

# **NCHO**

## **Leadership Manual**

**Approved by membership 8/25/2023**

\*Please know that there are sections that are still to be completed as we make this transition from the NCHO Policybook to the NCHO Leadership Manual. We appreciate your understanding.\*

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# Governing Structure

## Executive Board Responsibilities

- 1) Executive Council Position Expectations
  - a) Fulfill all expectations as outlined in the Constitution and Leadership Manual.
  - b) All executive council members will sign a copy of the job description.
  - c) Each Executive Council member is required to attend 75% of meetings.

## President

- 1) The President shall serve a one year term beginning and ending at the state annual conference. At the end of their term, they will transition into the Past-President role. This individual serves as a voting member of the Executive Council.

## 2) Position Responsibilities

- a) General
  - i) Chair the Executive Council meetings and the Business/State meeting at the state and regional annual conference. This includes preparing the meeting agendas.
  - ii) Oversee the development and implementation of NCHO's strategic plan.
  - iii) Review the operating budget and NCHO investment opportunities with the Business Manager.
  - iv) Review Constitution and Bylaws and Leadership Manual annually.
  - v) Before the end of their term, create a comprehensive transition plan.
  - vi) Perform other duties as necessary.
- b) Serve as the SEAHO Liaison (Effective October 2024)
  - i) Serve as the primary liaison between SEAHO and the state housing officers.
    - (1) Provide updates from SEAHO at your annual state conference.
  - ii) Attend all meetings, training and events requested of the Governing Council. Serve as a member of the SEAHO Governing Council in all its deliberation and decisions; with voting rights.
    - (1) Attend annual conferences and Mid-year meetings.
      - (a) As a member of the Governing Council, you are a voting member on constitutional amendments, SEAHO business and the direction of the organization.
      - (b) Attend the Governing Council meeting prior to the start of the annual conference and the last day of the conference.
      - (c) Attend business meetings and check in SHOs to the business meeting.
  - iii) Utilize a gmail account provided by SEAHO for all communication and document storage.
  - iv) Take an active role in ensuring that each school has a current SHO contact and that information is correct.
  - v) Write and submit semi-annual state transition reports for the Governing Council meeting due at the Mid-year Meeting and the Annual Conference.
  - vi) Solicit feedback from state constituents on issues, and cast a state vote in accordance with that feedback. Serve as the voice of state membership on all SEAHO-related business and services.
  - vii) Encourage volunteerism from state membership in SEAHO Committees and task forces.
  - viii) Participate in monthly/bi-monthly Zoom/Conference calls with the Director of State Representatives and other State Reps.

## President-Elect

- 1) The President-Elect shall serve a one year term beginning and ending at the state annual conference. At the end of their term, they will transition into the President role. This individual serves as a voting member of the Executive Council.
- 2) Position Responsibilities
  - a) General
    - i) Assist with the President with the preparation of the meeting agendas for the Executive Council meetings and the Business/State meeting at the state and regional annual conference.
    - ii) Coordinate efforts to secure conference hosts/sites for the following year. This includes but is not limited to: Annual Conference and RA Drive In.
    - iii) Before the end of their term, create a comprehensive transition plan.
    - iv) Shadow and work closely with the current NCHO President and perform other duties as assigned.
    - v) Perform other duties as necessary.
  - b) Serve as the Nominations/Elections Coordinator
    - i) Notify the body of elections and midterm officer vacancies
    - ii) Solicit candidates for open positions
    - iii) Coordinate the application process
    - iv) Coordinate the election and selection process

## Past President

- 1) The Past President shall serve a one year term beginning and ending at the state annual conference. This individual serves as a voting member of the Executive Council.
- 2) Position Responsibilities
  - a) General
    - i) Assist the President with the preparation of the meeting agendas for the Executive Council meetings and the Business/State meeting at the state and regional annual conference.
    - ii) Before the end of their term, create a comprehensive transition plan.
    - iii) Perform other duties as necessary.
  - b) Annual Awards
    - i) Distribute information regarding the awards during spring, summer and fall.
    - ii) Develop strategies to encourage nominations.
    - iii) Coordinate with the Technology Coordinator to keep updated records of the past conference award winners on the NCHO website.
    - iv) Ensure the NCHO Google Drive has updated records of past award winners for all past conferences.
    - v) Encourage submissions of service awards from each institution.
    - vi) Establish awards deadline. The deadline must be at least one month prior to conference and scholarship awards prior to early- bird registration deadline.
    - vii) Coordinate an Awards Committee. Make sure the number of people serving on the committee equals an odd number so there cannot be a tie in the voting process.
    - viii) Work with the Annual Conference Chair to schedule the presentation of the awards during the conference.

- (1) Write up the presentation with an explanation of the award as well as the background on the award recipient.
- (2) Purchase and print certificates for service awards.
- ix) After the conference, provide the Business Manager, Technology Coordinator, and Communications Coordinator with a list of award/scholarship recipients for the archives. Publish this list in the next issue of *The Nest*.
- x) Make a presentation of NCHO Service Pins to Executive Council members during the conference.
- xi) Oversee the process of creating new awards or renaming of existing awards.
- c) SEAHO (effective October 2024)
  - i) Present SEAHO service awards at the NC state meeting held during the SEAHO annual conference. This may include mailing award certificates for award recipients that are not attending the conference.
- d) Scholarships
  - i) Publish information regarding the scholarships in the summer/early fall in *The Nest* and on the NCHO website.
  - ii) Ensure the details about the various scholarships include an explanation of what the scholarship entails i.e., graduate student registration to the annual conference, etc.
  - iii) Collect scholarship applications and verify that all references and materials are submitted.
  - iv) Scholarship applicants should always register for the conference when they submit scholarship applications. Reimbursement will be made once a scholarship is officially awarded.
  - v) The Awards Committee will review applications and select recipient(s).
  - vi) Inform scholarship recipients of their award in writing.
  - vii) Coordinate with the Business Manager the reimbursement or awarding of the scholarship. Recipients will receive their awards for the NCHO conference from the Business Manager after they arrive at the conference.
  - viii) Work with the Communication Coordinator to highlight the winners of recent scholarships.
  - ix) Work with the Technology Coordinator to highlight the winners on the NCHO website.
  - x) Work with the Professional Development Coordinator to ensure that recipients of scholarships share their experience and learning outcomes with NCHO membership.
- e) Silent Auction
  - i) Work with the Conference Planning committee to oversee the Silent Auction.

## Business Manager

- 1) The Business Manager shall serve a two year term beginning and ending at the state annual conference. This individual serves as a voting member of the Executive Council.
- 2) Position Responsibilities
  - a) General
    - i) Before the end of their term, create a comprehensive transition plan.
    - ii) Perform other duties as necessary.
  - b) Payments & Distributions
    - i) File NCHO tax exempt status, annually. Ensure non-profit tax status stays updated.

- ii) Collect and disburse the funds of the organization as authorized by the Executive Council and approved by the President and/or President-Elect.
- c) Budget
  - i) Create and publish the yearly budget as approved by the Executive Council.
  - ii) Coordinate the budget approval process whereby all organizational entities request monies to support their position during the fiscal year.
  - iii) Publish a yearly expense report broken down by budget categories.
  - iv) Balance the budget monthly.
  - v) Present the financial report to the organization at the business meeting during the annual conference.
- d) Business Meetings
  - i) Keep minutes and reports of all organizational activities including those of the Executive Council. File a copy of all documents for historical purposes.
- e) Annual Conference
  - i) Approval Annual Conference budget and serve as a support for the conference planning committee.

#### Communications Coordinator

- 1) The Communications Coordinator shall serve for two years beginning and ending at the annual conference. This individual serves as a voting member of the Executive Council.
- 2) Position Responsibilities
  - a) General
    - i) Create and implement a communication plan to regularly update NCHO constituents and stakeholders about the ongoing work of NCHO.
    - ii) Before the end of their term, create a comprehensive transition plan.
    - iii) Perform other duties as necessary.
  - b) Newsletter
    - i) Responsible for formatting and publication of the NCHO newsletter called *The Nest*.
    - ii) Select and edit submitted articles to *The Nest* from membership and Executive Council.
    - iii) Publish *The Nest* a minimum of 4 times a year.
    - iv) Develop consistent content for the newsletter.
    - v) Select articles from the newsletter to be submitted to the SEAHQ Report.
    - vi) Work with Technology Coordinator to publish the newsletter on the website.
  - c) Marketing/Social Media
    - i) Manage the Design/Logos for NCHO and accessibility to the Executive Council.
    - ii) Manage social media accounts for NCHO (Instagram, Facebook, LinkedIn, etc.)
    - iii) Advertise for NCHO as an organization, to under-represented/non-represented groups, and the benefits of being an active member.
    - iv) Serve as a resource for other positions on the Executive Council for their marketing/social media needs with special events, etc.
    - v) In addition to the President, serve as the official point-person for NCHO, especially concerning media outlets.
    - vi) Responsible for maintaining pictorial records of NCHO as necessary for marketing efforts in conjunction with the Technology Coordinator.
  - d) Apparel

- i) Assist in the design and creation of NCHO apparel (t-shirts, lapel pins, stickers, etc.).
  - ii) Manage budget provided by Business Manager for apparel.
  - iii) Collaborate with vendors for competitive pricing and quality control of apparel.
  - iv) Implement ordering system and shipment of apparel to membership.
  - v) Provide inventory of apparel to the Executive Council.
- e) SEAHO (effective October 2024)
- i) Collaborate with NCHO President to communicate and publicize SEAHO events and activities to state membership with regularity over the course of the year, ideally every 4-6 weeks or more often as necessary.
  - ii) Solicit and/or promote the following:
    - (1) Submissions for the SEAHO report.

## Technology Coordinator

- 1) The Technology Coordinator shall serve for two years beginning and ending at the annual conference. This individual serves as a voting member of the Executive Council.
- 2) Position Responsibilities
  - a) General
    - i) Stay abreast of current trends in technology in order to advise the Executive Council on the best uses of technology for the organization.
    - ii) Maintain and update the NCHO Membership Directory in coordination with the Membership Coordinator.
    - iii) Make recommendations and suggest policies based on all technology issues.
    - iv) Facilitate pictorial documentation and storage of events and programs in coordination with Communications Coordinator.
    - v) Before the end of their term, create a comprehensive transition plan.
    - vi) Perform other duties as necessary.
  - b) Website Management
    - i) Develop and maintain the organization's web presence, to include hosting, domain registration, and layout/design of the site.
    - ii) Coordinate with members of the Executive Council to post relevant content on the organization's website such as election information, recent and previous award winners, etc.
    - iii) Manage the NCHO website in an inclusive manner (content, connection and access).
  - c) ListServ Management
    - i) Maintain existing list services, including but not limited to the Executive Council Listserv, Small College and University listserv, Graduate Student listserv, HBCU and the NCHO Member Listserv.
  - d) SEAHO (effective October 2024)
    - i) Ensure State Association Page on SEAHO Website is kept up-to-date, working with the webmaster/web team on any changes/edits.

## Assessment Coordinator

- 1) The Assessment Coordinator shall serve for two years beginning and ending at the annual conference. This individual serves as a voting member of the Executive Council.
- 2) Position Responsibilities
  - a) General
    - i) Creation of a Needs Assessment for NCHO, to be distributed as necessary.
    - ii) Coordinate with the Communications Coordinator to regularly update NCHO constituents and stakeholders about the ongoing work related to data gathered by NCHO.
    - iii) Serve as a resource to the Executive Council members for assessment related projects.
    - iv) Work with the Business Manager to keep records of assessed data and provide past information to the Executive Council as requested.
    - v) Oversee in the development of rubrics for assessment tools for on-going and one-time NCHO programs.
    - vi) Periodically submit assessment related content to *The Nest*.
    - vii) Before the end of their team, create a comprehensive transition plan.
    - viii) Perform other duties as necessary.
  - b) Annual Conference
    - i) Oversee assessment of the annual conference, including satisfaction, program offerings, “Best of NCHO” etc., in collaboration with the Professional Development Coordinator and Annual Conference Chair.

## Professional Development Coordinator

- 1) The Professional Development Coordinator shall serve for two years beginning and ending at the annual conference. This individual serves as a voting member of the Executive Council.
- 2) Position Responsibilities
  - a) General
    - i) Manage webinars and online learning opportunities.
    - ii) Coordinate on-going professional development opportunities year round that include topics around multiculturalism, diversity and social justice.
    - iii) Coordinate with the Communications Coordinator to regularly update NCHO constituents and stakeholders about the ongoing work related to professional development.
    - iv) Conduct ongoing needs assessment and evaluation with the Assessment Coordinator related to professional development and identify strategies for improvement.
    - v) Advocate for equitable practices/policies/procedures related to professional development.
    - vi) Before the end of their team, create a comprehensive transition plan.
    - vii) Perform other duties as necessary.
  - b) Professional Development Committee
    - i) Recruit and solicit members to serve on the Professional Development Committee.
    - ii) Convene and chair Professional Development Committee meetings.
    - iii) Develop and manage the Professional Development Committee budget.
    - iv) Integrate professional competencies and standards (ACUHO-I, NASPA, ACPA, CAS) into a comprehensive curriculum for professional development and implement learning strategies to support it.
    - v) Develop resources for housing professionals to address the needs of college campuses.



- vi) Develop and sustain peer mentoring networks across the state.
- c) Conferences, Drive-Ins, and Other Meetings
  - i) Serve in a supporting role to ensure that the sessions offered and topics covered are in alignment with the overall Professional Development outcomes outlined in the NCHO strategic plan.

#### Membership Coordinator

- 1) The Membership Coordinator shall serve for two years beginning and ending at the annual conference. This individual serves as a voting member of the Executive Council.
- 2) Position Responsibilities
  - a) General
    - i) Develop plans to share involvement opportunities with membership in coordination with the Communication Coordinator.
    - ii) Conduct ongoing needs assessment and evaluation with the Assessment Coordinator related to membership involvement and identify strategies for improvement.
    - iii) Recruit colleagues from state institutions previously inactive in NCHO and SEAHO.
    - iv) Before the end of their term, create a comprehensive transition plan.
    - v) Perform other duties as necessary.
  - b) Contact Information
    - i) Assist the Technology Coordinator in maintaining the directory information on NCHO website.
    - ii) Coordinate institutional contacts with the Executive Council.
    - iii) In partnership with the Senior Housing Officer (SHO) representative, take an active role in ensuring that each school has a current SHO contact and that information is correct.
  - c) Membership Committee
    - i) Serve as the chair of the membership committee which aims to increase the diversity of institutional involvement beyond the state conference and connect new members to NCHO.
    - ii) Create and implement the recruitment process for members to join the committee.
    - iii) Collaborate with the Communications Coordinator to market NCHO throughout North Carolina.

#### Annual Conference Coordinator

- 1) The Annual Conference Coordinator shall serve a one year term beginning and ending at the state annual conference. This individual is not a voting member of the Executive Council.
- 2) Position Responsibilities:
  - a) Accountable for facilitating all tasks associated with the annual conference.
  - b) Liaison between annual conference committee and Executive Council.
  - c) Establishes communication and meeting protocols.
  - d) Presents budget to the Executive Board for approval for conference registration rate.
  - e) Ensures the final report is presented to the Executive Council no later than January following the annual conference.
  - f) Work with the Business Manager on the conference budget (revenue, expenditures, etc.).
  - g) Coordinate with the Business Manager to: review/sign contracts, acquire funds for payment of conference expenses, depositing income of various sorts.

- h) Oversee the development of the conference schedule, considering needs and input from the conference planning committee and Executive Council in addition to including diversity, equity, and inclusion programming efforts.
- i) Work with Business Manager to obtain conference insurance.
- j) Serve as primary contact for the conference from the planning stage, through the conference itself, the fulfillment of contracts, and until business is concluded.
- k) Work with the Assessment Coordinator to distribute, collect and tabulate the program and conference evaluations.
- l) Ensure the conference budget is closed out correctly with the Business Manager.
- m) Provide resources to the incoming Annual Conference Coordinator-Select.
- n) Ensure that the "NCHO Best of" session is provided to the Program Chair of SEAHO at their request.
- o) Perform other duties as necessary.

#### Annual Conference Coordinator- Select

- 1) The Annual Conference Coordinator- Select shall serve a one year term beginning and ending at the state annual conference. At the end of their term, they will transition into the Annual Conference Coordinator role. This individual is not a voting member of the Executive Council.
- 2) Position Responsibilities
  - a) Selects members of the annual conference planning committee approximately 12 months prior to the annual conference.
  - b) Shadow the current Annual Conference Coordinator.
  - c) Work closely with the President-Elect regarding the next annual conference location.
  - d) Begins budget development with the Business Manager.
  - e) Submits a budget request approximately 12 months prior to the annual conference.
  - f) Brainstorms theme options with host committee and President-Elect.
  - g) Plans site visits.
  - h) Prepares save the data promo items for the participants and corporate partners for distribution at the annual conference the year before.
  - i) Prepares conference invitation video for presentation at Closing lunch at the previous year's annual conference.
  - j) Perform other duties as necessary.

#### North Carolina Association of Residence Halls (ARHC) Liaison

- 1) The North Carolina Association of Residence Halls (ARHC) Liaison shall serve a two year term starting at the close of the ARHC Annual Conference and ending at the ARHC Annual Conference. This individual shall attend all Executive Council meetings as a voting member. The North Carolina Association of Residence Halls (ARHC) is supported in purpose and effort by the North Carolina Housing Officers.
- 2) Position Responsibilities:
  - a) Attend all State Board of Director (SBD) meetings of ARHC.
  - b) Advises the members of the ARHC State Board of Directors in your capacity as liaison for NCHO and as outlined in the ARHC policies.
  - c) Provide constructive and positive feedback to the State Board of Directors on matters concerning the operational, administrative, and financial functions of ARHC.

- d) Attend all NCHO Executive Committee meetings and report regarding the work and progress of ARHC.
- e) The ARHC Advisor (or his/her appointed representative) shall attend the annual NCHO Conference and present a report to NCHO on all activities and issues pertaining to ARHC.
- f) The ARHC Advisor will make sure that the Director of ARHC invites a member of the NCHO Executive Committee that is not a ARHC participant, to attend the annual ARHC Conference and bring remarks from the NCHO organization.
- g) Act as a liaison/resource to other RHA advisors in the state.
- h) Before the end of their term, create a comprehensive transition plan.
- i) Perform other duties as necessary.

### Senior Housing Officer (SHO) Representative

- 1) The Senior Housing Officer Representative shall serve a two year term beginning and ending at the state annual conference. This individual serves as a voting member of the Executive Council.
- 2) Position Responsibilities
  - a) General
    - i) Provide input and perspectives to the decisions of the NCHO Executive Council as it affects SHOs that work in the area of Student Affairs and Residence Life.
    - ii) Coordinate with the Communications Coordinator to regularly update NCHO constituents and stakeholders about the ongoing work related to the Senior Housing Officers.
    - iii) Conduct ongoing needs assessment and evaluation with the Assessment Coordinator related to Senior Housing Officers and identify strategies for improvement.
    - iv) Advocate for equitable practices/policies/procedures related to Senior Housing Officers.
    - v) Establish and maintain an information and communication network among SHOs that work in the areas of Student Affairs and Residence Life.
    - vi) Explore ways to engage Senior Housing Officers within NCHO professional development opportunities or strategic opportunities.
    - vii) In partnership with the Membership Coordinator, take an active role in ensuring that each school has a current SHO contact and that information is correct.
    - viii) Before the end of their term, create a comprehensive transition plan.
    - ix) Perform other duties as necessary.
  - b) Conference
    - i) Moderate the Senior Housing Officers Meeting and set up opportunities to gather at the annual conference.

### New Professional and Graduate Student (NPGS) Representative

- 1) The New Professional and Graduate Student Representative shall serve a two year term beginning and ending at the state annual conference. This individual serves as a voting member of the Executive Council. When elected, the New Professional and Graduate Student Representative shall be within their first three years of full-time professional employment.
- 2) Position Responsibilities
  - a) General
    - i) Create opportunities for new professionals and graduate students to connect virtually and in-person.

- ii) Coordinate with the Communications Coordinator to regularly update NCHO constituents and stakeholders about the ongoing work related to new professionals and graduate students.
  - iii) Conduct ongoing needs assessment and evaluation with the Assessment Coordinator related to new professionals and graduate students and identify strategies for improvement.
  - iv) Advocate for equitable practices/policies/procedures related to new professionals and graduate students.
  - v) Collaborate with the Professional Development Coordinator to share and provide professional opportunities for new professionals and graduate students.
  - vi) Write articles for *The Nest* related to trends, interests, and needs of new professionals and graduate students.
  - vii) Provide input and perspectives to the decisions of the NCHO Executive Council as it affects new professionals and graduate students.
  - viii) Assist in membership outreach as necessary and encourage new professional and graduate student recognition, award nominations, etc. within the association.
  - ix) Before the end of their term, create a comprehensive transition plan.
  - x) Perform other duties as necessary.
- b) Conference
- i) Facilitate the NPGS social during the annual conference.
  - ii) Assist the Conference Planning team in gathering program proposals from new professionals and graduate students for the annual conference.

### Historically Black College and University (HBCU) Representative

- 1) The Historically Black College and University (HBCU) Representative shall serve a two year term beginning and ending at the state annual conference. This individual serves as a voting member of the Executive Council. This individual must be a member of the association representing an institution identifying themselves as Historically Black College or University.
- 2) Position Responsibilities
  - a) General
    - i) Actively encourage all HBCUs to participate in NCHO activities.
    - ii) Create opportunities for individuals across different HBCU's to connect.
    - iii) Provide input and perspectives to the decisions of the NCHO Executive Council as it affects HBCU's.
    - iv) Coordinate with the Communications Coordinator to regularly update NCHO constituents and stakeholders about the ongoing work related to Historically Black Colleges and Universities.
    - v) Conduct ongoing needs assessment and evaluation with the Assessment Coordinator related to Historically Black Colleges and Universities and identify strategies for improvement.
    - vi) Advocate for equitable practices/policies/procedures related to Historically Black Colleges and Universities.
    - vii) Establish and maintain an information and communication network among HBCU professionals.
    - viii) Submit articles for *The Nest* related to trends, interests, and needs for HBCU Institutions.

- ix) Assist in membership outreach: establish a network, which encourages HBCU participation, professional recognition, award nomination, etc. within the association.
- x) Before the end of their team, create a comprehensive transition plan.
- xi) Perform other duties as necessary.
- b) Conference
  - i) Assist the Conference Planning team in gathering program proposals from HBCUs for presentation at the annual conference.
  - ii) Moderate the HBCU roundtable at the annual conference.
- c) HBCU Drive In
  - i) Plan and execute the HBCU Drive-In.

### Small College and University (SCU) Representative

- 1) The Small College and University (SCU) Representative shall serve a two year term beginning and ending at the state annual conference. This individual serves as a voting member of the Executive Council. This individual must be a member of the association representing an institution identifying themselves as a Small College or University.
- 2) Position Responsibilities
  - a) General
    - i) Actively encourage all member small colleges to be participants in NCHO activities.
    - ii) Assist in membership outreach: establish a network, which encourages small college participation, professional recognition, award nomination, etc. within the association.
    - iii) Submit articles for *The Nest* related to trends, interests, and needs for SCUs.
    - iv) Provide issues and topics concerning small colleges to the Executive Council and general members as appropriate.
    - v) Coordinate with the Communications Coordinator to regularly update NCHO constituents and stakeholders about the ongoing work related to Small Colleges and Universities.
    - vi) Conduct ongoing needs assessment and evaluation with the Assessment Coordinator related to Small Colleges and Universities and identify strategies for improvement.
    - vii) Advocate for equitable practices/policies/procedures related to Small Colleges and Universities.
    - viii) Before the end of their team, create a comprehensive transition plan.
    - ix) Perform other duties as necessary.
  - b) Conference
    - i) Assist the Conference Planning team in gathering program proposals from small colleges for presentation at the annual conference.
    - ii) Moderate the SCU roundtable at the annual conference.

## Operations

### Sample Agendas

#### Executive Council Meeting

- I. Welcome
- II. Call to Order

- III. Attendance
- IV. Approval of Previous Meeting Minutes
- V. Presidential Report Outs
  - A. President
  - B. President-Elect
  - C. Past President
- VI. Standing Reports
  - A. Business Manager
  - B. Communications Coordinator
  - C. Technology Coordinator
  - D. Assessment Coordinator
  - E. Professional Development Coordinator
  - F. Membership Coordinator
  - G. Annual Conference Chair
  - H. ARHC Liaison
  - I. SHO Representative
  - J. NPGS Representative
  - K. HBCU Representative
  - L. SCU Representative
- VII. Lunch
- VIII. New Business
- IX. Plan next meeting
- X. Task Items Prior to Our Next Meeting
- XI. Adjourn

Annual Conference

Website

Ten Year Planning Calendar

Funding and Finances

NCHO Funding

Budgeting Process

Grants

Scholarships

## Awards & Recognition

NCHO Awards and Recognition Guidelines

External Relationships