

Section II: How To Manage A State Association

Responsibilities of a State Association

This section is designed to help state leaders manage state associations. It should be used in conjunction with the organizational resources available from NSNA®. (See NSNA® Store on pages 37-38 or www.nsna.org.) Each state association should have one copy of all publications listed under “Organizational Resources.”

State Board members are encouraged to communicate with NSNA® board members who serve in similar roles (e.g., convention chair, community health chair, etc.) These elected officials are available to assist and guide state board members to successfully fulfill the responsibilities of their respective roles. State presidents are encouraged to stay in touch with their NSNA® Board Liaison.

The state association is the middle level in the NSNA® structure, and its responsibilities are different from those of the national and school chapter levels. Listed below are the state’s responsibilities:

Communication

- Develop and establish communication mechanism with all levels of the association
- Develop guidelines and evaluation tools
- Produce and distribute publications
- Promote benefits and services offered by NSNA® and the state associations

Education

- Liaise with appropriate state associations, the State Board of Nursing, and with schools of nursing (deans, directors, and faculty)
- Consultation services to school chapters
- Leadership development for shared-governance

Finances

- Fiduciary responsibility for state association funds
- Financial policies and management
- Fundraising and financial reporting to state membership
- Leadership University Certificate program for Treasurers

Legislation/Education

- Education programs to prepare students to participate in the legislative process
- Coordination of activities on the state level
- Liaise with state legislators, staff, legislative organizations, and with other organizations and governmental agencies.
- Development of legislative positions, and monitoring major and pertinent state legislation
- Distribution of information

Membership Services

- Utilize statistics provided by NSNA®
- Develop state membership benefits

Membership Recruitment

- Develop and distribute recruitment materials
- Consultation on recruitment methods for school chapters
- Establish faculty liaison
- Promote benefits
- Establish liaison with nursing school administrators

Recruitment into Nursing and Career Counseling

- Liaise with faculty, deans, and directors of nursing schools and with health care recruiters
- Material development and distribution
- Coordination of recruitment activities

Incorporation

NSNA® encourages that state associations incorporate and maintain incorporation status. Since corporation laws and costs vary from state to state, it is suggested that any association seeking incorporation contact a local attorney for help. Following are some general points prepared by NSNA’s® attorneys regarding the advantages of incorporation: The unincorporated association provides the greatest flexibility with the lowest operating costs. However, the very fact that the association is not incorporated leaves it and its members without the protections of the limited liability inherent in a corporation.

Unincorporated associations and their members can be liable for: a) contracts made by officers or members on behalf of the association; b) negligent or unintentional tortuous acts committed by members in furtherance of association business; and c) debts incurred on behalf of the association. In addition, unincorporated associations cannot hold or take property in their own names nor receive such property by devise or bequest (as by will).

On the other hand, an association that is incorporated enjoys all the benefits of being a corporation including liability for contracts, debts, and tortuous acts which is limited solely to the corporation itself and its assets, and not to the individual members.

Incorporating a nonprofit organization such as a state association is a relatively simple and inexpensive procedure in most states. In addition, the filing fees and other expenses for maintaining such a nonprofit corporation are worth the expense to limit liability on members. Naturally, each state government has its own rules, regulations, and filing fees regarding nonprofit incorporations. However, the benefits of such incorporation in most cases will outweigh any cost or inconvenience incurred in so doing, especially when balanced against the particular potential liability faced by an unincorporated association. Once incorporated, the state association may be required to file reports periodically as per state regulations.

Staffing

NSNA’s® state associations are unique in that they are managed almost entirely by volunteer nursing students and may have little management experience. However, the increasing complexities of running a state association have caused some states to hire support staff. There are many different possibilities for staffing available, and each state must be careful to obtain the right staffing for its needs and budget. The NSNA® staff can assist in determining the needs and requirements within your budget as well as reviewing contractual arrangements. When staff is used in a voluntary organization, the association leaders must understand the differentiated role of board and staff.

Types of Staffing

- Some state nurses’ associations provide staff support to the student association and invoice them for the time involved. Services usually include typing, mailing, duplicating, and keeping of official state files.
- Administrative Assistants: Some states have assistants who are paid on an hourly or monthly basis to handle the above services. In some cases, these assistants also help to manage the convention, sell advertising, and keep the financial records.
- Association Management Firms: An association management firm usually works with a number of small associations, from organizing a convention to implementing all the policies set by the Board of Directors. The management firm usually has a set monthly fee, plus additional charges for postage, printing, telephone and travel costs, and commissions on advertising and exhibits. There are many advantages to this arrangement, however it is a big step and a large financial commitment for a state association, and should only be approached after thoughtful study. The NSNA® staff is available for consultation to any states interested in this type of arrangement.

General Communication

The state association is a vital link in the communication chain. Each state is responsible for communicating with NSNA®, with the schools in the state, and with members.

State and school chapters with websites can link to NSNA's® site. Just forward your web address to nsna@nsna.org and NSNA® will review the site and let you know the status.

NSNA® encourages its chapters to establish their own websites as a vital tool for communicating with members. A contest for the Most Outstanding State and Most Outstanding School website has been established. For criteria, check the NSNA® Awards and Contests section under Publications on www.nsna.org.

Note: NSNA® is not responsible for content appearing on a chapter website. NSNA® also has the right to refuse any links to its website at its discretion.

Communication with NSNA®

All states should have regular communication with the NSNA® Board of Directors and staff. It is essential that NSNA® receive up-to-date contact information for all state presidents and members of state boards. The NSNA® Board members are assigned to state presidents to serve as a point of contact for information and assistance. If you do not hear from an NSNA® Board member, please contact NSNA®.

State associations are required to send 15 copies of their minutes and three hardcopies and one electronic copy of their newsletters to the NSNA® office. These are distributed to board members and staff, and enable them to keep up with what is happening in the state and school chapters. States can also email their minutes to nsna@nsna.org, attn: Cathy and the newsletters to nsna@nsna.org, attn: Maisha.

State officers should not hesitate to contact any member of the NSNA board or staff to discuss issues or problems. Consult the list of board and staff responsibilities for the appropriate person. All correspondence should be addressed to the NSNA® office. You can also contact NSNA staff. See page 40 for NSNA® Headquarters Information.

Communication with Schools

While NSNA® communicates with each school of nursing via *NSNA News* and *Imprint*®, it is also important for state associations to communicate with schools. The state association holds the school chapters together, and the members of the state board are excellent resources for the school presidents.

One way to build regular communication with the school chapters is to invite school presidents to your board meetings, or hold a Council of School Leaders (COSL) workshop for all school officers and committee chairs. Holding a COSL during the summer or early fall can help school chapters to plan activities for the year.

Some states assign each board member a number of schools for regular communication. The board member then becomes the school president's resource on the state level. Guidelines for planning and publicizing a COSL can be found on the Leadership University website under Leadership/Students/Resources for State Associations.

Communication with Members

Communication with members is vital. NSNA® communicates with members via *Imprint*®, direct mailings about meetings and conferences, online (NSNA® website www.nsna.org), and through broadcast email. Members are encouraged to inform NSNA® of any address changes so that mail reaches them. NSNA® also communicates with members via email. Many state associations also have their own newsletters and maintain websites.

NSNA® members may update their personal data, including email address, on line at www.nsna.org. Click on "Member Services" and then on "Update an Existing Membership." You will need to enter your membership number and zip code to log on. Remember to inform NSNA® when your street or email address changes.

To protect your privacy, NSNA® does not release email addresses to third parties, however, NSNA® releases respective state member's email address as per NSNA® policy. For NSNA's® full privacy policy, including how membership information is used, see page 11.

When Communication Fails:

Not Receiving Communication from NSNA®?

Sometimes, no matter how hard we try, communication fails. State officers should be aware of breakdown in communication channels and correct the problem.

Often, state officers hear that members are not receiving materials from NSNA®, such as *Imprint*® or membership cards. This should be referred to the NSNA® office. Ask the member to send NSNA® their name, current address, date they joined, membership number, and a copy of their cancelled check, credit card statement, or money order. The sooner the member communicates with NSNA®, the sooner the problem will be solved. They can also email their information to nsna@nsna.org, or call (718) 210-0705.

Planning A State Membership Recruitment Campaign

State associations play a key role in membership recruitment. The following recommendations are provided to help state student associations strengthen their role in membership recruitment, retention, and leadership development.

- Develop a strategy that concentrates on creating, strengthening, and maintaining school chapters in addition to recruiting individual members. Appoint a board member as chair of the Membership Committee. The committee can be composed of board members and key school leaders. State regional directors can serve as a liaison with all schools in their specified region.
- Arrange to have contact persons in every school in the state. Contact persons can include key student leaders and faculty advisors.
- Encourage active schools to have membership recruitment committees responsible for coordinating recruitment activities.
- Promote the Total School Membership Plan which includes NSNA membership dues as part of student activity or tuition fees. (See page 14).
- Provide membership incentive contests and an awards program. Awards can be presented during annual conventions or other state meetings. For example, there could be an award for the school with the highest percentage of membership increase from the starting date to the ending date. This contest can be modeled after NSNA's® Winners' Way Contest at the state level. The elements of the Precious Metal Contest can also be modified for schools and given a new name.
- Show "Catch the Wave with NSNA®" video at state meetings.
- Assign board members to attend school chapter meetings and to bring greetings from the state board.
- Let NSNA® know which schools you are targeting to start chapters. NSNA® can help by providing recruitment incentives such as copies of *Imprint*®, posters, and membership brochures.
- Encourage board members to obtain Project InTouch Recruiter numbers so that they earn prizes for their recruitment efforts. Upon request, Project InTouch recruiters receive the NSNA® recruitment video free.
- Use your state newsletter as a recruitment tool by mailing bulk copies to all schools for distribution to nonmembers.
- Assist new chapters and those in financial need to design fundraising activities.
- When NSNA® receives an inquiry from a school that wants to start a chapter, a copy of the response is sent to the state president. Follow-up by writing or calling these leads as soon as possible.
- Share your successes by submitting an overview of your recruitment projects to the attention of the Happenings reporter at nsna@nsna.org, and they may be published in the *Imprint*® Happenings column.
- Use the recruitment resources available from NSNA®. Refer to the publications list for details.
- Remember that recognition is an important part of professional development. Build recognition into all state activities. Contests are fun and can develop team spirit among members.

Get Organized

First, find out about last year's campaign. What activities were held? What was the budget? Who worked on the campaign? Did enough people contribute time? Determine what supplies you have on hand, such as membership brochures, posters, and audiovisuals? What is the state's membership potential for the coming year? By breaking down the potential membership by program and school, you will have a better idea of how to assign volunteers and resources.

NSNA® can supply you with your potential membership figures. Are there any new nursing programs in your state? A good place to check is the state board of nursing or the National League for Nursing. Is there an existing campaign ready to use? Check current or past campaign programs, and find out what NSNA® has planned by consulting the NSNA® Membership Recruitment Guidelines and *NSNA News*. Check with schools whose membership is consistently good, and see if there is a local recruitment campaign that may work on a state level.

Recruitment Committee

The Membership Chairperson should form a statewide recruitment committee responsible for setting the times, dates, and places for programs and membership associated activities. The committee should submit a budget and plan for a membership campaign to the Board of Directors for approval. Appoint committee members according to their experience, availability, willingness to serve and geographic location. In a small state, the Board of Directors may serve as the recruitment committee. Ideas for your committee might include:

- Slide, PowerPoint, or video presentation for state activities;
- State officers visits to each school to meet with faculty and students;
- Orientation day booth on campus;
- Meeting with deans/directors and school chapter leaders;
- Utilizing school social events for recruitment;
- Offering members discounted equipment such as scissors and stethoscopes;
- Dividing schools between state officers;
- Identifying faculty members who are professional association leaders and involve them with deans who are not initially receptive; be persistent and try new strategies;
- Inviting faculty and deans to state conventions/conferences;
- Establishing common interests and goals committee with state nurses' association;
- Developing a benefits package for your state (such as local discounts for uniforms, and equipment).

Recruitment Workshops

You may choose to hold a workshop for the school association membership chairpersons. Contact NSNA® for information about what other states have used to educate and motivate their recruitment chairpersons. The recruitment workshop can be held in cooperation with a Council of School Presidents.

Publicity and Follow-Up

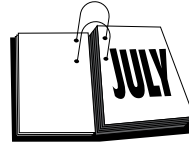
- Use colorful posters urging students to join NSNA®, and place them in strategic areas.
- Use bulletin board displays depicting NSNA® activities and projects and activities in your state and local associations.
- Remember to promote the NSNA® Annual Convention and MidYear Conference.
- Display copies of *Imprint*® and promote it as a membership benefit.
- Show the video: "Catch the Wave with NSNA®!"
- Take photos of members in action. Approach the news media about getting publicity. (Ask your faculty for help.)
- Use your state newsletter to keep schools informed.
- Send NSNA® contact information of non-members, and NSNA® will send them membership information.
- Let NSNA® know how your recruitment efforts are going.
- Meet with your committee regularly and evaluate how activities are progressing.

Timing

Before you start recruiting, develop a timetable and an action plan:



May/June - Before the term ends, form a new membership committee for next semester. States should establish school contact persons and get correct addresses. The membership chairperson can speak with school chairpersons to exchange ideas and plan a general statewide strategy.



July - Have a meeting of the recruitment committee. Assign responsibilities to committee members in different areas, such as publicity, meeting planning, fundraising, etc. Decide what recruitment approach would be best for your area. Determine what materials are needed and obtain them. Order membership brochures from NSNA® if you haven't done so already. Obtain a Project InTouch recruiter number. Work with the state board to plan activities and programs for the year; these are the key to recruitment.



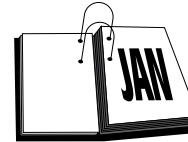
August - Have another committee meeting to finalize plans. Make sure everyone knows their responsibility. Distribute materials to all schools.



September - Start actively recruiting and visiting schools. Encourage schools to set up a table during registration and freshman orientation. Build recruitment into all programs and activities. Show the NSNA® video at a recruitment meeting. Check out NSNA's® Guidelines for Fundraising so that your chapter can help its members attend state and national conventions.



October to December - Begin active programs and get everyone involved. Encourage attendance at NSNA's® MidYear Conference. Set up a recruitment table at your state convention. Conduct a Council of School Presidents meeting.



January - Evaluate the success of your campaign from September. Make adjustments and use it again for students registering now. Last recruitment push to ensure that schools have enough members to qualify for official NSNA® constituency states by the deadline.



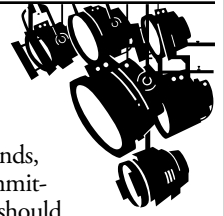
February to May - Implement projects and programs. Encourage attendance at NSNA® Convention, and your state's spring convention.



June - Begin again. Once a school chapter is established in your state, the state board must work to make it a success and ensure its viability. Please refer to the NSNA® website under Publications/Chapter Toolbox for additional resources.

Planning a Council of School Presidents (COSP)

State associations are encouraged to plan and implement leadership workshops geared to help school chapters grow and develop. COSP Meetings allow school chapters to share ideas, challenges, and solutions with the objective of developing successful chapters. For more details go to www.nsna.org under Resources/Chapter Resources. *Note:* If you need a roster of your members and their expiration date, email nsna@nsna.org.



Member Privacy Policy

Keeping Your Data a Private Matter. When it comes to confidentiality, you expect a relationship built on privacy and integrity. That's why NSNA® is very particular about how member information is shared with others. This policy outlines what we do to protect your personal information and describes how you can limit the sharing of this information.

Keeping Your Information Secure. To keep information confidential and appropriately protected, NSNA® has policies that limit access to member's personal information to only authorized NSNA® employees who need it to perform their jobs and provide services to you. We also maintain physical, electronic, and procedural safeguards that guard your personal information.

Collecting Information. NSNA® collects information that you provide on the membership application, renewal form, and when you notify NSNA of changes.

How Your Mailing Address is Used. Your mailing address is used to send you your membership card kit, membership renewal notice, Imprint magazine and Career Planning Guide, NSNA® Annual Convention brochure, NSNA® MidYear Conference brochure, and other NSNA® mailings as needed. Periodically NSNA conducts a member needs assessment and Imprint readership survey. Participation in surveys is voluntary.

NSNA® rents (one-time-use-only basis) the membership mailing list to exhibitors, Imprint® advertisers, and organizations that provide NSNA® member benefits. Revenue generated from this activity helps to support NSNA's® operations. The list may be rented to provide members with information about career opportunities, products, and services that NSNA® members may find of interest. All such use is reviewed prior to releasing the list and is strictly monitored by NSNA® to prevent unauthorized use. In addition, NSNA® members may request additional information about the NSNA® Partnership Program by checking the appropriate box on the membership application. If a member indicates that he or she wants additional information about the NSNA® Partnership Program, the member's address is shared with Partnership Program participants.

Member name, mailing address, phone number, school you attend, expected date of graduation, date you join and date that your membership expires are shared with respective state and school chapters for the purposes of: determining official NSNA® and state association constituency status; membership status validation; state and school member mailings (i.e., newsletters and announcements). Information is provided to chapter leaders via electronic file, hard copy list, or mailing labels.

How Your Email Address is Used. Providing your email address is optional. By providing your email address you authorize NSNA® to use it to communicate with you. You may unsubscribe at any time. If you have indicated that you hold a leadership position at the school or state level, you will also receive *NSNA News* by email.

When you join NSNA®, you also join a state student nurses association (unless there is no official NSNA® state constituency in your respective state). NSNA® provides state associations with a monthly report of all members who have joined the association the previous month. This report includes your membership number, name, mailing address, phone number, school you attend, expected date of graduation, and membership join/expiration dates. In addition, as of March 1, 2006, if NSNA® has received a signed annual agreement from the respective state association stating that they will not release member email addresses to third parties, the email address is included in the monthly state report.

NSNA® also provides a service to state associations to send out broadcast email to state association members. When a state association subscribes to this service, you will periodically receive messages from your state association via NSNA® broadcast email.

How Your Demographic Information is Used. Type of nursing program, gender, year of birth, and race are collected for NSNA's® internal information only.

How Your Payment Information is Used. Payment information including credit card and checks is used solely for the collection of membership dues, conference/convention registration, and product purchase when applicable.

Storage of Data. NSNA® does not retain computer files on individuals who are no longer members of NSNA®. Membership records are retained for the period of time required by NSNA's® record retention policies, audit and Internal Revenue Service requirements. Sensitive personal data is shredded.

View Your Data. Members may view their own NSNA® membership record online at www.nсна.org click on member services. Changes to your membership record may also be made on line, by mail, by email or via fax.

Your Privacy Preferences. NSNA® respects your right to restrict the information we disclose. You may notify NSNA® of privacy concerns and you may direct NSNA® not to share information about you by:

Calling (718) 210-0705,

Monday through Friday, 9 a.m. to 5 p.m. Eastern Time

Fax: (718) 797-1186, **or via Email** to: nsna@nsna.org

Writing to NSNA® at: National Student Nurses' Association®
45 Main Street, Suite 606, Brooklyn, NY 11201

Keeping You Informed. If NSNA's® information-sharing practices change, we will send you a revised notice.

Approved by the NSNA® Board of Directors on February 12, 2006; amended March 2008.



EXPERIENCE THE
MAGIC
OF
NURSING

NSNA
National Student Nurses' Association

58TH ANNUAL CONVENTION
APRIL 7-11, 2010
DISNEY'S CORONADO SPRINGS RESORT
ORLANDO, FLORIDA

PLUS!
DREXEL UNIVERSITY NCLEX® EXCEL!
MINI-REVIEW COURSE



Earn Academic Credit for Participating in the NSNA Leadership University®

The NSNA Leadership U® provides opportunities for nursing students to be recognized for the leadership and management skills they develop through participation in NSNA's® programs and activities.

From the school chapter level to the state and national levels, nursing students learn how to work in cooperative relationships with peers, faculty, students in other disciplines, community service organizations, and the public in a service learning environment.

Leadership U® is open to all nursing programs preparing students for RN licensure that are official NSNA® constituents and to those schools working toward constituency status.

The purposes of the NSNA Leadership U® are to:

- Link service-learning activities to professional values development and socialization in the nursing profession.
- Develop competencies that future leaders and managers need to successfully provide for the health care needs of society.
- Provide formal recognition to NSNA® members who demonstrate leadership and management skill development.
 - Assist students to develop a professional portfolio with Critical Portfolio,™ a web-based professional portfolio, and free to NSNA® members.
 - Create opportunities for mentor-protégé relationships and peer networks to grow.
 - Provide online forums for students and faculty and advisors to connect.
 - Develop certificate programs for NSNA® leaders.

www.nsnaleadershipu.org

Six Steps To Launch Your Leadership U® Experience

How does the NSNA Leadership U® work? From the basic skills needed to participate in shared-governance meetings at the school chapter level to the honor of serving on the NSNA® Board of Directors, the NSNA Leadership U® offers endless possibilities to develop professionalism in students. The approach used must conform with academic and administrative policies and traditions of the specific nursing program. Here's a step-by-step approach to NSNA's Leadership U®:

Step 1: The nursing program must be an official NSNA® constituent. However, if the school is not an official constituent, it is possible that a student who joins NSNA® and initiates an NSNA® chapter is eligible to participate. Students must be NSNA® members to participate.

Step 2: Students who wish to participate should take the initiative to explore how NSNA® participation can either qualify for credit as part of required or elective course work or independent study in the nursing program. The student then approaches the chapter advisor for guidance on how to earn credit for NSNA® leadership participation. Faculty may also present this as an option for the fulfillment of course requirements.

Step 3: Once the proper connection is made between those involved (i.e., student, faculty, administration, chapter advisor), and there is agreement that credit will be awarded for participation in the NSNA Leadership University®, a formal meeting is scheduled for the student and a faculty mentor (this could be the NSNA® chapter faculty advisor). At this first meeting, the student and mentor need to review the course requirements and the NSNA Leadership U® materials; establish objectives; determine how leadership guided learning will proceed (assign preceptors if available); select appropriate reading and other learning materials; and develop a written plan to meet the objectives through NSNA® participation.

Step 4: Validate that learning has taken place. At this time, validation methods must be determined by the faculty. Options may include having the student keep a detailed journal, develop a portfolio, create a presentation for the class and for faculty, or write an essay that can be submitted for publication. Evaluation of performance based on the preceptor or mentor's observations is another appropriate option to determine if the student can actually demonstrate their mastery of the objectives.

Step 5: Complete the NSNA Leadership U® Certificate Request Form and submit it to NSNA®. The faculty member will receive the designation of NSNA® Adjunct Faculty and be awarded a Certificate of Recognition from NSNA®. NSNA® must then be notified that the objectives and course requirements have been satisfactorily completed and that credit was awarded.

Step 6: At graduation, NSNA® provides a certificate of recognition acknowledging the student's participation in Leadership U®. The certificate is presented at the NSNA® Annual Convention or can be mailed to a faculty member to present to the student at the appropriate time (i.e., during pinning ceremony).

