

AACN Chapter President & President-Elect Bootcamp



9/2011

Basic Training



This in-service will provide “basic bootcamp training” and knowledge for AACN chapter presidents and president-elects.

“Leadership is organizing a group of people to achieve a common goal.”

This in-service will provide “basic boot-camp training “ and knowledge – or the nuts and bolts – for AACN chapter presidents and president-elects to be successful.

Leader / Facilitator

Leader

verb

To act as a guide; show the way.

Facilitate

verb

To assist the progress of

Facilitator

noun

A person responsible for leading or coordinating the work of a group, as one who leads a group discussion.



- The chapter president is the leader or facilitator of the chapter.
- As a leader, the president guides and shows the way.
- Facilitates to assist the progress of the chapter's annual work plan.
- The president does this in partnership with the chapter board.

Main Goal

Getting things done with and through others while promoting a healthy chapter working environment.



Healthy *Chapter* Work Environment



Using AACN's Healthy Work Environment (HWE) Standards as a framework for this important chapter role will assist the President to succeed.

www.aacn.org/hwe

AACN HWE Standards :

1. Skilled Communication
2. True Collaboration
3. Effective Decision Making
4. Appropriate Staffing
5. Meaningful Recognition
6. Authentic Leadership

Authentic Leadership

Using the concept of **Authentic Leadership**, the Chapter President should have the ability to:

- Look beyond what the chapter has traditionally done.
- Envision new directions.
- Establish chapter goals.
- Inspire new member involvement in the chapter and its initiatives.
- Promote enthusiasm and recruit new members.

Using the concept of **Authentic Leadership**, the Chapter President should have the innate ability to look beyond what the chapter has traditionally done in the past and envision new direction in order to reach the chapter's potential. By being visionary in the establishment of chapter goals and activities, the President will inspire new member involvement in the chapter and its initiatives. By utilizing this skill to promote AACN's mission in new ways, the President has the ability to promote enthusiasm, recruit new members and limit the problem of lack of member interest or recycling of officers. This is similar to the Healthy Work Environment Standard of "Authentic Leadership."

True Collaboration

Consensus Building is one of the crucial skills for a leader.

- Encourage differing opinions and ideas.
- Chapter Annual Work Plan.
- Change or challenge outside influences.
- Encourage collaboration.



Consensus Building is one of the crucial skills for a leader. Similar to **True Collaboration**, this skill includes the ability to allow and encourage sometimes differing member opinions and ideation, while keeping an objective eye on the chapter's annual work plan and the potential for changing or challenging outside influences. This skill includes the ability to encourage collaboration with members who have differing points of view, or who are from competing healthcare organizations.

Effective Decision Making

Effective Delegation can be enhanced by:

- Looking at work in non-traditional ways.
 - Tap those with the needed skills.
 - Won't overburden the same core group of members.
- Synergy of task and member skill.

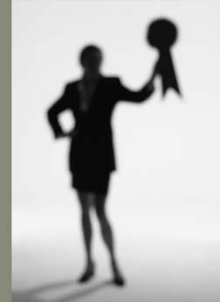


The effective Chapter President has the ability to inspire volunteerism and collaboration in the work of the chapter. This can be enhanced by looking at the work in non-traditional ways, so that tasks can be delegated and accomplished by tapping into members with the needed skills, without overwhelming the same core group of members. Using **Skilled Communication**, the President applies the concept of **Appropriate Staffing** to a chapter need and then identifies when synergy of task and member skill have been accomplished.

Meaningful Recognition

Hand-in-hand with delegation is the utilization of **meaningful recognition** when there has been successful achievement.

- Volunteers
- Accountable
 - Diplomacy & Tact
- Inspires members to volunteer



Hand in hand with delegation is the utilization of **meaningful recognition** when there has been successful achievement. Because the chapter roles and duties are accomplished by volunteers, holding members accountable for their tasks and duties requires diplomacy and tact. Providing meaningful recognition for accomplishments can assist to inspire members to continue volunteering.

Mentorship

- Leadership Experience

- Lead
- Motivate
- Mentor



A requirement for the Chapter President is to have chapter leadership experience, either as President-elect or as a member of the board. Due to this experience and position in the chapter, the President leads and motivates members and serves as a role model for future chapter leaders by identifying individual ways that new members can get involved and build their skills.

Job Description: President

- **Primary Responsibility:** lead the chapter Board of Directors in their governance of the chapter.
- **Essential Skills:**
 - Strong Leadership
 - Communication Skills
 - Knowledgeable about Chapter Governance

The chapter President's fundamental responsibility is to lead the board of directors in their governance of the chapter.

Their essential skills must be:

- strong leadership
- communication skills
- knowledgeable about chapter governance.

Accountabilities: President

- The **Primary Accountabilities** of the President are:
 - Oversees Meetings
 - Develops & Monitors Goals and Objectives
 - Develops & Monitors Annual Budget
 - Contracts – (president & treasurer or chair)
 - Chapter Communication
 - Chapter Obligations
 - Chapter Transition Meeting

In Partnership with Board & Committee Chairs

The primary accountabilities of the President are:

- Oversee meetings of the board and chapter, including agenda development and meeting facilitation.
- Develop the future goals and annual objectives for the chapter in partnership with the board and committee chairs.
- Provide for the ongoing monitoring and evaluation of annual objectives.
- Formulate the annual budget for the chapter, in partnership with the board and committee chairs based on the annual objectives.
- Oversee the chapter finances and ensure financial controls are in place, to protect the chapter's finances from misuse or fraud, along with the Treasurer.
- Execute all contracts on behalf of the chapter, after approval from National, and in partnership with the Treasurer or appropriate chairperson.
- Ensure regular communication to the chapter, regarding progress toward the annual objectives and the financial status of the chapter. Transparency is key.
- Ensure all chapter obligations are met, as set forth in the Chapter Charter Agreement, along with the board.
- Provide for continuity of the chapter leadership and an annual board transition meeting, working with the President-elect.

Job Description: President-Elect

- **Primary Responsibility:** serve alongside the President in order to become familiar with the duties of the position.
- **Essential Skills:**
 - Strong Leadership
 - Communication Skills
 - Knowledgeable about Chapter Governance**(** These are the same as the President**)**

The President-elect serves alongside the President, in order to become familiar with the duties of the position. This learning period is critical to his/her success when he/she steps into the presidential role.

Their essential skills must be:

- strong leadership
- communication skills
- knowledgeable about chapter governance.

Accountabilities: President-Elect

The **Primary Accountabilities** of the President-Elect are:

- Collaborate with the President
- Continuity of Leadership
- Smooth Transition
- Fill-in for the President

The primary accountabilities of the President-elect are:

- Work collaboratively with the chapter President throughout his/her term to provide for continuity of leadership and a smooth transition for chapter leadership. In the absence of the President, fill in to ensure the accountabilities of the President are met. For example, to facilitate a chapter meeting.

Responsibilities of the Chapter Board

1. Determining the chapter's purpose.
2. **Ensuring effective chapter governance.**
 - **Chapter compliance / Good Standing.**
3. Ensuring adequate resources and managing them effectively.
4. **Planning, monitoring, and strengthening chapter programs.**
5. Recruiting and orienting new chapter leaders.



Remember we said that Leadership is organizing a group of people to achieve a common goal?

As a team, the chapter board's responsibilities include:

1. Determining the chapter's purpose.
2. Ensuring effective chapter governance, including chapter compliance and Good Standing.
3. Ensuring adequate resources and managing them effectively.
4. Planning, monitoring, and strengthening chapter programs.
5. Recruiting and orienting new chapter leaders.

Ensuring Effective Chapter Governance

Governance refers to the obligation of the Board of Directors to:

- Strengthen the chapter;
- **Further its mission through active leadership.**
- Success and sustainability of the organization above any individual self interests.
- **Diligence in overseeing the achievement of the organization's goals and effective use of resources.**

- Chapter Governance refers to the obligation of a board of directors to strengthen its organization and further its mission through active leadership. It requires that board members put the success and sustainability of the organization above any individual self interests, and to be diligent in overseeing the achievement of the organization's goals and effective use of resources.
- All Board members should read and understand the Chapter Governance Manual, and Chapter Charter Agreement.

Chapter Governance Manual

• **Establishing Accountability of all Board Members**

- Management & Oversight
- Communication
- Evaluation
- Office Accountabilities
- Board/Officer Transition

Imperative to the success of the chapter and its board of directors is establishing a strong and reliable governance foundation. The board is responsible for the oversight of the chapter. Therefore when the chapter begins, and each year when the board transitions, the board must dedicate time to discuss how it will work together, and review the Chapter Charter Agreement. The discussion questions in the Chapter Governance Manual, under this topic, should be reviewed and all decisions should be documented in the chapter meeting minutes.

Determining the Chapter's Purpose

The primary purpose of AACN Chapters is to promote and advance the mission and vision of AACN within the Chapter's community.

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Needs Assessment

Needs assessments should be conducted on a regular basis (yearly) to ensure the chapter is meeting the needs of its members while carrying out AACN's mission.

www.aacn.org/chapters > Document / Resource Library > Chapters Best Practices - Needs Assessment



Resources

- Chapter Charter Agreement
- Chapter Governance Manual
 - **Rules & Regulations**
- Good Standing
 - **Compliance is mandatory**
- Tax-Exempt & Non-Profit Status
- Contracts & Grants
 - **To protect the chapter**
- Chapter Records
 - **Save for 3 years**
 - **Educational records must be saved for 4 years**

Chapters must ensure they have and use adequate resources and manage them effectively.

- The Chapter Charter Agreement and Chapter Governance Manual, along with the AACN Bylaws, govern AACN chapters.
- Good Standing: Compliance is mandatory to protect AACN's tax-exempt and non-profit status.
- Tax-Exempt & Non-Profit Status
- Contracts & Grants: Required for educational events to protect the chapter. Must be signed by the chapter president and chapter treasurer, or the appropriate chairperson.
- Chapter Records:
 - Save for 3 years
 - Educational records must be saved for 4 years (previously the requirement was 5 years, but changed to 4 years on 9/15/11).

Chapter Charter Agreement

Obligations of the Chapter

- Chapter Financial Reporting – via the online forms
- Contracts
- Good Standing Grid
 - Full Board's Responsibility
- Authorized Signers
 - President, and
 - Treasurer
 - Or Appropriate chairperson (for Contracts)

- Chapters are required to conduct all business in accordance with the law, in alignment with the values of AACN, and with the highest integrity.
- The Chapter Charter Agreement outlines the obligations of the Chapter. AACN operates on a Fiscal Year (FY) of July through June. For compliance with reporting requirements, it is highly recommended that Chapters follow the same Fiscal Year.
- It is important that Chapter financial reporting is submitted in a timely manner, via the **online reporting forms**, and contracts/agreements are submitted for AACN review. These requirements must be met, so that AACN complies with government reporting requirements, which will ensure that chapters and AACN are legally protected. It is the responsibility of all Chapter officers and Board members to regularly check their Chapter's Good Standing grid, on the Chapter Officers Home Page of the Web site, to ensure the Chapter is in full compliance at all times.
- Check signers must be the president and treasurer (alternates are president-elect or treasurer-elect only).
- Contract signers must be the president and treasurer, or appropriate chairperson.

Meetings

General Chapter Meetings – regular basis, at least twice a year.

- Forum for the chapter to work together in:
 - **Planning for future activities,**
 - **Reviewing the progress towards current goals,**
 - **Discussing the chapter's financial health, and**
 - **Networking with one another.**

Board Meetings

- Provide an opportunity for chapter leadership to fulfill its accountabilities for governing the chapter.
 - **Many chapters conduct their Board Meetings immediately prior to the General Chapter Meeting.**

- **General Chapter Meetings:** Held on a regular basis, at least twice a year. These meetings serve as a forum for the chapter to work together in planning for future activities, reviewing the progress towards current goals, discussing the chapter's financial health and networking with one another.
- **Board Meetings:** These meetings provide an opportunity for the chapter leadership to fulfill its accountabilities for governing the chapter.
- **Many chapters conduct their Board Meetings immediately prior to the General Chapter Meeting.**

Strategic & Annual Work Plan

Key to the chapter's success is the establishment and regular review of its **Strategic & Annual Work Plan**.

- **Goals & Objectives align with AACN's Mission & Vision**
- Annual Work or Operating Plan (for the current year)
- **Focuses on the three key initiatives:**
 - **Certification**
 - **Beacon Award for Excellence**
 - **Healthy Work Environments (HWE)**



- The primary role of the Chapter President is to lead the chapter and the chapter's board in the establishment and completion of its goals. Key to the success of the chapter is the establishment and regular review of its annual work plan, which will provide the framework for the year's chapter activities. The President is the key individual to keep an objective eye on the chapter's adherence to that plan.
 - The Strategic Plan outlines the chapter's goals and objectives for the next 3-5 years. The goals and objectives should align with and support AACN's mission and vision. This enduring document should serve as framework that is used for the more detailed activity planning for each year.
 - The detailed one year plan is often called an operating plan or annual work plan.
 - It contains the specific actions that the chapter is going to undertake, during the year, to move them closer to their 3-5 year goals and objectives.
 - Each objective should be measurable, so the chapter can see the impact that it has in relation to the goals.
 - Each objective serves as the basis for the chapter budget, for the year, as the budget represents how the chapter is going to fund its operations.
 - The Chapter Needs Assessment drives the chapter's annual work plan that furthers AACN's mission and vision, while fulfilling the specific

needs of the nurses in their community.

- Chapters focus on the three key initiatives: Certification, Beacon Award for Excellence, and Healthy Work Environments.

Budget

Operating Budget

- Funds used to support the annual objectives and long-term chapter goals.

- Educational events
- Recognition events
- Educational scholarships
- Community service and education
- Educational resources



- Chapters should develop an annual operating budget, to be approved by the board of directors each year.
- It's based on the operating/annual work plan that is established by the Board.
- The funds of the chapter should be used, solely, for activities that support the annual objectives and long term goals of the chapter. Income of the chapter should be reinvested into the chapter. Examples of how chapter funds are utilized include:
 - Providing education events.
 - Hosting recognition events for certified nurses, Beacon units and award recipients.
 - Offering scholarships to nurses for continuing education or to attend NTI.
 - Conducting community service and education programs.
 - Purchasing educational resources for the chapter.

Contingency Plan

Prepare for the unexpected:

- Economy
- Other environmental factors



Contingency Planning: prepare for the unexpected

- Economy or other environmental factors that are beyond the control of the chapter.
 - It's best for chapters to establish benchmark goals, to be achieved by certain dates, in order to know when it is in the chapter's best financial interest to cancel an event or activity.
 - For example, if the economy is bad, the probability may be higher that folks will have less money available to travel and attend events. This could substantially affect the chapter's profit margin, and may require that events be cancelled or postponed, until it is determined the chapter would not incur a substantial monetary loss.
 - It's a good idea to know the terms and conditions of event contracts. For instance, if your board decides to cancel an event at a hotel, you'll know from the contract, how much the cancellation fees will be based on the date of cancellation.

Educational Plan

Clinical education for nurses in the community.

- Educational Needs Assessment

- **Two Approaches:**

1. Single Topic Area
2. Series of Educational Topics

“What other topics would you like to see offered?”



- One of the primary activities undertaken by AACN chapters is that of providing clinical education for the nurses within the community. Providing education furthers the mission of AACN, meets a need within the community and can provide revenue to the chapter.
- An Educational Needs Assessment is vital.
 - Two primary approaches based on the results of the needs assessment:
 1. Select a single topic area, for example sepsis, and develop a full curriculum on that topic that will be offered during the year, until the chapter can be assured that all of the nurses in their community have received the full scope of education required on the topic. The chapter will be able to measure its success in meeting this goal through evaluating the learners and the programs offered as part of the curriculum.
 2. Develop a series of educational offerings, during the year, that address the highest priority topics.
- An easy way to assess your chapter’s educational needs is to add a question to your evaluation form: “What other topics would you like to see offered?”



Additional Resources for Chapters

- Consultation – Chapter Advisor and National office
- **Chapter Web Site & Email Address**
- Chapter Database
- **Chapter Education Room (CER)**
- Leadership Development Workshop (LDW)
- **List Rental (free for AACN chapters)**
- Written Resources
- **Free Event Promotion**
- Free Product Resources

Additional Resources for Chapters – know and utilize:

- Consultation – Chapter Advisor and National office: Utilize “Find a Chapter Advisor” and National Office contact information, which is on the Chapter Officers Home Page of the website.
- Chapter Web Site & Email Address
- Chapter Database
- Chapter Education Room
- Chapter Leadership Development Workshop (LDW) held annually at NTI.
- List Rental
- Written Resources
- Free Event Promotion
- Free Product Resources

Recruiting and Orienting New Chapter Leaders

Keys to success:

- Thoughtful, deliberate succession planning.
- Board transition.
- Mentoring future chapter leaders.

Succession planning is ongoing...

One of the most critical factors in ensuring the success of your chapter is investing in thoughtful, deliberate succession planning and board transition. Each member of the board leadership, and in fact, every chapter member must be actively engaged in identifying and mentoring future leaders for the chapter. Succession planning is not something that can be discussed once or twice a year; rather it needs to be an ongoing activity to ensure there is a strong pipeline of future leaders.

New Chapter Leaders

Refer to and follow the Chapter Governance Manual for:

- Nominations
- Elections
- Vacancies & Replacement of a Director or Officer

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- Nominations
- Elections
- Vacancies & Replacement of a Director or Officer

Succession Planning Best Practices

- “-elect” positions.
- Tapping chapter members on the shoulder to serve on committees.
- Inviting chapter members to Board meetings.
 - Board Learning Partners
- Board members mentor 1 person each year.
- Engaging past Board members.

www.aacn.org/chapters > Best Practices

Some best practices regarding succession planning include:

- Having an “elect” position for each officer or chairperson role. This gives the individual, who will be assuming the leadership position, a year to learn about the position and accountabilities before stepping into the position. This also allows for the workload to be shared, so it is less burdensome for each individual.
- Inviting new chapter members to serve on committees or as “co-chair” for a committee or event. This also allows for the workload to be shared, so it is less burdensome for each individual.
- Inviting chapter members to attend board meetings, so they can see how the board works. Some chapters have positions entitled “Board Learning Partners”, that serve this purpose.
- Having each board member identify one person they are going to mentor during the year.
- Engaging past board members in identifying and mentoring future leaders.

Additional best practices regarding succession planning can be found on the chapter Web site. Visit www.aacn.org/chapters > Best Practices.

Top 5 Keys to Success

1. **Know your chapter's purpose.**
2. **Assess your members' needs.**
3. **Develop a work plan; check it regularly.**
4. **Communicate regularly with your members.**
5. **Foster leadership development.**

Top 5 keys to success for the chapter president and president-elect are:

1. Know your chapter's purpose.
2. Assess your members' needs.
3. Develop a work plan.
4. Communicate regularly with your members.
5. Foster leadership development.

Questions?

Contact us, we're here to help!

Email:

Chapters@aacn.org

or your Chapter Advisor at Region#@aacn.org

Toll Free: 800-394-5995

Chapters Dept – ext. 365

