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Chapter I: Introduction

Welcome to the American College of Healthcare Executives. Over the next 12 months we hope to provide you with an in-depth exposure to a broad range of association management issues. You will have the opportunity to interact with senior-level executives, assume responsibility for selected administrative tasks, and explore issues of importance to ACHE and its affiliates. By rotating through all major ACHE divisions, we believe you will enhance your decision-making and problem-solving skills as they relate to complex organizational activities.

The following pages provide an overview of the American College of Healthcare Executives, a schedule outlining how much time you will spend in each ACHE division, and a detailed description of each division and what projects and activities within each division you will be involved in over the next 12 months.

Finally, the manual's appendices contain documents that we believe will assist you in gaining an understanding of ACHE's mission and goals.

We hope that your Fellowship with ACHE will be filled with a sense of pride, satisfaction, and achievement that comes from serving others.
Chapter II:

AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES
STRATEGIC AND OPERATIONAL OVERVIEW: 2011

Vision (Current Strategic Plan)

Be the premier professional society for healthcare executives dedicated to improving healthcare delivery.

Mission (Current Strategic Plan)

To advance our members and healthcare management excellence.

Values (Current Strategic Plan)

As members of the American College of Healthcare Executives, we are committed to:

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.

Diversity: We advocate inclusion and embrace the differences of those with whom we work and the communities we serve.

Goal Areas (Current Strategic Plan)

Membership: To exceed our members’ expectations through enhancements to our credentialing program, chapter development and other programmatic changes that add strategic value.

Knowledge: To provide our members with the tools and information they need to excel in our profession.

Career Advancement: To deliver programs, products and services that advance professional excellence and attract future leaders to the profession.

Leadership: To support our members in developing and maintaining the attributes of leadership excellence.

Service Excellence: Provide exemplary service to our members.

Standards of Excellence for Staff

We are committed to creating and maintaining a culture of SERVICE by exceeding the expectations of our affiliates and our co-workers in a helpful and courteous manner. The following standards of excellence support that commitment.

Quality: We strive to do things right the first time and continually look for ways to improve.
Integrity: We perform our jobs in an ethical manner, with honesty, sincerity, and respect for others.

Diversity: We are each responsible for creating and maintaining a culture that values the unique skills, viewpoints, characteristics, experiences, and backgrounds of our affiliates and co-workers.

Responsibility: We do what we say we are going to do and take ownership of our work and our behavior.

Timeliness: We promptly respond to affiliates because they are our highest priority; we meet or exceed all deadlines and help our co-workers do the same.

Professionalism: We consistently demonstrate behavior that is worth emulating and reflects well on the organization.

Teamwork: We work and communicate effectively with others to get the job done and to bring out the best in each other and the organization.

Innovation: We continually search for the best ways to respond to our affiliates’ needs.

Fiscal responsibility: We use our resources wisely and efficiently to achieve our goals.

Development: We are dedicated to enhancing our professional and personal knowledge and skills and to assisting our co-workers in their development efforts.

Commitment to these Standards of Excellence results in enhanced service to our affiliates, improved productivity, a unified staff, and individual growth.

2011 Corporate Performance Objectives

1. Achieve a 3% increase in Members and Fellows by the January 1, 2012, census. A census of 34,141 would achieve this objective.

2. Achieve a 5% increase in the number of Members who successfully pass the Board of Governors Exam by December 31, 2011. A count of 525 Members passing the exam would achieve this objective.

3. Achieve a total 2011 attendance at chapter education and networking events of 49,268, a 10% increase over the 2010 attendance.

4. Increase the number of Category I (ACHE education) credit hours provided to healthcare executives by 2% over the 2010 level. Participation in 90,272 credit hours of Category I education including Congress, seminars, special programs, webinars and online education would achieve this objective.
5. Achieve a 1% increase in book units sold over the average number of units sold during the previous two years. Sales of 62,260 books would achieve this objective.

6. Meet the consolidated corporate financial objectives as stated in the approved 2011 budget. An excess of operating revenues over expenses of $527,122 would achieve this objective.

7. Achieve a score of 7.0 on the question “Considering everything, how satisfied are you with ACHE?” in the 2011 Affiliate Needs Survey.

2011 Consolidated Budget

The 2011 consolidated budget was developed from the goals, strategic initiatives, and corporate performance objectives of the ACHE. It projects revenues of $27,403,422, expenses of $23,858,787, and an excess of revenues over expenses of $3,544,635.

2/15/11
STRATOPER11
## Chapter III: Rotation Schedule

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<th>Week/Month of:</th>
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<tr>
<td>June 6, 2011</td>
<td>Orientation</td>
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<td>June 13, 2011</td>
<td>Division of Member Services/International Activities/Research</td>
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<td>June 20, 2011</td>
<td>Division of Professional Development &amp; HECRC</td>
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<td>December 2011</td>
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<td>March 2012</td>
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<td>May 2012</td>
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Chapter IV: Executive Office

Statement of Purpose

The Executive Office is responsible for carrying out the policies of the Board of Governors and the Council of Regents, overall operations and the implementation and administration of policies, programs, and services, and representing ACHE to a wide variety of constituencies. It consists of the president; executive vice president; vice president, Development; and their support staff. The Administrative Fellow will be based in the Executive Office.

As a service to affiliates to help guide them in their professional life, the Executive Office promotes affiliate adherence to ACHE's Code of Ethics, develops and distributes ethical policy statements, and manages the ethics grievance process.

Learning Objectives

The Fellowship experience will include the following objectives:

I. Acquire a thorough understanding of association management with special emphasis on the management of a professional society.

II. Develop a thorough understanding of the governance function within ACHE. Know the purpose, function, and membership of the following elected and appointed bodies.
   A. Council of Regents
   B. Board of Governors
   C. ACHE Committees

III. Acquire a thorough understanding of the role and function of each of the executives within the executive office.
   A. President
   B. Executive Vice President
   C. Vice President, Development
   D. Director, Human Resources

IV. Develop a thorough understanding of the purpose and function of the various staff and management meetings within ACHE.
   A. General Staff Meeting
   B. Management Staff Meeting
   C. Executive Office Staff Meeting

V. Acquire general knowledge of the functional areas of human resources
   A. Recruitment
B. Selection
C. Classification
D. Benefits
E. Compensation
F. Training
G. Employee Relations
H. Diversity

VI. Develop a thorough understanding of ACHE's Corporate Partnership and Fund Development programs.

A. Corporate Partnerships Program
   1. Current Corporate Partners
   2. Benefits offered to our Corporate Partners

B. Fund Development Program
   1. The Fund for Innovation in Healthcare Leadership
   2. How people can make donations

VII. Acquire a general understanding of ACHE's relationships with other major associations.

A. American Hospital Association
B. American Medical Association
C. American Society of Association Executives
D. Association Forum of Chicagoland
E. Blue Cross and Blue Shield Association
F. Healthcare Financial Management Association
G. Healthcare Information and Management Systems Society
H. Illinois Hospital Association
I. Joint Commission on Accreditation of Healthcare Organizations
J. Metropolitan Chicago Healthcare Council
K. Other associations as appropriate

VIII. Gain an understanding of the healthcare executive's responsibility to maintain ethical conduct.

A. Code of Ethics
B. Ethics Committee
C. Grievance procedure
D. Ethical Policy Statements

IX. Read and master the content of the following documents.
   A. The current Annual Report (with special emphasis on ACHE and Foundation Bylaws, Regulations, and Code of Ethics)
   B. The current Strategic Plan
   C. The Role of the Regent Manual
   D. Coming of Age
   E. Principles of Association Management, third edition

X. Conduct a special project that addresses the interest of the Fellow and ACHE in each of the following areas: Professional Development, Member Services, Research, and one other area. These projects are due at the end of the fifth, seventh, ninth, and eleventh months of the Fellowship. A project contract will be formed between the Fellow and the division detailing the specifications of the project. See Appendix C for a sample project contract. In addition, the Fellow will conduct other projects for the preceptor as assigned.
Chapter V: Division of Communications and Marketing

Statement of Purpose

The Division of Communications and Marketing coordinates ACHE’s communications, media relations and public policy activities and is responsible for keeping affiliates and the public at-large informed about ACHE events, programs, services and special projects. The division provides marketing, editorial, and design support to other ACHE divisions through the production of a wide range of promotional and informational materials. The division also oversees the editorial content, production and business management of the bimonthly magazine Healthcare Executive and the editorial content/design of ache.org. In addition, the division plays a leadership role in developing an integrated marketing plan for ACHE and implements ACHE’s social media efforts.

Learning Objectives

The Fellowship experience will include the following objectives:

I. Acquire an overview of the division's editorial, design, media relations and social media activities as well as insight into specific projects
   A. Healthcare Executive magazine
   B. Promotional materials production process
      1. Editing/Copywriting
      2. Design
      3. Approvals
      4. Printing
   C. Press releases/press inquiries
   D. Newsletters: ACHE News, Chief Executive Officer, ECN, International, etc.
   E. ache.org
   F. LinkedIn/Facebook page

II. Develop a thorough understanding of ACHE’s web site and other electronic information services.

III. Understand the process that will be used to develop a marketing communication plan for ACHE.

IV. Develop a thorough understanding of ACHE’s public policy function.
Chapter VI: Division of Professional Development

Statement of Purpose

The Division of Professional Development develops, markets, delivers and evaluates education programs and products to healthcare executives. Participants in the programs attend to develop their management skills and to improve the organizations in which they are employed. Affiliates also attend to meet ACHE requirements for advancement and/or recertification. ACHE educational programs reach thousands of affiliates and non-affiliates annually. The Programs, Products and Services Committee advises the division.

Learning Objectives

The Fellowship experience will include the following objectives:

I. Acquire specific knowledge of the educational programs and products including the process utilized to develop the new programs and products. A program or product currently under development will be examined in detail. Programs and products include:
   A. Congress on Healthcare Leadership
   B. Seminars (Public and On-Location)
   C. Special Programs
   D. Distance Learning Programs (On-Line, Audio/Web conferences)
   E. Development Test Programs
   F. Collaborative Programs

II. Develop specific understandings of the variety of promotional techniques employed by the division. An analysis of the effectiveness of selected techniques will be conducted.
   A. Overview of Promotional Methods Employed
   B. Promotional Material Development Process, Budget and Time Line
   C. Promotion Tracking and Reporting
   D. Methodology to Analyze Promotional Effectiveness
   E. Interdivisional Coordination

III. Acquire specific knowledge of the division’s operational policies and procedures necessary to register participants, implement a specific program, evaluate the program and complete a financial reconciliation. Function as staff in performing selected procedures associated with these functions.
   A. Participant Registration Process
   B. On-Site Program Management Procedures
C. Program Evaluation Methodologies and Reports
D. Program Reconciliation Procedures and Reports
E. Division Budgeting Process

IV. Gain specific knowledge of the needs assessment processes utilized by the division and the role of the Programs, Products and Services Committee in establishing future program directions. If possible, participate in a meeting of the committee.

A. Affiliate Needs Survey
B. Program Evaluation Instruments
C. Focus Groups
D. Internal Programs, Products and Services Committee
E. Faculty Conference Calls
F. Other Methodologies

V. Participate in at least one educational event and function as staff in support of the event.

VI. Acquire an overview of the career management programs and products offered through the Healthcare Executive Career Resource Center.

VII. Gain an understanding of the Career Development Committee.

VIII. Conduct a special project developed to address the interests of the Fellow and the needs of the division.
Chapter VII: Division of Finance and Administration

Statement of Purpose

The Division of Finance and Administration is primarily responsible for ACHE’s financial services and internal operations as well as legal matters, office management and continuous quality improvement. The typical financial functions include budgeting, accounting, investment management, and financial reporting.

Learning Objectives

The Fellowship experience will include the following objectives:

I. Acquire general knowledge of the accounting function.
   A. Financial Reporting (internal and external)
   B. Accounts Payable/Accounts Receivable/Payroll/General Journal
   C. Cash Management
   D. Analyses/Policies

II. Acquire specific knowledge of the budget process.
   A. Develop Objectives
   B. Establish Standards
   C. Compilation of Data
   D. Budget Iterations
   E. Budget Spread
   F. Finalization
   G. Presentations

III. Acquire general knowledge of board oversight.
   A. Audit reporting responsibility
   B. Investment policy formulation and oversight

IV. Acquire general knowledge of the scope of office management activities as well as assist with any projects currently underway.
   A. Reception
   B. Mailroom
   C. Ergonomics
Chapter VIII: Health Administration Press

Statement of Purpose

Health Administration Press publishes books and journals on all aspects of health services administration. The material published is directed to a broad audience of health services executives, scholars, and other professionals, including affiliates of ACHE, faculty and students at colleges and universities, consultants, researchers in a variety of settings, and policymakers. The publications are intended to educate, inform, stimulate, and enhance the understanding of this audience about the management of health facilities and health services policies.

Learning Objectives

The Fellowship experience will include the following objectives:

I. Acquire an overview of the publishing process for both books and journals and its role in association management.
   A. Role of publications
   B. Publishing functions and staffing
   C. Editorial planning
   D. Working with editorial boards and academic editors
   E. Financial management
   F. Responsibility to affiliates and other divisions

II. Develop an understanding of the book production process:
   A. An overview of the procedures and staff functions:
      1. Acquisitions (from proposal/concept through the review procedure, contracting, revisions to final manuscript)
      2. Editing
      3. Production (typesetting, proofreading, printing: includes information on working with vendors)
      4. Marketing
   B. Gain insight into Health Administration Press's relationships with affiliates in their various capacities as authors, series editors, board members, and reviewers
   C. Gain insight into interdivisional relations and routine reporting
   D. Attend regular staff meetings to gain insight into the operations of a book publishing venture.
III. Develop an understanding of journal publishing procedures:
   A. Overview of the focus of Health Administration Press journals
   B. Role of Academic Editor, Managing Editor, Editorial Board
   C. Peer review process
   D. Liaison with author-affiliates
   E. Overview of dealings with outside vendors, the bidding process, negotiations
   F. Journal fulfillment and reporting process

IV. Acquire general knowledge of the HAP/ACHE Fulfillment Center activities.
   A. Book and other ACHE product orders
   B. Subscription orders
   C. Fulfillment house
Chapter IX: Division of Management Information Systems

Statement of Purpose

The Division of Management Information Systems exists to further the mission and goals of the American College of Healthcare Executives by providing the technology products and services needed to support our staff and affiliates.

Learning Objectives

The Fellowship experience will include the following objectives:

I. Acquire general knowledge of existing management information systems hardware, software and database applications.
   A. Network Configuration
   B. Network Security
   C. Software
      1. OUTLOOK
      2. Microsoft Office
   D. iMIS
   E. Database Administration
      1. Microsoft Access
      2. SQL Server

II. Acquire an appreciation for management information systems project management skills by providing assistance with the management of an IT-related project.
   A. Evaluation and Design
   B. Development and Testing
   C. Implementation
   C. Training
   E. Support
Chapter X: Division of Member Services

Statement of Purpose

The Division of Member Services provides guidance and service to affiliates to enable them through a program of credentialing and professional development to enhance their healthcare management skills and career development. The credentialing program provides for a lifelong advancement from Member, to Fellow, to Life Fellow.

The Division of Member Services develops and conducts the Board of Governors Examination in Healthcare Management, Advancement Information Sessions, and Exam Tutorial.

The division plans and implements membership marketing campaigns for recruitment, advancement, recertification and retention. The purpose is to serve our affiliates by ensuring effective and efficient membership marketing strategies and associated communications tactics.

Learning Objectives

The Fellowship experience will include the following learning objectives:

I. Acquire an overview of recruitment activities and specific knowledge and skill in a recruitment campaign.
   A. Recruitment plan
   B. Development, implementation, evaluation and cost analysis of targeted recruitment campaigns
   C. Campaign activity report
   D. Market segmentation
   E. Exhibit booth
   F. Regents involvement
   G. Membership Activity Report

II. Acquire specific knowledge of the credentialing process.
    A. Regulations Governing Admission, Advancement, and Recertification.
    B. Affiliate application process
    C. Board of Governors Examination in Healthcare Management
    D. Fellow application process
    E. Issues manager and Member call center satisfaction survey
III. Acquire an overview of recertification activities
   A. Requirements
   B. Application process

IV. Gain specific knowledge and skill in conducting credentialing process activities
   A. Advancement Information Session
      1. AIS presentation
      2. Promotion
   B. Board of Governors Examination
      1. Tutorial
      2. HUMRRO
      3. Examination Committee
      4. Scoring process
      5. Promotion

V. Develop a thorough understanding of ACHE’s international activities; scholarship, student, PGFD, and Early Careerist.

VI. Acquire specific knowledge of current surveys being conducted by the staff.
   A. Questionnaire design
   B. Sample selection
   C. Encouragement system
   D. Data preparation
   E. Data analysis
   F. Participate in a time appropriate phase of a new or ongoing research project
   G. Gain understanding of the methods used to disseminate research findings such as a report writing and magazine article preparation.

VII. Learn about project execution by participating in a current project being developed by divisional staff. Activities might include:
   A. Examining a proposal for research
   B. Identifying current or forthcoming tasks
   C. Assisting in developing methods to fulfill objectives of a project
   D. Suggesting ways to market or disseminate the product/program
   E. Suggesting ways to evaluate the program's usefulness
VIII. Participate in management meetings
   A. Bi-weekly Member Services specialist meeting
   B. Monthly Member Services staff meeting
IX. Complete a special project addressing the learning objectives of the Fellow and the needs of ACHE.
Chapter XI: Division of Regional Services

Statement of Purpose

The Division of Regional Services provides staff support to ACHE's Governors and Regents and chapter leaders with the objective of helping them to be successful in their volunteer roles. The division is responsible for management of relationships with other affiliated groups, health administration programs, and state/local healthcare associations. This division provides logistical support for the leadership events at the Congress on Healthcare Leadership, and manages the CEO Circle program. Staff provides committee support on an assigned basis.

Learning Objectives

The Fellowship experience will include the following learning objectives:

I. Acquire general knowledge of the support provided to Governors and Regents.
   A. Regent Responsibilities
   B. District Meetings
   C. Regent Elections Process
   D. Liaison activities with regional, state, provincial and metropolitan hospital associations.
   E. Liaison with Higher Education Network.

II. Acquire general knowledge of the support provided to Chapters.
   A. Chapter responsibilities
   B. Conference calls
   C. Chapter Leaders Conference

III. Acquire general knowledge of committee support provided by divisional staff.
   A. Health Associations Committee
   B. Awards and Testimonials Committee
      1. Articles of the Year Awards:
         a. Dean Conley Award
         b. Edgar C. Hayhow Award
      2. James A. Hamilton Book Award
      3. The Hudgens Memorial Award ("Young
Healthcare Executive of the Year Award"

4. Gold Medal Award

5. Honorary Fellowship

6. Lifetime Service Award

C. Regent Assessment Committee

D. Chapters Committee

IV. Acquire general knowledge of the logistical support for the leadership events at the Congress on Healthcare Leadership.

A. Regents Leadership Conference

B. Council of Regents Meeting

V. Acquire general knowledge of ACHE’s CEO Circle.
Appendix A: The American College of Healthcare Executives’ Strategic Plan
Vision

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

Mission

To advance our members and healthcare management excellence.

Values

As members of the American College of Healthcare Executives, we are committed to:

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.

Diversity
We advocate inclusion and embrace the differences of those with whom we work and the communities we serve.

Goal Areas

- Membership
- Knowledge
- Career Advancement
- Leadership
- Service Excellence
Goal Area 1: Membership

To exceed our members’ expectations through enhancements to our credentialing program, chapter development and other programmatic changes that add strategic value.

Initiatives

1. Support ACHE chapters in the development and effective use of resources to increase value for our members. \textit{(Freyer)} (Ongoing)

2. Increase the perceived value of the FACHE credential and promote it to multiple constituencies. \textit{(Hahn)} (12/31/2012 and Ongoing)

3. Increase the participation of hospital and health system chief executive officers and other senior healthcare executives in ACHE through recruitment, advancement and participation in chapters. \textit{(Hahn/Freyer)} (Ongoing)

Goal Area 2: Knowledge

To provide our members with the tools and information they need to excel in our profession.

Initiatives

1. Expand and increase the use of resources that help chapters deliver high-quality, relevant education programs for our members. \textit{(Horwitz / Freyer)} (12/31/2011)

2. Develop resources to help affiliates understand and prepare for healthcare reform. \textit{(Horwitz / Freyer)} (12/31/2012)

3. Enhance the Congress on Healthcare Leadership and ensure adequate capacity for its continued growth and value as the premier educational event for Healthcare Executives. \textit{(Horwitz)} (Ongoing)

Goal Area 3: Career Advancement

To deliver programs, products and services that advance professional excellence and attract future leaders to the profession.

Initiatives

1. Promote the profession of healthcare management to high school students and undergraduate students and assist graduating Student Associates with the transition to professional employment through chapters and the Higher Education Network (HEN). \textit{(Hahn / Freyer)} (Ongoing)
2. Implement recommendations from the research study of residencies and post-graduate administrative fellowships. *(Hahn)* *(12/31/2012)*

3. Support early careerist affiliates through career enhancing initiatives and programs at the national and chapter level. *(Hahn / Freyer)* *(Ongoing)*

4. Provide career enhancing initiatives and programs for mid-level and senior-level careerists, and those transitioning to healthcare management roles. *(Morton)* *(Ongoing)*

**Goal Area 4: Leadership**

To support our members in developing and maintaining the attributes of leadership excellence.

**Initiatives**

1. Sustain the relevance of and adherence to the ACHE Code of Ethics. *(Bowen)* *(Ongoing)*

2. Continue meaningful collaboration/partnership with other organizations on behalf of the profession of healthcare management. *(Bowen / Horwitz)* *(Ongoing)*

3. Educate members on critical policy issues (e.g., quality and patient safety, care for the un/under-insured) and the advocacy process so they can be effective advocates for the profession. *(Horwitz)* *(Ongoing)*

4. Continue to champion diversity and cultural competency and strengthen the efforts of the Institute for Diversity in Health Management and other associations. *(Bowen / Weil)* *(Ongoing)*

5. Explore a potential international role(s) for ACHE. *(Dolan)* *(12/31/2011)*

**Goal Area 5: Service Excellence**

To provide exemplary service to our members.

**Initiatives**

1. Assist Regents and chapter leaders to develop effective, collaborative relationships. *(Freyer)* *(12/31/2011)*

2. Complete a review of ACHE governance including policy, structures, representation and processes. *(Freyer)* *(6/30/2011)*
3. Continue to provide ACHE staff with professional development opportunities that help our staff excel in job performance and process innovation. *(O’Brien / Mosley)* (Ongoing)

Create an effective development program to cultivate donors who will contribute to the Fund for Innovation in Healthcare Leadership through annual giving, major gifts, planned giving and corporate giving. *(Dolan)* (Ongoing)
Appendix B: Sample Rotation Memorandum
MEMORANDUM

Date: June 18, 2010

To: Thomas C. Dolan, PhD, FACHE, CAE 
    Deborah J. Bowen, FACHE, CAE 
    President and CEO 
    Executive Vice President and COO

From: Douglas Chung 
    Postgraduate Fellow

Subject: Weekly activities for June 14th, 2010 – June 18th, 2010

I. Overview of Weekly Activities

A. Meetings and Events
   1. Staff introductions with Julie Nolan and Eric Alvarez
   2. Meeting with Howard Horwitz to discuss the Division of Education
   3. Meetings with Jennifer Manthei, Claye Murphy, Patricia Griffith, Erika Joyce, 
      Luis Ramirez, Mike Chynoweth, Julie Rucker, Darrin Townsend, Jystiinn 
      Summers, Traci Benford, Alicia Borsa, David Acker, Abie Betts, Heather 
      Loesch, Songi Kim, and Kyle Ross to discuss individual job responsibilities
   4. Marketing Source Tracking meeting
   5. Project Initiation Marketing Brief meeting for 2010 COO Seminar
   6. Meeting with Peter Weil to discuss the 2009 Affiliate Needs Survey
   7. Weekly meeting with Tom Dolan

B. Assigned / Completed Activities
   1. Marketing Source Tracking research
   2. 2010 Congress Student Track Evaluation
   3. Webinar external environment research and report
      Regulations, and Code of Ethics

II. Evaluation:

My first rotation week was full of exciting new opportunities to learn about how ACHE operates. 
It was an interesting experience to see the processes that must occur in order for the Division of 
Education to function on a daily basis. At the beginning of the rotation I was unaware of the 
amount of revenue that is generated by this one division. I am beginning to understand how 
divisions work together to achieve both divisional and corporate goals. I look forward to meeting 
with other divisions to further my understanding of association management.
Appendix C: Sample Project Contract
MEMORANDUM

Date: September 25, 2000  
To: Gayle White  
From: Sinde Hahn, FACHE  
Subject: Project for Stuart A. Wesbury, Jr., Postgraduate Fellow

We would like you to complete the following project as your assignment in the Division of Membership:

**Marketing Plan for Advancement to Diplomate** – You will gather data on reasons why Members do not advance to Diplomate and use this information to develop an advancement to Diplomate marketing plan for 2001. The first phase of data gathering is to develop and conduct a short telephone survey to be administered to ten Members who have not advance to Diplomate. You will use this data in developing a questionnaire to be administered to Members either as a fax survey or as a telephone focus group. Once the survey is complete, you will develop a Diplomate marketing plan. The plan should include a timeline, activities to be completed, and target groups. You will work with the Division of Research and Steve Rauchenecker to accomplish this effort.

Your final report will be in two parts. The first will be a memo summarizing the results of the telephone interviews and the fax (or telephone focus group). The second part will be the Diplomate marketing plan.

I hope that this information is useful to you and you find this project challenging. We would like you to complete this project by the end of your Membership rotation December 31, 2000. Thank you.

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Thomas C. Dolan, Ph.D., FACHE, CAE                       Gayle White
President and Chief Executive Officer                    Stuart A. Wesbury, Jr.,  Postgraduate Fellow
Appendix D: Sample Project List
Sample Projects

During the course of your Fellowship, you will rotate among ACHE’s divisions (as outlined in the Fellowship manual). Over the course of the year you will be involved with various projects. The following is a brief description of some of the projects that you can expect to be involved with. However, these projects are subject to change.

- **Policy Statements**
  You will present a policy statement for each General Staff Meeting. You will need to make copies for the entire staff and briefly go over the policy at the meeting.

- **Executive Office Budget**
  You will work with the Division of Finance and Administration and the President/CEO to complete the annual budget for the Executive Office.

- **Program Assistants**
  *As detailed in the program assistants notebook.* You will be coordinating student helpers for Congress in coordination with the Division of Professional Development.

- **ACHE Staff Evaluations**
  Distribute and tabulate annual divisional evaluations for the Divisions of Communications and Marketing, Finance and Administration, Management Information Systems and Human Resources. Tabulate results and report to President/CEO.

- **ACHE Educational Program**
  You may attend one educational program of your choosing. You will probably want to go early in the year (i.e., January), or after Congress, depending when your schedule permits.