Second Call for Nominations

Nomination Period: February 5, 2018 – February 19, 2018 at 11:59 pm Eastern Time

Due to insufficient nominations, the ANA Nominations and Elections Committee ("NEC") has issued a Second Call for Nominations for a slate of candidates for the offices of President, Secretary, and Director at Large - Staff Nurse; and for Members of the Nomination and Elections Committee, to be presented to the Membership Assembly in 2018. The Second Call is for the following four positions only:

ANA Board of Directors

- **Officers**
    - President (see Attachment 1)
    - Secretary (see Attachment 2)

  The term of service for these officer positions is January 1, 2019 – December 31, 2020.

- **Director-at-Large, Staff Nurse**[1] (see Attachment 3)

  The term of service for the Director-at-Large, Staff Nurse position is January 1, 2019 – December 31, 2020.

ANA Nominations and Elections Committee

- **Three (3) Member positions** (see Attachment 4)

  The term of service for all three (3) Nominations and Elections Committee positions is January 1, 2019 – December 31, 2020.

ANA places high priority on diversity and seeks to encourage/foster increased involvement of minorities and staff nurses at the national level.

[1] A staff nurse is defined as one who is nonsupervisory, non-managerial, and includes one or more of the following: (a) is employed by a health care institution or agency; (b) whose primary role is a provider of direct patient care; (c) who is collective bargaining eligible under applicable labor law.

8515 Georgia Ave., Suite 400
Silver Spring, MD 20910
www.nursingworld.org

Nominations for the initial slate must be submitted via the online nomination form by **11:59 pm Eastern Time on Monday, on February 19, 2018**. Nominations will also be accepted from the floor of the Membership Assembly.

Preparation of Nomination Materials

1. **READ** the roles and responsibilities for your position of choice to ensure that they match your interests, experience, and qualifications (see Attachments 1, 2, 3, and 4).

2. **ENGAGE** in a voluntary self-reflection of your leadership and governance competencies (see Attachment 5), *if you are interested in seeking election to the ANA Board of Directors* to (a) determine the degree to which you possess the competencies that have been deemed important to serve successfully and effectively and (b) identify competency areas that you may wish to develop more fully before seeking election to the ANA Board of Directors.

3. **SELECT** a Campaign Manager and provide their contact information where requested on the online nomination form.

4. **COMPLETE AND SIGN/INITIAL** where noted. Nominees for the ANA Board of Directors must also submit the following additional documents, which are included on the online nomination form.
    - Conflict of Interest Statement
    - Financial Interest Disclosure Form
    - Committee Preference

5. **SUBMIT** all nomination components by **11:59 pm Eastern Time on Monday, February 19, 2018.** Please note:
    - You will need to create a user id and password before accessing the form.
    - Nominations that are incomplete, handwritten, faxed, or submitted after the deadline will not be accepted.
    - Biographical information will be posted in the campaign area for qualified candidates who are nominated from the floor of Membership Assembly during the nomination period.

If you have any questions regarding ANA's nomination process or national elections, please email nec@ana.org.

ATTACHMENT 1

Roles and Responsibilities

ANA Board of Directors
President

SUMMARY:
The ANA President provides strong leadership for ANA and sets a sound and accurate course for its future. Participates in setting policy. Develops short-range and long-range objectives against which to review program progress and measure the effectiveness of the Association in accomplishing its purposes. Exercises decisive administrative and leadership ability in order to set a course of action for the Association. Has specific legal and fiscal responsibilities to the members of the Association. Acts in good faith and for the best interests of the Association.

The ANA President serves as chief elected officer of the Association, acts as official representative of the Association and as its chief spokesperson on matters of Association policy and positions. The ANA President provides the vital link between leaders and policy makers within the Association and those throughout the healthcare field. The ANA President exercises personal leadership in the motivation of other officers and directors on the ANA Board of Directors, elected and appointed officials, ANA staff, and the membership.

SPECIFIC RESPONSIBILITIES:

Leadership Responsibilities for the office of the ANA President:

1. Serves as a member and chairs the meetings of the ANA Board of Directors and ANA Board of Directors Executive Committee. As the chair of the ANA Board of Directors Executive Committee, which has the full power of the ANA Board of Directors to transact business between board meetings, the ANA President, along with other members of the ANA Board of Directors Executive Committee, reviews and acts upon all critical assistance requests from constituent members.

2. Informs the ANA Board of Directors, ANA Board of Directors Executive Committee, members of ANA's committees, and individual members of Constituent and State Nurses Associations (C/SNAs), Individual Member Division (IMD), and Organizational Affiliates on the conditions and operations of the Association.

3. Chairs the ANA Board of Directors strategic planning sessions, and guides the board and ANA Membership Assembly in formulating policies, positions, position statements, and programs that will further the goals and objectives of the Association.

4. Chairs membership meetings of the American Nurses Foundation (ANF).

5. Chairs meetings and joint strategic planning sessions with presidents of the American Academy of Nursing (AAN), American Nurses Credentialing Center (ANCC), and ANF.

6. [*This responsibility was sunsetted effective Dec. 31, 2017*].

7. Chairs the Institute for Nursing Research and Education.

8. Chairs meetings of the ANA Membership Assembly and special meetings and serves as a voting representative of the board.

9. Serves as an ex-officio voting member of all ANA Membership Assembly and ANA Board of Directors committees, except the Nominations and Elections Committee.

10. Participates in the Tri-Council for Nursing, which is comprised of representatives from ANA, American Association of Colleges of Nursing, American Organization of Nurse Executives, and the National League for Nursing.

11. Serves as ANA's representative, with ANA's Chief Executive Officer (CEO), to the International Council of Nurses' Council of Nurse Representatives meetings.

12. Offers guidance and consultation to the ANA CEO, elected and appointed officials of the Association, and constituents as necessary and/or requested.

13. Provides testimony to Congressional groups on the nursing profession and Association priorities and issues.

14. Supports and defends policies, positions, and programs adopted by the ANA Board of Directors and ANA Membership Assembly.

15. Promotes communications and positive working relationships with ANA's subsidiaries.

Organizational Responsibilities for the office of the ANA President:

1. Acts as official spokesperson for the Association to the public, press, legislative bodies, and national and international allied health organizations on matters of policy within the confines of the policies established by the ANA Membership Assembly and the ANA Board of Directors. Serves as the public relations ambassador for the profession. Uses discretionary powers to assign responsibility for such representation as necessary.[1]

2. In conjunction with ANA staff, plans and approves the agendas for meetings of the ANA Board of Directors, ANA Board of Directors Executive Committee, ANA Membership Assembly, and meetings of presidents and other elected officials of ANA subsidiaries.

3. Reports to the membership at the ANA Membership Assembly and at other appropriate times.

[1] The basic principle of the delegation of powers and duties is that the ANA President retains full accountability for the performance or exercise of those powers and duties that have been delegated. The ANA President is also responsible for consequences that arise out of the exercise of delegated authority.

4. Reports verbally and in writing to the ANA Board of Directors at its regular meetings and reports by memoranda as necessary between meetings.

5. May appoint ANA members to standing committees of the ANA Board of Directors including, Audit Committee, Committee on Appointments, Committee on Honorary Awards, Committee on Planning and Budget, Employee Relations Committee, as well as to special committees and ad hoc working groups. Appoints board members as liaisons to each C/SNA.

6. Promotes ANA member interest and active participation in the Association and reports board and Association activities to members by means of e-mails, letters, summaries, speeches, and scheduled conference calls with the C/SNA and IMD leadership.

7. Notifies constituent members and others who hold seats in the ANA Membership Assembly in writing at least 90 days prior to a special meeting of the ANA Membership Assembly.

General Administrative Powers and Duties of the ANA President

There are two general types of administrative powers and duties which are the responsibility of the ANA President: discretionary and ministerial. The discretionary powers and duties are those that depend upon a special trust in the ANA President and involve personal reliance on the president's wisdom, integrity, and discretion. Discretionary powers assigned to the ANA president by the ANA Bylaws can never be delegated. Ministerial powers are duties that involve the faithful performance of an administrative function, such as giving speeches, which do not involve discretionary power. These duties may be delegated to board members or ANA staff

TERM OF OFFICE:

Elected by majority vote of the ANA Membership Assembly for a two-year term; may not serve more than two consecutive terms in the office of ANA President, or more than eight consecutive years on the Board of Directors.

QUALIFICATIONS:

Must hold current individual membership in a C/SNA or the IMD; may not concurrently serve as an officer or director of another organization if such participation might result in a conflict of interest with ANA. Should have basic knowledge of parliamentary law and procedures. Should have a familiarity with the ANA Bylaws and other Association policies.

As the chief elected officer, brings knowledge and skills on nursing and professional organizations to the Association and ANA Board of Directors including financial, policy, political, regulatory, practice and standards, economic theory, and forecasting capabilities. Represents the Association as the official spokesperson, is a forceful public speaker and a positive role model to nursing and ANA. The ANA President shall possess the skills necessary to analyze financial statements, engage in strategic visioning, and use computers and technology efficiently.

TIME COMMITMENT:

The office of ANA President is a full-time position, which is compensated by an honorarium in an amount determined by the ANA Board of Directors for each biennium. The ANA President's time is devoted to fulfilling the duties of the office and compensation for services is to be provided "at the option of the person serving in the office." Individual style and personal commitments shall determine the time devoted to presidential duties and activities. Frequent travel is required both to the ANA headquarters and to other sites to fulfill the ANA spokesperson role. More than 125 plus travel days per year should be anticipated.

Board Operating Policy

Policy #: 10.2

Title: HONORARIUM FOR THE ANA PRESIDENT, ANCC PRESIDENT, AND MEMBERS OF ENTITY BOARDS OF DIRECTORS

Affects: ANA Board of Directors Authority:

Effective: November 11, 2015 Replaces: February 28, 2014

POLICY:

ANA President

1. Based upon a full-time professional commitment to ANA, Presidential compensation should be an honorarium. The November or December prior to an election, the Employee Relations Committee (ERC) will review the current honorarium and recommend a new amount to be approved by the ANA Board of Directors.

2. The honorarium should be set at a certain amount regardless of the economic circumstances the person had before the election.

3. In addition, the compensation package should include health, pension benefits, and other fringe benefits equivalent to the level of fringe benefits enjoyed by the ANA President from a prior employer. If the ANA President is not able to maintain those benefits from a prior employer, the compensation package should include fringe benefits equivalent to the percent (%) of salary value of ANA staff benefits or ANA should provide those benefits. In the event that benefits are derived from a previous employer at a cost higher than the ANA level, ANA will pay the difference for those benefits up to 5%. In the event that benefits are derived from a previous employer at a cost lower than the ANA level, ANA will pay at the level set by the previous employer.

4. ANA should not provide additional vacation and sick leave benefits as they are covered by the honorarium.

5. The Office of the ANA President is in ANA Headquarters and is to be staffed in

Headquarters. Special needs of the ANA President for off-site support will be discussed and negotiated with the ERC and ANA's Chief Executive Officer.

6. There should be a mechanism for adjustment if compensation has been paid, and the President is unable to complete the term of office.

7. The ANA Board of Directors will address unusual circumstances brought forward by an ANA President or the ANA Board of Directors and consider adjustments to the compensation. Prior to the completion of the term of office, the outgoing ANA President can address Presidential transition support pursuant to ANA Board of Directors Operating Policy 10.9. A request for transition support will be directed to the ERC and the ANA Board of Directors.

8. Revision of the compensation policy that indicates how the honorarium for the ANA President are calculated should be recommended by the ERC and approved by the ANA Board of Directors.

9. Any outside funds paid for the services of the individual serving as the ANA President during the term of office shall be paid directly to the ANA.

10. The *ANA Election Manual* should include the presidential compensation policy.

ANCC President

11. The ANCC Board of Directors will make the decision regarding the appropriate level of honorarium for the ANCC President.

12. To ensure parity between the ANCC and ANA Presidents, the ERC will review changes in the ANCC President's honorarium level upon request of the Chief ANCC Officer (Executive Director), the ANCC President, or a member of the ERC.

13. Considerations regarding the appropriate level of the ANCC President's honorarium will include but not be limited to the number of hours spent on ANCC business by the ANCC President; parity between the ANA and ANCC Presidents' honoraria based upon the hours spent on ANA and ANCC business, respectively; and the relative scope of responsibility.

14. Recommendations regarding the level of the ANCC President's honorarium will be made by the ANA Board of Directors to the ANCC Board of Directors after consideration by the ERC.

ANA and ANCC Directors

15. The ANA and ANCC Boards of Directors will set any honoraria or stipend paid to members of their respective boards of directors.

16 Service on a non-profit board of directors is typically a volunteer activity. ANA does

not intend to establish a pattern or expectation of compensation for members of the boards of directors.

17. An honorarium may be approved for an officer or director of the enterprise boards of directors/trustees under the following circumstances:

    a. Projects undertaken by a director or officer on behalf of the organization that far exceed the typical amount of time spent as a member of the board of directors;
    b. Projects that involve an exceptional level of experience or expertise;
    c. Projects that have an impact on the officer or director's work life or home life because of the intensity of the work or the level of travel required.

18. The amount of the honorarium will be meaningful, but not held to commercial employment or consultancy levels.

19. Responsibilities will be clearly identified, and the project and honorarium will be time limited, with at least an annual evaluation of the appropriateness of continuing the honorarium.

20. Recommendations regarding the level of an ANCC officer's or director's honorarium will be made by the ANA Board of Directors to the ANCC Board of Directors after consideration by the ERC.

ATTACHMENT 2

Roles and Responsibilities

ANA Board of Directors

Secretary

SUMMARY:
The ANA Secretary ensures that records of all ANA Membership Assembly, ANA Board of Directors and ANA Board of Directors Executive Committee meetings are maintained and accurate. May chair or serve on one or more board committees and performs special functions as assigned.

SPECIFIC RESPONSIBILITIES:
Leadership Responsibilities for the office of ANA Secretary:

1. Serves as a member of the ANA Board of Directors and the ANA Board of Directors Executive Committee. As a member of the ANA Board of Directors Executive Committee, which has the full power of the ANA Board of Directors to transact business between board meetings, reviews and acts upon all critical assistance requests from constituent members.

2. Ascertains that accurate records, including minutes are maintained for all meetings of the ANA Board of Directors and the ANA Board of Directors Executive Committee. In collaboration with the maker, may edit or define motions for the sake of clarity, advising board members of the changes prior to the vote.

3. Serves with other board officers as a member of the Constituent and State Nurses Association (C/SNA) Support Committee.

4. Represents the Association as requested by the ANA President.

5. Supports and defends policies, positions, and programs adopted by the ANA Board of Directors and ANA Membership Assembly.

6. Promotes communications and positive working relationships with ANA's subsidiaries.

Organizational Responsibilities for the office of the ANA Secretary:

1. Participates in the ANA Membership Assembly meeting and special meetings as a voting representative of the board. Presents motions to the ANA Membership Assembly concerning perfunctory matters, such as moving the adoption of the ANA Membership Assembly Agenda and ANA Membership Assembly Standing Rules for the Conduct of Business.

2. Signs bank resolutions, minutes, board operating policies, and other documentation as required using the ANA official seal. As a document requires, the services of a Notary Public may be necessary.

3. Tracks motions made during board meetings to include ensuring receipt of a signed motion slip for each action item being considered, processing of amendments to the motion, and recording the outcome of all motions (e.g., adopted, failed, or otherwise disposed, such as being referred to a committee, or postponed). Maintains a queue of board members wishing to speak to an issue for the ANA President's use and review.

4. Ensures that the board receives the minutes of each board meeting.

5. Serves as a liaison to C/SNAs as assigned by the ANA President.

TERM OF OFFICE:
Elected by majority vote of the ANA Membership Assembly for a two-year term; may not serve more than two consecutive terms in the office of ANA Secretary, or more than eight consecutive years on the ANA Board of Directors.

QUALIFICATIONS:
Must hold current individual membership in a C/SNA or the IMD; may not concurrently serve as an officer or director of another organization if such participation might result in a conflict of interest with ANA. Should have familiarity with the ANA Bylaws and other Association policies. Due to monitoring motions, assisting the ANA President with meeting procedures as requested, and maintaining accurate meeting minutes, should have basic knowledge of parliamentary law and procedures.

As an officer, brings knowledge and skills on nursing and professional organizations to the ANA Board of Directors related to financial, policy, political, regulatory, practice and standards arenas. Brings public speaking experience and can represent the ANA President and ANA Board of Directors as an Association spokesperson. Brings ability to serve as a positive role model for nursing and ANA. Should possess the skills necessary to analyze financial statements, engage in strategic visioning, and use computers and technology efficiently.

TIME COMMITMENT:
The following is an estimate of time spent in fulfilling the duties of this office:

- 2-3 days, three to four times a year for ANA Board of Directors meetings and possible committee meetings held in conjunction with the board meetings;

- 3-5 days per year for the ANA Membership Assembly meeting and in conjunction, committee meetings and pre- and post-board meetings;

- 3-5 days per year for ANA and joint strategic planning meetings;

- 2-4 hours per month on conference calls of the ANA Board of Directors and/or committees;

- possibly 1-2 days quarterly in liaison meetings either with or for the ANA President;

- average of 2-3 hours per week reading materials and board reports from ANA;

- 6-14 days per year dependent upon service on other committees and boards; and

- frequent air travel time.

ATTACHMENT 3

Roles and Responsibilities
ANA Board of Directors
Director-at-Large

[Including Staff Nurse[1] and Recent Graduate[2]]

SUMMARY:
An ANA Director provides strong leadership for the Association and sets a sound and accurate course for its future. Participates in setting policy. Develops short-range and long-range objectives against which to review program progress and measure the effectiveness of the Association in accomplishing its purposes. Exercises decisive administrative and leadership ability to set a course of action for the Association. Has specific legal and fiscal responsibilities to the members of the Association. Acts in good faith and for the best interests of the Association.

SPECIFIC RESPONSIBILITIES:

Leadership Responsibilities as a Member of the ANA Board of Directors:

1. Ensures that the Association assesses the needs of its members and of the profession. With the board develops a plan for the future which the Association can follow even though the top leadership may change every two years. Represents and considers the needs of the membership at-large.

2. Acts diligently with reasonable skill and prudence. Exercises the corporate responsibility and fiduciary duties of the Association consistent with applicable provisions of law.

3. Supports and represents the actions and decisions of the board as a whole.

4. Acts in good judgment by not expressing an individual position on action taken by the board. Does not discuss specific actions taken in Executive Business Session outside the meeting, unless approved by the board in the Executive Business Session.

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[1] ANA Bylaws Article IV, Section 7.b. indicates that occupants of the seat designated for a staff nurse shall meet the definition of staff nurse as defined by action of the former House of Delegates. Section 8.d indicates that in the event that a person holding a seat designated for a staff nurse no longer meets the definition of staff nurse, the Board position held by that member shall be declared vacant, unless the occupant has less than one year remaining in her/his term of office.

[2] A recent graduate is one who has graduated within 5 years prior to being elected to office.

5. Acts responsibly within the scope of the powers of the Association as defined by its charter and by statute.

6. Keeps informed on current issues, prevailing attitudes, and membership needs.

7. Ensures that the status of organizational strength and personnel planning is equal to the requirements of the long-range goals.

8. Reviews and approves the Association's plans for funding its goals and programs through approval of the Association's annual budget.

9. Addresses the major issues facing the Association through the sharing of ideas and experiences and assigns the operational resolution to the CEO.

10. Constitutes the membership of the American Nurses Foundation (ANF) and elects its Board of Trustees (ANF BOT).

11. Serves, if appointed by the ANA President, on the Committee on Appointments per the ANA Bylaws (Article IV, Section 7.b).

12. May be appointed to the American Nurses Credentialing Center Board of Directors, ANA-PAC Board of Trustees, and/or the ANF BOT.

13. May be appointed to chair or serve on one or more of the following committees: Committee on Planning and Budget, Audit Committee, Committee on Honorary Awards, Employee Relations Committee, or other special committees or task forces.

14. Upon request of the ANA President, may serve as an Association representative, communicating with Constituent and State Nurses Association (C/SNA) or Individual Member Division (IMD) headquarters in advance concerning a scheduled appearance in a particular state.

15. Supports and defends policies, positions, and programs adopted by the ANA Board of Directors and ANA Membership Assembly.

Organizational Responsibilities as a Member of the ANA Board of Directors:

1. Confers constituent membership on associations meeting qualifications established in the ANA Bylaws and establishes policies and procedures for disciplinary action against constituent members.

2. Develops guidelines for the creation and dissolution of multi-state nurses associations and United States of America nurses' overseas associations.

3. Grants Organizational Affiliate (OA) status and establishes the fees.

4. Establishes policies and procedures for the transaction of business, coordination of Association activities, operation and maintenance of a national headquarters, financial and budgetary matters, and nominations and elections.

5. Establishes standing and special committees of the board as deemed necessary for the performance of its duties, and defines the purposes and authority of such committees.

6. Makes appointments and fills vacancies as delegated by the ANA Bylaws.

7. Appoints, defines the authority and responsibilities of, and annually reviews the performance of the ANA Chief Executive Officer (CEO).

8. Participates in each regularly scheduled face-to-face and conference call meetings of the ANA Board of Directors including joint meetings with other entities; records individual vote on each motion in the Open Business Session; participates in referendum votes of the board between board meetings. Prior to each board meeting, carefully reviews all background materials and reports to be acted upon by the board.

9. Participates in the ANA Membership Assembly meeting and special meetings as a voting representative of the board.

10. Serves as a liaison to C/SNAs as assigned by the ANA President.

11. Fulfills other responsibilities as outlined in the ANA Bylaws.

For additional details, refer to the ANA Bylaws, Article IV and the Board Operating Policies.

TERM OF OFFICE:
Elected by a plurality vote of the ANA Membership Assembly for a term of two years; may serve no more than two consecutive terms in the office of Director or more than eight consecutive years on the ANA Board of Directors.

QUALIFICATIONS:
Must hold current individual membership in a C/SNA or the IMD; may not concurrently serve as an officer or director of another organization if such participation might result in a conflict of interest with ANA. Should have strong ANA or C/SNA or IMD organizational and governance experience and/or show strong leadership in other nursing arenas. Should have familiarity with the ANA Bylaws and other Association policies, positions, programs, activities, and issues.

As a director, brings knowledge and skills on nursing and professional organizations to the ANA Board of Directors related to financial, policy, political, regulatory, practice and standards arenas. Brings public speaking experience and can represent the ANA President and ANA Board of Directors as an Association spokesperson. Brings ability to serve as a positive role model for nursing and ANA. Should possess the skills necessary to analyze financial statements, engage in strategic visioning, and use computers and technology efficiently.

TIME COMMITMENT:
The following is an estimate of time spent in fulfilling the duties of this office:

- 2-3 days, three to four times a year for ANA Board of Directors meetings and other committee meetings held in conjunction with the board meetings;

- 3-5 days per year, for the ANA Membership Assembly meeting, and in conjunction, committee meetings and pre- and post-board meetings;

- 1-2 days per year for ANA strategic planning meetings;

- 2-4 hours per month on conference calls of the ANA Board of Directors and/or committees;

- average of 2-3 hours per week reading materials and board reports from ANA;

- 6-14 days per year dependent upon service on other committees and boards; and

- frequent air travel time.

ATTACHMENT 4

Roles and Responsibilities
Nominations and Elections Committee

SUMMARY:

The ANA Nominations and Elections Committee, a standing committee of the Membership Assembly (Assembly), functions autonomously in the selection of nominees within the guidelines set forth in the ANA *Bylaws* and the *Election Manual*. The Nominations and Elections Committee is composed of individual members of a Constituent or State Nurses Association (C/SNA) or the Individual Member Division (IMD) elected by the Membership Assembly. All business of the Nominations and Elections Committee is confidential.

ANA *Bylaws* Article V, Section 6.c., stipulates that "The Nominations and Elections Committee shall –

1. Seek input from the Board of Directors and the CEO on the needed professional and personal competencies for each election cycle for members of the Board of Directors.

2. Determine professional and personal competencies deemed minimally necessary for Board of Directors officers and directors-at-large.

3. Disseminate a Call for Nominations that includes needed professional and personal competencies for the current election cycle and provides a reasonable period of time for the submission of nominations.

4. Prepare a slate of at least two nominees for each elective office and publish such slate at least 90 days prior to the election date.

5. Present the slate of nominees to the Membership Assembly.

6. Implement the policies and procedures for nominations and elections as established by the Board of Directors and as specified in these bylaws.

7. Assume other responsibilities for nominations as provided for in these bylaws.

SPECIFIC RESPONSIBILITIES:

1. Issue a call for names of candidates for elective office.
2. Review nominees' qualification for office.
3. Inform nominees of their placement on the initial slate of candidates.
4. Prepare a slate of at least two candidates for each elective office.
5. Present the slate of candidates at the Membership Assembly.
6. Solicit nominations from the floor of the Membership Assembly.
7. Hold office hours during the Membership Assembly meeting to provide information and clarification on the nomination and election process.
8. Facilitate the Candidates' Forum at the Membership Assembly.
9. Report the election results once they have been tabulated by the election vendor. (Note: This is done by the Head Teller, who is the chair of the Nominations and Elections Committee or his/her designee)

TERM OF OFFICE:

Members of the Nominations and Elections Committee members shall serve staggered two-year terms or until successors are elected. Members shall not serve more than two consecutive terms. The nominee receiving the highest number of votes shall become the chairperson-elect who shall serve one year and succeed to the office of chairperson for one year.

TIME COMMITMENT:

The following is an estimate of time spent in fulfilling the duties of this office:

- One 2-hour conference call every other month, as needed, during the nomination period.
- Four 4-hour conference calls to vet nominees and determine the initial slate.
- Participation at the Membership Assembly annual meeting.

ATTACHMENT 5

Board of Directors Candidates
Self-Reflection of Leadership and Governance Competencies

Introduction

As the American Nurses Association (ANA) implements its mission, *nurses advancing our profession to improve health for all*, the association will continue to need a diverse pool of leaders who possess both leadership and governance competencies that enable them to lead effectively and strategically.

- *Leadership Competencies:* ANA collaborated with the Center for Creative Leadership® to define a set of leadership competencies[1] and associated behaviors for advanced leaders[2] in three distinct domains: Leading Yourself, Leading Others, and Leading the Organization. While anchored in *ANA's Scope and Standards of Practice*, these competencies transcend specialty or profession.

- *Governance Competencies:* There are key governance competencies[3] that are needed for members of the ANA Board of Directors to discharge their duties effectively. As fiduciaries of the association, members of the ANA Board of Directors must act at all times in the association's best interest, oversee financial and operational performance, and safeguard the association's resources.

Voluntary Self-Reflection of Competencies

The Nominations and Elections Committee encourages individuals interested in seeking election to the ANA Board of Directors to engage in a voluntary self-reflection of their leadership and governance competencies to a) determine the degree to which they possess the competencies that have been deemed important to serve successfully and efficiently, and b) identify competency areas that they may wish to develop more fully before seeking election to the ANA Board of Directors.

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[1] See Appendix A for definitions and concepts related to competence.

[2] The competencies for advanced leaders are derived from the Center for Creative Leadership® Competency Library and included in *ANA's Competency Model*, which was developed for ANA's Leadership Institute.

[3] The governance competencies were derived from the following three sources: *Competency-Based Governance: A Foundation for Board and Organizational Effectiveness* (February 2009) and *The Guide to Good Governance for Hospital Boards* (December 2009) both published by the American Hospital Association's Center for Healthcare Governance and *Board Member Competencies* developed by Judith A. Oulton for the International Council of Nurses (2011).

Self-Reflection: Leadership Competencies

Instructions: Read the behaviors listed under each leadership competency and reflect on whether you consistently demonstrate the indicated behaviors.

Rate each behavior in accordance with the following scale:

5 = Exceptional: consistently demonstrates exceptional behaviors; serves as a role model and mentor
4 = Highly Effective: consistently demonstrates effective behaviors and often demonstrates exceptional behaviors
3 = Effective: consistently demonstrates effective behaviors
2 = Inconsistent: demonstrates some behaviors but not others, or uses behaviors inconsistently; area of growth and development
1 = Need Development: rarely demonstrates competency behaviors; requires development

LEADING YOURSELF	
COMPETENCY	**RATING**
Adaptability	
Thinks "out of the box" and adjust to changes easily	
Understands their impact on situations and people	
Senses accurately when to give and take when negotiating new approaches	
Integrity	
Acts in accordance with stated values	
Follows through on promises	
Uses ethical considerations to guide decisions and actions	
Self-Awareness	
Compensates for their weaknesses	
Capitalizes on their strengths	
Learns from their experiences and make needed adjustments in their behavior	
Takes care of himself/herself and is aware of their feelings	
LEADING OTHERS	
COMPETENCY	**RATING**
Communication	
Communicates organizational goals effectively	
Inspires through the presentation of information	
Involves others, listens, and builds commitment	
Conflict	
Negotiates adeptly with individuals and groups	
Manages conflict and confrontations effectively and skillfully	
Relationships	
Builds productive working relationships with co-workers and external parties	
LEADING THE ORGANIZATION	
COMPETENCY	**RATING**
Business Acumen	
Understands the perspectives of different functional areas in the organization	
Has a firm grasp of external conditions affecting the organization	
Change	
Supports activities that position the organization for the future	
Offers novel ideas and perspectives	

COMPETENCY	RATING
Courage	
Takes a stand when others disagree; goes against the status quo	
Perseveres in the face of opposition	
Influence	
Promotes an idea or vision and persuades	
Persuades and motivates others	
Influences superiors skillfully	
Delegates effectively	
Problem Solving	
Makes timely decisions	
Understands complex issues readily	
Develops solutions that effectively address problems	
Vision and Strategy	
Understands, communicates, and stays focused on the organization's vision	

Self-Reflection: Governance Competencies

Read the behaviors listed under each governance competency and reflect on whether you consistently demonstrate the indicated behaviors.

Rate each behavior in accordance with the following scale:

5 = Exceptional: consistently demonstrates exceptional behaviors; serves as a role model and mentor
4 = Highly Effective: consistently demonstrates effective behaviors and often demonstrates exceptional behaviors
3 = Effective: consistently demonstrates effective behaviors
2 = Inconsistent: demonstrates some behaviors but not others, or uses behaviors inconsistently; area of growth and development
1 = Need Development: rarely demonstrates competency behaviors; requires development

OFFICERS AND DIRECTORS-AT-LARGE	
COMPETENCY	**RATING**
Board Experience	
Has served on public sector, private sector, or not-for-profit boards; has experience with good governance policies	
Acts in the best interest of the association as a whole and not that of a special group or interest	
Understands and accepts that a board of directors speaks with one voice	
Serves as an ambassador and advocate of the organization and the profession	
Understands the importance of continuous self-improvement through participation in professional development	
Governance Experience	
Familiar with an organization's governing documents (Articles of Incorporation, Bylaws)	
Understands the difference between the role of management and the role of governance	
Understands the fiduciary responsibilities of a board of directors: Duty of Care, Duty of Loyalty, Duty of Obedience (or Fidelity to Purpose)	
Has experience in board governance (e.g., bylaws review, policy development)	
Committee Experience	
Has experience serving on a committee	
Risk Management and Assessment	
Understands the elements of risk management: nature and sources of enterprise risk and risk management strategies	
Ensures that appropriate systems are in place to manage risks	
Strategic Planning	
Contributes, evaluates, and implements strategic plans	
Develops mission, vision, and core values	
Sets strategic direction	
Provides strategic oversight	
Focuses on longer term goals and strategic outcomes	
Employs performance oversight, management, and measurement systems to assess organizational performance	
Strategic Thinking	
Applies complex concepts, develops creative solutions, and adapts previous solutions in new ways	

Strategic Organizational Management Experience	
Implements and evaluates decisions that enable the organization to achieve long-term objectives	
Business/Corporate Planning Experience	
Has experience in business/corporate planning for public/private sectors, or not-for-profit boards	
Financial/Investment/Accounting Knowledge	
Understands financial operational management	
Interprets balance sheets and income and cash flow statements	
Understands the proper application of internal controls	
Provides input to and appropriately challenges budgets and financial statements	
Has knowledge of other considerations and issues associated with auditing requirements for public/private sectors, or not-for-profit boards	
Human Resources/Executive Personnel Performance Review	
Understands human resources, considerations and issues for executive recruitment, compensation structures, and performance review	
PRESIDENT ***(in addition to the competencies for Officers and Directors-at-Large)***	
COMPETENCY	**RATING**
Board Leadership	
Has experience serving as a board chair, committee chair, or serving in other leadership positions	
Experienced in long-term planning and priority setting	
Skilled at policy development and advocacy	
Skilled at keeping the board focused at a governance *rather than* management level	
Encourages active, equitable participation at meetings through managing time effectively, keeping the discussion on topic, and clarifying decisions	
Creates a climate where feedback on performance is given and received to continually improve personal, board, and organizational performance	
Establishes and maintains effective relationships with board members, management, and stakeholders	

Appendix A: Definitions and Concepts Related to Competence

A number of terms are central to the discussion of competence:

- An individual who demonstrates "competence" is performing at an expected level. The Institute of Medicine (IOM, 2003), defined professional competence as "*the habitual and judicious use of communication, knowledge, technical skills, clinical reasoning, emotions, values, and reflection in daily practice for the benefit of the individuals and community being served."*

- A *competency* is an expected level of performance that integrates knowledge, skills, abilities, and judgment.

- The integration of knowledge, skills, abilities, and judgment occurs in formal, informal, and reflective learning experiences.

- Knowledge encompasses thinking, understanding of theories, professional standards of practice, and insights gained from context, practical experiences, personal capabilities, and leadership performance.

- Skills include communication, interpersonal, and problem-solving skills.

- Ability is the capacity to act effectively. It requires listening, integrity, self-awareness, emotional intelligence, and openness to feedback.

- Judgment includes critical thinking, problem solving, ethical reasoning, and decision making.

- *Interprofessional* refers to the shared relationship among individuals, groups, and organizations from different disciplines. The synergies created through groups, committees, and projects that comprise individuals from different disciplines; the impact of teamwork.

- *Interdisciplinary* as used in this context refers to cross disciplines of health and health care (e.g., medicine, pharmacology, nursing) and business (e.g., leadership, communications, finance).

- *Transformational leadership* includes the competencies required to inspire and stimulate followers to achieve extraordinary outcomes and in the process, develop their own leadership capacity. They help followers grow and develop into leaders by responding to needs, empowering the individual, and aligning the goals and objectives across the span from follower/subordinate to leader to organization.

- *Formal learning* most often occurs in structured, academic, and professional development practice environments, while informal learning can be described as experiential insights gained in work, community, home, and other settings.

- *Reflective learning* represents the recurrent thoughtful personal self-assessment, analysis, and synthesis of strengths and opportunities for improvement. Such insights should lead to the creation of a specific plan for professional development and may become part of one's professional portfolio.