned
- Conducts meetings, formulates ideas, and delegates responsibility
- Communicates effectively on all levels and seizes any opportunity to positively represent MAHCE at meetings and/or social events that would benefit the chapter and/or ACHE
- Seeks new chapter members

Attendance Responsibilities:

- Attend ACHE Chapter Leadership Conference
- Attend all Chapter meetings
- Miss no more than two (2) Board meetings annually

* This is per the MAHCE Bylaws (Article V, Section 10: Chapter Officers)

** This is per the MAHCE Bylaws (Article V, Section 3, Eligibility of Officers)



IMMEDIATE PAST-PRESIDENT

The Chapter Immediate Past-President shall assist and fill in for the Chapter President, as needed, and shall directly support the new President as they begin their term of office. The position will ensure a smooth leadership transition as the new Chapter President gains experience and gets settled into their new role.

Term of Office: 2 Years (commencing on January 1st or when the new Chapter President begins his or her tenure and continuing for a period of two years or until his or her immediate successor is no longer President)

Qualifications:

- Must be a current ACHE affiliate in good standing
- Must be a current FACHE
- Must maintain an active address in the MAHCE area of responsibility
- Must be a member of MAHCE and served as the most recent Chapter President
- Must demonstrate dedication to the MAHCE and its mission
- Must possess good communication, leadership, and organization skills

Responsibilities:

- Participates in the development or renewal of the chapter multi-year plan
- Serves as a full voting member of the Board of Directors (BoD) and advises various committees, as may be assigned
- Conducts meetings, formulates ideas, and delegates responsibility
- Communicates effectively on all levels and seizes any opportunity to positively represent MAHCE at meetings and/or social events that would benefit the chapter and/or ACHE
- Works closely with current President throughout the year to ensure a smooth leadership transition

Attendance Responsibilities:

- Attend all Chapter meetings
- Miss no more than two (2) Board meetings annually



TREASURER

The Treasurer acts as the chief financial officer of the chapter and manages all of the cash, bank accounts, investments, and financial records for the chapter. This includes recording and depositing program fees, issuing and signing checks for approved expenses, invoicing for accounts receivable (e.g., sponsorship income), preparing regular financial reports, filing any reports required by federal or state government, ensuring that annual budgets are prepared and monitored, and obtaining financial audits, as may be required.

Term of Office: One Year (commencing on January 1st and continuing for a period of one year or until replaced by a subsequent election)

Qualifications:

- Must be a current ACHE affiliate in good standing
- Must maintain an active address in the MAHCE area of responsibility
- Must be a member of MAHCE who has completed at least one term as a Director*
- Must be familiar with accounting processes
- Must possess budget development and financial management skills
- Must demonstrate dedication to the MAHCE and its mission
- Must possess good communication, leadership, and organization skills

Responsibilities:

- Maintains accurate records of the chapter's financial status
- Establishes/maintains a chapter checking account and obtains pertinent signature cards and resolutions in an appropriate banking institution
- Deposits all money received by the chapter in the chapters' accounts
- Pays all approved expenses
- Engages and coordinates financial audits, as may be required
- Reviews the financial status of previous years while drafting the annual budget for Board of Directors' (BoD) approval
- Reviews financial records annually and upon departure from the office
- Provides detailed report of fiscal accounts and contracts for the incoming treasurer
- Works with MAHCE Directors to identify non-dues (e.g., sponsorship income) sources of income
- Submits quarterly and annual financial reports to the BoD and ACHE for review or as may be required
- Serves as a full voting director of the BoD and advises various committees, as may be assigned



- Assures that all receipts and disbursements are recorded and consistent with the accounting conventions (e.g., cash basis) currently in practice.

Accounting Methodology:

- “Cash Basis” is the established accounting method
- 26 U.S.C. 448 “Limitations on use of cash method of accounting.” See exemptions for “taxable income” and “gross annual receipts over \$5,000,000.”

Attendance Responsibilities:

- Attend all Chapter meetings
- Miss no more than two (2) Board meetings annually

* This is per the MAHCE Bylaws (Article V, Section 3: Eligibility of Officers)



SECRETARY

The Secretary shall be responsible for the maintenance of all corporate records, minutes, and other documents prepared on behalf of the chapter. Duties include: taking minutes at regular and special Chapter Board meetings, sending out meeting notices and agendas accompanied by minutes (preferably two weeks in advance of chapter board meetings), and maintaining an official file (physical or virtual) of all documents relating to official meetings (meeting notices, agendas, minutes, any material given to board members, Treasurer's reports, committee reports, program reports, etc.).

Term of Office: One Year (commencing on January 1st and continuing for a period of one year or until replaced by a subsequent election)

Qualifications:

- Must be a current ACHE affiliate in good standing
- Must maintain an active address in the MAHCE area of responsibility
- Must be a member of MAHCE who has completed at least one term as a Director*
- Must demonstrate dedication to the MAHCE and its mission
- Must possess good communication, leadership, and organization skills

Responsibilities:

- Assists the President prepare for monthly BOD and business meetings
- Prepares minutes at all regular and special Chapter Board meetings; post minutes, Chapter records, and financial documents on ChapterLink; and sends an electronic copy of the minutes to each member of the Chapter Board of Directors within 2 weeks of each meeting
- Maintains and updates Chapter Officer and Director rosters
- Maintains an ongoing record of minutes and other official documents of the Chapter and conveys these records to his/her successor
- Assists with Chapter elections as per the Chapter bylaws
- Serves as a full voting director of the BOD and advises various committees, as assigned

Attendance Responsibilities:

- Attend all Chapter meetings
- Miss no more than two (2) Board meetings annually

* This is per the MAHCE Bylaws (Article V, Section 3: Eligibility of Officers)



DIRECTOR OF COMMUNICATIONS

The Director shall be responsible for the publication of the MAHCE quarterly newsletter and communication on behalf of the chapter.

Term of Office: Two Years (commencing on January 1st and continuing for a period of two years or until replaced by the board)

Qualifications:

- Must be a current ACHE affiliate in good standing
- Must maintain an active address in the MAHCE area of responsibility
- Must demonstrate dedication to the MAHCE and its mission
- Must possess good communication, leadership, and organization skills

Responsibilities:

- Serves as the Chair of the Communications Committee
- Arranges and leads all meetings of the Communications Committee
- Leads efforts for all communications to Chapter members (e.g., notification of upcoming events, changes in bylaws, new officers, newsletters)
- Creates, maintains, and uses the Chapter email broadcast notification system to inform all Chapter members of important Chapter news and events
- Publishes, maintains, and modernizes the quarterly Chapter newsletter
- Publishes, maintains, and modernizes the Chapter website
- Manages the Chapter's social media presence
- Creates new event templates, as necessary, in the Chapter EventBrite System

Attendance Responsibilities:

- Attend all Chapter meetings
- Miss no more than two (2) Board meetings annually



DIRECTOR OF COMMUNITY OUTREACH

The Director of Community supports the Maryland American College of Healthcare Executives by coordinating the various community outreach activities and providing grants to needy organizations.

Term of Office: Two Years (commencing on January 1st and continuing for a period of two years or until replaced by the board)

Qualifications:

- Must be a current ACHE affiliate in good standing
- Must maintain an active address in the MAHCE area of responsibility
- Must demonstrate dedication to the MAHCE and its mission
- Should have a minimum of five years in community relations, public affairs, or related field within healthcare
- Knowledge and experience in working with diverse health care communities in different districts within Maryland (such as Southern Maryland, Western Maryland, Metro Maryland, and the Armed Forces)
- Knowledge of government structures, agencies, and policies which impact MACHE
- Exceptional interpersonal and organizational skills
- Strong writing and oral presentation skills
- Flair for creating engaging displays and public education materials
- Experience in facilitating public meetings and other public forums
- Bilingual ability (Spanish, Chinese) an asset
- Knowledge and command of Microsoft Office (including Power Point and Access)
- Available to attend evening and weekend community events and meetings

Responsibilities:

- Creates and implements a community and business outreach plan
- Organizes, attends, and gives community outreach-related presentations at business, community, and neighborhood group meetings
- Develops public education and information materials, presentations and displays (including contributing to the MACHE newsletters, media/new media outreach, and website content)
- Responds to public and community inquiries and briefs the MACHE Board on matters of public interest and concern in communities of interest
- Oversees the maintenance of a community database of interested parties/issues

Attendance Responsibilities:

- Attend all Chapter meetings
- Miss no more than two (2) Board meetings annually



DIRECTOR OF DEVELOPMENT

The Director of Development will coordinate all fundraising efforts for the organization. This includes the identification and securing of potential sponsors, and ensuring collection of these funds.

Term of Office: Two Years (commencing on January 1st and continuing for a period of two years or until replaced by the board)

Qualifications:

- Must be a current ACHE affiliate in good standing
- Must maintain an active address in the MAHCE area of responsibility
- Must demonstrate dedication to the MAHCE and its mission
- Must possess good communication, leadership, and organization skills

Responsibilities:

- Seek corporate sponsors to further the mission of the MAHCE
- Work in conjunction with the Director Programming to identify sponsors specific to MAHCE educational programs and the tout the benefits associated with sponsoring

Attendance Responsibilities:

- Attend all Chapter meetings
- Miss no more than two (2) Board meetings annually



DIRECTOR OF MEMBERSHIP

The Director of Membership will facilitate the membership growth for ACHE and MAHCE. This includes distributing information to prospective members and maintaining the database with annual review. The Director also works collaboratively with the Director of Communications to effectively translate important information to members.

Qualifications:

- Must be a current ACHE affiliate in good standing
- Must maintain an active address in the MAHCE area of responsibility
- Must demonstrate dedication to the MAHCE and its mission
- Must possess good communication, leadership, and organization skills

Responsibilities:

- Promote the MAHCE Chapter and ACHE to area healthcare executives
- Promote and market ACHE membership among nonmembers throughout the Chapter's geographic area
- Propose new member recruitment strategies

Attendance Responsibilities:

- Attend all Chapter meetings
- Miss no more than two (2) Board meetings annually



DIRECTOR OF OPERATIONS

The Director of Operations shall be responsible for the logistical and contractual management of chapter functions and events. Duties include: contracting and request for proposal (RFP) practices for event venues, coordination of event logistics including food, beverages, audio / visual support, seating, parking, and vendor management. The Director of Operations manages the electronic registration system, including printing of name badges, management of venue RSVP counts, refunds and statistics. Additionally, the Director coordinates the collection and analysis of event surveys and/or the cataloging of ACHE Category I credit rosters. The Director reports on survey responses and attendee statistics during routine Board meetings and submits statistics and rosters to the Education Chair.

Term of Office: Two Years (commencing on January 1st and continuing for a period of two years or until replaced by the board)

Qualifications:

- Must be a current ACHE affiliate in good standing
- Must maintain an active address in the MAHCE area of responsibility
- Must demonstrate dedication to the MAHCE and its mission
- Must possess good communication, leadership, and organization skills

Responsibilities:

- Locates and contracts with event venues, based on the needs of the chapter (typically one year in advance of the programs)
- Manages online registration, including submitting final count RSVP to the venue and a list of attendees to the President and Regent (in advance)
- Processes any refunds or exceptions
- Registers sponsors and Board members, as necessary
- Coordinates day of activities, including logistics with venue vendors for seamless operations
- Provides Board and registrant name badges
- Provides support at the registration desk at each event (either oversight or staffing) for check-in, registration, and name badge distribution
- Coordinates the transcription of the ACHE Category I credit roster
- Collects and analyzes the event survey forms; prepares the report for the Education Chair (Category I credit submission) and Board Meeting distribution
- Provides logistical support to the Board Members, during and outside of events

Attendance Responsibilities:

- Attend all Chapter meetings
- Miss no more than two (2) Board meetings annually



DIRECTOR OF PROGRAMMING

The Director of Programming is responsible for planning and coordinating the annual education and networking programs in accordance with Board's wishes and ACHE direction.

Term of Office: Two Years (commencing on January 1st and continuing for a period of two years or until replaced by the board)

Qualifications:

- Must be a current ACHE affiliate in good standing
- Must maintain an active address in the MAHCE area of responsibility
- Must demonstrate dedication to the MAHCE and its mission
- Must possess good communication, leadership, and organization skills

Responsibilities:

- Plans out dates for activities three months prior to the next calendar year
- Coordinates with committee subjects of sessions IAW ACHE/Board guidance
- Coordinates all program topics, speakers, and ACHE credit in a timely fashion

Attendance Responsibilities:

- Attend all Chapter meetings
- Miss no more than two (2) Board meetings annually



ANNUAL BOARD OF DIRECTOR ACTIVITIES

TIMEFRAME	ACTIVITY	RESPONSIBILITY
January	Face-to-Face Educational Event	Programs Director Operations Director
February	Board of Directors Meeting	BOD
March	Educational Event	Programs Director Operations Director
April	Board of Directors Meeting	BOD
May	Face-to-Face Educational Event	Programs Director Operations Director
June	ACHE Board of Governors Examination Preparation Course	Assorted
July	Educational Event	Programs Director Operations Director
August	Board of Directors Meeting	BOD
September	All-Day Face-to-Face Educational Event	Programs Director Operations Director
November	Educational (Career) Event	Programs Director Operations Director
December	Strategic Planning Session	President, BOD



BOARD OF DIRECTORS RECRUITMENT

Members of the MAHCE Board of Directors should actively encourage Chapter members to step forward and take an active role in leading their Chapter. Often times, the primary reason someone volunteers is because someone asked them. The Board must strike the right balance between diversity and expertise. To the fullest extent possible, the composition of the Board of Directors should be a direct reflection of the diversity of the Chapter. If qualified volunteers do not step forward, there may be occasions in which the Board must conduct targeted recruiting to fill positions that require specialized training or skills.

BOARD OF DIRECTORS NOMINATION AND ELECTION PROCESS.

Chapter Officers and any Directors required to fill any vacancies shall be elected annually at a meeting of chapter members.

Eligibility:

- Officers: Must be members of the Chapter who have completed at least one term as a Director.
- Directors: Must be members of ACHE for at least a year and actively involved in Chapter activities, though they may work or reside in an adjoining Chapter's territory.

Sequence of Events:

- June: The Chapter's Immediate Past President will serve as the Chair of the Nominating Committee and will assemble the Nominating Committee. Per the Chapter's Bylaws, two of the Chapter's Officer (President, President-Elect, Treasurer, or Secretary) will serve on the Nominating Committee. The Chair of the Nominating Committee shall query these Officers to determine if any of them are interested in serving on the Nominating Committee. With the Board of Directors' concurrence, the Chair of the Nominating Committee shall also appoint another Chapter member to the Nominating Committee. The Nominating Committee must identify which Board of Director terms of office will be ending on 31 December. These positions will include the Chapter's Treasurer and Secretary positions (annually); Chapter President (every other year); and Director positions on a staggered basis (i.e., since the Director's term of office is two years, half of the Directors will be elected one year and the other half will be elected the following year).



- July: In collaboration with the Director of Communications, the Nominating Committee must issue a “call for nominations” to notify Chapter members of which Board of Director positions will be coming vacant; provide a general description of these positions and the eligibility requirements; describe the nomination process; and announce the deadline for nominations. Eligible candidates must submit a short (1-2 paragraph) biography to the Nominating Committee. This information shall be disseminated to the Chapter members via the quarterly Chapter newsletter and an email to all of the Chapter members.
- August: The Nominating Committee will validate the eligibility of the nominations received and prepare a slate of nominees for the Board of Director positions coming available to fill. The Nominating Committee will email the slate of candidates to each of the Chapter Board of Directors at least one week prior to the August Board of Directors meeting. The Chapter Board of Directors will discuss and approve the slate during the August Board of Directors meeting. Immediately after this Board meeting, the Nominating Committee will prepare a ballot (including a short biography for each of the nominees) for the Director of Communications to send electronically (via email) to the Chapter members prior to the September MAHCE educational event.
- September: The annual election for the MAHCE Board of Director positions will occur during the September MAHCE educational event. Candidates will be elected by a majority vote of Chapter members that are present at this event. Following the election, the Director of Communications will announce the newly elected Board of Directors in the next issue of the Chapter’s newsletter and send out a mass email to the Chapter members.
- October: The outgoing Board of Director and their elected successor will commence the orientation and turnover process for the newly elected individual to gain experience and knowledge about the position they will be assuming on 1 January.
- November: As part of their orientation, the incoming Board of Directors will attend the November MAHCE Board of Directors meeting with their outgoing counterpart.
- December: The incoming and outgoing Board of Directors will also attend the December Chapter Strategic Planning session.
- January: Effective 1 January, the incoming Board of Directors will assume their duties and responsibilities and their predecessors will be relieved of such.



CALL FOR NOMINATIONS TO SERVE ON MAHCE BOARD OF DIRECTORS

Dear Members of the Maryland Association of Health Care Executives,

As the Chairman of the Nominating Committee, it is my pleasure to deliver this message to all of the members of the Maryland Association of Healthcare Executives (MAHCE).

This "Call for Nominations" is for several _____ MAHCE Board of Directors positions that will become vacant on 1 January _____. In accordance with the MAHCE Chapter Bylaws, the Nominating Committee is required to recommend individuals to serve on the Board of Directors. Prior to submitting a final slate of candidates to the chapter membership for a vote, the Nominating Committee must issue a call for nominations. All affiliates of MAHCE, in good standing, are eligible for election. Affiliates may nominate themselves or others for the Board of Directors.

Procedure for Nomination

Nominations can be made by completing the Call for Nominations form below and submitting it to the Nominating Committee NLT _____ (via the following email address). The individual being nominated must also provide the Nominating Committee a brief (1 to 2 paragraph) biography by this deadline as well. Please ensure that all of requested information is completed on this form.

The Nominating Committee will review the nominations and prepare a ballot to be distributed to the chapter membership by _____. The open Board of Directors positions will be elected by a majority of the active chapter members that are present at the MAHCE all-day educational event scheduled for _____ at The Conference Center at Sheppard Pratt in Baltimore, Maryland.

Evaluation Criteria to be used by the Nominating Committee

The following is a list of preferred attributes that the Nominating Committee will take into account in its deliberations. These will be used in selecting candidates for the final ballot that will be presented to the membership for election.

- **Membership Status:** Candidates must be members in good standing with the American College of Healthcare Executives (ACHE). "Good standing" means the nominee is current on his/her annual membership dues and has not violated any of the ACHE ethical standards.
- **Education:** Preference is given to candidates who hold an advanced degree in healthcare administration, business administration, or other disciplines with a healthcare emphasis.



- **Fellow Certification:** Preference is given to candidates who are Fellows of the American College of Healthcare Executives (FACHE), but this is not a prerequisite.
- **Service/Availability:** Board members **must be able to attend at least three (3) of the four (4) Board meetings** that are customarily scheduled each year. Board meetings are typically held every two (2) to three (3) months.

Board Composition

The Nominating Committee will do its best to ensure the MAHCE Board of Directors is broadly representative of our membership. We will achieve this goal by maintaining a culturally diverse Board, as well as look for healthcare executives from all segments of the ACHE membership community.

Available Board of Director Positions

Provided is a brief description of the Board of Director positions for which nominations are being solicited. Please see the attached position descriptions for more specifics.

Chapter Officers (list which positions are up for election):

- **President:** The Chapter President shall serve as the Chapter's chief executive; convene and preside over meetings of the Chapter Board or meetings of members; and act as the Chapter's primary liaison with ACHE.
- **President-Elect:** The Chapter President-Elect shall substitute for the Chapter President in his/her absence (or inability to serve) and will prepare plans for his/her term of office. Once elected, the President-Elect shall advance to President at the completion of the current President's term of office. If there is no President-Elect, then the Program Chair shall assume the position of President until the next election.
- **Treasurer:** The Treasurer shall be responsible for maintaining revenue and expense documentation; ensuring internal controls are in place for properly depositing funds and the accounting of such; and preparing periodic financial statements.
- **Secretary:** The Secretary will be responsible for maintenance of corporate records, minutes, and other documents prepared on behalf of the chapter.

Chapter Directors (list which positions are up for election):

- **Communications:** The Director of Communications shall be responsible for the publication of the MAHCE quarterly newsletter and communication on behalf of the chapter.



- Community Outreach: The Director of Community Outreach supports MAHCE by coordinating various community outreach activities and providing grants to needy organizations.
- Development: The Director of Development coordinates all fundraising efforts for the organization. This includes the identification and securing of potential sponsors, and ensuring collection of these funds.
- Membership: The Director of Membership will facilitate the membership growth for ACHE and MAHCE. This includes distributing information to prospective members and maintaining the database with an annual review. The Director also works collaboratively with the Director of Communications to effectively transmit important information to members.
- Operations: The Director of Operations shall be responsible for the logistical and contractual management of chapter functions and events. Duties include: initiating requests for proposal (RFPs) and contracts for event venues, coordinating event logistics including food, beverages, audio/visual support, seating, parking, and vendor management. The Director of Operations manages the electronic registration system, including printing of name badges, management of venue RSVP counts, refunds, and statistics. The Director maintains records of all Chapter events and submits reports to ACHE, including face-to-face credit. The Director also collects and analysis of event surveys and reports the survey responses during routine Board meetings.
- Programming: The Director of Programming is responsible for planning and coordinating the annual education and networking programs in accordance with the Board's wishes and ACHE direction.

Terms of Office: Chapter Board of Director terms of office shall commence on January 1st and will continue for the following periods (or until replaced by a subsequent election):

- President: 2 years
- Other Officers: 1 year
- Directors: 2 years (staggered such that approximately one half of the Directors shall commence their terms on alternating years)



APPLICATION TO SERVE ON MAHCE BOARD OF DIRECTORS

Please attach resume and a brief (1-2 paragraph) biography

Name: _____

Title: _____

Organization: _____

Business Address: _____

Daytime Phone: _____ Evening Phone: _____

Email Address: _____

Which Board of Director position are you applying for? _____

Why would you like to serve on the MAHCE Board of Directors? _____

Describe your previous Board and volunteer experiences. _____

What do you feel you can offer this Board that will enhance it during your term of office?



BOARD OF DIRECTORS ONBOARDING CHECKLIST

Board Position:	
New Board Member Name:	Onboarding Start Date:
Current Board Member Name:	Date of Hand-Off:

This checklist is designed to assist current MAHCE Board members welcome new Board members with a formalized onboarding process. As a new member of MAHCE’s leadership team, the onboarding process serves an important purpose in introducing you to the information you will need to effectively perform your duties as a member of the MAHCE Board of Directors.

Time Frame	Owner	Action Item	Details	Date Complete
First Week	MAHCE President	Welcome call and email from MAHCE President to new Board Member	Call from MAHCE President to officially welcome new member. Followed up with a short email.	
	Outgoing Board Member	Welcome call and email from outgoing board member	Outgoing board member contacts new member; provides them this checklist and a copy of the MAHCE Policy Statements document and ACHE orientation brief to review; and schedules a follow-on orientation meeting.	
First Month	Outgoing Board Member	Individual orientation conducted by outgoing board member	Outgoing board member presents the MAHCE New Board Member Orientation brief (see attached); reviews ACHE leadership tools; discusses position responsibilities, relationships, and best practices to use.	
Last Quarter of Calendar Year	New and Outgoing Board Member	MAHCE Strategic Planning Session	New and outgoing board members attend the MAHCE strategic planning session.	
1 January	New Board Member	Onboarding/Hand-Off complete	The new board member assumes the duties and responsibilities of the position. At the discretion of the chapter president, he/she may organize a call/meeting to assess the effectiveness of the hand-off.	
TBD	Outgoing Board Member	First Month Check-in	On or about 1 February, the outgoing board member contacts the new board member to see if he/she needs any follow-on guidance/instruction.	



TYPES OF RECOGNITION

Board Member Recognition:

- Public Thank You (website, newsletter, public med)
- Complimentary attendance at various Chapter educational events
- Complimentary dinner with quarterly Board of Director meetings

ACHE Regent Awards:

- Senior-Level Healthcare Executive Award: awarded annually to a Fellow of ACHE who has demonstrated leadership, innovative management, and creativity
- Early Career Healthcare Executive Award: presented annually to a Chapter member who has demonstrated leadership ability, innovative and creative management, and executive capability

ACHE Awards:

- Gold Medal Award: the highest honor bestowed by ACHE on outstanding leaders who have made significant contributions to the healthcare profession.
- Lifetime Service Award: was created to recognize Life Fellows and Retired Fellows who have made significant contributions to the American College of Healthcare Executives.
- 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.
- Chapter Management and Awards Program: The purpose of this 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.

ACHE Recognition Program: This Program celebrates ACHE members' commitment to the healthcare management profession. Recognition is bestowed at three levels, based on a range of specific volunteer activities that demonstrate leadership and contributions to professional excellence. The ACHE Recognition Program is based on points accrued through volunteer activities performed in a convocation year (April-March). A member does not need to achieve a set number of points in a single year, but rather will build points over time. In that manner, members have the opportunity to progress through the three award levels. Awardees will be acknowledged at their local ACHE chapter. The three award levels are:

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



CHAPTER BOARD OF DIRECTOR ASSESSMENT

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:

- General Chapter Board Performance Assessment
 - To be completed by Chapter members
- Chapter Board of Director Self-Assessment
 - Chapter Infrastructure
 - Leadership
 - Strategic Planning
 - Budgeting
 - Education
 - Member Communication
 - Direction Setting
 - Resource Development & Allocation
 - Structural Alignment
 - Leadership Development
 - Board Development



GENERAL CHAPTER BOARD PERFORMANCE ASSESSMENT

1. Please discuss one or two events or programs from the past year that you feel were Chapter successes. Please state your reason(s). _____

2. What topics would you like to see presented at future MAHCE events?

3. Please list several crucial issues facing the Chapter now and give ideas on how the MAHCE Board could solve them? _____

4. How satisfied are you with the MAHCE Board of Directors? ___ Very Satisfied; ___ Pretty Satisfied; ___ Satisfied; ___ Somewhat Satisfied; ___ Dissatisfied

5. How can the MAHCE Board of Directors better support its chapter's members?

6. How satisfied are you with the MAHCE Newsletter? ___ Very Satisfied; ___ Pretty Satisfied; ___ Satisfied; ___ Somewhat Satisfied; ___ Dissatisfied

7. What topics you would you like to see discussed in future editions of the MAHCE newsletter? _____

8. Do you have any objection to MAHCE releasing your name and contact information to its Chapter sponsors? ___ Yes; ___ No

9. Other comments or suggestions? _____



CHAPTER BOARD OF DIRECTOR 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.

For each of the statements below, select the appropriate response:

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

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 board usually reaches decision by consensus after some debate.

Strongly Agree Agree Disagree Strongly Disagree



STRATEGIC PLANNING

1. The chapter created a brainstorming session for strategic planning as part of a conference or meeting to begin planning for 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 for 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

BUDGETING

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

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree

EDUCATION

1. The chapter education programs are in line with ACHE criteria, mission, and purpose.

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree

2. The chapter plans and effectively executes an annual conference or annual workshops.

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree

3. The chapter has regional groupings to provide networking opportunities.

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree



MEMBER COMMUNICATION

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

Strongly Agree Agree Disagree Strongly Disagree

2. The chapter board 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 communicates effectively with members via a newsletter or other tool to update members on chapter news.

Strongly Agree Agree Disagree Strongly Disagree

DIRECTION SETTING

1. The board of directors works to be broadly and appropriately representative of the chapter's stakeholders. (e.g., Age, Ethnicity, Gender, Geographic, Position)

Never Sometimes Always

2. The board of directors understands the stakeholders' desires and needs.

Never Sometimes Always

3. The board of directors approves a multi-year plan for the chapter.

Never Sometimes Always

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

Never Sometimes Always

RESOURCE DEVELOPMENT AND ALLOCATION

1. The board of directors develops and approves an annual budget for operations.

Never Sometimes Always



2. The board of directors explicitly allocates resources for each major function/ committee of the chapter, as appropriate.

Never Sometimes Always

3. The board receives and reviews financial reports at each board meeting.

Never Sometimes Always

4. The board of directors regularly discusses and develops plans to generate additional financial resources for the chapter.

Never Sometimes Always

STRUCTURAL ALIGNMENT

1. The board of directors approves appointees to the chapter committees to ensure they are representative of relevant stakeholders.

Never Sometimes Always

2. The board of directors develops, approves and communicates a clear charge to each committee that specifies its responsibilities and authority.

Never Sometimes Always

3. Committee activities and performance are regularly reviewed by the board of directors at its meetings.

Never Sometimes Always

4. Committee chairpersons are either on the board of directors or regularly attend board meetings.

Never Sometimes Always

LEADERSHIP DEVELOPMENT

1. An orientation is conducted each year for new members of the board of directors.

Never Sometimes Always



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

Never Sometimes Always

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

Never Sometimes Always

4. The chapter has a clear line of succession for the top leadership of the chapter, including committee chairpersons, directors and officers.

Never Sometimes Always

BOARD FUNCTIONING

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

Never Sometimes Always

2. Reports from committees and reports on key chapter activities are regularly reviewed and discussed by the board of directors.

Never Sometimes Always

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

Never Sometimes Always

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

Never Sometimes Always

Recommendations for Improving Board of Director Performance:



STRATEGIC AND ANNUAL PLANNING

A primary responsibility of a chapter board is to ensure the future success of the chapter. The chapter should have defined its organizational purpose, goals, and direction so that all involved in chapter governance will move forward together. To effectively lead a chapter into the future, the board should develop a detailed strategic plan that spans 3-5 years. A multi-year strategic plan helps the chapter stay focused and provides a foundation that can be amended as the chapter's needs change.

THE STRATEGIC PLAN

All chapters should develop a multi-year strategic plan as required by ACHE. This plan will help guide the chapter's development and growth. Because chapter leadership changes each year, a common thread or direction that leaders continue to refer to can help ensure chapter success. This plan can serve as the basis for annual planning, but also provides chapter governance a shared direction from which to begin and to formulate a direction in which to continue.

When developing a plan for our chapter, we should assess our chapter's position in its geographic area or market. For example, ask yourself the following questions:

- Who are the chapter's customers?
- Do local healthcare executives feel a need for education and networking programs?
- What services, needs and expectations?
- How well do we meet potential customers' needs and expectations?

The answers to these questions should be determined and then followed up with statements or projections of the chapter's status at the end of the time period covered by the strategic plan. Generally, strategic plans cover a 3-5 year period. Upon completion, the strategic plan should be publicized to the chapter's members and all those involved in chapter governance. Keep in mind that a strategic plan, like a budget, is a guideline that the chapter should strive toward achieving. It should remain flexible and allow for modification as needed.

A CHAPTER STRATEGIC PLAN SHOULD INCLUDE THE FOLLOWING:

- Chapter Vision or Mission Statement. Determine whether this mission and vision still pertains to the future of the chapter.
- Current goals, objectives, and strategies.



- Assessment of the current status and capabilities of chapter. Identify and list internal strengths and weaknesses, external opportunities and threats, achievements of past year.
- Evaluation of resources. Examine the chapter's infrastructure, finances, and other resources needed to accomplish the chapter's goals.
- Action plan. Define action plans and implement them.
- Measurement standards. Determine how the success of each year's activities will be measured at the end of year.

A CHAPTER STRATEGIC PLAN SHOULD FOCUS ON:

- Growth. Increased membership, volunteering, and advancement.
- Financial Stability. Chapter financial reserves and improved margins from operations.
- Value/Service. New improved services; volume of service (increased program attendance, participation rates, increased advancement); and member satisfaction.

THE ANNUAL PLAN

Once the chapter has developed and approved its strategic plan, it should develop an "annual plan." The annual plan is less involved than the strategic plan, allowing the chapter to focus on the issues it may face in the upcoming year. An annual plan should be composed of measurable objectives (the action steps attached to each objective should be defined to ensure success in achieving the objective). List the chapter committees and individuals responsible for implementing the action steps and the dates by which the action steps should be accomplished. As with the strategic plan, the chapter board should review and approve all goals in the annual plan. Typically, planning and budgeting occur once in the planning year, shortly before the new fiscal year begins. Keep in mind that the annual plan and annual budget should be companion documents.

AN ANNUAL PLAN SHOULD INCLUDE:

- Goals, objectives, and action steps for each area in which the chapter is active, perhaps organized by committee.
- Annual budget of each committee.
- Further explanation of details not covered by plan worksheets or the budget.



Planning Tips:

- Annually review and revise the chapter's multi-year plan. A major revision should be made periodically
- Use the multi-year plan to drive the annual plan
- Consider making the planning process the President-Elect's responsibility
- Use a task force to develop your first plan; subsequent plans can be developed by a committee
- Establish an annual review and update process
- Summarize the plan and communicate it to all chapter members
- Consider a periodic survey of members' needs and satisfaction to improve the plan
- Use ACHE's *Futurescan* report to better understand the general healthcare environment

SAMPLE ANNUAL CHAPTER GOALS

ACHE suggests that, when needed, chapters create a goal with an action statement that defines how the goal will be achieved. Following are some annual goals that our chapter can use or adopt:

- Increase attendance at MAHCE programs by 10 percent. This could be accomplished by offering new programs in various locations throughout our chapter's geographic area.
- Survey chapter members on an annual basis and at every program about their satisfaction with chapter services, newsletter, and programs.
- Publish chapter newsletter quarterly.
- Adhere to operating budget during the current fiscal year.
- Plan programs and events as determined by chapter criterion.
- Increase membership by 10 percent during the current fiscal year through a consistent marketing campaign.
- Create a tracking process to monitor active member involvement shown by attendance at program offerings.
- Develop and offer a student scholarship opportunity during the current fiscal year.
- Establish a formal sponsorship program during the current fiscal year.
- Verify demographic information of members to be able to better accommodate their needs.
- Ensure that all ACHE reports are completed on time.
- Continue to meet all ACHE criteria for fully chartered chapter status.
- Manage a fiscally responsible chapter adhering to the annual budget.



BOARD OF DIRECTORS STRATEGIC PLANNING SURVEY

This survey is to be used as a framework for discussing long-term planning (Please complete the following):

1. The primary mission/purpose of the chapter is: _____

2. If, as the board of directors, you could accomplish only two objectives in the next 12 months, those objectives would be:

- a. _____
- b. _____

3. Considering all aspects of our chapter, including its structure and operation, governing body, and current member services, what are the five greatest strengths of the chapter?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

4. Considering all aspects of our chapter, including its structure and operation, governing body, and current member services, what are the five greatest weaknesses of the chapter?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

5. Based on your own understanding of the purpose of our chapter, what are the five most important opportunities available during the next two years?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____



MAHCE NEWSLETTER PUBLICATION TIMELINE

SPRING EDITION	January	Identify articles and distribute assignments/deadlines
	February	Complete first draft by end of month
	March	Publish by 15 th of month
SUMMER EDITION	April	Identify articles and distribute assignments/deadlines
	May	Complete first draft by end of month
	June	Publish by 15 th of month
FALL EDITION	July	Identify articles and distribute assignments/deadlines
	August	Complete first draft by end of month
	September	Publish by 15 th of month
WINTER EDITION	October	Identify articles and distribute assignments/deadlines
	November	Complete first draft by end of month
	December	Publish by 15 th of month