



ACADEMY OF MEDICAL-SURGICAL NURSES

compassion • commitment • connection

Board of Directors Candidate Handbook

BOD Candidate Handbook

May 15, 2020 3:00 PM - Dec 31, 2022 9:25 PM EDT

Table of Contents

I. Introduction.....	2
II. The Board of Directors.....	3
III. Eligibility and Qualificaitons - All Board Members.....	6
A. Eligibility and Qualificaitons.....	6
B. Board Competencies.....	7
IV. Responsibilities of the Board.....	13
V. Selection Process.....	15
VI. Role Descriptions.....	17
A. Director.....	17
B. Secretary.....	18
C. Treasurer.....	19
D. President-Elect, President, Immediate Past President.....	20
VII. Strategic Plan.....	23
VIII. Policies.....	27
A. 2.3 Board of Directors Governance and Structure.....	27
B. 2.4 Conflict of Interest.....	28
C. 2.5 Board of Directors Role Description.....	31
D. 2.6 Board of Directors Officers Role Description.....	38
E. 3.3 Expense Reimbursement.....	42

Introduction

Serving on the Board of Directors

Participating on the Board of Directors is a very rewarding experience, both professionally and personally. It requires a variety of skills and knowledge about AMSN, MSNCB (our certification partner), medical-surgical nursing, and resource management.

Serving on the BOD requires demonstrated leadership skills and a thorough understanding of AMSN policies and processes. Therefore, every board member is required to have been involved in a national AMSN volunteer unit prior to seeking a board position. If you aspire to lead AMSN as a member of the board of directors, but have not participated in one of our national volunteer units, watch your email for our calls for volunteers and indicate that you would like to be considered for the position.



Please review this manual to learn about what's involved in board service, eligibility requirements, qualifications, and the selection process.

The first step to serving on the board of directors is to understand the criteria for office and the time commitment required. This manual will provide this information and should help you determine if board service is a good fit for you.

If, after reading this manual and careful consideration, you decide that board service is a good fit for you, you will need to follow the hyperlink to the application provided in the Call for Nominations email you received. Please refer to the Selection Process chapter of this manual for more information.

Please don't hesitate to reach out to us, amsn@amsn.org, if you have any questions.

The Board of Directors

What is the Board of Directors?

The Board of Directors (BOD) is the decision-making authority for the organization.

The Board manages the business and affairs of the association and is the official body for determining policy, all financial matters, and strategic direction of AMSN. Operationally, the Board develops, executes, and oversees organizational goals. All directors must understand, uphold, and support the mission, vision, values, bylaws, and policies of AMSN.

The BOD is composed of eight voting and two nonvoting positions. Four of the positions are officers.

1. President (an officer)
2. President-Elect OR Immediate Past President (every other year; an officer)
3. Secretary (an officer)
4. Treasurer (an officer)
5. Directors (4)
6. Chief Executive Officer (ex-officio)
7. Emerging Professional (non-voting)

During the even numbered years (e.g. FY2020) the board includes a President-Elect and there is no Immediate Past President. During the odd numbered years (e.g. FY2021), the board includes an Immediate Past President and there is no President-Elect.

The President Term consists of one year as President-Elect, two years as President, one year as Immediate Past President. The presidential term begins at the conclusion of the annual convention the year the candidate is approved as president-elect. It terminates at the conclusion of the convention four (4) years later when the candidate is Immediate Past President.

All other board terms begin at the conclusion of the annual convention the year the candidate is approved in the position and it terminates at the conclusion of the convention three (3) years later.

What Does a Board Member Do?

One of the questions that frequently comes up during the board nominations is, "what does the AMSN Board of Directors (BOD) do?" Participating on the BOD requires a variety of skills and knowledge about AMSN, medical-surgical nursing and resource management.

BOD members are charged with setting the direction for the association, providing resources, and evaluating outcomes of goals in relation to the values important to the membership (Hnatiuk, 2009). One of the most important activities is supporting members in advancing the practice of medical-surgical nursing.

While the day-to-day financial activities are handled by the national office staff, the AMSN BOD is charged with the overall fiduciary responsibility for the organization. Fiduciary responsibility can be

viewed from a framework of duties owed to the organization. These are identified as the duty of care, the duty of loyalty, and the duty of obedience (Hnatiuk, 2009).

The duty of care involves the committed work of the board members. The BOD works best when all members of the group are active participants and communicate in an open fashion. In other words, the board functions as a team. The open dialogue and engaged discussion, is key to a successful, functional board's work. The BOD makes knowledge-based decisions and supports consensus as a framework for doing the business of AMSN. This type of decision-making and process requires active involvement of each member and commitment to participate.

The duty of loyalty is crucial not only to an effective BOD, but also in maintaining ethical standards for the association. This duty requires members of the BOD to seek the interests of the association over their own. This means members of the BOD must consider personal views as secondary in the decision-making process. This also encompasses the concept of conflict of interest. Every member of the BOD signs a conflict of interest statement annually. The BOD must consider any potential conflicts as discussions and decisions are made.

The final duty is that of *obedience*. Obedience in this setting means acting in accordance with AMSN's mission, vision, policies, and practices (Hnatiuk, 2009). As a member of the BOD, group decisions are made, and the member is duty-bound to support and uphold those decisions. The AMSN board works to make knowledgeable, evidence-based decisions through a consensus-building process. Once a decision is made, all members of the board are in agreement that they will live with and support that decision.

Fiduciary responsibility includes establishment and monitoring of the association's finances. The national staff is essential in assisting the treasurer and the board in creating and maintaining the association's budget. The board evaluates current activities and potential activities for financial risk and benefit to the association. There are times when tough decisions are made to not pursue an existing activity or to decline the opportunity to start something new because it doesn't seem wise from a financial point of view. In volatile economic times, these decisions are critical.

Ensuring the use of AMSN's resources includes working with the members and volunteer groups to achieve strategic plan priorities. The board works with the national office staff to provide services to the members. These activities include: convention and meeting planning, AMSN publications, educational offerings, the AMSN website, Med-Surg Nurses Week, and certification in collaboration with the Medical Surgical Nursing Certification Board (MSNCB).

In setting the direction of the association, the BOD scans the environment for opportunities to lead AMSN into the future and determines the metrics to evaluate outcomes. The board considers current needs and trends in health care and the direction it is to be moving. The board works to consider the organization a year from now, five years from now, and beyond.

As in all plans, it is important for the BOD to continuously evaluate the strategic plan, activities of the association, volunteer unit work and services provided for the members. Volunteer units provide data as action plans are implemented and completed. Liaisons from the BOD serve as a vital link to the volunteer units. Assessment involves tracking the progress toward meeting the objectives of the strategic plan. The AMSN BOD gathers data from the membership through a variety of methods to seek input and determine value satisfaction.

Professional growth and advancing the practice of medical-surgical nursing is an important goal of the BOD. The board works with various volunteer leaders to accomplish this. It is important for the BOD to stay abreast of issues facing the medical-surgical nurse. The BOD gathers information from its members, its leaders, and the national office staff. The board also seeks information and alliances with other nursing- and health-related groups. When necessary, the board responds to issues or makes plans for participation in activities in order to promote and protect the practice of the medical-surgical nurse.

To accomplish the work of the organization, the BOD meets several times a year for face to face meetings (winter, late spring, and during the annual convention). Each member of the board works with various volunteer groups and leaders. The board reports on the activities of the group during monthly virtual meetings. Additionally, there is substantial work done several times per week electronically. Occasionally members of the board are called upon to represent AMSN at national and regional meetings. Key to the role of a board member is the ability to communicate and function in a group setting. The board member must have daily access to email and be functional in electronic forms of communication. While not everyone is a computer expert, the board member must be able to function in that environment.

Is this a big commitment? Sometimes it is. However, the opportunity to meet and collaborate with nurses across multiple geographic areas and practice settings is invaluable. Participating as a member of the BOD strengthens your network and broadens your knowledge of medical-surgical nursing resources. AMSN board members have the rare opportunity to shape the future of the medical-surgical nursing and enhance personal leadership skills. The work of AMSN and the BOD promotes excellence in medical-surgical nursing and has a positive impact on the nursing profession as a whole. This translates to improved patient care and positive outcomes.

(Revised from article written in 2009 by Sandra D. Fights, PhD, RN, CMSRN, CNE)

Reference

Hnatiuk, C.N. (2009). *Mentoring the stars: A program for volunteer board leaders* (2nd ed.). Pitman, NJ: Anthony J. Jannetti, Inc.

Eligibility and Qualifications – All Board Members

Who Can Serve on the Board?

AMSN members in good standing who meet the eligibility requirements may apply to serve on the BOD. Members of the AMSN BOD are self-nominated and applicants are vetted and selected by the Nominating Committee. Not every member who applies for the board of directors is selected to serve. The call for nominations is issued in the spring annually.

Estimated Time Commitment

Board service requires a time commitment that must be seriously considered. The times shown below are an estimate and can vary depending on the time of the year and the current nursing practice environment.

- Directors: 4 hours per week.
- Treasurer & Secretary: 4-6 hours per week.
- Presidential Positions: 12 hours per week.

Eligibility Requirements

All members of the BOD must meet the following eligibility requirements:

- Full member of AMSN in good standing.
- A minimum of 3 years of experience in the field of medical-surgical nursing practice.
- Minimum of 1 year in a volunteer position in AMSN and contributed in a positive way to the completion and outcome of the group's work.
- Ability and willingness to commit the necessary time to both preparation and travel for projects and meetings related to AMSN activities.
- Free of commitment to an AMSN position (other than the BOD) and to any position/s with any other organization which may present a real or perceived conflict at the time the AMSN office would be assumed.
- Demonstrated clear, concise writing and oral communication skills.
- Team Player.
- Flexibility to meet deadlines as they arise.
- Competent computer skills (i.e. email, software, Internet, webinars).
- CMSRN preferred.
- One year experience in a leadership/management position preferred.
- Publishing experience preferred (i.e. newsletters, journals, chapters, books).
- Presentation experience/public speaking skills preferred (national, regional, local).
- Experience with strategic planning preferred.
- Possess the competencies and exhibit the critical behaviors as stated in the AMSN Board Competencies.

Additional Requirements

The Officers of the AMSN Board of Directors must also meet the additional requirements outlined in the respective role descriptions.

Board Competencies

All board members are subject to the Universal Competencies explained below. It is desirable that the Essential Collective Competencies be held by one or more board members. The Nominating Committee considers the following competencies in the candidate evaluation process.

UNIVERSAL COMPETENCIES (Required for all board members)	DEFINITION/CRITICAL BEHAVIORS
1. Strategic Thinking and Strategic Planning	<p>The ability to be future thinking and formulate a vision of what the organization should look like and how to get there within a changing environment.</p> <ul style="list-style-type: none"> • Participates in strategic thinking by using insight and experience/expertise to develop unique opportunities that create value for members and the organization. • Demonstrates knowledge and understanding of the key internal and external factors shaping the future of medical-surgical nursing practice, certification, education and research. • Articulates legislative and regulatory changes that effect nursing practice and health care delivery. • Sets strategic priorities that position the organization for long-term success. • Aligns strategies with resource allocation. • Supports the strategic plan and uses it as a blueprint for the organization's work. • Communicates the strategic direction/plan to AMSN members and other stakeholders. • Demonstrates confidence in the benefits of change and provides direction for overcoming resistance to change. • Performs environmental scan as necessary to ensure that AMSN remains at the forefront of Medical-Surgical nursing practice • Continually reevaluates strategic initiatives and objectives within the context of the environment
2. Governance	<p>The ability to align the strategic priorities of AMSN with the needs and values of the medical-surgical nurse and other stakeholders to accomplish the mission of the organization.</p> <ul style="list-style-type: none"> • Demonstrates a commitment to the mission, vision, values, and goals of AMSN. • Demonstrates an understanding of and adheres to AMSN's governance documents, e.g., bylaws, policies, and charters. • Demonstrates an understanding of the needs of the Medical-Surgical nurse, employers, health care consumers, and other stakeholders. • Seeks input from stakeholders and integrates knowledge into promoting membership and certification.

UNIVERSAL COMPETENCIES (Required for all board members)	DEFINITION/CRITICAL BEHAVIORS
	<ul style="list-style-type: none"> Engages in activities to promote AMSN and Medical-Surgical nursing as a specialty Serves as an advocate for the Medical-Surgical nurse in all areas of the health care environment.
3. Decision Making	<p>The ability to use a systematic approach to reach a decision using both critical and creative thinking.</p> <ul style="list-style-type: none"> Incorporates a strategic approach to decision making. Understands the various types of decision making and the benefits/limitations of each. Recognizes and respects the contributions of all members of the group. Able to synthesize diverse elements to reach a conclusion. Demonstrates an understanding of the importance of using data, information and insight for knowledge-based decision making. Embraces the concept of decision by consensus to foster collaboration and “whole group thinking”. Shares responsibility for decisions and demonstrates loyalty to Board decisions. Communicates decisions effectively to members, volunteers, and other stakeholders.
4. Financial Literacy and Stewardship	<p>Understands the basic principles of business and finance to allow responsible planning and management of resources.</p> <ul style="list-style-type: none"> Able to read and interpret basic financial reports and budgets. Aligns the allocation of resources with the strategic plan. Influences long-term financial plans to fund organizational growth. Oversees the development of revenue sources and understands their implications. Provides an avenue to share financial information with members/volunteers as needed
5. Effective Communication and Information Management	<p>The ability to clearly and concisely articulate information both orally and in writing to a variety of audiences, and the ability to listen and comprehend in a non-judgmental manner. The capacity to use appropriate tools to facilitate communication.</p> <ul style="list-style-type: none"> Makes clear and convincing oral presentations. Conveys information, ideas, and positions in writing in a clear and organized manner. Adapts communications to the intended audience. Responds to others in a manner that reflects an understanding of the content. Is well prepared for board meetings.

UNIVERSAL COMPETENCIES (Required for all board members)	DEFINITION/CRITICAL BEHAVIORS
	<ul style="list-style-type: none"> • Adds value to the discussion and is able to focus at the governance level of issues. • Uses verbal and non-verbal communication for respectful exchange of information. • Possesses basic computer competency including e-mail, document management, and common word, spreadsheet and presentation programs.
6. Relationship Building	<p>The ability to build trusting, collaborative relationships grounded in mutual respect.</p> <ul style="list-style-type: none"> • Builds and maintains relationships with fellow board members. • Builds and maintains relationships with stakeholders. • Has the ability to relate to a wide range of people and establish mutually beneficial relationships. • Engages in networking behavior at professional meetings and professional or social events. • Builds networks of individuals with similar goals.
7. Coaching/Mentoring/ Team Building	<p>Develops others in a manner that is intentional and utilizes appropriate needs assessments and methods. Able to form and develop high functioning teams to accomplish a set of goals and objectives.</p> <ul style="list-style-type: none"> • Possesses strong interpersonal and leadership skills. • Willing to assist and mentor new board members and other volunteer leaders to learn their role and the culture of the organization. • Articulates the value of succession planning and puts appropriate strategies in place to assure continued maturation of the organization. • Seeks opportunities to develop leadership attributes in others. • Focuses on leading the organization and supports the staff's role in managing it. • Promotes positive working relationships with staff and internal teams. • Demonstrates awareness of how personal behaviors contribute to and effect the team (e.g., preparation for and participation in board meetings, responsibility and accountability for assigned roles/tasks). • Serves as liaison to AMSN Volunteer Units/Task Forces as assigned. Assists group to establish goals, objectives and priorities, and directs communication to/from the board. • Role models leadership behavior and takes responsibility for the success of the group. • Promotes inclusiveness and diversity of ideas; encourages or facilitates conflict resolution. • Builds cooperation and cohesiveness.

UNIVERSAL COMPETENCIES (Required for all board members)	DEFINITION/CRITICAL BEHAVIORS
	<ul style="list-style-type: none"> • Sets realistic expectations and holds team members accountable for results. • Removes or reduces barriers to success. • Fosters creativity as evidenced by team successes.
8. Lifelong Learning	<p>Possesses a curiosity and desire to continually increase knowledge, learn more about issues, and remain current with professional topics.</p> <ul style="list-style-type: none"> • Establishes ongoing processes to gather information. • Shows evidence of scanning written, electronic, and other communication venues for information that may be of use to the organization. • Shares relevant information in a timely manner. • Actively participates in board development activities. • Advocates for adoption of best practice and evidence-based information related to certification, leadership, nursing practice, and other relevant topics.
9. Personal Integrity/Ethics	<p>Possesses personal values that promote ethical behavior to do the right thing.</p> <ul style="list-style-type: none"> • Uses the organization's core values to guide communication, planning and operations. • Sets aside personal agenda in deference to achieving the greater good. • Declares all potential or actual conflicts of interest. • Demonstrates the courage to act on morals and values even in the face of opposition. • Models ethical practice. • Understands the fiduciary responsibilities of a board and conducts all business in a legal manner. • Maintains confidentiality in the conduct of organizational business. • Demonstrates a value and respect for diversity.

ESSENTIAL COLLECTIVE COMPETENCIES (To be held by one or more board members)	DEFINITION/CRITICAL BEHAVIORS
1. Financial Business Acumen – Treasurer	<p>The ability to develop and monitor budgets, interpret financial statements, and make sound judgments related to financial decisions.</p> <ul style="list-style-type: none"> • Has experience and success in a role with considerable financial responsibility. • Possesses academic and/or continuing education in business and/or finance. • Understands the effects of environmental forces on nonprofit organizational finances. • Demonstrates financial acumen in developing and/or monitoring AMSN budgets and financial reports. • Effectively serves as the link between the board and the financial records/processes.
2. Board/Team Leader - President	<p>The ability to effectively lead the board and the organization to implement its strategic initiatives achieve its strategic goals.</p> <ul style="list-style-type: none"> • Understands board responsibilities in a non-profit situation. • Active participation in and contributions to a board. • Held a leadership position on an organizational board or committee. • Effectively serves as a leadership role model and resource for other board members.

Resources for Board Competencies/Evaluation (MSNCB)

1. (2014, April 16). Board Recruitment. *Webinar*. Lecture conducted from American Board of Nursing Specialties.
2. (2014, June 25). Board Evaluation. *Webinar*. Lecture conducted from the American Board of Nursing Specialties.
3. American Organization of Nurse Executives. (n.d.). *The AONE nurse executive competencies*. Retrieved from: http://www.aone.org/resources/leadership%20tools/PDFs/AONE_NEC.pdf.
4. Bader, B. (2014, July 1). Board Development: A Marathon, Not a Sprint. *Great Boards Newsletter*, 2, 5-7. Retrieved June 30, 2014 from <http://www.greatboards.org/newsletter/2014/greatboards-newsletter-summer-2014.pdf>.
5. Behan, B. (Director) (2009, August 25). Best Practices in Board Evaluation and Individual Director Evaluation. *On-line*. Lecture conducted from, St John's Newfoundland. Retrieved June 24, 2014 from: <http://www.slideshare.net/BoardAdvisor/best-practices-in-board-evaluation-and-director-evaluation>.
6. Board Development. (n.d.). Retrieved June 20, 2014, from <http://www.nonprofitexpert.com/board-development/>.
7. Board practices that separate the best from the rest. (2012) Great Boards Newsletter. Scottsdale, Az. Bader. Spring 2012. Retrieved from: <http://www.greatboards.org/newsletter/2012/board-practices-spring12.pdf>

8. Competency based succession planning. (November 18, 2010). Great Boards Newsletter. Scottsdale, AZ: Bader and Associates. November 18, 2010. Retrieved from: [http://www.greatboards.org/newsletter/2010/Succession Planning for Board Members.pdf](http://www.greatboards.org/newsletter/2010/Succession%20Planning%20for%20Board%20Members.pdf)
9. Coerver, H., & Beyes, M. (2011). *Race for relevance: 5 radical changes for associations*. Washington, DC: ASAE Association Management Press.
10. Fram, E. (n.d.). Once Again: How Should Nonprofits Conduct Board Evaluations?. Retrieved June 15, 2014, from <http://non-profit-management-dr-fram.com/2013/02/06/once-again-how-should-nonprofits-conduct-board-evaluations/>.
11. Gazley, B. (2014). Peak Performance. *Associations Now*, 52-57. Retrieved from <http://www.asaecenter.org/Resources/ANowDetail.cfm?ItemNumber=570510>
12. Hay Group. (n.d.). *Emotional competence inventory: Guide to the concepts and feedback report*. Retrieved from <http://www.b-coach.com/pay/ECI/ecibroc4blank.pdf>
13. McDonell, L. (n.d.). *Building a capable not-for-profit board*. Retrieved from <http://www.csae.com/Resources/ArticlesTools/View/ArticleId/117/Building-a-Capable-Not-for-Profit-Board>.
14. Nowicki-Hnatiuk, C. (2009). *Mentoring the stars: A program for volunteer leaders*. (2nd ed.). Pitman, NJ: Anthony J. Jannetti, Inc.
15. Ontario Hospital Association. (n.d.). *Board of directors' competency matrix*. Retrieved from <http://www.oha.com/AboutUs/CaseforChange/Pages/BoardofDirectors'CompetencyMatrix.aspx>
16. Performance Rating Scale. (n.d.). . Retrieved March 1, 2014, from <http://hrweb.berkeley.edu/performance-management/tools/rating-scale>
17. Reading the scale: a 5-point system is best for performance reviews. (n.d.). . Retrieved February 1, 2014, from <http://blog.bloomware.com/2010/07/07/reading-the-scale-a-5-point-system-is-best-for-performance-reviews/>

Compiled By Patricia Kurz for MSNCB, July 2014

Revised for AMSN: December 2016

Approved: December 2016

Implemented: June 2017

Responsibilities of the Board of Directors

The duties of ALL members of the Board of Directors involve both strategic and operational responsibilities. The Officers of the AMSN Board of Directors have additional responsibilities outlined in the respective role descriptions.

Strategic

The ability to provide strategic direction to the association is critical. These responsibilities include:

- Understand, uphold, and support the philosophy, mission, objectives, and policies of AMSN.
- Direct the business and financial affairs of AMSN.
- Fulfill fiduciary responsibility as an AMSN Board member.
- Establish administrative policies.
- Authorize the formulating and awarding of all contracts.
- Fill all vacancies of the Board of Directors as specified by the Bylaws.
- Promote organizational growth and vibrancy.
- Set direction for the organization through strategic thinking and knowledge-based decisions.
- Support and facilitate the fulfillment of the strategic plan.
- Support the growth of certification through MSNCB.
- Attends meetings as requested and pertinent as learning experiences.

Operations

Each board member also provides operational direction and is expected to adhere to the following:

- Review, evaluate, and respond to all material presented to the Board of Directors in a timely manner, within 3 days of receipt of communication.
- Serve as liaison to AMSN Volunteer Units as assigned.
- Fulfill the Board Liaison role by supporting, providing direction and communication between the Board of Directors and Volunteer Units (VU) as assigned.
- Communicate with VU Chair on a regular basis.
- Provide VU with guidance and direction for projects and action plans as needed and requested.
- Review role descriptions of office and assigned VUs annually and propose changes to the Board of Directors.
- Evaluate the AMSN VU.
- Mentor and support newly appointed Directors to the duties and responsibilities of the role as assigned.
- Prepare agenda items to be presented for discussion or action at board meetings.
- Approve minutes of Board of Directors and Annual Membership meetings.
- Assume responsibilities delegated by the President or Board of Directors.

Meeting Expectations

All members of the board are expected to attend the following meetings. Additional meetings are required in the Presidential Roles, as outlined in the Presidential Role Description.

- Attend all on site BOD meetings, approx. 3 per year (Winter: February or March; Spring: May or June; the day before and the last day of the annual convention). The Winter and Spring meetings are 2-3 days plus travel.

- Attend the AMSN annual convention (5 days plus travel in September or October)
- Attend all conference call meetings, approx. 1 per month (1 – 1.5 hours per meeting).
- Attend the Nurse In Washington Internship (NIWI) during the first year of board service, March (4 days plus travel).

Expense Reimbursement

All members of the Board of Directors shall be reimbursed as follows:

- Expenses for board related activities shall be reimbursed according to Policy 3.3.

Selection Process

Role of the Nominating Committee

The Nominating Committee is the volunteer unit appointed to select the most qualified candidates for the AMSN board. AMSN is most fortunate to have many members who meet the criteria for office and wish to contribute their time, expertise and experience to the benefit of the association and professional nursing. Thus, the selection process is challenging.

Board members are selected based on the following:

- Position Role Description
- Objective assessment of the materials submitted by the nominee
- Telephone interview with members of the Nominating Committee
- Input from additional sources (i.e. references provided by the nominee and those who have served with the nominee within the association)

The goal of this process is to place the best candidate on the board who will serve AMSN faithfully by representing the membership in improving patient care and in advocating, promoting and advancing the specialty of medical-surgical nursing.

The Application

Any member meeting the qualification to serve on the board of directors may apply. Applications are accepted in the spring annual during an announced timeframe. Submissions received after the application deadline will not be considered.

When you follow the hyperlink provided in the Call for Nominations email, you will be taken to another page where you will be asked to create a user account and then apply. You will be able to return at any time to track your application or apply for other opportunities. Links to the applications will be active during the nomination period only.

The Nomination Application consists of the following components:

- Biographical Information
- Qualifications
- Employer Information
- Presentation Experience
- Publications
- Professional Associations (other than AMSN)
- References
- Conflict of Interest Statement

If selected for the board, you will be required to sign the following agreements:

- Confidentiality Agreement
- Code of Conduct Agreement
- Intellectual Property Agreement

- Statement of Understanding
- CV or Resume appropriate for the position of interest
- A current photo of yourself (professional appearance)

Director Role Description

Directors shall serve as Directors of the general membership and Board of Directors. Directors shall perform such duties as assigned by the Bylaws and by the Board of Directors.

Tenure

Directors serve staggered three-year terms. Terms begin at the conclusion of the annual convention the year the candidate is approved as director and terminates at the conclusion of the convention three (3) years later

Qualifications

In addition to the responsibilities outlined in Authority and Responsibilities, directors are also responsible to:

1. Maintain active AMSN membership.

Responsibilities

There are no additional responsibilities to those outlined in Authority and Responsibilities

Meeting Expectations

In addition to the meetings outlined in Responsibilities of the Board, Directors may be asked to attend other meetings as requested and approved.

Secretary Role Description

The **Secretary** shall serve as Secretary of the general membership and Board of Directors, and duly record the minutes of all membership and Board meetings. The Secretary shall perform such other duties as assigned by the Bylaws and by the Board of Directors.

Tenure

The Secretary serves a three-year term. The term begins at the conclusion of the annual convention the year the candidate is approved as secretary and terminates at the conclusion of the convention three (3) years later

Qualifications

In order to serve as AMSN Secretary, the candidate must meet the qualifications outlined in Eligibility and Qualifications – All Board Members as well as those of outlined below:

1. Maintain active AMSN membership.
2. Effective writing skills.
3. Proficiency using word processing software (i.e. MS Word).
4. Experience recording meeting minutes, preferred.

Responsibilities

In addition to the responsibilities outlined in Authority and Responsibilities, the secretary is also responsible to:

1. Records the minutes of all Board of Directors' meetings, and others as requested. The minutes will reflect time, place, dates, attendance, call to order, agenda items, adjournment, and actions taken.
2. Briefly Summarizes minutes of face-to-face BOD meetings for publication to the membership.
3. Devotes approximately 2 hours per month for meeting minutes preparation. More time is allotted following face-to-face board meetings (February/March, May/June, September/October)

Meeting Expectations

In addition to the meetings outlined in Responsibilities of the Board, the Secretary may be asked to attend other meetings as requested and approved.

Treasurer Role Description

The **Treasurer** shall monitor, record, and report all monies, securities, and other financial assets of AMSN subject to the direction of the Board of Directors. The Treasurer shall perform such other duties as are assigned by these Bylaws and by the Board of Directors.

Tenure

The Treasurer serves a three-year term. The term begins at the conclusion of the annual convention the year the candidate is approved as treasurer and terminates at the conclusion of the convention three (3) years later

Qualifications

In order to serve as AMSN Treasurer, the candidate must meet the qualifications outlined in Eligibility and Qualifications – All Board Members as well as those of outlined below:

1. Maintain active AMSN membership.
2. Ability to read and analyze a budget preferred.
3. Ability to read and interpret investment reports preferred.
4. Proficiency using accounting software (i.e. MS Excel).
5. Strong people skills to work in collaboration with accountants and investment advisors.
6. Presentation experience/public speaking skills. .

Responsibilities

In addition to the responsibilities outlined in Authority and Responsibilities, the treasurer is also responsible to:

1. Submit and present annual financial report to the membership.
2. Supervise sound fiscal management of AMSN.
 - a. Assist in preparation of annual budget.
 - b. Review all financial reports and long-range financial planning.
 - c. Approve and monitors monies and investment program.
 - d. Recommend changes in fiscal policy.
3. Implement fiscal policy based on the approved balanced budget.
4. Monitor and sign all checks submitted by the Management Firm.
5. Devote approximately 3 hours per month to review financial reports. More time is allotted during the months when the budgets are being prepared (January and May)

Meeting Expectations

In addition to the meetings outlined in Responsibilities of the Board, the Treasurer may be asked to attend other meetings as requested and approved.

Presidential Role Descriptions

The Presidential Term consists of one year as President-Elect, then two years as President, followed one year as Immediate Past President. The candidate selected as President-Elect will serve a total of four years in the Presidential role. The presidential term begins at the conclusion of the annual convention the year the candidate is approved as president-elect. It terminates at the conclusion of the convention four (4) years later after the candidate has served as Immediate Past President.

Tenure

President-Elect,

Serves one year as President-Elect.

President

Serves two years, immediately following term as President-Elect.

Immediate Past President

Serves one year, immediately following the term as President

Qualifications – President-Elect, President, Immediate Past President

In order to serve as AMSN President, the candidate must meet the qualifications outlined in Eligibility and Qualifications – All Board Members as well as those of described, below.

1. Maintain active AMSN membership.
2. The President-Elect must have held a previous position on the AMSN Board of Directors within the last three (3) years.
3. Publishing experience (i.e. newsletters, journals, chapters, books).
4. Presentation experience/public speaking skills (national, regional, local).
5. Ability and willingness to commit the necessary time to both preparation and travel for projects and meetings related to AMSN activities (approx. 10-12 hours per week)

President-Elect Responsibilities

The **President-Elect** shall primarily orient to the role and function of the President. The President-Elect shall perform all the duties of the President in the absence of the President. The President-Elect shall perform such other duties as assigned by the Bylaws or the Board of Directors

Responsibilities

1. Orients to the office of President.
2. Assumes the role of President in his/her absence.

Meetings

- Nursing Organizations Alliance (NOA) (Usually Thursday-Saturday the week prior to Thanksgiving)
- Executive Team Conference Calls as scheduled. (Usually every-other week, 1 hour for call plus prep and followup)
- Nurse in Washington Internship (NIWI) 20 days + travel, usually in March. NIWI typically

- begins on Sunday at noon and concludes on Tuesday with a closing reception at 5pm.)
- American Society of Association Executives (ASAE) CEO Symposium (determined by the P-E & CEO. Usually 2 days + travel)
- Nursing Organizations Alliance (NOA) (Usually Thursday-Saturday the week prior to Thanksgiving)
- Executive Team Conference Calls as scheduled. (Usually every-other week, 1 hour for call plus prep and followup)

President Responsibilities

The **President** shall be the Chief Volunteer Officer of the organization and shall preside at all meetings of the general membership and the Board. The President shall apprise the general membership on subjects pertaining to the purpose and goals of AMSN. The President shall be an ex officio member of all VU. The President shall perform such other duties as assigned by the Bylaws.

Responsibilities

1. Serves as the Chairperson of Board of Directors.
2. Directs strategic planning and direction.
3. Upholds and enforces bylaws and policies.
4. Handles negotiations between AMSN and the Management Firm. Executes and signs the management firm agreement.
5. Coordinates and contributes to the work of AMSN
 - a. Serves as Chairperson of membership meetings.
 - b. Serves as advisor and an ex-officio member to all Volunteer Units.
 - c. Appoints chairpersons of Volunteer Units as needed and approved by the Board of Directors.
 - d. Represents or appoints a representative of AMSN to other related organizations.
6. Oversees the totality of AMSN.
 - a. Coordinates function of the Board of Directors, Volunteer Units, Consultants, Contracted Employees, and Executive Staff.
 - b. Prioritizes activities of the Board of Directors.
 - c. Evaluates current trends and needs of AMSN with respect to growth, organizational structure, level of volunteerism and apprises the Board of same.
 - d. Directs focus of the Strategic Plan including action plans with assistance of the Board of Directors and Staff.
 - e. Recommends/directs needed changes in policy and role descriptions.
 - f. Serves as an ex officio member of all VUs.
 - g. Assures investigation of complaints from membership and volunteers. Recommends action.
7. Submits a column for each issue of *MEDSURG Nursing Journal* (750-1,000 words)
8. Coordinates and presents the Management Firm evaluation to the Management Firm and the Board of Directors.
9. Serves as an ex-officio member of the Medical-Surgical Nursing Certification Board.
10. Orients the President-Elect

Meetings

- Nursing Organizations Alliance (NOA) (Usually Thursday-Saturday the week prior to

- Thanksgiving)
- Executive Team Conference Calls as scheduled. (Usually every-other week, 1 hour for call plus prep and followup)
- Nursing Organizations Alliance (NOA) (Usually Thursday-Saturday the week prior to Thanksgiving)
- Executive Team Conference Calls as scheduled. (Usually every-other week, 1 hour for call plus prep and followup)
- Medical-Surgical Nursing Certification Board (MSNCB) of Directors (2 per year. One is during the annual convention and the other is in February or March, 2 days + travel).
- MEDSURG Nursing Journal Editorial Board (1, during the annual convention)
- ANA Organizational Affiliate Meeting. President may designate another representative. (June or July, 2.5 days + travel).

Immediate Past President Responsibilities

The **Immediate Past President** shall perform all the duties of the President in the absence of the President. The Immediate Past President shall perform such other duties as assigned by the bylaws and by the Board of Directors.

Responsibilities

1. Assumes the role of President in his/her absence.

Meetings

- Nursing Organizations Alliance (NOA) (Usually Thursday-Saturday the week prior to Thanksgiving)
- Executive Team Conference Calls as scheduled. (Usually every-other week, 1 hour for call plus prep and followup)
- Nursing Organizations Alliance (NOA) (Usually Thursday-Saturday the week prior to Thanksgiving)
- Executive Team Conference Calls as scheduled. (Usually every-other week, 1 hour for call plus prep and follow up)

Expense Reimbursement

In addition to the Expenses outlined in Responsibilities of the Board, the President-Elect, President, and Immediate-Past President are eligible for:

- A total of \$12,000 for use during the four (4) years of the presidential term.
Payable in quarterly installments of \$750 on the first business day of the new quarter for the previous quarter, e.g. April for 1Q; July for 2Q; October for 3Q; January for 4Q. A list of purchases is to be provided each quarter.

Academy of Medical-Surgical Nurses Strategic Plan

Goal 1: Healthy Practice Environment (HPE)

AMSN will support medical-surgical nurses in navigating the changing environment and enhancing their physical, psychological and emotional wellbeing.

Commentary: This is important because so many members described complex demands of their work lives and the scope of medical-surgical nursing has been expanding.

M-S nurses will need to understand the issues better. AMSN can provide a forum for listening and resources such as information, criteria, scientific evidence, awards, education and perhaps consultation. We may be able to collaborate with other professional organizations regarding practice environment issues (i.e. AACN, AONE, ONS, RWJF, J&J).

Many quality-oriented hospitals are already pursuing healthy practice environments. AMSN can fill this need for smaller hospitals and institutions. Our approach has to be global in scope and not organization specific because AMSN cannot give nurses resources such as money or people. But we can use all our available channels to inform them with evidence about practice environment issues.

This is a critical issue for our membership. We can get rank and file members to participate in the development of strategies and implementation. The board is particularly interested in empowering clinical nurses to lead in healthy practice environment advocacy. AMSN also needs a strong and concise position statement on healthy practice environments consistent with the new values statement and proposed AMSN leadership and influence agenda.

Adequate staffing is an essential element of a healthy practice environment. Many members don't understand the difference between acuity vs. ratio based staffing. Nurses need to take ownership of staffing and learn how to speak up and effectively contribute to leadership meetings about staffing.

Objectives	Strategies
1. Increase awareness and knowledge of the importance of healthy practice environments and the factors that influence healthy practice environments.	<ul style="list-style-type: none"> A. Define a healthy practice environment and its contributing factors for medical-surgical nurses B. Identify AMSN's priority areas for healthy practice environment initiatives C. Develop/provide resources for nurses that promote an optimal healthy practice environment D. Provide the tools for nurses to develop skills such as resilience and self-care
2. Advocate for healthy practice environments for med-surg nurses and recognize employers that promote healthy practice environments.	<ul style="list-style-type: none"> A. Educate employers on the factors that exemplary M-S units use to demonstrate a commitment to healthy practice environments B. Develop and implement ways to recognize healthy practice environments in medical-surgical nursing units.

Academy of Medical-Surgical Nurses Strategic Plan

Goal 2: Professional Development

AMSN will be the leader in professional development and growth for medical-surgical nurses.

Commentary: Professional growth provides future leaders to the profession and AMSN, and results in better patient outcomes. Professional growth is our service line and it provides community and networking. We want medical-surgical nurses recognized as the experts. They will be empowered and confident. Professional growth will improve the health of the practice environment. AMSN will address medical-surgical nurses at all levels of experience and education. The AMSN board believes professional development includes clinical, leadership, and research education that contributes to continuous growth and lifelong learning. This is a nurse-focused goal. AMSN will provide professional development resources to support nurses in attaining this goal.

AMSN has been strong in certification preparation. Members are now very interested in more online continuing education to supplement the convention and face-to-face learning. AMSN would like to offer just-in-time learning and one-click away resources. AMSN can get quick results on this goal by purchasing existing resources and linking to the practice guidelines and resources other specialty nursing organizations offer. Likewise, the new mentoring program will be built upon the foundation and learning from the AMSN N3 program.

Objectives	Strategies
1. Support the professional development of the med-surg nurse across the career continuum	<ul style="list-style-type: none">A. Increase and promote professional educational resources for RNs at all career levelsB. Expand scholarship, grant and award opportunities to increase participation in professional developmentC. Develop and implement new programs to promote career growth and progression for med-surg nurses
2. Increase knowledge, participation and integration of EBP among med-surg nurses	<ul style="list-style-type: none">A. Identify challenges M-S nurses face related to participating in and utilizing EBPB. Promote the use of evidence-based practice by med-surg nurses

Academy of Medical-Surgical Nurses Strategic Plan

Goal 3: Leadership and Influence

AMSN will provide the expertise to stakeholders for all matters concerning medical-surgical nursing.

Commentary: Commentary: As the future of nursing is contemplated, it is imperative that medical-surgical nurses advocate for a clear path to eliminate health disparities, improve social determinants of health, support safe staffing, champion nursing education legislation, and engage clinical staff in the development and use of technology.

The World Health Organization has identified the need for healthcare professionals to work collaboratively as members of the healthcare team as being essential for the delivery of effective healthcare (WHO, 2010). AMSN will continue to establish relationships with mission-similar organizations and define the goals of these relationships. AMSN will partner with organizations at the local, state and national levels to influence decision-making when medical-surgical nursing is involved. An integral part of this goal is to form strong alliances with relevant stakeholders and engage in influential healthcare policy discussions that positively impact medical-surgical nursing care delivery across practice settings.

Healthcare evolves quickly politically, economically, and socially, however, it can look very different in practice settings in various areas of the United States and across the world. In order to prepare the medical-surgical nurse to lead the change and advance the care of the adult population, the AMSN board of directors adopted the following objectives.

Objectives	Strategies
1. Increase the visibility and awareness of AMSN as the expert on medical-surgical nursing	A. Establish AMSN as the resource for med-surg nursing data. B. Articulate and promote the value of the med-surg nurse to all stakeholders. C. Participate in strategic alliances that are consistent with the mission and strategic direction of AMSN.
2. AMSN will advocate for medical-surgical nurses in all relevant policy arenas	A. Develop our legislative advocacy capabilities and grow policy leadership. B. Continuously monitor the legislative arena to ensure AMSN's ability to respond to areas relevant to its policy agenda
3. Lead research efforts for the med-surg nursing community	A. Develop research priority agenda (see AACN research section for an example) B. Develop the research infrastructure to support AMSN's research priority agenda

Academy of Medical-Surgical Nurses Strategic Plan

Goal 4: Organizational Growth

AMSN's health and continued organizational growth will be advanced through the effective integration of technology, systems and people.

Commentary: This goal blends operations into the strategic plan. Organizational health is an essential component of the strategic plan. Without organizational health, AMSN cannot accomplish any of its other goals. As this goal evolves, it will include the ongoing evaluation of systems and processes. AMSN will need to remain fiscally sound and develop the resources for future opportunities. Recruitment and retention of members is vital to organizational health.

Leadership development and succession planning of the Board of Directors (BOD), Volunteer Unit (VU) chairs and members is essential to promote the organizational health of AMSN. To ensure a high functioning and competent BOD, board competencies and self-evaluation tools are necessary to identify strengths and opportunities for professional and personal development of the current BOD. These competencies and self-evaluation tools will help identify succession planning for future presidents and/or leadership positions within the BOD. Board Liaisons (BL) will work with the VU and identify those individuals that can be mentored for a board position. To help support the growth of VU chairs and members, AMSN will develop advisors (previous BOD/Past Presidents) to serve as mentors. Volunteer Toolkit is utilized in the orientation and continued development of volunteer leaders. The BL role working with VU chair must be strategic and intentional.

Objectives	Strategies
1. Improve member experience and engagement	A. Improve targeted marketing to medical-surgical nurses, industry, and other stakeholders using multiple marketing channels B. Revamp organizational resources to improve the member experience C. Increase member engagement with AMSN and its members D. Increase membership through implementation of acquisition and retention plans
2. Expand non-dues revenue	A. Expand non-dues revenue while bringing products and services of interest to membership
3. Promote value and benefits of member contribution and participation in leadership, committee and volunteer service to AMSN and all nurses	A. Engage current membership to increase volunteer capabilities, opportunities and leadership succession



ACADEMY OF MEDICAL-SURGICAL NURSES

compassion • commitment • connection

Board of Directors – Governance and Structure	Approved: December 2011	Policy: 2.3
---	--------------------------------	--------------------

POLICY

1. The Board of Directors is the governing body of AMSN. It is comprised of the President; President-Elect (every-other year), or Immediate Past-President (every-other year); Secretary; Treasurer; four Directors, and Chief Executive Officer (ex-officio). All officers are charged with the responsibility to represent AMSN, upholding its philosophies, objectives, standards, and policies.
2. The Executive Team includes the President, President-Elect, Immediate-Past President, and Chief Executive Officer. The team functions to manage the association's business between board meetings.
3. The Management Firm, contracted by the AMSN Board of Directors, provides customary association management services to AMSN under the direction of the Board according to the agreement.
4. A meeting of the Board of Directors is any meeting with a quorum of directors participating. These meetings include, but are not limited to, face to face meetings, conference calls, and webinars.
5. All general sessions of the Board of Directors' meetings will be documented.
6. The Board of Directors will meet in Executive Session when a board member so requests and a majority of the board members agree. Participants include the board of directors and guests invited by the Board. Minutes for the supporting information and discussion of the agenda items considered in Executive Session will not appear in the body of the minutes but as an appendix to be viewed by members of the Board of Directors only. Following board approval, this appendix will be filed separately at the National Office as Executive Session Minutes. In the meeting minutes, the agenda items for executive session will be so noted, and any resulting board action in the form of motions or consensus will be reproduced in its entirety.

PROCESS

1. The Board of Directors will meet as deemed appropriate by the President.
2. Any AMSN member in good standing may attend a Board of Directors' meeting with advance notice.
3. The conduct of business will be **by consensus or** in accordance with Robert's Rules of Order.
4. All ~~elected~~ officers, as representatives of the Board of Directors, will uphold all Executive decisions.
5. Decisions made via electronic methodology are documented in the next meeting minutes.
6. A summary of the general board meeting minutes are reported to the membership through standard AMSN communication methodology. Executive Sessions are confidential and may be discussed by the participants of the session only. The secretary documents minutes for the Executive Session, but the session will not be recorded. The minutes can be discussed and acted upon only in executive session.

History			
Origination Date: Oct 1995	Revision Date: Nov 2017	Reviewed Date: Decr 2009	Formerly Policy 1.1 and Policy 1.2 Policy 2.8, 2.10



ACADEMY OF MEDICAL-SURGICAL NURSES

compassion • commitment • connection

AMSUN Policy

TITLE: Conflict of Interest	Approved: November 2016	Policy: 2.4
------------------------------------	-------------------------	--------------------

POLICY

1. This policy applies to individuals acting on behalf of AMSUN, hereafter referred to as AMSUN Participants, including and not limited to the following:

- a. Board of Directors
- b. Candidates for the board of directors
- c. Chairpersons & Co-Chairpersons of Volunteer Units (e.g. committees, task forces)
- d. Coordinators & Associate Coordinators
- e. Editors
- f. Representatives
- g. Ambassadors
- h. CRC Faculty
- i. Senior staff
- j. Independent contractors

AMSUN Participants shall be made aware of the possibility of conflict of interest and comply with this policy.

2. Definition: A conflict of interest exists when an individual is in a position to profit directly or indirectly through application of authority, influence, or knowledge. A conflict of interest also exists if a relative benefits or when the organization is adversely affected in any way.
3. The best interest of the organization as a whole must take precedence over the interest of the individual.
4. The following statements delineate specific aspects of conflict of interest:
 - a. Duality of interest or possible conflict of interest on the part of national AMSUN Participants shall be fully disclosed to AMSUN. This should be done prior to entering into any of the above listed relationships with AMSUN, or prior to the individual entering into any formal/financial relationship with said person, group, or organization.
 - b. A conflict of interest may arise concerning a company in which a member an AMSUN Participants' immediate family is an officer, director, or employee, or in which an AMSUN Participant or a member of his/her immediate family possesses stock or other proprietary interest. When any such conflict arises, disclosure is required by the AMSUN Participant and the AMSUN Participant shall abstain from voting.
 - c. AMSUN Participants or persons acting on behalf of AMSUN shall not take part in any decision of AMSUN in which they have a financial interest unless such participation is authorized by the Board of Directors after full disclosure of the facts.
 - d. Disclosing any information not publicly released or using any information acquired through a position held with AMSUN, for personal profit or gain shall be considered conflict of interest.
 - e. No one shall communicate explicitly or implicitly in the name of AMSUN during non-AMSUN functions or in non-AMSUN publications without the prior approval of the Board of Directors.

- f. Individuals who are engaged to provide services as independent contractors by AMSN shall not be eligible to serve as a voting member on the AMSN Board of Directors for the duration of their contractual agreement.
- g. Any member of the AMSN Board of Directors may not serve on the board of directors, governing body, or the executive committee of any organization that is in conflict with the official mission and positions of AMSN.

PROCESS

1. Disclosure statements shall be completed by all AMSN Participants as follows:
 - a. Potential candidates for national office shall complete the disclosure statement in compliance with the deadline for other candidate materials established by the Nominating Committee. The Nominating Committee chairperson shall review all disclosure statements and forward any disclosed conflict of interest statements to the Board of Directors for action. Conflict of interest on behalf of potential candidates shall be reviewed and resolved prior to the presentation of the slate of candidates to the Board of Directors.
 - b. AMSN Participants shall complete the disclosure statement and submit to AMSN prior to beginning their appointment. These individuals are obligated to disclose to the Board any change during the year that may be a real or potential conflict of interest.
2. Any disclosed potential conflict of interest will be reviewed by an ad hoc committee appointed by the President composed of three members of the AMSN Board of Directors. A decision will be rendered within 30 days and the member and the Board of Directors will receive written notification of the decision.
3. Appeals process: Any member who wishes to appeal a decision of the AMSN Board of Directors relative to conflict of interest in his/her situation may submit an appeal in writing. The appeal must be submitted to the President within two weeks of notification. The President shall appoint a committee of three Board members (two of whom did not participate on the ad hoc committee that ruled on the disclosure) to review the appeal and make recommendations to the Board. The final decision of the Board of Directors will be communicated in writing to the member within 30 days of the receipt of the appeal.
4. If at any time a conflict cannot be resolved by the Board of Directors, the Board may appoint an ad hoc committee of individuals appropriate to the situation to make a recommendation for resolution to the Board.

History			
Origination Date: October 1995	Revision Date:	Reviewed Date: November 2016	Formerly: Policy 2.3

CONFLICT OF INTEREST DISCLOSURE STATEMENT

Valid through December 31, 20__

Name (print): _____

In accordance with the Conflict of Interest Policy adopted by the Board of Directors, it is required for your position in AMSN as _____ that you complete this disclosure statement. This disclosure statement is confidential and will be available only to the AMSN Board of Directors and senior staff. Statements will be kept on file for five years in the AMSN National Office.

☐ **No Conflict**

I, _____, hereby declare that I have read and understand the attached AMSN Conflict of Interest Policy. At this time I do not have any conflict of interest or potential conflict of interest to disclose as delineated in the AMSN Policy. I will update this disclosure statement annually or whenever a potential or real conflict arises.

DATE _____ SIGNATURE _____

☐ **Conflict or Potential Conflict**

I, _____, hereby declare that I have read and understand the attached AMSN Conflict of Interest Policy and hereby disclose the following as conflict of interest or potential conflict of interest in accordance with the policy: (Use additional sheets if necessary.)

DATE _____ SIGNATURE _____



ACADEMY OF MEDICAL-SURGICAL NURSES

compassion • commitment • connection

TITLE: Board of Directors Role Description	Policy: 2.5	Revised: November 2017
---	--------------------	-------------------------------

POLICY

Composition

President (an officer)
President-Elect (every other year; an officer)
Immediate Past President (every other year; an officer)
Secretary (an officer)
Treasurer (an officer)
Directors (4)
Chief Executive Officer (ex-officio)
Emerging Professional (non-voting)

Duties for each of the roles is outlined in the bylaws, this policy, and Role Descriptions – Officers policy.
Ex-officio and non-voting positions are subject to their individual role descriptions.

Qualifications

1. All members of the Board of Directors must meet the following qualifications Full membership of AMSN in good standing
2. A minimum of three (3) year's experience in the field of medical-surgical nursing practice.
3. Minimum of 1 year in a volunteer position on a national AMSN Volunteer Unit (e.g. committee, task force, team) and contributed in a positive way to the completion and outcome of the group's work.
4. Ability and willingness to commit the necessary time to both preparation and travel for projects and meetings related to AMSN activities (approx. 4 hours per week).
5. Free of commitment to an AMSN position (other than the Board of Directors) and to any position/s with any other organization which may present a real or perceived conflict at the time the AMSN office would be assumed.
6. Flexibility to meet deadlines as they arise.
7. CMSRN preferred.
8. One (1) year experience in a leadership/management position preferred.
9. Publishing experience preferred (i.e. newsletters, journals, chapters, books).
10. Presentation experience/public speaking skills preferred (national, regional, local).
11. Possess the competencies and exhibits the critical behaviors as stated in the AMSN Board Competencies (Appendix A)

Officers must also meet the qualifications outlined in Policy 2.6 Officers Role Description.

Authority and Responsibilities

The duties of the Board of Directors:

Strategic

1. Direct the business and financial affairs of AMSN.
2. Fulfill fiduciary responsibility as an AMSN Board member.
3. Establish administrative policies.
4. Authorize the formulating and awarding of all co s.

5. Fill all vacancies of the Board of Directors as specified by the Bylaws.
6. Promote organizational growth and vibrancy.
7. Understand, uphold and support the philosophy, mission, objectives, and policies of AMSN.
8. Set direction for the organization through strategic thinking and knowledge-based decisions.
9. Support and facilitate the fulfillment of the strategic plan.
10. Support the growth of certification through MSNCB.
11. Attends meetings as requested and pertinent as learning experiences.

Operations

1. Maintain active AMSN membership.
2. Review, evaluate, and respond to all material presented to the Board of Directors in a timely manner, within 3 days of receipt of communication.
3. Serve as liaison to AMSN Volunteer Units as assigned.
4. Fulfill the Board Liaison role by supporting, providing direction and communication between the Board of Directors and Volunteer Units (VU) as assigned.
5. Communicate with VU Chair on a regular basis.
6. Provides VU with guidance and direction for projects and action plans as needed and requested.
7. Review role descriptions of office and assigned VUs annually and propose changes to the Board of Directors.
8. Evaluate the AMSN VUs.
9. Mentor and support newly appointed Directors to the duties and responsibilities of the role as assigned.
10. Prepare agenda items to be presented for discussion or action at board meetings.
11. Approve minutes of Board of Directors and Annual Membership meetings.
12. Assume responsibilities delegated by the President or Board of Directors.

Meetings

1. Attend all BOD meetings (approx. 4 per year).
2. Attend the AMSN annual convention.
3. Attend all conference calls (approx. 1 per month).
4. Attend other meetings as requested and approved.

Tenure

1. Appointed for a term as specified in the AMSN bylaws.
2. No individual may serve more than two (2) consecutive terms on the Board of Directors, except for an individual pursuing the position of President-Elect.

Expense Reimbursement

All members of the Board of Directors

1. Expenses for board related activities shall be reimbursed according to Policy 3.3.
2. Up to \$1,000 at beginning of initial term to be used for a mobile electronic device (e.g. iPad tablet computer), if needed.

History			
Origination Date: October 1996	Revision Date: December 2011 November 2017	Review Date: November 2017	Formerly Bylaws Article IV. Section 6. Replaces Policy 10.1, 10.7

Board of Directors Competencies

UNIVERSAL COMPETENCIES (Required for all board members)	DEFINITION/CRITICAL BEHAVIORS
1. Strategic Thinking and Strategic Planning	<p>The ability to be future thinking and formulate a vision of what the organization should look like and how to get there within a changing environment.</p> <ul style="list-style-type: none"> • Participates in strategic thinking by using insight and experience/expertise to develop unique opportunities that create value for members and the organization. • Demonstrates knowledge and understanding of the key internal and external factors shaping the future of medical-surgical nursing practice, certification, education and research. • Articulates legislative and regulatory changes that effect nursing practice and health care delivery. • Sets strategic priorities that position the organization for long-term success. • Aligns strategies with resource allocation. • Supports the strategic plan and uses it as a blueprint for the organization's work. • Communicates the strategic direction/plan to AMSN members and other stakeholders. • Demonstrates confidence in the benefits of change and provides direction for overcoming resistance to change. • Performs environmental scan as necessary to ensure that AMSN remains at the forefront of Medical-Surgical nursing practice • Continually reevaluates strategic initiatives and objectives within the context of the environment
2. Governance	<p>The ability to align the strategic priorities of AMSN with the needs and values of the medical-surgical nurse and other stakeholders to accomplish the mission of the organization.</p> <ul style="list-style-type: none"> • Demonstrates a commitment to the mission, vision, values, and goals of AMSN. • Demonstrates an understanding of and adheres to AMSN's governance documents, e.g., bylaws, policies, and charters. • Demonstrates an understanding of the needs of the Medical-Surgical nurse, employers, health care consumers, and other stakeholders. • Seeks input from stakeholders and integrates knowledge into promoting membership and certification. • Engages in activities to promote AMSN and Medical-Surgical nursing as a specialty • Serves as an advocate for the Medical-Surgical nurse in all areas of the health care environment.
3. Decision Making	<p>The ability to use a systematic approach to reach a decision using both critical and creative thinking.</p> <ul style="list-style-type: none"> • Incorporates a strategic approach to decision making.

Board of Directors Competencies

UNIVERSAL COMPETENCIES (Required for all board members)	DEFINITION/CRITICAL BEHAVIORS
	<ul style="list-style-type: none"> • Understands the various types of decision making and the benefits/limitations of each. • Recognizes and respects the contributions of all members of the group. • Able to synthesize diverse elements to reach a conclusion. • Demonstrates an understanding of the importance of using data, information and insight for knowledge-based decision making. • Embraces the concept of decision by consensus to foster collaboration and “whole group thinking”. • Shares responsibility for decisions and demonstrates loyalty to Board decisions. • Communicates decisions effectively to members, volunteers, and other stakeholders.
4. Financial Literacy and Stewardship	<p>Understands the basic principles of business and finance to allow responsible planning and management of resources.</p> <ul style="list-style-type: none"> • Able to read and interpret basic financial reports and budgets. • Aligns the allocation of resources with the strategic plan. • Influences long-term financial plans to fund organizational growth. • Oversees the development of revenue sources and understands their implications. • Provides an avenue to share financial information with members/volunteers as needed
5. Effective Communication and Information Management	<p>The ability to clearly and concisely articulate information both orally and in writing to a variety of audiences, and the ability to listen and comprehend in a non-judgmental manner. The capacity to use appropriate tools to facilitate communication.</p> <ul style="list-style-type: none"> • Makes clear and convincing oral presentations. • Conveys information, ideas, and positions in writing in a clear and organized manner. • Adapts communications to the intended audience. • Responds to others in a manner that reflects an understanding of the content. • Is well prepared for board meetings. • Adds value to the discussion and is able to focus at the governance level of issues. • Uses verbal and non-verbal communication for respectful exchange of information. • Possesses basic computer competency including e-mail, document management, and common word, spreadsheet and presentation programs.
6. Relationship Building	<p>The ability to build trusting, collaborative relationships grounded in mutual respect.</p> <ul style="list-style-type: none"> • Builds and maintains relationships with fellow board members. • Builds and maintains relationships with stakeholders.

Board of Directors Competencies

UNIVERSAL COMPETENCIES (Required for all board members)	DEFINITION/CRITICAL BEHAVIORS
	<ul style="list-style-type: none"> • Has the ability to relate to a wide range of people and establish mutually beneficial relationships. • Engages in networking behavior at professional meetings and professional or social events. • Builds networks of individuals with similar goals.
7. Coaching/Mentoring/Team Building	<p>Develops others in a manner that is intentional and utilizes appropriate needs assessments and methods. Able to form and develop high functioning teams to accomplish a set of goals and objectives.</p> <ul style="list-style-type: none"> • Possesses strong interpersonal and leadership skills. • Willing to assist and mentor new board members and other volunteer leaders to learn their role and the culture of the organization. • Articulates the value of succession planning and puts appropriate strategies in place to assure continued maturation of the organization. • Seeks opportunities to develop leadership attributes in others. • Focuses on leading the organization and supports the staff's role in managing it. • Promotes positive working relationships with staff and internal teams. • Demonstrates awareness of how personal behaviors contribute to and effect the team (e.g., preparation for and participation in board meetings, responsibility and accountability for assigned roles/tasks). • Serves as liaison to AMSN Volunteer Units/Task Forces as assigned. Assists group to establish goals, objectives and priorities, and directs communication to/from the board. • Role models leadership behavior and takes responsibility for the success of the group. • Promotes inclusiveness and diversity of ideas; encourages or facilitates conflict resolution. • Builds cooperation and cohesiveness. • Sets realistic expectations and holds team members accountable for results. • Removes or reduces barriers to success. • Fosters creativity as evidenced by team successes.
8. Lifelong Learning	<p>Possesses a curiosity and desire to continually increase knowledge, learn more about issues, and remain current with professional topics.</p> <ul style="list-style-type: none"> • Establishes ongoing processes to gather information. • Shows evidence of scanning written, electronic, and other communication venues for information that may be of use to the organization. • Shares relevant information in a timely manner. • Actively participates in board development activities. • Advocates for adoption of best practice and evidence-based information related to certification, leadership, nursing practice, and other relevant topics.

Board of Directors Competencies

UNIVERSAL COMPETENCIES (Required for all board members)	DEFINITION/CRITICAL BEHAVIORS
9. Personal Integrity/Ethics	<p>Possesses personal values that promote ethical behavior to do the right thing.</p> <ul style="list-style-type: none"> • Uses the organization's core values to guide communication, planning and operations. • Sets aside personal agenda in deference to achieving the greater good. • Declares all potential or actual conflicts of interest. • Demonstrates the courage to act on morals and values even in the face of opposition. • Models ethical practice. • Understands the fiduciary responsibilities of a board and conducts all business in a legal manner. • Maintains confidentiality in the conduct of organizational business. • Demonstrates a value and respect for diversity.

ESSENTIAL COLLECTIVE COMPETENCIES (To be held by one or more board members)	DEFINITION/CRITICAL BEHAVIORS
1. Financial Business Acumen – Treasurer	<p>The ability to develop and monitor budgets, interpret financial statements, and make sound judgments related to financial decisions.</p> <ul style="list-style-type: none"> • Has experience and success in a role with considerable financial responsibility. • Possesses academic and/or continuing education in business and/or finance. • Understands the effects of environmental forces on nonprofit organizational finances. • Demonstrates financial acumen in developing and/or monitoring AMSN budgets and financial reports. • Effectively serves as the link between the board and the financial records/processes.
2. Board/Team Leader - President	<p>The ability to effectively lead the board and the organization to implement its strategic initiatives achieve its strategic goals.</p> <ul style="list-style-type: none"> • Understands board responsibilities in a non-profit situation. • Active participation in and contributions to a board. • Held a leadership position on an organizational board or committee. • Effectively serves as a leadership role model and resource for other board members.

Resources for Board Competencies/Evaluation

1. (2014, April 16). Board Recruitment. *Webinar*. Lecture conducted from American Board of Nursing Specialties.
2. (2014, June 25). Board Evaluation. *Webinar*. Lecture conducted from the American Board of Nursing Specialties.

Board of Directors Competencies

3. American Organization of Nurse Executives. (n.d.). *The AONE nurse executive competencies*. Retrieved from: http://www.aone.org/resources/leadership%20tools/PDFs/AONE_NEC.pdf.
4. Bader, B. (2014, July 1). Board Development: A Marathon, Not a Sprint. *Great Boards Newsletter*, 2, 5-7. Retrieved June 30, 2014 from <http://www.greatboards.org/newsletter/2014/greatboards-newsletter-summer-2014.pdf>.
5. Behan, B. (Director) (2009, August 25). Best Practices in Board Evaluation and Individual Director Evaluation. *On-line*. Lecture conducted from, St John's Newfoundland. Retrieved June 24, 2014 from: <http://www.slideshare.net/BoardAdvisor/best-practices-in-board-evaluation-and-director-evaluation>.
6. Board Development. (n.d.). Retrieved June 20, 2014, from <http://www.nonprofitexpert.com/board-development/>.
7. Board practices that separate the best from the rest. (2012) Great Boards Newsletter. Scottsdale, Az. Bader. Spring 2012. Retrieved from: <http://www.greatboards.org/newsletter/2012/board-practices-spring12.pdf>
8. Competency based succession planning. (November 18, 2010). Great Boards Newsletter. Scottsdale, AZ: Bader and Associates. November 18, 2010. Retrieved from: [http://www.greatboards.org/newsletter/2010/Succession Planning for Board Members.pdf](http://www.greatboards.org/newsletter/2010/Succession%20Planning%20for%20Board%20Members.pdf)
9. Coerver, H., & Beyes, M. (2011). *Race for relevance: 5 radical changes for associations*. Washington, DC: ASAE Association Management Press.
10. Fram, E. (n.d.). Once Again: How Should Nonprofits Conduct Board Evaluations?. Retrieved June 15, 2014, from <http://non-profit-management-dr-fram.com/2013/02/06/once-again-how-should-nonprofits-conduct-board-evaluations/>.
11. Gazley, B. (2014). Peak Performance. *Associations Now*, 52-57. Retrieved from <http://www.asaecenter.org/Resources/ANowDetail.cfm?ItemNumber=570510>
12. Hay Group. (n.d.). *Emotional competence inventory: Guide to the concepts and feedback report*. Retrieved from <http://www.b-coach.com/pay/ECI/ecibroc4blank.pdf>
13. McDonell, L. (n.d.). *Building a capable not-for-profit board*. Retrieved from <http://www.csaec.com/Resources/ArticlesTools/View/ArticleId/117/Building-a-Capable-Not-for-Profit-Board>.
14. Nowicki-Hnatiuk, C. (2009). *Mentoring the stars: A program for volunteer leaders*. (2nd ed.). Pitman, NJ: Anthony J. Jannetti, Inc.
15. Ontario Hospital Association. (n.d.). *Board of directors' competency matrix*. Retrieved from <http://www.oha.com/AboutUs/CaseforChange/Pages/BoardofDirectors'CompetencyMatrix.aspx>
16. Performance Rating Scale. (n.d.). Retrieved March 1, 2014, from <http://hrweb.berkeley.edu/performance-management/tools/rating-scale>
17. Reading the scale: a 5-point system is best for performance reviews. (n.d.). Retrieved February 1, 2014, from <http://blog.bloomware.com/2010/07/07/reading-the-scale-a-5-point-system-is-best-for-performance-reviews/>

Compiled By Patricia Kurz for MSNCB, July 2014

Revised for AMSN: December 2016

Approved: December 2016

Implemented: June 2017



ACADEMY OF MEDICAL-SURGICAL NURSES

compassion • commitment • connection

TITLE: Board of Directors Officers Role Description	Revised: November 2017	Policy: 2.6
--	-------------------------------	--------------------

POLICY:

The officers of AMSN are:

- President
- President-Elect (every other year)
- Immediate Past President (every other year)
- Secretary
- Treasurer

Duties for each of the roles is outlined in the bylaws, this policy, and BOD Role Description Policy.

The **President-Elect** shall primarily orient to the role and function of the President. The President-Elect shall perform all the duties of the President in the absence of the President. The President-Elect shall perform such other duties as assigned by the Bylaws or the Board of Directors

The **President** shall be the Chief Volunteer Officer of the organization and shall preside at all meetings of the general membership and the Board. The President shall apprise the general membership on subjects pertaining to the purpose and goals of AMSN. The President shall be an ex officio member of all VU. The President shall perform such other duties as assigned by the Bylaws.

The **Immediate Past President** shall perform all the duties of the President in the absence of the President. The Immediate Past President shall perform such other duties as assigned by the bylaws and by the Board of Directors.

The **Secretary** shall serve as Secretary of the general membership and Board of Directors, and duly record the minutes of all membership and Board meetings. The Secretary shall perform such other duties as assigned by the Bylaws and by the Board of Directors.

The **Treasurer** shall monitor, record, and report all monies, securities, and other financial assets of AMSN subject to the direction of the Board of Directors. The Treasurer shall perform such other duties as are assigned by these Bylaws and by the Board of Directors.

Qualifications

1. Each board officer possesses the competencies and exhibits the critical behaviors as stated in the AMSN Board Competencies (Policy 2.5; Appendix A)
2. Officers of the Board of Directors must also meet the following qualifications:

President-Elect (President/Immediate Past President)

1. The President-Elect must have held a previous position on the AMSN Board of Directors within the last three (3) years.
2. Publishing experience (i.e. newsletters, journals, chapters, books).
3. Presentation experience/public speaking skills (national, regional, local).
4. Ability and willingness to commit the necessary time to both preparation and travel for projects and meetings related to AMSN activities (approx. 10-12 hours per week)

Treasurer

1. Ability to read and analyze a budget preferred.
2. Ability to read and interpret investment reports preferred.
3. Proficiency using accounting software (i.e. MS Excel).
4. Strong people skills to work in collaboration with accountants and investment advisors.
5. Presentation experience/public speaking skills.
6. In addition to other BOD responsibilities, the treasurer devotes 10 hours per month to review financial reports. More time is allotted during the months when the budgets are being prepared (January and May).

Secretary

1. Effective writing skills.
2. Proficiency using word processing software (i.e. MS Word).
3. Experience recording meeting minutes, preferred.
4. In addition to other BOD responsibilities the secretary devotes 2 hours per month for Minutes preparation. More time is allotted following face-to-face board meetings (February/March, May/June, September/October)

Authority and Responsibilities

President-Elect

1. Orients to the office of President.
2. Assumes the role of President in his/her absence.

President:

1. Serves as the Chairperson of Board of Directors.
2. Directs strategic planning and direction.
3. Upholds and enforces bylaws and policies.
4. Handles negotiations between AMSN and the Management Firm. Executes and signs the management firm agreement.
5. Coordinates and contributes to the work of AMSN
 - a. Serves as Chairperson of membership meetings.
 - b. Serves as advisor and an ex-officio member to all Volunteer Units.
 - c. Appoints chairpersons of Volunteer Units as needed and approved by the Board of Directors.
 - d. Represents or appoints a representative of AMSN to other related organizations.
6. Oversees the totality of AMSN.
 - a. Coordinates function of the Board of Directors, Volunteer Units, Consultants, Contracted Employees, and Executive Staff.
 - b. Prioritizes activities of the Board of Directors.
 - c. Evaluates current trends and needs of AMSN with respect to growth, organizational structure, level of volunteerism and appraises the Board of same.
 - d. Directs focus of the Strategic Plan including action plans with assistance of the Board of Directors and Staff.
 - e. Recommends/directs needed changes in policy and role descriptions.
 - f. Serves as an ex officio member of all VUs.
 - g. Assures investigation of complaints from membership and volunteers. Recommends action.
7. Submits a column for each issue of *MEDSURG Nursing Journal* (750-1,000 words)
8. Coordinates and presents the Management Firm evaluation to the Management Firm and the Board of Directors.
9. Serves as an ex-officio member of the Medical-Surgical Nursing Certification Board
10. Orients the President-Elect

Immediate Past President

1. Assumes the role of President in his/her absence.

Treasurer

1. Submits and presents annual financial report to the membership.
2. Supervises sound fiscal management of AMSN.
 - a. Assists in preparation of annual budget.
 - b. Reviews all financial reports and long-range financial planning.
 - c. Approves and monitors monies and investment program.
 - d. Recommends changes in fiscal policy.
3. Implements fiscal policy based on the approved balanced budget.
4. Monitors and signs all checks submitted by the Management Firm.

Secretary

1. Records the minutes of all Board of Directors' meetings, and others as requested. The minutes will reflect time, place, dates, attendance, call to order, agenda items, adjournment, and actions taken.
2. Briefly Summarizes minutes of face-to-face BOD meetings for publication to the membership.

Tenure

President-Elect,

Serves one year as President-Elect, two years as President, and one year as Immediate Past President.

President

Serves two years, immediately following term as President-Elect, and one year as Immediate Past President.

Immediate Past President

Serves one year, immediately following tenure as President

Treasurer and Secretary

Both serve three year terms that have staggered beginning and ending dates.

Meeting Expectations

President-Elect, President, Immediate Past President

1. Nursing Organizations Alliance (NOA) (Usually Thursday-Saturday the week prior to Thanksgiving)
2. Executive Team Conference Calls as scheduled. (Usually every-other week, 1 hour for call + prep)

President-Elect

1. Nurse in Washington Internship (NIWI) (2.5 days + travel, usually in March. NIWI typically begins on Sunday at noon and concludes on Tuesday with a closing reception at 5pm.)
2. American Society of Association Executives (ASAE) CEO Symposium (determined by the P-E & CEO. Usually 2 days + travel)

President

1. Medical-Surgical Nursing Certification Board (MSNCB) of Directors (2 per year. One is during the annual convention and the other is in February or March, 2 days + travel).
2. MEDSURG Nursing Journal Editorial Board (1, during the annual convention)
3. ANA Organizational Affiliate Meeting. President may designate another representative. (June or July, 2.5 days + travel).

Expense Reimbursement

President-Elect, President, Immediate-Past President

A total of \$12,000 for use during the four (4) years of the presidential term.

Payable in quarterly installments of \$750 on the first business day of the new quarter for the previous quarter, e.g. April for 1Q; July for 2Q; October for 3Q; January for 4Q.

Secretary

\$1,200 at beginning of initial term to be used for a mobile electronic device to record meeting minutes (e.g. laptop computer), if needed.

History			
Origination Date: March 1996	Revision Date: January 2014 November 2017	Review Date: November 2017	Formerly: Policies 10.2, 10.3, 10.4, 10.5,10.6



ACADEMY OF MEDICAL-SURGICAL NURSES

compassion • commitment • connection

TITLE: Reimbursement of Expenses	Approved: October 2014	Policy: 3.3
---	------------------------	-------------

POLICY

1. AMSN shall reimburse expenses incurred by authorized individuals performing work on behalf of AMSN.
2. Authorized individuals will be offered transportation, lodging, and daily expenses according to the Guidelines and Definitions in this policy for each day required at functions in which AMSN is represented.
3. Authorized individuals may include, but are not limited to, Board of Directors, CRC-OTR faculty, volunteer unit chairs and members, coordinators, representatives, and ambassadors representing AMSN.
4. Authorized individuals representing AMSN at specified functions must submit a written report to the board of directors. Any materials received as a participant at the meeting will become property of AMSN, e.g., proceedings, resource material.

PROCESS

1. Expenses must be submitted to the National Office using the current expense reimbursement process within 30 days of the funded event, and must be signed and dated. Electronic submission preferred.
2. Receipts are required for transactions over \$15, except where specified in this policy.
3. Incidentals - Expenses incurred by individuals staying prior to or after any organization meeting, laundry, movie rental, personal phone calls, other personal items, expenses that are covered by another supporting group, alcoholic beverages, and non-budgeted expenses are the responsibility of the individual.
4. The incurring of expenses must be with prior approval of the CEO or President. Requests for payment for expenses that do not conform to policy will be determined by the CEO.
5. The CEO, or designated staff, shall review each request for payment. Payment shall be made by electronic funds transfer or by a printed check mailed from the national office.
6. Reimbursement rates are set by the CEO.
7. It is the responsibility of each individual to maintain his/her own records of expenditures.

8. AMSN will not reimburse for the purchase of travel insurance.
9. Expenses will be reimbursed according to the Guidelines and Definitions provided in this policy. If in doubt regarding allowable expenses, clarify in advance with the national office.

GUIDELINES

AMSN shall provide for or reimburse individuals as outlined below. Air travel may be reimbursed at the time of the expense, all other expense reimbursement, will occur after the event and is non-transferable.

1. Board of Directors Meetings

Lodging will be arranged by AMSN (via the Master Housing List). Transportation, internet access, and daily expenses will be provided for each day required at Board functions. Meals may be charged to the hotel room and paid by AMSN if they are consistent with this policy.

2. AMSN National Convention

- a. Board of Directors (current & incoming): complimentary convention registration, lodging (on the Master Housing List), Internet access, daily expenses for the specified number of days, and transportation.
- b. Volunteer Unit Chairs, Coordinators, Associate Coordinators, Representatives, Chairs-Elect, & Coordinators-Elect: Complimentary convention registration and one night's lodging. This benefit is in recognition of the service provided by the leader of the VU for the previous year. It is non-transferable.
- c. Program Planning Committee Chairperson and Members: Complimentary convention registration up to 4 nights lodging (chairperson will receive up to 5 nights lodging) (a check to cover the cost of room and tax will be included in their registration envelopes) and transportation (see Definitions #7 below) for the meeting planned.
- d. Keynote/General Session Speaker
One night lodging (on the Master Housing List) for each speaking day, complimentary convention registration; transportation and daily expenses for each speaking day; and honorarium negotiated by the Education Director, within parameters defined by the CEO, for a 75 minute presentation.
- e. Pre-Convention Workshop Speaker
Honorarium of \$500, one night's lodging and transportation.
- f. Concurrent Session Speaker and Convention Orientation Session Facilitator
Speakers will be given the option of receiving complimentary registration for the full convention OR an honorarium of \$200 for a 75-minute presentation. A \$200 honorarium will be offered to speakers presenting an additional session on a different topic.

- g. Exhibitors
Up to 3 employees may audit educational sessions (as space allows). Pre- and Post-Convention Workshops are excluded. Attendee will not receive contact hours for any audited sessions.
 - h. Discounts
Poster Presenters and Nursing Students pursuing RN licensure: \$100 discount off full convention registration fee. One discount per poster. Proof of enrollment required for student registration
3. **External Conventions & Meetings:**
- a. AMSN Representatives: Transportation, lodging and daily expenses for days required at the function, depending upon the individual needs of the representative and with prior approval of the CEO
4. **Award Recipients**
- a. Clinical Leadership Award (Sponsored by Philips Healthcare)
 - \$1,500 to be used to attend the AMSN convention, payable onsite at the convention. Award winner forfeits monetary award if the convention is not attended.
 - Complimentary convention registration to the annual convention
 - Inscribed commemorative item
 - b. Clinical Practice Award (Sponsored by Anthony J. Jannetti, Inc.)
 - \$1,500 to be used to attend the AMSN convention, payable onsite at the convention. Award winner forfeits monetary award if the convention is not attended.
 - Complimentary convention registration.
 - Inscribed commemorative item
 - c. President's Award
 - \$1,500 to be used to attend the AMSN convention, payable onsite at the convention. Award winner forfeits monetary award if the convention is not attended.
 - Complimentary convention registration
 - Inscribed commemorative item
 - d. Anthony J. Jannetti Award for Extraordinary Contributions to Healthcare:
 - Complimentary convention registration to the annual convention
 - Transportation to attend the AMSN annual convention
 - 3 nights lodging (on the master housing list) at the annual convention
 - Inscribed commemorative item

5. Business Credit Cards

- a. AMSN business credit card accounts will be provided for selected representatives who have been approved by the CEO and are acting on behalf of AMSN. Representatives shall include the following:
 - 1) Board of Directors
 - 2) Senior national office staff
- b. Expense report itemization and receipts for transportation**, hotel, meals, and meeting registration are not required when the credit card is used for the purchase.
- c. Expense report itemization and receipts for expenses not specified in item b. that are in excess of \$100 must be submitted Using the current expense reimbursement process.
- d. Receipts may be requested for auditing purposes.
- e. The credit limit on each account shall be no more than \$4,000. Individuals are not authorized to increase the credit limit on their account.
- f. Cash advances on the credit card are not authorized.
- g. Lost or stolen cards must be reported to the credit card company and the national office immediately.
- h. The credit card will be used only for official business approved and conducted on behalf of AMSN.
- i. The credit card company shall submit monthly statements to the national office. Automatic monthly balance pay-off will be established for each account.
- j. Credit card accounts will be closed when individuals are no longer representing AMSN or for any instance of misuse.

DEFINITIONS:

1. Clerical Expenses

Postage, photocopying, typing, etc. shall be reimbursed at standard market rates. If in doubt, please contact the National Office.

2. Convention Registration

Full registration (valued in excess of \$425) does not include pre-convention workshops. Registration is non-transferable.

3. Daily Expenses and Meals

If a meal is provided as part of a meeting, participants are expected to attend. If a participant chooses to make other plans, it is at his/her own expense.

- a. Expenses should not exceed an average of \$60 per day

Average is defined as the total amount of days multiplied by the amount of reimbursement (i.e. \$60 * # of days).

Examples: If a director travels for 4 days, the maximum reimbursement for those days would be \$240.

4. Incidentals

AMSN shall not be responsible for any expenses incurred by individuals staying prior to or after any organization meeting, laundry, movie rental, personal phone calls and other personal items. Receipts must be presented for lodging and airfare. If in doubt regarding expenses or the AMSN policy, please clarify in advance with the national office.

5. Lodging

Single room rate including tax and fees.

The CEO, will determine the number of nights lodging is required in advance but may authorize additional lodging if in the best interest of AMSN and/or the individual representing AMSN.

6. Speaker Honorarium:

Honorarium is a flat fee given to speakers to be used as the individual chooses (e.g., to cover expenses such as transportation, preparation of presentation materials, lodging, and miscellaneous costs). Consideration for increased honorarium will be given at the discretion of the CEO .

- a. Multiple Speakers: AMSN will provide reimbursement to one speaker per presentation. If a presentation is delivered by more than one speaker, the speakers will be responsible for how they share the reimbursement. Consideration for increased honorarium and expense reimbursement for a multiple speaker presentation will be given at the discretion of the Chief Executive Officer.
- b. Current or incoming members of the AMSN Board of Directors, MSNCB Directors and MEDSURG Nursing Journal Editorial Board Members: An honorarium will not be offered.

7. Transportation

Early booking for round-trip, non-refundable coach air or ground transportation at the most cost-effective rate. Transportation costing more than \$650 will not be reimbursed without prior approval by the national office. Changes made without prior approval of the national office will not be reimbursed. Auto travel is not to be in excess of airfare. Calculate miles using the current IRS Federal Transportation rates. Every effort should be made to use hotel shuttles, shared cabs, etc. Car rental requires prior approval from the national office.

TIP SUGGESTIONS

- Bellman for taking your luggage to your room: \$1 per bag.
- Drivers and parking attendants: 15% of fare
- Doormen and Shuttle Drivers handling luggage: \$.50 per bag with \$1.00 minimum

- Hotel housekeepers: \$2 per day per person in the room.
- Room service and waiters: 15-20% of pre-tax bill that excludes alcohol.
- Wine stewards: \$2 per bottle at better restaurants.

**AMSN credit card charges for transportation includes airfare, train, taxi, shuttle, auto rental, and auto rental gas.

History			
Origination Date: March 1996	Revision Date: July 2019	Reviewed Date: June 19, 2019	Formerly: Policy 4.4