

GEORGIA STATE COUNCIL OF EMERGENCY NURSES ASSOCIATION STATE COUNCIL AND CHAPTER OPERATING PROCEDURES

Georgia State Council of Emergency Nurses Association's

Vision Statement

Georgia State Council of ENA's vision is to promote advocacy, diversity, and excellence of emergency nursing practice.

ENA's Mission

GENA is a professional member organization recognized internationally for promoting excellence in emergency nursing through leadership, research, education and advocacy.

Mission Objectives

GENA Exists:

To promote the specialty of emergency nursing.

To promote the interests of ENA's members and to improve the professional environment of the emergency nurse through education and public awareness.

To promote ethical principles as defined in the ENA Code of Ethics for Emergency Nurses and the American Nurses Association Code of Ethics.

To actively collaborate with other health related organizations to improve emergency care.

To be the primary resource for emergency nursing leadership, education, and research.

To define standards that serve as a basis for emergency nursing practice.

To develop, disseminate and evaluate emergency nursing education and research.

To encourage interaction and mentorship among emergency nurses.

To identify and disseminate information on key trends affecting and pertinent to emergency nursing.
To serve as an advocate for the public regarding emergency care.

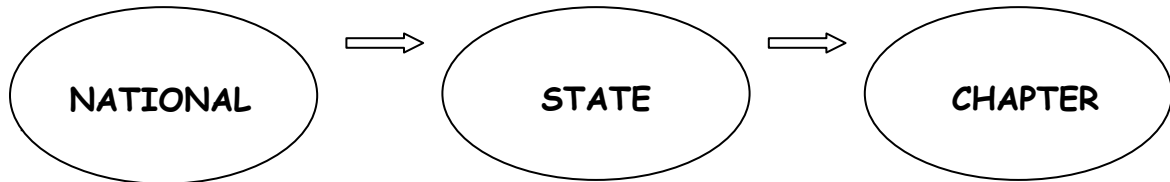
CHAPTER 1 – COMPOSITION

1. Resource for Emergency Nursing

The Georgia State Council and Chapters shall serve as resources for emergency nursing and emergency care within the State Council and Chapters.

2. Under the three-tier structure, the ENA shall have three (3) levels of organization: national, state and chapter (local) levels.

THREE-TIERED STRUCTURE



- A. Upon joining the ENA, an individual member simultaneously obtains membership at the state and chapter levels.
- 1) The individual has the opportunity to select a chapter upon joining the ENA. If the member does not select a chapter, he or she will be assigned to a chapter by the respective State Council President or State Membership Chairperson.
 - 2) The State Council, with Chapter input, shall determine the method for assigning new members to chapters within the state.
- B. The State Council of the three-tier structure is composed of representatives from each chapter within the state. Each State Council should maintain a size that ensures appropriate representation.
- 1) At least one (1) member of each Chapter should serve as a representative on the State Council.
 - 2) The State Council, in conjunction with the Chapters, should develop protocol to determine the selection and seating of representatives to the Council.
 - 3) The State Council and/or Chapter should attempt to provide partial or full funding for its members' participation at the Council meetings, or Chapters should seek assistance from the State Council.
- C. Each Chapter of the State Council shall consist of no less than five (5) active ENA members.

CHAPTER 2 – CHARTER

1. Upon formation, each State Council and Chapter is issued a formal charter certificate to function as the official organizational component at the state and chapter level in accord with *Procedures*. The charter is maintained through the submission of the Annual Report form.
2. If a State Council or Chapter does not adhere to the National ENA *Bylaws* and *Procedures*, its charter may be suspended or revoked:
- A. Suspension of Charter
If a State Council/Chapter does not adhere to the *Bylaws* and *Procedures*, the ENA Board of Directors may serve written notice to State Council Officers regarding specific issues to address within a thirty (30) day period. If these issues are not addressed to the satisfaction of the ENA Board of Directors, the charter will be suspended thirty (30) days after written

notice to the State Council and Chapter Officers.

B. Revocation of Charter

The charter for a State Council or Chapter may be revoked subsequent to an initial suspension of charter for the same cause and a hearing for State Council and Chapter Officers before the ENA Executive Committee within sixty (60) days of initial suspension. If the issues are not resolved in favor of the ENA *Bylaws* and *Procedures*, the charter will be revoked and a formal letter specifying cause will be forwarded to all State Council and Chapter Officers within ten (10) days of the hearing. All Chapter financial and management affairs will be transferred to the respective State Council and the State Council's financial and management affairs will be transferred to the ENA.

C. Deactivation of Chapter

Non-functioning Chapters are deactivated at the request of the respective State Council President or by the ENA Component Relations Department.

3. State Council and Chapter Profiles (Annual Report Forms and Officers Reports)

The Georgia State Council and Chapters have the responsibility to maintain a State Council or Chapter profile with the ENA Component Relations Department in order to maintain its charter. The profile consists of the officers' report and the annual report. The Georgia State Council and Chapters have the responsibility of submitting changes in profile information to the ENA Component Relations Department as the changes occur.

- A. The Georgia State Council has the responsibility of ensuring that Chapters file a profile annually. This is best accomplished by requiring Chapters to submit a copy of their profile (Annual Report and Officers Report) to the ENA Component Relations Department and the State Council. In addition to submitting changes to the ENA Component Relations Department, Chapters have the responsibility of submitting changes in profile information to the State Council as the changes occur.
- B. Information obtained from the profile is extremely valuable in keeping the Georgia State Council and ENA office records current and encouraging communication at both the state and local levels.
- C. Profiles are distributed to the current president of Georgia State Councils and Chapters by September 30th in order to collect information for both the current and upcoming year. Profiles may also be accessed on the ENA website at www.ena.org.
- D. The Georgia State Council should collect the same or similar information from local Chapters annually.

CHAPTER 3 – OFFICERS

1. The Georgia State Council and Chapters have the responsibility to hold regularly scheduled elections to elect the following officers:
 - A. President
 - B. President-elect
 - C. Secretary/Treasurer – One (1) person may exercise both positions or the State Council/Chapter may opt to elect one (1) individual to each position.

2. Elections

- A. Officers must be elected by a majority vote of the State Council or Chapter members or in accord with Georgia State Council or Chapter Bylaws.
- B. Georgia State Council or Chapters will hold regularly scheduled elections for its officers. State Council and Chapter officer's information is due to the ENA Component Relations Department by October 31st of each year. Elections should be held prior to this due date.
- C. A Nominating Committee, elected by the representatives of the State Council or Chapter, may be formed and charged with identifying and qualifying candidates for office. Any self-nominated candidate would have to meet the same criteria as those candidates solicited to run. The Nominating Committee would also be responsible for providing guidelines for those who aspire to office. The Georgia State Council or Chapter should follow the ENA guidelines for identifying and qualifying candidates for Board of Director positions. Under *Robert's Rules of Order*, the President should not serve on the Nominating Committee even in a non-voting capacity. Alternately, the immediate past president may serve on the Nominating Committee. The Nominating Committee should be elected/appointed by the State Council or Chapter rather than by the President.

3. President

A. Qualifications

- 1) Current ENA membership.
- 2) Current registered nurse licensure.
- 3) Active participation at state and/or chapter level.

B. Responsibilities

- 1) Serve as Chief Elected Officer of the State Council or Chapter.
- 2) Serve as President of the State Council's or Chapter's Governing Body (State Council)
- 3) Coordinate all State Council or Chapter administrative activities.
- 4) Appoint committee chairpersons and members.
- 5) To exercise all responsibilities and privileges as an officer as specified in the *Bylaws* and *Procedures* at the state and chapter levels.
- 6) To perform all duties of President as outlined by the State Council or Chapter procedures.

C. Term of Office

The President shall serve for a term of one (1) calendar year, January 1st through December 31st, unless otherwise stated in State or Chapter *Bylaws*.

4. President-Elect

A. Qualifications

- 1) Current ENA membership.
- 2) Current registered nurse licensure.
- 3) Active participation at state and/or local level.

B. Responsibilities

- 1) To perform any duties assigned by the President of the State Council or Chapter.
- 2) Serve as President-elect of the State Council's or Chapter's Governing Body.
- 3) To succeed to the office of President at the expiration of the President's term. In the event the position of President becomes vacant, the President-Elect shall serve for the unexpired term and the term for which they were elected. In the event the President-Elect becomes the President, State Council/Chapter *Bylaws* should indicate whether or not the President-Elect vacancy is to be filled or left vacant. The process for filling such a vacancy should be documented in the State Council or Chapter *Procedures*.
- 4) To exercise all responsibilities and privileges as an officer as specified in the *Bylaws* and *Procedures* at the state and chapter levels.
- 5) To perform all duties of President-Elect as outlined by the State Council or Chapter procedures.

C. Term of Office

The State Council and Chapter President-Elect shall serve for a term of one (1) calendar year, January 1st through December 31st, unless otherwise stated in State Council or Chapter *Bylaws*.

5. Secretary

A. Qualifications

- 1) Current ENA membership
- 2) Current registered nurse licensure
- 3) Active participation at state and/or local level.
- 4) One (1) person may exercise both positions or the State Council or Chapter may opt to elect one (1) individual to each position.

B. Responsibilities

1. To maintain records and provide for a mechanism to transfer records (general and financial) upon the installation of a new Secretaryf..
2. To perform all duties required of Secretary as outlined in State Council or Chapter *Procedures*, *Parliamentary Procedures* and *Common Law*.
3. To produce business meeting minutes.

C. Term of Office

The Secretary shall serve for a term of one (2) calendar year, January 1st through December 31st, unless otherwise stated in State Council or Chapter *Bylaws*.

6. Treasurer

A. Qualifications

- 1) Current ENA membership
- 2) Current registered nurse licensure
- 3) Active participation at state and/or local level.
- 4) One (1) person may exercise both positions or the State Council or Chapter may opt to elect one (1) individual to each position.

B. Responsibilities

- 1) To maintain financial records in accord with generally accepted accounting procedures.
- 2) To maintain records and provide for a mechanism to transfer records (general and financial) upon the installation of a new Secretary/Treasurer.
- 3) To work with the President and President-Elect to present a budget proposal annually.
- 4) To maintain banking accounts and disbursement thereof.
- 5) To apply for and maintain an Employer Identification Number and to file this number with the ENA Component Relations Department.
- 6) To apply for and maintain appropriate documents for incorporation. Since procedures vary among states, Contact the Secretary of State's Office in your state to be sure your State Council or Chapter is in compliance.
- 7) To complete and file the annual Form 990, 990EZ, or 990-T directly with the Internal Revenue Service, if applicable, to maintain and ensure compliance with Not-For-Profit financial status as a 501(c)(3) organization.
- 8) To submit an annual Financial Report for officer and member review, as well as Financial Reports for scheduled meetings. The annual Financial Report is to be filed with the ENA Component Relations Department on or before June 1st each year.

C. Term of Office

The Secretary/Treasurer shall serve for a term of one (2) calendar year, January 1st through December 31st, unless otherwise stated in State Council or Chapter *Bylaws*.

7. Treasurer-Elect

A. Qualifications

- 1) Current ENA membership
- 2) Current registered nurse licensure
- 3) Active participation at state and/or local level

B. Responsibilities

- 1) To learn responsibilities of the treasurer
- 2) Assisst the Treasurer to:
 - a) maintain financial records in accord with generally accepted accounting procedures.
 - b) To maintain records and provide for a mechanism to transfer records (general and financial) upon the installation of a new Secretary/Treasurer.
 - c) To work with the President and President-Elect to present a budget proposal annually.
 - d) To maintain banking accounts and disbursement thereof.
 - e) To apply for and maintain an Employer Identification Number and to file this number with the ENA Component Relations Department.
 - f) To apply for and maintain appropriate documents for incorporation. Since

procedures vary among states, Contact the Secretary of State's Office in your state to be sure your State Council or Chapter is in compliance.

- g) To complete and file the annual Form 990, 990EZ, or 990-T directly with the Internal Revenue Service, if applicable, to maintain and ensure compliance with Not-For-Profit financial status as a 501(c)(6) or a 501(c)(3) organization.
- h) To submit an annual Financial Report for officer and member review, as well as Financial Reports for scheduled meetings. The annual Financial Report is to be filed with the ENA Component Relations Department on or before June 1st each year.

C. Term of Office

The Treasurer-Elect shall serve for a term of one (1) calendar year, January 1st through December 31st, unless otherwise stated in State Council or Chapter *Bylaws*. No individual shall serve more than two (2) consecutive terms as Secretary/Treasurer.

6. Chapter Representation and Committee Chairs to the State Council

- A. The State Council is composed of representatives from each Chapter within the state who will participate in respective State Council activities. State Council also includes Committee Chairpersons...
- B. Each Chapter has the responsibility to provide active participation at the state level.
 - 1) At least one (1) member of each Chapter should serve as a representative on the State Council.
 - 2) The Chapter will determine an alternate representative to the State Council

CHAPTER 4 – COMMITTEES

1. State Councils and Chapters may appoint committees as necessary to research and address the objectives, educational needs, professional practice, special interests, and programs of the Council or Chapter while simultaneously serving as resource consultants. In addition, each State Council and Chapter may want to maintain one or more of the following committees: education, Injury Prevention, pediatrics, trauma nursing, government affairs, nursing practice, research, membership, fundraising, and general assembly delegation. The Chapter should also follow any committee recommendations set forth in the respective State Council *Procedures*.
2. To assist in developing procedures and defining the purpose of a given committee, committee descriptions are listed below.

A. **Education Committee:** The Education Committee is responsible for serving as an educational resource by monitoring and addressing the educational issues, needs and interests of the membership and emergency nurses in general. The committee is also responsible for promoting the nature of emergency nursing and the advancement of emergency nursing as a discipline through continuing education. The Education Committee is the provider unit for the overall planning, implementation, evaluation and quality assurance of continuing education activities.

B. **Government Affairs Committee:** The Government Affairs Committee serves the interests of emergency nursing by developing, implementing and maintaining effective methods to influence legislation impacting the practice of emergency nursing. The committee is also responsible for developing and maintaining avenues of communication among the State Council and Chapter members to share information and obtain support on issues, which require legislation on federal, state or local levels. In addition, the Government Affairs Committee should coordinate efforts to increase voter registration among emergency nurses and explore possible avenues of proactive nursing input in the political decision-making process and the election and/or appointment of officials who will make such decisions.. The Government Affairs Committee Chairperson should be a member of EN411

The Georgia State Councils and Chapters, from federal income tax under Section 501c3 of the Internal Revenue Code, are subject to limitations in their lobbying efforts. Organizations with this designation are **banned** from participating in a political campaign for federal, state, or local candidates as well as from forming, supporting, or administering a political action committee (PAC). Failure to comply with these rules may result in the loss of 501c3 status. State and Chapters falling under Section 501c6 are not limited in their lobbying activity.

C. **Trauma Nursing Committee:** The Trauma Nursing Committee is responsible for serving as an educational resource by monitoring and addressing the educational, legislative, clinical and research issues related to trauma care as well as addressing TNCC-related issues. The Trauma Nursing Committee serves as the networking body with other nursing and health care organizations to impact trauma prevention and quality of care. The Trauma Nursing Chairperson should have TNCC Faculty status.

D. **Pediatric Committee:** The Pediatric Committee is responsible for serving as an educational resource by monitoring and addressing the educational, legislative, clinical, and research issues related to pediatric emergency nursing and care as well as addressing ENPC-related issues. The Pediatric Committee serves as the networking body with other nursing and health care organizations to impact pediatric emergency care. The Pediatric Committee Chairperson should have ENPC Faculty status.

E. **Membership Committee:** The Membership Committee is responsible for developing and implementing strategies for recruiting and retaining members. This committee monitors and promotes activities or benefits available to the member at the state and local level as well as

the national level. In addition, the Membership Committee is responsible for developing a method of surveying members to determine whether or not members' needs are being met at the state and local level and what can be done to address their needs. The Membership Committee conducts an annual membership campaign either on its own or in conjunction with the ENA. Contact the ENA Association Services Team for information regarding the ENA Membership Campaign.

- F. **Nursing Practice Committee:** The Nursing Practice Committee has the responsibility of identifying and monitoring emergency nursing practice issues. This committee develops programs, services and position statements to address the needs and interests of nurses involved in emergency health care. The committee works collaboratively with other groups regarding issues that directly or indirectly impact emergency nursing.
- G. **Research Committee:** The Research Committee has the responsibility for assisting the State Council or Chapter in the promotion, conduction, utilization and dissemination of research.

CHAPTER 5 – INCORPORATION AND RELATED LEGAL MATTERS

1. Each State Council or Chapter should be separately incorporated within the state or U.S. Territory as a not-for-profit corporation. There are several advantages to being incorporated. One of the most important is that it provides protection to its members from the State Council or Chapter obligations and liabilities whether it is financial or legal. Each state council or chapter should contact their respective Secretary of State office to obtain specific information regarding incorporation and responsibilities. ENA strongly recommends that an attorney familiar with not-for-profit corporate law draft the corporate application. Incorporation must be processed in accordance with the legal procedure for incorporation in the state where the state council will be located
 - A. The Articles of Incorporation for each State Council should incorporate the Purpose and Objectives of the State Council or Chapter and must not conflict with any aspects of the ENA *Bylaws* and *Procedures*.
 - B. State Councils and Chapters must pay special attention to the statement of purpose in the Articles of Incorporation which may have ramifications on its tax exempt status.
 - C. When a State Council or Chapter establishes itself as a 501(c)(3), the purpose must be identical in both its *Bylaws* as well as in the Articles of Incorporation.

For ENA and its State Councils and Chapters, it should read: “The purposes for which, the corporation is organized are educational, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, including but not limited to the advancement of emergency nursing through education and public awareness.
 - D. It is the responsibility of each State Council and Chapter to maintain its Incorporation status.
2. It is the responsibility of the Georgia State Council to apply for an Employer Identification Number (EIN) and to file same with the national ENA office. If the state council or chapter already possesses an EIN, the current EIN should be used rather than obtaining a new number. The EIN should be recorded and given to new officers each year along with other pertinent State Council or Chapter paperwork. Chapters will operate under the EIN of the State Council.

Background Information

- 1) Taxpayer Identification Numbers

The Internal Revenue Service has an automatic data processing system to process the returns of taxpayers. Central to this system is the taxpayer identification number. This is either your Social Security Number or an Employer Identification Number.
- 2) Employer Identification Number

The Employer Identification Number (EIN) is a 9-digit number issued by the Internal Revenue Service. Its format is 00-0000000. The first two digits are a code that identifies the Internal Revenue Service district where the State Council or Chapter was located when your number was issued. The EIN issued to your State Council or Chapter will remain the same, even if you move to another district.
- 3) Who Needs to Get an EIN

As a not-for-profit organization, The Georgia State Council will need an Employer Identification Number even if it does not have employees.
- 4) How to Get an EIN

You can apply for an EIN either by mail or by telephone. Call 1-800-829-1040 to request the APPLICATION for Employer Identification Number (Form SS-4) or go on-line to www.irs.gov. The instructions for Form SS-4 provide further details on

applying by mail, on-line, or by telephone.

CHAPTER 6 – FINANCIAL MANAGEMENT

1. Financial Records
The Georgia State Council and Chapters have the responsibility to maintain financial records in accord with generally accepted accounting procedures, and follow all Internal Revenue Service regulations.
2. The fiscal year of the Georgia State Council and Chapters shall be January 1st through December 31st.
3. The Georgia State Council and Chapters should make provisions in its annual budget for the following:
 - A. Publication(s)
 - B. Mailings, business meetings and educational programs (i.e., TNCC, ENPC)
 - C. Total or partial funding for the Georgia State Council delegates to attend the ENA's General Assembly.

CHAPTER 7 – ASSESSMENTS

On a quarterly basis, the ENA Financial Department will forward a check to each active Georgia State Council or Chapters representing an assessment for each ENA member joining for the first time, or renewing membership during the quarter.

1. State Councils operating under a three-tier structure will receive the state level assessment (\$5.00) per member. The standard Chapter assessment (\$5.00) per member will be sent directly to the Chapter. State Councils operating under a two-tier structure will receive the standard assessment amount (\$10.00) per member.
2. The Georgia State Council may, by two-thirds (2/3) vote of its representatives, increase the annual Georgia State Council assessment from \$5.00 (or \$10.00) to a maximum of \$25.00 per year per member. The allocation can only be increased once per year and the increases are to be made in \$5.00 increments.
 - A. The Georgia State Council must provide a written rationale for the increase to each ENA member in the state at least sixty (60) days prior to any vote to increase the national allocation per current member.
 - B. The Georgia State Council must notify the ENA Component Relations of any increase in the national allocation per member. The implementation of the increase must be coordinated with the ENA Component Relations and ENA Membership Services.
 - C. Once increased, the allocation will remain in effect until the State Council notifies the National ENA of a change. Any adjustment to the amount of an assessment must be coordinated with the ENA Component Relations and ENA Membership Services.
3. If there is no President on file for a Chapter or the member did not designate a Chapter at the time he/she joined, the Chapter assessment will be sent to the State Council.
4. Georgia State Council and Chapters also receive quarterly assessments for hosting TNCC and/or ENPC courses. The monies are paid to the State Council in the quarter in which the full payment of the course has been received by the ENA National Office. The assessments for TNCC and ENPC

may be combined with the amount for the membership assessments in one check or separately in two checks and mailed separately.

5. The State Council/Chapter is required to process each quarterly assessment check **within thirty (30) days** of receipt.
6. The codes that appear on the assessment checks represent the following:
 - 1) NCE No Chapter Exist (two tier states)
 - 2) NSNA National Student Nurses Association members
 - 3) NCA No chapter assigned members
 - 4) TNCC TNCC assessment monies
 - 5) ENPC ENPC assessments monies
7. For questions regarding assessments, contact the ENA Financial Services Department.

CHAPTER 8 – IRS TAX STATUS AND RESPONSIBILITIES

IRS Tax Status

1. The Georgia State Council or Chapter must obtain a 501(c)(6) or 501(c)(3) tax exempt status classifications from the Internal Revenue Service (IRS) or face possible annual tax payments.

Associations established under Section 501(c)(3) are considered educational, charitable and/or religious..
- 2.. ENA strongly encourages all state councils and local chapters to utilize an accounting service familiar with tax law in preparing documents for the IRS in order to minimize the risk of errors, which can lead to financial penalties. ENA strongly encourages all state councils and local chapters to utilize a professional familiar with tax law to answer questions related to 501(c)(3)
3. The Georgia ENA State Council will file an application with the IRS key district director in the district in which the principal place of business or principal office of the State or Chapter is located. Form 8718 and the applicable user fee..
4. The Georgia State Council or Chapter must file IRS Form 1024 in order to obtain the Federal tax exemption, but it is not required to file the annual information return (Form 990 Package) unless its annual gross receipts normally exceed \$25,000.
5. Even if exempt, the Georgia State Council or Chapter still will be subject to tax on income unrelated to the State Council or Chapter exempt purposes. It is important to note that the Section 501(c)(3) exemption, while exempting the State Council or Chapter from Federal income tax, will not necessarily entitle the State Council or Chapter to exemption from other taxes, such as State and local taxes. Entitlement to exemption from the latter taxes is a matter of Georgia State and local law. The Georgia State Council and Chapters must file separately for State and local tax exemption. The Georgia State Council and Chapter should contact their respective Secretary of State Office to obtain specific information regarding State tax exemptions.
6. It is the responsibility of the Georgia State Council and Chapters to maintain its tax exempt status.

IRS Responsibilities

1. The Georgia State Council and Chapter has the responsibility to complete and file Form 990 or 990EZ directly with the Internal Revenue Service (IRS), if applicable.

. When the Georgia ENA State Council and Chapters combined annual gross receipts are

more than \$25,000, the State Council must file Form 990 or 990EZ.

Gross receipts are the total amount the organization received from all sources during its annual accounting period, without subtracting any costs or expenses. This includes assessment monies and any profit made from presenting ENA's courses (i.e., TNCC, ENPC)

2. File Form 990 or 990EZ by the 15th day of the fifth month after your accounting period ends. It should be filed with the Internal Revenue Service Center that serves your district. The instructions for either form give the addresses for all Internal Revenue Service Centers.
3. A penalty may be charged when a Form 990 or 990EZ is filed late, unless the State Council or Chapter can show that the late filing was due to reasonable cause as determined by the IRS.
4. Form 990-T is referred to as an Exempt Organization Business Income Tax Return. Whether or not incorporated, an exempt organization must file Form 990-T **if gross income is \$1,000 or more from business unrelated to the organization's exempt purpose has been generated during its fiscal year.**
5. An unrelated trade or business is any trade or business that is regularly carried on and that is not substantially related (aside from the need of the organization for income) to the organization's exempt purposes. An activity does not constitute an unrelated trade or business if (1) substantially all the work in carrying on the activity is performed without compensation; or, (2) it consists of the sale of merchandise, substantially all of which was received by the organization as gifts or contributions. Other special activities are also exempt.

CHAPTER 9 – LEGISLATIVE ISSUES

1. State and local legislative issues affecting emergency care and emergency nursing practice should be monitored and the Georgia State Council and Chapters should maintain a legislative network.
2. ENA forwards the publication, *Washington Update*, regarding legislative issues related to emergency nursing and care to State Council and Chapter Presidents and is also available on ENA's website.

CHAPTER 10 – NURSING ISSUES

1. It is the responsibility of the Georgia State Council and Chapters to monitor and address professional issues related to emergency care on the state and local level. The State Council and Chapter should also regularly monitor multiple sources of information on professional issues, as well as, regular dissemination of materials to its members. The Georgia State Council and Chapters may establish an ongoing Nursing Practice or Professional Issues Committee..
2. Professional Liaisons - An attempt shall be made to maintain a liaison with state or local professional organizations and agencies such as:
 - A. State Boards of Nursing
 - B. State Nursing Associations and State Offices of Specialty Nursing Organizations
 - C. American College of Emergency Physicians (ACEP)
 - D. Emergency Medical Services

CHAPTER 11 – PUBLICATIONS

1. The Georgia State Council and Chapters has the responsibility to publish a newsletter and/or establish a method of communication to all members within the State Council or Chapter. The publication should contain information regarding meetings and professional activities of the State

Council and Chapters. A copy of each issue of the newsletter must be forwarded to the ENA Component Relations and the ENA Board State Liaison.

3. The Georgia State Council and Chapters may opt to e-mail publications or post on the State Council or Chapter website, however, a hard copy must be mailed for those members not connected through e-mail or internet.

CHAPTER 12 – MARKETING AND MEMBERSHIP

1. Marketing

The Georgia ENA members and prospective members evaluate the value of membership in an organization. An organization utilizes marketing strategies such as needs assessments, focus groups, and telemarketing to ascertain exactly what membership benefits the association needed to develop, modify, revise and/or eliminate in order to remain competitive. The product or service must be packaged appropriately, describing the many professional and personal benefits and offerings the ENA member will receive, for its membership fee. This external “marketing” of the product is just one of the components of the marketing plan. To be effective, the marketing campaign must contain an integral series of ideas, decisions, strategies, as well as a few simple techniques.

2. Membership Drive

The Georgia State Council and Chapter must conduct or participate in an annual membership drive each year in conjunction with the national level and/or the state and chapter level.

Active recruiting efforts should be held year long, with special emphasis during the annual membership drive. Formalized contact should be made with new members to assure their assimilation into State Council, Chapter, and local informal groups. Ongoing retention efforts are needed to encourage membership renewal.

3. Membership Development Changes

With the changes occurring in today’s health care environment, membership recruitment and retention is becoming more and more difficult. Members are concerned about what they receive for their dues dollars. Prospective members need to know about the benefits of membership and current members continually evaluate the benefits of membership at renewal time.

Throughout the course of membership development efforts, continue to remind people of the many benefits, products and services ENA offers its members. If you need membership recruitment materials, please contact the ENA Association Services Team

4. Mentoring

A. The process of mentoring is essential to the future of the Georgia State Council and Chapters. Mentoring new or incoming officers, committee chairpersons, or representatives not only strengthen the State Council and Chapters but contributes to its growth and endurance. Basic guidelines for the mentoring process include:

- 1) Involve other officers in decision -making.
- 2) Utilize committee chairpersons and other representatives in work projects and other activities; charge them to give reports regularly to the Georgia State Council or Chapter on their activities.
- 3) Develop and implement orientation sessions and/or networking sessions. Hold a session for Presidents/Presidents-Elects to assist them in developing their leadership skills.
- 4) Incorporate others into the development of the strategic plan and business of the State Council or Chapter.
- 5) Step aside when the time comes. Be statesmanlike in your role as a past president.
- 6) Forward all ENA business related materials to the new president and Secretary/Treasurer.

CHAPTER 13 – MEETINGS AND EDUCATIONAL PROGRAMS

1. The Georgia State Council/Chapter has the responsibility to conduct at least two (2) formal business meeting annually, in accord with the current edition of *Robert's Rules of Order*. However, formal State Council/Chapter meetings should be held on a quarterly or bimonthly basis.
2. Meeting dates and locations should be determined at the beginning of the year. Advance notification of meetings should be given to all members of the state council/chapter. Meeting sites and times should be varied to allow a majority of members the opportunity to attend.
3. Use previous agendas and meeting minutes to prepare the upcoming agenda in order to maintain consistency and to avoid overlooking outstanding issues.
4. Attempt to include the following information at the beginning of the agenda:
 - A. Call to Order
 - B. Recognition of Members Present
 - C. Additions to the Agenda
 - D. Approval of Previous Meeting Minutes
 - E. Secretary/Treasurer Report
 - F. Officers and Board of Directors Report
 - G. Committee Reports
 - H. Unfinished Business
 - I. New Business
 - J. Adjournment
5. Timeframes should be established for each agenda item to keep the meeting flowing within the allotted time.
6. The President (Chair) conducts the meeting unless otherwise specified. The meeting should be called to order at the designated time and the agenda should be followed closely. If discussion occurs that is not directly associated with the issue on the table, the chair of the meeting should return the participants' attention to the original agenda item. Objective direction is very important in order to conduct the meeting in an efficient and professional manner, ensuring that the participants are comfortable in verbalizing any statements or opinions.
7. It is advisable to determine the objectives for the coming year at the first meeting and then measure the progress of the stated objectives at subsequent meetings. The objectives from the previous year should also be reviewed and reevaluated to determine if anything needs to be carried over into the current year. Objectives should be reasonable and obtainable if they are to be addressed within the course of a year.
8. The meeting agenda should be prepared in advance and distributed with the meeting notice when possible. Prospective meeting attendees should be given the opportunity to make additions to the agenda prior to the meeting. A current agenda should also be distributed at the meeting.
9. Copies of information to be distributed at the meeting should be prepared in advance and individuals presenting at the meeting should be advised to bring enough materials for all in attendance. Additional copies of the meeting information should be kept for the files.
10. Reports by Standing Committees and informal groups should be a regular feature of business meetings and include position statements, achievements, and evaluation, along with the regular discussion and identification of professional issues.

11. The Georgia State Council and Chapter should provide an emergency nursing education program at least once annually, either sponsored solely by the State Council or in conjunction with its Chapters. ENA is an independent approver of continuing education programs. Applications for Continuing Education Contact Hours (CECH) for state or local programs can be obtained from the ENA National Office by contacting the Education Department.

CHAPTER 14 – GENERAL ASSEMBLY DELEGATION

1. The Georgia State Council has the responsibility to organize and send a state delegation to the ENA Annual General Assembly. Each Chapter should participate in the state selection process. The delegates serve to represent the State Council and Chapters and to present and/or debate proposed ENA *Bylaws* amendments and resolutions submitted for action.

- A. Description

The General Assembly is the policy-determining component of the Emergency Nurses Association (ENA), composed of delegates from each state.

- B. Function

The General Assembly meets at least once a year for the following purposes:

- 1) To amend ENA *Bylaws*, as necessary.
- 2) To determine ENA's official position statements on professional nursing issues.
- 3) To review the ENA's audited financial statements.

- C. Meetings - Regular

- 1) The regular annual General Assembly shall meet at a time and place determined by the ENA Board of Directors.
- 2) The date and place of the next annual General Assembly shall be announced at the end of each General Assembly.
- 3) The time, site and other related information of the General Assembly shall be published prior to the meeting.

- D. Meetings - Special

- 1) Special meetings of the General Assembly may be called by the ENA Board of Directors by a two-thirds (2/3) vote taken in a meeting or may be called by petition with the signatures of one-third (1/3) of the number of delegates present at the previous General Assembly.
- 2) No less than thirty (30) days notice shall be given of any special meeting.
- 3) The delegates and alternate delegates to any special meeting shall be the same as those who served at the previous General Assembly.

2. DELEGATES

- A. Description

The number of Delegates allowed to the General Assembly from each state is determined by the membership density within that state as determined by the ENA Board of Directors.

Each state shall be entitled to one (1) voting delegate that shall be the State Council President or designee. In addition, there shall be one (1) delegate for each fifty active ENA members or fraction thereof within the state.

| | |
|------------------|-------------|
| 1-50 members: | 2 delegates |
| 51-100 members: | 3 delegates |
| 101-150 members: | 4 delegates |

151-200 members: 5 delegates (etc.)

B. Qualifications

- 1) Current Active Membership

C. Recommended Qualifications

- 1) Attendance of at least fifty (50) percent of all scheduled meetings of the State Council or chapter since the previous General Assembly.
- 2) Served in an elected or appointed position at the local, state, or national level during the past three (3) years, or participation in, at least one (1) of the following activities related to emergency nursing since the previous General Assembly:
 - a) Lecturer (other than that which is required to perform nursing role).
 - b) Projects (public education projects, chapter fund-raising, etc.).
 - c) Research in emergency nursing.
 - d) Publishing on topics related to emergency care.
 - e) Certification (maintains certification; takes the CEN exam or registers for the CEN examination).

D. Responsibilities

- 1) All delegates must attend all business sessions and special delegate activities at the General Assembly.
- 2) Represent their constituents at the business meetings of ENA.
- 3) Seek information on all issues under discussion, and act in the best interest of the constituent being represented.
- 4) Report back to the constituent all activities and actions taken regarding voting and discussion by the delegates.

NOTE: Delegates should make every effort to be informed prior to and during the General Assembly. Suggested resources to obtain information include: *Bylaws, and Standard Procedures*; State Council and Chapter Presidents; ENA Board of Directors; ENA publications and website; and National Office staff.

E. Delegate Selection

The Georgia State Council will use the Point System method for delegate selection in accord with its *Bylaws* and *Procedures*.

Point System -- Members accumulate points during the year according to procedures. Individuals who meet the qualifications and accumulate the highest number of points within the deadline date are the state delegates.

F. Delegate Credentialing

- 1) At least sixty (60) days prior to the General Assembly, the ENA Component Relations Department will forward appropriate delegate and alternate delegate forms for General Assembly to State Councils.
- 2) Each State Council must formally register the names and addresses of all delegates and alternate delegates with the ENA Component Relations within forty-five (45) days prior to the annual meeting of the General Assembly.
- 3) Thirty (30) days prior to the annual meeting of the General Assembly, the ENA Component Relations will forward the following:
 - a) Confirmation letters to each official delegate and alternate delegate.
 - b) General Assembly Procedures and related information to each delegate.
- 4) All delegates must register at General Assembly to complete the credentialing process.
- 5) The Georgia state delegation must designate a state captain for General Assembly. The state delegation may designate the state president (preferred) as state captain

or may select another member of the delegation. The state captain is responsible for signing authorizations to change delegates' status.

3. ALTERNATE DELEGATES

A. A member registered as an alternate delegate may be transferred from the alternate status to delegate status at any time during the Assembly, upon proper clearance by the Credentials Committee, and as long as the state delegation does not exceed the maximum number as allotted by the bylaws and procedures and that the state delegation does not exceed the maximum number of delegates registered at General Assembly by the end of the first business day.

1) A delegate change of status form should be completed, signed by the state captain, and the change presented to the credentialing committee.

B. The Georgia State Council may select an active member from the state who meets the qualifications for delegate status according to state procedures to serve as a delegate in the event that all registered alternate delegates are being utilized as delegates for the state.

A delegate change of status form should be completed, signed by the state captain, and the change presented to the credentialing committee.

C. Every alternate delegate should be prepared to assume delegate status by familiarizing himself/herself with the General Assembly Procedures.

4. POWERS OF THE GENERAL ASSEMBLY

A. Description

In order to implement its responsibility to serve as the chief policy-determining component of ENA, the General Assembly reviews and acts upon proposed bylaw amendments and resolutions regarding position statements and policies relating to emergency nursing, submitted in accord with procedures.

B. Bylaws

The General Assembly has the power to revise and/or amend the ENA bylaws in accord with the bylaws procedure. The information herein is a summary of the bylaws procedure. Information on how to submit a bylaws amendment can be obtained from the ENA Component Relations Department.

1) Amendments to *Bylaws* must be proposed by:

- a) The Board of Directors
- b) State Councils and Chapters
- c) At least five (5) active ENA members

2) Each amendment must be submitted to the ENA Component Relations Department at least one hundred-eighty (180) days prior to the General Assembly.

3) Each amendment submitted must:

- a) Have specific rationale for the proposed change.
- b) Include additional amendments, if the proposed change affects any other area of the *Bylaws*.
- c) All bylaw amendments must be compatible with ENA's purpose, mission, values, objectives, federal and state laws, and financial soundness.
- d) Include a budget proposal if the amendment significantly affects ENA revenue or expenses.

4) Amendments, which meet the above criteria, will be submitted to the membership sixty (60) days prior to the General Assembly.

5) In order to be approved, each amendment must receive a two-thirds (2/3) vote of delegates credentialed at the General Assembly.

C. Resolutions

The General Assembly has the responsibility to monitor issues affecting the specialty of emergency nursing. The General Assembly determines ENA policy regarding such issues, and as needed, directs the Board of Directors to implement programs incorporating approved policy, and monitors current ENA policies and activities. Information on how to submit a resolution can be obtained from the ENA Component Relations Department.

- 1) Sources: In accord with procedures, a resolution proposal for consideration at General Assembly may be submitted by:
 - a) Active ENA members
 - b) State Councils and Chapters. State Councils or Chapters may submit a resolution, which must include the signatures of the respective State Council and Chapter President. This verifies the acknowledgment and coordination of respective State Council and/or chapter members regarding this process.
 - c) The Board of Directors
 - d) *Journal of Emergency Nursing* Editorial Board
 - e) National committee and work group members

- 2) Guidelines: Sponsor(s) of the resolution must submit the following information, formatted accordingly:
 - a) Resolution title and description
 - b) Resolution rationale:
 - (1) Purpose and objectives
 - (2) Strategies
 - c) Outcomes
 - d) Resolutions background information and research data (bibliography, etc.).
 - e) Resolution sponsor names, credentials, current ENA membership number (work and home telephone numbers, and e-mail addresses for internal use only, not for publication).
 - f) Following their review of the proposed resolutions, the Resolutions Committee will contact the resolution(s) sponsor(s) to assist in the identification of applicable ENA *Bylaws*, objectives, components of the ENA strategic plan, legal implications, proposed expenses and revenue sources, staffing resources, etc.

- 3) Resolutions Procedures
 - a) All resolutions for consideration at General Assembly must be received at the ENA Component Relations Department by the published deadline each year.
 - b) All resolutions received at the Component Relations Department will be forwarded to the Resolutions Committee and the ENA parliamentarian for review. Following discussion with the resolution(s) sponsor(s), the Resolutions Committee will forward its recommendations to the Board of Directors for final approval. Resolutions, which do not comply with ENA guidelines, will be returned to their sponsor(s).
 - c) Resolutions, which have been accepted for presentation at the upcoming General Assembly will be published in the *General Assembly Handbook* and mailed to all delegates prior to the opening date of the General Assembly.
 - d) Any resolutions to amend the ENA bylaws will be forwarded as a separate report, under separate cover, forty-five (45) days prior to the first day of the General Assembly, in addition to being included in the *General Assembly Handbook*.
 - e) Resolution reference hearings are an opportunity for General Assembly delegates, as well as individual members, to discuss and to debate resolutions prior to formal action by the General Assembly House of Delegates. The reference hearings occur on the first day of General

Assembly.

- 4) Resolutions Committee:
The Resolutions Chairperson will schedule a meeting of the Resolutions Committee prior to Day 1 of General Assembly to discuss resolution reference hearing proceedings and their responsibilities. In addition, the Chairperson will also meet with the ENA parliamentarian prior to General Assembly to review each resolution and discuss recommendations for the General Assembly regarding appropriate action on each resolution.
- 5) General Assembly:
The General Assembly will consider each resolution and the recommendations made.
- 6) Resolutions submitted after the published deadline will not be accepted for discussion at the General Assembly unless a two-thirds (2/3) majority of the General Assembly delegates accept the resolution for discussion.

D. RESOLUTION REFERRAL PROCESS

Resolutions approved by the General Assembly will be referred to the Board of Directors for action and subsequent reporting to the membership through ENA publications and website.

5. QUORUM

A quorum for all meetings of the General Assembly shall be a majority of the total voting members who have registered.

6. VOTING PROCEDURES

- A. Each delegate who serves in the General Assembly is entitled to one (1) vote.
- B. Each delegate may only represent one (1) state.
- C. State Councils must select delegates in accord with *Procedures*.
- D. In accord with ENA *Bylaws* and *Procedures*, there is no proxy voting.

7. ADMISSION TO THE FLOOR OF THE GENERAL ASSEMBLY

In order to facilitate identification and seating, delegates and alternate delegates are required to wear name badges and ribbons.

8. SPEAKING FROM THE FLOOR OF GENERAL ASSEMBLY

- A. Delegates recognized by the Speaker of the House shall announce and spell their names and respective State Council on every occasion for the minutes.
- B. No delegate shall speak or debate on the same question more than once, nor longer than two (2) minutes, without permission of the General Assembly granted by a two-thirds (2/3) vote, without debate.
- C. Debate on all questions shall be limited to ten (10) minutes.
- D. Members of the Board of Directors shall be permitted to enter into the discussion on any item of business to come before the General Assembly. Only registered delegates shall have the right to vote.

9. PRESENTATION OF MATERIALS FROM THE FLOOR OF THE GENERAL ASSEMBLY

Any report, motion, resolution or other material (exceeding two (2) words) shall be presented to the Speaker of the House in writing for the permanent record. Where necessary, the main author and second shall sign the document.

10. SPEAKER OF THE HOUSE

The President of the ENA shall serve as Speaker of the General Assembly.

11. PARLIAMENTARIAN

The ENA will hire a certified parliamentarian to assist the Speaker of the House at each meeting of the General Assembly.

12. CREDENTIALS COMMITTEE

A. The President shall appoint two (2) individuals to serve as a Credentials Committee to oversee the registration of delegates and approve any delegate changes presented during the course of the meeting.

13. NOTIFICATION OF GENERAL ASSEMBLY ACTIONS

Copies of the approved summary of General Assembly actions shall be forwarded to each State Council and Chapter.

14. PARLIAMENTARY AUTHORITY

All rules contained in the current edition of *Roberts's Rules of Order*, shall govern the General Assembly in all cases to which they are applicable, and in which they are not inconsistent with the ENA *Bylaws* and *Procedures*.

14. SMOKING ORDINANCE

There shall be no smoking on the floor of the General Assembly, meeting rooms, public space on the floor(s) in which the General Assembly/meetings are being held, or ENA sponsored events.

CHAPTER 15 – FUND RAISING

1. Fund Raising

A. First and foremost, determine a purpose for fund raising. If you are unable to explain your purpose, it is difficult to persuade others to participate with time or money. You will be more successful if you are able to articulate the importance of your cause and demonstrate a link between it and your donor. This is the "buy-in" you want to market. For example, the ENA Foundation supports emergency nursing research and education for the emergency nursing profession which benefits individuals with scholarships and the customers by research based emergency nursing practice.

B. There are basically two types of fund raising -- DIRECT and INDIRECT solicitation. Direct solicitation is primarily achieved through donation (e.g., "passing the hat", sponsorships or dues/membership). These methods require the least amount of planning but may have varying degrees of success depending on your approach. More likely, indirect solicitation will peak a higher degree of interest from your potential donors because they personally receive something (be it a chance for a prize or an attendance at an event) for the money they donate. Also, indirect solicitation often yields greater participation.

C. Following are some different types of strategies for indirect solicitation. Perhaps the MOST

IMPORTANT ASPECT is keeping the fun in fund raising. This keeps the task of fund raising from becoming work and the donors more willing to donate.

- Assess:** who's your market, how much money can you expect to raise, how much money will it cost to underwrite you're fund raising, what ideas will "sell", what are your resources?
- Plan:** who, what, where, when, how?
- Implement:** execute your fundraiser
- Evaluate:** was your idea a success, should you do it again, how could it be done differently or better?

All the time spent here will help you succeed in these types of indirect solicitation:

- 1) **SALES** -- products that individuals would want (think about what you want or would use). Remember cost of items is overhead and if you pick a product that is too expensive, has little profit margin or is not appealing, you may end up losing money. Things with logos or related emergency department "sayings" catch people's attention (though they probably will not attract the general population).

For example -- sport bottles, t-shirts, sweatshirts, caps, magnets, pins, frames, license plate holders, mugs, posters, ornaments, key chains, stationary, bake sales. (Programs offered by fund raising companies can also be used, such as gift wrap, candy, etc.)

REMEMBER: Be sure to research your local and state tax boards to remain in compliance with the IRS. It is a good idea to review publication 598 "Tax on Unrelated Business Income of Exempt Organizations" from the Internal Revenue Service.

- 2) **RAFFLES** -- Raffles are usually very lucrative. They require limited preparation (depending on what you raffle). You can pay for the prize from the donations or better yet, find someone or some organization to donate the prize. Prepare the tickets, your sales force and begin. (Do not forget your bookkeeping to track who has what tickets and what monies have been collected.) Handmade crafts, such as quilts, are always popular. Other ideas are registration fees for educational conferences, trips, electronic equipment, or gift baskets. Try to tie these items into a theme, e.g., a Romance Basket for Valentine's Day filled with candles, candies, certificates for massage and weekend stay in a romantic spot, jewelry, etc.

Check your local laws to ensure that you are not violating gambling laws. Always mark your ticket costs as donations. Offering multiple tickets at a slight discount can also increase your "sales". Example: Offer one ticket for \$1.00 and six tickets for \$5.00.

- 3) **EATING EVENTS** -- gourmet dinners, wine tasting parties or group dinners at local restaurants are a way to network as well as earn money by charging admission or tacking an extra fee onto the cost of a meal. Overhead is high in these events, but socializing is a fringe benefit.
- 4) **LIVE SHOWS/ENTERTAINMENT/AMUSEMENT** -- Check with your local comedy club, find out which night is an "off night" for them and work a deal for a group discount and reap the difference. Or find someone to underwrite the event so the cost of admission goes to your fund raising. Or find an amateur comedy night and get some of the comedians you work with to entertain the group!
- 5) **A-THONS** -- Walk-a-thons, Jog-a-thons, Hop-a-thons -- collect sponsorships to

complete so many laps, etc.

- 6) **AUCTIONS** -- like the ENA Foundation Silent Auction require a lot of coordination but can be quite successful. Spontaneous auction of an item with open bidding at a group meeting can be fun. It has been told that one flower arrangement was auctioned about six times and raised about \$300.
 - 7) **PARTIES**-- Be creative and try variations on this theme (candles, home decorating, candy, etc.).
 - 8) **TOURS** -- Organize bus trips to an outlet mall, ball games, museums or some other attraction that would appeal to your group and charge a fee to cover transportation, admission, etc. -- you provide convenience, snacks and good company.
 - 9) **SERVICES** -- Education seminars (especially if your speakers donate their time) can meet membership needs while earning some money. Providing a labor pool (of ENA volunteers) to an event and donating the salary to the cause is an innovative way one State Council is raising money.
 - 10) **PUBLICATIONS** -- Sell advertisements in your newsletter or on your website.
 - 11) **TOURNAMENTS** -- golf, tennis, bowling, volleyball are good sports that lend themselves to tournaments. Tees/holes/frames, etc., can be sponsored to increase revenues over entrance fees which are used to cover expenses and raise money.
- D. Whatever strategy you choose, be creative and try a new twist on an old idea which will attract contributors. Try to obtain products and services donated to cut down on your overhead. Do not bully your donors and always thank them even if they do not donate. One small group "passed the hat" and raised \$36+ in less than five minutes. This was the beginning of \$1400!

Remember your return on investment is directly proportional to the fun in fund raising!

2. Solicitation

- A. Two Rules:
- 1) **People give to People:** The best approach is face to face. The worst approach is the impersonal "Dear Friend" letter.
 - 2) **People give when asked:** You may have the best cause in the world but potential contributors will not contribute unless you give them the chance --ASK.
- B. Techniques to remember:
- 1) When possible, two people make the presentation
 - 2) No printed presentation during oral presentation
 - 3) Avoid noisy, distracting locations
 - 4) Avoid long monologue
 - 5) Listen, listen, listen
 - 6) Practice your solicitation approach first
 - 7) A definite answer is not required
 - 8) Leave Mission, Values and Vision statements along with other printed materials
- C. Communicate your own commitment
- 1) Show a sense of urgency and importance of the cause
 - 2) Show excitement/commitment with your voice and mannerisms

- D. Listen for clues, proceed if favorable
 - 1) Do not enter into an argument or disagreement
 - 2) Encourage the prospect to talk about his/her hopes, dreams
 - E. Ask for specific gift amounts or gift range
 - 1) Ask the prospect to join you and others
 - 2) Seek pledges when an immediate gift is not possible
 - 3) Present gift options
 - 4) The “ask” is essential
 - F. Remind prospects of various ways to give
 - 1) Cash (by far the most common and popular option)
 - 2) In-Kind gifts such as printing, promotional materials, etc.
 - 3) Deferred gifts
 - 4) Securities, property, insurance
 - G. Convince prospect he/she is important to the success
 - 1) People want to belong and be appreciated
 - 2) People do not like to be pressured to contribute
 - 3) Contributors want and need to believe they make a difference
3. Follow up
- A. Send a thank you letter immediately
 - B. Keep control of the process
 - C. Establish a date for follow-up contact
 - D. Do not be discouraged by a “no” response
 - E. Contact any “no” responses again later in the year. Their answer may change or they may donate because of your repeated persistence.

CHAPTER 16 – STRATEGIC PLANNING

Strategic planning is like creating a “care plan” for your state council or chapter. It should be revisited on a yearly basis but can have short term and long term goals within it. Strategic planning should begin in the second half of the current year for the upcoming year. It is recommended that the project leader for strategic planning be the President-Elect since that is the individual that will be overseeing the implementation during the next year. All State Council members or local chapter members may participate.

There are Four important characteristics of a useful plan

1. Appropriate level of detail – enough to guide the work, but not so much detail that it becomes overwhelming, confusing, or constrains flexibility.
2. A format that allows for periodic reports on progress toward the specific goals and objectives.
3. A structure that allows a user to easily see that it is consistent with the priorities in the strategic plan.
4. Keep it simple in order to be able to stick to it.

Strategic planning is perhaps easiest to understand by applying the nursing process of assessment, diagnosis, planning, implementation, and evaluation.

Assessment:

- Assess your current situation
- Look at members, programs, funds
- External Environment: opportunities and threats
- Internal Environment: strengths and weaknesses
- Identify any organizational mandates
- Consider state bylaws, operating procedures, mission, objectives, and vision statements

Diagnosis:

- Identify your strategic issues
- Prioritize
- What's the best fit for your environment

Planning:

- Create your vision for the future
- Establish your Goals – where do you want to go?
- Formulate your strategies – how are you going to get there?

Implementation:

- Determine what activities you are going to do to achieve your goals
- Assign accountability
- Establish a timeline
- Commit Funding

Evaluation:

- Evaluate your progress and results
- Integrate into every step of the process
- Evaluate your strategies
- Does it provide short term and long term priorities?
- Is it easy to use?
- Is it realistic and on target?
- Are they measurable?
- Evaluate your activities
- Is it specific?
- Are they measurable?
- Is it an easy reference tool?

A summary of the state council or local chapter progress towards accomplishing the strategic plan should be provided to the membership in the form of an annual report. The annual report should include the following information:

- Summarize overall accomplishments and state of the implementation of the core strategies.
- Summarize long-term and short-term objectives/priorities
- Summarize lean areas and plans for re-direction

A small sample of a strategic plan is provided below:

STRATEGIC PLAN SAMPLE

Topic: Professional Development

Goal: To enhance the professional competency and skills of members through the development of educational programs and networking:

Strategy 1: To support ENPC throughout the state

Activity:

- Evaluate need for ENPC Instructor class
- Publish courses in the state newsletter
- Send introduction letter to hospital education departments

Individual responsible: President and Pediatric Chairperson

Timeline: Report May 2002

Cost: None

Strategy 2: To support a quality educational offering within the state

Activity:

Develop an education committee and appoint chairperson
Assessment of educational needs and sites through out the state with a mailer in next newsletter
Participate in EMS Symposium at State and Regional levels
Contact other nursing specialty groups to collaborate for a possible joint conference for the millennium

Individual Responsible: President and Education Chairperson

Timeline: Report March 2001

Cost: \$500 initial, to be adjusted with plan progression

Goal: Enhance Member involvement

Strategy 1: Development of scholarship protocols

Activity:

Develop protocols for CEN, education and research scholarships
Publish protocols in next newsletter
Print flyers and letters for emergency departments
Plan recognition ceremony and certificates for recipients for presentation at State Council or chapter meeting

Individual Responsible: President-Elect, Immediate Past President

Timeline: Report May 2002

Cost: \$1,000