

History and Handbook



Of the American College of
Health Care Administrators

Volume III, 1991-2012

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Thompson Writing

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For fifty years, ACHCA, and its dedicated cadre of professional administrators, have been influential in learning from the past, creating innovative real-time alternatives and options for person centered approaches to care, and creating a vision for evidence based initiatives to improve the ultimate experience of growing and aging in a supportive environment.

Our aging and long term care society is dependent on the insightful, dedicated expertise of our professional long term care administrators. At the time of our 50th anniversary, our congratulations go out to those who have dedicated themselves to all that is long term care.

A handwritten signature in black ink that reads 'Timothy C. Dressman'.

Timothy Dressman, CNHA, CALA, FACHCA
Chair, ACHCA Board of Directors, 2010-12

Forward

In 1992, as the day dawned on the fourth decade of the American College of Health Care Administrators (ACHCA), vast changes were on the horizon.

The College operated like any other professional association in 1992 with a CEO and a staff in an office in Alexandria, VA. Over time, finances dictated that ACHCA move to smaller, less expensive offices with a correspondingly smaller workforce.

In today's virtual office, the College work is handled by three full time, six part time and two contract staff, assisted by a myriad of member volunteers. The College has retained a mailing address in Alexandria, VA, but the staff sustains communications through electronic means from locations all over the county. It works so seamlessly that most members don't even realize there is no longer a "bricks and mortar" office.

This twenty-year period has been something of a roller coaster ride for the College and for the business of nursing homes. In 1991 the Health Care Financing Administration (HCFA – "hick-fa") had finally rolled out the Omnibus Budget Reconciliation Act of 1987 (OBRA '87). Nursing Home Administrators were struggling with all the facets of OBRA including a tougher survey process, formal training, testing and certification of nursing assistants and a new document called the Minimum Data Set (MDS).

The MDS was four pages long and had to be submitted through the mail on computer disk, generating a major change for many facilities – computers. Many, indeed most, nursing homes didn't have a computer when the MDS was introduced.

Over the next 20 years computers would become commonplace; enough so that the Y2K scare was a concern that, thankfully, did not materialize. The computer environment eventually spawned one of the most visible and popular attributes of ACHCA – Peer-2Peer, a member-only bulletin board.

The four-page MDS would give way to MDS+ (eight pages) MDS 2.0 (12 pages) and as the double-decade was winding down late in 2011, the 38-page MDS 3.0.

HCFA morphed into CMS and such terminology as RAPs and RUGs, Quality Indicators and Quality Measures and Five-Star Ratings crept into the lexicon of the profession. The Quality Indicator Survey (QIS) – a computer-based survey process, as of 2012 was not fully implemented, but would be in the foreseeable future.

The days of the family-owned, stand-alone nursing facility had diminished significantly in the previous 20 years. Corporations purchased numerous facilities advocating a philosophy that economies of scale would allow for more efficiently operated and profitable nursing homes.

It worked, but only to a degree. The “double whammy” of economic recession in the first decade of the millennium, brought on in no small part by the tragic events of 9/11, as well as the states seeking to balance their budgets, in part, by reducing Medicaid reimbursement, created a difficult climate for corporations and individually-owned nursing homes alike.

In the current LTC climate two opposing forces have come to loggerheads. In the 1980s the advent of Diagnosis Related Groups (DRG) saw hospitals discharging patients in a shorter time-frame than had been the practice. Due to DRGs the general census of nursing homes became more medically complex than it had been in the past.

This “sicker quicker” phenomenon was the catalyst that introduced the short-stay rehabilitation resident into nursing homes. Today those residents make up a significant portion of the census.

As 2012 approached, however, re-hospitalization is one of the dominant subjects along with the impact of ACOs and bundled payments. Like DRGs profoundly influenced the profile of SNF residents and introduced short-stay patients to nursing homes, the financial impact of re-hospitalizations on hospitals along with bundled payments will have a profound effect on who will be arriving at nursing homes seeking services.

It's the epitome of being “between a rock and a hard place.” Many Administrators believe their facilities will likely be penalized for sending appropriately sick residents to the hospital, only to have the hospitals send them back to the nursing home too

soon, requiring a trip back to the hospital, days or even hours later.

Since 1992 the states have chipped away at Medicaid reimbursement. Nursing homes learned to belt-tighten and adjust. However, the advent of the Patient Protection and Affordable Care Act, signed into law in 2010, has the potential to be devastating for organizations that depend on Medicare and Medicaid for funding. The constitutionality of Obamacare, as the law is informally called, was challenged in the U.S. Supreme Court early in 2012. As this is being written, a ruling has not been announced.

Another potential economic pitfall facing nursing homes in the future may materialize due to the establishment of Recovery Audit Contractors (RAC). As a result of the introduction of RACs within the Affordable Care Act, the states are authorized to pay a bounty of up to 17.5% to these private auditors to recover and recoup overpayments to the nursing facilities. The law also charges the RACs to identify underpayments, but nursing home operators have no confidence that there will be much incentive for the auditors to look in that direction.

A nursing shortage, created largely by retirements and the inability of nursing schools to hire adequate numbers of faculty, affected the bottom line of nursing facilities. In a classic example of supply and demand, nursing salaries soared as the pool of nurses dwindled. Ironically, the situation somewhat corrected itself at the end of the 20-year period as many nurses affected by the poor economy came out of retirement, or resisted the urge to retire in the first place.

The economy transformed the ACHCA membership over the years. Fewer facilities were hiring Assistant Administrators, thus fewer Administrators were available to join the College. Fewer companies agreed to pay an employee's membership fee, thus some members chose to allow their memberships to lapse.

In 1992 Assisted Living was hardly a blip on the LTC screen. Likewise, home health care and CCRCs had not come into prominence. Virtually all members were Nursing Home Administrators (NHA). As 2012 approached much of that had changed. Among the ACHCA members NHAs were still the largest group, but As-

sisted Living, CCRC and Home Care Administrators had become a significant portion of the mix.

The Continuing Care Retirement Communities (CCRC) was a new concept during the '90s. CCRCs encompass a long-term care contract for independent living, assisted living, skilled nursing and certain healthcare services all at one location. Administrators no longer could be content with simply operating a nursing home; consideration had to be given to independent living, respite and dementia care, along with the traditional aspects of the profession.

During this period the dichotomy between For-Profit and Not-For-Profit organizations was fading. The lines between the two business philosophies had become somewhat blurred. Not-For-Profit organizations found it necessary, financially and other in other aspects, to conduct themselves more like their For-Profit brethren.

As time marched on, Administrators have had to adjust their "people skills," i.e., to engage innovative management techniques due to the various age groups that comprise the staffs of today's nursing facilities. Administrators learned that what worked in managing a staff of Baby Boomers wasn't necessarily effective with the X and Y Generations.

The College has always welcomed students into the profession. But since 1992 the effort accelerated in several ways. University professors in Long Term Care have become prominent in ACHCA and with them more students than ever have become involved.

In 2008 the Academy of Long Term Leadership was created to replace the former research body of ACHCA known as the Foundation. From the beginning, the Academy has organized a number of projects to promote student involvement.

The inaugural student poster program was launched in 2010 to promote student involvement at the ACHCA National Convocation each year.

In 2011, the Academy received a grant to initiate ACHCA's National Mentoring Program. This program is designed to help new leaders in the field of long term care learn from other

veteran Administrators. The program will officially launch during ACHCA's 50th Anniversary celebration at the 46th Annual Convocation and Exposition in 2012.

The Academy also supports the National Emerging Leadership Summit, which began in 2010. As quoted from The Summit White Paper:

The National Emerging Leadership Summit's purpose is to provide Generation X and Generation Y leaders in the field of health and aging services administration to:

- Engage in discussions of current best practices with other leaders;
- Meet with representatives of key professional organizations;
- Gain an inside perspective on the legislative process;
- Explore solutions for attracting and retaining other Generation X and Generation Y leaders.

Two students each year can also win a scholarship to Convocation through the Phil McConnell Fund. The late Mr. McConnell, an Ohio nursing home operator, was one of the early leaders of ACHCA. When he passed away, his friends raised the seed money for a fund that would send one Ohio student and one student from anywhere in America to Convocation.

In 1994 Dr. Bill Thomas, a nursing home physician in New York state, founded the Eden Alternative, a philosophy designed to de-institutionalize nursing homes. Dr. Thomas felt that nursing homes should focus on "home" as much as "nursing" – that facilities should truly be "homelike." The Eden Alternative offered imaginative ways to "change the culture" of nursing homes. It called for a fundamental change in the relationship between staff and management, and gave residents (called elders) more say so in their daily activities. Pets, gardens and children were introduced into nursing homes.

Nursing homes, however, remained rather large, averaging about 100 beds, even under the Eden Alternative philosophy. About a decade after the Eden Alternative debuted, Dr. Thomas intro-

duced a new approach to long-term care - the Green House Project. The Green Houses accommodate up to ten residents and are designed to return control, dignity and sense of well-being to the elders, their families and the direct care staff.

Time will tell, but Dr. Bill Thomas may well prove to be most influential person in the future of long-term care. Indeed, the origin of the “buzz words” of the second millennium, “culture change” and “person-centered care,” are firmly rooted in the Eden Alternative and Green House Project.

Andrew Vogel, CNHA, FACHCA

May, 2012

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PART I

**The Years of the
Elected College Presidents/Chairs**

1991-2012



Jack D. Billingsley, CFACHCA

Term: 1991-92

A Legacy of Learning

The late Mr. Billingsley faithfully presided over the publication of the second volume of *The History of the American College of Health Care Administrators*, so it is fitting to take this opportunity to pay tribute to his legacy with the release of this current compilation.

Mr. Billingsley saw deep value in not only recording the history of past presidents, but in frequently referencing the previous volume when he was faced with issues and decisions concerning the College. He believed that every member should have a copy on their desk to read and refer to it regarding college issues, policies, and plans.

“Without it,” he said, “future generations of members and leaders of the college would probably be pre-ordained to make some of the mistakes we have made in the past. In the words of a famous man, those who do not read history are often doomed to repeat it.”



Miner (Moe) L. Brown, CFACHCA

Term: 1992-93

A Career of Service

To properly summarize the highlights of my presidential term I really need to return to the Convocation in Hawaii where I began serving as secretary. From that point on I had the honor and privilege of being the only person who had been elected to all national offices. I can also claim to be the first national president from the proud states of Maryland and Missouri since I first served as president of the Missouri Chapter but moved to Maryland before being chosen as president-elect.

Coalition Building

The day after the conclusion of the Phoenix Convocation, five of the leading long-term care organizations (ACHCA, AHCA, AMDA, NADONA, and ASCP) gathered at a landmark meeting in Scottsdale to form a coalition to discuss their respective interests and strengthen the quality of patient care and professional image of the industry as a whole. This process was created to be launched right after the Convocation with the major support of Sandoz Pharmaceuticals. I represented the ACHCA along with our executive, Dick Thorpe, and Richard A. Fratianne, past president and chair of a special task force committee on coalitions. Significant development of this coalition took place during the ensuing year and beyond.

Member Development and Responsiveness

A member survey was distributed in late spring to the membership in response to various concerns I and other leaders had been hearing regarding changing members needs. Based on these results, major educational and communication needs were dealt with.

Financial Issues

Prior to my presidency, the only year that reflected a positive bottom line was the year I served as treasurer. As my term began the very real and emotional issue of the ACHCA headquarters building debt still remained. On April 30, 1993, a check for \$4,557.58 was signed by me and Richard Thorpe, which paid off the interest and made the final payment on the second trust note to the Washington National Bank. This was made possible in large measure to the efforts of past president Jim Farley. While other building payments remained, the concerns and immediate drains on the College's operations were put to bed.

Looking to the Future

Three separate student oriented events took place during my term:

1. The first Young Leadership Forum was held to expand and promote leadership development. On February 3 -4, 1993, over 30 newly licensed LTC administrators, AITs and students from across the country gathered to discuss the future of their industry. This was initiated to bring together, through a carefully designed selection process, the best and brightest of the College's future movers and shakers to the nation's capital. Their task was to identify major obstacles administrators face and recommend an action plan to address these problems. Much thanks and appreciation went to Sandoz for underwriting this event and to past president, Bob Siebel, CFACHCA, who chaired the special committee, for its overwhelming success.
2. A graduate student fellowship which was supported by Sandoz Pharmaceuticals was established for a student in LTC administration. The first Student fellowship came to ACHCA from St. Louis University.
3. The first National Student Organization meeting was held during the Nashville Convocation. The Convocation became the most financially successful event ever.

Milestones to Remember

The Nashville Convocation became the most financially successful event we ever held, and it was here that we were able to revamp and debut the new certification program. While in Nashville I also had the privilege of presenting the President's Citation to Elisabeth Kubler-Ross, M.D., author of "On Death and Dying."

Other highlights during my presidency included:

- An increase the number of members serving on national committees
- The identification of new ways to diversify ACHCA membership
- Strengthening of the College's advocacy role through the creation of our first Manager of Government Relations position
- Initiation of a direct, private telephone line to the Executive Director's office
- The ACHCA and Alzheimer's Association co-sponsoring of the first National Alzheimer's Disease Conference held July 12-15, 1992 in Chicago

As I look back over the 1992-93 Presidential year, there is a strong feeling of deep humility, gratitude and achievement. It was a year of new beginnings and the hope of things to be continued. I met wonderfully c omitted professionals literally from the four corners of our beautiful country. It was an honor to be given the opportunity to serve my profession and its professional society.



Sonja L. Johnson, CNHA, FACHCA

Term: 1993-94

Passion and Pride

It is with a great sense of pride that I report the success of the years 1993-1994, as president of the ACHCA. Under the guidance of Richard Thorpe, Executive Director, and the support of the able board, we set out to provide the plan of action for the year.

Our board was united as we redefined the mission of our College to better meet the needs of our members. We maintained a grassroots focus as we committed to supporting the leaders in the facilities, by setting an example of passion and pride for being the best that we could be as nursing home administrators. Leadership Training Workshops were set up throughout the states to provide the encouragement and education to stand tall and demonstrate pride and passion for the tremendous work that we do. The workshops were well attended and the feedback was positive. Leaders were encouraged to tell our story to the public and to tell government decision makers and partners in health care about the important work that we do.

In my year as president, I proudly represented our College at numerous events which included chapter meetings, Convocation planning sessions, leadership workshops, and guest speaking engagements throughout the country, and concluded by attending my final meeting at the Convocation in Dallas, Texas. Each and every one of the events I participated in gave me an opportunity to encourage fellow members and friends of the College to stand tall and be proud of what we do.

It was an awesome year and may I offer my sincere thanks to all of the hard working committees, the board, the ACHCA staff, and all of the members of our beloved College. I am very grateful for the support I received as president. The year literally flew by! I will always remember this opportunity with a great deal of pride and much happiness.



**Dr. Daniel W. Farley, PhD., CNHA,
FACHCA**

Term: 1994-95

Growing Membership, Redefining Governance

My presidency focused upon the tasks of building membership, redefining governance for strategic positioning and leadership, and the work that began on planned giving which included both regular and deferred options. During my term, Winter Marketplace was born, the first ever Who's Who in Long-Term Administration directory was published, and Long-Term Care On-Line came into being. Before the term expired, the concept for an ACHCA Talent Bank was introduced.

During my tenure a recognition program for officers and governors came to life with the development of gold lapel pins for their office, which I believe is a program that is still exists to this day.

Meeting and Overcoming Challenges

There were three main challenges that highlighted my term. The first pertained to governance, and the challenge to bring a clear model for board mission to life while functioning in a way that would support management instead of interfering with operations. The second was the need to strengthen relations with NAB by targeting certification as the national standard for reciprocity. The third involved efforts to successfully plan for the Orlando, FL, Convocation in 1995 to become the first profitable event since Cincinnati in 1988.

Memories and Relationships to Last a Lifetime

One of my most memorable moments came at the 1993 election in Nashville, Tennessee which gave me the opportunity of a professional lifetime to serve in ACHCA's presidential offices for three years. One of my more humorous memories came at the annual banquet in Orlando, Florida where the chicken was

so tough that neither Jim Farley nor I had a weapon that could have brought that bird from the sky.

Above all, as I look back upon my time with the College and the time I spent going through the chairs I know that none of it would have been possible without the support of my wife and colleague, Betty, my wonderful staff, residents, and Board of Trustees at GlenWood Park Retirement Village. Enough thanks can never be given to them.



Gary Michael Riffe, CNHA, FACHCA

Term: 1995-96

Meeting Objectives through Mutual Goals

Some key achievements during my tenure included an increase in member growth, stronger chapters, better communication with the chapters and regions, and an improved method to keep track of our members.

During my term we were able, with the help of Dick Thorpe, to have two meetings with the executives and presidents of the American Health Care Association (AHCA), the American Association of Homes and Services for the Aging (AAHSA), The American Society of Consultant Pharmacists (ASCP) and the American Medical Directors Association (AMDA). It was important to have mutual goals when approaching CMS, as well as elected officials, and it's still very important today. I was invited to 13 of our chapter meetings and four regional meetings. It was great to meet so many of our members who do the day to day work in our long term care facilities who do not get an opportunity to go to our Convocation.

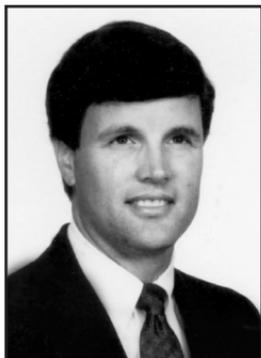
Finances were always a challenge. Certification was fairly new and many of our members were not sure what real benefit it would bring them. Our goal was to obtain reciprocity between our states so each board could use certification as the platform to grant it to licensed administrators who were being moved from state to state by their companies.

Moments to Remember (or Forget)

My most memorable moment was when my term began in Orlando, Florida in May of 1995 when we were served a main course at the banquet which some of us nicknamed the "Unpleasant Pheasant" since the meat was as hard as a rock. It turned out to be quite an evening, since I forgot to introduce my wife, but remembered to introduce all of my other family who were in attendance. (My wife still reminds me every time I get up to speak).

My year concluded with a wonderful Convocation in New Orleans. I'm pleased to say I remembered to introduce my wife at this year's annual banquet, but there were, of course, plenty of people to help remind me!

It was an honor to service as President of this fine professional organization. Two people who were so helpful during the year were Sylvia Phillips, Executive Secretary to the Executive Director, and Dick Thorpe, our Executive Director. Also, Lyle Ankrap was our CFO and was a real blessing as well. There were many other full time staff members who worked behind the scenes to accomplish our goals.



**Dr. Keith R. Knapp, PhD., CNHA,
FACHCA**

Term: 1996-97

Overseeing Growth through Collaboration

Some of the key developments during my tenure included the development and adoption of a new strategic plan which contained updated mission and vision statements. Additionally, ACHCA's first website was established and the Membership Diversity Task Group was formed to develop approaches for proactively recruiting minorities to the profession and to increase membership. Karen Tucker, CAE, replaced Richard Thorpe, CFACHCA, as the new CEO. The title of the Board of Governors' elected leader was changed from "President" to "Chair," and the CEO's title was changed from "Executive Vice President" to "President."

Other notable developments included a renegotiation of the mortgage for the headquarters building at 325 Patrick Street before it was listed for sale as well as the adoption of a formal conflict of interest policy. Additionally, a \$50 special dues assessment was implemented for all full members, and a \$22,000 ACHCA Foundation Grant (up to \$2,000 per region) was made available for continuing education speakers.

The ACHCA's financial performance included \$2,623,432 in operating revenue, \$2,486,081 in operating expenses, and a \$137,351 net gain from operations.

I helped oversee a 1.9% net growth in voting members, and also helped introduce a new publication called *Continuum* which replaced the *Journal of Long-Term Care Administration* and the LTCA and College Notes newsletters. I also had the opportunity to travel with the ACHCA chair to visit each of 11 regions at least once.

Building a Legacy for the Future

Additional achievements featured the advancement of 45 new fellows (a 5% growth), and an expanded scope that included specialty certifications for assisted living and sub-acute, and the RFP process which resulted in selection of HumRRO as the organization's examination service.

Some of my greatest memories included the 30th annual Convocation in New Orleans, Louisiana in May 1996, the 31st annual Convocation in Minneapolis, Minnesota in May 1997, and the Disney Program in February where 217 non-members attended. It was also rewarding to know that CEU's were introduced for readers of Nursing Homes Magazine, and the Richard L. Thorpe Fellowship in Long term Care Administration was created to provide an experiential learning opportunity for promising students. This enabled ACHCA members at the national office to learn first-hand about how the College fulfills its mission through the combined efforts of its members and professional staff. It also fostered a keen understanding of the importance that a practicing LTC administrator must place on continuous professional growth.



Ronald K. Klipping, CNHA, FACHCA

Term: 1997-98

Strategizing for the 21st Century

As I look back upon my year in office, it was not without its challenges, but there were numerous accomplishments along the way. For example, as newly launched certification programs were added we saw the interest in this program continue to grow. This was truly encouraging since we had hoped to add an additional 10 percent to our certified administrators program during this year.

The Board of Governors also worked on the development of a strategic plan for ACHCA. It was understood that all proposed objectives in the revised strategic plan might not happen until after the 1998-99 fiscal year, due to the current allocation of resources. In spite of this, every effort was made to prioritize strategic plan goals, objectives and action plans.

Additionally, the board was presented with a proposed plan and timeframe for redesigning ACHCA for the 21st century. It was the board's desire to have a task group established and be ready to present to the 1999 Board of Governors and Board of Directors meetings.

Uniting to Overcome

The year, however, was not without its obstacles. For example, every attempt was made to sell the National ACHCA Office building, including the lowering of the price but we were unable to make a sale happen. The entire ACHCA staff made every effort to make operational adjustments in the face of financial pressures presented during the year.

The combined efforts of the ACHCA staff, Board of Governors, Board of Directors and Chapter Leaders allowed all of us to enjoy a wonderful year. We were still able to enjoy a great Convocation both in 1997 and 1998 as well as an excellent Winter Marketplace in Las Vegas in spite of the many financial difficulties.



Peter C. Marshall, CNHA, FACHCA

Term: 1998-99

The key events during my tenure included the Convocations in Atlanta and Providence, Focus on Governance Redesign, and media training in Ohio with leaders from allied organizations.

Envisioning the Future, Respecting the Past

I had acquired the reins of Chair at a time when the College was facing two dilemmas. First was the issue of diminishing membership numbers, and second, was an inconsistency in performance for some regions and chapters. We were faced with the sense that we needed to make some serious adjustments or allow ourselves to continue to diminish. The organizational structure and mission of the ACHCA Foundation was also of interest. Under the leadership of the board and our executive, Karen Tucker, CAE, we embarked on a yearlong discussion on governance redesign, how we should define ourselves as an organization, and how we could better address the needs of our membership. Regions, chapters, and members were given opportunity for input, and with the assistance of a gifted bylaws committee, sweeping changes to our regional structure, terms of board officers, and other pertinent structural matters were successfully voted in. Our theme for much of this action was “envisioning the future and respecting the past” and it was truly accomplished with these actions. As I reflect back, I sensed that the ACHCA had maintained its viability and purpose and had been given a new lease on life. This had nothing to do with me but about the collective wisdom and a dedicated group of professionals dedicated to our fine organization.

Surrounded by Greatness

I had the distinct pleasure of traveling to visit with the New York, Oregon and Washington chapters for meetings and was treated with the utmost hospitality. The highlight of my tenure occurred when I lead a delegation of long term care administra-

tors on a People to People Ambassador tour to study long term care in Denmark and Sweden. A dozen or so curious travelers had two weeks of learning, sightseeing and cultural exchange in countries with advanced care practices for their elderly citizens. I also have wonderful memories of the Atlanta banquet for my inauguration as chair. I was surrounded by great friends and colleagues who I admired and respected, and to be considered a leader among them was beyond me. We had, however, a great deal of work to do and a determination to ensure that the future of our College was made secure. The year proved to be filled with productive debate and great visioning.

As I look back, I treasure the friendships I have made and value the things I learned and did. I truly, wonder how fortunate I had been to be with such leaders, accomplished professionals and truly good people.



**Clay F. Crosson, MBA, CNHA, CAS,
FACHCA**

Term: 1999-00

Putting People First

One of the main events that took place during my term was the board's sale of the ACHCA office building in Alexandria, Virginia. This was a very emotional issue as many long tenured members had worked so hard to raise funds to buy the building years ago. However, it had been a financial drain on the College and the board decided in the end that we were in the people business and not the bricks and mortar business. We needed to focus more upon member needs and development and not in a building we owned. Once it sold we found the right sized rental space and put the proceeds in a reserve account.

Tough Choices Bring Positive Change

Though it was a challenge to convince some of our members that we needed to sell our headquarters building, it was, in my opinion, the correct business decision. We began to focus more upon the College's members. As a result we reduced our office space, and began to live more within our means, which allowed us to provide a nice cushion in a protected reserve account with the proceeds. We began the governance redesign project in an attempt to update and streamline how our members would be represented, and the final proposal was a fairly radical change. We developed a specific and measureable strategic plan that we held the board accountable to each and every board meeting. Consequently, we were able to have a laser focus on "keeping the main things the main things."

In addition, we embarked on a radical change in governance, otherwise known as "governance redesign," under the able guidance of Judith Passerini. Many key members, including Steve Esdale, were very involved in work groups that vetted the actual redesign structure and presented it to the membership at the St. Louis Convocation.

It was an honor and privilege to serve with my fellow board members, of whom many continued to serve and were themselves elected as chairs of the College.



**Judith A. Passerini, CNHA, CAS,
FACHCA**

Term: 2000-01

Redesigning and Recruiting

One of the main hallmarks of my service was my involvement in the process of governance redesign. In essence we completed the governance redesign recommendation, rewrote all the bylaws, eliminated the regional directors, had a smaller board, and reduced the number of standing committees. We also launched a successful national nurse recruitment and retention program during my term.

I also felt privileged to serve as the interim president and to contribute to the efforts to help identify a new leader for the organization. Though this was a challenge, it was extremely satisfying to assist in these efforts, and to be a part of a board that was characterized by policy making instead of directing.

It was also memorable and satisfying to help kick off the chapter leadership development forum while utilizing open space technology as a meeting style.

Other memorable aspects of my term included the emphasis we placed upon the development of the board as well as certification. This was supported by a study we produced which proved that certified administrators had better outcomes.



**Mary B. Paspalas-Lazare, CNHA, CAS,
FACHCA**

Term: 2001-02

Creating Awareness

My most memorable moment came when I had the opportunity to host the Convocation in St. Louis, Missouri where we had a wonderful time working with people from the national headquarters. People wore stickers picturing the famous arch and we held a “Taste of St. Louis” event featuring foods that were unique to the city.

I’m proud that we increased the awareness of the American College with an emphasis on communicating what it means to be a member of ACHCA. My professional experience was as a member of the ACHCA non-profit arena. The ACHCA had people from a variety of sections including the non-profit, for-profit, and vendors among others, and I had the enriching opportunity to learn from many different perspectives. Being a member of ACHCA helped me interact with other trade associations because I had had networked well and had been given a broader experience that helped me grow as a professional.

Passing the Baton

The most challenging time during my tenure was maintaining membership levels, budgeting, and creating awareness of the College’s value. There were a lot of responsibilities that were pulling at administrators and executives so the challenge was to engage others and to see their growth outside of their trade association. The College was seen as another membership, but they needed to see the value and choose to do this as well.

One of my favorite memories concerned a letter I received from a member of one of our chapters I had visited. She took the time to write just how much the chapter had enjoyed my visit and to share that the College had done so much for her.

There are so many wonderful people who have continued the College's legacy and have continued to pass the baton and maintain the integrity and value of the College to members and future leaders. Their impact is significant.



Orlando J. Bisbano, Jr., CNHA, FACHCA

Term: 2002-03

A Focus on Fundraising and Planning

My goal was to put the focus on fundraising and strategic planning in addition to being able to accomplish the goals identified by the previous administration. We tried to prevent the slide in membership and attempted to stabilize the finances of the College.

There were several key events and activities that took place during my tenure. The first was the establishment of the new Education and Research Institute as part of the College which replaced the foundation. Additionally, two new major computer systems, Go Members and Solomon Accounting, were installed.

The first annual Membership Fund Drive raised \$52,000, and Internet voting for national elections was allowed. Computer based testing for certification was initiated, and the re-certification process was changed to fulfill the need for 150 CEU's over 5 years to be spread over different domains instead of portfolios.

There were two very memorable moments for me personally. The first came as I was sworn in as Chair of the College and the second was when handed over the responsibility to the Chair Elect after my term expired. We tried to break away from the College of the past into a new era for the future but this has always been a challenge for the past and current leaders. What we were and what we need to become has to be more aggressively pursued.



Lisa B. Poskanzer, CNHA, FACHCA

Term: 2003-04

Moving the Ship Forward

My tenure was distinguished by an increase in memberships in the Western chapters. Two tracks were also initiated at WMP included the Assisted Living Aladdin Program and the Quality Improvement Track. Though we unsuccessfully attempted to utilize virtual seminars, we were able to reactivate the Cultural Diversity Task Force, and initiated online voting for the first time ever. We were also able to launch our new website. Self-study exams were made available online and the results were graded by the computer so certificates could be issued immediately.

The year was not without its challenges. Membership was shrinking, but at the time we thought we had more than 3,000 but we lacked accurate data. We started to work more creatively to seek out new members by utilizing the website. We started student chapters, and John Hogan helped us try to help us stimulate membership in the Western states. Mary Tellis-Nayak worked hard to bring in groups of new members from corporations.



Walter M. Collins, CNHA, CAS, FACHCA

Term: 2004-05

Building Bridges

My tenure saw the formation of the Advocacy Committee which authored and distributed to membership the well written, “Grass Roots Guide To Advocacy” which was a step-by-step guide and resource for administrators to communicate with legislators, government, media, community and so on regarding our profession. The Leadership Development Institute (LDI) was changed into the Chapter Development Institute (CDI) which has been maintained. Most importantly, I facilitated the first CDI at which we had a lively and meaningful dialogue over a two day period regarding the governance redesign. Opponents and proponents sat in the same meeting room and the result was a greater understanding on both sides which helped mitigate the strong, sometimes negative feelings related to elimination of regions, governors, etc. It was not until this meeting (3 years after governance redesign) that we were able to move forward with the ACHCA agenda. This first CDI also sought out and brought expertise from chapters around the country to assist other chapters in revitalizing their chapters.

Additionally, a number of bylaw changes were initiated. The first was to allow the possibility for a consecutive term for the chair, which was approved in time for Larry Slatky to serve again. The second created language that allowed for quasi-regional involvement, with the board responsible to work with different groups of chapters. It was the start of a more regional-centric focus, but we had to soft sell it at the time.

Some of our biggest challenges concerned how to improve the cash intake of the College and how to update the member database to reflect proper membership status and revenue totals.



Sara V. Sinclair, RN, CNHA, FACHCA

Term: 2005-06

A Time of Transition

My term was a time of transition between CEOs, from Mary Tellis-Nayak to Susan Burton. Mary Tellis-Nayak resigned two days before I was sworn in as Chairman of the Board, so we had to go right to work to replace her and Susan Burton was hired within three months.

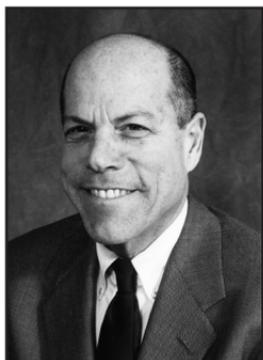
We moved forward with a plan to have each member recruit a member, and though that did not happen we did increase our numbers significantly. Consequently, the board pulled together and created a transparent strategic plan that resulted in an additional increase in membership. I sent a monthly message to members which updated them on our status.

It was a challenging year financially for the ACHCA. We worked diligently to keep a positive attitude all year, and to maintain the vitality of the College. The board worked hard to try to meet our financial obligations and to enhance our membership numbers.

Attitude is Everything

We remained determined to see that the Winter Marketplace was planned and carried out and it turned out to be a success. We also had to plan and execute the annual Convocation. Hurricane Katrina changed our original plans to have the Convocation in New Orleans, so we moved it to the Catskills in New York. The venue wasn't great, but we kept a "can do" attitude and it worked out well. I worked with terrific people and the staff was wonderful. I was able to give a testimony from ACHCA to the commission on nursing home quality.

Our committees worked hard and it was, a good year overall, especially considering the difficult circumstances. "We consistently believed it could be done, kept a positive attitude, and maintained a determination to fix problems without placing blame.



Larry I. Slatky, CNHA, FACHCA

Term: 2006-08

Positioning for Future Success

ACHCA was in a financially difficult period when I took over as chair. I knew from running my own business that we needed a person to run ACHCA as a business in order to get us where we needed to be. The first, and most important thing I did, was to convince Marianna Grachek, who I had known for years, to leave the Joint Commission and come to work as CEO for the College. It took another year, but in 2006, despite her not having run an organization like ACHCA, the board agreed that Marianna would be our next CEO. Marianna and I worked together as a team the rest of my tenure, including my re-election as chair in 2007. We had many critical challenges to face, but together with Walter's help, we created a transition game plan. Walter kept a watchful eye on the money and we mentored Marianna along the way to learn how to run a drowning association. We had no money, we were in debt, and we had no way to fund anything that we did on any level. We had to totally change the way ACHCA was run as a business since our reserves had dried up and our credit was nonexistent. We created an extreme budget that cut costs; we trimmed most everything including how we would run a conference and how we would support programs and services. We were no longer going to run a program that lost money and that was a major shift in thinking.

I had a ten point plan that focused on two things: Running the ACHCA as a business and growing membership. The ten point plan became our 5-year strategic plan which was our bible. Progress was reviewed at every board meeting and by the end of my tenure we had achieved a significant number of the strategic goals and objectives to redirect ACHCA for the future. Our focus on to the strategic plan, along with Marianna's national connections and credibility, repositioned ACHCA as a national professional association player. People believed in Marianna and therefore, they believed in us. Some of the results of the ten point strategic plan are discussed below.

A Strategy to Succeed

Besides cutting expenses, one of our major hurdles continued to be getting money into the College. That is where MyZiva, a web based search engine for healthcare came in. I worked with MyZiva president, Bob Abrams, to take it over so we would have cash flow and a voice in the healthcare IT community. MyZiva put us in the marketplace so we were able to go to conferences and have a presence as the American College/MyZiva. Although we received a lot of money up front, as the months went by we struggled to make the business work. There were not enough MyZiva subscriptions to sustain revenue. As our business relationship deteriorated, the board voted to give MyZiva back to Mr. Abrams.

Once MyZiva went away, we were again in a dire situation. All of our reserves were gone, and our credit rating prevented us access to loans. I believed ACHCA needed a push to get through this time as we were making headway toward reinventing ourselves for the future. Although The College already had a debt with me totaling over \$35,000, I lent the College \$100,000 to get through the crunch. Times were so bad that we couldn't even run the Convocation. Staff was frantically waiting for me to arrive on site at the 2008 Kentucky Convocation with my personal credit card before we were allowed to start our conference. To the dismay of many, it took us over a year to pay the bills for that Convocation.

With the \$100,000, Marianna had some room to breathe and she took the ball and that was it. She learned every day what it took for us to do a better and better job. Our board was very supportive and gave me a tremendous amount of latitude to do what we needed to do every day. We minimized the staff and we had to make some tough decisions. We left our high rent district office in Alexandria and bunked in the basement of an association management company for a year. We outsourced some of our back office functions and, as time went on we had to become more and more virtual.

Bringing back a foundation type arm was part of my ten point plan. We researched the history of our old Foundation which we forfeited in the early 2000's. In 2007, the board agreed to bring

back this fundraising arm as the Academy of Long Term Care Leadership and Development (The Academy). Since ACHCA was already a 501 (c) (3) corporation, the Academy was positioned as a committee within the organization. Thus, donation would be tax deductible. In an effort to jump start the Academy, we initially tried to forge a collaborative relationship with the American Health Care Association Foundation. Although we met with AHCA several times, we were not able to work the deal. Although it took a little longer on our own, the Academy started to raise money and is now a vehicle for companies and other organizations to give ACHCA tax deductible money. Our funding platform through the Academy is education and research, rather than operations.

To lend credibility to the Academy, we engaged two long term care leaders to write a white paper about leadership, the need and the opportunity. Dr. Douglas Olson Bernie Dana delivered our paper in 2007 and it has received a great deal of attention. It was presented at several national meetings and is still being sought after and quoted, today as an important work. A second part of this paper was specifically drafted to guide the board in the development of leadership activities, one of which is the mentoring program. A great deal of planning has gone into the launch of the mentoring program, and at the end of my tenure, work continued under Dr. Olson's guidance. Engaging ACHCA Fellows in the mentoring initiative has been significant in raising the ACHCA profile nationally and set the stage for grant funding in subsequent years.

In order to turn things around, we had to become strong again on the membership side. Since I have been a long time College member, I had lots of friends to call on. I personally called on long time key players such as Jim Farley, Mark Finkelstein, Bob Siebel, Dan Farley, Lonnie Bisbano, Eli Pick, etc., and recruited them for key leadership and committee roles. These folks had name recognition and folks started identifying with them, realizing that they have power and authority and had come back in the College fold. Their willingness to serve at these critical times says volumes about their dedication which was key in rebuilding the College. To survive, we cut deals, cleared debt, and made key decisions about how and where conferences would be managed and how much money we would spend to ensure success. I

played every sympathy card that my mother taught me growing up and I got everyone to say yes to my request, including a group of vendors to support our programs.

Growing membership from the national office without grassroots support wasn't successful. We needed to go back to having support at the district and grassroots level. Districts were established in six areas of the country based on membership in that area (replacing the old Regional model of governance). Bylaws now identify a regional district structure so that leadership could again have a stepping stone toward leading on the national board. We need a strong board that represents all members and all areas of the US. I believe that the most important thing we must accomplish is membership growth. The more members we have, the more people support the organization, come to conferences, etc. Redistricting was very, very important to us during our transition for both grassroots representation and membership growth.

Reflecting on Relationships

To me the memorable moments are just being around people. I have a lot of friends here, people I've known forever. I started over 39 years ago in healthcare, and worked my way up through nursing homes to where I am today. I didn't have any family members who owned nursing homes. It was all work. I joined the College in 1972, passed my administrator test in 1971, and got my first job as an administrator in 1972. The certificates from the College used to be huge. I've always been involved in the College because it allows people to grow professionally and to show yourself how good you can be outside of a nursing home. The College allows one to show their worth. Because ACHCA is a business, my participation was always from a business mindset. From conferences to program growth, I learned many administrative skills that I may not have acquired solely at the nursing home. The College showed you how to use volunteers and allowed one to use their own abilities or skill sets and implement them. When people ask, "What does the College do for you?" Or "Why do you pay dues?" When I look around at all of the people that I've met over the years and the relationships that I've built, positive and negative it taught me a lot. It taught me how to deal with people and how to be self-sufficient and taught me admin-

istration, how to be a leader. Not only in my state but across the US because everyone, culturally, was different. Everyone came with their own personality. I built a lot of good friends and relationships over the years. I think that's probably the most important thing for me is how many friends and relationships I've built with really, really good people, really caring people. That has been unbelievably rewarding. And they recognize you all the time; sometimes, to me, too much because it's a group effort. Sometimes you get recognition and it's not deserved because everyone is participating and making it work.

Marianna, Walter, and I worked closely together as a team; we were able to do things as a group and bring the College back to the next level and then the next level. When dealing with administrators, it is difficult to predict the kind of leader who comes on the board. Each has their own style and, with frequent turnover at the board level, continuity becomes a problem. I was the first board chair able to serve two consecutive terms, allowing us to gel as a team during difficult times. My mantra to Marianna was "Listen, it's all about you. You can't think about who the Chair is. Who the Chair is is meaningless because they're going to be gone in two years. It's not going to be like you and me. You have to understand that you are CEO and President" I don't mean to call the Chair a figurehead as they will have their own agendas, but the CEO has to keep the focus on mission and vision and ensure sustainability. My tenure was apolitical. We strove to go for the greater good and not get sucked down because someone had a political motive. Marianna was very cognizant of the way I thought about that. No Politics, it's all about business. I would not deal with politics because so much time has already been wasted with personal agendas.

Because continuity and sustainability are so important, Marianna made a commitment to me to stay three years. Of course 3 years has come and gone and she's still here and I think the organization is doing unbelievably well. I've received a great deal of recognition for what I've done during my time on the board but I mostly believed in ACHCA's future, and with Marianna's help, we were able to drive it all from beginning to end.



Stephen L. Esdale, CNHA, FACHCA

Term: 2008-10

I was humbled and honored to be elected chair of our organization at our annual Convocation spring of 2008. However, my exuberance and excitement was soon tempered by the realities I knew the College was facing. Membership still dropping and our financial situation was growing worse even with all the heroic and controversial steps my predecessor, Larry Slatky had made.

The first thing we did was hold a board meeting and retreat in Connecticut to honestly evaluate our position, options, and future. The discussion was honest and fruitful, and it retrospect it could have been the end of the College as we knew it. We realized that many avenues had to be explored and evaluated and board members were tasked with investigating several possibilities such as bankruptcy, selling, merging the College with a competitor, partnering with a for-profit, or just going out of business. Without saying it out loud the majority wanted to stay a stand-alone organization serving our members while improving and stabilizing our financial status.

As Marianna Grachek and I scrutinized every dollar it became obvious that maintaining our presence in Washington D.C. was no longer financially feasible. So with much trepidation I decided we should try a virtual office model until we became financially healthy before revisiting the possibility of reopening a D.C. office. We continued to maintain an Alexandria mailing address, which was a seamless change for the majority of our members.

As my first term moved along with the help of the board, we actually went back to a much earlier model of the College, where volunteers from the board and membership worked at Convocation, Winter Marketplace, and even assisting different committees. This saved many dollars and brought the board back in touch with membership. The 2008 Winter Market Place went from a barely breaking even to earning a small profit. It was the last time I had to use my credit card to cover our expenses. More

changes were happening. The district leaders went to work with the chapter development folks and we started to see a slow but solid growth in membership. 2009 came and once again we initiated more cost cutting (drink tickets, sponsored events, etc.), ensuring a successful Convocation in Providence.

We were gaining momentum, and as Marianna put it, we were becoming relevant again. I, however, was slowed a bit after having quadruple bypass right after Convocation (those back pains were not just from being on my feet). The board and team pushed on, our finances were getting stronger, and we were keeping current with our operational costs and starting to pay down old debts.

As we finished up 2010, the challenges we faced just two years before were in the rearview mirror, the Philadelphia Convocation was a success, and we were out of imminent danger but still needed to be careful stewards of our beloved organization. The experience proved that we must continue to listen to the active members, who are the life blood of the College, and we must embrace the changing times but at a pace that will give us room to falter. Hopefully we will continue to learn from the errors of our past and move cautiously.

I must thank the two boards I worked with as we accomplished something many thought was impossible, as well as Marianna and her staff for their tireless efforts. Lastly I thank Gloria, my wife of over 40 years, who encouraged and supported me the whole time!

I'm proud to close with the words that I used to open every speech I gave around the country during my tenure: We are still here!



**Timothy C. Dressman, CNHA, CALA,
FACHCA**

Term: 2010-12

Growth and Stability

My term featured the launch of web-based education in partnership with RediLearning. The Academy of Long Term Care Leadership and Development co-sponsored the first ever National Emerging Leadership Summit. We continued to see membership growth, financial stability and the development of student programs such as the National Emerging Leadership Summit and mentoring initiatives.

Challenges included the issue of board cohesion and achieving geographic representation on the board of directors. We also faced challenges around the idea of a virtual chapter and the divisiveness it caused in membership. The discussion on national redistricting was also a very divisive topic.

A Focused Direction

The Strategic Planning Retreat in New Orleans resulted in a more focused direction for the board and staff resources. The first NELS Conference was spectacular and reinvigorated a lot of new and past members as far as the value of ACHCA was concerned. The opportunity to be mentored by people such as Jim Farley, Dan Suer, Larry Slatky, and Steve Esdale has been a privilege I promise to share with others.

The staff, which had been reduced to 3, began to grow again, proved to be a very valuable sign of progress for ACHCA. My membership on the board these past seven years has been one of the most rewarding experiences of my career. The opportunity to work with the staff, particularly Marianna Grachek, to serve our members, and to get to know other administrators across the country has been invaluable to me both personally and professionally. Being part of the solution to get our association back on the path to prosperity was an amazing journey and a group effort.

Part II

The Years of the Elected Foundation Presidents/Chairs

1991-2002



James L. Knepler

Term: 1991-93

I was the first president with an industry (supplier) background. Though I was not a licensed administrator, I spent a lot of time in facilities as a result of my work for Proctor and Gamble.

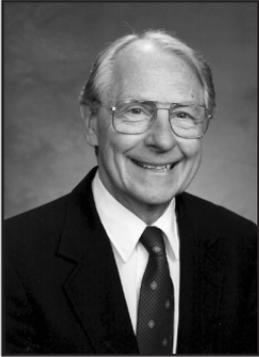
I worked very hard on obtaining funding to the foundation for educational activity. I was able to enhance the participation of health care industries by bringing them on as exhibitors that supported the foundation, and the entire board of directors supported my initiative.

On occasion, ACHCA and other long term care leaders, such as AHCA, AHSAA, ALFA, DONs, and Medical Directors gathered to work together to meet the needs of the long term care participants.

I enhanced the exposure of the industry and expanded its support to directly benefit the long term care industry, and spent a great deal of time working to network with the other long term care associations. At one time, I had all the presidents of the other associations do joint education programs at Convocation. For example, the president of the National Association of Directors of Nursing (NADON) attended Convocation, seminars, and programs. Additionally, I would often bring in financial people from the industry side to discuss how to better handle the finances of the foundation.

The most challenging aspect of my term was the task of creating and maintaining dialog with the other associations, and consequently getting them to work together.

Getting the Honorary Fellowship Award and walking into the awards banquet with my wife was very special to me and I took pride in the fact that I had the support of the administrators as an industry person. That doesn't always happen since industry was typically looked upon as a funding source, but that did not happen here. Proctor/Gamble sponsored the keynote speaker every year.



Raymond F. Rustige, CNHA, FACHCA

Term: 1993-95

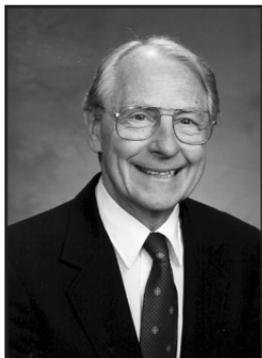
Information regarding Mr. Rustige's 1993-95 term was unavailable at the time of printing.



Eileen Jenkins, FACHCA

Term: 1995-97

Information regarding Ms. Jenkins' 1995-97 term was unavailable at the time of printing.



Raymond F. Rustige, CNHA, FACHCA

Term: 1997-98

Key events during my term included the Future Symposium and my proctoring of the CNHA testing at Convocation. The Future Symposium was focused on the future of health care and nursing homes. From that, a training workbook was developed that was used to train NHA and to earn CEUs. The book was primarily developed out of the Missouri chapter and

was distributed to all chapters.

My personal accomplishments include my work as the Governor of Region 6 in 1981, as Treasurer from 1983-85, winner of the Education Award April 4, 1984, Fellow 6/10/1977, and winner of the Foundation Ross Laboratory Distinguished Service Award 1991. I was one of the first three to earn lifetime certification from ACHCA, and the Future Symposium.

The most challenging activities I faced were planning the education for the Future Symposium and purchasing the building.

My most memorable moments included Proctor and Gamble's funding of the workbook for The Future Symposium. Jim Knepler, through Proctor and Gamble was instrumental in sponsoring this event. Providing online certification for the NHAs at Convocation was memorable as well.



Robert S. Heatley, CFACHCA

Term: 1998-99

The key event of my term was the evaluation the foundation's future in the College. We needed to decide whether to have separate expenses for the board and foundation versus a single board overseeing the College. It was an attempt to reduce expenses, and, legally we only needed a single board.

My personal accomplishment was my recommendation to the board to consider disbanding the foundation in favor of the board, and my greatest challenge was getting the board to keep their comments brief and to the point.

My most memorable moment was being elected into the Chair of the Foundation. It was a pleasure to have served.



Michael P. Reilly

Term: 1999-01

Information regarding Mr. Reilly's 1999-2001 term was unavailable at the time of printing.



Lisa Poskanzer, CNHA, FACHCA

Term: 2001-02

In 2001-2002, the Board of the Foundation of ACHCA fulfilled the mandate given to it by the previous board, to dissolve the Foundation and transfer its functions to the American College of Health Care Administrators.

In order to effectively do that, the board worked to establish key elements of foundation so that they would be incorporated into the College. These elements included mission, membership, and finance, specifically protecting restricted accounts, ensuring there would still be a vehicle for donations, finding a way to maintain recognition of Life Members, and finding a method of contributing annual income as well as fundraising.

The College agreed to take on functions of the Foundation and proposed creating the Education and Research Institute to do so.

One of our first projects has already been started through the college - to create an on-line university. With corporate partnership through Care-2-Learn, the Education and Research Institute worked on developing a litany of new self study programs designed to assist today's administrators without their having to be away from the facility.

Our college embarked on an era where we are trying to be fast, flexible, friendly and focused. The efforts of our leadership concentrated in three areas, Education, Relationships with members and Advocacy.

Part III

The College Executives/CEO's 1991-2012

1989-97	Richard Thorpe, CAE, FACHCA
1997-00	Karen Tucker, CAE
2000-05	Mary Tellis-Nayak, RN, MSN, MPH
2005-06	Kathryn (Susan Allen) Burton, CAE
2006-Present	Marianna Kern Grachek, MSN, CNHA, CALA, FACHCA

Richard Thorpe, CAE, FACHCA

President and CEO

1989-1997

No data available at time of printing.

Karen Tucker, CAE

President and CEO

1997-2000

Many important changes took place during my time with ACHCA. We were able to adopt the Governance and Structure Redesign in a change resistant climate using a consensus building process. The regional board was replaced with a policy board and the number of standing committees was reduced from 14 to 3 with ad hoc groups.

ACHCA advocated for administrators, representing or providing a spokesperson to represent ACHCA and/or establish strategic alliances with over 15 different organizations in the first six months. A health care leadership alliance was also established.

Our finances being what they were, we reduced our occupancy cost by nearly 50% or over \$100,000 annually and established an \$800,000 or four-month operating reserve by selling the Patrick Street building. Fundraising was increased by 100% bringing in over \$250,000 in new funding in one year to fund the Leadership Development Institute, list serve, and distance education programs.

ACHCA's benefits and services for administrators were expanded to include 5 new products including publication of a new magazine, Balance, which replaced 3 other periodicals. The launching of the certification programs for skilled nursing, subacute care, and assisted living administrators was a significant addition to ACHCA's dedication to advancing excellence in health care administration.

Mary Tellis-Nayak, RN, MSN, CAE

President and CEO

2000-2005

No data available at time of printing.

Kathryn (Susan Allen) Burton, CAE

President and CEO

2005-2006

I started in July 2005 as President of ACHCA having been actively recruited by Larry I. Slatky, CNHA, FACHCA, Chair-Elect, and Chair of the Search Committee. Having served the College from November 1980-October 1987, as Director of Membership, Marketing and Publications, I was honored to be selected for this critical role to stabilize the College's financial position and establish association best practices.

The key issue facing the College in 2005 was survival. Would the College be able to continue functioning as it had been or would it need to consider alternatives?

The Board participated in a series of interviews regarding the future of ACHCA and a SWOT analysis was conducted to determine how key players in the industry viewed the College and if any of these organizations would lend support and collaborate to keep the College a viable player in the field.

ACHCA's internal capabilities needed to be objectively determined. To that end legal, human relations, and programmatic audit was conducted. During the audit process it was discovered that ACHCA was out of compliance with 70% of association best practices; within a year ACHCA was in compliance with 93% of these practices.

Of most immediate concern was that the College needed to reincorporate to keep its non-profit status, which was done in record time.

The IT infrastructure was outdated with no SPAM filtering, porous firewalls, and unstable servers. In addition, the College's Association Management Software (AMS) was corrupted and missing key membership information, including member email addresses. The AMS system was stabilized and within 6 months

the staff collected 80% of member email addresses, allowing for more frequent and less costly contact.

Once these fundamental infrastructure issues were addressed the staff was able to start a new membership renewal cycle, sending out notices 60 days in advance of expiration followed by a series of communications highlighting membership benefits. The early notice helped cash flow. Later, certified mail was used to contact members who had not renewed, resulting in the highest retention rate the College had seen for several years.

The *ACHCA Update* newsletter was upgraded, redesigned as a four-color publication for less cost than the earlier two-color version, and distributed on a regular schedule, increasing the frequency from every other month to 10 issues annually. The weekly *Monday Morning Message (MMM)* was continued.

Outreach efforts were made to chapter presidents, reaching 80% of the chapter presidents in person.

Over the course of the year, through staff reorganization, renegotiation of contracts, and tighter control of expenses, the budget was cut \$140,000.

Under the courageous leadership of Larry Slatky as Chair, the College was able to secure a series of loans to help address additional cash flow issues. Further, he personally negotiated an extremely favorable contract with the Neville Resort and Country Club for the 2006 Annual Convocation. This enabled members to be able to attend at reasonable cost while protecting the College from financial risk since there was no minimum food and beverage requirement and no requirement to meet room night's commitment.

At the direction of the Board we made an initial recommendation to move the infrastructure (IT, AMS, and accounting) to an AMC while the four remaining members of the staff continued to work in the office space until the lease ended in 2009. Once we stabilized the internal management systems and knowing that these systems would be handled by an AMC, it was felt that ACHCA's next move should be to have someone with a strong background in the profession of long-term health care administration to become the College's next president. Marianna Grachek was the perfect candidate.

Marianna Kern Grachek, MSN, CNHA, CALA, FACHCA

President and CEO

2006-2012

2006: With encouragement from Larry Slatky I left my position at the joint Commission to join the ACHCA team. Although I have a background as nurse, educator, and administrator and I had worked in an association environment for over nine years, association management was not in my skill set. Yet, Larry believed in me so in July 2006, I started my weekly commute to the Alexandria, VA office from my home in Michigan. With the support of then COO, Diana Buttram, I was on the fast track to learning our business operations. The staff consisted of Diana Buttram, Anita Bell, Lisa Sawicki, Sandy White, and me for a total of 4.6 FTE.

It was quickly apparent that we had a single goal: Survival. The Board rolled up its sleeves and moved from being a policy board to, temporarily needing to be an operational entity. It was all about how much cash did we have in the bank? Which bills could we pay? How do we guard payroll? Winter Market Place 2006 was on the horizon but there was no implementation plan. The Board approved bringing in a third party association management company, Drohan Management Group, to help stabilize our association and to fast track our WMP conference and 2007 Convocation.

2007: Walter Collins, our treasurer, met with staff every Friday to review our cash position. Most of the association financial assets had been tapped and several chapters, including New York and Ohio floated national significant loans to maintain basic operations. In addition, Larry Slatky provided a generous loan to help us get back on track. ACHCA drafted promissory notes to repay these loans so that all would be paid back in a five year period of time.

The Academy of Long Term Care Research and Development was launched to replace the ACHCA Foundation which had closed in the early 2000's. It was hoped that the Academy would be a

source of donation and grant revenue. MyZiva, a web based education and compliance tool and business magazine, was purchased from Bob Abrams to provide a source of revenue and potential new members to ACHCA. Two staff members supported MyZiva.

Membership was at an all-time low of 1800 members. The board had numerous discussions about survival, including potentially aligning with another long term care association partner and exploring the possibility of bankruptcy if we couldn't pull out of our financial woes. ACHCA had no credit, was considered a *going concern* by the IRS, and had no viable credit card. We relied on board leadership to put up their credit card for any guarantees we needed to carry on our conference activities. Ultimately, the Board agreed to major belt tightening including moving out of our Alexandria office.

In addition to dealing with our association survival, one of our staff members was terminally ill and we dealt with that loss in the summer of 2007. CC Andrews was hired to manage MyZiva, and Janet Spence replaced Sandy White as Education Manager.

ACHCA strove to regain its relevance as a national membership association by becoming a founding member of the Advancing Excellence Campaign and organizing the Long Term Care Professional Leadership Council made up of the executive staff and volunteer leadership of the LTC member associations having responsibility for the quality of care in our nursing homes: ACHCA, AMDA, ASCP, and NADONA. Our voice was back at the stakeholder table.

2008: The national office was moved to Reston, VA where we leased space with our association management company, Drohan Management group. All of the office furniture in Alexandria was bartered to pay for our unpaid rent on Lee Street in Alexandria. Only a few pieces of furniture accompanied us to Reston. Diana Buttram resigned and was replaced with Susan Ostrander as operations manager.

Weekly meetings with the treasurer, Walter Collins, continued. Our 2008 Convocation in Kentucky showed a positive bottom line but our cash flow prevented us from paying those bills in a timely fashion, much to the dismay of many ACHCA leaders. In

addition, our chapters were not receiving their share of the dues payments collected, causing a downward spiral in chapter activities. More belt tightening was indicated.

The Academy started to gain some traction. But, by the end of 2008, Myziva was not meeting expectations and was returned to its original owner.

2009: By January 2009, national staff was trimmed to 3.0 FTE while Drohan Management Group provided the critical back office functions of accounting, conference management, and membership data base management. By July of 2009, the board reluctantly authorized our move out of our Reston office eliminating all overhead associated with maintaining a physical office. The Board also directed the elimination of our association management company contract and vowed to assist staff as they turned their energies to “going virtual”. Becoming a virtual office had its challenges including:

- The American Society of Consulting Pharmacists (ASCP) provided us their Alexandria address to be our headquarters address. ASCP staff triages our mail that comes to Duke street;
- REA and Associates became our accounting firm;
- Grachek Inc. coordinated the integration of our electronic and communication systems including the evaluation of a cost effective membership data base, business phone system, virtual fax capability, web site management, movement of all ACHCA files to a virtual server, virtual credit card terminal, purchase of essential office equipment, computers, etc., and provided a virtual time tracking program for staff.
- Hiring part time staff to perform the back office work previously done by Drohan. By the end of 2009, ACHCA had 5.6 FTE all of whom worked virtually.
- ACHCA offsite storage was moved to St. Leonard’s in Dayton to conserve resources; Files remaining at Iron Mountain in MD were purged to reduce storage fees.

Convocation 2009 in Rhode Island was a success except for a significant hotel attrition bill. Membership was gradually increasing but still hovered around 2000.

2010: The board approved a five year plan to pay back the chapters for chapter dues not paid to them since 2005. We continue to pay back the promissory notes to New York, Ohio, and Larry Slatky.

The Academy started several initiatives including laying the foundation for a mentoring program, partnering with national groups to sponsor the National Emerging Leadership Summit, and secured a pass-through grant from Commonwealth and Picker Foundations.

At Convocation 2010 in Philadelphia we introduced a student poster session and contracted with a meeting planner, Hunt Conference Group. Convocation 2010 was a financial success.

Staff consisted of Marianna Grachek, Elizabeth Lollis, Katie Lynes, Whitney O'Donnell, Becky Reisinger, Karen Reynolds, Janet Spence, Shauna Stevenson and contractors Sue Anagnostou and Michelle Berry for a total of 6.3 FTE.

2011: Our annual financial review finally had us out of the woods and our *going concern* limitation was finally lifted. Our credit rating improved and we again were able to secure hotel credit for our meetings, and we again had a company credit card.

We focused on our affinity partners and other sources of non-dues revenue. An education partnership was forged with Redi-Learning so that ACHCA could provide state of the art webinar and distance education. We provide distance education in two trade magazines: *Long Term Living* and *Advance*. ACHCA is a provider of continuing education for administrators through the NAB and for nurses through the American Nurses Credentialing center (ANCC).

The Academy participated in the second annual NELS meeting in Washington, DC and continued its work to finesse the mentoring program. A generous grant was secured for the mentoring initiative from an anonymous donor.

The 2011 Convocation in New Orleans did not have the support of a local chapter but it was a success. It hosted the second annual student poster session.

The 2010 Annual report was released in 2011, a first in several years.

2012: ACHCA's 50th Anniversary celebration was held in Nashville. The 2011 Annual report was released as was this third edition of our *ACHCA Archive*. ACHCA is on track to pay its promissory notes and its outstanding chapter dues.

Part IV

Appendices

Appendix A: College Executive Committees, Boards of Governors, and Boards of Directors, 1991-2012

1991-92

Executive Committee

Jack Billingsley, CFACHCA – President

Miner Brown, CFACHCA – President Elect

Richard Thorpe, CAE, CFACHCA – Executive Vice President

Richard Fratianne, CFACHCA – Immediate Past President

-Secretary

-Treasurer

Board of Governors

Data unavailable at time of printing

1992-93

Executive Committee

Miner Brown, CFACHCA – President

Sonja Johnson, CFACHCA – President Elect

Richard Thorpe, CAE, CFACHCA – Executive Vice President

Jack Billingsley, CFACHCA – Immediate Past President

Margaret Roberts, CFACHCA – Secretary

Daniel Farley, PhD, CFACHCA – Treasurer

Board of Governors

Barbara Kitanik, CFACHCA
Stuart H. Kanowitz, CFACHCA
Karen L. Shepard, FACHCA
Barbara Korpela, CFACHCA
Diane C. Matheny, FACHCA
Patricia A. Ianetta, CFACHCA
Keith R. Knapp, CFACHCA
Floyd B. Rhoades, Jr., CFACHCA
Gerald Coggin, CFACHCA
Gery P. Alexander, FACHCA
Bruce Bennett, FACHCA

1993-94

Executive Committee

Sonja Johnson, CFACHCA – President
Daniel Farley. PhD, CFACHCA – President Elect
Richard Thorpe, CAE, CFACHCA – Executive Vice President
Miner Brown, CFACHCA – Immediate Past President
Sandra Grant, CFACHCA – Secretary
Gary Riffe, CFACHCA – Treasurer

Board of Governors

Data unavailable at time of printing

1994-95

Executive Committee

Daniel Farley, PhD, CFACHCA – President

Gary Riffe. CFACHCA – President Elect

Richard Thorpe, CAE, CFACHCA – Executive Vice President

Sonja Johnson, CFACHCA – Immediate Past President

Karen Shepard, FACHCA – Secretary

Patricia Iannetta, RN, CFACHCA – Treasurer

Board of Governors

Peter Marshall, CFACHCA – Governor, Region I

Barbara Fels, CFACHCA – Governor, Region II

William Day, FACHCA – Governor, Region III

Richard Sellers, FACHCA – Governor, Region IV

James Holland, CFACHCA – Governor, Region V

F. David Kellogg, FACHCA – Governor, Region VI

James, Demres, FACHCA – Governor, Region VII

Robert Thompson, FACHCA – Governor, Region VIII

Bonnie Wood, CFACHCA – Governor, Region IX

Daniel Wood, FACHCA –Governor, Region X

Christian Mason, CFACHCA – Governor, Region XI

1995-96

Executive Committee

Gary Riffe, CFACHCA- President

Keith Knapp, PhD, CFACHCA – President Elect

Richard Thorpe, CAE, CFACHCA – Executive Vice President/CEO
Daniel Farley, CFACHCA – Immediate Past President
Sylvia Phillips – Secretary
-Treasurer

Board of Governors

Peter Marshall, CFACHCA – Governor, Region I
Peter Gendron, CFACHCA – Governor, Region II
William Day, FACHCA – Governor, Region III
Clay Crosson, CFACHCA – Governor, Region IV
Lewis Sewell, Ph.D, CFACHCA – Governor, Region V
Eli Pick, CFACHCA – Governor, Region VI
James Demres, FACHCA – Governor, Region VII
James Iverson, FACHCA – Governor, Region VIII
Bonnie Wood, CFACHCA – Governor, Region IX
Charles Sutton, FACHCA – Governor, Region X
Christian Mason, CFACHCA – Governor, Region XI

1996-97

Executive Committee

Keith Knapp, Ph.D., CNHA, Fellow – President
Ronald Klipping, CNHA, Fellow – President Elect
Richard Thorpe, CAE, CFACHCA – Executive Vice President/CEO
Gary Riffe, CNHA, Fellow – Immediate Past Chair
Bonnie Wood, CNHA, Fellow – Secretary
Peter Marshall, CNHA, Fellow – Treasurer

Board of Governors

Stephen Esdale, CNHA, Fellow – Governor, Region I
Peter Gendron, CNHA, Fellow – Governor, Region II
Judith Passerini , CNHA, Fellow– Governor, Region III
Clay Crosson, CNHA, Fellow – Governor, Region IV
Lewis Sewell, PhD, CNHA, Fellow – Governor, Region V
Eli Pick, CNHA, Fellow – Governor, Region VI
Daniel Suer, Fellow – Governor, Region VII
James Iverson– Governor, Region VIII
James Steven, CNHA, Fellow – Governor, Region IX
Charles Sutton, Fellow – Governor, Region X
Edna Mae Olufson, Fellow – Governor, Region XI

1997-98

Executive Committee

Ronald Klipping, CNHA, Fellow – Chair
Peter Marshall, CNHA, Fellow – Chair Elect
Karen Tucker, CAE – President/CEO
Keith Knapp, Ph.D., CNHA, Fellow – Immediate Past Chair
Christian Mason, CNHA, Fellow – Secretary
Clay Crosson, CNHA, Fellow – Treasurer

Board of Governors

Stephen Esdale, CNHA, Fellow – Governor, Region I
Patrick Brady, CNHA, Fellow – Governor, Region II
Judith Passerini , CNHA, Fellow– Governor, Region III

Linda Withers, CNHA, Fellow – Governor, Region IV
Lewis Sewell, Th.D, CNHA, Fellow – Governor, Region V
Mary Paspalas, CNHA, Fellow – Governor, Region VI
Daniel Suer, Fellow – Governor, Region VII
Glenda Zielski, CNHA, Fellow – Governor, Region VIII
James Steven, CNHA, Fellow – Governor, Region IX
Grant Edelstone, MBA, CNHA, Fellow – Governor, Region X
Edna Mae Olufson, Fellow – Governor, Region XI

1998-99

Executive Committee

Peter Marshall, CNHA, Fellow – Chair
Clay Crosson, CNHA, CAS, Fellow –Chair Elect
Karen Tucker, CAE – President/CEO
Ronald Klipping, CNAH, Fellow – Immediate Past Chair
Judith Passerini, CNHA, Fellow – Secretary
James Steven, CNHA, Fellow – Treasurer

Board of Governors

Orlando Bisbano, Jr., Fellow - Governor, Region I
Patrick Brady, CNHA, Fellow – Governor, Region II
Jacob Mast, Jr., CNHA, Fellow – Governor, Region III
Linda Withers, CNHA, Fellow – Governor, Region IV
David Fuller, CNHA, CAS, Fellow – Governor, Region V
Mary Paspalas, CNHA, CAS, Fellow – Governor, Region VI
Sally Schaden, CNHA, Fellow – Governor, Region VII
Glenda Zielski, CNHA, Fellow – Governor, Region VIII

Vicki McAllister, CNHA, CAS, Fellow – Governor, Region IX
Grant Edelstone, MBA, CNHA, Fellow – Governor, Region X
Linda Gardner, CALA, Fellow – Governor, Region XI

1999-2000

Executive Committee

Clay Crosson, CNHA, CAS, Fellow – Chair
Judith Passerini, CNHA, CAS, Fellow – Chair Elect
Karen Tucker, CAE – President/CEO
Peter Marshall, CNHA, Fellow – Immediate Past Chair
Mary Paspalas, CNHA, CAS, Fellow – Secretary
Patrick Brady, CNHA, Fellow – Treasurer

Board of Governors

Orlando Bisbano, Jr., CNHA, Fellow – Governor, Region I
Lisa Poskanzer, CNHA, Fellow – Governor, Region II
Jacob Mast, Jr., CNHA, Fellow – Governor, Region III
Scott Edens, CNHA, Fellow - Governor, Region IV
David Fuller, CNHA, CAS, Fellow – Governor, Region V
Ray Vernon, CNHA, Fellow – Governor, Region VI
Sally Schaden, CNHA, Fellow – Governor, Region VII
Allen Swartz, Fellow – Governor, Region VIII
Vicki McAllister, CNHA, CAS, Fellow – Governor, Region IX
James Small, CNHA, Fellow – Governor, Region X
Linda Gardner, CALA, Fellow – Governor, Region XI

2000-01

Executive Committee

Judith Passerini, CNHA, CAS, Fellow – Chair

Mary Paspalas, CNHA, CAS, Fellow – Chair Elect

Mary Tellis-Nayak, RN, MSN, MPH – President/CEO

Clay Crosson, CNHA, CAS, Fellow – Immediate Past Chair

Orlando Bisbano, Jr., CNHA, Fellow – Secretary

Patrick Brady, CNHA, Fellow – Treasurer

Board of Directors

Sue Anagnostou, CNHA, CALA, CAS, Fellow

Patricia Demusz, CNHA, Fellow

Scott Edens, CNHA, Fellow

Keith Gendreau, CNHA, CALA, Fellow

Joe Havens, CNHA, Fellow

Lisa Poskanzer, CNHA, Fellow

Molly Savard, CNHA, Fellow

Allen Swartz, Fellow

Ray Vernon, CNHA, Fellow

Thomas Widney, CNHA, CALA, CAS, Fellow

2001-02

Executive Committee

Mary Paspalas, CNHA, CAS, Fellow – Chair
Orlando Bisbano, Jr., CNHA, Fellow – Chair Elect
Mary Tellis-Nayak, RN, MSN, MPH – President/CEO
Judith Passerini, CNHA, CAS, Fellow – Immediate Past Chair
Scott Edens, CNHA, Fellow – Secretary/Treasurer

Board of Directors

Sue Anagnostou, CNHA, CALA, CAS, Fellow
Walter Collins, Fellow
Keith Gendreau, CNHA, CALA, Fellow
Marianna Kern Grachek, CNHA, CALA, Fellow
Julian Rich, Fellow
Molly Savard, CNHA, Fellow
Joe Havens, CNHA, Fellow
Thomas Widney, CNHA, CALA, CAS, Fellow

2002-03

Executive Committee

Orlando Bisbano, Jr., CNHA, Fellow – Chair
Lisa Poskanzer, CNHA, Fellow – Chair Elect
Mary Tellis-Nayak, RN, MSN, MPH – President/CEO
Mary Paspalas, CNHA, CAS, Fellow – Immediate Past Chair
Walter Collins, CNHA, CAS, Fellow – Secretary/Treasurer

Board of Directors

Sue Anagnostou, CNHA, CALA, CAS, Fellow

Keith Gendreau, CNHA, CALA, Fellow

Marianna Kern Grachek, CNHA, CALA, Fellow

Sara Sinclair, RN, CNHA, Fellow

Julian Rich, Fellow

Larry Slatky, CNHA, Fellow

Molly Savard, CNHA, Fellow

Ron Present, CNHA, CALA, Fellow

Thomas Widney, CNHA, CALA, CAS, Fellow

2003-04

Executive Committee

Lisa Poskanzer, CNHA, Fellow – Chair

Walter Collins, CNHA, CAS, Fellow – Chair Elect

Mary Tellis-Nayak, RN, MSN, MPH – President/CEO

Orlando Bisbano, Jr., CNHA, Fellow – Immediate Past Chair

Thomas Widney, CNHA, CALA, CAS, Fellow – Secretary/Treasurer

Board of Directors

Sue Anagnostou, CNHA, CALA, CAS, Fellow

Linzi Burns, CALA

Marianna Kern Grachek, CNHA, CALA, Fellow

Bryant Hall, Jr., Fellow

Robert Kirk, CNHA, Fellow

Julian Rich, Fellow

Larry Slatky, CNHA, Fellow
Sara Sinclair, RN, CNHA, Fellow
Ron Present, CNHA, CALA, Fellow

2004-05

Executive Committee

Walter Collins, CNHA, CAS, Fellow – Chair
Sara Sinclair, RN, CNHA, Fellow – Chair Elect
Mary Tellis-Nayak, RN, MSN, MPH – President/CEO
Lisa Poskanzer, CNHA, Fellow – Immediate Past Chair
Larry Slatky, CNHA, Fellow – Secretary/Treasurer

Board of Directors

Bryant Hall, Jr., Fellow
Linzi Burns, CALA
Robert Kirk, CNHA, Fellow
Ron Present, CNHA, CALA, Fellow
John Lyncheski, Esq.
Roberto Muniz, Fellow
Brian Robare, CNHA, Fellow
John Sword
Susan Farris, Fellow

2005-06

Executive Committee

Sara Sinclair, RN, CNHA, Fellow – Chair

Larry Slatky, CNHA, Fellow – Chair Elect

Susan Burton, CAE – President/CEO

Walter Collins, CNHA, CAS, Fellow – Immediate Past Chair

Stephen Esdale, CNHA, Fellow – Secretary/Treasurer

Board of Directors

Timothy Dressman, CNHA, CALA

Linda Hagler, CNHA, CAS, Fellow

John Lyncheski, Esq.

Roberto Muniz, Fellow

Brian Robare, CNHA, Fellow

Bryant Hall, Jr., Fellow

Robert Kirk, CNHA, Fellow

Linzi Michel, CALA

Robert Siebel, CNHA, Fellow

2006-07

Executive Committee

Larry Slatky, CNHA, FACHCA – Chair

Stephen Esdale, CNHA, FACHCA – Vice Chair

Marianna Kern Grachek, MSN, CNHA, CALA,

FACHCA – President/CEO

Sara Sinclair, RN, CNHA, FACHCA – Immediate Past Chair

Walter Collins, CNHA, FACHCA – Secretary/Treasurer

Board of Directors

Timothy Dressman, CNHA, CALA, FACHCA

Scott Fox, CNHA, CALA, FACHCA

John Lyncheski, Esq.

Roberto Muniz, FACHCA

Brian Robare, CNHA, FACHCA

Linda Hagler, CNHA, CAS, FACHCA

Daniel Shields, CNHA, FACHCA

Nathaniel Fripp, FACHCA

Terri Golec, FACHCA

2007-08

Executive Committee

Larry Slatky, CNHA, FACHCA – Chair

Stephen Esdale, CNHA, FACHCA – Vice Chair

Marianna Kern Grachek, MSN, CNHA, CALA,
FACHCA – President/CEO

Sara Sinclair, RN, CNHA, FACHCA – Immediate Past Chair

Walter Collins, CNHA, FACHCA – Secretary/Treasurer

Board of Directors

Timothy Dressman, CNHA, CALA, FACHCA

Brenda Lawrence, CNHA, FACHCA

John Pratt, FACHCA

Anthony Restaino, FACHCA

Christian Shelton, Esq., FACHCA

Daniel Shields, CNHA, FACHCA
Allan Swartz, FACHCA
Phyllis Wilburn, CNHA, FACHCA
Barbara Fels, CNHA, FACHCA
Mark Finkelstein, CNHA, FACHCA
Teri Golec
Linda Hagler, CNHA, CAS, FACHCA
Roberto Muniz, FACHCA
Hugh Hall, CNHA, FACHCA
Joseph Baird, Jr.
Nathaniel Fripp, FACHCA

2008-09

Executive Committee

Stephen Esdale, CNHA, FACHCA – Chair
Timothy Dressman, CNHA, CALA, FACHCA – Vice Chair
Marianna Kern Grachek, MSN, CNHA, CALA,
FACHCA – President/CEO
Larry Slatky, CNHA, FACHCA – Immediate Past Chair
Walter Collins, CNHA, CAS, FACHCA - Secretary/Treasurer

Board of Directors

Norda Bellantoni, CNHA, CALA, CAS, FACHCA
Joseph Baird, Jr.
Mark Finkelstein, CNHA, FACHCA
Nathaniel Fripp, FACHCA
Teri Golec, FACHCA

Hugh Hall, CNHA, FACHCA
Susan Hoffman, CNHA, FACHCA
Brenda Lawrence, CNHA, FACHCA
John Pratt, FACHCA
Anthony Restaino, FACHCA
Christian Shelton, Esq., FACHCA
Daniel Shields, CNHA, FACHCA
Allan Swartz, FACHCA
Phyllis Wilburn, CNHA, FACHCA

2009-10

Executive Committee

Stephen Esdale, CNHA, FACHCA – Chair
Timothy Dressman, CNHA, CALA, FACHCA – Vice Chair
Marianna Kern Grachek, MSN, CNHA, CALA,
FACHCA – President/CEO
Larry Slatky, CNHA, FACHCA – Immediate Past Chair
Sue Anagnostou, CNHA, CALA, FACHCA – Secretary/Treasurer

Board of Directors

Norda Bellantoni, CNHA, CALA, CAS, FACHCA
Guy Crosson, CNHA, FACHCA
Mark Finkelstein, CNHA, FACHCA
Nathaniel Fripp, FACHCA
Roxanne Galloway, CNHA, CALA, CAS, FACHCA
Hugh Hall, CNHA, FACHCA
Susan Hoffman, CNHA, FACHCA

Brenda Lawrence, CNHA, FACHCA
John Pratt, FACHCA
Anthony Restaino, FACHCA
Christian Shelton, Esq., FACHCA
Allan Swartz, FACHCA
Phyllis Wilburn, CNHA, FACHCA

2010-11

Executive Committee

Timothy Dressman, CNHA, CALA, FACHCA – Chair
Christian Shelton, Esq., FACHCA – Vice Chair
Marianna Kern Grachek, MSN, CNHA, CALA,
FACHCA – President/CEO
Stephen Esdale, CNHA, FACHCA – Immediate Past Chair
Roxanne Galloway, CNHA, CALA, CAS, FACHCA – Treasurer

Board of Directors

Erane Allen, CNHA, FACHCA
Norda Bellantoni, CNHA, CALA, CAS, FACHCA
Guy Crosson, CNHA, FACHCA
Mark Finkelstein, CNHA, FACHCA
Hugh Hall, CNHA, FACHCA
Susan Hoffman, CNHA, FACHCA
Michael Hotz, CNHA, FACHCA
Brenda Lawrence, CNHA, FACHCA
Douglas Olson, PhD, FACHCA
Bina Hribik-Portello, CNHA, FACHCA
Anthony Restaino, FACHCA

Daniel Shields, CNHA, FACHCA

Allan Swartz, FACHCA

2011-12

Executive Committee

Timothy Dressman, CNHA, CALA, FACHCA – Chair

Christian Shelton, Esq., FACHCA – Vice Chair

Marianna Kern Grachek, MSN, CNHA, CALA,
FACHCA – President/CEO

Stephen Esdale, CNHA, FACHCA – Immediate Past Chair

Roxanne Galloway, CNHA, CALA, CAS, FACHCA – Treasurer

Board of Directors

Erane Allen, CNHA, FACHCA

Norda Bellantoni, CNHA, CALA, CAS, FACHCA

Guy Crosson, CNHA, FACHCA

Hugh Hall, CNHA, FACHCA

Susan Hoffman, CNHA, FACHCA

Michael Hotz, CNHA, FACHCA

Brenda Lawrence, CNHA, FACHCA

Douglas Olson, PhD, FACHCA

Bina Hribik-Portello, CNHA, FACHCA

Anthony Restaino, FACHCA

Daniel Shields, CNHA, FACHCA

Allan Swartz, FACHCA

Bonnie Wood, CNHA, FACHCA

Appendix B: Foundation Boards of Directors, 1991-2002

1991-93

James Knepler, Fellow – Chair

Raymond Rustige, CFACHCA – Vice Chair

Floyd Rhoades, Jr., Fellow – Immediate Past Chair

Richard Thorpe, CAE, CFACHCA – Executive Vice President

James Farley, CFACHCA -Secretary

Daniel Farley, PhD., CFACHCA - Treasurer

Mark Finkelstein, CFACHCA - Director

Bill Moore - Director

Charles Shelton, Jr., CFACHCA - Director

Alan Chopp, CFACHCA – Director

Sonja Johnson, CFACHCA - Director

1993-94

Raymond Rustige, CNHA, Fellow – Chair

Eileen Jenkins, Fellow – Vice Chair

James Knepler, Fellow – Immediate Past Chair

Richard Thorpe, CAE, CFACHCA - Executive Vice President

-Secretary

-Treasurer

-Director

-Director

-Director

-Director

-Director

1994-95

Raymond Rustige, CFACHCA – Chair
Charles Shelton, Jr., CFACHCA – Vice Chair
James Knepler, Fellow – Immediate Past Chair
Richard Thorpe, CAE, CFACHCA – Executive Vice President
Barbara Korpela, CFACHCA - Secretary
Patricia Ianetta, RN, CFACHCA – Treasurer
Alan Chopp, CFACHCA – Director
Eileen Jenkins, Fellow – Director
James Knepler, Fellow – Director
Gary Riffe, CFACHCA – Director
C. Kevin Rooney – Director

1995-97

Eileen Jenkins, Fellow – Chair
Charles Shelton, Jr., CNHA, Fellow – Vice Chair
Raymond Rustige, CNHA, Fellow – Immediate Past Chair
Richard Thorpe, CAE, CFACHCA – Executive Vice President/CEO
Alan Chopp, CNHA, Fellow – Secretary
Patricia Iannetta, RN, CNHA, FACHCA –Treasurer (?)
Keith Knapp, CNHA, FACHCA -Director
James Knepler, FACHCA -Director
Barbara Korpela, CNHA, FACHCA -Director
C. Kevin Rooney -Director

1997-98

Raymond Rustige, CNHA, Fellow – Chair
Alan Chopp, CNHA, Fellow – Vice Chair
Eileen Jenkins, Fellow – Immediate Past Chair
Karen Tucker, CAE – President/CEO
Barbara Korpela, CNHA, Fellow – Secretary
Clay Crosson, CNHA, Fellow – Treasurer
Charles Shelton, Jr., CNHA, Fellow – Director
Peter Marshall, CNHA, Fellow – Director
Robert Heatley, CNHA, Fellow – Director
Michael Reilly – Director

1998-99

Robert Heatley, CNHA, Fellow – Chair
Michael Reilly – Vice Chair
Raymond Rustige, CNHA, Fellow – Immediate Past Chair
Karen Tucker, CAE – President/CEO
Barbara Korpela, CNHA, Fellow – Secretary
James D.R. Steven, CNHA, CAS, Fellow -Treasurer
Charles Shelton, Jr., CNHA, Fellow - Director
Clay Crosson, CNHA, Fellow - Director
Susan Anagnostou, CNHA, CALA, CAS, Fellow -Director
Charles Bringle, Fellow –Director

1999-01

Michael Reilly – Chair

Charles Shelton, Jr., CNHA, FACHCA – Vice Chair

Robert Heatley, CNHA, Fellow - Immediate Past Chair

Karen Tucker, CAE (1999-00), Mary Tellis-Nayak, RN, MSN,
MPH (2000-01) - President/CEO

Charles Bringle, FACHCA – Secretary

Patrick Brady, CNHA, FACHCA – Director

Raymond Rustige, CNHA, FACHCA – Director

Mary Paspalas, CNHA, CAS, FACHCA – Director

Susan Anagnostou, CNHA, CALA, CAS, FACHCA – Director

Glenn Barras - Director

2001-02

Lisa Poskanzer, CNHA, Fellow – Chair

James D.R. Steven, CNHA, CAS, Fellow – Vice Chair

Michael Reilly – Immediate Past Chair

Mary Tellis-Nayak, RN, MSN, MPH – President/CEO

Daniel Farley, PhD, CNHA, Fellow – Secretary

Scott Edens, CNHA, Fellow – Treasurer

Raymond Rustige, CNHA, Fellow – Director

Orlando Bisbano, Jr., CNHA, Fellow – Director

Glenn Barras – Director

Appendix C: College and Foundation Awards, 1991-2012

Year

1991 **National Awards:**

Distinguished Administrator Award - Jon R. Zemans
Honorary Fellowship - Michael Lipnicki, Esq.
Education Award (for individual) - Martha Everett Meng
Special Journalism Award - Melinda Beck

Foundation Awards:

Distinguished Service - Raymond Rustige - Foundation

1992 **National Awards:**

Distinguished Administrator Award - Daniel W. Farley
Honorary Fellowship - Melinda Beth Gulland
Education Award - Virginia commonwealth University
Public Service Award - Joseph E. Neely
Special Journalism Award - John A. Howell III
Young Administrator Award - Stephen J. Shelton
Distinguished Service - Donovan Perkins

1993 **National Awards:**

Distinguished Administrator Award - William V. Day
Honorary Fellowship - None
Education Award - David A. Lindeman
Public Service Award - Wesley Manor, Inc.
Special Journalism Award - Ian L. Cordes
Fellow Emeritus - Rev. Ernst F. Lehninger
Fellow Emeritus - Rita M. Welch
Young Administrator Award - Martha McConnell Chesley
Distinguished Service - James L. Farley

Foundation Awards:

Research Award - Karen Devereaux Melillo, Ph.D.
McCall Award - Marion R. Welliver, RN

1994 **National Awards:**

Distinguished Service to ACHCA - Jack D. Billingsley, CFACHCA

Cornerstone Award - Hoyt Crider, PhD, FACHCA

Distinguished Administrator Award - Bonnie S. Wood, CFACHCA

Young Administrator Award - Linda S. Mlynarek, FACHCA

Fellow Emeritus Award - E. B. Baker, FACHCA

Journalism Award - Herbert P. Weiss, NHA

Education Awards - Steven A. Levenson, MD and

Franne Whitney Nelson

Public Service Award - Joseph L. Ramnarine, FACHCA

Foundation Awards:

McCall Award - Alva Cooper, BS, RN

P&G Award - Steven M. Ruppert

Research Award - Diane Brannon, PhD

1995 **National Awards:**

Distinguished Administrator - Patrick Martone, CFACHCA

New Administrator - Peter Karow, PhD

Fellow Emeritus - L. Grace Sandstrom, CFACHCA

Distinguished Service - Richard A. Fratianna, CFACHCA

Journalism - Issues and Trends

Honorary Fellow - Joyce Alger

Education: Geriatric Resources, Inc.

Public Service - Continuous Quality Improvement

Program Workgroup

Foundation Awards:

James T. McCall Award for Quality Nursing in Long-Term Care - Elsie Howard, RN

Procter & Gamble Attends Caring Practices Award for Administrators in Training - Rosalie Willig Roberts

Long-Term Care Research Award - Douglas Singh, PhD, University of South Carolina

1996 **National Awards:**

Distinguished Administrator - Ronald K. Klipping,
CFACHCA

New Administrator - Eamonn D. Reilly

Distinguished Service - Wallace T. Miller, Jr., FACHCA

Honorary Fellow - Joan Q. McDevitt, Ed.D. , Gwynedd-
Mercy College

Education - Master of Science in Gerontological Nursing
Program, Gwynedd-Mercy College

Public Service - Richard D. Yerian, D.O., Michigan Dept.
of Health

Journalism - Suzanne Powills, editor, McKnight's LTC News

Foundation Awards:

Procter & Gamble Attends Caring Practices Award for
Administrators-in-Training - James Michael Pettey

1997 **National Awards:**

Distinguished Administrator - Ross Paul Marine, DHL,
MHA, FACHCA

New Administrator - Kathleen Bogajeovski

Distinguished Service - Daniel W. Farley, Ph.D., CNHA,
FACHCA

Fellow Emeritus - M. Robert Dreyer, FACHCA

Honorary Fellow - Carolyn J. Harris

Journalism - Brown University Long-Term Care Quality
Advisor

Education -Long-Term Care Administration Program,
Madonna University

Public Service - Career Nurse Assistants' Programs, Inc.

Foundation Awards:

Procter & Gamble Attends Caring Practices Award for
Administrators-in-Training - Lynda Christner

James T. McCall Award for Quality Nursing in Long-
Term Care - Barbara Keil

Long-Term Care Research Award - Health Care
Association of Michigan

1998 **National Awards:**

Distinguished Administrator - Michael K. Sweeney,
CNHA, Fellow
Education - Long-Term Care Management Institute, St.
Joseph's College
Public Service - Project Compassion
Chair's Award of Excellence - Kyle E. Lockeby, Jr.

Foundation Awards:

Procter & Gamble Attends Caring Practices Award for
Administrators-in-Training - Donna M. Bridges
Johnson & Johnson Award for Quality Nursing in Long-
Term Care - Sheldon Ornstein
SCA Molnlycke Long-Term Care Research Award -
Christopher P. Mulrooney, Ph.D.

1999 **National Awards:**

Distinguished Administrator – Kenneth Confalone,
CNHA, Fellow
New Administrator – Nalin Kulasekara, CNHA
Ross Laboratories Award for Distinguished Service to
ACHCA – Eli Pick, CNHA, CAS, Fellow
Journalism – Herbert P. Weiss
Education – John Eric Graham
Public Service – Patty Ingle
Chair's Award of Excellence - Forrest Preston

Foundation Awards:

Foundation of ACHCA Award for Administrators-in-
Training – Jamie Houseman
Johnson & Johnson Award for Quality Nursing in Long-
Term Care – Elizabeth A. Hammaker
SCA Hygiene Products Long-Term Care Research Award
– Health Care Association of Michigan

2000 **National Awards:**

Distinguished Administrator Award: Clay Crosson,
CNHA, CAS, Fellow
New Administrator Award: Lily L. Ko
Journalism Award: Kenneth P. Lewis, MSW, BCD, NHA
Education Award: Walter M. Collins
Public Service Award: Dennis Bozzi
Chair's Award of Excellence - Larry Slatky

Foundation Awards:

Johnson & Johnson Award for Quality Nursing in Long-
Term Care: Cynthia J. Leach, RN, DON
SCA Hygiene Products Long-Term Care Research
Award: St. Louis University, School of Public Health,
Department of Health Administration

2001 **National Awards:**

ACHCA Distinguished Administrator Award-Orlando J.
Bisbano, Jr., Fellow
New Administrator Award-Nancy S. Fridy, RN, NHA
Education Award-Susan E. Anagnostou, CNHA, CALA,
CAS, Fellow
Ross Laboratories Award for Distinguished Service to
ACHCA-Bonnie S. Wood, CNHA, Fellow
Chair's Award of Excellence - Edward Brody

Foundation Awards:

Johnson & Johnson Award for Quality Nursing in LTC-
Karen L. Philbrick, RN, DONS
SCA Hygiene Products LTC Research Award-LTCQ Inc.
Nicholas G. Castle, Ph.D

2002 **National Awards:**

Distinguished Administrator Award: W. Bruce Glass, CALA, Fellow

New Administrator Award: Sharon K. Colling, CNHA, CALA, Fellow

Journalism Award: Richard L. Peck

Public Service Award: P.K. Beville

Ross Laboratories Award for Distinguished Service to

ACHCA: Judith A. Passerini, CNHA, CAS, Fellow
Chair's Award of Excellence - Daniel J. Suer, Fellow

Foundation Awards:

SCA Hygiene Products Long-Term Care Research Award:
Dr. Ellen Binder

2003 ACHCA Distinguished Administrator Award: Vicki B
McAllister, CNHA, CAS Fellow

New Administrator Award: Brian L Robare, CNHA, CALA

Education Award: Elizabeth L. Cobbs, MD

Public Service Award: Joanne Lynn, MD

Journalism Award: The Washington Home

Ross Laboratories Award for Distinguished Service to

ACHCA: Eli Pick CNHA, CAS Fellow

2004 ACHCA Distinguished Administrator Award: Dawn
Rowe, CNHA, Fellow

New Administrator Award: Denise Riley Okun

Education Award: John E Lyncheski Esq.

Public Service Award: Sandra Kilde

Ross Laboratories Award for Distinguished Service to

ACHCA: Orlando J Bisbano Jr. CNHA Fellow

First Quality Award (*new ACHCA award as of 2004*): St.
Catherine Labouré Manor

- 2005 Distinguished Administrator – Gary Riffe, CNHA,
FACHCA
New Administrator -
Distinguished Service – Stuart Kanowitz, CMNHA,
FACHCA
Journalism – Grand Traverse Pavilions
Education: Anne Holladay, CNHA
Public Service – Msgr. Charles J. Fahey, FACHCA
Cultural Diversity –Denise R. DePass
1st Quality-Jon Frantsvog
Chap. Ex-IN-Newsletter; NY-Ed, MN-Chap. Dev
- 2006 Distinguished Administrator – Keith Knapp, FACHCA
New Administrator – Jerome Demming
Distinguished Service – Lisa Poskanzer, CNHA, FACHCA
Education – Barbara Acello
Public Service – KarLe Causey, V. Jean Morris, David
Morris
Journalism –Diane Dixon (Dixon Assoc), Jane Gross (NY
Times)
McConnell-Michael Li, MBA, MS-HA, Jennifer Pearson
Cultural Diversity-Rose Coleman, Samaria Edwards
Ralph Barron Scholarship-George Class-Peters
- 2007 Distinguished Administrator – Angelo S. Rotella, PhD,
FACHCA
New Administrator – Matthew Wine
Distinguished Service – Robert Siebel, CNHA
Outstanding Member-Gregory Nijak
Assisted Living Administrator-Christian A. Mason,
CNHA, CALA, FACHCA
Education – Susan Gilster, PhD, NHA, FACHCA
Public Service-Mary Jane Koren, MD, MPH
Journalism-James M. Berkman, McKnights LTL News
Multi-Facility Leadership Recog-Good Samaritan Society
Chair’s Recognition-Orlando J. Bisbano, Jr. CNHA,
FACHCA
McConnell-Joanne Browning, Laurie Nash O’Neill
Chap. Ex-PA, MA

- 2008 Distinguished Administrator- Paula Strunk, FACHCA
 New Administrator- Sean Carney
 Distinguished Service-James Holland, CNHA, FACHCA
 Outstanding Member-Stephen Shelton, FACHCA
 Assisted Living Administrator-Susan Gilster, PhD,
 FACHCA
 Education- John Pratt, FACHCA, LFACHE
 Journalism Award- Richard Peck
 Public Service-William Thomas, MD
 McConnell-Kilkenny, Reese, Whitehouse
 Culture Diversity-Renato E. deLeon
 Chap Ex-CT-Vendor & Sponsor, OH-Student Member,
 MA-Newsletter
- 2009 Distinguished Administrator - Richard Gamache,
 FACHCA
 New Administrator-Matthew Mauthe
 Distinguished Service -Roberto Muniz, FACHCA
 Outstanding Member Award- Kenneth Reynolds, CNHA,
 FACHCA
 Education- Michael Hotz, FACHCA
 Public Service -Randy Lindner
 Journalism Award- Barbara Acello
 McConnell-Botdorf
 Chap Ex-Ct-NA Hall of Fame, MI-Leadership Experience,
 MA-Bus Affiliate, ME-Chap Revitalization, NJ-Jersey
 Soars, OH-Student Member

2010 Distinguished Administrator – Jamie Houseman, FACHCA
New Administrator-Troy Churchhill
Distinguished Service –Scott Edens, CNHA, FACHCA
Outstanding Member Award- Pam Meriam, Bill McGinley, CNHA, CALA, CAS, FACHCA, Richard Brown, CNHA, FACHCA
Education- Laura Grey More
Public Service – Karen Schoeneman
Journalism Award- John Pratt, FACHCA
McConnell-Rachele Kelly & Karen Cox
Chap Ex -CT- Educational Conference and Trade Show, ME- Maine Chapter Leadership Institute, ME- Maine Chapter Participation in ACHCA, MA-The Need to Lead: Certification & Fellowship for Chapter Board Members, NJ- NJ Chapter News, GA- Revitalize ACHCA-Georgia Chapter, OH- Ohio Newsletter, Univ. of WI-Student Chapter-Aligning Student Chapter with State Chapter Activities

2011 Distinguished Service to ACHCA- Larry Slatky, CNHA, FACHCA
Distinguished Administrator – Doyle Love, CNHA, FACHCA
New Administrator – Emmanuel Ikomi
Outstanding Member – Melanie Hankinson, Chap Nelson, FACHCA, Julian Rich, CNHA, FACHCA
Education – Leah Klusch, FACHCA
Public Service – Nicholas Castle, PhD, MHA
Journalism – Steven M. Levinson, MD
McConnell Scholarship – Lisa Powers & Michael J. Riffle
Chapter Excellence – ME –Chapter Newsletter, ME
– Leaders as Mentors, MA – Supporting Those Who Support Us, MI – NAB Exam Review Class Collaboration
With Trade Association, NH – New Hampshire Chapter Newsletter, NJ – Not Business As Usual

2012 Distinguished Administrator Award –Mark Finkelstein, CNHA, FACHCA
New Administrator Award - Cori Reese
Distinguished Service Award – Keith Knapp, PhD, CNHA, FACHCA
Outstanding member award – Charlie Shelton, Jr., CNHA, FACHCA
Education Award- Mary Harroun
Journalism Award- Kevin Kolus
Public Service Award- Robert Kramer
Business Partner – E Health Data Solutions
Honorary Fellow - Bruce Yarwood
Chapter Excellence Awards - CT - Connecticut Chapter Educational Advancement Project, CT - Chapter Professional Advancement Initiative, GA- ACHCA Georgia Chapter Partnership with GHCA, NH-Membership Recruitment, Member Communication, Public Awareness: Granite State Report , NH-New Hampshire Chapter Website, NJ- NJACHCA Online Website, SC- Creating a Sense of Local Chapter Value and Increasing National Membership, ME-Maine Chapter Business Affiliate Program, ME- Maine Chapter Membership Recruitment and Retention Project, TX-Texas Chapter Membership Recruitment

Facility Leadership Awards 2008-12

2008

Kelly	Arnold	Julian	Rich
Kathy	Aube	Loren	Salviatti
Neva	Babcock	Ernest	Tebeau
Alan	Bartholomew	Nancy	Tourje
Orlando	Bisbano	Douglas	Trost
Linda	Carlson	Carlene	Whitney
Sheila	Clark	Phyllis	Wilburn
Jeffrey	Dunn		
Joel	Dyson		
Eura	Harrell		
Linda	Horton		
Troy	Hutchinson		
Kathleen	King		
Mark	Olsen		

2009

Robert	Breeden
William	Carroll
Shelley	King
Robert	Noonan
Desiree	Sebastian-Santiago
Roxie	Severance
Helen	Sims
Jeffrey	Stidam
Jeffrey	Dunn

2010

Raymond F.	Bower
Robert C.	Breeden
Diehl	Delores
Tony	Farinella
Mary	Hoskins

Michael	Hotz
Barbara	Howard
Susan	Kane
Marsha	Kaufman
Mike	Kerbs
Brenda	Lawrence
Belinda	Leung
Laura	Lines
Neil	Mahoney
Donna	McMahan
Philip	Mehl
Sean	Mockbee
John	Muller
Morgan	Norma
Charles A.	Peterman, Jr.
Jeanine	Reilly
Kathleen	Roop
Mary	Schroeder
Delores	Scroggs
David	Sones
Lisa	Tranel
Helen P.	Verceles
Mary Jean	Weber
Cynthia	White

2011

James	Agler, Jr.	Joseph	Liberman
Gretchen	Aichele	Jake	Lighton
Tina	Alexander	James	Lomastro
Jason	Alexander	Linda	Lott
Aimee	Allen	Doyle	Love
Mary	Althouse	Glen	Lowery
Linda	Anderson	Teresa	Luetzow
George	Arezzo	Carla	Lungren
Jane	Armitage	Marikate	Lynch

Johnathan	Ashley	Rita	Lynch
Kathy	Attwood	Andrew	MacLeod
Gwen	Aucoin	Mary	Magner
Sheila	Bachtel	Sandra	Mahoney
Dolores	Bailey	Paul	Mahoney, Jr.
Kevin	Baker	Dan	March
Kyle	Baker	Louise	Marquis
Jody	Barney	Melanie	Marshall
Franklin	Bassett	Amy	Martin
Marla	Baughman	Sandra	Martin
Judy	Beam	Joy	Martinez
Judy	Belcher	Judith	Matchett
Michael	Berger	Cindy	Matthews
Chad	Blackard	Judith	Maxwell
Hayley	Bloom	Jennifer	May
Joanne	Bodien	W. Ray	McCall
Ricky	Bonin	Carole	McCarthy
Catherine	Bono	Mary	McConnell
Sandra	Book	Sally	McCoy
Karen	Bourgeois	Bradford	McCoy
Leah	Bowden	Matthew	McDougall
Robin	Bradford	Bill	McGinley
Penny	Brant	Pamela	McKenna
Christie	Brazil	Karen	McMichael
Mary Ann	Bremmer	Ricky	Mehrer
Juliana	Bright	Dave	Merkley
Jennifer	Brock	Marquita	Mihaliak
Geraldine	Bryant	John	Miller
Janet	Burns	Timothy	Miller
Christie	Butler	Marilyn	Miller
Kristen	Canham	Debra	Mims
David	Carey	Judith	Mohr
James	Caron	Annette	Moore
Lorri	Carter	James	Morris
Karlene	Case	Katie Jo	Morris
Amanda	Chase	Judy	Morton
Kamran	Chaudhry	Eileen	Mulligan

Janet	Cherry	Joseph	Murray
Dale	Chilocote	Helen	Myers
Kenneth	Chisholm	Tonja	Myers
Monica	Choperena	Howard	Nason, Jr.
Timothy	Churchill	Richard	Nathans
Nancy	Cicogna	Doris	Neibart
Harlie	Clark	Rey	Nevarez
Joel	Clausen	Annette	Nilsen
Barbara	Clauser	Marsha	Noren
MaryJane	Cleveland	Melanie	Norman
Vera	Cline	Brenda	Ochmanek
Steven	Colarusso	Patrick	O'Connor
Jay	Colburn	Amy	Olack
Donna	Conley	Sandra	Olshalsky
Angela	Conrade	Paul	Opgrande
Mitzy	Cook	Kelly	Panizzi
Rebecca	Cooley	Howard	Pannell
Glen	Cooper	Barry	Parks
Jacqueline	Cousins	J. Diane	Parmer
Susan	Creamer	Jim	Pate
Teresa	Creedon	Connie	Paullis
Denise	Crosby	Susan	Peglow
Guy	Crosson	Michael	Pescatello
James	Cuhran	Terry	Petitt
Keith	Davis	Jodi	Pflum
Nick	Davis	Bobbe	Phillips
Lisa	Davis Holloman	Laura	Piazza Smith
Diane	Delaney	Douglas	Pinhot
Marta	Delgado	Alyssa	Pischel
Benjamin	Delmonico, Jr.	Charles	Pleak
Isadore	Demarco	Lisa	Poskanzer
Michele	Desmarais	Susanmarie	Prado
Kathleen	Dess	Darrell	Price
Tracy	Dewey	Jay	Prince
N. Jean	Dobay	Hannelore	Radcliffe
Thomas	Dobbins	Earnest	Ragin

Edna	Domingo	Troy	Raines
Cassandra	Dority	Nyda	Rays
Deborah	Dors	Dixie	Reeve
Carol	Dougherty	Jeanine	Reilly
Paula	Drelick	Anthony	Restaino
Susan	Driscoll	Julian	Rich
Erica	Dugger	Renee	Ridling
Cynthia	Dughetti	Denise	Riley Okun
Ernest	Eades	Linda	Roberts
David	Eaton	Jan	Robertson
Cheryl	Emerson	Nancy	Robinson
Yaron	Engelstein	Cheryl	Robinson
Orie	Ensz	Linda	Roccograndi- Bravyak
Robert	Etchells	Megan	Roemmich
Kevin	Evans	Joel	Rogers
Kyle	Exline	Donna	Rogers
James	Farnan	Donna	Rohr
Marion	Farrell	Adriene	Rosell
Renate	Fassbender	Michael	Rosen
Anita	Faulman	KC	Ross
Theresa	Felicione	Karla	Rossi
Judith	Fenster	Robert	Rubens
Leon	Ferenti	Joy	Russo
Melissa	Fijalkowski	Michelle	Russo
Barney	Foland	Allison	Salopeck
Jennifer	Foley	Doril	Sanders
Sherry	Ford	Jeanne	Sanders
Michele	Forney	Shaun	Savoie
Edward	Forrest	Karen	Schmidt
Linda	Fowler	Jerry	Schmitt
Mark	Francis	Mary	Schwartz
James	Franklin	Christine	Scott
Jeffrey	French	Lisa	Selvey
David	Fridkin	Janet	Shahen
John	Fry, Jr.	David	Shellhamer
Toni	Fuzo	Katherine	Shepard

Todd	Gaertner	Richard	Sherman
Leah	Gage	D. Philip	Shockley
Ouida	Gandy	Ed	Shoman
Aurelia	Gaultney	Bradford	Shuford
Diana	Gee-Keaton	Alicia	Shutack-Sillman
John	Getts	Lisa	Sienkiewicz
Scott	Gloor	Diane	Sinclair
Grace	Glozier	Thomas	Sinnott
Wendy	Goetz	Allen	Sinowitz
Stewart	Goff	Dee Anna	Smallman
Thomas	Gomes	Charlotte	Smith
Jeffrey	Gopen	Jeanine	Smith
Kris	Graphman	Delphia	Smith
Rebecca	Greaves	Jason	Smith
Jacquelin	Greene	Diana	Smyrl
Giovanna	Griffin	David	Solem
William	Grimes	David	Sones
Neil	Gruber	Stanley	Spector
Tina	Gruell	Robert	Speelman
LaDonna	Gunderson	Todd	Spring
Linda	Hagler-Reid	Janine	Stackhouse
Sandra	Hall	Susan	Stanton
Carolyn	Hall	Kayla	Stephens
Patricia	Hamill	Veronica	Sterling
Gregory	Hamley	Robert	Sterling
Terrence	Hansen	Mitzi	Stern
Kerry	Hansen	Steven	Still
Kandis	Hanson	Barbara	Stinson
Patsy	Hardaway	Thomas	Sullivan
Margaret	Haroff	Sandra	Sullivan-Smith
Vicky	Harpenau	Sophia	Sutton
Ellen	Harte	Kari	Swanson
Pamela	Harvey	Martha	Sweet
Margaret	Heggins	Lynn	Swope
Nathan	Heilweil	Lynn	Szender
David	Henry, Jr.	Philip	Tack

Yael	Herman	Akshay	Talwar
Janet	Hibbard-Merrill	James	Taylor
T. J.	Hicks, Jr.	Kristy	Thibodeau
Janice	Hill	Julie	Thomas
Michelle	Hoff	Kristee	Thomas
Kristine	Hoke	Carol	Timberlake
K. Scott	Holloway	Jennifer	Tollefson
Janet	Hope	Allan	Tramel
Barbara	Howard	Lisa	Trudeau
Joseph	Jarackas	Linda	Tucker
Brian	Jenkins	Buffy	Tyroum
Christopher	Johnson	Eriko	Umana
Lisa	Johnson	Mary	Uschmann
Beth	Jones	Rose Marie	Valentine
Kevin	Jones	Lisa	VanVelzer
Jean	Joseph	Cheryl	Vermilyea
Maria	Kamara	Susan	Vinal
Valerie	Kane	Christine	Vitale
Teresa	Karr	Cynthia	Wagona
Daniel	Kelly	Richard	Walters
Randolph	Kernon, II	Gregg	Weaver
Robert	Kerr	Sheila	Weeks Welch- Martinez
Charlene	Kimberly	Marianne	
Sherry	King	Susan	Welge
Shelley	King	Kym	Wells
Neal	Kjos	Todd	West
Ryan	Koeniger	Laura	White
Nyla	Krabbenhof	Stacey	Wilbur
Stacey	Kraft	Leslie	Williams
Tova	Kristal	Cathy	Willis
Lisa	Kubiak	Billy Joe	Willis
Benjamin	Kurland	Keith	Wilson
Debra	Lair	Jodi	Winderman
William	Langschied	Donna	Wisowaty
Michelle	Lawrence	Mary Jo	Wolcott
Timothy	Lawrence	Debra	Woody

Helaine
Mary
Cathy
Belinda
Kathleen
Mark
Audrey
Richard

Ledany
Leist
Leone
Leung
Leverenz
Levesque
Lewin
Lewis

Steven
Myrna
Amy
Elizabeth
Kathy
Deborah
Ann
Carl
Steve

Wynn
Wynn
Young
Youse
Yuengel
Zech
Zimmerman
Zuiderveen

2012

Jerri
Susan
James
Annie
Maria
Aimee
Reza
Mark
A.
Tania
Tabatha
Elliot
Laurence
Larry
Jody
Cindi
Franklin
Richard
Leon
Wendy
LaKeshia
Brian
Phillip
Kristofer
Lisa
Chad

Adamiec
Ager
Aglar, Jr.
Agner
Albury
Allen
Amini
Anderson
Anderson-
Paul
Archambault
Arnold
Aryeh
Baird
Banks
Barney
Barry
Bassett
Bates
Bauer
Beatty
Bell
Bellantuoni
Bennett
Berntsen
Berthold
Blackard

Jeffrey
Robert
Terrell
Kathleen
Laurie
John
Janet
Margaret
Teri
Jennifer
Jeffrey
Doyle
Glen
Patricia
Blaine
Boyd
Barbara
Vincent
John
Richard
Claude
Damacio
William
Arthur
Diane
Melessia

Lambkin
Lawrence
Leno
Leverenz
Lewis-White
Ley
Lieder
Lightner
Lindgren
Lindley
Lingerfelt
Love
Lowery
Lyden
Lyons
MacDonald
Mallonee
Maniscalco
Mann
Mapes
Mapp
Marquez
Marshall
Martin
McCauley
McGinnis

Edward	Blankenship	Kevin	McMahon
Mary Joy	Bloomer	M. Karen	McNally
Matthew	Blum	Ryan	Michelson
Josef	Bogdan	Marquita	Mihaliak
Alice	Brasier	Kimberly	Milbocker
Dana	Briley	Louis	Milite
Gwen	Brogdon	Margaret	Miller
Brandon	Brown	Deb	Mills
Chris	Brown	Jacqueline	Mitchell
Shannon	Brown	Rusty	Mitchell
Michelle	Brozowski	Lorean	Montgomery
Lois	Butt	Edmond	Morache
Shirley	Cabildo	Alanna	Morgan
Kristen	Canham	Millicent	Morley
Nathan	Carder	Robert	Morris
Linda	Carlson	DeShae	Morse
Ellen	Casey	Stanley	Murdoch
Denise	Chadwick Wright	Catherine	Myers
Margery	Chapman	Darla	Myers
Corita	Childs	Howard	Nason, Jr.
Nancy	Chitwood	Laura	Nelson
Amy	Clemmons	Reece	Nelson
Richard	Clifton	Kathleen	Niedert
Hollie	Coates- Hensley	Melanie	Norman
Monique	Cole	Corazon	Obillo
Michael	Conaway	Linda	Odaynik
Rebecca	Cooley	Sandra	Olshalsky
Todd	Corless	Ronald	Osby
Michelle	Coyne	Peter	Panos
Heather	Craig	Guyna	Parola
Barbara	D'Agostino	Albert	Parton
Kyle	Dahl	Marie	Patrick
Timothy	Dallos	Emma	Perez
Marilyn	Davis	Robert	Perry
Jeffery	Davis	Gary	Peters
Laurie	Davis	Michelle	Peterson
Laura	Decker	Linda	Pickering

Kathy	Delimba	Alyssa	Pischel
Robert	DeMaria	John	Polturanus
Enedina	Diaz	Robert	Post
Fred	DiBartolo	Yvonne	Potter
Angelica	Domingo	Douglas	Powers
Cassandra	Dority	Laura	Preheim
Laurel	Dotas	Dorothy	Price
Allen	Dunlap	Jennifer	Puleo
Glen	Dunlap	Karen	Pulini
Nelson	Duran	Cynthia	Quinlan
David	Echler	Hannelore	Radcliffe
Benjamin	Eddy	Michael	Rajewski
Leilani	Eichman	Lu Ann	Reed
Tyrone	Ellis	Anthony	Restaino
Ryan	Endsley	Amber	Richards
Megan	Engfer	Kathryn	Richardson
Cathy	Engler	Jean	Richert
Thomas	Ensign	Michaele	Rioux
Richard	Failing	Simeon	Robins
Theresa	Felicione	Charles	Robinson
Janine	Finck-Boyle	Margot	Roedel
Amber	Findley	Ann	Rogers
Mark	Finkelstein	Greg	Roof
Nellie	Fogus	Douglas	Russell
Phil	Ford	Loren	Salvietti
Angela	Forsythe	Virginia	Sampson
Lucie	Frahm	Tracey	Sanders
Buffy	Gaither	Benzion	Schachter
Candace	Gautreaux	Susan	Schmitt
Kevin	Gendron	Michael	Schneider
George	Giblin	Peter	Seghi
Marise	Goetzl	Byron	Shakespaere
Steven	Gold	Steven	Sheets
Diane	Goncalves	Harvey	Silberstein
Susan	Grant	Pamela	Sipes
Celia	Grawood-Tomlinson	Amy	Slattery
H. Morris	Graybeal	Laura	Smith

Robin	Green	Brenda	Smith
Paul	Gross	Carolyn	Snedeker
Susan	Grosser	David	Sones
Anna May	Grzeczowski	Jerry	South
Eric	Hadley	Stanley	Spector
Timothy	Hager	Sherri	Spillman
Holly	Hall	Edward	Spitzlberger
Lisa	Hamilton	Erin	Sprando
David	Haneke	Sally	St. Clair
Cheryl	Hankins	David	Standerfer
Kory	Hansen	Barbara	Stinson
Sandra	Hardt	Sherry	Stone
Margaret	Haroff	Ian	Strand
Molli	Harrington	Marcia	Styles
Brian	Hart	Lawrence	Sullivan
Bryan	Hatton	Gaye	Summitt
Sharla	Haugh	Jay	Taub
Marilyn	Heard	James	Taylor
Catherine	Hill	Mary Sue	Thompson
David	Horn	Raymond	Thompson
Akiva	Horowitz	Matthew	Thompson
Peggy	House	Al	Tooks
Margaret	Hubbard	James	Toomey
Amy	Hudson	Mary	Tuberville
Errin	Humphrey	Adam	Utan
Joline	Huren	Celia	Valdomar
Susan	Hurst	Rose Marie	Valentine
Tracy	Imhoff	Misti	Valentino
Michael	Isabella	Ramona	Villaluz
Maradith	Janssen	Krista	Wagner
Joseph	Jarackas	Dixiana	Waite
James	Jarboe	Michael	Walker
Lynnette	Johnson	Debra	Wallace
Jennifer	Johnson	Raymond	Weisgarber
Stanley	Jones	Kymberly	Wells
Linda	Joseph	Todd	West
Gloria	Kaiser	Jalane	White

Penny	Kampeter	Ray	Wilkens
Richard	Katz	Leslie	Williams
Mike	Kerbs	Regina	Williams
Michael	King	Angel	Williams
John	Kirk	Nikki	Williams
Jean	Kirkpatrick	Linda	Williams
Judith	Koczo	Susette	Williamson
Ryan	Koeniger	Keith	Wilson
Lori	Koeppel	Chris	Wolf
Burt	Kohn	Melissa	Wood
Kathryn	Kopsack	Jennifer	Woodward
Betty	Kortman	Rosalind	Wright
Andrew	Krochko	September	Young
Robin	Laaser	Carla	Youngberg
Alan	Laites	Connie	Zamora

Appendix D: College Presidents/Chairs 1963-2012

1961 - 1963	Theodore	Hawkins	- Founder
1961 - 1963	Alton	Barlow	- Founder
1961 - 1963	Rev. Carl	Becker	- Founder
1961 - 1963	Kenneth	Nelson, Jr.	- Founder
1963 - 1966	Theodore	Hawkins	
1966 - 1967	Carl	Becker	
1967 - 1968	Alton	Barlow	
1968 - 1970	Ambrosette	Pflueger	
1970 - 1971	Donovan	Perkins	
1971 - 1972	Eleanor	Baird	
1972 - 1973	Derril	Meyer	
1973 - 1974	Edward	Brody	
1974 - 1976	Gerald	Bishop	
1976 - 1977	Hoyt	Crider	
1977 - 1978	E. B.	Baker	
1978 - 1979	Stuart	Goldberg	
1979 - 1980	Nicholas	Demisay	
1980 - 1981	Dell	Hagan	
1981 - 1982	Andrew	Fennelly	
1982 - 1983	Robert	Schlicht	
1983 - 1984	Dennis	Sullivan	
1984 - 1985	Robert	Siebel	
1985 - 1986	Mardell	Brandt	
1986 - 1987	Mark	Finkelstein	
1987 - 1988	Richard	Thorpe	
1988 - 1989	James	Farley	
1989 - 1990	Kenneth	Ogren	
1990 - 1991	Richard	Fratianne	
1991 - 1992	Jack	Billingsley	
1992 - 1993	Miner	Brown	
1993 - 1994	Sonja	Johnson	
1994 - 1995	Daniel	Farley	
1995 - 1996	Gary	Riffe	
1996 - 1997	Keith	Knapp	
1997 - 1998	Ronald	Klipping	
1998 - 1999	Peter	Marshall	
1999 - 2000	Clay	Crosson	
2000 - 2001	Judith	Passerini	
2001 - 2002	Mary	Paspalas-Lazare	
2002 - 2003	Orlando	Bisbano	
2003 - 2004	Lisa	Poskanzer	
2004 - 2005	Walter	Collins	
2005 - 2006	Sara	Sinclair	
2006 - 2008	Larry	Slatky	
2008 - 2010	Stephen	Esdale	
2010 - 2012	Timothy	Dressman	

Appendix E: Foundation Presidents/Chairs 1981-2002

1981-1983	Mardell	Brandt
1983-1984	Stuart	Kanowitz
1984-1986	Fr.Barnabas	Hunt
1986-1987	Larry	Slatky
1987-1988	Karen	Struve
1988-1990	Sally	Craven
1990-1991	Floyd	Rhoades
1991-1993	James	Knepler
1993-95	Raymond	Rustige
1995-97	Eileen	Jenkins
1997-98	Raymond	Rustige
1998-99	Robert	Heatley
1999-2001	Michael	Reilly
2001-2002	Lisa	Poskanzer

