



Chapter Resource Manual

SVN National Office
100 Cummings Center, Suite 124 A
Beverly, MA 01915
978-927-7800
888/536-4786 Toll Free
978-927-7872 Fax
E-mail: svn@administrare.com
Web site: www.svnnet.org

**SOCIETY FOR VASCULAR NURSING
CHAPTER RESOURCE MANUAL
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Section A Introduction to SVN

I. Overview

The Society for Vascular Nursing (SVN) was founded in 1982 by a core group of eight dedicated nurses who were focused on creating vascular nursing as a specialty. It was first known as the Society for Peripheral Vascular Nursing with a name change in 1990 to the Society for Vascular Nursing. The first “journal” was a four-page newsletter published in 1982. The first national convention was held in San Francisco in 1983.

II. Mission Statement

The Society for Vascular Nursing (SVN) is a dynamic, international, professional organization dedicated to nurses caring for individuals affected by vascular disease. SVN promotes excellence in compassionate and comprehensive care by providing quality education, fostering clinical expertise, supporting nursing research, and contributing to the prevention of vascular disease.

III. Goals

The goals of SVN are:

- Assume the leadership role in defining the vascular component of fundamental nursing education.
- Establish and implement research-based standards of practice for vascular nursing.
- Collaborate with other health professions to address the unique needs of the individual with vascular disease.
- Enhance public awareness of vascular disease.

IV. Organizational Structure

- A. Board of Directors - SVN is governed by a Board of Directors consisting of a President, President Elect, Secretary, Treasurer, and five Directors-at-Large.
- B. Executive Committee - The officers (minus the Directors-at Large) constitute the Executive Committee, which conducts the business of the Society between meetings of the Board of Directors.
- C. Committees and Task Forces – The Board of Directors shall establish committees and task forces as necessary to accomplish the purposes of the Society. Task Forces shall be initiated upon request of any members and the endorsement of the Board of Directors.
- D. Local Chapters – The Board of Directors may authorize chapters, which shall be organized in accordance with the rules and regulations adopted by the Board of Directors.

Section B Governance

These are the bylaws for the National Office and those bylaws developed for your chapter should not conflict with these. Examples of bylaws are shown at the end of this section in the “Anytown Chapter Examples.”

I. National Bylaws

BYLAWS Society for Vascular Nursing (SVN)

Article I Name and Affiliation

Section 1.

The name of the corporation shall be the Society for Vascular Nursing. The Society may also be known as SVN.

Article II Mission and Goals

Section 1. Mission Statement

The Society for Vascular Nursing (SVN) is a dynamic, international, professional organization dedicated to nurses caring for individuals affected by vascular disease. SVN promotes excellence in compassionate and comprehensive care by providing quality education, fostering clinical expertise, supporting nursing research, and contributing to the prevention of vascular disease.

Section 2. Goals

The goals of the Society shall be to:

- Assume the leadership role in defining the vascular component of fundamental nursing education;
- Establish and implement research based standards of practice for vascular nursing;
- Collaborate with other health professions to address the unique needs of the individual with vascular disease.
- Enhance public awareness of vascular disease.

Article III Membership

Section 1. Classification of Membership

Section 1.1 Active Member

Active members shall be registered nurses who profess an interest in carrying out the purposes of the Society. Licensed practical nurses and licensed vocational nurses who enter into Society membership prior to July 1, 1998, shall retain active member status as long as membership remains current.

Section 1.2 Associate Member

Associate membership is available for those interested in supporting the purposes of the Society, but who are not registered nurses. Associate members receive all benefits of membership but may not vote or hold office.

Section 2. Dues

The Board of Directors shall determine membership dues.

**Article IV
Meetings**

Section 1. Annual National Convention

There shall be an Annual National Convention.

Section 2. Annual Business Meeting

An Annual Business Meeting of the Society shall be held.

Section 3. Special Meetings

The Board of Directors may call a special meeting of the membership for any purpose so long as notification of the special meeting is given 30 days prior to the date of the meeting.

Section 4. Board of Directors Meetings

Meetings of the Board of Directors shall be convened as the business and developments of the Society indicate.

Section 5. Quorum

For all meetings, a simple majority present shall constitute a quorum for the transaction of business.

**Article V
Elected Officers and Board of Directors**

Section 1. Structure of Governance

The governing body of the Society is the Board of Directors which shall consist of the President, President Elect, Treasurer, Secretary, and five (5) elected members. It has power and authority over the affairs of the Society between and during meetings. The officers of the Society shall be the President, the President Elect, the Secretary, and the Treasurer; the officers comprise the Executive Committee.

Section 2. Eligibility

Active RN members who have been members for at least one year are eligible for elective office.

Section 3. Terms of Office

The President-Elect shall be elected each year for a commitment of two years in office (one year as President-Elect and one year as President). The Secretary shall hold office for two years and shall be elected in odd numbered years. The Treasurer shall hold office for two years and shall be elected in even numbered years. The remaining members of the Board of Directors shall hold office for two years; two or three Directors will be elected in alternating years. No officers or members of the Board of Directors shall serve more than two consecutive terms in the same office. Terms of office shall commence at the close of the Annual National Convention.

Section 4. Resignation

When a member of the Board of Directors is unable to meet the requirement of the position, that person may submit a resignation to the Board. Resignation may be called for by two-thirds vote of the remaining Board.

Section 5. Vacancy

In the event of a vacancy in the office of the President, the duties of the office shall be assumed by the President- Elect. For vacancies in any other elected position, the Board of Directors shall appoint a qualified member of the Society to the position. He/she will assume this position for the unexpired term of his/her predecessor.

Section 6. Duties of Officers and Board Members

Section 6.1 President

The functions of the President shall be to promote and keep safe the purposes and goals adopted by the Society, act as the chief elected officer of the Society, preside at all business meetings officially held by the Society or the Board of Directors, act as an ex-officio member of all committees except the nominating committee and perform such other duties as prescribed by the Board of Directors.

Section 6.2 President Elect

The functions of the President Elect shall be to fulfill duties in the absence of the President, monitor committee activities directly or delegate such responsibility to one or more Directors, and perform such other duties as prescribed by the Board of Directors or as delegated by the President.

Section 6.3 Secretary

The functions of the Secretary shall be to record and distribute minutes, maintain records and archives for the Society, complete correspondence as delegated, and to perform such other duties as assigned.

Section 6.4 Treasurer

The functions of the Treasurer shall be to assume responsibility for the financial affairs of the Society, to present written reports of the financial status of the Society at meetings of the Board for Directors and at the Annual Business Meeting, and to perform other such duties as assigned.

Section 6.5 Director

The functions of the remaining members of the Board of Directors shall be to provide facilitation to standing committees of the Society, serve on task forces as requested by the Board of Directors, and to perform other such duties as assigned.

**Article VI
Nominating Committee and Elections**

Section 1. Eligibility

Only active members are eligible to participate in election.

Section 2. Manner of Election

Elections shall be by mail ballot.

Section 3. Electoral Quorum

A plurality vote for any office shall constitute an election. In case of a tie, the election shall be determined by lot by the Nominating Committee.

Section 4. Notification

Candidates shall be notified in writing by the chair of the Nominating Committee.

Section 5. Nominating Committee

The Nominating Committee shall be an appointed three-member committee chaired by the Immediate Past President. The Board of Directors shall appoint the other two members from the membership at large for a term of two years. The terms shall be staggered. A member shall serve no more than two consecutive terms. A member must resign his/her position on the Nominating Committee if he/she wishes to run for office.

**Article VII
Committees and Task Forces**

Section 1.

The Board of Directors shall establish committees and task forces as necessary to accomplish the purposes of the Society. Task forces shall be initiated upon the request of any members and the endorsement of the Board of Directors.

**Article VIII
Chapters**

The Board of Directors may authorize chapters, which shall be organized in accordance with the rules and regulations adopted by the Board of Directors.

**Article IX
Publications**

Section 1. Publications

SVN shall have an official journal and an official newsletter.

**Article X
Amendment of Bylaws**

Section 1. Process of Amendment

These bylaws can be amended at any annual membership meeting of the Society by a majority vote of those present, provided the amendment is submitted in writing at least thirty (30) days in advance. Amendments may also be voted by mail ballot, wherein a plurality vote shall constitute adoption of the amendment.

**Article XI
Parliamentary Authority**

Section 1.

The rules contained in *Robert's Rules of Order*, newly revised, current edition shall govern the Society in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of the Society.

II. Sample Chapter Bylaws

ANYTOWN CHAPTER SOCIETY FOR VASCULAR NURSING

Bylaws

Article I Name and Affiliation

Section 1.

The name of the organization shall be the Anytown Chapter of the Society for Vascular Nursing. The Society may also be known as ACSVN.

Section 2.

The society shall be a non-profit, local body, organized and administered on the local level, and affiliated with the National Society for Vascular Nursing.

Article II Mission and Goals

Section 1. Mission Statement

The Anytown Chapter of the Society for Vascular Nursing is a professional nursing organization dedicated to promoting excellence in the compassionate and comprehensive care of individuals with vascular disease and their families by providing quality education, fostering clinical expertise, supporting nursing research in the specialty field of vascular nursing, and contributing to the prevention of vascular disease.

Section 2. Goals

The goals of the Society shall be to:

- Assume the leadership role in defining the vascular component of fundamental nursing education;
- Establish and implement research based standards of practice for vascular nursing;
- Collaborate with other professionals to address the unique needs of the individual with vascular disease;
- Enhance public awareness of vascular disease.

Article III Membership

Section 1. Classification of Membership

Section 1.1 Active Memberships

RNs who are national Society for Vascular Nursing members may be charged membership dues of \$ ____ (The dues don't have to be stated in the bylaws, but may be established by the Executive Committee). These individuals are entitled to hold office and vote on local chapter issues and in elections. This fee also includes the cost of educational seminars, local chapter meetings, and correspondence of local chapter events.

Section 1.2 Associate Members

RNs who are not national Society for Vascular Nursing members, and any other individual interested in supporting the purpose of the Anytown Chapter and the Society for Vascular Nursing, will be considered an associate member. Associate members receive all the benefits of membership but may not vote or hold office. The associate member may be charged membership dues of \$ ____.

Article IV Meetings

Section 1. Monthly Business Meeting

Monthly business meetings, with the exception of December, June, and July, will be held to carry on the essential business of the Society Chapter.

Section 2. Educational Symposiums

There shall be two (2) educational symposiums held yearly. A third educational symposium will be the annual convention of the Society for Vascular Nursing.

Section 3. Special Meetings

The Executive Committee may call a special meeting of the membership for any purpose so long as notification of the special meeting is given thirty (30) days prior to the date of the meeting.

Section 4. Quorum

For all meetings, a simple majority of members shall constitute a quorum for the transaction of business on the basis of notification by mail of all members of the time and place of the meetings.

**Article V
Elected Officers**

Section 1. Structure of Governance

The governing body of the Anytown Chapter of the Society for Vascular Nursing is the Executive Committee which shall consist of the President, President Elect, Secretary, and Treasurer. It has power and authority over the affairs of the Society Chapter between and during meetings.

Section 2. Eligibility

To be eligible for executive office as a member of the Executive Committee, a nominee must be an active member in good standing with the Anytown Chapter of the Society for one year preceding the nomination.

Section 3. Terms of Office

The President Elect shall be elected each year for the commitment of two (2) years in office (one year as President Elect and one year as President). The Secretary will be elected in even years for the commitment of two (2) years in office. The Treasurer will be elected in odd years for the commitment of two (2) years in office. No officer shall serve more than two (2) consecutive terms in the same office. Terms of office shall commence at the first meeting of each calendar year.

Section 4. Resignation

When a member of the Executive Committee is unable to meet the requirements of the position, that person may submit a resignation to the Executive Committee for approval.

Section 5. Vacancy

In the event of a vacancy in the office of the President, the duties shall be assumed by the President Elect. For vacancies in any other elected position, the Executive Committee shall appoint a qualified member of the Society Chapter to the position. He/she will assume this position for the non-expired term of his/her predecessor.

Section 6. Duties of Officers and Board Members

Section 6.1 President

The functions of the President shall be to promote and keep safe the purposes and goals adopted by the Society, act as the chief elected officer of the Society, preside at all business meetings officially held by the Society or the Board of Directors, act as an ex-officio member of all committees except the Nominating Committee, and perform such other duties as prescribed by the Board of Directors.

Section 6.2 President Elect

The functions of the President Elect shall be to fulfill duties in the absence of the President, monitor committee activities directly or delegate such responsibility to one or more officers, and perform such other duties as prescribed by the Executive Committee.

Section 6.3 Secretary

The functions of the Secretary shall be to record and distribute minutes, maintain records and archives for the Anytown Chapter, and complete correspondence as delegated.

Section 6.4 Treasurer

The functions of the Treasurer shall be to assume the responsibility for the financial affairs of the Anytown Chapter and present a written report of the financial status of the Anytown Chapter at meetings of the Executive Committee.

**Article VI
Nominations and Elections**

Section 1. Eligibility

Only active members are eligible to vote in elections.

Section 2. Nominations

Nominations shall be submitted in writing by any active or associate member to the Executive Committee ___ months prior to the annual election. Members may nominate themselves or another member.

Section 3. Manner of Election

Election shall be mail ballot.

Section 4. Electoral Quorum

A plurality vote for any office shall constitute an election. In case of a tie, the election shall be determined by the Executive Committee.

Section 5. Notification

Candidates shall be notified in writing by the Secretary and results shall be announced to the membership through written notice and at the annual business meeting.

**Article VII
Committees and Task Forces**

Section 1.

Standing committees shall be established by the Executive Committee to carry out the work of the Anytown Chapter. The standing committees of the Anytown Chapter shall be Fundraising, Membership Promotion, Professional Practice, and Education.

Section 2.

The Executive Committee shall establish task forces as necessary to accomplish the purposes of the Society Chapter. Task forces shall be initiated upon the request of any members and with the endorsement of the Executive Committee.

**Article VIII
Amendment of Bylaws**

Section 1. Process of Amendment

These bylaws can be amended at any annual membership meeting of the Anytown Chapter by a majority vote of those present, provided the amendment is submitted in writing at least thirty (30) days in advance. Amendments may also be voted by mail ballot, wherein a plurality vote shall constitute adoption of the amendment.

**Article IX
Parliamentary Authority**

Section 1.

The rules contained in *Robert's Rules of Order (newly revised current edition)* shall govern the Society Chapter in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of the Society Chapter.

**ANYTOWN CHAPTER
SOCIETY FOR VASCULAR NURSING**

Mission Statement

The Anytown Chapter of the Society for Vascular Nursing has adopted the mission statement of the Society for Vascular Nursing, which is contained in our bylaws and is as follows:

The Anytown Chapter of the Society for Vascular Nursing is a professional nursing organization dedicated to promoting excellence in the compassionate and comprehensive care of individuals with vascular disease and their families by providing quality education, fostering clinical expertise, supporting nursing research in the specialty field of vascular nursing, and contributing to the prevention of vascular disease.

Goals

The goals of the Society shall be to:

- Assume the leadership role in defining the vascular component of fundamental nursing education.
- Establish and implement research-based standards of practice for vascular nursing.
- Collaborate with other professionals to address the unique needs of the individual with vascular disease.
- Enhance public awareness of vascular disease.

Objectives

- Promote the vascular nurse as an essential component of the multidisciplinary team, caring for patients and families throughout the continuum of care.
- Assist in developing programs to advance vascular nursing in the areas of health promotion, education, and research.
- Create a statewide database of vascular nurses with their areas of expertise in nursing research so as to promote research-based clinical practice of vascular nursing.
- Offer educational programs two times per year that offer contact hours in vascular nursing.
- Conduct monthly business meetings of the executive committee.
- Offer to send one member of the local chapter to national meeting by the year 2004.

Plan for Financial Independence

Anytown Chapter Society for Vascular Nursing

The Anytown Chapter of the Society for Vascular Nursing may receive corporate sponsorship. The monies provided may be used for educational seminars.

A bank account will be established in the name of _____ Chapter of SVN. The treasurer and/or the president must sign checks or withdrawls. A financial statement will be presented to the Executive Committee monthly and a budget outlining all financial activities will be presented. This budget will be approved by the Executive Committee and made available to the membership at large on a yearly basis.

Dues will be \$ _____ per year for active members and \$ _____ per year for associate members.

EXAMPLE

Section C Chapter Administration

- I. Guidelines for Administration of Chapter Business
 - A. Introduction - The business and financial affairs of the chapter will be directed by the Board of Directors on behalf of the membership. A general business meeting will be held at least annually with the general membership.
 - B. Board of Directors' Meetings –
 1. The Board of Directors will meet as established by chapter bylaws. The purpose of the meetings is to direct the business and financial affairs in a fiscally responsible manner, establish administrative policies and long range goals and objectives, and foster growth and development of the organization..
 2. Agendas should be published in advance of the meeting. (See Appendix A -Sample Agenda)
 3. Minutes of the previous meeting should be sent to all members of the Board of Directors and committee chairs prior to the meeting.
 4. A summary of actions from the meeting should be available to the membership.
 5. A quorum should be established by the Board.
 6. Meetings may occur via conference call.- Conference call guidelines (See Appendix B)
 - C. Chapter Membership Meetings
 1. A business meeting is held at least once a year to determine chapter activities and receive committee and officer reports, in addition to the following:
 - a) Sharing chapter information, progress, and accomplishments.
 - b) Election and/or installation of officers.
 - c) Selection of new members to committees.
 2. A very brief summary of the chapter membership meeting should be presented and published in the chapter newsletter. (See Appendix C-Suggested Items to be Placed on Chapter Membership Meeting Agenda)
 3. A quorum will be as outlined by the individual Chapter Bylaws.
- II. Guidelines For Chapter Policy Development
 - A. Definition and Purposes of Policies - Policies are the guiding principles that reflect the views of the membership. Policies are established to expand the provisions and implement the chapter's bylaws. Established policies based on the bylaws are the governance for a chapter's work. The policies are developed in procedures, step-by-step, and how-to-do instructions. Policy-making involves the entire membership either directly or indirectly. Policies are either originated by or recommended to the Board of Directors, and when necessary to the membership for action.
 - B. Implementation and Administration of Policies
 1. Authority - Policies are drafted, adopted, and amended under the authority of the Board of Directors.
 2. Time - The making of policy is a long-term undertaking calling for considerable research, foresight, and creativity.
 3. Administration - Refers to the implementation of the policy. This requires a high degree of practical knowledge and experience in implementation.
 - C. Chapter Policies - The chapter bylaws are the basis of the chapter policies. They are translated into the development of the policies. It is expected that as the goals of the organization change, so, too, must the policies. It is the responsibility of the Board of Directors to review and recommend changes in the organization's objectives, thereby resulting in policy changes. Many proposed policy changes originate within committee reports.

- D. Committee Reports - Formal committee reports, recommending a policy change or relaying information to the Board of Directors, are to be presented in written form for consideration at a scheduled meeting. These committee reports can be any of the following:
 - 1. Request for interpretation of an existing policy.
 - 2. Request for approval of a change in an existing policy relating to a new publication, project, or program.
 - 3. Request for action to adopt a policy.

- E. Chapter Rights and Responsibilities – Chapters shall meet the following requirements to be in good standing:
 - 1. The chapter’s mission, goals, objectives, and activities must not conflict with those of the national organization.
 - 2. All officers must be members of the national organization.
 - 3. Chapters must be financially independent.
 - 4. Chapters will develop bylaws.
 - 5. Chapters will complete annual report promptly.

Section D Chapter Standards and Policies

The Chapter Standards and Policies is a reference guide for chapter leaders to use when setting priorities and conducting chapter business. New chapters are expected to conform to these standards and policies. Established chapters are to acknowledge that national leaders have endorsed them and study the rationale behind them. The Chapter Services Specialist and National Chapter Development Committee are committed to supporting chapter leaders in their efforts to establish a successful chapter in their local area.

I. Chapter Accountability Standards

- A. Chapters are expected to comply with the following accountability standards, to provide members of the chapter with an identified level of service for their chapter dues, and to decrease the risk of liability and integrity issues.
 - 1. Chapters will attain tax-exempt status.
 - 2. Chapters will review their bylaws annually to ensure current practices are reflected and update changes that occurred in National Bylaws.
 - 3. Chapters will cash checks within 90 days of issue.
 - 4. Chapter officers will not allow their local or national membership to lapse during their term of office.
 - 5. The chapter committee chair will not allow his/her chapter membership to lapse during their committee appointment.
 - 6. Chapters will hold elections annually.
 - 7. Chapters will update the National Office about election results within one month of the election.
 - 8. Chapter dues and annual reports are due on the chapters anniversary date.

II. Maintaining Active Chapter Status

- A. An active chapter meets regularly, maintains membership lists, provides continuing education and networking opportunities, and maintains financial stability and independence. Active chapters:
 - 1. Review their bylaws annually
 - 2. Conduct regular elections and fill all chapter leadership positions
 - 3. Use operating plans and budgets to schedule future operations and to determine goals and objectives
 - 4. Review or audit financial records, maintain tax-exempt status, and file any required federal, state, or local tax returns
 - 5. Submit an annual and financial report to the National Office annually
 - 6. Pay the \$25 chapter renewal fee to the National Office
- B. A chapter's charter will be declared invalid and the chapter will be automatically disbanded if the chapter fails to (1) comply with its bylaws or (2) the written policies of the SVN or (3) to properly submit for renewal of its Chapter Charter. The following situations are examples that may lead to disbandment of an SVN chapter:
 - 1. Failure to maintain tax-exempt status by not filing tax returns (may vary with Chapters outside the United States)
 - 2. Engaging in substantial activities to influence legislation; or participating to any extent in a political campaign for or against any candidate for public office (may vary with Chapters outside the United States)
 - 3. Failing to notify the National Office when chapter bylaws have been reviewed/revised
 - 4. Financial insolvency or bankruptcy
 - 5. History of lapsed officer positions
 - 6. Failure to conduct at least one annual business meeting
 - 7. Failure to offer at least one continuing education opportunity to the chapter membership
 - 8. Conducting business in a manner contrary to the chapter bylaws and/or the SVN bylaws

- C. Other situations may arise that merit the dissolution of a chapter and will be reviewed by the Chapter Services Specialist, the Chapter Development Committee, and the SVN Board of Directors. Chapters may include an article in their bylaws that allow the membership to determine when to cease activities.
- D. Chapters identified as being ineffective or inactive will be notified in writing and given the opportunity to address the problems identified. Chapters that are determined to be inactive may be given a one-year grace period to reorganize and re-submit for charter, if requested in writing and approved by the SVN Board of Directors.
- E. Assets of the chapter must be permanently dedicated to its exempt purpose. This means that should the chapter disband, its assets must be distributed for an exempt purpose, and not to the chapter's present membership.
- F. Rationale: Inactive chapters are not providing service to their members. Chapters that are not functioning within SVN's National Bylaws threaten the reputation of SVN and bring forward potential liability issues.
- G. Procedure: When a chapter elects to disband of its own accord (method specified in the chapter bylaws) or when the SVN Board determines that a chapter should be disbanded, the following guidelines will apply:
 - 1. The Chapter Services Specialist will notify the current chapter officer that the chapter has been identified as an ineffective or inactive chapter and explain the reasoning for the action.
 - 2. A chapter shall have the right to request a one-year period in which it can attempt to reorganize and resume normal activity. The chapter shall reform and submit documentation for charter review and approval as if it were a newly forming chapter.
 - 3. Upon final determination or direction to disband, the Chapter Services Specialist will remove the chapter name and contact information from the chapter list and the Website.
 - 4. After paying all outstanding chapter debts, the remaining funds will be donated either to SVN or to any other qualifying tax-exempt organization under Section 501(c)(6) of the Internal Revenue Code.

III. Chapter Elections

- A. Elected officers will be specified in the chapter bylaws. Chapters will hold elections annually or as identified in chapters bylaws. Chapters are required to update the National Office when new officers are elected. This information is typically included in the annual report (due on Chapter's anniversary date) with the officers' names and date of term included. All officers must be members of the chapter and hold active membership in SVN.

IV. Annual Report and Chapter Renewal

- A. The Chapter Annual Report and Financial Report forms are due at the SVN National Office by chapters anniversary date. The forms are provided by the National Office. It is recommended that the person who served as president and treasurer during the reporting year complete the forms. The following are to be submitted to the SVN office:
 - 1. Completed Annual Report and Annual Financial Report
 - 2. Copy of bylaws, if changed since last submission (please highlight any changes)
 - 3. List of current officers and members with addresses and telephone numbers
 - 4. Statement of chapter address change, if applicable
 - 5. Copies of federal, state, and local tax filings (if required)
 - 6. \$25 Chapter renewal fee

Section E Chapter Officers and Duties

The chapter is recommended to have an Executive Committee consisting of a President, Secretary, Treasurer, and President-Elect. Chapters will differ in exactly how their officers carry out their duties. The following is general information that you may find helpful.

I. President

You have been chosen by your chapter membership to provide the necessary leadership to effectively and efficiently serve their best interests. Your selection comes as a result of your demonstrated leadership abilities and interest in vascular nursing. If you were typical, you would like to help move your chapter and its members a few steps forward on a path you feel is significant during your term of office. According to John Graham (*Association Management, Jan 2004*), attributes of a leader to:

- Lead by example – demonstrate a commitment, passion, and willingness to work
- Ensure that expectations are clear- clarify roles, responsibilities, and expectations of board members and committee chairs
- Effectively communicates – communication is simple, consistent, and regular

As President, and particularly as a chartering President, your experience will be rewarding. The presiding officer of a Chapter should be familiar with the fundamentals of parliamentary procedures and with the bylaws and standing rules. Duties that are usually associated with the office of president include the following:

- Chief administrative and executive officer. This office is responsible to see that the Executive Committee meets regularly, functions effectively, and that each member of the Executive Committee understands and adequately discharges his/her duties.
- Calls all meetings of the Executive Committee and instructs the Secretary to issue appropriate notices to Executive Committee Members.
- In the absence of the President, the President-Elect will preside at all meetings of the Executive Committee of the chapter.
- The President is responsible for the appointment of standing and special committees, as provided in the bylaws.
- Serve a liaison between chapter committees and the Executive Committee.
- Act as a spokesperson for the chapter.

II. Secretary

The Chapter Secretary is a liaison between the chapter and the national association. It is the Secretary's responsibility to present communications to the Executive Committee for appropriate action and to keep the national association informed of Chapter activities. The Secretary's duties include the following:

- Distribution of notices and agendas of all Chapter meetings, maintenance of membership attendance records, and the preparation of minutes of all meetings of the Chapter.
- Responsibility for the maintenance of an up-to-date record of names and addresses of all Chapter members and for notifying the national association of any change therein.
- Provides an annual report. (This report may be submitted by the President, or other designated person). The report is to be sent to SVN's National Office.

III. Treasurer

The Chapter Treasurer is responsible for the funds of the Chapter and for the adequate record keeping of all income and expenditures. The duties of the Treasurer include the following:

- Deposits all receipts of the chapter in a bank account maintained in the name of the chapter, and maintaining records of all income and expenditures (copies of checks).
- Presents a financial report to the membership and the National Office at least annually. (See Appendix F - Example Financial Report)
- Prepares the annual financial budget and keeps the membership informed as to the Chapter's financial condition.

IV. President-Elect

The President-Elect generally serves a year in this position and moves into the office of President the following year. This time frame may vary between chapters. During the term of President-Elect, the person learns the duties of President as well as develops an understanding of how the chapter functions. The President-Elect also begins to develop goals and plans for his/her term as President. Duties that may be included in the President-Elect term are:

- Learn the fundamentals of parliamentary procedure.
- In the absence of the President, carry out the duties of the office of President as outlined above or in the chapter bylaws.
- Act as spokesperson for the chapter in the absence of the President.
- Coordinate and carry out all duties as requested by the President.
- Assist the President in the facilitation and coordination of membership and business meetings.

V. Executive Committee Member

The Executive Committee consists of a President, Secretary, Treasurer, and President-Elect.

- The review and taking of appropriate action on recommendations presented to it.
- Authorization and confirmation of the appointment of special committees and action on proposals submitted by such committees.
- Responsibility for the financial affairs of the chapter. The Executive Committee approves the selection of a bank and must approve all expenditures on behalf of the chapter.
- Responsibility for receiving and reviewing all applications submitted to the chapter for membership.

VI. Additional Considerations

- Each chapter may consider creating a binder for each officer containing important information, chapter policies, or notes to assist the officer in carrying out his/her office. The binder can be easily passed along to new officers.
- Develop a time line for event-planning a year in advance and include what needs to be accomplished by each officer.

Section F Committees

The following are committees to consider for each chapter as standing committees or ad hoc committees.

- I. Bylaws - The Bylaws Committee is responsible for interpreting the bylaws, receiving and studying all suggested changes to the bylaws, drafting proposed changes including rationale and submitting them to the Board of Directors for review, and presenting proposed changes to the membership for vote.
- II. Education/Research - The Education/Research Committee coordinates the newsletter, prepares and facilitates educational programming for all members, and facilitates communication of current vascular nursing research and innovative nursing practices and programs to the general membership.
- III. Budget/Finance - The Budget/Finance Committee prepares the annual budget for the coming fiscal year in conjunction with the Treasurer and submits it to the Executive Committee for approval. The Committee will accurately account for monies received and dispersed for purposes of the Chapter's activities. Fundraising activities will be determined by the Committee, and the plans will be ratified by the Board.
- IV. Membership - The Membership Committee actively promotes expansion of membership through recruitment and retention programs. Assists secretary in maintaining membership records.
- V. Nominating - The Nominating Committee is responsible for coordinating the election process. The Past President may chair the Nominating Committee. The Committee will prepare a ballot, which will be submitted to the Executive Committee for review as stated by the chapter bylaws prior to the election.
- VI. Community Activities – The Community Activities Committee facilitates activities of the chapter to promote public awareness of vascular disease and healthy activities. The committee identifies and coordinates the chapter's participation in such activities as health fairs or health walks. The committee may coordinate the chapter's joint efforts with other organizations.
- VII. Conference Planning Committee – The Conference Planning Committee is responsible for the development and coordination of a conference or symposium sponsored by the chapter. In addition to fund-raising, conferences are utilized to promote communication of evidence-based practice, provide new information, and provide an avenue for networking. (Refer to Appendix D for additional information on Conference Planning)
- VIII. Fundraising Committee – The Fundraising Committee is responsible for raising educational funds for the chapter. It should report to the Executive Committee. (See Appendix E - for Fundraising Guidelines)

Section G Chapter Financial Management

- I. Financial Principle – The role of the Treasurer in a non-profit organization is an important one. The Treasurer is responsible for making sure that financial records are accurate and maintained. However, the election or appointment of a Treasurer does not relieve other chapter officers and Board members of their fiscal responsibilities. The chapter Board of Directors and officers should be involved in setting financial goals for the chapter and in preparing and approving the budget. The Board should review the budget to ensure that the projected income (revenues) and expenses are realistic. Each Board member of the chapter should review the routine Treasurer reports and ask questions if needed.

- II. Board of Directors Responsibilities – The Board of Directors is ultimately responsible for the wise and effective management of the chapter’s financial resources. To meet these responsibilities, the Board performs the following functions:
 - A. Adopts an annual budget consistent with the chapter’s goals and its financial resources.
 - B. Establishes written financial policies and procedures and reviews them at least once a year.
 - C. Monitors the income and disbursement of funds on a regular schedule.
 - D. Makes any investment decisions.
 - E. Assures the occurrence of an annual audit/review of the chapter’s financial records. (See III. D. of this section regarding audits)
 - F. Provides annual financial reports to chapter members. (See Appendix F for an example of a financial report)

- III. Treasurer’s Responsibilities – The Treasurer is responsible for chapter financial transactions and record keeping. Additionally, the chapter Treasurer maintains all the financial records and reports required by the federal and state governments.
 - A. Assumes responsibility in conjunction with the Finance Committee for budget preparation.
 - B. Manages the chapter’s financial records and financial information system and recommends system changes when indicated.
 - C. Recommends financial policy and procedures to the Board.
 - D. Presents a written financial report to the Board and membership at least annually. The financial report can serve as an audit (see Appendix G Chapter Financial/Audit Report). The Executive Committee may also request an external audit as deemed necessary.
 - E. Initiates and prepares all chapter financial reports required by the National Office and mails them to the National Office following the chapter president’s review and signature.
 - F. Prepares and submits all tax forms required by the state and federal governments.

- IV. Financial Regulations and Overview of Chapter Tax Exemption (This information may change with chapters outside the U.S.)
 - A. Fiscal Year – Chapters will identify their anniversary date as their fiscal year in order to facilitate annual reporting to the National Office.

B. Tax Exempt Status - SVN is a 501(c)(6) non-profit, tax-exempt corporation meaning that it is exempt from federal income tax and organized exclusively for charitable, religious, educational, literary, or scientific purposes. In addition to exemption from most federal income taxes, 501(c)(6) organizations enjoy certain unique advantages. Contributions made to them are tax-deductible by the contributors.

1. **501(c)(6) Requirements:** To qualify as a 501(c)(6), Business League Organization. A business league is an association of persons having some common business interest, the purpose of which is to promote such common interest and not to engage in a regular business of a kind ordinarily carried on for profit. Trade associations and professional associations are business leagues. To be an exempt, a business league's activities must be devoted to improving business conditions of one or more lines of business as distinguished from performing particular services for individual persons. No part of a business league's net earnings may inure to the benefit of any private shareholder or individual and it may not be organized for profit to engage in an activity ordinarily carried on for profit (even if the business is operated on a cooperative basis or produces only enough income to be self-sustaining). The term "line of business" generally refers either to an entire industry or to all components of an industry within a geographic area. It does not include a group composed of businesses that market a particular brand within an industry.

Seeking legislation germane to the common business interest is a permissible means of attaining a business league's exempt purposes. Thus, an Internal Revenue Code ("IRC") section 501(c)(6) business league may further its exempt purposes by lobbying as its sole activity without jeopardizing its exempt status. However, a section 501(c)(6) organization that engages in lobbying may be required either to notify its members about the percentage of dues that are used for lobbying activities or to pay a proxy tax. For more information, download [Lobbying Issues](#)

Participating directly or indirectly, or intervening, in political campaigns on behalf of or in opposition to any candidate for public office does not further exempt purposes under section 501(c)(6). However, a IRC Section 501(c)(6) business league may engage in some political activities, so long as that is not its primary activity. However, any expenditures it makes for political activities may be subject to tax under IRC Section 527(f). For further information regarding political activities of IRC Section 501(c) organizations and IRC Section 527(f), download [Election Year Issues](#).

2. **501(c)(6) Status:** Chapters maintain financial independence from SVN. Any organization (other than a private foundation) normally having annual gross receipts of not more than \$5,000 is exempt automatically if it meets the requirements for a 501(c)(6). Otherwise, to obtain recognition as a tax-exempt entity, the chapter will need to apply with the IRS by submitting form 1023. Since SVN chapters are subordinate organizations, SVN has applied for and received a group exemption letter recognizing its subordinates as exempt from federal income tax. SVN's group exemption number is #3429. Even though SVN chapters are financially independent, their annual/financial reports are necessary for SVN to submit its annual filing with the IRS so that chapters may be recognized as tax-exempt entities.

3. **Employer Identification Number (EIN):** The chapter must use an EIN if it is non-profit, even if it does not have employees. Most banks will require the chapter to apply to the IRS for an EIN in order to open a checking account. The chapter can apply for an EIN (form SS-4) by contacting the IRS Service Center listed for the chapter's area in the SS-4 instructions.

4. **Filing: Every organization exempt from federal income tax under section 501 with gross receipts of \$25,000 or above must file an annual information return (form 990).** Even though an organization is recognized as tax exempt, it still may be liable for tax on its unrelated business income. Unrelated business income is income from a trade or business, regularly carried on, that is not substantially related to the charitable, educational, or other purpose that is the basis for the organization's exemption. An exempt organization that has \$1,000 or more gross income from unrelated business must file form 990-T, and must make quarterly estimated tax payments if it expects its tax for the year to be \$500 or more.

5. **Forms:** The chapter can request IRS forms and information by calling 800-829-3676 or via the Internet at www.irs.ustreas.gov. Ask for:

Publication: Tax Exempt Status for Your Organization and the
Application for Recognition of Exemption under 501(c)(6)

6. **Special Third Class Bulk Permit:** Non-profit organizations are eligible for less costly postage rates. Contact the United States Postal Service at 1-800-275-8777 for appropriate forms. You will need to submit documentation of the chapter's 501(c)(6) status and the \$75.00 annual fee. Organizations, which receive this special third class bulk postage rate, are excluded from using it for political activity. A bulk permit imprint must be printed or stamped on each mailing piece. The chapter must take all bulk mailing to the weighing section at the post office, which issues the mailing permit. For each mailing, the number of pieces must be at least 200 with the pieces sorted by zip code and bundled or stacked according to specifications from the post office. Bulk postage is third class mail so the delivery time is longer than for first class mail. See "Publication 417: Nonprofit Standard Mail Eligibility" for complete information (www.usps.com).

7. **State Tax Exempt Status:** State requirements for filing reports by non-profit organizations vary. Chapters should call the non-profit office of the Department of Revenue in their state and request information on requirements. The chapter will need to detail how it is organized (incorporated or unincorporated) and provide its IRS exemption status. If state forms are required to be filed for exemption from income tax, the chapter's non-profit status is ordinarily established by providing its IRS documentation. If the state income tax form requirement for filing is income in excess of \$25,000, then a copy of the chapter's federal form 990 may be attached to the appropriate state form. Please note that state tax exemption from income tax does not necessarily include exemption from sales tax.

8. **Sales Tax Exemption:** Some states provide for exemption from sales tax for non-profit 501(c)(6) organizations. This exemption provides that sales tax will not be added, when supplies are purchased or chapter initiations, programs, dinners, etc. are held. Chapters should check with their state's Sales Tax Department and if this type of exemption is available, file the necessary forms. If a State Sales Tax exemption number is obtained, the number can be used for excluding sales tax from affiliate purchases.

V. Reporting Requirements – The financial status of the chapter is reported to the chapter's Board of Directors and the membership in the Treasurer's report (see Appendix F for an example of a financial report). Additionally, the Treasurer is responsible for filing the Form 990 with the IRS, when and if required. The Treasurer's report is forwarded to the National Office with the annual chapter report on the chapter's anniversary date.

VI. Chapter Financial Records – The Treasury files should be kept indefinitely and should contain the following:

- A. Copy of bylaws and policies with authorization of disbursements.
- B. Copy of the budget.
- C. Receipt book to acknowledge monies received.
- D. Checkbook to disburse funds as authorized.
- E. Treasurer's account books, including bank statements, deposit slips, and cancelled checks.
- F. Updated roster of chapter members.
- G. Tax records, including employer identification number.
- H. Fund-raising records.

I. Auditor' reports (see Appendix G for example audit report).

J. Inventory of goods in stock.

VII. Budget Planning and Development – Budget planning is an essential part of chapter management. A budget should be prepared and adopted by the Board of Directors before the beginning of each year. The budget should include the revenue the chapter expects to earn and the expenses it expects to incur. The steps in preparing a budget should coincide with the Strategic Thinking Process:

A. Review the mission statements of SVN and the chapter. Objectives may also be identified in SVN's Strategic Plan. The Board members should ask themselves what are the specific objectives they wish to accomplish during the next year. They should decide which activities need funding on an ongoing basis and evaluate the funding for new activities.

B. Decide how much each chapter activity will cost. It is important to get input from committee chairpersons about estimated budget requirements for the coming year. For new programs, an estimate of the cost should be submitted.

C. Decide how much money the chapter can raise. Input from the Fund Raising and/or Finance Committee is useful. Consider chapter membership dues, profits from educational events, and contributions from corporate sponsors and institutions.

D. Compare expenses to revenues. Usually the two do not match and some judgment must be made about which activities will be funded. This is a crucial point in budget planning. The Board of Directors should be involved to determine the impact the budget will have on achieving the identified objectives.

E. Revise the expenses and revenues based on activities that will be funded to produce a final budget and refined Strategic Plan. The budget may be broken down into quarters and actual costs compared to projected costs for each quarter in order to track progress.

Finally, the Board of Directors of the chapter must approve the budget. When the Board approves the budget, it is accepting the responsibility to raise the projected funds and oversee the projected expenditures during the coming year.

Section H Chapter Activities

There are many opportunities for chapter members to be involved. The following provides a few suggestions, however, your chapter may have activities unique to your area.

- I. Educational chapter activities serve dual purposes that include giving members the chance to show pride in their accomplishments and careers and educating the public.
 - a. Presentations at Chapter Meetings – Conducting educational programs and providing contact hours for vascular nurses is an SVN goal. Although SVN conducts a national convention every year, not every nurse is able to attend. Chapters may provide continuing education at the local level. Planning for educational programs should be organized and systematic, and must reflect current themes that appeal to your audiences. Use speakers who are familiar to the audience and have experience in giving presentations.
 - Schedule a date and time that does not conflict with other events
 - Make sure the location is easily accessible, with adequate parking
 - Develop a budget for the event: identify expenses such as food, room, costs, publicity, speaker honorarium, and audio-visual costs; estimate the minimum attendance required; divide expenses by attendance to determine your break-even charge; add a profit amount that makes the event worth conducting
 - Secure speakers and workshop leaders
 - Apply for contact hours with your state nursing association
 - Prepare a promotional brochure/registration form
 - Fully staff the registration tables
 - Provide adequate food and breaks throughout the program
 - Use moderators to introduce speakers
 - Evaluate the program by reviewing participant comments, logistics, publicity, and budget
 - Send thanks you notes to presenters
 - Consider giving an honorarium to presenters, if the chapter’s budget can allow for it
 - b. Chapter Conferences - Chapter conferences can be utilized to provide information to chapter members, to network and to raise educational funds for the chapter. (See Appendix D for a Conference Planning Checklist)
 - c. Educational Grants – An educational grant is a great way to encourage membership activity and to promote professionalism. The Chapter may want to establish a process for members to apply for an educational grant based on the level of activity. Appendix H provides an example Educational Grant Application. The amount of the grant may be based on points accumulated and funds available.
- II. Membership - Recruitment and retention of members by SVN and its Chapters is critical to the viability of the organization. This is a responsibility shared by leadership and the general membership and should be an on going process. Providing services members need and want is key to this process. Educational programs and materials are services that members need to remain current in the field of vascular nursing. This can be accomplished by presenting an educational program or publishing written information in newsletters or journals. Chapters can also provide networking opportunities for its members allowing exchange of ideas and contacts for potential employment. (See appendix I for Membership/Recruitment Ideas and Appendix J for sample Membership/Recruitment Letters.)

- III. Community Affairs – Nonprofit organizations offer many things to their communities, and RNs have special skills to make their contributions even more valuable. Self-promotion should not be the main reason your chapter undertakes a community affairs project, but publicity becomes a natural byproduct of the activity. The ideas and recommendations in this section focus on activities for Vascular Nursing Week, but many of them can be extended into community affairs projects that last throughout the year. Chapters can become involved in the community with a variety of projects. It is best to keep the projects focused on celebrating the specialty practice of vascular nursing so that you can use the strongest talents of your members. Remember, chapter visibility should not be the sole motivation for choosing an activity.
- a. Vascular Nursing Week – Each year, in the month of June, SVN celebrates the specialty practice of vascular nursing. Chapters should use this opportunity to recognize nurses who promote and provide optimal care of and quality of life for the older adult. Suggestions for celebrating the week:
 - Organize thank you lunches, dinners, or parties
 - Display a poster in the hospital lobby highlighting the role of the vascular nurse
 - Offer gifts such as tee-shirts, key chains, or mugs
 - Create an atmosphere of fun with ribbons, buttons, and balloons
 - Acknowledge excellence in vascular nursing with recognition awards
 - Share your festivities with other vascular nurses by submitting an article to SVN’s newsletter *SVN...prn*.
 - b. Community Service Organizations – Most community service organizations need new programs for their meetings. Use these organizations to promote SVN and its goals. Community service organizations include the Lions, Kiwanis, Elks; legislative groups, such as the League of Women Voters, United Way, and Common Cause; senior citizen groups; church groups; hospital auxiliary groups; public school students; parent-teacher groups; and teachers’ professional organizations.
 - c. Proclamations – Mayors, governors, and other governmental officials have the power to proclaim Vascular Nursing Week within their jurisdictions. Proclamations give credibility to your observance and may be covered by the news media. Send a letter explaining the purpose of the celebration along with a sample proclamation to your mayor or governor, and ask for his/her support. Remember to give officials advanced notice. Make your initial contact through the press secretary and follow up with a letter to confirm your request.
 - d. Open House – An open house can be planned for one or more facilities. Chapters with more than one hospital should appoint one person from each facility to a coordinating committee. Use the media to publicize your event. Contact the hospital newsletter, local newspapers, radio, and TV stations. Use your facility’s PR department to help write press releases; they may know news contacts in the community that can help promote your activity. Publicize your event by creating flyers to post in hospitals, schools, libraries, and other public places. You may also want to consider sending invitations to specific individuals, departments, and/or businesses.
 - Create a media contact list and determine deadline schedules
 - Prepare a news release, “who, what, where, when, and why” describe the activities and purpose of your group; use direct quotes or testimonials; keep your paragraphs short; double check the facts in your copy and use spellchecker; use 8 x 10 black and white, glossy photos
 - If an experienced writer is available consider a feature story about vascular nursing
 - Expect your news release to be rewritten or shortened
 - News releases for radio and TV should be even more concise; attach a fact sheet
 - If you choose to have a spokesperson, he/she should be an expert and have poise, good speaking skills, and an assertive personality
 - Obtain authorization to use equipment, supplies, and designate suitable areas to meet in

- Make displays
 - Seek donations for refreshments and keep the refreshment table clean and well-stocked
 - Greet all guests
 - Use large, easy to read signs
 - Make presentations to the public and conduct tours
 - Highlight new services offered at specific facilities
 - Clean up afterwards
 - Use a guest list and send thank you notes
- IV. Publications – Communication is the key to a successful SVN chapter. Printed materials, such as newsletter, brochures, and flyers can inform and persuade your chapter members. Your message goes where you can't and is available when your members are ready to discover your message. Printed materials are a convenience that will keep your members well informed and pay dividends in interest, enjoyment, support, and participation. (See Appendix K- Publications)
- V. Legislative – SVN strongly believes that each professional nurse should be knowledgeable of legislative issues, on both the state and national level. Members can be updated on legislative issues through educational programs, presentations at the annual business meeting or through the chapter newsletter. However, the chapter should use caution in active legislative involvement so as not to jeopardize its exempt status. (See Section G: Chapter Financial Management for additional information on lobbying and 501(c) (6) status).

APPENDIX A

A Sample Agenda for the Business Meeting

Call To Order

Routine Business

1. Approval of the agenda
2. Approval of the minutes from the previous meeting
3. Communications (read by the secretary)
4. Reports
 - a) Chair
 - b) Other officers
 - c) Standing committees
 - d) Special committees

Old Business and Unfinished Business

3. Items under discussion at the adjournment of the previous meeting
4. Items promoted by decision or discussion at the previous meeting

New Business

1. Most important or most urgent item
2. Second most important or urgent item
3. Other business

Adjournment

APPENDIX B

Conference Call Guidelines

Conference calls can be used as a means of conducting a chapter meeting or discussing Chapter business. Conference calls can be expensive and should be used sparingly. Calls are arranged different in each state or county. Most hospitals will be able to give advice to Chapters wishing to use this communication method.

The National Office Staff Advise:

- Financial report should reflect funds raised
- Prepare a well-planned agenda
- Forward all materials required for the call well in advance
- The Chair of the call should keep the call on topic
- Keep personal conversations to a minimum
- Always identify yourself when you speak
- Refrain from using speaker mode on your phone – it picks up environmental noise in the room and makes it difficult for others participating in the call to hear
- Turn off radios, TV or other external noise in the room

APPENDIX C

Suggested Items to be placed on Chapter Membership Meeting Agenda

1. Officer Roll Call
2. Approve minutes of previous meeting
3. Reports of chapter officers
4. Reports of standing committees as identified by individual chapter's bylaws. (The chapter may determine that each committee does not need to report at each business meeting.)
5. Special committee reports
6. Goals and objectives for the fiscal year
7. Budget for the fiscal year
8. National Organization communications
9. Items for action
10. Delegation of responsibilities to officers/committees
11. Calendar review
12. Continuing Education Program
13. Next meeting date and proposed agenda

APPENDIX D

Conference Planning Checklist

Planning a conference can be a lot of work and a very rewarding experience. It can be an excellent fundraising event for a chapter. These guidelines can be used to make your conference a success.

CONFERENCE PLANNING CHECKLIST

Six months before:

- Determine the **MEETING OBJECTIVES**
- Develop a **TENTATIVE MEETING AGENDA** and **THEME**
- Secure speakers (write letters to each speaker outlining topic and time frame)
- Who is going to be chairperson
- Develop **BUDGET** for meeting (base on expected number & contact all potential exhibitors)
- Confirm a **CITY &** secure the hotel space (Sign contract)
- Determine **NUMBER OF ATTENDEES** and **NUMBER OF GUEST ROOMS**, and include in this count, staff and speakers
- Negotiate your allotment of **COMPLIMENTARY GUEST ROOMS** and upgraded rooms and suites
- Set **PRE** and **POST PROGRAMS**, if required (wine & cheese, Tours etc)
- Establish **following committees**:
 - Registration:
 - Exhibitors:
 - Conference Brochure:
 - Speakers:
 - Hotel & Catering:

Contact **OTHER SUPPLIERS** to include:

- Audio visual needs and sign contract
- Technology specialist to run AV equipment (Most large hotels have own group they use)
- On-site personnel
- Printer for printing up conference brochures

4 to 5 months before:

- Decide on a Conference Fee—take into consideration discounts for members and students
- Develop an Evaluation Tool—check for standard forms, note the criteria that must be included for the contact hour provider.
- Create a detailed flyer/brochure
 1. Who: Local Chapter Name
 2. What: Title of Conference, list of topics, program overview, program objectives
 3. Where: city, state, facility, address, map (be sure to address arrival from all directions)
 4. When: day, date, time, schedule of presentations
 5. Planning committee members
 6. Registration form to mail or fax
 7. Registration fee
 8. Refund policy
 9. Hotel accommodation information
 10. Contact phone number and email
 11. Accreditation
 12. RSVP deadline and late fee—if applicable
- Contact vendors
 1. Decide on fee to exhibit fee
 2. Request donations - goods and services can act as door prizes

3 to 4 months before:

Mail fliers to other healthcare facilities. Use a database format to make future planning easier.

2 – 3 Months in advance

1. Develop a program agenda handout.
2. Make arrangements for someone familiar with AV equipment to be available during the conference.

2 - 4 Weeks in advance

1. Make copies of speaker handouts, evaluation forms, sign in log.
2. Have extra registration forms for on-site registrants
3. Make folders for each participant. Include a program agenda, presenter information in correct order and evaluation forms.
4. Create a certificate which includes contact hours for each participant
5. Arrange for an SVN display from the National Office
6. Plan the room/table layouts for vendors, registration, and membership information

Week of Conference

1. Make signs and post to direct participants
2. Assign people to man registration and membership tables.
3. Have a pre-conference meeting with Planning Committee to go over final details
 - a. Plan announcements for conference to be given at the beginning of the conference and periodically throughout.

Announce washrooms; recognize vendors, different meeting rooms, lunch plans, contact hour information evaluation form, etc.

- b. Post conference meeting—Planning Committee should meet following the conference to discuss the following:
4. Improvements
5. Evaluations
 - Assign follow-up tasks
 1. Receipt submissions
 2. Thank you notes to vendors and speakers
 3. Reporting to local Chapter Board
 4. Decide where to store conference records. Some states require records to be stored for 5 years for contact hour archiving
6. Pat yourself on the back

TIPS FOR CHAIRPERSON

- Stay informed
- Ensure everyone is doing their job- follow up!
- Select people to introduce speakers
- Ensure all speakers' AV requirements are met
- Plan for clerical help with registration
- Summary of conference (financial & evaluative)

APPENDIX E

Fundraising Guidelines and Suggestions

Chapter Fundraising Guidelines

- Each chapter should have a fundraising committee
- Fundraising committee reports to the executive
- Terms of office should be established (1-2 years to keep fresh ideas flowing)
- Activities should be reported in meeting minutes
- Financial report should reflect funds raised

Funding Distribution Suggestions

When distributing funds the executive could consider some of these criteria for selection of applicants.

- Attendance of local chapter meetings
- Is the applicant a active local chapter member
- Is the applicant an SVN member
- How often has the applicant received funds in the past
- Is the applicant active in local chapter promotion and duties

Other considerations:

- The chapters financial status
- Projected chapter financial income
- Projected chapter expenses
- Other possible funding sources (vendors, hospital education funds, other professional organizations)

APPENDIX F

Sample Treasurer's Financial Report

[Chapter Name]

Treasurer's Financial Report

For _____
Date

Cash Balance as of _____ \$347.77
Date

Income:

Dues	\$60.00	
Registration Fees	\$70.00	
Corporate donations	<u>\$1,000.00</u>	\$1,130.00

Expenses:

Copying	\$166.52	
Postage	\$397.13	
Misc.	<u>\$218.58</u>	\$782.83

Cash Balance as of _____ \$695.54
Date

Mary Meyers, Treasurer [Signature]

APPENDIX G

Explanation and Example of a Financial/Audit Report

Financial: attach bank statement (last checking account statement from the bank as of _____ date)

Check all that apply:

___ Financial records on file.

___ Annual audit of financial records

Starting balance as of [date], _____ (funds in checking, ending balance of the previous year)

Ending balance as of [date], _____ (funds in checking as of this date)

Assets: (the gross amount of money and property that the chapter has received from revenue sources; all assets of value that are quantifiable)

1. Cash	_____	(cash on hand & funds in checking account available to be spent)
2. Accounts Receivable	_____	(money owed to the chapter that has not been collected)
3. Inventories	_____	(property of value, such as stationary supplies, or equipment like a computer or printer)
4. Other Assets	_____	(money or property of a less tangible or liquid nature, unavailable to be spent ; such as savings or money market accounts; stocks, bonds, or certificates of deposit, real estate, etc.)
Total Assets	_____	(add lines 1-4)

Liabilities: (all debts owed by the chapter)

5. Accounts payable	_____	(bills for meetings; programs; refreshments; newsletters, mailings, and supplies, etc.)
6. Contributions/Gifts/grants	_____	(donations owed to charities; scholarship awards owed to individual members)
7. Other Liabilities	_____	(items owed that are not clearly defined, such as bank service fees, consulting services, phone costs, etc.)
Total Liabilities	_____	(add lines 5-7)
Net Balance	_____	(total assets minus total liabilities)

NOTE: This format is considered a balance sheet that summarizes the chapter's financial position at the end of the year. It is not a detailed accounting of revenues and expenses by category.

APPENDIX H

Educational Grant Application

To apply for an educational grant send the following to the Chapter's Treasurer:

1. Copy of the educational program you would like to attend (include a schedule of events)
2. Copy of the registration fee and other cost that you are requesting
3. Application form – completed, including appropriate supporting documents for areas checked below.

Applicant's Name: _____ E-mail: _____

Mailing Address: _____

Phone Contact: Home: _____ Work: _____

Please describe why this program is beneficial to you?

Please answer all questions that apply to your activity.

QUESTION	YES	NO	POINT VALUE	ACTIVITY POINTS
1. Are you an ACTIVE member of the Chapter?			2 points	
2. Are you an ASSOCIATE member of the Chapter?			1 point	
3. Served as an officer of the Chapter?			4 pts per times served	
4. Served as Chair of a Chapter committee?			3 pts per times served	
5. Participated as a member of a Chapter committee?			2 pts per committee	
6. Served on a national SVN committee?			4 pts per committee	
7. Meetings attended in the past year #_____.			100% = 4 points 75% = 3 points 50% = 2 points 25% = 1 point	
8. Presented at a local chapter meeting?			4 pts per times presented	
9. Presented at a national SVN meeting?			4 pts per times presented	
10. Published information in the Chapter's newsletter?			2 points	
11. Published an article in a nursing journal?			4 points	
12. Other significant activities related to the Chapter:			1 point per activity	
TOTAL POINTS				

NOTE: The amount of the grant will be based on the amount of funding available and your level of activity with the Texas Chapter and the Society of Vascular Nursing.

MAIL TO: Would you be willing to present a synopsis or information that you have learned in the Chapter newsletter?

APPENDIX I

Membership/Recruitment Ideas

- A. Membership Drives – Keep recruiting alive all year by conducting two membership drives each year. Base your Spring Campaign on the “member-get-a-member” concept; current members recruiting new members is a proven marketing concept. This type of campaign frequently offers incentives to both the recruiter and new member prospects. Your Fall Campaign can be more diversified. Offer discounts, prizes, or other special incentives, and focus not only on recruiting but also retention. Remember to tie in your local campaigns with any national recruiting campaigns.

Member-get-a-Member Campaign

- This effective method takes advantage of your strongest resource – current members. Members want to become involved by helping their chapter succeed. They have the best knowledge of which nurses are prospects for membership.
- Choose a campaign chair who knows the value of membership recruiting.
- Keep accurate records; do not duplicate calls or lose information.
- Set realistic goals that are quantifiable.
- Develop a catchy, lively theme campaign.
- Budget for publicity, promotional items, incentives for top recruiters, and incentives for prospects.
- Plan a short campaign; 30-60 days is best; avoid schedule/calendar conflicts; piggy back on national campaigns.
- Involve the members in campaign decisions to gain their support.
- Announce the campaign and its rules prior to the start of the drive.
- Advertise the success of your recruiting drive with newsletter stories.
- Introduce each new member at your next chapter meeting; write a newsletter story; and send them a “welcome” letter.
- Send “thank you” notes and publicly recognize the top recruiters.

- B. Recruiting – The following recruitment ideas have worked for other chapters:
1. Establish a membership committee – choose enthusiastic, outgoing individuals to be members of the committee and have them identify potential members for the chapter.
 2. Set goals – make sure they are realistic/attainable, quantifiable, and challenging.
 3. Form a plan of action – use special events to your advantage; plan your recruiting activities in conjunction with conferences and special events where prospective members will be present.
 4. Assign responsibilities to each committee member – volunteers want to help; make sure to delegate tasks and responsibilities to them. They are the resources who can get the job done.
 5. Develop a prospect list – assign each facility to a committee member; identify the potential members and determine their status (e.g., active SVN member, inactive or previously an SVN member, or RN new to vascular nursing).
 6. Make retention the number one priority – It is easier and less expensive to keep members than to recruit new ones. Follow through by welcoming both newcomers and veterans alike; involve each using their knowledge and talents.
 7. Know the benefits – be prepared to list and explain the advantages of being an SVN member; be able to quote national and chapter dues, meeting times, and other basic information. Testimonials are powerful recruiting tools - explain why you joined SVN.
 8. Use friends to recruit friends.
 9. Offer a financial incentive - a free registration to a chapter activity does not involve a direct outlay of money; pay the first-year membership for a student.
 10. Survey your dissatisfied members – find out why they dropped out or why they never joined; listen to what they tell you and share this information with the membership committee.

11. Prepare an FAQ sheet – frequently asked questions or misconceptions can be used to answer questions and dispel incorrect information.
12. Contact the prospect often – studies show the average person will not decide to join until he/she has been approached multiple times.
13. Avoid making enemies – if a prospect is seriously not interested, don't waste his/her time and yours; try again later in a different campaign.
14. Use multiple approaches – direct mail and personal contact are the “one-two punch” that will win the fight for you; printed materials play an important role in preparing and informing your prospect, but personal contact is the most persuasive recruiting tool. Letters followed by a personal visit or phone call will be effective.

DIRECT MAIL CAMPAIGN

- Create a membership prospect list centered within a 50-mile radius of your chapter.
- Send each prospect a personalized letter. Make sure to include his or her name and current address information. Explain that you will be making a follow-up call. Have someone else edit your letter for misspellings, punctuation, and meaning.
- Include promotional literature and application forms.
- Follow up! Call, e-mail, or visit the prospect within two weeks. Invite him/her to the next chapter meeting as your personal guest and offer to provide transportation or other help.

TELEMARKETING TIPS

- Be prepared to answer questions. You need to know when and where your meetings are held, what programs are available, how much dues will be, and other basic questions. Read your literature before making your phone call.
- Use a script with key phrases or expanded notes to outline the topics you want to cover. Remember – it is a conversation; do not give a speech.
- Explain how your prospect will benefit from joining SVN.
- Schedule your calls away from the dinner hour and other times you might be interrupting the prospect. Avoid calls after 9:00 p.m.
- Anticipate questions and objections; have answers prepared. If your chapter has high dues, be ready to discuss the value that results from those dues.
- Listen to your prospect; tailor answers to handle the concerns that the prospect expresses.
- Be honest; never fake an answer. Admit that you do not know the answer, research it, and quickly follow up with an answer. It will give you another opportunity to make contact with the prospect.
- Do not be discouraged by rejection! A “no” is not a personal rejection.
- Recognize that prospects may withhold their true feelings; they may not wish to discuss the real reason they choose not to join.
- Do not try to win the argument! Your goal is to persuade them to join, not force them to agree with you on every topic.
- Think long term. Even if the prospect does not join you can make a friend for SVN. Potential members may join later based on the positive image you portray now.
- Close the call; ask the prospect to join SVN and do not be afraid to ask more than once.
- Be the last one to hang up the phone; give your prospect the impression that he or she is important.

NEW MEMBER WELCOME CHECKLIST

- Add to the mailing list
- Send notice of next meeting
- Develop a new member packet
- Prepare a name badge
- Assign a chapter mentor
- Determine areas of interest for possible committee assignments
- Introduce at the next chapter meeting

- Have mentor sit with the new member
 - Orient the new member on the chapter structure and activities
 - Follow up with a phone call to answer any questions
- C. Retention – Retaining current members is easier and less expensive than recruiting new ones. Retention is prevention of lost memberships! Begin the retention effort by sending members renewal notices before their memberships lapse. Telephone members as an additional reminder. Personal contact can make a real difference.
1. Use the active and inactive lists provided by the national office.
 2. Keep track of members who consistently miss meetings; they may be about to let their membership lapse. Contact them and invite them to your next meeting. Involve them in some chapter activity.
 3. Track inactive members and try to establish contact with them.
 4. Send a retention letter and ask them to rejoin. Follow your retention letter with a phone call to those people who do not respond.
 5. Survey former members as to why they did not renew their affiliation or attend meetings. Solicit their ideas, recommendations, complaints, and compliments to determine what you are doing well and how to identify and improve your chapter's weak areas.
 6. Explain why membership is in their best interest.
 7. Use your chapter's newsletter to publish renewal dates for all your members (do not publish names of lapsed members).
 8. Develop a phone script and call the members whose memberships are, about to or have already lapsed. Find out why they did not renew their membership. Be prepared to counter their reasons with positive answers. If the answer is still no, remind them that the chapter and SVN will always be ready to welcome them back if they change their minds.
 9. Circumstances often change after six months. Make a personal call and simply invite the ex-member to an upcoming chapter meeting. Designate a committee (use individuals who know the inactive member) to greet and welcome those who attend your meeting. Use the opportunity to encourage the inactive member to rejoin SVN and the chapter.

Retention Tips

- Send a welcome letter or postcard to all new members.
- Display SVN and chapter membership applications and promotional materials at all meetings.
- At workshops set up a colorful membership sign-up table and staff it with knowledgeable members.
- Devote one annual meeting to membership recruitment and retention. Begin with a recruitment party, then sponsor a reception for new members to get acquainted with old members.
- Send “we miss you” postcards to members who chronically miss meetings.
- Develop a membership packet that promotes your chapter. Make sure potential members have access to these packets.
- Organize a “Bring a Body – Build a Chapter” campaign. Conduct a lottery; give one chance to win a cash prize for each person brought to the meeting.
- Rotate meeting sites to give all members and prospective members an opportunity to attend a meeting in their area.
- Offer discounts to first-time members; use chapter funds to pay the difference.
- Focus efforts on hospital administrators and nursing directors; if they see the value of SVN membership, they can influence their subordinates.
- Recognize new members and guests at every meeting; use a greeter at the door; keep a guest register.
- Distribute flyers to all hospitals and facilities promoting membership and meeting attendance.
- Plan a membership drive dinner; refund \$5 to new members who join; award a membership as a door prize.

- Establish a bulletin board to display announcements, newsletters, and other information. Consider creating a chapter Web site.
- Conduct most business at the Board level and expedite meetings by using parliamentary procedure.
- Publish educational offerings in advance to heighten anticipation and participation.
- Publish pocket size calendars with SVN and chapter events and meetings highlighted.
- Plan fundraisers to stimulate attendance at meetings.
- Use surveys to determine members' needs and desires; be responsive – follow through on their recommendations.
- Use creative and catchy titles for programs.
- Plan fashion shows, charitable work, cocktail parties, and raffles to increase monthly attendance.
- Serve refreshments and rotate the responsibility among facilities.
- Provide childcare service at your meetings.
- Use a phone tree or committee to remind members about meetings and activities.
- Participate in community health fairs, school programs, and national campaigns.

Member Recognition

- Use door prizes to create an incentive to attend meetings. Save all names until the last meeting of the year and draw a name for a cash prize.
- Hold a recognition dinner for members who achieve certification.
- Award a “traveling” trophy to the facility with the highest percentage of attendance.
- Recognize the member who travels farthest to attend a meeting.
- Give a flower to each member attending special events.
- Feature a different member each month in your newsletter.
- Pay a member's costs to attend the national convention.
- Identify facilities with color-coded badges; include a star or a ribbon for officers, board members, and committee chairs.
- Announce the election of officers and activities to local media.

APPENDIX J

SAMPLE LETTERS

RECRUITING LETTER

(Use chapter letterhead with SVN logo)

[Date]

[Name]

[Address]

[City, State ZIP code]

Dear [First name]:

The Society for Vascular Nursing (SVN) is the first and only nursing specialty organization dedicated to helping you realize your full potential as a vascular nurse. We are a growing, dynamic, and dedicated group of professionals who share ideas and information that improve the quality of nursing care for vascular patients.

The [chapter name] Chapter of SVN is working to strengthen our membership, and we believe you can help by joining us as a member of our dedicated specialty organization. I have enclosed several brochures that explain the value of SVN membership and benefits. As an SVN member, your benefits include:

- A year's subscription to *The Journal for Vascular Nursing*
- Reduced rates for continuing education at the annual SVN convention
- SVN's newsletter, *SVN...prn*
- Opportunities to develop and use leadership skills at regular chapter meetings
- Professional development through active research, scholarship and education committees, an internship program, and an awards program
- Vascular nursing certification exams offered in cooperation with ANCC
- [ADD LOCAL BENEFITS]

You pay only \$__ national dues and \$ ___ chapter dues each year to obtain these benefits. That's a very small price for an investment with very high returns.

Please review the enclosed materials and I will call you within the next few days to answer any questions you may have.

I look forward to welcoming you as a new member of your professional association.

Sincerely,

Membership Committee Chair

[Chapter Name]

SAMPLE TELEPHONE SCRIPT

Good morning (afternoon, evening)! This is _____ with the _____ Chapter of the Society for Vascular Nursing.

I am calling to follow up on a letter I wrote to you about membership in SVN. Do you have a few moments? (If it is a bad time for your prospect, ask when you can return the call.)

Have you considered joining SVN?

(If the prospect answers “no”, respond with a positive benefit or advantage of membership.)

(If the prospect provides objections to membership, respond to the objections.)

(Follow your discussion of objections with positive benefits.)

Responses to Objections –

Objection: One nurse on the staff is already a member.

Response: That’s good for the facility, but, unless you are a member, you are missing out on reduced rates for educational offerings, your own copy of *The Journal for Vascular Nursing* and many opportunities for professional networking.

Objection: It’s too expensive.

Response: SVN dues are among the lowest of all nursing associations. The benefits have helped me advance in my career and far outweigh the costs of membership. The information I get from *The Journal for Vascular Nursing* alone is worth the cost for me. Putting SVN membership on my resume shows my employers that I believe in professionalism.

Objection: I already belong to another nursing organization.

Response: Then you know how valuable it is to associate with others working in the same environment. SVN specializes in vascular nursing issues that affect you every day.

Objection: I know someone who didn’t get anything from her membership.

Response: From my experience, I’ve found that members who get involved in local and national activities benefit far more than those who do not participate.

Objection: I am too busy.

Response: I understand the demands of job and family. However, I’ve found that by reading *The Journal for Vascular Nursing* and attending educational events, I’ve learned valuable methods to become more effective in my job; therefore, I have more free time.

Objection: I am not actually working in vascular nursing.

Response: You still share concerns about the issues addressed by SVN. Memberships are available for associates and corporations. An associate member is a student nurse, retired nurse, or individual interested in supporting SVN’s stated purposes. Corporate members also support SVN’s purposes. These categories enjoy most of the same benefits of regular membership in SVN.

(If your prospect finally says “yes”) Thanks! I know you will be happy with your decision. I encourage you to send in your membership application right away so you can begin receiving your journal, and other benefits as quickly as possible. Our next chapter meeting is [Day, Date, and Time]. I look forward to seeing you then. (You may also want to reiterate how to join the chapter and what the chapter dues are.) Call the National Office in Pensacola, FL, toll free 888-536-4786; they can take your application over the phone with a credit card.

(If your final response is “no”) Thanks for taking the time to talk with me. Even though you aren't interested in membership right now, I would like to invite you to our next meeting, which will be _____ . I look forward to seeing you then.

SAMPLE WELCOME LETTER

(Use Chapter Letterhead with SVN logo)

[Date]

[Name & Address]

Dear Bonnie:

Welcome to the _____ Chapter of SVN! We are glad you made the choice to join SVN. Your membership will open professional doors and provide opportunities for personal growth.

Membership in SVN or any professional organization is a give-and-take relationship. Please take advantage of the Society's benefits, and please contribute your unique experience, talent, and knowledge to the organization. Your contribution will be returned to you many times over.

Please join us at the next chapter meeting_____. I would like to welcome you personally and introduce you to our chapter members. We hope your SVN membership is both valuable and enjoyable.

Sincerely,

Alice Brown, RN
Membership Committee Chair
_____ Chapter of the SVN
(work phone)
(fax phone)
(home phone)
(email address)

SAMPLE RETENTION LETTER

(Use chapter letterhead with SVN logo)

[Date]

[Name & Address]

Dear SVN Member:

Your chapter membership is about to lapse (or has lapsed and we miss you)!

Your membership in the _____ Chapter is important to me as a fellow vascular nursing specialist, a member of this chapter, and a member of the SVN. As a professional, you will find that it is important to be a member of SVN to stay abreast of current developments and changes affecting our profession.

Your membership is important to our chapter because a strong support group is needed to address local issues effectively and enhance chapter activities. Your national membership is important because SVN is dedicated to producing quality educational opportunities to further improve vascular patient care. **Your membership counts!**

Please renew your _____ Chapter membership by completing the enclosed application. Chapter dues are \$_____. Mail your dues and application to:

[Chapter or Treasurer's Address]

Sincerely,

[Name]

Membership Chair

_____ Chapter of SVN

APPENDIX K

Publications

- A. Newsletters – Newsletters keep chapter members in touch with each other and updates them on upcoming events. Newsletters should be sent to a larger audience than just your chapter membership. Share it with other work centers in your facility to expose nonmembers to the benefits that your chapter offers. You can also send to key members of your community (e.g., hospital administrators, nursing services, area physicians, schools of nursing) to inform them of current local continuing education opportunities available through SVN. Send a copy of your chapter newsletter to other SVN chapters in your region and to the National Office so that your ideas and successes can be shared with other chapters.
1. Getting Started
 - a. Make a commitment; decide to produce a newsletter and allocate resources for it.
 - b. Choose an editor; one person who is responsible for coordinating the written, edited, and printed inputs of a newsletter committee.
 - c. Generate enthusiasm; encourage members to submit articles or serve on the committee; suggest that they write about a specific topic or cover a particular event.
 - d. Establish deadlines for submission of articles and information to regulate the flow of work; allow time for editing, printing, and mailing.
 - e. Develop a budget; consider the costs of typesetting, professional art work, color production, and mailing costs.
 2. Newsletter Design
 - a. Nameplate – The name of the newsletter is like the letterhead on stationary. Traditionally nameplates appear at the top of the page and go all the way across. Smaller, “floating” nameplates can be moved around on the front page for a different look each month. Use the newsletter templates found on modern word processing software to choose professional looking fonts for your nameplate. Clip art and pictures are available that will enable you to design your own nameplate. Have a contest within the chapter for the newsletter name and nameplate art work.
 - b. Masthead – The masthead contains the volume and edition numbers, the date, the complete mailing address of the chapter, and the frequency of publication.
 - c. Mailers – Leaving space for a return address, name and address of the recipient, and space for the stamp or postage meter imprint will use valuable printing space; however it will save time and cost less than envelopes. The best spot for the mailer is the lower one-third of the last page if the newsletter will be folded like a letter.
 - d. Art Work – Uncopyrighted photos, illustrations, and clip art can liven up your newsletter. In addition to publishing software, clip art is available commercially through most art supply stores.
 - e. Printing – The newsletter can be reproduced on a photocopier or by a commercial printer.

3. Stories – Articles keep members and others informed about all the chapter functions. Remember to give them the “who, what, when, where, why, and how” treatment. Regular features make the information easy to find, while big events should receive special treatment. Get your members involved by asking them to write articles about their practice experience or topics of interest to them. Some ideas to include in your newsletter are:

- A President’s message
- Reviews of professional books
- News events
- Interviews of influential persons
- Monthly calendar of events - List two months in advance; include chapter meetings, board meetings, committee activities, community events, social events, agenda for the next meeting, and map or directions to meeting sites
- Continuing education (CE) calendar – List CE programs and seminars at both the local and national level; consider including a summary of the previous month’s educational offering
- Reports of committees
- Attendance list
- Minutes of last meeting
- Chapter Elections – post notice of elections; list candidates and profiles; print sample ballots and voting instructions; report election results
- Welcome new members
- Spotlight members and acknowledge their professional accomplishments
- List members who are due for chapter renewal in the upcoming months
- Officer and committee chair contact List
- New policies
- Bylaws amendments
- Miscellaneous – thoughts for the day, recipes, puzzles, word games, jokes, and cartoons all add a lighter dimension to your newsletter

- B. Flyers/Brochures – Use flyers and brochures to promote special events. Using a special publication tells your chapter membership that the activity is unique and worthy of extra resources and commitment. Consider the following:

- Use color printing or color paper
- Design a clean, uncluttered look; avoid a copy-heavy design with lots of art work
- Include a contact person
- Proof your copy; accurate brochures project a positive image of your chapter
- Use pocket brochure (3.5 by 8.5 inches when folded in half)
- Use heavier paper stock (may be more expensive)
- Use dark ink on light color paper; avoid dark shades of paper as the printing will not show up well
- Keep the front page simple, inviting the reader to open the flyer
- Keep the details inside the flyer; don’t forget to list date, time, and location of events
- Add name and telephone number of a contact for further information
- Use art work on the front page
- Use a copier that can print on both sides of the paper
- Distribute your flyer 10 days before the activity