

GLACHE

ACHE VISION:

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

ACHE MISSION:

To advance our members and healthcare management excellence.

An Independent Chapter of



Great Lakes Chapter of the American College of Healthcare Executives

June 2016 / Volume 8 / Issue 2

PRESIDENT'S REPORT



Dear GLACHE Members,

President's Report

The warm weather has arrived in Michigan. I hope that each of you will take some time to enjoy the great summer weather in Michigan.

I would like to recognize the tremendous work from our Education Committee, led by Michael Breon. During the last several months, The Great Lakes Chapter Board and Education Committee have been working determinedly to provide valuable educational and networking opportunities

for members during 2016. Already this year we have provided the following programs.

- Education Session on Career Management (February)
- CEO Luncheon Meeting in Lansing (April)
- Practical Leadership Strategies in the Age of Change (12 Credit Program-June)
- Diversity-Panel Discussions (June)

There are several additional programs in the works for 2016. Watch your email for announcements about upcoming events. You can also check the GLACHE website regularly for program information once they become finalized.

Finally, I would like to recognize the following chapter members for their recent accomplishments as well as welcome our new members to the Great Lakes Chapter.

Fellows

April

Ondrea L. Bates, FACHE, Ida

Marijo Snyder, MD, FACHE, Kalamazoo

June

Shelly A. Johnson, RN, FACHE, Fremont

New Members

January

Lisa Ashley, Harbor Springs

Steven R. Bollinger, Traverse City

Jeff Bowen, Flint

Joan Budden, Grand Rapids

John Frasik, Grand Blanc

Ghazanfar Latif, MD, Saginaw

Steven F. Nemerson, MD, Northbrook

Jayson P. Richert, Grand Blanc

Ryan Sterk, Grand Rapids

Mia Willhite, Kalamazoo

New Members

February

J. Warren Billett, Grand Haven

Marcia Billingsley, Grand Blanc

Jeremy Cannon, Traverse City

Kim M. Dunlap, RN, Marquette

Peter Hahn, Lake Oswego

Seline M. Nichols, Grand Rapids

Chase Osbourne, Grand Rapids

Kathryn Redinger, MD, Kalamazoo

Jennifer Woods, Petoskey

March

Heather DeCoster, Grand Rapids

Reginald Hamilton, DC, Muskegon

Gregory M. Hellman, RN, Marquette

Allyson Joyce, Caro

Alexander J. Kaiser, Saginaw

Jared C. Kohn, Rockford

Nathan Kovalchik, Sunfield

Barbara A. McQuillan, Carson City

Lisa M. Padgett, RN, Kalamazoo

Sameem Qazi, Flint

New Members

March

Keith Sherwood, Boyne City

Susan Teman, Grand Rapids

Rhonda Warren, Lansing

Megan Westcott, Rockford

April

John McGrath, Memphis

Ross Perry, Walker

John Shull, Grand Rapids

May

Donald G. Gorbutt III, Swartz Creek

Phillip Hinson, Tecumseh

John Luterbach, Grand Rapids

Elizabete Saukas, Rockford

Recertified Fellows

January

Gregg M. Beeg, FACHE, Marshall

Christina M. Freese-Decker, FACHE, Grand Rapids

Joseph E. Klesney, FACHE, Zeeland

Matthew J. Thompson, FACHE, Perrinton

Recertified Fellows

February

Myron D. Lewis, FACHE, Zeeland

Lt Col Melinda K. Weis, FACHE, Ada

March

David L. Corteville, FACHE, East Lansing

Susan E. Tetzlaff, RN, FACHE, Sault Sainte Marie

April

Kris Drake, FACHE, Okemos

Scott G. Newell, FACHE, Byron Center

Mark M. Viperman, FACHE, Ludington

May

David J. DeSimone, FACHE, Grand Blanc

Patrice M. Hatcher, FACHE, Flint

Mary Kay VanDriel, FACHE, Big Rapids

June

Joanne Schroeder, FACHE, South Haven

There are many opportunities to get involved in our Great Lakes Chapter. If you are interested in joining a committee (Education, Sponsorship, Diversity or Membership), please contact me at kevin.price@sparrow.org.

Kevin A. Price, MHSA, FACHE

GLACHE President

Sparrow Health System



Message from Your ACHE Regent Spring 2016

As leaders, one of our roles is to evaluate situations and make decisions. Of course, some decisions are easier than others and some test our leadership skills. As leaders, it can be challenging to defy popular opinion, change status quo or face opposition from colleagues.

It is incumbent on us to be the moral compass of our organizations as well as the chief advocate for our patients and families. Using a lens of what is right and good will always lead you down the better path, even if it's not the easiest one.

Decision making can be tough for any leader. However, in healthcare, we make high stakes decisions as a result of the intensity of our work. We provide life-saving services at the most emotionally-charged times in an individual's life. We have employees and providers depending on us to make the workplace stable and safe. We have communities trusting us to care for them at their most vulnerable moments.

As healthcare executives, we must uphold the standards of ACHE and our leaders in doing the right thing every time. We must be exceptional leaders and make the difficult decisions, knowing that the right thing to do is the only thing to do.

"Management is doing things right; leadership is doing the right things." – Peter Drucker

Christina M. Freese-Decker, FACHE
Regent for Michigan & Northwest Ohio

EDUCATION REPORT

As we come into the Summer months the Education Committee is ramping up to bring our members some excellent opportunities to learn, network and hear from a diverse group of speakers in a variety of settings across Michigan.

Thank you to our members and guests that came to our last two events which included a CEO Luncheon featuring Bill Mayer, MD, CEO – The Federation. We had 55 attendees at this event and the luncheon series continues to be a great way for our members to hear from speakers from a variety of areas within healthcare.

Keep an eye out for two or three additional CEO Luncheon opportunities later this year. These events fill up quickly, so make sure to register early! We also just concluded two great panel discussions around diversity and equity of care. Thank you to our wonderful panelists and their insight on these two important topics. Our session was attended by 31 guests and ranked 4.7 out of 5 for being a strong educational experience.

Our upcoming events include sessions around Change Management, Innovation and Governance.

Enjoy your Michigan Summer and if you have any suggestions or comments for the Educational Committee you can send them to me at michael.breon@spectrumhealth.org.

ARTICLES OF INTEREST

Master These 4 Vital Conversations

The conversations you have with employees are critical to building trust, morale and productivity. Grasp them to ensure that your team reaches its full potential.

- **Goal-setting discussions.** Meet early and often with employees to discuss goals that will challenge them while fulfilling your organization's mission. Work together to set performance standards and deadlines so that employees know exactly what is expected of them.
- **Recognition meetings.** Employees should hear directly from you when they are doing something right. Take every opportunity to recognize and praise their good work, especially on tasks that are new and unfamiliar. Reinforce positive performance with specifics, acknowledging the exact contribution they made to the team.
- **Redirection talks.** Occasionally, you will have to correct a performance issue or reevaluate your team's path. Be prepared to sit down promptly with your employees to outline what's wrong and what needs to change. Remain clear and firm about expectations and consequences.
- **Wrap-up conversations.** At the conclusion of an important task or project, meet with your team to discuss success and improvement areas, and to celebrate if appropriate. This approach also is useful when an employee masters a new skill. Let employees know when you appreciate their work, and remind them of how their efforts contribute to the organization's success.

—Adapted from *Communication Solutions* April 2016 newsletter, www.communicationbriefings.com.

ARTICLES OF INTEREST

Listen With Intent to Strengthen Leadership Skills

Strong listening skills are essential to your success as a leader, but you can't just nod your head in assent when employees and customers are speaking. You must always listen with a purpose so both parties learn something from every conversation. Here are some tips:

- **Study your own listening style and habits.** Discover when you're most likely to actively listen. Is it the morning? The end of the day? Are your listening skills better walking through the workplace or in an office with the doors closed? Everyone has their own habits, strengths and gaps. Be aware of yours and play to your strengths.
- **Engage in active listening.** Your brain can think faster than anyone can talk. As such, your mind can easily wander while you're supposed to be listening. One way to make sure this doesn't happen is to give your brain something to do: evaluate information, obtain knowledge, understand the person better, etc. Enter into conversations with a specific goal, and then put your brain to work achieving that goal. In other words: Make your brain too busy to wander.
- **Offer continuous feedback.** Don't wait until the conversation is finished to respond to what you've heard. When your employee makes a key point, jump in and restate the point to make sure you understand it. Then offer your feedback right then and there. After that, move to the next point. This will keep you involved in the entire conversation and elicit better results from each meeting.

—Adapted from *Communication Solutions* April 2016 newsletter, www.communicationbriefings.com.

ACHE WEBSITE RESOURCES

Each year the GLACHE strives to put together a line-up of high value education sessions that provide our members with critical information to make us more informed and position ourselves for future career success. One of the most requested topics from our members is professional development and career management. In addition to our GLACHE sessions focused on HR, the ACHE has many resources that members can utilize for career services, including ACHE's Career Resource Center and Job Center.

ACHE CAREER RESOURCE CENTER

In the Career Resource Center, there are resources that focus on career transition, mentoring and networking, coaching, students and early careerists, as well as a career management learning module. The direct link to the Resource Center is:

<http://www.ache.org/newclub/career/CARINT/intro.cfm>



ACHE'S JOB CENTER

The job center allows you to post your resume, receive job alerts for those positions matching your criteria, and to openly search for Healthcare jobs. In addition, you can also learn about resume review/critique services offered through the ACHE. The job center can be located at: <https://www.ache.org/career.cfm>.

NATIONAL NEWS

Q2 2016

Apply for the Thomas C. Dolan Executive Diversity Program by July 8.

The deadline to apply for the 2016 Thomas C. Dolan Executive Diversity Program is Friday, July 8.

During this year-long program, EDP scholars will receive specialized curriculum opportunities that address successful navigation of potential career challenges and enhance executive presence. Each scholar also will benefit from one-on-one interactions with a specially selected mentor and participation in formal leadership education and career assessments. The EDP will empower participants with enhanced self-awareness, critical leadership skills and an expanded network of leaders to help prepare the EDP scholars for their ascension to C-suite roles in hospitals, health systems and other healthcare organizations.

Visit [**ache.org/ExecutiveDiversity**](http://ache.org/ExecutiveDiversity) for more information or to apply. Please direct any questions about the Thomas C. Dolan Executive Diversity Program to Cie Armstead, director, diversity and inclusion, at carmstead@ache.org or (312) 424-9306.

The Foundation of ACHE's Fund for Innovation in Healthcare Leadership is accepting donations to the Thomas C. Dolan Executive Diversity Program. Gifts—no matter the amount—will help shape the future of healthcare leadership. Visit [**ache.org/Innovation**](http://ache.org/Innovation) to make a donation.

Official Notice for the 2016–2017 Council of Regents Elections

The 2016–2017 election process has begun to select new Regents who will serve on the American College of Healthcare Executives Council of Regents—the legislative body that represents ACHE's members. Service is a unique opportunity to exercise your leadership ability, share innovative ideas and act on behalf of other ACHE members.

All Fellows who wish to run must submit either a letter of intent to ACHE via certified mail postmarked no later than Aug. 26, 2016, or an electronic letter of intent to elections@ache.org. When submitting the letter, [please use this form](#) and return it to the attention of Caitlin E. Stine, Regent Elections Coordinator, Division of Regional Services, American College of Healthcare Executives, 1 N. Franklin St., Ste. 1700, Chicago, IL 60606-3529. If you submit your letter electronically, and you haven't received confirmation that it was acknowledged by Sept. 2, 2016, please contact Caitlin Stine at (312) 424-9324 or cstine@ache.org.

Members are assigned to a Regent jurisdiction based on their address. Fellows who are uncertain about their jurisdiction or would like additional information about Regent responsibilities should contact Caitlin Stine. Elections will be held in the following jurisdictions:

- Arizona
- California—Southern
- Canada
- Florida—Northern & Western
- Illinois—Central & Southern
- Illinois-Metropolitan Chicago
- Maryland
- Michigan & Northwest Ohio
- Minnesota
- Missouri
- Montana
- Navy
- Nebraska & Western Iowa
- Nevada

- New Jersey—Northern
- New York—Northern & Western
- North Carolina
- North Dakota
- Ohio
- Pennsylvania
- Pennsylvania—Southeast & Southern New Jersey
- South Carolina
- Tennessee
- Texas—Southeast
- Vermont
- Virginia—Central
- Washington
- Wyoming

New Regents each will serve a three-year term on the Council of Regents beginning at the close of the 2017 Council of Regents meeting during ACHE's annual Congress on Healthcare Leadership.

May 31 Deadline Approaching for Board of Governors Exam Fee Waiver

ACHE is pleased to offer the Board of Governors exam fee waiver promotion to eligible ACHE Members. This year, the campaign has a new promotion period (Feb. 1 through May 31, 2016) that will allow Fellow applicants more time to meet all requirements by the end of 2016 and attend the Convocation Ceremony at the 2017 Congress. Members must submit their completed Fellow application, along with the \$250 application fee, by May 31. Pending application approval, ACHE will waive the \$200 Board of Governors exam fee. For more information on the promotion, visit ache.org/FACHE.

Exam Online Community Offers a Complimentary Interactive Learning Platform

Members preparing for the Board of Governors Examination can access the Exam Online Community—a complimentary and supplementary resource to boost confidence and increase success. The online community is an interactive platform to learn and glean study tips from other Members taking the Exam. There also is the opportunity to discuss Exam topics with experts for a higher level of understanding and the option to participate in study groups. Interested Members can join the Exam Online Community at bogcommunity.ache.org.

Tuition Waiver Assistance Program

To increase the availability of ACHE educational programming for Members experiencing economic hardship, ACHE has established the Tuition Waiver Assistance Program.

ACHE makes available a limited number of tuition waivers to Members and Fellows whose organizations lack the resources to fund their tuition for education programs. Those in career transition also are encouraged to apply. Tuition waivers are based on financial need and are available for the following ACHE education programs:

- Congress on Healthcare Leadership
- Cluster Seminars
- Self-Study Programs
- Online Education Programs
- Online Tutorial (Board of Governors Exam preparation)
- ACHE Board of Governors Exam Review Course

All requests are due at least eight weeks before the program date, except for ACHE self-study courses; see quarterly application deadlines on the FAQ page of the tuition waiver application for complete information. Incomplete applications and those received after the deadline will not be considered. Recipients will be notified of the waiver review panel's decision at least six weeks before the program

date. For ACHE self-study courses, applicants will be notified three weeks after the quarterly application deadline.

If you have questions about the program, please contact Teri Somrak, associate director, Division of Professional Development, at (312) 424-9354 or tsomrak@ache.org. For more information, visit ache.org/Tuitionwaiver.

2016 Fund for Innovation in Healthcare Leadership Education Programs

The 2016 innovation program, “Enhancing the Patient Experience Through Healthcare Innovation,” will be led by Jason A. Wolf, PhD, president, The Beryl Institute, Nashville, Tenn. Offered in conjunction with ACHE’s [New York Cluster](#) on Aug. 5, this half-day session will explore the critical ideas underlying patient experience success from a focus on leadership, culture and people, to the unique ways in which processes are being redesigned, technologies are being implemented and staff are being engaged. Full details are available [here](#).

The 2016 ethics program, “Building a Sustainable, Culturally Competent and Equitable Healthcare Organization,” will be led by Aswita Tan-McGrory, deputy director, Massachusetts General Hospital, Boston. You also will hear from a panel of healthcare leaders who have faced ethical challenges and learned from the decisions they made within their organizations. This half-day program will be offered in conjunction with the [Atlanta Cluster](#) on Nov. 11. Full details will be available soon at [ache.org/Innovation](#).

Both programs qualify for ACHE Face-to-Face Education credits.

These programs are funded in part by ACHE’s Fund for Innovation in Healthcare Leadership. Your contribution matters. For more information on the Fund for Innovation in Healthcare Leadership, and to donate today, visit [ache.org/Innovation](#).

ACHE Member Communities Launched to Enhance Representation of Asian and LGBT Healthcare Leaders

In support of ACHE's longstanding commitment to advance diversity and inclusion, two new member communities were recently launched to increase and enhance representation of Asian and LGBT healthcare leaders—the Asian Healthcare Leaders Forum and the LGBT Healthcare Leaders Forum. The mission of the AHLF is to increase the representation—through leadership and professional development—of Asian-Americans in healthcare executive management, policy and administration. The Forum addresses this mission through targeted benefits designed to provide opportunities for personal and professional growth to AHLF members in various healthcare settings and at all career stages. Benefits include an online newsletter and a special education session at the annual Congress on Healthcare Leadership. More detail and online application are available at ache.org/AHLForum.

The mission of the LGBT Forum is to enhance representation of lesbian, gay, bisexual and transgender healthcare executives and to promote high-quality care for LGBT individuals and their families. Value-added benefits address the specific education, networking and career development needs of LGBT healthcare leaders and include a dedicated LinkedIn Group and online newsletter. More detail and online application are available at ache.org/LGBTForum.

The core requirement for both communities is current ACHE membership (Member, Fellow, Faculty and International Associate statuses only). The annual dues fee for each Forum is \$100, in addition to regular ACHE dues.

Healthcare Consultants and Physician Executives Forum Education Programs

The Physician Executives Forum and Healthcare Consultants Forum provide added value to physician executive and healthcare consultant members via tailored resources to meet these groups' unique professional development needs. A one-day education program is a cornerstone benefit of both Forums that offers an affordable learning and networking opportunity. Dates and location for these programs are as follows:

Healthcare Consultants Forum Education Program

Sept. 11, 2016

Westin O'Hare

Chicago, Ill.

More details available at ache.org/HCProgram

Physician Executives Forum Education Program

Oct. 8, 2016

Westin O'Hare

Chicago, Ill.

More details available at ache.org/PEProgram

Watch the ACHE 2016 Overview Video

A video shown during ACHE's annual Congress on Healthcare Leadership provided an overview of the American College of Healthcare Executives' mission, values, programs, products and services. If you missed Congress, or haven't seen the highlight video, you can watch it [here](#).

Annual Conference: Treating Veterans and Their Families

November 4, 2016

8:30 a.m.-2 p.m.

Cost: \$65 (includes breakfast and lunch)

Register: <https://returningveteransahec.eventbrite.com>

For more information, contact:

april.osburn@cmich.edu or (989) 774-7107



Keynote Speaker:

Major General Gregory J. Vadnais

Major General Gregory J. Vadnais is The Adjutant General and the Director of Military and Veterans Affairs for Michigan. He commands and directs the Michigan Army and Air National Guard, with a total of 159 units. General Vadnais will present an update on the current status of healthcare for veterans in Michigan including the challenges and successes of keeping this population healthy.

Sessions:

Telehealth Services: The VA "No Drive Campaign"

Kathryn Dowd Ball, RN, MSN, Facility Telehealth Coordinator/Nurse Manager, Aleda E. Lutz VAMC

Contemporary Evidence-based Approaches to Treatment and Enhancing the Behavioral Health of Veteran and Military Personnel

Karis Callaway, MA, Department of Psychology - Clinical Psychology, Western Michigan University

Combat Disability: Veteran, Family and the VA

Marquette County Veteran Affairs
Craig A. Salo, Marquette County Veterans Affairs, Combat Veteran US Army Afghanistan and Iraq
George LaBlonde, Chairman Marquette County Veterans Affairs Committee, Combat Veteran US Army Gulf War

Transitioning from Military to Civilian Life:

What Providers Need to Know

Kamla Yancy, RN, BSN, John D. Dingell VA Medical Center
Retired Chief Master Sargent United States Air Force

An Overview of the Northern Michigan Veteran's Coalition and Current Allowances and Eligibility for the Veteran's Choice Program

Douglas Robinson, State of Michigan, Veterans Representative Northern Lower Michigan and President of the Northern Michigan Veteran's Coalition

Host Location:

Mid-Central Regional Center
AHEC
Central Michigan University
College of Medicine
1280 S. East Campus Drive
Mt. Pleasant MI 48859



Simulcast Locations:

Northern Lower Regional Center
AHEC
Kirtland Community College
Kirtland Student Center
10775 N St. Helen Road
Roscommon, MI 48653



Upper Peninsula Regional Center AHEC
Northern Michigan University
Lydia M. Olson Library
1401 Presque Isle,
Marquette, MI 49855



Western Michigan Regional Center AHEC
Western Michigan University
Beltline Campus
2333 E. Beltline SE
Room 2010
Grand Rapids, MI 49546



Southeast Regional AHEC
Wayne State University
College of Nursing
Room 232
5557 Cass Ave.
Detroit, MI 48202



2016 GLACHE BOARD MEMBERS

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Dan Cook

Saginaw Valley State University

Grand Valley State University

Student President

Student President

cckasper@svsu.edu

Malia Colby

Central Michigan University

Student President

JOIN OUR GLACHE LINKEDIN GROUP

We will be using this group to communicate on upcoming educational seminars and other networking opportunities.

GVSU HPGSA FACEBOOK CONNECTION

<https://www.facebook.com/#!/pages/Healthcare-Professionals-Graduate-Student-Alliance/252539474779235>

The Great Lakes Chapter of the American College of Healthcare Executives Statement on Diversity and Inclusion

The Great Lakes Chapter of the American College of Healthcare Executives (GLACHE) embraces diversity within the healthcare management field and recognizes that priority as both an ethical and business imperative. The GLACHE values diversity and initiatives that promote diversity because they can improve the quality of the organization's workforce. The GLACHE 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, the GLACHE 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 can enhance the quality of healthcare, improve hospital/community relations, and positively affect the health status of society. This priority is reflected in the chapter's various activities and initiatives.

The GLACHE 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
- The Great Lakes Chapter will endeavor to consider Diversity and Inclusion in all of its undertakings and committee/sub-committee structures within the spirit and intent of ACHE's ethical statement and standards.
- Each standing Board Committee in the Great Lakes Chapter will add at least one diversity goal to its annual performance agenda.
- Pursuant to its bylaws, the Great Lakes Chapter will tender non-voting Board Membership seats to each student organization, representing each AUPHA Healthcare Administrative Program in its geographical area.

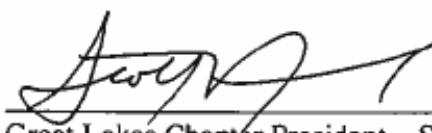
Within the healthcare management field:

- Conduct at least one chapter educational event annually on the topic of diversity and/or inclusion.
- Publish at least one chapter newsletter article on diversity and/or inclusion annually.
- The Great Lakes Chapter will continue to recruit early careerists/students, and endeavor to build collaborative relationships with those professional healthcare organizations that represent minority or under-represented professionals in its area.
- The Great Lakes Chapter will endeavor to build collaborative relationships with and recruit members from non-traditional sectors of healthcare in its area (e.g. health plans, medical equipment vendors, etc.)

Approved by the Chapter Board:

6/13/14

Date



Great Lakes Chapter President – Scott Newell