



EMERGENCY NURSES ASSOCIATION

SAFE PRACTICE, SAFE CARE

President's Manual

State and Chapter Leader Officers Handbook

Updated October 2016



ENA State Council and Chapter President's Manual

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Introduction

Congratulations on your position as President. Thank you for taking on this important leadership role with the Emergency Nurses Association (ENA).

The content in this manual is intended to serve as a training resource as well as a reference throughout your term as President. As an ENA State Council or Chapter President, this manual:

- Outlines your duties and responsibilities
- Provides resources and guides to aid in strategic planning
- Serves as a checklist for tracking compliance items
- Contains tips and ideas for leadership and volunteer development
- Offers ideas and recommendations for member engagement and programming
- Includes tools, templates, and other resources to support you in your role

As a President, you are a valuable asset in helping to lead a group of more than 40,000 emergency nurses in advocating for patient safety and excellence in emergency nursing practice.

This manual and the full State and Chapter Officers Handbook can be found online at <https://www.ena.org/membership/statecouncils/Stl/Pages/Officer.aspx>. The ENA website also contains the latest information on the organization at www.ena.org. The manual will be updated on a regular basis to reflect the most current ENA policies, procedures, and strategic vision.

If you have questions or comments about this manual or any of the officer tools and resources, please direct them to:

ENA Component Relations
Emergency Nurses Association
915 Lee St.
Des Plaines, IL 60016
componentrelations@ena.org
847.460.2627

1. Responsibilities

As the President of a state council or chapter, you are responsible for leading your organization to help further the mission of ENA in your area. Additionally, your role is to establish and maintain member satisfaction and state and chapter operational health.

The President is responsible for the overall welfare of the state council or chapter and its various activities. The President serves in a managerial role and ascertains that meetings, educational programs, and other activities are properly planned and sees to it that the officers, Board of Directors, and committees carry out their functions. Another key element is making sure the state council or chapter is in compliance with its bylaws, ENA Procedures, and ENA Bylaws.

State Council and Chapter President Responsibilities

Your responsibilities as outlined in the [ENA Procedures](#) are:

MANAGEMENT

- Serve as chief elected officer of the state council or chapter
- Serve as President of the state council or chapter's governing body
- Coordinate all state council or chapter administrative activities
- Appoint committee chairpersons and members
- Preside at all meetings of the state council or chapter
- Ensure at least two business meetings and at least one educational program or event that supports the purposes and goals of the association are held during each fiscal year
- Prepare a calendar and agenda for all Board of Directors and general membership meetings with assistance as needed from the Secretary
- Plan for [officer transition](#) by developing potential new leaders and sharing key information, such as bylaws, policies, guidelines, and records, to successor
- Arrange an orientation meeting for all newly installed officers and committee chairs to facilitate the transfer of duties and responsibilities and to formulate the goals of the association for the coming year
- Communicate the business, projects, and activities of the Board of Directors to the membership
- Set aside dedicated time daily to check and respond to state- or chapter-related emails and phone calls. Checking your emails daily will ensure you are not missing out on critical deadlines, reminders, updates, and other pertinent information from the ENA national office or important local member questions or needs.
- Participate in and stay informed of leadership development opportunities, such as state and chapter webinars, and encourage your fellow leaders to participate as well
- If unable to respond to ENA business on a daily basis for a short period of time (i.e., on vacation, traveling, etc.), presidents should make arrangements for another officer to respond to requests and inquiries
- Exercise all responsibilities and privileges as an officer as specified in the bylaws and procedures at the state and chapter levels
- Perform all duties of President as outlined by the state council or chapter procedures
- Delegate responsibilities not otherwise handled by the chapter bylaws to the chapter officers or committees
- Establish and maintain member satisfaction

FINANCIAL

- Review monthly bank reconciliations prepared by the Treasurer
- Prepare, together with the Treasurer, other officers, and committee chairs, a recommended budget for the year and submit to the Board for approval
- Ensure required financial documents are submitted to ENA (budget narrative, proof of filing IRS documents, IRS change of address form). *State Councils/separately incorporated Chapter Presidents only.*

COMPLIANCE

- Ensure that required updates, documents, and reports are submitted to the ENA national office by their designated deadlines
- Develop, maintain, and enforce policies and procedures as outlined in ENA Procedures. Submit modifications or new policies and procedures to the Board of Directors for approval.
- Ensure the overall welfare of the state council or chapter to remain in good standing with compliance requirements

Outcomes

A President should provide direction and plans to accomplish the following:

- Sustain and increase membership base
- Recruit new members into the organization and encourage their active participation
- Develop leaders and recruit first-time volunteers and officers to create a strong leadership pipeline for after your term is complete
- Work with your committees and members to implement education, networking, and advocacy programming on a regular basis throughout the year
- Create a state or chapter culture that supports the goals of ENA and the ENA Foundation
- Ensure all officers are working in accordance with [ENA Procedures](#) and that your state council or chapter remains in compliance

Qualifications

Presidents must meet and maintain the following qualifications:

- Have a current [ENA membership](#)
- Hold a current registered nurse licensure
- Be an active participant at the state and/or chapter level

Term of Office

The President shall serve for a term of one calendar year, January 1 through December 31, unless otherwise stated in the state or chapter bylaws.

*TIP

Reach out to your Immediate Past President or other Past Presidents to learn from their experience. Past leaders are usually more than happy to share their advice or lessons learned.

2. Planning

A formal plan and planning process will help you as a State Council or Chapter President to meet all of your responsibilities and help your organization succeed.

When developing your state council or chapter's plan, assess your current policies, practices, and programs to determine what is working well and what needs more attention. It is also a good time to evaluate whether your current plans and processes support the outline of responsibilities and outcomes listed in Section 1 of the manual. You can access [sample strategic plans](#) and the [activity plan calendar](#) on the [ENA Brand Center](#) to help you get started.

Strategic Planning

A strategic plan is intended to last three to five years and should support a vision you are working toward to help meet member needs. The strongest strategic plans are reviewed regularly to evaluate if they still align with the goals and vision for your group. A strategic plan should include long-range and annual goals that will help achieve the vision.

If your state council or chapter has an existing strategic plan:

- Review with your officers to evaluate progress to-date and if the original plan needs to be updated
- Decide if the short-term and long-term goals still reflect where the state council or chapter is going
- Evaluate whether the appropriate committees are in place to accomplish the established goals
- Review how the state council or chapter's strategic plan maps to [ENA's Vision 2020 strategic plan](#)
- Provide opportunities for member feedback
- Make modifications if necessary and review with the Board
- Once approved and updated for the year, communicate the plan with members so they understand the direction of the group

If your state council or chapter does not have an existing strategic plan:

- Schedule a time to meet with your officers and discuss the current strengths, weaknesses, opportunities, and threats (SWOT) of your organization
- Develop with your officers long-term goals that support the overall mission and vision of the organization
- Set with your officers the short-term or annual goals that support the long-term goals and overall strategic vision
- Define what your measurements of success will be -- monthly, quarterly, and annually
- Continue to update members and get their feedback by sending out communications or hosting open discussions
- Ensure that the President-elect or other future leaders are involved in the plan development as they will be the ones helping execute the plan in the coming years
- Review how the newly developed strategic plan maps to ENA's Vision 2020 strategic plan
- Create/assign committees that support the goals outlined in the plan
- Consider how members will be able to engage in and support the efforts outlined in the plan
- Share final approved plan with members
- Review the plan annually to ensure it continues to reflect the direction of your state council or chapter

Activity Planning

In addition to the strategic plan, the *ENA Activity Plan* is designed to provide state and chapter leaders with a month-to-month planning schedule of activities to accomplish. The action items in the activity plan include compliance requirements and recommended activities to keep your state council and chapter strong and successful. The activity plan is a good baseline document for you to add activities and programs to help accomplish your strategic plan goals.

The activity plan will be a guide on what actions need to be taken during the month — deadlines, compliance submissions, etc. — as well as steps to take to plan for future events and activities. There are activities every President should coordinate with his or her officers every month. These include new member welcome and outreach, membership recruitment, submitting content for *State Pulse*, and running membership and instructor reports.

*TIP

Delegation is essential to ensure activities are accomplished. Delegation not only ensures the assignments are completed, but serves as a conduit toward volunteer engagement and leadership development, and creates a sense of shared responsibility for accomplishing goals.

The complete and up-to-date ENA Activity Plan can be found at <https://www.ena.org/membership/statecouncils/Stl/Documents/2016ActivityPlan.pdf>. Below includes a quick reference to the key compliance and deadline dates for all state councils and chapters.

JANUARY

- 31 Annual report due to the ENA national office
- 31 Budget and budget narrative, current bylaws, and policies due to the ENA national office

FEBRUARY

- TBD* Call for ENA National Election nominations opens
- 1 ENA State Achievement Awards nomination deadline
- 1 ENA Foundation State Fundraising Challenge campaign begins
- 3 ENA Annual Achievement Awards nominations deadline
- 12 EMF/ENA Foundation team research grant application deadline
- 18-20 State and Chapter Leaders Orientation
- 24 Lantern Award application deadline

MARCH

- 1 General Assembly resolution submission deadline
- 1 ENA Foundation/Sigma Theta Tau International Research Grant application deadline
- TBD* Call for ENA National Election nominations closes

APRIL

- TBD* Call for ENA National Election nominations closes
- 15 Housing deadline for Day on the Hill
- 29 ENA Day on the Hill registration deadline
- 30 ENA Foundation academic scholarships deadline

MAY

- 10-11 ENA Day on the Hill, Washington, D.C.
- 15 Membership status deadline for determining number of delegates/alternates for General Assembly
- 15 IRS Form 990 filing deadline for state councils and separately incorporated chapters
- 31 ENA Foundation State Fundraising Challenge campaign ends (deadline to contribute donation)

JUNE

- 15 Deadline for submission of proposed bylaw amendments by 12:00 pm CST

JULY

- TBD* Meet the ENA National Election candidates information posted
- 15 Deadline to enter General Assembly State Captain in the state council online management area
- 15 Deadline to register delegates and alternate delegates (manage delegate area will be officially closed)

AUGUST

- 15 IRS Extension Deadline to file state council's and separately incorporated chapter's Form 990
- 25 Call for National Committee members begins
- 31 Housing deadline for ENA Emergency Nursing Conference

SEPTEMBER

- 13-14 General Assembly (GA will occur in conjunction with Emergency Nursing 2016)
- 14-17 Emergency Nursing 2016, Los Angeles, California
- 22 National Committee application deadline
- TBD* ENA National Election voting period

OCTOBER

- 1 ENA Foundation/ANIA-Caring Research Grant application deadline
- 29 Academy of Emergency Nursing (AEN) Board application posted online
- 31 Deadline for state council and chapter officers to be entered into the state/chapter online management area
- TBD* ENA National Election results announced

NOVEMBER

- 1 ENA Foundation Seed Research Grant application deadline
- 11 Academy of Emergency Nursing (AEN) Board applications deadline

DECEMBER

- 7 Academy of Emergency Nursing FELLOW applications posted online
- 21 Academy of Emergency Nursing FELLOW applications deadline
- 31 File change of address form with the IRS to ensure IRS correspondence is directed to the incoming (newly elected) Treasurer (applies to state councils and separately incorporated chapters only)
- 31 Copy of IRS change of address form submitted to ENA Component Relations
- 31 Committee Chairpersons must be entered into the online management area

**Exact dates will be forthcoming.*

Evaluation

Schedule a time to conduct a progress check against your plans on a quarterly basis or at your board meetings at least twice a year. This is a good time to evaluate if goals have been achieved or if any adjustments need to be made to the plan. Discuss with the members who helped implement elements of the plan, which strategies were effective and which areas may need more attention or are not worth repeating. If changes are made to the strategic plan, be sure to provide an update to your membership on the changes. History on the changes and development of the strategic plan will also be valuable information to new officers during leadership transition.

3. Compliance

As stated under responsibilities, the President is accountable for ensuring the state council or chapter meets overall compliance standards at all times.

The checklist below includes state council and chapter compliance requirements as outlined in *ENA Procedures*.

Compliance Checklist

State councils/separately incorporated chapters must follow these requirements, including having current articles of incorporation, bylaws, and policies on file, and submit documentation to ENA Component Relations:

- Establish direct deposit
- Secure at least three authorized signers on financial accounts and bank signatory cards
 - » Three-tier state councils: in the event chapters maintain bank accounts separate from the state council (not recommended), it is required that the third signature be that of the state council Treasurer
- Complete and submit Annual Report by January 31 (*state council and separately incorporated chapters only*)
 - » Link to complete the annual report is emailed in January to presidents
- Submit bylaws by January 31 (*state council and separately incorporated chapters only*)
- Submit current policies by January 31
 - » Conflict of Interest Policy
 - » Whistleblower Protection Policy
 - » Antitrust Policy
 - » Record Retention/Destruction Policy
 - » Investment Policy
 - » Reserves Policy
 - » Chapter Creation/Dissolution Policy (*three-tier states only*)
 - » Chapter Probation Policy (*three-tier states only*)
 - » Federal Tax ID Number Use Policy (*includes separately incorporated chapters*)
- Submit current final and board-approved budget and budget narrative by January 31 (*state council and separately incorporated chapters only*)
 - » Three-tier state councils should include chapter finances within the state's budget
- File annual IRS Form 990 as outlined in ENA Procedures by May 15 (*state council and separately incorporated chapters only*)
 - » Extensions, Form 990 filing receipts, and/or copies of filings must be submitted to ENA Component Relations
- Enter officers including President, President-elect (as applicable), Secretary, and Treasurer into the ENA Online Management Area by October 31
 - » Officer changes after October 31 must be submitted to the ENA Component Relations as they occur
- Ensure all officers and committee chairpersons have a current ENA membership for the duration of their term

Failure to meet compliance requirements

State councils and chapters who do not submit proper reporting may be subject to assessment monies being held, suspension, and/or revocation of the charter.

4. Leadership

ENA was founded by two leaders who saw a need in their profession to create standards and help advocate for patient safety and excellence in emergency nursing practice. They took a risk to achieve their vision and laid the foundation for ENA's indispensable role within emergency nursing. As you set out in charting your leadership path, it is good to take a step back to reflect on ENA's origins.

In 1968, Anita M. Dorr, RN, and Judith C. Kelleher, RN, working at opposite sides of the United States, perceived a need for nurses involved in emergency healthcare to pool their resources to set standards and develop improved methods of effective emergency nursing practice. In addition, they wished to provide continuing education programs for emergency nurses as well as a united voice for nurses involved in emergency care.

By 1970, Dorr had formed the Emergency Room Nurses Organization on the east coast and Kelleher had formed the Emergency Department Nurses Association on the west coast. The two groups joined forces and the Association was initially incorporated as the Emergency Department Nurses Association (EDNA) in Rochester, NY, on December 1, 1970. The first National Association meeting was held in New York in 1971.

In 1985, the Association name was changed to Emergency Nurses Association (ENA), recognizing the practice of emergency nursing as role-specific rather than site-specific.

Originally aimed at teaching and networking, the organization has evolved into an authority, advocate, lobbyist, and voice for emergency nursing. ENA has more than 40,000 members and continues to grow, with members representing more than 35 countries around the world.

Leadership Development

You have been developing your leadership skills over many years on your journey to serve as President. But this learning does not stop the day your term begins. ENA national offers many opportunities and resources throughout the year to support your leadership and growth as a leader. It is your responsibility to stay informed of these opportunities and to encourage your fellow leaders to participate as well. Most of these events are outlined in the ENA Activity Plan. ENA's goal is to provide state council and chapter leaders with efficient services, communications, and networking opportunities.

A few key programs to be aware of are:

- State and Chapter Leaders Orientation (February)
- Day on the Hill (May)
- Emergency Nursing Conference (September)
- State and Chapter Leader Webinar Series (Quarterly)
- State of the Association webinars (Twice a year)
- *State Pulse* newsletter

An important aspect of your leadership development is being informed on the latest news and initiatives from the ENA national office. It is required for all state and chapter officers to receive emails from the ENA national office.

*TIP

Please ensure that you have not opted out of any emails from ENA. You can update your communications preferences via your [online membership profile](#).

Your Leadership Team

You will need to partner with your members, volunteers, and officers to make sure your organization continues to develop and remain strong. You were selected for your role due to your strong leadership skills. But equally important will be your ability to delegate and manage compliance actions and deadlines, execute your strategic plan, have open and frequent communication with members, and build ideas for the future.

You should consider your fellow officers among your greatest assets. Each state council and chapter has the responsibility to hold regularly scheduled elections prior to October 31 each year so the new officers can be entered into the online management system and shared with ENA. In addition to President, elections are required to include the following officers:

Serving on a Board is a serious and challenging opportunity to grow leadership skills. It is important to understand and inform the Board of their legal roles and responsibilities:

- **Duty of Care:** Take care of the nonprofit by ensuring prudent use of all assets, including facility, people, and good will; and provide oversight for all activities that advance the nonprofit's effectiveness and sustainability
- **Duty of Loyalty:** Make decisions in the best interest of the nonprofit corporation; not in his or her self-interest
- **Duty of Obedience:** Ensure that the nonprofit obeys applicable laws and acts in accordance with ethical practices; that the nonprofit adheres to its stated corporate purposes, and that its activities advance its mission

PRESIDENT-ELECT

1. Performs any duties assigned by the President of the state council or chapter
2. Serves as President-elect of the state council or chapter's governing body
3. Succeeds 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 he/she was elected. In the event the President-elect becomes the President, the 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. Exercises all responsibilities and privileges as an officer as specified in the bylaws and procedures at the state and chapter levels
5. Performs all duties of President-elect as outlined by the state council or chapter procedures

SECRETARY/TREASURER

1. Pays bills and prepares periodic reports of such disbursements to the Board of Directors
2. Prepares monthly bank reconciliations for review by the President or others per procedures adopted by the Board of Directors
3. Prepares monthly or quarterly financial reports on expenditures and income. If necessary, provides an accounting of items not consistent with the approved budget.
4. Prepares and submits to the Board, periodic reports and analyses of the council or chapter's finances as needed
5. Prepares periodic reports on the investment performance of surplus funds
6. Prepares, together with the President, other officers, and committee chairs, a recommended budget for the year and submits it to the Board for approval
7. Ensures that all federal and state filing requirements with regard to tax and incorporation status are met
8. Ensures that the bookkeeping and financial records required as a condition of grants received are kept in the manner specified in the grant contract or other guidelines
9. Ensures that all signature cards relating to banking and investment accounts are kept current
10. Each state council or chapter will hold regularly scheduled elections for its officers

Note: One person may exercise both Secretary and Treasurer positions or the state council/chapter may opt to elect one individual to each position.

COMMITTEES:

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 state 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: Advanced Practice Registered Nurse (APRN); Education; Institute for Quality, Safety, and Injury Prevention (IQSIP); Pediatric; Trauma; Government Affairs; Nursing Practice; Research; Membership; and General Assembly Delegation. Chapters should also follow any committee recommendations set forth in the respective state council's procedures. State councils may choose to include committee chairs on their council (keeping in mind the overall size should not become too large).

CHAPTER REPRESENTATION:

The state council is composed of the state Board of Directors (as defined by state bylaws), plus representatives from each chapter within the state. Each chapter has the responsibility to provide active participation at the state level. It is important, however, that each state council maintain a size that ensures appropriate representation but not so large as to become unwieldy.

Leadership Transition

Do not wait until your last official day as President to think about your successor. Involve the President-elect throughout the year and have him or her shadow you during key activities, such as setting the agenda for meetings or committee appointments. The President-elect should be involved in budget setting and strategic planning because they will have to execute the plans created. Even with a President-elect in place, you should be thinking about who has the potential to be the next successor. Is there a strong volunteer who should be considered for an officer role so as to start building his or her path toward a Presidency? Thinking about succession planning from the start helps create continuity for your state council or chapter and a smoother transition for the new leaders.

RECOMMENDED TRANSITION ACTIVITIES INCLUDE:

Shadowing/Mentoring: Incoming officers are paired with outgoing officers for a specific period of time to learn position basics and to observe the outgoing officers. Through discussion and interaction, outgoing officers share expertise, insight, and advice with the incoming officers. Through a "shadowing" process, new officers are elected and serve for an "elect" (e.g.: President-elect) term with the current officer to learn processes, meet people, and transition materials.

Retreats/Transition meeting: Although they can take different formats, retreats or meetings provide an opportunity for incoming and outgoing officers to transition materials and discuss pertinent issues. All retreats or meetings should be planned in advance and should seek to address specific goals and objectives.

OFFICER TRANSITION QUESTIONS

- What do you consider to be the greatest responsibility of your office?
- What do you wish you had done, but did not?
- What did you try that did not work? Why?
- What problems or areas will require attention within the next year? Who/what resources were the most helpful in getting things done?
- What key relationships need to be built?
- What should be done immediately?
- How did you work with other officers?
- How did you work with the ENA national office?
- What specific paperwork is required of the officer?

5. Membership

Recruitment

Why should you be focused on recruiting new members?

There are several benefits to adding new members to your state council or chapter.

- New ideas and enthusiasm support the mission and vision of ENA. Bring new information of what emergency nurses in their facility, age group, stage of life, etc., are looking for in joining or being a member of ENA.
- More hands help with implementation and planning. The state council or chapter may find it can accomplish more from the planning outline with more members to support the work. Additionally, new members can turn into new volunteer leaders to help create a stronger leadership pipeline.
- Adding to the 40,000 total members of the national organization also helps create a stronger presence and voice for promoting safe practice and safe care in emergency nursing

Five best practices in recruiting members:

1. You are ENA's best cheerleader

Present yourself as a good example of ENA every day. You never know who may approach you with questions about joining or getting involved with ENA. Have an elevator pitch, or a short statement, memorized and ready to go to share what ENA is, why it is important to you, and why you joined/continue to be a member.

***TIP**

Share a personal story on how ENA has had an impact on your life or career with prospective members.

2. Think like a new member

A prospective member could be new to emergency nursing, new to the area, or new to the idea of joining ENA. They may know little about ENA and its initiatives. Talk to them first about their experience with emergency nursing, learn about their background, and then introduce them to ENA. A great first step is inviting them to participate in an upcoming local activity with you.

3. Don't be afraid to ask

Be aware of potential ENA members when at work, participating in educational activities, or in social settings. Strike up a conversation with the new nurse in your emergency department and learn if they are a member of ENA. If not, it's a great time to start sprinkling in information throughout your conversations. Then don't be afraid to ask them to join ENA. Many new members just need to be asked.

4. Get their digits

If you meet a great potential member, make sure they don't get lost in the "rush." Always collect their contact information and actively invite them to participate in an ENA program, send them the link to join ENA, or ask your membership chair or an ENA national office staff member to follow up and continue the conversation. A quick phone call or note helps prospective members to feel connected and start to see the value of joining a group of 40,000 of their peers.

5. Everyone plays a role

State council and chapter officers have many responsibilities. Successful recruitment cannot be done by the President, Membership Chair, or other officers alone. Motivate your entire membership base to take ownership and be involved with recruiting new members. Share your elevator pitch as an example to your members and make sure they all know where they can *direct a prospective member to join or learn more information*. Take advantage of *membership recruiting materials* such as flyers, brochures, and presentations in the ENA Brand Center.

Membership Engagement

Member retention is as important to your organization as recruiting new members. One way to keep members is to keep them engaged with the state council or chapter throughout the year. Research has shown that the more engaged an individual is with the organization the more likely they are to continue to participate and support it. It is also important to understand why members leave and assess how your organization can better retain members after their first year and beyond.

As President you can lead several initiatives that will help increase member engagement and retention.

- Assess your state council or chapter's culture and goals to ensure they are reflective of your membership community and inclusive of a variety of member needs
- Activities and programs are offered in a manner that is conducive to varying member schedules. This includes holding meetings at various times or days of the week and creating opportunities for virtual engagement via webinars, conference calls, or discussion forums.
- Evaluate whether your activities attract new members and engage long-term ones and ultimately meet your member's expectations
- Make continuing education a regular activity of the organization, going above and beyond the one education session per year as required in ENA Procedures
- Recognize existing members for their contributions and service
- Make outreach to new members during their first year to see how their experience has been and if they have any suggestions for improvement. This is also a great time to start the conversation toward cultivating them as a volunteer. Conducting new member outreach is a great way to involve all members of your organization.
- Review your policies and procedures on an annual basis to make sure they are still reflective of your membership's needs

*TIP

Consider assigning mentors to new members to help them learn more about the group and how to realize the most from their membership.

6. Communications

Communicating with Your Members

The *ENA State Council and Chapter Online Management System* is a functional tool that allows state and chapter leaders to download their individual membership rosters, enter/manage officers delegates and chairpersons, and access officer and committee chair rosters. A full *guideline document* is available in the ENA Brand Center to help you navigate and manage your *membership lists*.

It is recommended that state councils and chapters run membership lists on a monthly basis, as the roster changes frequently. This is a great resource to use when welcoming new and rejoining members to your organization. Visit the *ENA Brand Center* to access template letters, logos, and materials for corresponding with members.

Frequently Asked Questions on communicating with members:

1. Can we send emails to members?
 - a. Yes. Before sending emails to members, review the *Email Usage and Protocol* to ensure you are not violating the CAN-SPAM act. Note: each separate email in violation of the CAN-SPAM Act is subject to penalties of up to \$16,000.
 - b. Refer to the ENA Brand Center to access state and chapter logos and branded templates to utilize when corresponding with your members
2. Am I able to pull reports by date range?
 - a. No. The membership data accessed in membership reports is “real time”; the member you may be looking for could have expired in the time frame you indicate, therefore they would drop off the list. Use the “Expired Member Report” for that purpose.
3. Can I change or update any of the information in the member records?
 - a. No. Contact ENA Component Relations at componentrelations@ena.org with your changes or notify the member to make the change directly in their member profile. Expect changes to be completed within two to three business days.
4. Why do I get an Access Denied message when I have logged in previously and navigate to the Online Management area?
 - a. For security purposes, your web session is set to expire after 30 minutes of no activity. Simply log out and log back in again to regain access.
 - b. If you continue to get an Access Denied message, contact ENA Component Relations at componentrelations@ena.org.

Digital Communications

Social media is more than just a way to post a picture of you and your friends at the Emergency Nursing Conference. Social media can be a powerful way to share more information about the goals and activities of your organization. You could share a media article on LinkedIn that quoted one of your members. You could post your event on Facebook to raise awareness and track attendance. You could use Twitter to tweet out the news that your state included a Lantern Award recipient. There are many ways to use existing social media tools along with your organization's website to recruit and engage members.

The ENA Brand Center includes a *Social Media Tips and Guidelines* document that can help you get started or refine your social media efforts.

Brand and Style Guidelines

It is important for all state councils and chapters adhere to ENA national's brand and style guidelines. These documents can be found within the [ENA Brand Center](#). All officers should review and know how to access the guidelines as a reference throughout the year. The [ENA Style Guide](#) includes everything from how to include credentials (useful for event nametags) to formatting dates and times on agendas. This guide will be especially helpful when creating content for member communications, newsletters, or website copy. Additionally, the ENA Brand Reference Guide outlines the rules and specifications for using the ENA logo and brand-specific elements such as fonts. It is important that all state councils and chapters follow these guidelines to ensure a consistent image and brand identity.

ENA created [state council](#) and [chapter logos](#) for your use. These can be downloaded via the ENA Brand Center and should be used in branding all local materials from letterhead to your website.

***TIP**

You can access the [ENA Brand Center: Resources at your Fingertips Webinar](#) for a guided walkthrough of how to create your state or chapter's letterhead and an overview of the ENA Brand Center.

The ENA national office may request removal of, or correction to, any materials found to be in violation of the ENA Style or Brand Reference Guides.

7. Programming

Required Programming

Per ENA Procedures, all state councils and chapters are required to hold at least two business meetings and at least one educational program per fiscal year that support the purposes and goals of the association.

BUSINESS MEETINGS:

Business meetings should be scheduled far enough in advance to allow the greatest number of people to participate. A [template agenda](#) can be found on the ENA Brand Center. Business meetings typically include officer and committee reports. The President's report may include updates on the overall progress against goals, including membership numbers or increased member participation. Your strategic plan should influence the items and projects that need to be discussed.

EDUCATIONAL PROGRAM:

While ENA Procedures requires you to offer at least one educational program during the fiscal year, there is flexibility on how this is delivered. The size of your membership, budget, and volunteer base will influence the type of programming offered. A larger state council may choose to host an education conference that lasts a full day or multiple days. This model requires many volunteer hours to produce and execute and may not be possible for a smaller chapter. An organization with a smaller number of members may choose to tie an educational event to one of its board meetings or coordinate a one-hour speaker session. Still some organizations might choose to produce both a full conference event and offer smaller one-off educational opportunities throughout the year. These are all valuable ways to offer educational opportunities to members. Your organization should think about what will best meet member expectations.

*TIP

Review the latest [ANCC Content Integrity Standards for Industry Support in Continuing Nursing Educational Activities](#) if you plan to apply for CNE credits for education programs.

Programming Ideas

Building a program calendar for the year may seem intimidating when staring at a blank page. Not only are the previous programs your organization hosted a great starting point, but also see what other programming is being done by other state councils, chapters, or at the national level.

LOOK TO YOUR PEERS:

Consider your state council and chapter President peers as one of your greatest tools as a leader. Find opportunities to visit the websites of other ENA organizations to see what programming they offer or have conversations with your fellow Presidents. These conversations may spark a new idea for you and for them.

LOOK TO NATIONAL:

ENA provides a wide array of *educational*, networking, and *advocacy* opportunities for ENA members.

EDUCATION:

- Emergency Nursing Conference
- Emergency Nursing Pediatric Course (ENPC)
- Trauma Nursing Core Course (TNCC)
- Course in Advanced Trauma Nursing (CATN)
- Geriatric Emergency Nursing Education (GENE)
- ENA provides a number of online educational opportunities
- Advanced Practice Nursing eLearning Series

NETWORKING:

- Celebrate Emergency Nurses Week
- *ENA Connection* member stories

ADVOCACY:

- EN411 Legislative Network
- Day on the Hill

8. Tools and Resources

Many tools and resources are mentioned throughout the President's Manual and included in the appendix. A few specific items are outlined below that will be very helpful to you as President.

STATE SPECIFIC MATERIALS

- State or chapter bylaws
- State or chapter strategic plan
- State or chapter policies and procedures
- Officer job description (ensure all responsibilities are being met)
- Goals and objectives from the last year
- Status reports for ongoing projects
- Previous meeting minutes, officer reports, and annual reports
- Financial records/budget
- Determine future state council or chapter meeting dates (ensure posted on website)

ENA NATIONAL MATERIALS

- State Council and Chapter *Activity Plan* that indicates month-to-month activities and critical dates
- *State Council and Chapter section* of the ENA website at www.ena.org/membership/statecouncils
- *State Council Leaders Team Site* — access begins Jan 1 (state councils only)
- *Online Management System*
- *State Document Sharing Area* (states only)
- *State and Chapter Leader webinars*
- *ENA Brand Center*

KEY CONTACTS

- ENA Component Relations, componentrelations@ena.org, 847.460.2627
- *Board Liaison*
- *Fellow state council and chapter officers*

ADDITIONAL REFERENCE MATERIALS

- *Robert's Rules of Order Newly Revised* (most current edition)
- *The Art of Membership: How to Attract, Retain, and Cement Member Loyalty* by Sheri Jacobs
- *A Great Meeting Needs A Great Chair* by A Great Meeting, Inc.
- *A Great Meeting Needs a Great Member* by A Great Meeting, Inc.

9. Appendix

The following materials are referenced throughout the document and serve as an appendix to the ENA President's Manual.

Appendix:

1. *ENA Bylaws*
2. *ENA Procedures*
3. *ENA Policies*
4. *ENA Strategic Plan*