

# ACHE of Massachusetts Board of Directors' Manual

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**March 2020**  
**Version 9**  
**Revised December 2021**

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## Introduction

The Board of Directors' Manual was designed in 2016 as part of the Chapter strategic plan. The manual will serve as a reference for the Chapter board members. This manual will be provided to all Chapter board members and updated annually.

## Mission

Our mission is to provide healthcare executives in Massachusetts an opportunity for professional growth and personal development through education programs and professional collegiality and to promote continued growth of the healthcare management profession through development of scholarship and similar opportunities. ACHE of Massachusetts supports and its mission is compatible with the mission of the American College of Healthcare Executives.

## Chapter History

The history of the Massachusetts Chapter dates back to the 1960s when the assistant hospital administrators formed a group to meet, have dinner together after work and exchange knowledge. This group became the Health Care Management Association (HCMA) and was inspired by the "Supes Club" or Hospital Superintendents Club, which was an invitation-only group of hospital administrators. The assistant administrators were not allowed in the CEO-only "Supes Club," so HCMA was formed.

Meanwhile, the Health Care Management Association (HCMA) was an organization where the assistant administrators, and those aspiring to be part of senior management, could belong. HCMA was a small independent organization from the 1960s to the 1990s, and even as recent as 2003, had under 100 members. When ACHE offered local senior executive groups such as HCMA an option to affiliate as ACHE Senior Designated Executive groups, we accepted. HCMA remained an independent organization, with its own dues and members. For HCMA members who also belonged to ACHE, much needed financial support was provided. Education has always been the hallmark of HCMA. Twenty years ago programs were titled:

Growth Strategies for the 2000's  
The Future of Health Care in Massachusetts and Beyond  
American Healthcare 2001-Taking the Longview

A decade ago, ACHE developed a formal network of local chapters and HCMA became one, and several years later, renamed itself ACHE of Massachusetts. All national ACHE members became local Chapter members and ACHE of Massachusetts grew to more than 1,000 strong. Programs have remained the Chapter strength with more than 20 being offered a year to members and nonmembers.

## Strategic Plan

- Utilize research to better understand member and nonmember needs
- Leverage technology to expand program access
- New member engagement
- Enhance networking opportunities for groups across the healthcare continuum
- Optimize relationships with colleges and universities
- Membership retention and recruitment across the healthcare continuum

## ByLaws

Updated and Approved by Membership Vote: 11/3/2016. They can be found [linked here](#).

## Chapter Regent

The following information is from the Regents' Operating Manual and explains the role of the Regent in the Massachusetts Chapter. In this role, the Regent 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
- 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.

### Chapter Relations

- Serve as an ex-officio, voting member of the board and nominating committee of the ACHE Chapter of which they are a member.
- Advise the leaders of the ACHE Chapter(s) regarding the strategic direction, programs and policies of ACHE, as requested.
- Advise the Board of Governors and ACHE staff regarding the needs and requirements of ACHE Chapters, as requested.

### Communication and Visibility

- Solicit and encourage input from members and Chapter leaders regarding the ACHE strategic plan and policies and programs that affect them.
- Write and supply to ACHE, for editing, a quarterly "Message from the Regent" to be published by ACHE.

- Sign and mail welcome/congratulatory letters to new Members, Fellows, and recertified Fellows (Letters provided in monthly Report to Regents mailing).
- 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.
- 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.
- Promote advancement and serve as a reference and/or interviewer for Members in the process of advancement to Fellow status.
- Present up to the authorized number of Regent's Awards each year.

**Term of Office:** 3 years

## Chapter Administrator

The ACHE of MA Chapter Administrator (CA) is a part-time, paid position that reports to the Board of Directors and is responsible for supporting the organization's achievement of its vision and mission. This role has direct responsibility for the smooth and efficient day-to-day operation of the chapter and serves as the focal point for communication to members and prospects and maintenance of membership files and records. The Administrator also manages all member events and meetings.

### Coordinates all member communications

- Designs, writes, edits and sends a quarterly newsletter
- Designs, writes, edits and sends about 60+ meeting announcements to member email list using Constant Contact
- Maintains an email list of 3,500+ emails
- Dedicated phone line for chapter business and phone calls and emails are returned within 24 hours
- Dedicate PO Box, mail picked up 2x per week

### Coordinates all non-member communications

- Initial point of contact for inquiries from prospective members including describing ACHE of MA purpose, explaining the features and benefits of membership, discussing events and directing the individual to the ACHE site
- Designs, edits and sends 60+ meeting announcements to non-member email list using Constant Contact

### Maintains and updates the member database

- Maintain a database of between 800 – 1,000+ ACHE of MA members

- Twice monthly downloaded new member contact information from national and synchronized with the ACHE of MA database
- Send new members a welcome email and add to our Constant Contact email list
- Twice per year a thorough comparison of the ACHE of MA database and ACHE member files are reviewed to remove all members who have not renewed their membership
- Tracks all event attendance in the ACHE of MA database

#### **Maintains and updates the non-member database**

- New nonmember registration information (i.e., name, title, company and email) is added to the prospect database and emails are added to Constant Contact
- All event attendees are tracked in the ACHE of MA database

#### **Provides all necessary event planning**

- Schedule all Program Committee Planning calls
  - Participate on the calls
- Conference planning with hotels
  - Negotiate contracts and book conference facilities
  - Ensure venue coordination of room logistics, on-site speaker logistics, food, beverage, and attendee count, room set up, and AV assistance
- Point of contact with speakers
  - Coordinate speaker logistics, bio, picture, agenda, AV needs and speaker presentations being loaded on laptop
  - Greet each speaker at meeting and review the agenda and AV equipment
- Periodic registration updates to Program Committee
- Process registrations for meetings (size of meetings range from 50-325)
- Print name badges for meeting attendees, attendee lists and conference materials
- Add appropriate ribbon(s) to all name badges
- Co-ordinate students working at registration desk
- Provide administrative support at all meetings except for ECN events
- Apply to national for Face-to-Face credits and Qualified Education credits
- Create reports for national to document Face-to-Face credits
- Create and email an online evaluation for each event and send results to program committee one week later
- Review and pay hotel bill
- Provide a P&L after each event

#### **Facilitates sponsor interaction**

- Invoice sponsors yearly and track payments
- Update website and emails with sponsor logos
- Add sponsor info our Spotlight on Sponsors on our website
- Coordinates the boards yearly calls to our sponsors
- Add new sponsor description to our Sponsor One-Sheet which is used at conferences

- Coordinate sponsor attendance and sponsor table at each event
- Support sponsor on-site during conferences

### **The CA is the liaison between national and the chapter**

- Post all events on national website
- Coordinate yearly self-assessment
- Create and send a yearly list of board members and committee members
- Assists with other national and chapter requirements

### **Supports the Treasurer with the chapter's financial management**

- Income received and tracked for ACHE of MA accounts receivable include activities such as meetings and sponsorship
- Process, receive and collect all accounts receivable, including cash, check and credit cards
- Support the existing merchant account (Paypal) to accept credit card payments
  - Transfer money from Paypal to bank account
  - Provide monthly Paypal financial reports to the bookkeeper and Treasurer
- Deposit all checks received in the ACHE of MA bank account
- Review and verify monthly phone bills
- Resolve all short payments for programs, insufficient information or other errors

### **Plan and facilitate quarterly board meetings**

- Coordinate date and location of quarterly Board meetings
- Ensure venue coordination of room logistics, food, beverage and attendee count
- and room set up
- Create agenda and combine committee reports for board
- Post board materials on ACHE in the Chapter Link area for reference
- Create dashboard of membership numbers
- Email all materials to board members
- Scribe duties at Board meetings when needed
- Coordinate yearly December Sponsor Dinner

### **Maintains the chapter website**

- Oversees all website activity with the webmaster by providing him with all content for:
  - Meeting descriptions, logistics, pictures, bios, registration, credits
  - Monthly update of membership list
  - Home page content for What's New
  - Job Postings and other miscellaneous pages on the website

### **Manages the social media presence**



- Update the LinkedIn account for ACHE of MA to help increase the ACHE of MA community
- Manage all join requests
- Schedule LinkedIn and Twitter messages 40x per month

### Coordinates quality assurance

- The Association Director is required to maintain the highest level of quality standards and best practices for file backup. This must include a daily, off-site backup of all databases and files that are maintained for ACHE of MA.

### Miscellaneous

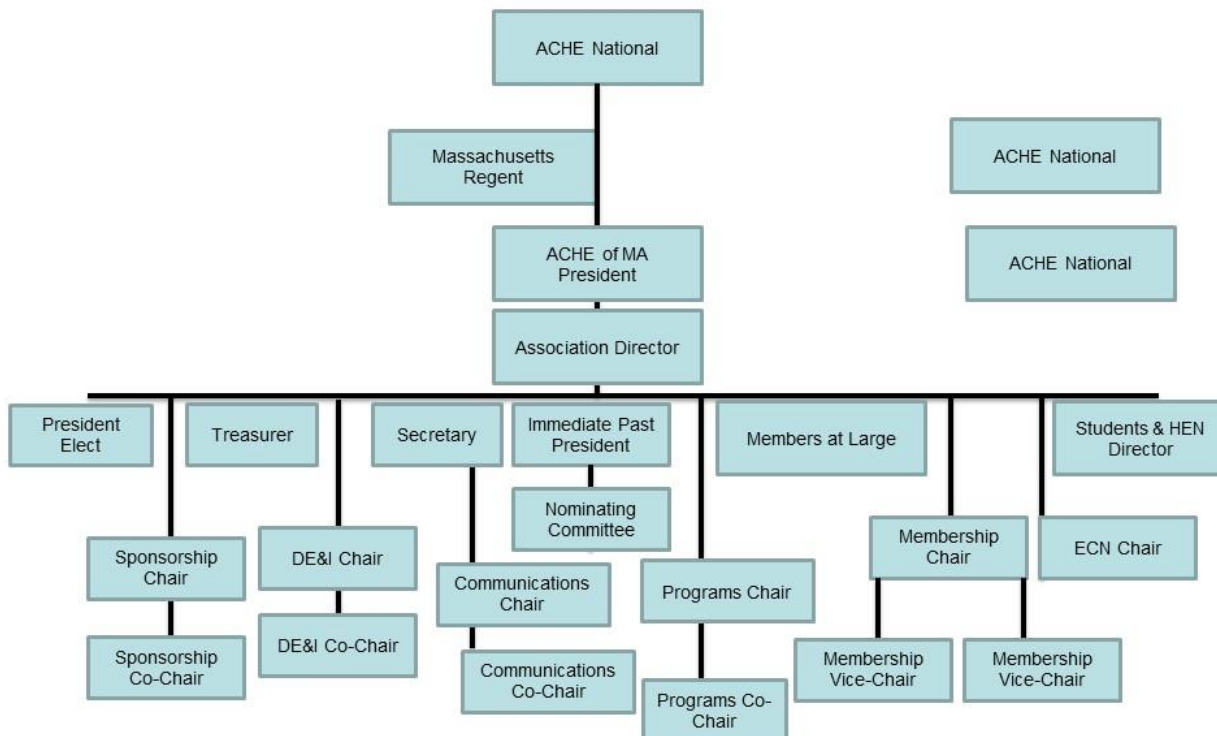
- Other duties may be assigned by the board

## Leadership Structure

### Organizational Chart



**ACHE of MA Board of Directors  
Organizational Chart - 2021**



## Chapter President

The President is the Chief Executive of the ACHE of MA Chapter and is responsible for calling and presiding at Chapter board meetings and providing direction and coordination to other officers, members of the Chapter board and members of the Chapter.

### Responsibilities:

- Monitor the progress of Chapter goals and objectives as set forth in the strategic plan.
- Stay current with all new ACHE information and policies and coordinate the dissemination of this information to Chapter members.
- Serve as the primary spokesperson for the Chapter within the community and as a liaison with ACHE.
- Preside over all business meetings of Chapter and Board of Directors.
- Conduct meetings, formulate ideas, and delegate responsibility.
- Communicate effectively on all levels and seize any opportunity to positively represent the organization at meetings or social functions that would benefit the Chapter and ACHE.
- Uphold the Chapter's policies and procedures for handling problems, and address issues among Chapter members.
- Must attend as many Chapter meetings and events as possible.
- Mentor and prepare the President-Elect.
- Write a "President's Message" in Chapter newsletters.
- Ensure all Chapter policies and procedures are clear and communicated to all members.
- Work with the Treasurer to prepare and plan the annual budget.
- Serve as a full voting member of the board and advise various committees, as assigned.

### Qualifications:

- Must be a current ACHE Fellow in good standing.
- Must have previous experience in a leadership role.
- Dedication to the Chapter.
- Must possess good communication, leadership, and organizational skills.

**Term of Office:** President-Elect serves a 2-year term as President-Elect, followed by a 2-year term as President, followed by a 2-year term as Immediate Past President and Chair of the Nominating Committee

## President-Elect

The Chapter President-Elect fills in for the Chapter President in his or her absence or inability to serve. The President-Elect shall advance to President at the completion of the preceding President's term of office without an election once elected to the office of President-Elect.

### Responsibilities:

- Assume the office of President at the expiration of the President's term.
- Seek new ACHE of members.
- Serve as a full voting member of the board and advise various committees, as assigned.
- Help lead the Chapter multi-year strategic plan.
- Communicate effectively on all levels and seize any opportunity to positively represent the organization at meetings or social functions that would benefit the chapter and ACHE.
- Work closely with current President throughout their term in preparation for Chapter Presidency.

**Qualifications:**

- Must be a current ACHE Fellow in good standing.
- Must have previous experience in a leadership role.
- Dedication to the Chapter.
- Must possess good communication, leadership, and organizational skills.

**Term of Office:** President-Elect serves a 2-year term as President-Elect, followed by a 2-year term as President, followed by a 2-year term as Immediate Past President and Chair of the Nominating Committee

**Immediate Past President**

The Immediate Past President assures smooth transition of the Chapter's leadership and provides counsel and insight to the President.

**Responsibilities:**

- Serve as a full voting member on the Board of Directors and advises various committees, assigned.
- Serve in an advisory capacity on other committees and performs duties as delegated by the President or Board of Directors.
- Assist in the update of policies and bylaws as needed.
- Chair the Nominating Committee.

**Qualifications:**

- Must be a current ACHE affiliate and FACHE in good standing.
- Prior service as President of the Board of Directors.
- Dedication to the Chapter.
- Communication, leadership and organizational skills.

**Term of Office:** President-Elect serves a 2-year term as President-Elect, followed by a 2-year term as President, followed by a 2-year term as Immediate Past President and Chair of the Nominating Committee

## Secretary

The Secretary is the officer who is responsible for taking minutes at regular and special Chapter board meetings and the annual meeting.

### Responsibilities:

- Record minutes of all Chapter board meetings and email a copy of minutes to the Chapter President for review within two weeks of each meeting.
- Upon the approval of the Chapter President the minutes are sent to the Chapter Administrator to keep on file and load up in the Chapter portal.
- Record minutes at the Chapter's Annual Fall meeting and email a copy of minutes to the Chapter President for review within two weeks of each meeting.
- Upon the approval of the Chapter President the minutes are sent to the Chapter Administrator to keep on file and load up in the Chapter portal.
- Facilitates other correspondence as requested by National ACHE.
- Serve as a full voting member of the board and advise various committees, as assigned.

### Qualifications:

- Must be a current ACHE Fellow in good standing.
- Must have previous experience in a leadership role.
- Dedication to the Chapter.
- Must possess good communication, leadership, and organizational skills.

**Term of Office:** 2 years

## Treasurer

The Treasurer shall have general supervision over the care and custody of funds and property of ACHE of Massachusetts. The Treasurer shall keep full and accurate accounts of all receipts and disbursements and shall present reports, thereof, to the Executive Committee and membership.

### Responsibilities:

- Maintain accurate records of the Chapter's financial status.
- Deposit money received by the Chapter in the Chapters' accounts.
- Pay all Chapter bills.
- Review the financial status of previous years while drafting the annual budget.
- Audit or review records annually and upon departure from the office.
- Provide detailed report of fiscal accounts and contacts to be forwarded to next treasurer.
- Submit quarterly financial reports and annual financial report to the Board of Directors for review.
- Prepares annual budget and presents to the Board annually for approval.
- Manages a Chapter accounts per Chapter policy.

- Assure that all receipts and disbursements are recorded consistent with the appropriate accounting conventions currently in practice.
- Assure that the Chapter officers are appropriately bonded and insured.
- Serve as a full voting member of the board and advise various committees, as assigned.
- Leads Finance and Investment Committee

**Qualifications:**

- Must be a current ACHE Fellow in good standing.
- Must have previous experience in a leadership role.
- Dedication to the Chapter.
- Must possess budget development and financial skills; familiarity with accounting processes.

**Term of Office:** 2 years

### Faculty Representation

The Faculty Representative is a Board appointed position representing the interests and views of the ACHE Higher Education Network (HEN) in Massachusetts.

**Responsibilities:**

- Support Chapter and board members as appropriate.
- Provide faculty perspective on Chapter matters and current and pertinent issues facing the health care industry.
- Represent Chapter’s faculty members and act as a liaison between faculty members and chapter board.
- Encourage current faculty and student members to attend Chapter events.
- Work closely with Chapter Regent to facilitate and support HEN Members and student participation in appropriate Chapter activities.

**Qualifications:**

- Must be a current ACHE Member in good standing.
- Must be a Faculty Member with a college or university that is part of the ACHE Higher Education Network in Massachusetts.
- Must have previous experience in a leadership role.
- Dedication to the Chapter.
- Must possess good communication, leadership, and organizational skills.

**Term of Office:** 3 years

### Student Representative

The Student Representative is a non-voting Board position representing the interests and views of local college and university students enrolled in one of the ten accredited programs that

make up the ACHE of MA HEN. There may be more than one Student Representative but only one for any single institution. (A total of up to 4 Student Associates or Faculty Associations can be on the board at one time.) The designated Student Representatives shall be a non-voting position on the Board. The Student Representative is a graduate student enrolled in either a part-time or full-time healthcare administration program. The Student Representative has an interest in health care administration and demonstrates potential to be a leader in this industry.

#### **Responsibilities:**

- Support Chapter and board members as appropriate.
- Provide student perspective on Chapter matters and current and pertinent issues facing the health care industry.
- Assist with recruitment of new student members.
- Encourage student members to attend Chapter events.
- Help at the registration desk for the spring and fall conferences.
- Collaborate with the Chapter Regent to disseminate and share the value of ACHE membership, networking opportunities, mentoring programs and other such offerings.

#### **Qualifications:**

- Must be a current ACHE Student Associate in good standing.
- Must be a Student Member with a college or university that is part of the ACHE Higher Education Network (HEN) in Massachusetts.
- Must have previous experience in a leadership role.
- Dedication to the Chapter.
- Must possess good communication, leadership, and organizational skills.

**Term of Office:** 1 year

## **Committees**

### **Nominating Committee**

The Nominating Committee shall consist of the:

- Immediate Past President as Chairman
- Three voting affiliates appointed by the President
- Regent

In accordance with the terms and conditions set forth in the criteria for Chapter status prescribed by the ACHE Board of Governors, the ACHE Regent shall also serve on the Nominating Committee. In the event there is no Immediate Past President, the President shall assume the Chair.

Twenty-one days prior to the Fall Annual Meeting the Committee shall submit a slate of Officers to the Chapter membership. The Nominating Committee shall make such other reports as from

time to time may be necessary. No member of the Nominating Committee may be nominated for offices for which the Committee is submitting nominations.

### Membership and Advancement Committee

The Membership & Advancement Committee shall consist of a Chair appointed by the President and at least three members recommended by the Chair and approved by the President. The Committee shall be responsible for promoting membership growth at all stages of members' careers, championing diversity of membership, identifying and addressing member needs, and fostering the advancement of members to Fellow status.

#### Responsibilities:

- Promote the Chapter and ACHE to area healthcare executives
- Promote and market ACHE membership among all Chapter members
- Promote the FACHE credential to Chapter members
- Promote diversity among Chapter members
- Work with the Regent to increase membership growth and advancement
- Arrange and call all meetings of the Membership Committee
- Coordinate a membership information table at Chapter events
- Submit a quarterly Board report to the Administrator

#### Qualifications:

**Term:** Open

### Early Careerist Network (ECN) Committee

The Early Careerist Network (ECN) Committee shall consist of a Vice-Chair appointed by the Membership Chair and volunteers interested in leading teams within this Committee, focused on ECN initiatives. The Committee shall be responsible for providing emerging health care leaders (40 and under) with civic engagement, educational, professional development, and networking opportunities that will position them to navigate and discover success in an increasingly complex, dynamic and ever-evolving healthcare environment. The Committee Vice-Chair reports to the Chair of Membership.

#### Responsibilities:

- Develop an annual plan for the ECN's civic engagement, educational, professional development and networking, on behalf of the Chapter.
- Organize the annual Mentorship Programs, matching members as mentors and mentees.
- Draft ECN promotional communications for all Committee initiatives, to be sent to the Chapter Administrator for review and release.
- Work closely with the Chapter Regent in support of Higher Education Network (HEN) partnerships.
- Secure sponsorship funding for ECN initiatives, as needed, with guidance from Chair of Sponsorship and Chapter Administrator.
- Manage Committee financials and report to Treasurer when appropriate.

- Provide routine, timely and effective information to the Board and Chapter Administrator for purposes of tracking progress against annual goals and sharing updates with membership at large.
- The Vice-Chair will attend quarterly Board meetings and other Committee meetings, as needed (e.g. Strategic Planning Operations, Programming, Membership & Advancement) The Vice-Chair will also prepare and submit quarterly Board reports and excerpts for the Chapter Newsletter.

**Term of Office:** Committee Members Open, Vice-Chair 2 years

### Communications Committee

The Communications Committee shall consist of a Chair appointed by the President and at least three affiliates recommended by the Chair and approved by the President. The Committee shall be responsible for overseeing communications for ACHE of Massachusetts, including distributing a regular electronic newsletter, maintaining the ACHE of Massachusetts website, and managing content for other online or print media. The Committee shall also support event promotion and membership engagement and recruitment.

#### Responsibilities:

- Social media – Engage membership by researching articles/events/items to post on ACHE of MA social media outlets; use email marketing software for regularly scheduled posts/emails.
- Post event notices and other information onto various platforms and moderate discussions; membership engagement.
- Content review – Reviews publication drafts for content, accuracy, and typographical errors (including eNewsletter, press releases, email templates, website content, etc.); submits appropriate healthcare related articles.
- Pictures – Coordinate pictures at events for posting on the website and using in our quarterly newsletter.
- Collaboration with and support for Program, Membership and Advancement, and ECN Committees.
- Submit a quarterly Board report to the Administrator.

**Term of Office:** Open

### Sponsorship Committee

The Sponsorship Committee shall consist of a Chair appointed by the President and at least three affiliates recommended by the Chair and approved by the President. The Committee shall be responsible for creating collaborations within the healthcare industry to raise funds in order to help support Chapter educational programs and membership activities through solicitation of sponsorships.

#### Responsibilities:



- Promote and market the benefits of sponsorship.
- Develop network to identify sponsors and request sponsorships.
- Develop and maintain sponsorship policy and guidelines.
- Invoice sponsors in December for January – December renewals.
- Once per year assist the Administrator with the coordination of Board members reaching out to the current sponsors by phone.
- Submit a quarterly Board report to the Administrator

**Term of Office:** Open

### **Sponsorship Benefits**

As leaders in healthcare strive to make high quality care more accessible and efficient, they need both exceptional management skills and a new vision. Your contribution as a sponsor will help to support ACHE of MA's important programs as we devote increasing resources to provide key educational opportunities for our 900 plus members. We offer one year sponsorships for \$3,000.

The following is a list of the recognition and benefits that your company would receive as a chapter sponsor:

### **Promotional Rights**

- Sponsorship of all ACHE of MA programs and events.
- Every sponsor is equal and treated the same. All pay the same fee and all are considered "platinum."

### **Recognition Opportunities**

- Name, logo and hyperlink on chapter website ([www.massache.org](http://www.massache.org)) throughout the year.
- Name and hyperlink on all email meeting announcements including our quarterly newsletter.
- Name and logo on meeting signs.
- Name and logo on collateral materials for meetings.
- Name and logo in chapter publications recognizing chapter sponsors.
- Verbal recognition during all ACHE of MA programs (only exception is Massachusetts Hospital Association Mid-Winter Forum in January, where ACHE of MA is listed as a co-sponsor, but it is not our meeting.)
- Each month two sponsor's logo, hyperlink and company description will be highlighted on the chapter home page "Spotlight on Our Sponsors."
- Name, logo, hyperlink and company description on the chapter sponsor page.
- On a rotating basis ACHE of MA LinkedIn page will thank a sponsor by displaying their logo, hyperlink and a company description.
- Speaker introductions at breakfasts, ECN events and conferences are available upon request.

- Sponsors can submit appropriate healthcare articles for our quarterly newsletter. One article per newsletter will be included (submission deadlines: March 1, June 1, September 1 and December 1.)

### **Marketing Opportunities**

- Opportunity to display company brochures and have a table display at our Fall and Spring conference.
- Option to list additional related companies as sponsors for \$500 each per year.
- One company overview to be inserted at company request in annual meeting materials.
- At your request, ACHE of MA will consider distribution of information on up to three of your company events per year to the membership. ACHE of MA will decide whether this information is best presented to the membership by posting it on the ACHE of MA website or distribution by email. ACHE has a national policy against giving out member email addresses.

### **Hospitality/VIP Opportunities**

- Two complimentary admissions to all events.
- All sponsor employees attend ACHE of MA events at the member rate.
- An invitation to the holiday volunteer event.

### **Program Committee**

The Program Committee shall consist of a Chair appointed by the President, a Vice Chair appointed by the Chair, and at least three affiliates recommended by the Chair and approved by the President. The Committee shall be responsible for organizing a robust and diverse set of programs to advance the educational and professional development needs of its membership throughout the year.

### **Responsibilities:**

- Develop an annual plan for the Chapter's educational, professional development, networking and civic engagement programs.
- Lead the design, planning and execution of all Chapter events across the state of Massachusetts including, but not limited to annual meetings, bi-annual conferences, breakfast series and networking events.
- Collaborate with other professional organizations to establish mutually beneficial opportunities for education and professional advancement.
- Provide routine, timely and effective information to the Board and Chapter Administrator for purposes of tracking progress against annual goals and sharing updates with membership at large.

**Term of Office:** Open

### **Sample Yearly Educational Program Schedule**

Spring and Fall Conference

Quarterly Conversations with Healthcare Champions  
Quarterly ECN Panel Series  
Quarterly ECN Community Engagement  
Quarterly ECN Networking Event  
Opening Mentorship Event – Fall  
Closing Mentorship Event – Spring  
Central and Western MA Events

## Diversity, Equity & Inclusion Committee

The Diversity, Equity and Inclusion Committee shall consist of a Chair appointed by the President, a Vice Chair appointed by the Chair, and at least three affiliates recommended by the Chair and approved by the President. The mission of the Diversity and Inclusion Committee is to deliver impactful opportunities to advance inclusive leadership, equity and cultural competency for our members, communities and workplaces that deliver a welcoming environment in a world with continually shifting demographics.

### Responsibilities include:

- Foster a broader view of the health workforce thru new programs.
- Connect with leaders and speakers focused on integrated models of healthcare.
- Deliver innovative D&I recognition activities and awards.
- Partner with inclusive organizations.

**Term of Office:** Open

## Board of Director Expectations

**Each member of the Board is expected to:**

- Maintain active participation in the activities of ACHE of MA
- Provide a visible and engaged presence at ACHE of MA's programs and events
- Attend the four yearly board meetings held in March, June, September and December
- Review all board meetings materials, distributed by the Chapter Administrator, in advance of the board meeting
- Take seriously their fiduciary responsibilities to the Chapter by being thoughtful stewards of the organization's resources and being careful to uphold the Chapter's bylaws and policies.
- Always behave in a manner that represents ACHE and ACHE of MA in a professional light, consistent with the ACHE Code of Ethics.

ACHE of MA also maintains a Dropbox account which is a source of archived minutes and reports.

## New Board Member Orientation

When a new board member starts their term they will receive a copy of the ACHE of Massachusetts Board Manual and will have a conference call with the Chapter President before attending their first board meeting. We also encourage you to participate in the new board member webinar that ACHE offers every December.

## ACHE's Chapter Management and Awards Program

The purpose of ACHE's Chapter Management and Awards Program is to ensure the delivery of high-quality services to ACHE members and other healthcare executives at the local level. ACHE designed this program to provide chapter performance incentives and acknowledge outstanding accomplishments based on objectively measured results.

The program's goals are as follows:

- Create a system to objectively compare chapter performance and manage current and future success based on a common set of indicators. This management system identifies chapters that achieve superior results so that best practices can be shared with other chapters.
- Provide well-deserved recognition to top-performing chapters. All recognition is based on measurable outcomes of chapter performance. Chapters are recognized for annual performance, as well as for sustained performance over time. By providing this recognition, ACHE reinforces the added value of chapter membership to members.

### What Awards are Available and What are the Criteria?

Upon submitting the required reports to ACHE, all fully chartered chapters will be eligible for one of the following awards:

<b>Awards</b>	<b>Criteria</b>
Award of Chapter Merit	Awarded to all chapters that meet one of the four performance standards.
Award of Chapter Distinction	Awarded to all chapters that meet two of the four performance standards.
Award for Chapter Excellence	Awarded to all chapters that meet three of the four performance standards.
Board of Governors Award	Awarded to all chapters that meet all four of the performance standards.
Award for Sustained Performance	Awarded to all chapters that meet at least one of the four performance standards for a continuous three years.



Award for Sustained Chapter Excellence

Awarded to all chapters that continue to meet three out of four annual performance standards for a continuous four years.

### **What are the Performance Standards?**

To receive one of the 2016 Chapter Management Awards, fully chartered chapters must reach levels equal to or exceeding the following 2015 performance standards:

#### **Education & Networking Performance**

This performance measure is a simple calculation of the indexed attendee hours which is the number of programming hours multiplied by the number of attendees for each event divided by total chapter membership at the beginning of the current year. \*Chapters must provide at least 11.2 hours of chapter event programming per chapter member.

#### **Net Membership Growth**

Net membership growth is measured by the percentage difference between the total number of ACHE affiliated chapter members in all membership categories at the beginning of the year and at the end of the year. \*Chapters must have a net membership growth of 9.9 percent.

#### **Level of Member Satisfaction**

Each chapter must have a top-ranking level of member satisfaction. \*Chapters must receive 4.0 or higher on a 5-point scale in chapter member satisfaction.

#### **Advancement of Eligible Members**

Advancement of eligible members is measured by the percentage of the eligible pool who advance to Fellow or pass the Board of Governors Exam each year. \*Chapters must advance a number greater than or equal to 9.8 percent of the members eligible to advance at the beginning of the year.

These performance standards are set annually by taking a three year average of performance (at the 90th percentile level) for each standard.

There is no limit to how many chapters will be recognized each year.

### **Is My Chapter Eligible for an Award?**

In order to be eligible for a Chapter Management Award, chapters are required to submit key documentation on a quarterly and annual basis.

#### **Event Report Tool**

Upon completion of chapter networking and education events please document them using the ACHE Chapter Event Report Tool. All data entered via this tool is used to track chapter progress

toward the Education & Networking performance standard.

### **Chapter Self-assessment**

Each December chapters must complete this assessment which tracks chapter performance and compliance and provides chapter with an opportunity to share their personal perspectives on their overall performance.

### **Listing of Elected and Appointed Leaders**

Annually, or at the time of Officer and/or Board changeover, chapters must provide a listing of all Elected and Appointed leaders.

### **Chapter Financials**

By March 31 all chapters must submit completed Statements of Financial Position and Activities to be eligible for an award and to ensure timely processing of dues rebate checks.

### **What Recognition Will a Chapter Receive?**

#### **ACHE Recognition**

For the Award for Sustained Excellence, Award for Sustained Performance, the Award for Chapter Excellence, and the Board of Governors Award, the chapter president will receive an engraved plaque. For the Award of Chapter Distinction and the Award of Chapter Merit, the chapter president will receive a certificate. All award winning chapters will receive recognition during the Congress on Healthcare Leadership. In addition, ACHE will announce the awards in press releases and publications.

#### **Chapter Recognition**

Recognition items will be provided to the chapter president for presentation to chapter officers. The chapter will also receive a graphic for use on the chapter's stationery and website.

## **ACHE of Massachusetts Awards and Scholarships**

The Massachusetts Chapter gives two awards each year and three types of scholarships.

### **Senior Healthcare Executive of the Year and Early Careerist Healthcare Executive of the Year Awards**

At the June Massachusetts Hospital Association Annual Meeting, the Massachusetts Chapter of ACHE recognizes two healthcare leaders for their leadership skills, commitment to developing others, and active participation in local and state hospital, healthcare, and civic affairs.

Two months prior to the MHA June event the Regent seeks input from the board and other ACHE of MA members, and takes into consideration past recipients of both awards when deciding who to present these awards to. The finalists are contacted by the Regent by May 1.

***Responsible person: Regent***

ACHE supports these awards with a certificate and an etched crystal sculpture award. At least one month prior to the award ceremony the Regent orders the certificate and sculpture from ACHE by filling out a form(s) at this link:

[http://www.ache.org/newclub/electedleadersarea/RegentAward\\_request.cfm](http://www.ache.org/newclub/electedleadersarea/RegentAward_request.cfm)

ACHE of MA will cover rooms for awardees and meal costs at the MHA Annual meeting.

These awards are made at the sole discretion of the Regent using the following criteria:

**Early Careerist Healthcare Executive Award**

- A member 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**

- 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

**David Kinzer Scholarship**

Two \$1,500 awards are given yearly at the ACHE of Massachusetts Spring Conference.

The Regent reaches out to the HEN Program Directors two months prior to the Spring Conference. Each HEN Program Director will nominate their most qualified and deserving student by providing a letter of recommendation along with the student's resume that identifies evidence of meeting the eligibility criteria. This information is sent directly to the Administrator who provides the nomination information to the subcommittee 1.5 months prior to the Spring Conference. (Document in Appendix: Letter to HEN Directors for Kinzer

Nominations.) **Responsible persons: Regent, Immediate Past President and Chapter Administrator**

A subcommittee of the Chapter Board (Regent and Immediate Past President) review nominations and selects two finalists. The Administrator notifies the HEN Program Directors of the award winners and invites the award winners to the Spring Conference gratis one month prior to the Spring Conference.

All HEN Directors are invited to attend the Spring Conference gratis. The Administrator reaches out to them as soon as promotion of the conference takes place.

Eligibility:

- A student associate of the American College of Healthcare Executives
- Enrolled in one of the MA Higher Education Network member graduate programs, in their final year of study

Candidates must also:

- Demonstrate leadership ability
- Demonstrate participation in health association activities
- Demonstrate participation in civic/community activities and projects

### **Lynn Nicholas, FACHE ACHE of MA Early Careerist Educational Travel Scholarship**

As part of our Chapter's mission to support opportunities for professional growth and personal development through educational programs and professional collegiality, and to promote continued growth of the healthcare management profession through development of scholarship and similar opportunities, ACHE of MA offers two Early Careerist scholarships, totaling \$1,000.00 each, for use towards attendance at the ACHE Congress on Healthcare Leadership, held in March in Chicago, IL.

All Early Careerists are emailed information about the scholarship by the Chapter Administrator the first week in January. The Early Careerist application is filled out by each applicant and a resume is sent to the Chapter Administrator by the January date assigned each year. The candidates are reviewed by the ECN Vice-Chair and a Chapter Board Member. All applicants are contacted prior to the end of January by the Chapter Administrator and sent a Luggage Tag inscribed with Lynn Nicholas, FACHE, ACHE of MA Early Careerist Educational Travel Scholarship.

(Documents in Appendix: EC Scholarship Application and Email for Scholarship.) **Responsible persons: Administrator Responsibility with ECN Vice-Chair Input and a Board Member selected by ECN Vice-Chair**

Eligibility:

- Be an active member of ACHE for a minimum of six months from the application deadline



- **Not** be an active student enrolled in a formal program
- Show evidence of active volunteering with/participation in ACHE events
- Be capable of covering the balance of any/all expenses, whether inclusive of employer, sponsor, or personal support, and be approved by employer, if applicable, for time away
- **The \$1,000 scholarship check will be sent** upon receipt of a one-page reflection of your experience at Congress, which will be shared with Lynn Nicholas and the ACHE of MA Board of Directors AND scanned travel receipts. Send these materials to [info@massache.org](mailto:info@massache.org) by date assigned each year.

### **Support for Student Travel to American College of Healthcare Executives Annual Congress on Healthcare Leadership**

In order to encourage Massachusetts healthcare management graduate students' early engagement in the American College of Healthcare Executives (ACHE) and its local Massachusetts chapter, ACHE of Massachusetts offers each participating Higher Education Network graduate program student in Massachusetts with the opportunity to attend the American College of Healthcare Executives Annual Congress on Healthcare Leadership with support for airfare, hotel and travel expenses reimbursed. Each student is **guaranteed a minimum of \$250**, but must apply for support and be accepted by ACHE of MA.

In addition, any student representatives serving on the Chapter Board also will have the opportunity to attend Congress with support for airfare, hotel and travel expenses reimbursed, **up to \$1,000 per student**, by the Chapter (providing that the Chapter has not previously supported the student's attendance at Congress).

### **Expectations of Student Congress Attendees**

Students attending Congress with ACHE of MA support are expected to:

- Apply for ACHE Program Assistantship to support registration fee
- Actively attend and participate in Congress educational and networking activities
- Attend the networking dinner of Massachusetts Chapter Congress attendees. Invitation for the dinner registration sent mid-February.
- Submit a 1-page summary of the experience and receipts for travel expenses and expense report (up to \$1,000 for Student Board Reps OR the amount allocated to the student by ACHE of MA) no later than May 1st to Rick Berkman, Treasurer, [rberkman@proton.com](mailto:rberkman@proton.com). (Document Expense Report)

### **Expectations of Student Congress Attendees**

Students attending Congress with ACHE of MA support are expected to:

- Apply for ACHE Program Assistantship to support registration fee
- Actively attend and participate in Congress educational and networking activities
- Attend the networking dinner of Massachusetts Chapter Congress attendees. Invitation for the dinner registration will be emailed late January.

- Submit scanned receipts for travel expenses and an expense report for the amount allocated to the student by ACHE of MA for reimbursement and a 1-page summary of their Congress experience by May 1<sup>st</sup> to Rick Berkman, ACHE of MA Chapter Treasurer, rberkman@protonmail.com. (Documents in Appendix: Letter to HEN Directors & Students Sent OCTOBER & JANUARY, Expense Report, Travel Reimbursement Guidelines for Students)

### **Timeline for Notifications to HEN Directors, Students and Student Board Reps**

**September** (*prior to the September Board Meeting*) – New Student Board members are sent an email from the Regent welcoming them to the Board. This email outlines the responsibilities (Documents: HEN Student Board Rep Responsibilities and Travel Guidelines) of the Student Board members and reviews the support for travel to ACHE Congress. **Responsible person:** *Massachusetts Chapter Regent and HEN Faculty Representative*

**October 1st:** HEN Faculty Representative emails HEN Program Directors and ACHE of MA HEN Student Members that the ACHE Program Assistantship portal opens and students may apply via the ACHE website. (<http://www.ache.org/congress/progasst/>) **Students must be a member of ACHE to apply.** This email also outlines the Congress student travel support for each HEN school student. (Documents: Travel Guidelines and Letter to HEN Directors) **Responsible persons:** *Administrator Responsibility with Input from Regent, Treasurer and HEN Board Representative*

The student will need to pay upfront for the \$520 registration fee. If the student is accepted as a Program Assistant, ACHE National will reimburse the student for the registration fee 4-6 weeks after Congress. If the student is not accepted as a Program Assistant, the student can submit the receipt for the registration fee to ACHE of MA as part of their support for travel (again, the total of which is not to exceed the \$ amount given to the student by ACHE of MA). Please see: <http://www.ache.org/congress/progasst/progdesc.cfm> for expectations of ACHE Program Assistants.

**\*\*Please note that Program Assistant positions are limited, so students should apply for the Program Assistantship on the date that the application system opens.\*\***

### **Student Selection by ACHE of MA is based on the following criteria:**

- Otherwise would not have the means to attend Congress,
- Who have never attended Congress,
- Who will use their Congress experience to augment their classroom learning experience,
- And who have demonstrated leadership and communication skills and will return from Congress able to advocate for active participation by students in ACHE and chapter activities.

**Students must show a proof of registration for Congress to be considered for the travel support.**

**Please note that students will need to be excused from classes in March in order to attend this educational opportunity.**

### **January (1<sup>st</sup> week)**

Chapter Regent emails Student Board Members to remind them of the \$1,000 per student scholarship to Congress. (Documents: Letter to Student Board Reps January, Travel Guidelines and Expense Report) **Responsible person: Massachusetts Chapter Regent**

**January 1:** A letter is emailed to HEN MA Chapter student members and HEN Program Directors (cc to: Regent, ACHE of MA Board President, Treasurer and Chapter Administrator) asking them to respond to the email by the **February 1** deadline with their request for travel support. **Students must show a proof of registration for Congress to be considered for the travel support.** (Document: Letter to HEN Directors) **Responsible persons: Administrator Responsibility with Input from Regent, Treasurer and HEN Board Representative**

**February (2<sup>nd</sup> week):** By this date ACHE of MA will know how many students across all HEN programs are attending Congress. The Chapter Treasurer can divide the money evenly (approval by Chapter Regent and Chapter Board President). For example, if there are 15 students and the budget is \$11,000 for the current year the HEN Faculty Representative emails the students that they will receive UP TO a maximum of \$733.33 for expenses. Included in the email are the following documents: (Documents: Travel Guidelines and Expense Report). **Responsible Persons: Chapter Treasurer & HEN Faculty Representative**

**May 1:** Students submit their Expense Report, Scanned Receipts and a 1-page summary of their Congress experience to the ACHE of MA Treasurer. **Responsible Persons: Students**

**May 15:** Chapter Treasurer sends reimbursement checks to students and the 1-page summaries to the Chapter Administrator to consolidate for the Board. **Responsible Person: Chapter Treasurer**

## **Higher Education Network (HEN)**

ACHE is committed to supporting healthcare management programs that nurture and teach the future leaders of our profession. To assist the school's role as mentors of the next generations of healthcare managers, ACHE has expanded support for student organizations through the ACHE Higher Education Network.

To be a participant in the ACHE Higher Education Network, a university/college must be at least regionally accredited, and offer an identifiable degree, major or concentration in healthcare management.

As part of the ACHE Higher Education Network, ACHE provides programs with:

- One free subscription (distributed electronically) to each of ACHE's publications: Healthcare Executive, Journal of Healthcare Management and Frontiers of Health Services Management
- The opportunity to receive a reduced fee for the annual Congress on Healthcare Leadership for the program director or their faculty designee
- A dedicated Web area designed to help program directors provide a valuable on-campus student experience

By joining the ACHE Higher Education Network, the program agrees to:

- Encourage their students to become Student Associates of ACHE
- Encourage their students to advance to Member upon graduation

The ACHE Higher Education Network in Massachusetts currently includes 12 graduate programs and 1 undergraduate program, represented by:

- Bay Path University
- Boston College
- Boston University School of Public Health
- Boston University Questrom School of Business
- Brandeis University
- Framingham State University
- New England College of Business
- Northeastern University
- Simmons College
- Stonehill College
- Suffolk University
- University of Massachusetts-Lowell
- Worcester State University

## Diversity, Equity and Inclusion

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

Further, ACHE of Massachusetts works to foster an inclusive environment that recognizes the contributions and supports the advancement of all, regardless of race, ethnicity, national origin, gender, religion, age, marital status, sexual orientation, gender identity or disability because an inclusive environment accurately represents the populations we serve, can enhance the quality

of healthcare, improve hospital/community relations, and positively affect the health status of society. This priority is reflected in the chapters various activities and initiatives.

ACHE of Massachusetts is committed to promoting diversity and inclusion through the following activities:

Within the Chapter organization:

- The Chapter Nominating Committee is charged with assuring that the chapter board of directors is broadly representative of the chapter membership and with maintaining a diverse and inclusive chapter leadership.

Within the healthcare management field:

- Strive to conduct at least one chapter educational event per year involving the topic of diversity, equity and inclusion
- Feature the topic of diversity, equity and inclusion each year in Chapter communications, either a Chapter Newsletter or other e-mail communication
- Develop a relationship within the chapter with National Association of Health Service Executives and/or other minority healthcare associations locally.

## Current Sponsors

Acentech  
 B.E. Smith  
 Boston College  
 Cloudera  
 DiGiorgio Associates Inc./Monitor Builders Inc.  
 Dimensional Insight  
 E4H Environments for Health Architecture  
 Granite State College  
 LWDA Design  
 Massachusetts Association of Nurse Anesthetists (MANA)  
 New England Retirement Consultants  
 Nixon Peabody  
 Novo Nordisk  
 Suffolk University  
 TD Bank  
 ZurickDavis

## Current Budget Process and Financial Stewardship

ACHE of Massachusetts is a chapter of the American College of Health Executives (ACHE) located at One North Franklin Street, Suite 1700, Chicago, IL 60606-3491. As a chapter of the ACHE, the ACHE of Massachusetts is included in the ACHE's group exemption #4330. Pursuant to the Internal Revenue Code the ACHE of Massachusetts is exempt from federal income tax under 501 (c) (6) of the Code.

## **ACHE of MA Investment Policy Statement**

### **I. Purpose**

The purpose of this Investment Policy Statement (IPS) is to establish guidelines for the investable assets (the Portfolio) of the ACHE of Massachusetts. This document shall apply to the Investment Committee as well as any and all Investment Consultants and/or Investment Managers hired to assist with the management of the Portfolio.

### **II. Description of Responsibilities**

A. The responsibilities of each party involved in managing the portfolio are defined below:

1. Investment Committee: The investment committee shall be a subcommittee of the Board, comprised of the treasurer and at least two other board members and other individuals relevant to the maintenance of portfolio management in accordance with this document.
2. Investment Manager: The investment manager is any person or team who manages a fund in which the Portfolio may invest (passive or active).

### **III. Fiduciary Duty**

A. In seeking to attain the investment objectives set forth in the IPS, the Prudent Investor Rule shall apply, which states that the Investment Committee is under a duty to the ACHE of Massachusetts to invest and manage the Portfolio as a prudent investor would, as described below:

1. The exercise of reasonable care, skill, and caution that is applied to investments not in isolation but in the context of the Portfolio and as part of an overall investment strategy, which should incorporate risk and return objectives reasonably suited to the Portfolio as decided by the Investment Committee.

2. In making and implementing investment decisions, the Investment Committee has a duty to diversify the Portfolio unless, under the circumstances, it is prudent not to do so.
3. In addition, the Investment Committee must:
  - a. Conform to fundamental fiduciary duties of loyalty and impartiality.
  - b. Act with prudence in deciding whether and how to delegate authority and in the selection and supervision of agents (i.e. Investment Consultants and/or Investment Managers).
  - c. Incur only costs that are reasonable in amount and appropriate to the management of the Portfolio; seek low cost investments **as a mandate**.

B. The Prudent Investor Rule is based on the following principles:

1. Sound diversification is fundamental to risk management and is therefore ordinarily required of the Investment Committee.
2. Risk and return are so directly related that the Investment Committee has a duty to analyze and make conscious decisions concerning the levels of risk appropriate to the purposes, distribution requirements, and other circumstances of the Portfolio.
3. The Investment Committee has a duty to avoid fees, transaction costs, and other expenses that are not justified by needs and realistic objectives of the Portfolio.

#### IV. Conflicts of Interest

Any person or organization involved in the oversight or management of the Portfolio should disclose any potential conflicts of interest prior to becoming a member of the Investment Committee.

#### V. Investment Philosophy

- A. The basic tenets upon which the IPS is based include the following:
1. Targeted annual performance of a minimum of inflation up to 3% (?) above inflation.
  2. Prudent management characterized by low volatility.
  3. Portfolio construction will not specifically address tax efficiency, although

tax loss harvesting and municipal bonds/funds are options in the investment universe.

## VI. Asset Allocation Guidelines

A. The Portfolio's asset allocation strategy, including permissible asset classes and applicable guidelines, is described below.

1. Strategic Asset Allocation: Long-term asset allocation based on expected returns, volatility, and the client's unique risk tolerance and/or investment objectives. It is expected that changes in the client's risk tolerance and/or investment objectives will be the primary driver of changes to the Strategic Asset Allocation.
2. Asset Class Constraints: The weighting of each asset class shall be constrained within +/- 10.0 % of the Strategic Asset Allocation targets. This constraint serves as a trigger to rebalance the portfolio, as well as a constraint within which tactical shifts to the portfolio must remain.
3. Rebalancing: Shall take place if the weighting of any asset class is outside of the Asset Class Constraints, if practical. A rebalancing of the portfolio should bring the asset class weights in-line with the model below. Trading costs should also be considered prior to rebalancing the entire portfolio.

## VII. Asset Class Definitions

A. Inflation Hedging (Target: 50%, +/- 10%)

1. Eligible Securities: U.S. equity mutual funds
2. Benchmark: Russell 500 (2)

B. Fixed Income (Target: 50%, +/- 10%)

1. Eligible Securities: Bonds (treasuries, corporates, and munis) and mutual bond funds
2. Duration: Target < 5yrs, subject to change
3. Benchmark: U.S. Treasury 1-5yr Index --> need to find new benchmark



## **VIII. Monitoring Portfolio Investments & Performance**

A. The Investment Committee shall prepare a quarterly performance report, which should include the Portfolio's performance, asset allocation, and liquidity characteristics. The Portfolio and individual managers shall be measured against the appropriate benchmarks, as defined below.

1. Asset class specific benchmarks: Noted above

B. Performance of the Portfolio, as well as individual Investment Managers, shall be measured versus appropriate benchmarks over rolling periods.

C. The portfolio shall be reviewed at least quarterly to ensure that all managers remain in compliance with applicable guidelines defined in the IPS.

## **IX. IPS Review**

A. Any of the following shall trigger a review of the IPS:

1. A change to the organization's Investment Objectives.

B. In the absence of any change to the organization's Investment Objectives or Investment Committee, the IPS shall be reviewed biannually at the beginning of the second year of a treasurer's term.

Policy updated in June 2015