

Affiliate Connections

Wednesday, July 30, 2014

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This Month's Agenda

- 1) Announcements from National Office
- 2) Affiliate Governance 101: The Basics
- 3) Lisa Summers, CNM, DrPH
Centering Healthcare Institute



Announcements

- **Cara Kinzelman**, Manager of State Government Affairs is on maternity leave!
 - Jesse Bushman, jbushman@acnm.org
 - Kathryn Osborne, kathryn.osborne@frontier.edu
- **August is Midwifery Advocacy Month!**
 - Encourage Members to schedule visits with legislators
 - Opportunity to use the OMOT materials to promote midwifery
 - For more ideas, please contact **Damaris Hay** at dhay@acnm.org



Cara Kinzelman is on maternity leave. In her absence, please contact either Jesse Bushman, Director of Advocacy or Kathryn Osborne.

Kathryn has been working as a consultant with the national office on state issues for a few years and is a great resource – please feel free to reach out to either one of them.

August is Midwifery Advocacy Month; - many ideas; feel free to contact Damaris Hay if you have questions or need additional information

Damaris has created a [Midwifery Advocacy \(ACNM Members in Action!\)](#) photo album on Facebook. Anytime you'd like to submit a photo of yourself in action, just email her with the proper people identified and she will be happy to upload it with a caption. We're also working on creating a slideshow of photos on our website via Photo Bucket.

Use the [TAKE ACTION button](#) on ACNM's Facebook page and encourage your affiliate members to do the same.

Think about doing an ad during August in conjunction with Midwifery Advocacy Month...you can take the artwork you may have already created for *Call the Midwife* and tweak it with [Becky Feldbush](#)'s help (ACNM's graphic designer). Think about doing...

An ad in your local paper

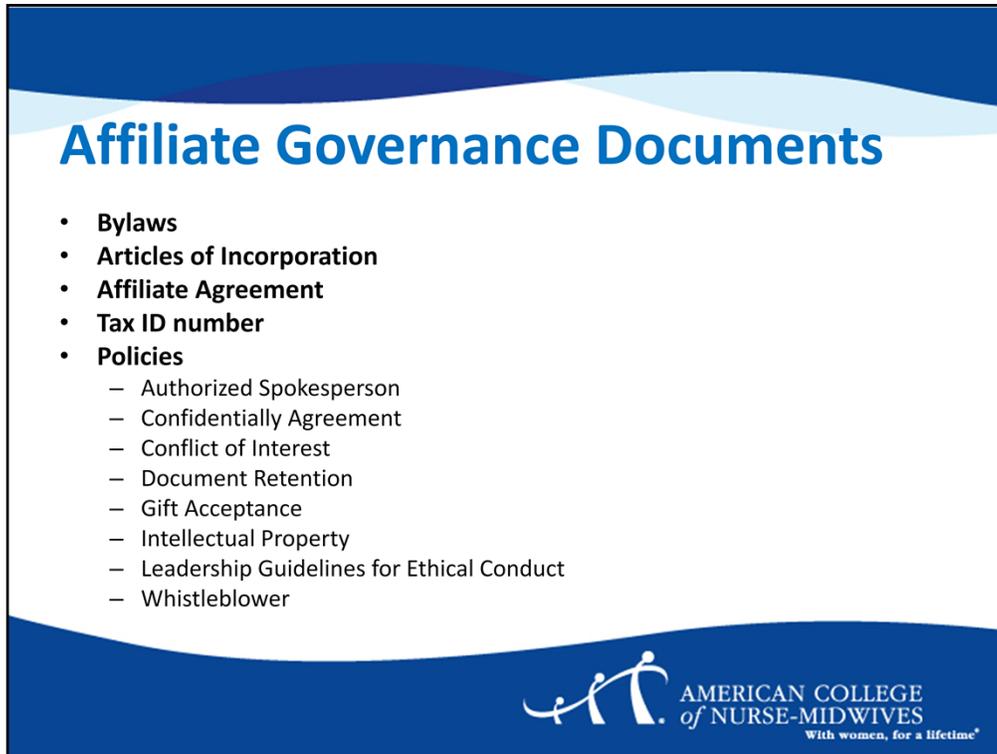
A bus wrap

A 30-second radio spot

A billboard



- Governance is the government/authority or control of an organization. It defines how the organization is run. Tonight, I hope to cover the basics of governance – duties of the Board; the role of committees; how to recruit volunteers. As ACNM moves forward with strategic planning, it is so evident that the affiliates will play a major role in helping ACNM achieve its goals. We need strong affiliates to be a strong organization.



- So where do we begin? Each Affiliate has the following governance documents.
- Bylaws – these have been approved by the ACNM Board, but can also be changed
- Articles of Incorporation
- Affiliate Agreement – should be signed every three years and sent to the national office
- Tax ID number
- Policies
 - Authorized Spokesperson
 - Confidentiality
 - Conflict of Interest
 - Document Retention
 - Gift Acceptance
 - Intellectual Property
 - Leadership Guidelines for Ethical Conduct
 - Whistleblower
- * all of these policies and the Policy Acknowledgement form can be found on the ACNM website under “Affiliates” or in the Affiliate Leader Guide, also found on the ACNM website.

Duties of the Board

- **Duty of Care**
 - “Care that an ordinarily prudent person would exercise in a like-position”
- **Duty of Loyalty**
 - Undivided allegiance when making decision
- **Duty of Obedience**
 - Faithful to the mission of the organization



While the bylaws outline what is expected of the Board, there are also legal obligations for the Board to follow.

Duty of Care

- ☐ A board member has the duty to exercise reasonable care when he or she makes a decision for the organization.
- ☐ A board member must exhibit honesty and good faith.
- ☐ A board member must attend meetings and participate regularly in governance.
- ☐ A board member must be informed and fully aware of the Board's issues.

Duty of Loyalty

- ☐ A board member must never use information gained through his/her position for personal gain and must always act in the best interests of the organization.
- ☐ A board member acts on behalf of the organization while wearing the hat of the organization.
- ☐ A board member must put aside individual interests for the good of the organization.

Duty of Obedience

- ☐ A board member must be faithful to the organization's mission. He or she cannot act in a way that is inconsistent with the organization's goals.
- ☐ A board member must dedicate the organization's resources solely to its mission.
- ☐ A Board member must comply with applicable state and federal laws.
- ☐ A Board member must follow the spirit and the letter of the governing documents:
 - o Bylaws

o Policies

o Positions

Additional Duties

Confidentiality. Board members are responsible to make sure what happens in the Board meeting stays in the meeting. The right to speak out and voice opinions is vital to the effective functioning of the Board. Discussions, votes, and data should not be shared outside of the Board meeting.

Unity. The Board acts as a unit. When a decision is made, all Board Members are obligated to support the decision, no matter the vote tally. The Board speaks as one.

Delegation. The Board is empowered to ensure that the organization runs smoothly; it does not run the organization. The Board makes policy and strategic decisions and then follows up, monitors, and evaluates the implementation of those policies and decisions.

Responsibilities of the Board

- **Develop and implement goals of the Affiliate**
- **Establish programs and services for members**
- **Ensure financial resources and oversight**
- **Build a competent board**
- **Enhance public standing of organization**



Develop and implement goals of the Affiliate

What do you hope to accomplish that is in keeping with the mission of the Affiliate? This can be done as strategic planning or just annual planning. These can be long or short term goals.

Establish programs and services for members

What do members want and need from their local organization? Is it CEUs? Is it social? Is it both? How can the affiliate meet these needs. Once these programs and services have been determined, the board should evaluate them. Can improvements can be made? What did you learn? What worked? And please share your successes with other affiliate leaders.

Ensure financial resources and oversight

The board has the responsibility to make sure the affiliate has the financial resources to accomplish its goals; or, if this is not possible, the Board needs to scale back their goals. Most Boards have the authority to raise dues; implement a fund raising campaign, etc. But the Board also has the responsibility to make sure the funds raised are going to support the mission of the Affiliate.

Build a competent board

This starts with recognizing the needs of the Board and making those known to potential candidates. It continues with orienting new members of the Board to the issues facing the Board and the processes the Board has in place. And finally boards

should evaluate themselves – how do they feel they are doing and are there areas of improvement

Enhance public standing of organization

Let the public know about your affiliate; about ACNM; about midwifery. ACNM has developed many tools to help with this in all of the Our Moment of Truth (OMOT) toolkits. There are toolkits to help talking with the press; toolkits to talk about midwifery; step-by-step guides to help implement the OMOT materials and the specific materials needed: Facebook postings; Press releases; PowerPoint presentations.

Qualities of an Effective Board

- **Written job descriptions for each position**
- **Meeting schedule set annually**
- **Meeting materials created and sent ahead of meeting**
- **Accurate minutes are maintained**
- **Members' accomplishments and contributions publicized**
- **Leadership succession**



Like everything else, there are “good” boards and “bad” boards. These are a few qualities of an effective Board, and should be a goal of all of the Affiliate Boards.

Written job descriptions for each position

This helps volunteers know what is expected of them prior to joining the board. It helps manage expectations. There are generic job listings in the Affiliate Leader Guide for the most common Board positions of President, Vice President, Secretary and Treasurer. Use these to recruit new board leaders.

Meeting schedule set annually

Setting the meetings at the beginning of the year helps everyone plan better. This isn't just for Board meetings. Plan the member meetings and advertise them! This will allow for members to try to get time off and attend

Meeting materials created and sent ahead of meeting

Board members should come to the meeting prepared, but can't do that if they do not have the proper materials. Sending the materials out ahead of time gives members a chance to read and research the topics. This will help facilitate more focused meetings and lead to a richer discussion of the topics.

Accurate minutes are maintained

A record of the meeting should be kept and then shared with the entire board and then shared with the members. The Board does not and should not operate in a

vacuum. This is vitally important. A record of decisions needs to be kept for historical purposes. Affiliates cannot rely on institutional memory!!

Members' accomplishments and contributions publicized

Let everyone know the good work that your members are doing! These news and notes of interest can be published in an newsletter; on the affiliate website or on the affiliate social media platforms. This helps engage the member and give affiliate communications a personal touch.

Leadership Succession

Board members cannot be members for life! We heard many times at the annual meeting that a member was entering their fourth year of a three year term! I know this is not by choice. But the board needs to actively look for and recruit their successors! As affiliates were getting off of the ground, many of you (leaders) came to the position because you were the only one to step forward. For that, we thank you. But now, many have new members that might be willing to step up and take over. Don't be afraid to ask. Set yourself and the affiliate up for success by grooming the future leaders of the affiliate.

Size of the Board?

- **Dictated by the Bylaws**
- **Benefits to both**
 - **Small – easier to get make decisions and get things done**
 - **Large – more diversity and points of view**
- **Size doesn't matter – the people do!**



The size of the board

Is there a perfect size? It depends. The positions that must be filled are dictated in the bylaws. Are there other positions you might want to add?

All states should have an Affiliate Legislative Chair and this person should be a member of the Board. So much of the affiliates' work is focused on legislation that it makes sense to have the ALC as a Board Member. Often times this position is not listed in the bylaws, but should be a member of the Board.

ASAE (the American Society of Association Executives) published an article and held a debate-style session at their 2012 meeting on this very topic. To summarize, smaller boards can act on issues quicker and it is easier to actually get things done. However, smaller boards can fall into 'micromanagement'. Larger boards offer the opportunity for more diversity and points of view and can be seen as more representative of the membership. With larger boards, however, you may waste more time in meetings. And with a larger Board, many times a core group of people are doing most of the work, often the Executive Committee, so why not just make that the Board.

One line that struck me from the ASAE article is "Effective Leadership depends on who, not how many".

Pitfalls of a Board

- **Veering away from the Mission**
- **Complacency of the members**
- **Multiple voices**
- **Limitless term (often not by choice)**
- **Micromanagement**
- **Lack of transparency**



Veering away from the Mission

Are the decisions of the Board keeping within the mission. Sometimes it is easy to veer away from the mission. Always keep the mission and the goals of the affiliate in the forefront of the Board meetings.

Complacency of the members

This can take many forms. Are members not attending meetings or only calling in? Are members not reading the materials prior to the meetings? Are members just accepting reports and recommendations without much thought?

Multiple voices

As stated earlier, the Board needs to talk with one collective voice.

Limitless term (often not by choice)

Continue to plan for and groom the next set of leaders.

Micromanagement

The Board needs to keep its discussion high-level and strategic. Don't get caught in the weeds – if you have assigned a committee to a project, let them do it.

Lack of transparency

Let the members know what you are doing and how you are doing. Have open meetings and discussions with the members; get their input. If you are selecting committee chairs, outline the process. Once the Board begins operating in secrecy, members lose faith in the Board and become disenfranchised.

Benefits of Committees

- **Easier to accomplish the goals of the affiliate with more people doing the work**
- **Engage members in the work of the affiliate**
 - Tap into new talents
 - Engaged members are less likely to drop their membership
- **Develop/identify new leaders in the organization**
- **Help reduce burn-out**



The Board can't be expected to do everything! The formation of committees (or task forces or whatever term you decide to use) helps spread the work. The Board should be setting the direction of the organization and setting strategic goals, then the committees help achieve those goals.

An obvious benefit of the committees is to help this work done more **efficiently**. Serving on a committee will **engage the members of the affiliate**. It allows the affiliate to tap into **new talents** that you may not have known existed.

An engaged member is less likely to drop their membership.

Committees help identify and develop **new up and coming leaders**. Who steps forward? These will be the people to tap for future Board positions.

Committees, and spreading the work, will **help reduce burn out**. If a core group of people (or a person) is the one doing all of the, they will burn out. We want the experience of working on the affiliate to be positive and not one that people begin to dread. We don't want burn out!!

Don't forget the Students!! Get them involved in the committees and the affiliate. Students bring a new energy to the affiliate. They may also bring new skills like technology, or social media. Make sure you are reaching out to the students!

Committees

- **Can be standing or ad-hoc**
- **Clearly defined scope, goals, timeline, budget**
- **Chair should involve all members**
 - Chair selects committee members
 - Process needs to be transparent
- **No micromanagement from the Board**



The Board should not be doing all of the work! Committees can be formed to do the work to achieve the goals set out by the board. A standing committee is listed in the bylaws and an ad hoc committee is formed for a specific purpose. It is easiest if committees are not named specifically in the bylaws, but instead in an operations manual or P/P. You don't need to have committees even mentioned in the bylaws to have them. As a board, determine what you would like to have done and look for volunteers.

To have a successful committee, the board needs to clearly define the scope, goals, time line and budget. of the committee. A chair should be chosen by the Board, but Chair should choose the committee member. However, process should be transparent and open to the membership.

Once the Chair is chosen and the scope and expectations of the board are clearly defined, the board should back off!! Trust the committee to do their job! Ask for updates, agree on milestones, but let the committee do their job!

Examples: membership committee to identify new members; PR committee to help implement OMOT; Education Committee to create CEU opportunities; Committee to welcome and engage new members. This does not have to be done by the Board exclusively.

Volunteer Conundrum

- **Members want to be asked to volunteer; leaders want people to come forward!**
- **Identify what is needed**
 - Ask specifically what you want
 - Ask people directly

Make the first move!



The affiliate, and really, ACNM is dependent on the work of Volunteers. Volunteers to serve on the Board; Volunteers to serve on the committees – volunteers are the life of these organizations. But here is the thing – people want to be asked; leaders want people to step forward! Putting out a general request in an email “who would like to volunteer for...” is not asking. People are often afraid to speak up. Find out who would be a good candidate for a volunteer position and ask them directly. Give them the details of what is expected and ask. Be specific in the ask – do you want them to serve on a committee; do you want them to visit a legislator? Someone needs to take the first step – **it needs to be you.**

Questions? Examples? Ideas?

Resources:

Board Source: www.boardsource.org

Affiliate Leader Guide: www.midwife.org

ASAE: www.asaecenter.org



Are there any questions? Do any affiliate leaders have examples they would like share of a successful committee? Are there any ideas?

Thank you!

- Are there topics you want to discuss?
Please email me at clevine@acnm.org
- Next Affiliate Connections will be in September. Look for an announcement of the date!



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