

Table of Contents

(Press Ctrl and “click” on any item to go directly to the page)

Table of Contents	1
Introduction.....	2
General Background and Contact Information	3
Terminology	3
The Division of Regional Services.....	3
Allocation of Regent Financial Support	5
ACHE Governance	6
The ACHE Governance System	6
Governor Liaisons to Districts	6
District Meetings.....	7
Regent Advisory Councils	8
Report to Regents	9
Resignation and Interim Appointment.....	9
Elected Leaders Area of ache.org	9
Elected Leaders Mailing List Tool and Mailing Labels	9
Chapter Relations.....	10
Regent Role in Chapter Governance.....	10
Healthcare Community Outreach	10
Senior-Level Healthcare Executives.....	10
Higher Education Network	11
Higher Education Network Regent Visits.....	12
Speakers for ACHE Events (The ACHE Speaker Program)	12
Career Guidance for ACHE Affiliates.....	13
Affiliate Education Scholarship Program	13
Communication and Visibility	14
Regent Stationery and Business Cards	14
Regent’s Quarterly Newsletter and Message	14
Regent Awards.....	15
Attendance and Participation	17
Congress on Healthcare Leadership	17
Regent Tuition Waivers	17
Reporting and Recognition.....	18
Regent’s Activity Report	18
Regent’s Annual Report	18
Regent Recognition Program.....	18
ACHE Recognition Program	19

Introduction

This Regent Operating Manual is designed to help you perform your responsibilities as an elected Regent of ACHE. The position description for the geographic Regent is included in Appendix A, for the federal sector Regent in Appendix B and the position description for the Regent-at-Large is included in Appendix C. These position descriptions have been developed and approved by the ACHE Board of Governors to guide you in the performance of your duties. This manual is generally organized by the major responsibilities contained in these position descriptions and so contains the following sections:

- **General Background and Contact Information** contains information on terminology used in this manual, financial support for Regents and contact information for key staff in the Division of Regional Services.
- **ACHE Governance** contains information on how ACHE's governance system works and the Regent role within that system.
- **Chapter Relations** contains information about the ACHE relationship with chapters and the Regent role in furthering this relationship in the service of our affiliates.
- **Healthcare Community Outreach** contains information on the Regent responsibilities for interaction with the local healthcare community including the Higher Education Network, senior-level healthcare executives and state hospital associations.
- **Communication and Visibility** contains information about the Regent responsibilities for the quarterly "*Message from the Regent*", Regent Awards and the ACHE Recognition Program.
- **Attendance and Participation** contains information about your participation in the Congress on Healthcare Leadership and other meetings and events.
- **Reporting and Recognition** contains information of the reporting of your activities as a Regent and the forms of recognition that are specific to Regents.

TIP

- This manual addresses many aspects of your responsibilities as a Regent and the forms by which you can request resources and assistance from ACHE. If you have questions regarding this manual or your responsibilities, please feel free to contact your regional director using the contact information in this manual starting on page 3.
- The Elected Leaders Area of **ache.org** was developed to provide you with many of the resources, including forms and other tools, described in this manual. We encourage you to use this resource as it is kept up-to-date and contains the latest information.
- Tip boxes such as this one are inserted to highlight specific information.

General Background and Contact Information

Terminology

- Administrative District or District = The unit used to segment the ACHE membership for the purpose of ACHE governance. There are 5 geographic districts and one district for federal sector healthcare executives. Geographic Regents are assigned to districts (1-5) based on the geographic location of their jurisdiction and all federal sector Regents are assigned to District 6. Each district has a Regent-at-Large.
- Board of Governors = The Board of Directors for the American College of Healthcare Executives. It is composed of the 12 elected Governors, 3 Chairman Officers, and the president/CEO of ACHE (nonvoting). Its powers and duties are defined by the ACHE *Bylaws*. The Board of Governors also serves as the Board of Directors for the Foundation of ACHE, which operates under its own *Bylaws*.
- Chairman Officers = The Chairman-Elect, the Chairman, and the Immediate Past Chairman of ACHE. These three individuals are also the Executive Committee of the Board of Governors.
- Calendar Year = The year that ends December 31 of each year. This is the fiscal year of ACHE and most chapters.
- Convocation Year = The year that begins at the end of the Council of Regents meeting and ends after the next Council of Regents meeting, generally mid-March to mid-March. This year signals the beginning and ending of all ACHE elected leader terms of office. Chapter terms of office vary widely but generally coincide with the calendar year.
- Council of Regents = The name of the group of all Regents. The Council serves in an advisory capacity to the Board of Governors, in addition to its important role in the election of the Chairman-Elect, Governors, and Regents-at-Large and the recommendation of the Nominating Committee appointees.
- Jurisdiction = The geographic area or membership segment that you represent as Regent. Geographic Regents represent the affiliates that work in a geographic area (defined by ZIP code) except when those affiliates are employed by one of the branches of the U.S. uniformed services or the Department of Veteran Affairs. Regents-at-Large do not have specific jurisdiction; their constituents are the other Regents in their administrative district.
- Regional Director = A manager within the Division of Regional Services assigned to be the primary point-of-contact for Governors, Regents, and chapter leaders within an administrative district. Each regional director is assigned two administrative districts and each has other project and project leadership roles within the division and ACHE.

The Division of Regional Services

The 10-member Division of Regional Services exists to assist Regents, other elected officials and chapter leaders in successfully carrying out their roles and responsibilities. ACHE's membership is divided into five geographic districts and a sixth district composed of affiliates in the Uniformed Services and Veterans Affairs. A Regional Services staff member has been assigned to each district (outlined below). You are encouraged to call your assigned regional director with any questions related to your role as a Regent or to request assistance. Many forms for making requests are available in the Elected Leaders area of ache.org and you are encouraged to use these forms to make simple requests.

Thom D. Freyer, FACHE, CAE

Vice President

Tel: (312) 424-9320, Fax: (312) 424-2836

Email: tfreyer@ache.org

Desmond J. Ryan, FACHE, CAE

Associate Director

Tel: (312) 424-9325, Fax: (312) 424-2836

Email: dryan@ache.org

Gerard J. Berish, CAE

Regional Director

Tel: (312) 424-9323, Fax: (312) 424-2836

Email: gberish@ache.org

District One	District Five
Canada, Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont	Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, Wyoming

Jennifer L. Connelly

Regional Director

Tel: (312) 424-9328, Fax: (312) 424-2836

Email: jconnelly@ache.org

District Three	District Six – Uniformed Services and Veterans Affairs
Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin	Uniformed Services Veterans Affairs

Terra L. Levin, FACHE, CAE

Regional Director

Tel: (312) 424-9329, Fax: (312) 424-2836

Email: tlevin@ache.org

District Two	District Four
District of Columbia, Florida, Georgia, Maryland, North Carolina, Puerto Rico, South Carolina, Virginia, West Virginia	Alabama, Arkansas, Kansas, Louisiana, Mississippi, Missouri, New Mexico, Oklahoma, Tennessee, Texas

Also available to assist you:

Virginia Lugo

Administrative Assistant

Tel: (312) 424-9321

Fax: (312) 424-2836

vlugo@ache.org

Ellen D. Maki

District Services Assistant

Tel: (312) 424-9322

Fax: (312) 424-2836

emaki@ache.org

Zonda D. Zschau

Chapter Services Coordinator

Tel: (312) 424-9326

Fax: (312) 424-2836

zzschau@ache.org

Caitlin E. Stine

Regional Services

Communications Specialist

Tel: (312) 424-9324

Fax: (312) 424-2836

cstine@ache.org

Sheila T. Brown

Regional Services Chapter Specialist

Tel: (312) 424-9316

Fax (312) 424-2836

sbrown@ache.org

Allocation of Regent Financial Support

Each year, ACHE provides Regents with an allocation of financial support. The purpose of this nominal financial support is intended to help defray some of the expenses commonly incurred in your role as Regent, such as printing and mailing expenses, telephone/conference call expenses, and travel costs incurred when meeting with your Regent's Advisory Council, chapters or the Higher Education Network participants in your area. The formula for calculating the Regent allocation support is \$2.30 per affiliate, based on ACHE's official census from May each year. The minimum level of support is \$460.

Regents are NOT required to itemize expenses and submit reports on use of the funds to ACHE. If you elect to have the allocation made payable to you, you may want to keep expense records for tax purposes and ACHE is obligated to report the allocation to the IRS as taxable income. To avoid receiving a Form 1099 for the allocation as taxable income, ACHE gives you the opportunity to have your Regent allocation check addressed to your employing organization or the local chapter.

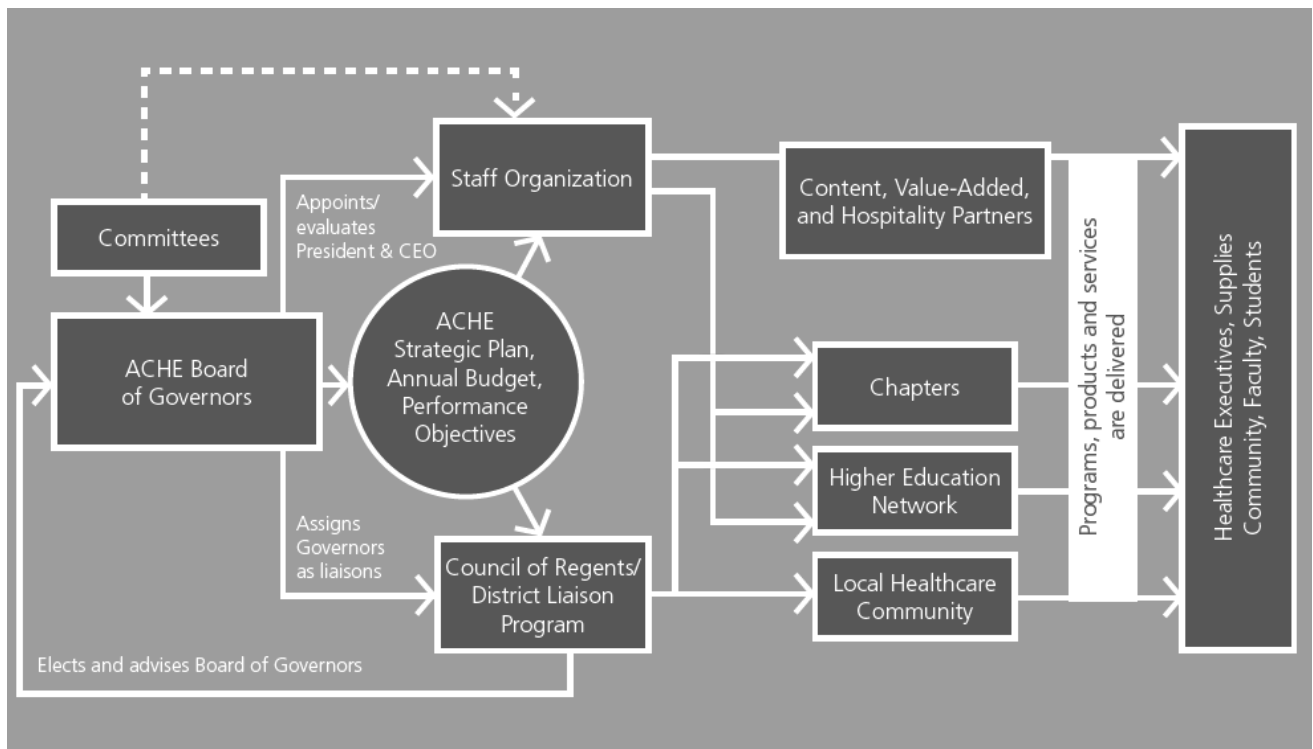
TIP

- This allocation of funds is specifically intended to provide for miscellaneous expenses that are not reimbursed by ACHE. If you choose to have this paid to your employing organization or to your local chapter, you should make arrangements for accessing these funds when needed.

ACHE Governance

The ACHE Governance System

ACHE is governed by a Board of Governors that serves the usual functions of a board of directors. The Board of Governors appoints the president and chief executive officer of ACHE, who leads the staff organization and serves as a non-voting member of the board. In addition, the board consists of three chairman officers and 12 governors. The governors and the chairman-elect are elected by the Council of Regents, most of who are directly elected by Members, Fellows and Life Fellows. The Board of Governors sets the strategic direction of ACHE through the strategic plan, annual budget and organization-wide performance objectives as shown on the governance flow chart below.



The Council of Regents is organized into six districts as depicted on the map on the inside front cover. These district organizations work with chapters, the higher education network and others in the local healthcare community to deliver programs, products and services to healthcare executives, faculty, students and the supplier community. Chapters and the Higher Education Network are contractual partners who are not part of the ACHE governance structure. The staff organization supports the district organizations and also works with content, value-added and hospitality partners to deliver additional programs, products and services.

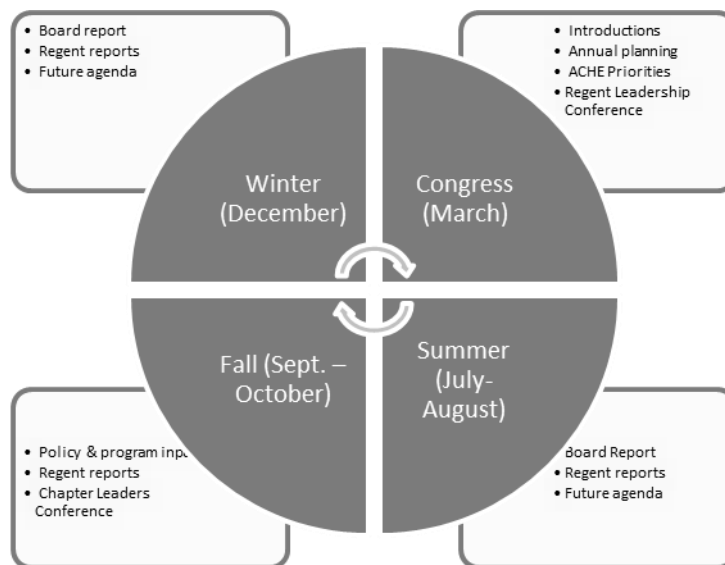
Governor Liaisons to Districts

Each of the 12 Governors is assigned as a liaison to one administrative district. Therefore, each district has two Governors as liaisons between the district and the Board of Governors. When possible, the Governors assigned to the district work in the assigned district. At times, one or more of the Governors actually work in a different district. The one Governor representing the uniformed

services/Veterans Affairs is always assigned to District 6. The district assignments are determined each year by the ACHE Executive Committee and are announced in January. The assignments are effective for the Convocation year beginning in March.

District Meetings

Regents and Governors meet four times a year on a regular basis with a standardized set of topics addressed at each meeting as shown in the chart below.



Regents meet face to face as a district twice each year—once during the Congress on Healthcare Leadership (March) and once in the fall. These meetings are convened and chaired by the Governors assigned to the district as liaisons. The assigned regional director and other senior ACHE staff are typically present. Schedule information, agenda, etc., are sent to the Regent prior to each meeting. The fall district meetings are scheduled in conjunction with the Chapter Leaders Conference so that Regents can benefit from participation in this conference. For the fall district meeting, ACHE will reimburse the Regent for travel (coach class air travel) and up to two nights of hotel accommodations, in accordance with the ACHE travel policy. Expense forms will be provided. Travel and accommodations for the Congress on Healthcare Leadership are not reimbursed by ACHE.

Regents also will meet with their assigned Governors and regional director by conference call in the summer following the June Board meeting and in the winter following the November Board meeting.

TIP

- Dates for upcoming District meetings are listed on the agenda for each meeting. The dates for the entire year are listed on the agenda for the District meeting in March.
- Watch for information by mail regarding travel and hotel arrangements and/or RSVPs for the March and fall meetings. Agendas for both the March and fall will be sent by mail. Agendas for the summer and winter conference calls will be sent by email.

Regent Advisory Councils

Both geographic and federal sector Regents need to have a mechanism by which they gather input and advice from the affiliates they represent and coordinate activities within their jurisdiction. Federal sector Regents are required to accomplish this through a Regent Advisory Council (RAC). Geographic Regents may choose to accomplish this through the local chapter leadership and, therefore, do not need to appoint a RAC. However, Regents that have multiple chapters serving their jurisdiction are expected to have an appropriate mechanism to communicate with and coordinate the activities of their chapters. This may be part of or separate from the Regents Advisory Council. In any case, the function of the Regent Advisory Council (or the alternate structure chosen by the Regent) is to:

- Provide advice to the Regent on matters of ACHE policy
- Promote the interests of all ACHE affiliates represented by the Regent in the services and operations of local ACHE chapters
- Coordinate the activities of local ACHE chapters, Higher Education Network participants, and other healthcare organizations to promote the mission of ACHE

The Regent Advisory Council is not empowered by the ACHE *Bylaws* and has no formal role in the governance of ACHE. The RAC and its members serve as an advisor and assistant to the Regent and may not substitute for the Regent in any meeting of the Council of Regents or the district. Final decision-making authority and accountability for any decision within the scope of the Regent always resides with the Regent and may not be delegated to the RAC. The RAC does not have the authority to make any policy statements or statements that could be construed to be the policy or position of ACHE.

Typically, the RAC functions with subcommittees. The typical subcommittees are membership, advancement, and awards, but the Regent may establish other subcommittees depending on the needs of affiliates in the Regent's jurisdiction.

The term of service on the RAC is one year and appointees may be reappointed. RAC members serve at the pleasure of the Regent and may be appointed or removed at any time by the Regent. RAC members should be appointed prior to June 1 of each Convocation year in order to be credited with a year of RAC service for the purpose of the ACHE Recognition Program.

The RAC should be broadly representative of ACHE affiliates in your area – consistent with your objectives for the year. Appointees should be articulate and thoughtful representatives of their membership segment and should be able to appreciate differing points of view and diverse opinions. Underserved or neglected membership segments, particularly with respect to local chapter operations, should be considered for representation (rural, geographically remote, students for example).

While the RAC should be primarily composed of ACHE affiliates, the mission of the RAC may be well served by some limited representation by individuals who are not ACHE affiliates. This might include the local volunteer leadership of other healthcare associations (HFMA, MGMA, AONE, ACPE, HIMSS for example). Including their leadership on the RAC may open dialogue that would result in better coordination and increased collaboration.

The RAC should have enough members to accomplish the objectives of the Regent, but no more members than is manageable and productive. Regents should avoid appointing “dead weight” to the RAC.

Report to Regents

Report to Regents is a packet of information mailed to the Regents on the 10th working day of each month. It contains reports from the various divisions of ACHE, including Regional Services’ information and personalized letters to affiliates for the Regent’s signature regarding admission and advancement in ACHE. This is an important source of information and news relevant to the Regent’s role.

Resignation and Interim Appointment

From time to time, Regents resign their Regent position before the completion of their term. Occasionally, this is due to changes in job responsibilities or personal circumstances that prevent the Regent from serving effectively. Rarely, it is due to the fact that the Regent has not been employed in a healthcare management position for six or more months. Most often, it is because the Regent has accepted new employment in a new location that is not in the jurisdiction the Regent represents. In the latter case, Regents may choose not to resign their position if they are within one year of completing their term.

If a Regent wishes to resign, he or she should supply the regional director with a written resignation (letter or email) that specifies an effective date.

The ACHE Board of Governors is required by the *Bylaws* to fill vacant Regent positions by appointment until an election can be conducted. Therefore, the Board (with the Executive Committee acting as the Board to be expeditious) will appoint a qualified Fellow to serve until the close of a Convocation year following when the fall election can be conducted.

Regents who resign are encouraged to suggest potential interim appointments to ACHE, but must not promise an appointment as this decision is not theirs to make.

Elected Leaders Area of ache.org

The Elected Leaders Area of ache.org exists to enable ACHE elected officials to access documents, reports, and forms that are useful in the performance of their responsibilities. Only elected officials have access to this area. Most of the forms and tools used by Regents are available in this area.

HOW TO ACCESS THE ELECTED LEADERS AREA OF ACHE.ORG

1. Open your Internet browser and go to www.ache.org.
2. Click on the icon for the Affiliates-Only Area – located along the top of the page.
3. Log in using your User Name and Password.
4. Click on the Elected Leaders Area from the listed choices.

Elected Leaders Mailing List Tool and Mailing Labels

Located in the Elected Leaders area of ache.org, the Elected Leaders Mailing List Tool provides Regents with 24/7 capability to obtain contact information for all or selected affiliates residing in their area. You should note the following restrictions on the use of this information:

- This contact information is owned by the American College of Healthcare Executives. The information is provided for one-time use. To ensure the most accurate information, a new request should be made if the information is needed again because affiliate contact information changes frequently.
- The contents of this list are for the exclusive use of you or your Regent Advisory Council. You may not give or sell this list, in whole or in part, to any other individual or organization, **including ACHE chapters**. ACHE chapters have their own access to affiliates' contact information and should obtain the information directly.
- The contents of this list may only be used for communications related to your role as an ACHE elected official and may not be reproduced, copied, disseminated or entered into a computer database, in whole or in part.

Email addresses are sensitive information. If you are using the list to send an email message, copy and paste the email addresses into the bcc field of your email client to ensure the email addresses are kept confidential.

TIP

- Due to the mobility of ACHE membership and the hundreds of address changes made weekly in the ACHE database, you are encouraged not to attempt to maintain an independent database of affiliates or keep mailing lists on file.
- If you are aware of any affiliate address or job changes, please forward them to Regional Services.
- If you are seeking to contact a single affiliate or only few affiliates, it may be easiest for you to use the Affiliate Directory on **ache.org**. This can be accessed by clicking on the button along the top of the home page of **ache.org**.

Chapter Relations

Regent Role in Chapter Governance

The chapter agreement, signed by all ACHE chapters, requires the chapter to include any geographic Regent who is a member of the chapter as an ex officio, voting member of the chapter board of directors and as an ex officio, voting member of the chapter Nominating Committee. Each year, shortly after the beginning of the calendar year, ACHE will inform all chapters of any geographic Regents who are members of their chapters, including those that have been recently elected to assume office in March at the beginning of the Convocation year.

This requirement was placed in the chapter agreement to increase the formal capability of ACHE Regents to influence the operations of their chapter and to be involved in the selection of future chapter leaders.

Healthcare Community Outreach

Senior-Level Healthcare Executives

A higher proportion of Regents are Chief Executive Officers or other senior-level executives than are chapter presidents and other chapter leaders. Therefore, Regents often provide access to senior-level executives in the local healthcare community and sometimes encourage others to participate in chapter activities or engage with ACHE in other ways.

In 2008, ACHE began a project to increase ACHE penetration of the hospital CEO market by recruiting nonaffiliated hospital CEOs as ACHE affiliates. During the first three years, Regents have had a good deal of success in accomplishing this task and the project has continued.

The program uses data obtained from the American Hospital Association that is matched against ACHE's membership database to identify nonaffiliated hospital CEOs so that they can be recruited by Regents. The program follows these guidelines:

- The project runs on a calendar year. This corresponds with the availability of data from the American Hospital Association.
- Awards will be given for geographic Regents at the Regents Leadership Conference each year for the greatest number of nonaffiliated hospital CEOs recruited during the year.
- A new list for each year of nonaffiliated hospital CEOs, as of January 1, will be sent to each geographic Regent immediately after Congress. Nonaffiliated Interim CEOs will be included in the list. Regents should review the list and inform ACHE of any known inaccuracies within 30 days. These inaccuracies could include listed CEOs who are actually affiliates, new CEOs who are at hospitals that previously had Interim CEOs, or identified CEOs who have left the area.
- The list will be corrected and be made available to Regents in the *May Report to Regents*. This will be the final recruitment list for the year. Progress reports will be posted to the Elected Leaders Area periodically.
- For purposes of this project, only CEOs on the final (corrected) list who become affiliates by December 31 will be counted toward the recognition award. Credit will be given for reinstatements of nonaffiliates who dropped their membership in prior years, but will not be given for reinstatements of affiliates who dropped their membership in the current year as this does not add to market penetration.

Higher Education Network

The network is a collaborative effort between ACHE and healthcare management programs designed to provide a valuable on-campus experience for students.

To be a participant in the network a university/college must be at least regionally accredited and offer an identifiable degree, major or concentration in healthcare management. As a benefit of participation in the network ACHE will provide the program with:

- One free subscription (via online access) to each of ACHE's periodical publications: *Healthcare Executive*, *Journal of Healthcare Management* and *Frontiers of Health Services Management*
- A reduced fee for the annual Congress on Healthcare Leadership for the program director or a faculty designee
- A dedicated web area designed to help program directors provide a valuable on-campus student experience

In return, the program agrees to:

- Encourage their students to become Student Associates of ACHE

- Encourage graduating students to advance to Member upon graduation
- Maintain contact with the local ACHE Regent and invite the Regent (or their designee) to visit and address, through appropriate means, students annually.

A directory of participating academic programs is available on **ache.org**.

Higher Education Network Regent Visits

It is very important that you or your representative visit the participating programs in the Higher Education Network located in your jurisdiction. These visits are very useful to students and are intended to reinforce the value of a professional membership society to the careers and lifelong learning of practicing healthcare executives.

Each quarter, a report is made available to all Regents listing the healthcare programs (graduate and undergraduate) participating in ACHE's Higher Education Network in each Regent's jurisdiction and tracking the Regent's (or RAC members') visits to each program. Regents should report their visits to their regional director. The Higher Education Network Report is located in the Elected Leaders Area of **ache.org** and may be downloaded. Contact your regional director for assistance in contacting the Higher Education Network participants in your jurisdiction. Regents should encourage local academic programs to participate in the Higher Education Network; more information on this can be obtained from your regional director.

Speakers for ACHE Events (The ACHE Speaker Program)

ACHE Regents may request that current Chairman Officers, Governors or senior ACHE staff attend and speak at ACHE events as an ACHE representative. The ACHE Speaker Program provides an opportunity for ACHE's elected officials to communicate directly with our affiliates through gatherings at Regent events held in conjunction with state hospital association meetings and at ACHE chapter annual meetings. These opportunities are designed to provide updates about ACHE and the profession of healthcare management, answer questions and inspire the leadership potential of our affiliates. The requests will be honored based on the availability of the speaker so it is very important that requests be made as early as possible. Typically, these speakers will address the progress that ACHE is making in implementing the strategic plan and other major developments in the association. However, some speakers are willing to speak on other topics, at their discretion based on their expertise. The travel expenses of ACHE representative speakers are paid by ACHE except for international locations outside of Canada, Mexico or Puerto Rico.

If you desire a speaker on a specific professional topic who is not an ACHE representative, you should make arrangements directly with that individual. ACHE is not responsible for the expenses of speakers who are not representing ACHE.

To request a speaker for an event, the Regent should complete the online form for this purpose. This online form is available in the Elected Leaders Area of **ache.org**. Using this form helps ensure that all of the information needed to schedule the speaker is gathered.

TIP

Using the speaker request form is the most effective way to secure an ACHE representative to speak at your event. Complete the request form fully as most of the information is required to confirm a

speaker. Be sure that you receive an email confirming your request. If you do not, contact your regional director.

Career Guidance for ACHE Affiliates

From time to time, you may be contacted by ACHE affiliates in your jurisdiction for career guidance or advice. ACHE provides a wide range of career development resources to affiliates and, in your role as Regent, you can be most effective by serving as a guide to those resources. You are not expected to serve as a career counselor as this role requires considerable training and a time commitment beyond that of Regent. Nearly all affiliates seeking career assistance are experiencing some level of anxiety and your empathy is appropriate and welcome.

Typically, affiliates seeking career assistance can be placed into four groups:

- Students/recent graduates seeking entry-level positions
- Non-healthcare managers seeking to enter the field
- Established healthcare managers seeking to advance
- Healthcare executives who are in transition between jobs

Advice on handling each of these situations and a summary of ACHE career development resources is contained in the document *Providing Career Guidance to ACHE Affiliates: A Resource for Regents*, which is available for downloading from the Elected Leaders area on ache.org. In addition, you may want to encourage affiliates to review the Career Services area on ache.org (especially the Affiliates Only area) or contact the ACHE Healthcare Executive Resource Center at (312) 424-9444.

Affiliate Education Scholarship Program

The purpose of the ACHE Affiliate Education Scholarship Program is to reduce the economic barriers to ACHE educational programming for ACHE affiliates experiencing economic hardship by providing tuition scholarships. Regents are involved in this program because they can make affiliates aware of the opportunity to apply for tuition scholarships to ACHE education programs and because they may make recommendations on the scholarship applications of affiliates they represent.

Eligible ACHE affiliates (Only Members and Fellows are eligible.) may apply for tuition scholarships for any of the following ACHE educational programs:

- Congress on Healthcare Leadership,
- Cluster Seminars,
- Self-Study Programs,
- Online Education Programs,
- Online Tutorial,
- ACHE Board of Governors Exam Review, or
- ACHE Webinars.

Tuition scholarships are not available under this program for the Leaders Conference, the Fellows Conference, the CEO Circle Forum, the Leadership Development Program or ACHE Executive and Senior Executive Programs. Other sources for scholarship may be available for these programs.

Regents may want to announce the availability of the program in their quarterly Message from the Regent” or may encourage chapters to publicize the program in their newsletter. Otherwise, the program will be publicized in the following ways:

- Brochures and announcements of the eligible programs;
- ACHE’s website, **ache.org**; and
- Announcements in ACHE publications.

Affiliates will apply online for a scholarship to a specific eligible program no more than 60 working days and no less than 40 working days in advance of the program offering. Applicants will supply the following information:

- Information attesting to the economic hardship of the applicant or the applicant’s organization;
- Information attesting to how the program content will address challenges of the applicant’s organization and the community served, if applicable; and
- Letter(s) of support from the applicant’s supervisor or senior leadership of the individual’s organization, if applicable.

The following restrictions apply to all scholarship requests/awards:

- Affiliates are eligible for only one scholarship within a three year period;
- Scholarships are awarded for specific programs for a specific individual and may not be transferred to another individual or carried over to another program; and
- Scholarships are for tuition only and all other expenses are the responsibility of the individual or their organization.

The Regent of the affiliate will be asked to recommend whether the scholarship should be granted. The Regent’s recommendation will not be binding.

ACHE will decide whether to award a scholarship to the applicant and inform the applicant no more than 10 working days after the application. ACHE’s decision is final. ACHE shall notify the applicant’s Regent of the decision.

Communication and Visibility

Regent Stationery and Business Cards

Regents are supplied with ACHE letterhead and envelopes for use in corresponding with the affiliates in their jurisdictions.

In addition, each Regent is supplied with personalized business cards. To re-order business cards (to replenish the supply or make a change to the card), please contact your regional director.

Regent’s Quarterly Newsletter and Message

Geographic Regents (but not Regents-at-Large or federal sector Regents) are expected to produce a quarterly *Message from the Regent* for the affiliates in his or her jurisdiction. The Division of Regional Services assists you with this task and will broadcast email it to the affiliates you represent.

Federal sector Regents are expected to produce a quarterly newsletter for the affiliates they represent and this is published electronically by ACHE.

For geographic Regents, the Regent is asked to write their message and supply it to the Division of Regional Services on an established schedule. The schedule is available in the Elected Leaders area of ache.org for downloading. Regional Services staff will proofread and do minor editing of the message for clarification or accuracy. However, you are responsible for the content of your message. Regional Services staff may contact you regarding any material that is inappropriate. We will make the Regent message available to the appropriate chapters for them to publish by the means established by the chapter, as well.

Federal sector Regents (or their newsletter coordinator) will be trained by Regional Services staff to use an online newsletter publishing tool that enables them to compose their newsletter using a series of short articles. The completed newsletter is then e-mailed to the Regent's affiliates by Regional Services staff.

Regents-at-Large are not expected to produce a newsletter message.

TIPS

- Please email your quarterly message to your regional director. To speed production of the newsletter, we urge you to please submit this via e-mail as a Word attachment.
- The preferred format is **MS Word**. Other formats can be supported. Please call Regional Services to verify our ability to convert your format.
- To email your information, please send it to your Regional Services contact (*see pages 3-4 for email addresses*). When sending the copy via email, please send the information as an attachment.
- Federal sector Regents should ensure that they or their newsletter coordinator are trained to use the newsletter publishing tool. To arrange training, please contact your regional director.

Regent Awards

Each Regent is asked to give a limited number of awards each Convocation year to affiliates in his or her jurisdiction. **Only ACHE affiliates are eligible for Regent Awards.** ACHE provides a crystal sculpture and a certificate for each winner. These items are sent to the Regent for presentation to the winner(s) at an appropriate occasion, most often at a Regent event in conjunction with a state hospital association meeting. To order the Regent's Awards, please visit the Elected Leaders area on ache.org and complete the Regent Award Request form. A link is provided to a report that lists past recipients of Regent's Awards. You will need to provide the following information on the Regent Award Request form:

1. The name of the award (i.e., Early Career Healthcare Executive Regent's Award, Senior-Level Healthcare Executive Regent's Award, or other name of the Regent's choosing).
2. The name of the winner. (Note: winner **must** be an ACHE affiliate)
3. The date on which the award will be presented.
4. The name of the event at which the award will be presented (i.e., ACHE Breakfast in conjunction with the state hospital association meeting).
5. The deadline for receipt of materials in the Regent's office.

TIPS

- Use your Regent message to promote the awards, recognize the winners, and solicit nominations. In addition, Regional Services staff can assist you in soliciting nominations through broadcast emails. A sample Nomination Form is available in the Elected Leaders area of **ache.org**.
- Allow **three weeks** for production of the awards.
- You will receive the awards in two shipments: The crystal sculptures are sent directly from the manufacturer; the certificates are sent from the ACHE offices.
- If you have not received all or a portion of the awards three days before the presentation, please call the Division of Regional Services.

Typically, Regent's Awards are presented in two categories: Early Career Healthcare Executive and Senior-Level Healthcare Executive. However, some Regents have designated their own categories of awards with specific local criteria based on local preferences. Typical criteria for the categories are as follows:

Early Career Healthcare Executive Award

Criteria:

- An affiliate of the American College of Healthcare Executives
- Demonstration of leadership ability
- Demonstration of innovative and creative management
- Executive capability in developing his or her organization and promoting its growth and stature in the community
- Participation in local, state, or provincial hospital and health association activities
- Participation in civic/community activities and projects
- Demonstration of participation in ACHE activities and interest in assisting ACHE in achieving its objectives

Senior-Level Healthcare Executive Award

Criteria:

- A Fellow of ACHE
- A CEO, COO, or other senior-level executive title within the organization
- Demonstration of leadership ability
- Demonstration of innovative and creative management
- Executive capability in developing his or her organization and promoting its growth and stature in the community
- Contributions to the development of others in the healthcare profession
- Demonstration of leadership in local, state, or provincial hospital and health association activities
- Participation in civic/community activities and projects
- Demonstration of participation in ACHE activities and interest in assisting ACHE in achieving its objectives

Attendance and Participation

Congress on Healthcare Leadership

Regents are expected to attend ACHE's Congress on Healthcare Leadership each year during their term in office to participate in meetings of the elected leadership of ACHE and to be a visible ACHE representative at our premier educational event. Congress is an educational and networking program attended by more than 4,000 ACHE affiliates and is the premier event for the elected leadership of ACHE. Some of the key events conducted in concert with Congress that Regents are expected to attend include:

- Regents Leadership Conference
- Council of Regents Meeting/Annual Membership Meeting
- District Meeting
- Regents Recognition Reception and Dinner
- Convocation Ceremony
- Student Associates Reception
- Chapter Leaders Reception

A schedule and RSVP form highlighting these and other events are mailed to all Regents in December or January prior to Congress. The first tentative schedule typically appears in the November Report to Regents.

TIPS

- The basic registration fee for a Regent to attend the Congress on Healthcare Leadership is waived and may not be transferred to another affiliate. Regents are encouraged to register online at ache.org. Registration fees will be automatically waived when a Regent registers online. Alternatively, the Regent may register using the regular Congress registration form. Write "Regent—tuition waived" in the payment section of the form and the tuition will be waived.
- ACHE does not reimburse the Regent for his or her expenses related to travel and accommodations to attend the Congress on Healthcare Leadership or the related events.
- Make hotel reservations as early as possible to ensure availability at the Congress room rate. All hotel reservations are accepted on a first-come, first-served basis. ACHE does not reserve hotel rooms for Regents and we may not be able to help you with hotel reservation issues.
- A detailed Congress schedule of leadership events, along with RSVP forms, will be distributed in December or January. However, we encourage you to make your hotel room reservations as soon as possible. While there is a deadline to receive the Congress special room rate, rooms may be sold out prior to this deadline.

Regent Tuition Waivers

Each Regent is provided a tuition waiver to attend the Congress on Healthcare Leadership each year because of the important role you play on the weekend before the Congress educational programming begins and during the week as a visible representative of ACHE leadership. In

addition, each Regent receives a tuition waiver for a second ACHE educational program of their choice as follows:

- Webinars
- Cluster Seminars (Two-day seminars offered at clusters)
- Online Seminars
- The Online Tutorial
- Self-Study Programs

Tuition Waivers may not be used for On-Location Programs (ACHE seminars purchased and sponsored by local groups).

Please note that ACHE does not reimburse the Regent for the cost of travel and lodging to attend either Congress or another educational program. When completing the Regent's registration form, write "Regent—tuition waived" at the top of the form and send it to ACHE according to the instructions outlined in the program brochure. Regents can also register for Congress online on ache.org. Registration fees are automatically waived when you register online for the Congress on Healthcare Leadership.

Reporting and Recognition

Regent's Activity Report

The Regent's Activity Report is a monthly report prepared by Regional Services staff. It documents the Regent's action on various Regent activities, including the production of newsletter messages, awarding of Regent's Awards, attendance at district meetings, and visits to chapters and Higher Education Network participants. If there are any changes or updates that need to be made, please make the corrections on the report and fax it to the Regional Services division at ACHE. The Regent's Activity Report is posted monthly in the Elected Leaders area of ache.org.

The Regent's Activity Report is used by the assigned Governors to monitor Regent activity in their assigned district and by the Regent Assessment Committee in its review and evaluation of Regent performance. Review the report each month to ensure its accuracy and completeness.

Regent's Annual Report

A request will be emailed to you in January to complete the Final Report for the current year of your term in office. The report format provides more information on the highlights of your year and the lessons learned that can help other Regents emulate your most effective practices. Your report will be made available to all of the Regents in your district.

Completing the report will enable you to:

- Check the accuracy of the Regent Activity Report and correct it.
- Report on the highlights of your year.
- Recommend effective Regent practices to help other Regents.

Regent Recognition Program

Each year, Regents are recognized for exceptional performance and outstanding projects during the Regents Leadership Conference. This conference is held in conjunction with the Congress on

Healthcare Leadership on the Saturday morning preceding the beginning of the Congress. The categories of recognition are:

- Federal sector – New member recruitment
- Federal sector – Affiliate advancement to Fellow
- Geographic and federal sector – The best goal performance in the recruitment on non-ACHE affiliated hospital CEOs
- Geographic and federal sector – Best quarterly newsletter or newsletter message
- All Regents – Regent-led collaboration with chapters

ACHE Recognition Program

The ACHE Recognition Program recognizes volunteer service to the healthcare management profession and to ACHE. We honor those who give of their time in many ways, especially at the local level as chapter volunteers. The recognition system is based on points that an affiliate accrues through the performance of specific activities or services to the healthcare profession, to ACHE chapters or to ACHE. Service at both the national and local chapter level is recognized.

The points are awarded to active ACHE affiliates for a specific service performed or a specific position held for at least nine months during the specified Convocation year. The points accumulate over time while an individual is an ACHE affiliate provided there is not a continuous five-year period without ACHE membership. Points begin to accrue for affiliates beginning with the 2003–2004 Convocation year. Recognition is bestowed at three levels of accumulated points for Service (first level), Distinguished Service and Exemplary Service (highest level). Awardees are congratulated with a personal letter from the ACHE Chairman and with a listing on **ache.org**. The awardees are recognized locally and among one's peers at a chapter event. An awardee is presented a certificate, suitable for framing, along with a membership lapel pin that displays one, two or three stars to signify the level of service recognized. In addition, the individual's affiliate directory listing on **ache.org** displays one, two or three stars to signify the level of service recognized.

Points are accumulated once a year in April for all active affiliates and the awardees and chapters are notified shortly thereafter. Affiliates who are not active at the time points are accumulated will not be recognized in the current year. They will be recognized the following year if they reinstate their membership.

APPENDIX A – Geographic Regent Position Description

Summary:

The Geographic Regent is the ACHE leader within a specified geographic jurisdiction elected by the voting affiliates to represent the interests of affiliates in the governance of ACHE and its chapters. In this role, the Regent (Geographic) promotes the vision, mission and values of ACHE by:

- serving on the Council of Regents;
- advising the local ACHE chapter(s);
- reaching out to the local healthcare community; and
- facilitating communications between ACHE and the local healthcare community.

The Geographic Regent is expected to be well-informed about the policies, programs and services of ACHE through active participation in these activities and to be visible and active in the local healthcare community.

Duties and Expectations:

1. ACHE Governance
 - 1.1. Serve on and attend the annual meeting of the Council of Regents, including the Regents Leadership Conference and district meetings, as scheduled.
 - 1.2. Provide advice and counsel to the Board of Governors, as requested.
 - 1.3. Recommend affiliates to serve on ACHE committees and task forces, as requested.
 - 1.4. Encourage and mentor potential candidates for Regent.
2. Chapter Relations
 - 2.1. Serve as an ex-officio, voting member of the board and nominating committee of the ACHE chapter of which they are a member.
 - 2.2. Advise the leaders of the ACHE chapter(s) regarding the strategic direction, programs and policies of ACHE, as requested.
 - 2.3. Advise the Board of Governors and ACHE staff regarding the needs and requirements of ACHE chapters, as requested.
 - 2.4. Regents with multiple chapters that serve the affiliates in their jurisdiction are expected to use an appropriate mechanism to communicate with the chapter president of each chapter for communication and coordination among the chapters within the Regent's jurisdiction. This may be in addition to or separate from the Regent's Advisory Council, if one is appointed by the Regent.
3. Healthcare Community Outreach
 - 3.1. Reach out to chief executive officers and other senior-level healthcare executives in the jurisdiction to encourage their participation in ACHE through affiliation, advancement and chapter participation.
 - 3.1.1. Conduct an annual campaign to increase ACHE membership among chief executive officers of hospitals and health systems.
 - 3.2. Establish and maintain contact with the program directors of ACHE Higher Education Network participants, and other undergraduate and graduate health administration programs, within their jurisdiction and promote participation in the ACHE Higher Education Network.
 - 3.2.1. Speak, or arrange for a representative to speak, to healthcare administration students of schools enrolled in the ACHE Higher Education Network on the value of ACHE affiliation as a Student Associate and as a Member.

- 3.3. Establish and maintain contact with the state hospital association executive to plan ACHE events in conjunction with the state hospital association events.
 - 3.3.1. Host, or arrange for a chapter to host, an ACHE event during the annual state or metropolitan/regional hospital association meeting (or hold an alternative event with similar exposure).
4. Communication and Visibility
 - 4.1. Solicit and encourage input from affiliates and chapter leaders regarding the ACHE strategic plan and policies and programs that affect them.
 - 4.2. Write and supply to ACHE, for editing, a quarterly “*Message from the Regent*” to be published by ACHE and/or in the local ACHE chapter newsletter(s).
 - 4.3. Sign and mail welcome/congratulatory letters to new Members, Fellows, and recertified Fellows (Letters provided in monthly *Report to Regents* mailing).
 - 4.4. Promote advancement and serve as a reference and/or interviewer for Members in the process of advancement to Fellow status.
 - 4.5. Present up to the authorized number of Regent’s Awards each year.
 - 4.6. Assist affiliates with accessing the appropriate programs, products and services of ACHE, including career development services.
5. Attendance and Participation
 - 5.1. Register for and attend ACHE’s Congress on Healthcare Leadership.
 - 5.1.1. Governance-related functions include a District Meeting, the Regents Leadership Conference, Council of Regents Meeting, Annual Membership Meeting, Regents Recognition Dinner, and Convocation Ceremony.
 - 5.1.2. Congress functions include attendance at educational sessions, luncheons, and various receptions (tuition is waived).
 - 5.2. Attend the Fall District Meeting, the Chapter Leaders Conference and two District teleconferences each year.
 - 5.3. Attend ACHE events held in conjunction within the state and metropolitan healthcare association meetings, as feasible.
 - 5.4. Attend an ACHE conference or seminar each year (tuition is waived), as feasible.
 - 5.5. Attend local meetings of the chapter(s) within their jurisdiction at least once per year, as feasible.
 - 5.6. Serve as an example to ACHE affiliates by making a meaningful annual tax-deductible contribution to the ACHE Foundation’s *Fund for Innovation in Healthcare Leadership*.

Financial Support:

Regents of ACHE will be reimbursed for reasonable, actual expenses incurred when traveling to the Fall District Meeting and will be given an allocation at the beginning of the year to cover additional expenses incurred while conducting official ACHE business.

Eligibility Criteria:

Fellow of ACHE in good standing, eligible to vote in the jurisdiction they represent.

Recommended Knowledge, Skills and Experience

- Knowledge of the programs, products and services of ACHE and the local chapter(s);
- Knowledge of the local healthcare community including senior-level healthcare executives, higher education programs in health administration and state and regional healthcare associations;
- Negotiation, influencing and policy decision/analysis skills;

- Personal organizational and planning skills; and
- Experience with the operations of ACHE and the local chapter(s).

Term:

Three years

No Regent shall be elected to a consecutive term, except a Regent who fills a vacancy for less than two years. He/she shall be eligible for election to an immediately succeeding full term.

APPENDIX B – Federal Sector Regent Position Description

Summary:

The Federal Sector Regent is the ACHE leader within a specified federal healthcare sector (Air Force, Army, Navy, Veterans Affairs) jurisdiction elected by the voting affiliates to represent the interests of affiliates in the governance of ACHE. In this role, the Federal Sector Regent promotes the vision, mission and values of ACHE by serving on the Council of Regents and fostering the participation and active involvement of federal sector affiliates in the programs, products and services of ACHE. The Regent (Federal Sector) is expected to be well-informed about the policies, programs and services of ACHE through active participation in these activities and to be visible and active in the federal sector healthcare community represented by their jurisdiction.

Duties and Expectations:

1. ACHE Governance
 - 1.1. Serve on and attend the annual meeting of the Council of Regents, including the Regents Leadership Conference and district meetings, as scheduled.
 - 1.2. Provide advice and counsel to the Board of Governors, as requested.
 - 1.3. Recommend affiliates to serve on ACHE committees and task forces, as requested.
 - 1.4. Encourage and mentor potential candidates for Regent.
2. Healthcare Community Outreach
 - 2.1. Reach out to chief executive officers/commanding officers and other senior-level healthcare executives in the jurisdiction to encourage their participation in ACHE through affiliation, advancement and chapter participation.
 - 2.1.1. Conduct an annual campaign to increase ACHE membership among chief executive officers/commanding officers of federal hospitals and health systems.
 - 2.2. Establish and maintain contact with the program directors of ACHE Higher Education Network participants within their jurisdiction and promote participation in the ACHE Higher Education Network.
 - 2.2.1. Speak, or arrange for a representative to speak, to healthcare administration students of schools enrolled in the ACHE Higher Education Network on the value of ACHE affiliation as a Student Associate and as a Member.
 - 2.3. Establish and maintain contact, through a Regent's Advisory Council, with the leadership of federal sector healthcare elements (bases, medical centers, clinics, etc.) to facilitate cooperation and collaboration with ACHE and the ACHE chapter that serves those elements.¹
 - 2.4. Encourage federal sector affiliates to be active participants in the chapter of which they are a member.
3. Communication and Visibility
 - 3.1. Solicit and encourage input from federal sector affiliates regarding the ACHE strategic plan and policies and programs that affect them.
 - 3.2. Write and supply to ACHE, for editing, a quarterly Regent newsletter to be published by ACHE.

¹ Regents representing the uniformed services jurisdictions have a unique relationship with the Network of Overseas Healthcare Executives that is very much like the relationship of geographic Regents to their local chapter, including service on the chapter board of directors. ACHE does not intend to change this relationship.

- 3.3. Sign and mail welcome/congratulatory letters to new Members, Fellows, and recertified Fellows (Letters provided in monthly *Report to Regents* mailing).
- 3.4. Promote advancement and serve as a reference and/or interviewer for Members in the process of advancement to Fellow status.
- 3.5. Present up to the authorized number of Regent's Awards each year.
- 3.6. Assist affiliates with accessing the appropriate programs, products and services of ACHE, including career development services.
4. Attendance and Participation
 - 4.1. Register and attend ACHE's Congress on Healthcare Leadership.
 - 4.1.1. Governance-related functions include a District Meeting, the Regents Leadership Conference, Council of Regents Meeting, Annual Membership Meeting, Regents Recognition Dinner, and Convocation Ceremony.
 - 4.1.2. Additional Congress functions include attendance at educational sessions, luncheons, various receptions and a Corps Chiefs Meeting (tuition is waived).
 - 4.2. Attend the Fall District Meeting, the Chapter Leaders Conference and two District teleconferences each year.
 - 4.3. Attend an ACHE conference or seminar each year (tuition is waived), as feasible.
 - 4.4. Serve as an example to ACHE affiliates by making a meaningful annual tax-deductible contribution to the ACHE Foundation's *Fund for Innovation in Healthcare Leadership*.

Financial Support:

Regents of ACHE will be reimbursed for reasonable, actual expenses incurred when traveling to the Fall District Meeting and will be given an allocation at the beginning of the year to cover additional expenses incurred while conducting official ACHE business.

Eligibility Criteria:

Fellow of ACHE in good standing, eligible to vote in the jurisdiction they represent.

Recommended Knowledge, Skills and Experience

- Knowledge of the programs, products and services of ACHE;
- Knowledge of the programs and initiatives of the federal sector agencies that affect the affiliates of the jurisdiction;
- Negotiation, influencing and policy decision/analysis skills;
- Personal organizational and planning skills; and
- Experience with the operations of ACHE.

Term:

Three years

No Regent shall be elected to a consecutive term, except a Regent who fills a vacancy for less than two years. He/she shall be eligible for election to an immediately succeeding full term.

APPENDIX C – Regent-at-Large Position Description

Summary:

The purpose of the Regents-at-Large is to promote diversity in the governance of ACHE with respect to race, ethnicity, gender, religion, age, sexual orientation, or disability. In this role, the Regent-at-Large promotes the vision, mission and values of ACHE by fostering the diversity of ACHE's leadership through programs developed to assist Regents (both Geographic and Federal Sector) increase the diversity of chapter and ACHE leadership and volunteer corps and by being a visible and diverse voice in the ACHE governance structure. The Regent-at-Large is expected to be well-informed about the policies, programs and services of ACHE through active participation in these activities and to be visible and active in the healthcare community.

Duties and Expectations:

1. ACHE Governance
 - 1.1. Serve on and attend the annual meeting of the Council of Regents, including the Regents Leadership Conference and district meetings, as scheduled.
 - 1.2. Provide advice and counsel to the Board of Governors, as requested.
 - 1.3. Recommend affiliates to serve on ACHE committees and task forces, as requested.
 - 1.4. Encourage and mentor potential candidates for Regent-at-Large.
2. Diversity Leadership
 - 2.1. Serve as an advisor to the Regents of his/her assigned District in fostering greater diversity in chapter and ACHE leadership by:
 - 2.1.1. Reaching out to the Regents in his/her assigned District to identify ways that greater diversity in ACHE membership and leadership could be achieved;
 - 2.1.2. Working with other Regents-at-Large, the Regents in his/her assigned District and ACHE staff to develop and implement programs to facilitate greater diversity; and
 - 2.1.3. Assessing the impact of these programs for possible replication.
3. Communication and Visibility
 - 3.1. Be available, on an individual basis, to affiliates and volunteer leaders for consultation and advice regarding diversity in healthcare management, as requested.
 - 3.2. Promote advancement and serve as a reference and/or interviewer for Members in the process of advancement to Fellow status.
 - 3.3. Present up to the authorized number of Regent's Awards each year.
 - 3.4. Assist affiliates with accessing the appropriate programs, products and services of ACHE, including career development services.
4. Attendance and Participation
 - 4.1. Register and attend ACHE's Congress on Healthcare Leadership.
 - 4.1.1. Governance-related functions include a District Meeting, the Regents Leadership Conference, Council of Regents Meeting, Annual Membership Meeting, Regents Recognition Dinner, Convocation Ceremony and a Regent-at-Large Planning Session.
 - 4.1.2. Congress functions include attendance at educational sessions, luncheons, and various receptions (tuition is waived).
 - 4.2. Attend the Fall District Meeting, Chapter Leaders Conference and two District teleconferences each year.
 - 4.3. Attend up to two teleconference meetings of the Regents-at-Large each year.
 - 4.4. Attend an ACHE conference or seminar each year (tuition is waived), as feasible.
 - 4.5. Serve as an example to ACHE affiliates by making a meaningful annual tax-deductible contribution to the ACHE Foundation's *Fund for Innovation in Healthcare Leadership*.

Financial Support:

Regents-at-Large of ACHE will be reimbursed for reasonable, actual expenses incurred when traveling to the Fall District Meeting and will be given an allocation at the beginning of the year to cover additional expenses incurred while conducting official ACHE business.

Eligibility Criteria:

Fellow of ACHE in good standing who is diverse with respect to race, ethnicity, gender, religion, age, sexual orientation, or disability.

Recommended Knowledge, Skills and Experience

- Knowledge of the programs, products and services of ACHE, the programs of the Institute for Diversity in Health Management and the diversity affinity organizations;
- Knowledge of and experience with the development and/or operation of diversity management and leadership development programs;
- Negotiation, influencing and policy decision/analysis skills; and
- Personal organizational and planning skills.

Term:

Three years

No Regent-at-Large shall be appointed to a consecutive term, except a Regent-at-Large who fills a vacancy for less than two years. He/she shall be eligible for appointment to an immediately succeeding full term.