

AALNC

AMERICAN ASSOCIATION OF  
LEGAL NURSE CONSULTANTS

**AALNC Chapter Leader Resource Manual**  
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## **Section I – Introduction**

The **American Association of Legal Nurse Consultants (AALNC)** is a nonprofit organization dedicated to the professional enhancement of registered nurses practicing in a consulting capacity in the legal field. AALNC serves as a resource for its members by providing opportunities for continuing education and an exchange of information on matters relating to legal nurse consulting, medical care, and healthcare law.

### **About this Chapter Manual**

As the grass-roots organization representing AALNC, this manual has been designed to help you in representing AALNC at the local level and servicing your members. We hope you find this to be a valuable resource you can reference throughout the year. However, no manual is entirely exhaustive of all the topics which you might be asked to address. If the answers you seek are not included here, you are encouraged to contact your Director-at-Large or AALNC Headquarters. You can visit the website at [www.aalnc.org](http://www.aalnc.org) or contact AALNC at 877-402-2562 for the most up to date DAL list and contact information.

### **AALNC Mission Statement**

The American Association of Legal Nurse Consultants promotes the professional advancement of registered nurses consulting within the legal arena by providing a forum for education and exchange of information.

### **AALNC Goals**

- I. **Professional Development:** AALNC will provide educational resources, educational opportunities & professional networking for LNCs throughout their careers.
- II. **Recognition & Validity:** AALNC will promote awareness of the specialty of legal nurse consulting in the legal, healthcare, and insurance arenas.
- III. **Certification:** AALNC will establish the Legal Nurse Consultant Certified (LNCC) as the recognized nursing specialty certification for legal nurse consultants.
- IV. **Growth and Financial Viability:** AALNC will increase membership to 4000, increase conference attendance to 600 and realize annual surplus equal to 5% of revenue.

### **Benefits of AALNC Chapters**

Some benefits of becoming an AALNC chapter include:

- being part of a nationwide network that includes more than 3,500 legal nurse consultants and 51 AALNC chapters
- networking opportunities with other LNCs in your area from various practice settings
- the ability to organize additional medical-legal educational programs in your area



## **Section II – Volunteer and Team Building**

Just as you return time and again to a store because you like the way you are treated and the value you receive for your money, volunteers remain involved in your organization, because good treatment and effective, rewarding opportunities are their pay!

### **Recruiting Volunteers**

As many chapters are already aware, finding members to volunteer and keeping the volunteers you already have are sometimes very difficult tasks. Prior to going out and recruiting volunteers you must:

#### **I. Clearly identify volunteer needs and positions**

Your board of directors' positions and descriptions should be defined in your bylaws; however, many chapters find they need additional volunteers for program planning, newsletter writing, membership recruitment, or vendor relations. For these positions, the more clearly you can define the role for the potential volunteer, the better. You will need to include what work is expected, the amount of time required for this position and the length of the term.

It is very important to listen to the needs of your chapter. Exciting new volunteer opportunities can emerge from informal conversations with fellow members, volunteers and colleagues. When designing volunteer positions, consider creating a diverse portfolio of volunteer opportunities. Different pieces of work or types of service attract different types of people. Some volunteers are looking for positions that tap their creativity, present a challenge or provide the opportunity to learn new skills. Other individuals may want to support your chapter, but need a break from the demands of their nursing jobs. By identifying a range of positions requiring different skills, abilities, inclinations, backgrounds, and levels of commitment, you can appeal to a wider range of potential volunteers.

When writing volunteer position descriptions here are some areas you might want to include:

- **Position Title**- a specific, descriptive title that gives the volunteer a sense of identity and helps other volunteers and members understand the assigned role.
- **Volunteer Impact**- is the purpose of the overall project and/or program and how the volunteer's work will impact the project's outcome, clients, or mission.
- **Responsibilities and Duties**- can clearly define what the volunteer is expected to do on the assignment.
- **Qualifications**- be clear and concise to include education, personal characteristics, skills, abilities and/or experience required.
- **Commitment** – in terms of minimum length of service, hours per week/month, and any other special requirements.

#### **II. Know what you have to offer- the 'costs and benefits' of volunteering**

Be honest with your volunteers. Just as your nursing job has good and bad aspects, so does volunteering for a chapter. You need to convey the complete picture to potential volunteers- the last thing you want is to get a rush of volunteers who resign within two months because the whole picture was not presented to them. Of course, as a representative of AALNC we hope that you can always find a positive and upbeat approach to even the downside of volunteering.

Possible Benefits of Volunteering for AALNC:

- To support an organization they believe in
- To make new friends and have fun
- To be creative or learn a new skill that they don't get from work.
- Develop and grow personally and professionally

Possible Costs of Volunteering for AALNC:

- Time away from family
- Travel expenses/time

### **III. Plan a recruitment approach based on volunteer needs**

A. There's a lot you need to know about your chapter and AALNC before you are ready to begin the recruitment process. Understand AALNC and your chapter's history, culture and cause.

#### **Questions to ask:**

1. Can you speak knowledgeably about AALNC and its mission?
2. Do you feel comfortable talking about the AALNC and your chapter's programs and initiatives and how they help to accomplish the mission?
3. How have volunteers been used in the past?
4. Which programs were successful and which were not?
5. How have volunteers felt about their experiences with the organization?
6. Have your volunteer evaluations been consistent over time?

B. Your chapter's culture greatly influences the type of volunteer positions you will develop, the type of individuals you recruit and the way volunteer supervision will be handled. If your chapter is hierarchical, you will want to recruit individuals who are comfortable following policies and procedures. If your chapter is loosely organized, you will want to recruit individuals who are self-starters and comfortable working with less structure and supervision.

1. Prepare your existing volunteers for new involvement A checklist to keep in mind:
  - Current volunteers have shown their support for volunteer placements and initiatives.
  - Everyone is fully knowledgeable about their role in volunteer placement.
  - Policies, procedures and record keeping systems are in place.
  - Current volunteers are ready to respond to the inquires of potential volunteers.
  - Current volunteers can speak knowledgeably and enthusiastically about the mission and work of the organization.
  - Systems are in place for evaluating the performance of volunteers and the outcomes of their activities.
2. Sell your chapter and AALNC inside your chapter
  - Empower your current volunteers to recruit and mentor.
  - Put your new volunteers and projects done by volunteers in your annual report.

- Be proactive, responding to any perceived ‘barriers’ to recruiting new volunteers.
  - Gather and pass on success stories- AALNC chapters are a great place of mentoring and professional growth- sell this to potential volunteers.
  - Start small and build on your strengths- work with those current volunteers who are already supportive of this initiative.
3. For each position you have a need for you need to create an approach to recruit volunteers. Begin by asking yourself the following questions:
- Who will be qualified for and interested in the position?
  - Who will be able to meet the time requirements of the position?
  - Where will you find these volunteers?
  - What will motivate them to serve?
  - What is the best way to approach them?
4. Always be Recruiting
- Volunteer recruitment requires you to analyze the position and define, as clearly as possible, the type of person you are seeking and the type of message that will motivate them to serve. Have a plan to keep your organization’s name and your need for volunteers always in the public eye. Cultivate friends and keep a finger on the pulse of your chapter. Network, and keep written materials about your volunteer needs up-to-date and visible. While someone might not be ready to volunteer the first time they see material, they may remember your chapter when they are ready to volunteer. Lastly, build a diverse volunteer base, including diversity not only in national origin, race and gender, but also job type, education level and personality.

### **Secrets of Success for Volunteer Recruitment**

#### **S-P-I-R-I-T**

**Sincerity** - be honest and open about your chapter and position – its strengths and opportunities for growth.

**Passion** - have and exhibit passion for AALNC and your chapter. Enthusiasm is contagious -- it is your greatest recruitment tool!

**Innovation**- be creative and flexible, and always remember to have fun.

**Risk-Taking** - be willing to break the bureaucratic mold- let go of control and management structure.

**Inclusiveness** - be inclusive and empowering of others.

**Thinking like a Visionary** - envision things the way they could be, not just the way they are, and think strategically.

## **Volunteer Management**

As you all know, every person has a different view of the world and the way they interact in it. Similarly, every volunteer is going to have his or her own strengths and weaknesses. It is your job as the leader to draw on their strengths and handle their weaknesses. There are three easy steps to managing volunteers: (I) identify the motivating factor of your volunteers, (II) match with their motivations the activities which they are best suited and the type of praise needed, and lastly, (III) dealing with conflicts/problems when they arise.

### **I. Identify the Motivating Factor of Your Volunteers**

#### Four Typical Basic Motivators of Volunteers

1. Praise- a person who is motivated by praise is one who likes to show off his or her work, loves to hear thank-you, and tends to get frustrated when a project does not go well. They tend to tell stories about their accomplishments and mention when they do not get praise that they feel under-appreciated.
2. Affiliation- a person who is motivated by affiliation will be a cheerleader of the group. You will see this person always wearing the AALNC logo, identifying themselves more as a staff member than volunteer, and will always encourage friends to join AALNC and volunteer. They love to work with a group of people.
3. Accomplishment- a person who is motivated by accomplishment will like to have a 'to do' list to check off and might get frustrated when a project isn't finished. This person will also love to see the finished project and can work independently.
4. Power- a person that is motivated by power (control or influence) will like to be in control and might appear 'bossy.' This person might feel threatened by perceived competition and will have a lot of energy.

Remember that, like most things, many volunteers are not going to fit perfectly into any one category, but rather be a combination of factors. When managing volunteers, try to look for their strongest motivator and work with that.

### **II. Match Volunteer Motivations with Activities**

#### Best Activities for the Four Motivators

1. Praise- a person motivated by praise will enjoy an area/project where the results of his/her efforts are readily seen by others, and where the talents they already possess can be used. For instance, someone who works with budgets at work might be a good treasurer who presents a report at each meeting to show their efforts.
2. Affiliation- a person motivated by affiliation will work best in a position where social opportunities are available, such as a group project, and they can represent the chapter. For instance, this person would be a great program coordinator or membership recruitment volunteer.
3. Accomplishment- a person motivated by accomplishment will enjoy seeing concrete evidence of their work such as piles of finished paperwork, names off a checklist, or dozens of cookies baked. For instance, this person would work well in coordinating and recruiting exhibitors for your meetings, doing mailings, or balancing your budget.
4. Power- a person motivated by power will need to be in a position where he or she can persuade people to see or do things their way. For instance, this person would be a good secretary who will make sure bylaws are followed, or good at marketing your courses or membership drives.

Remember that when you place volunteers in positions that suit them, they have a better chance of enjoying their involvement and doing a good job. It is your responsibility as a chapter president to mentor incoming volunteers and to place them in positions that suit their motivating factors and skills.

### III. Conflict Resolution

Just as conflicts arise in families and work situations, they are bound to arise in your chapter community and among your volunteers. Here are some helpful tips for dealing with conflicts.

1. Formality- the only way to get all the facts straight and make sure complaints are addressed completely is to have a formal complaint filed. If you are getting complaints from someone, either another volunteer or a member of your chapter regarding a volunteer, ask them to write out an objective account of the behavior or incident.
2. Time- depending on the severity of the situation you might want to give the problem some time. File the complaint and wait; some problems clear up or just don't seem as important as time passes.
3. Investigate- check into the role of the complainer in the problem. Make sure that the volunteer against whom the complaint has been filed is clear about the responsibilities of the position and that the right tools have been made available to him or her. Also ask yourself if this complaint is based on something petty, in which case the complaint can be dismissed. Or is there a specific problem/violation that needs to be addressed?
4. Authenticate- make sure that you get everyone's side of the story. Use "I" statements such as "I am worried about how you are getting along with X", not accusatory statements such as "You are doing something to X and she has filed a complaint." Remember that you need to manage the volunteers and remain impartial until all the facts are in.
5. Documentation- document everything and use only concrete, factual terms. Don't read into behavior and use terms like "she seemed", but rather, take notes on everything and record important occurrences to authenticate your report.
6. Negotiate- try to find a win-win situation. Consider a reassignment. Maybe the person is just not suited for the position and this is where the problem lies.
7. Be Kind- remember that even when drastic steps are necessary, we are all human, we all make mistakes, and we all have feelings. Discipline hurts even when it is deserved.
8. Be Honest- don't tip-toe around the issues, make excuses, blame someone else, bargain or hide. However difficult, honesty is the kindest step to take and the least likely to backfire on you.

#### References:

Author Unknown (1998). Supervising Volunteers. <http://www.CyberVPM.com>.  
Ronningen, Peter (1999). Volunteer Recruitment Policy and Motivational Factors for Volunteering." *Papers of the Symposium*.  
<http://www.blues.uab.es/olympic.studies/volunteers/ronningen.html>

## **Managing Emotional Conflicts Among Volunteers**

1. **Act Immediately**- if you hear raised or angry voices, step in and find out what is the problem. Separate the people who are in conflict and talk to each one privately.
2. **Get to the issue**- find out the reason for the unhappiness. Asking probing but not threatening questions. “What can I do to help solve this problem?”
3. **Give each person the opportunity to vent**- sometimes people just need to erupt in private. This is not the time for discussion or solution. It is the time to listen. However, if threats are made, you must cut in and stop it.
4. **Offer your ideas about the issue**- do this without seeming that you are right and they are wrong. Try something like, “Here is how I see it....”
5. **Monitor the situation**- check back with the volunteers to see how things are going. Be sure to inquire if the issue has been settled. If not, keep working to solve the problem.

### **Leadership Skills When Dealing With Conflicts**

Any successful chapter president is going to see him or herself as a key part of a team. One of the most challenging times for a chapter leader is when there is a conflict. Below is a list of “Conflict Resolution Strategies” and “Conflict Enhancing Behaviors.”

<b>Conflict Resolution Strategies</b>		<b>Conflict Enhancing Behaviors</b>	
Create Solutions	The person who is seen as professional and a team player is the one who engages in finding solutions. This means engaging the person with whom you are having a conflict in an open and honest effort to brainstorm solutions to the impasse.	Avoid Conflict	Sticking your head in the sand is not a solution. Ignoring the problem or the person- or acting “distant” around the person paints you with the brush of ineptitude.
Engage in Empathy	Empathy is putting yourself in someone else’s place and trying to see a situation from their point of view.	Laugh at Others	It seems easy, sometimes, to make fun of others, or to talk behind their backs, but this only enhances any already existing conflicts and divisions.
Make the first move	A leader is quick to say they are sorry and reach out to others to solve problems. The goal is to make amends and move on.	Seek revenge	Blocking the work of others, retaliating, or seeking to get back at someone with whom you have a conflict does the person doing it more harm than the person it is directed toward.
Honest response	Team players express honest emotions at the time of conflict. They describe how they are thinking and feeling, but in ways that others can hear.	Win- no matter the cost	Arguing vigorously and refusing to budge is a tactic used to win, no matter what. An unwillingness to change or even consider other people’s ideas is a sure way to career suicide.

### **What do you do when you only get half the story?**

Sometimes conflict can be resolved even before it starts by simply deflating the perceived conflict. These simple steps can help you determine if the information you are receiving warrants a plan of action:

1. **Halt!**- Stop the conversation on some pretext (need to be somewhere, etc.) then start the conversation again the next day, asking the person to start from the beginning. This will first of all allow the person to “cool down” and get a better perspective of the situation, as well as allow you to see what is being added/removed from the original conversation.
2. **Confess**- Tell the person that you are baffled by what they are saying- say, “this is strange” or “help me understand this” and then summarize your confusion briefly in a sentence or two. Be sure to maintain eye contact with the person as they fill in the blanks- this way you should be able to get a sense of the level of confidence in which they are making the accusations.
3. **Turnaround**- Ask the person questions to try to understand the situation that will enable them to see the entire picture. Oftentimes people do not realize they are only telling half the story until they are forced to explain the other person’s view. Ask questions like “why would that happen”, or “why would they say/do that.”

### **When the conflict is irresolvable**

The best way to handle a difficult situation involving a volunteer is to make sure appropriate policies and procedures have been in place and have been followed. It is also very important that you inform your Director-at-Large as soon a problem begins to unfold. Your DAL might be able to offer some constructive feedback that can help before things get out of hand. Before taking drastic steps to deal with a situation that you perceive is irresolvable, make sure that you have taken the following steps:

1. Clearly communicated standards and procedures
2. Tried finding a good match for the volunteers talents and personality
3. Provided good mentoring, orientation and training for the role
4. Provided clear and effective feedback
5. Clearly addressed poor performance problems

If the above steps have been taken and the problem is going unresolved you must move into the next stage, which includes:

- Formally talking with volunteer about concerns
- Determine a plan and timeline for improvements (the plan should include any additional training, retraining, reassignments or supervision necessary)
- Follow-up on plan

If these steps do not improve the situation you then need to:

- Get your DAL and national headquarters involved.
- Be very clear and specific about work-related problems- do not pull personality issues into the reasoning.

- Supply any paperwork or documents of background information
- Be very clear about any decisions that have been made and bring the situation to closure.

Be certain you have documented all the steps and also be certain you have complete support for your actions within the organization. The record should show that the cause of the problem is work related and that you can prove the charges/complaints through actions and facts.

References:

Merrill, Mary (April, 2002). "When You Must Fire a Volunteer." *Volunteer Management Review*.

Author Unknown (July, 2002). "What To Do When You Only Get Half the Story?" *Management and Supervision*.

### **The Nine Roles of an Effective Leader**

1. **Wow! Injector**- Does your chapter offer projects or initiatives that make volunteers go "WOW!"? "Wow! projects are ones that add value, matter, make a difference, and leave a legacy." These projects make people want to volunteer and will leave them feeling rejuvenated, connected to the association and personally challenged. "Loyalty is derived from the quality of each and every interaction. Organizations offering Wow! opportunities are likely to engender greater loyalty."
2. **Facilitator**- As a chapter president you are also a facilitator, a person who will help the chapter and individual volunteers take responsibility for their efforts, growth and achievements. You should be coming into the position as Chapter President with a commitment to help and serve others first rather than your interests.
3. **Partner and Collaborator**- "Partners and collaborators need to be strong listeners, not only advocates; communication conduits, not only spokespeople; boundary breakers, not only turf protectors; possibility thinkers, not only probability describers; and honest negotiators, not only tough dealers." As a chapter leader you need to embrace outside vendors and other associations, as well as the National Board and headquarters staff, as partners in achieving the goals of AALNC. Being a collaborator will require some to rethink their role in the organization and to let go of any feelings that their self-importance is threatened.
4. **Talent Scout and Developer**- Being a talent scout for your chapter is not just about who and what you know, but "what you know about who you know, and what you do with that knowledge." You need to always be on the lookout for talent and become an index of resources that you can call upon when needed. Not only do you need to be watching for talent, but also able to help your current volunteers develop their own talents.
5. **Futurist**- As a futurist you not only have to be concerned with what might happen, but more importantly, what you can make happen. You need to be constantly looking at trends that might affect your chapter and its members. At your board meetings discuss both reports/reviews as well as strategic discussions and planning.

6. Values Champion- As a chapter leader you need to be the champion of AALNC's core values, "ensuring their preservation as the organization moves more and more rapidly in an ever-changing environment." Associations that last through decades of societal change, "vigilantly preserves their core values and purpose while simultaneously demonstrating a willingness to change just about everything else."
7. Clarity Creator- As a chapter leader you will work with a variety of personalities that have various agendas and focus and it is your job to bring clarity and order to the chapter's efforts. "Beyond effective communicating, association leaders can help create clarity by constantly focusing conversations and attention on only those questions and issues that matter most. This means refusing to engage in "minutia management" that is better left to those more closely associated with the work. It means remaining focused on a long-term strategic agenda rather than this year's plan of work."
8. Passionate Player- AALNC depends on the passion of its chapter presidents to pursue the AALNC mission and vision. As a chapter president you should already understand "that tapping into 'heart power' is critical, particularly when working with your volunteer peers. You should be constantly seeking ways the chapter can more effectively link individual passion to organizational efforts, as well as tearing down practice and procedures that needlessly inhibit the power of individual passions being leveraged."
9. Storyteller- as a chapter president it is your responsibility to tell the story of AALNC to help others understand the association, its direction, goals, and, most importantly, passion. As more and more members join and volunteers come and go, it is very important to give them something to measure against and up to.

As a leader of AALNC one of the most important things to remember is that nurses join AALNC for a number of reasons: professional growth, educational offerings, networking and fun. When members become volunteers it is because they believe strongly in the association in which they have become a member, but when volunteering becomes frustrating and difficult you will lose your volunteers. Remember to take time out to laugh, listen and celebrate!

References:

Cufaude, Jeffery B. (January, 2001). Telling a New Leadership Story. *American Society of Association Executive*. <http://www.asaenet.org>.



## **Section III – Governance**

Participation on the Board is an honor and duty not to be taken lightly. By fulfilling your responsibilities as a steward of the organization, you will rise to the leadership expectations of your members.

### **7 Responsibilities of a Chapter Board**

1. **Establish Policy** - Identify the scope of your chapter's activity, define the critical issues to be addressed, establish policy positions, determine priorities, set targets and then let others determine how to get the job done.
2. **Provide Leadership** - Set aside personal agendas. As a participant on a Board of Directors, you are expected to offer your opinion in debate and contribute to the board's decision. However, once a decision has been approved by the Board of Directors, it is incumbent upon all members to support the outcome, even if you personally voted against the outcome.
3. **Provide Direction Through Planning** - All decisions of the Board and all actions of committees should be in line with the chapter's mission purpose or even linked to the strategic plan.
4. **Ensure the Financial Integrity of the Organization** - The strategic plan provides direction and the budget states how resources are to be allocated to achieve the plan
5. **Participate Responsibly** - Carry your fair share of the leadership responsibility. Strong participation by all board members
6. **Commit to Board Leadership as Team Leadership** - Everyone knows the goal and his or her role; value diversity of thought; solve problems as a team.
7. **Evaluate at all Levels**
  - Policy Performance
  - Financial Performance
  - Board Performance
  - Organization Performance

### **Fiduciary Responsibilities**

1. **The Duty of Obedience** – refers to the Board's responsibility to fulfill its organizational purpose. As a tax exempt organization, there are guidelines and parameters established to which you must adhere. The board must ensure that the organization operates in compliance with the laws that govern it. Please review the Operational Section of this manual for more detailed information.
2. **The Duty of Care** - refers to how the board's habits are formed. It is the board's responsibility to make informed decisions. The board may not always be right and you must be careful to act prudently. To ensure prudent decisions, board members should attend meetings regularly, remain well informed, review materials in advance, and remain attentive in meetings and during decision-making.

3. Duty of Loyalty - refers to the board's responsibility to make decisions based on the best interest of the organization. Your judgment as a board member should not be clouded by personal agendas. Decisions should also be free of conflict of interest.

### **General Board Duties**

While each board will want to create chapter specific job descriptions, there are some generally accepted duties and expectations for board members which can assist you in crafting your chapter's job descriptions.

#### Between and Prior to Meetings:

- Read email
- Read financial statements
- Take initiative on projects, adhere to deadlines
- Check in with committee chairs
- Review committee board reports prior to submission

#### At Board Meetings:

- Attendance at all board meetings is an expectation
- Come prepared, read reports ahead of time.
- Participate in discussions
- Follow accustomed parliamentary procedure

#### Standards of Conduct

- Act like a lady/ gentleman
- Attendance at sponsored functions is expected
- Exercise confidentiality
- Support board decisions
- Meet and greet vendors
- Mingle with members

### **Job Responsibilities**

In addition to the general board duties, there are position specific duties for the officers.

#### President:

- preside at all meetings of the board and chapter
- appoint chairpersons to committees
- act as an ex-officio member of all committees except the nominating committee
- complete the annual chapter charter renewal
- act as the official spokesperson for the chapter.

#### Immediate Past President:

- The immediate past president may serve as the chair of the nominating committee.

#### President-Elect:

- The president-elect acts in the president's absence and uses the term of office to learn about the management of the chapter from the president.

Secretary or Secretary/Treasurer:

- give notice of meetings to board and chapter members
- take minutes at all board and chapter meetings
- distribute the minutes to the board for approval
- ensure that all requests for written information are satisfied
- maintain a binder or folder of approved minutes for future reference.

Treasurer or Secretary/Treasurer:

- ensure that the financial management of the chapter is sound
- assist with the preparation of an annual budget
- prepare and submit all financial reports, including the annual report at end of the year.

**Suggestions for Conducting an *Effective Meeting***

- Give the members adequate notice about meetings –three to four weeks prior to the date of the meeting is ideal.
- Develop a definite agenda complete with expected actions and incorporate a time structure so that the group spends only a certain amount of time on each item.
- Forward all pertinent agenda material to the attendees at least one week prior to the meeting/conference call. Make sure attendees receive all information relating to an issue, both pro and con.
- Start the meeting on time. Assign an individual to take action notes.
- Make sure that actions and motions are stated clearly and completely. Clarify who needs to do what and when.
- Encourage the participation of all members but keep in mind that individuals often appreciate a leader who takes charge. It is important to hear from everyone on some issues, and effective to make quick decisions on others.
- Review the group's discussions and decisions relative to the strategic plan and mission.
- Keep the meeting moving; interest lags when action lags. Speak clearly. If you can't be heard, you cannot exercise control.
- Make sure that each individual taking the floor speaks clearly and audibly. Sum up what the speaker has said, entertain discussion, and obtain a decision.
- Control aimless discussion by recommending a conclusion or further study.
- Retain control, but don't stifle free comment. Ask for support. Clarify issues by obtaining consensus and then move on.
- Check at the end of each meeting to see if members feel that all relevant subjects have been adequately covered.
- Make sure that the action notes are distributed to the committee within two weeks of the meeting or call.

### **Robert's Rules of Order**

Robert's Rules of Order are encouraged to create orderly discourse and debate in which all concerns are heard and deliberated. It is extremely important to understand that these rules are not intended to be laborious, or to hinder the flow of a meeting, but rather should be seen as a framework to keep a meeting flowing and to maintain order when things start to get out of hand.

**Remember your Chapter BYLAWS always take precedence over Robert's Rules.**

### **Business, Motions, Debate**

Business is conducted by means of MOTIONS introduced by individuals present at a meeting. Business may only be conducted when a QUORUM is present (be sure to check your bylaws to determine the necessary requirements for a quorum).

An individual is typically permitted to speak by raising their hand and waiting to be called, or RECOGNIZED, by the MODERATOR. When an individual is recognized they "have the floor" and have the right to offer any motion or debate that is in order at that time.

A motion that brings new business before an assembly is called the Main Motion, and it is submitted for consideration (debate and a vote) when it has been seconded by a show of support from some member other than the individual who proposed it. Only one main motion may be considered at a time and it is the job of the moderator to make sure the discussion on the floor is directed towards the motion on the floor and not another issue/concern.

### **Common Motions and Procedures**

- **Basic Main Motion**: apply when no other business is pending before the board and are used to introduce business into a meeting.
- **Tabled Motion**: is a question that has been previously tabled and may be brought up again for consideration by way of this motion. A motion to take from the table is in order only when its sponsor has the floor; it must be seconded. It takes a majority vote to bring the tabled matter before the board again.
- **Postpone Indefinitely**: is a secondary motion that banishes the question under consideration for the duration of the meeting. It is used to quickly remove badly chosen, poorly worded, or unconscionable main motion. Postponing indefinitely is out of order when another secondary motion is under consideration, or when another speaker has the floor. It must be seconded, is debatable but not amendable. It requires a majority vote.
- **Amend a Main Motion**: is used to modify the wording of the pending question on the floor. The proposed amendment must be germane to the main motion, meaning that no new subject may be introduced. It is the moderator's discretion to evaluate whether a proposed amendment is germane and valid. The speaker must have the floor to propose an amendment, and the motion to amend must be seconded and is debatable. Debate is confined to the amendment and may not stray into the substance of the question. An amendment requires a majority vote.
- **Commit or Refer**: dispatched the pending question to a select committee that is charged with investigating the merits of the proposal and reporting back to the Society. The

speaker must have the floor to commit; it must be seconded and is debatable. It requires a majority vote to pass.

- Calling the Question: closes the debate immediately on the current or secondary motion and brings it to a vote. The speaker must have the floor to call the question, it must be seconded and is neither debatable nor amendable. A two-thirds vote is required to call the question.
- Point of Order, An Appeal: applies when an individual believes that the parliamentary rules of the society are being violated. This motion is in order when its sponsor does not have the floor, even when it interrupts another individual with the floor. It is normally ruled upon by the acting Moderator, unless they are in doubt and request a vote. The moderator's ruling may be appealed by a member immediately calling for an appeal (if any new main motion has been initiated the ruling is no longer subject to appeal). A majority vote carries the appeal of the decision of the chair.
- Suspend the Rules: is used to temporarily suspend one of the board's regular rules for the purpose of accomplishing some task that could not otherwise be performed under the guidelines imposed by parliamentary law- it cannot be used to suspend your bylaws.
- Point of Inquiry or Information: both can be used by a member or guest of the board. Questions of procedure are satisfied through a point of inquiry; questions of fact are made through a point of information. These questions may be raised even when the speaker does not have the floor. The answers are provided or solicited at the discretion of the chair.

### **Helpful Tips**

The moderator is not under an obligation to entertain a motion, even if it is in order. Robert's Rules state that absurd, obstructive, offensive, or trivial motions may be ruled invalid by the chair, regardless of whether or not they have been seconded by the membership.

- Robert's Rules calls an amendment to an amendment a secondary amendment, and forbids amendments in the third degree.
- The most effective way to commit a question is to amend one's own motion to commit to specify that the question be referred to a standing committee. This way the motion is more likely to receive immediate consideration within an established setting.
- A point of order applies only to a current violation of parliamentary procedure; it may not be applied to a past decision or action. Reconsiderations only apply to reconsiderable votes taken within the same meeting.
- An objection to consideration of a motion is in order even after the motion has been seconded, as long as debate on it has not commenced.
- A point of information should be used only to ask a question.



## **Section IV - Strategic Planning**

### **What is Strategic Planning and Why is it Important?**

There is a dramatic difference between long-range and strategic planning. Long-range planning is the process of examining the present and projecting it into the future. Strategic planning is the process of examining the future and projecting it back into the present. The difference is subtle, but important. Strategic planning prepares an organization to respond to future changes, enables the organization to understand the environment in which it currently exists, and provides the basis for an organization to make "revolutionary", not just "evolutionary" changes.

An ongoing strategic planning process is the means by which volunteer-governed organizations cope with, respond to and thrive in an ever-changing environment. An organization's ability to react and respond to environmental changes determines whether it survives. And by thinking and planning in a strategic manner, not-for-profits improve their chances for success in an uncertain environment.

### **How to begin?**

There are multiple schools of thought on how to best conduct strategic planning. The key is not to get bogged down in the procedure and terminology. The process may be just as valuable as the outcome.

Conduct a SWOT Analysis – Reviewing your Strengths, Weaknesses, Opportunities and Threats will help get the creative juices flowing. This is a great way to begin the “brain dump”. To help the board remain on task, avoid any operational business at this meeting. Use this time to allow for a free flow of ideas, where no idea is “too crazy” or “unattainable.” Nothing should be off limits and everything should be initially included.

A common pitfall of boards is trying to be everything to everyone. As a group, distill the information from your SWOT analysis and convert into 2-4 key strategies to be implemented over the course of the year. In the past we used to view strategic planning as a process conducted in 2-5 year increments. But the rate of change is too rapid, and organizations need to adapt to a quickly changing environment. Instead consider your plan for one year. This will help you identify the most urgent priorities and allow the full resources of the chapter to focus on the implementation and success of your strategies.

### **Considerations once you have identified your key strategies?**

- Does the strategy fulfill the overall purpose of the organization?
- Are the strategies identified clear and achievable?
- Identify what resources are required in advance. Can the budget support the strategy? Do you have the volunteer resources to see the strategies implemented?
- Do you have a clear timeline for implementation outlined?
- Have you appointed volunteers who will be accountable to the board for the implementation?
- How will the progress be communicated back to the board?
- Have you determine how you are going to measure program success?
- Finally, communicate your key strategies with your chapter members!



## **Section V – AALNC Operations - Compliance**

### **Membership**

Per AALNC's bylaws, all recognized AALNC chapters must adhere to the following membership compliance requirement: "All members of local AALNC chapters must be members of the national association". Please note this refers to RN members. RN's must join a chapter under the Active or Associate category, and therefore must be members of AALNC. The sustaining membership category was created so that local individuals (law firms, local vendors, etc.) could also participate in the chapter's events. The sustaining membership category should NOT be used as a means for RN's to join the chapter but avoid joining at the national level.

To help you administer this requirement, AALNC has the online membership directory which can validate an individual's membership status. AALNC headquarters is also able to assist you in this process. Finally, AALNC will conduct regular Chapter audits. Any Chapter members who are not AALNC members should be approached and encouraged to join AALNC in order to maintain their Chapter membership status.

### **Chapter Bylaws**

All Chapters are provided with a copy of standard AALNC Chapter Bylaws. Should your Chapter Board wish to amend these standardized bylaws, you must notify AALNC headquarters and request approval from the AALNC Board of Directors prior to any changes being implemented. A copy of the standard Chapter bylaws have been included in the appendix of this manual.

### **Chapter Charter Renewal Process**

To help us ensure that all AALNC chapters are in compliance and can be covered within the group exemption and D&O insurance (see details below), AALNC administers a Chapter Charter renewal process annually. Here is a quick list of Chapter documents, information and materials that are required to be sent to AALNC Headquarters every year. Headquarters is responsible for contacting you with the appropriate notice and required materials:

1. Current Chapter Membership Roster, including address, telephone, fax and email contact information
2. Current Chapter Board of Directors and Officers Roster, including the chapter's (or chapter president's) address, telephone, fax, and email contact information
2. Copy of current bylaws (or verification that the Chapter is using the standard AALNC Chapter Bylaws)
3. End of Year Chapter Financial Statement
4. Chapter's Federal Tax Identification Number (EIN/TIN)

Headquarters will be in contact with each chapter to solicit the required materials on an annual basis.

### **Directors and Officers Liability Insurance**

As a volunteer director for an AALNC Chapter, you and your fellow Directors are responsible for the proper and legal operations of your Chapter. As such, you and your fellow Directors can be held legally accountable and personally liable for any claims made against the Chapter by members, volunteers or vendors. To mitigate such exposure for the organization as a whole, AALNC purchases Directors and Officers (D&O) Liability insurance each year. AALNC purchases D&O insurance coverage for all chapters as well, eliminating the need for individual chapters to secure coverage on their own. This additional expense has been covered by AALNC national.

### **IRS Tax Issues and Group Exemption**

Section 501(c) of the U.S. Internal Revenue Service Code categorizes and describes all non-profit organizations, and further differentiates as to the type of non-profit organization by assigning an identifying number at the end. The two most recognized classifications are 501(c)3 and 501(c)6 organizations, but there are other numbers assigned for churches/temples/synagogues, professional sports teams, zoos/museums, not-for-profit subsidiaries of for-profit entities, etc.

A 501(c)3 organization is what we would consider a "traditional" charity. These include organizations such as the United Way or Project Literacy, but also include public foundations such as the Robert Wood Johnson, Ford or Carnegie Foundations. 501(c)3's are exempt from all federal tax, and contributions to them by individuals are tax deductible, however these types of organizations are restricted in engaging in certain types of activities such as lobbying, endorsements, etc.

Most professional membership organizations, trade associations and business leagues are classified by the IRS as 501(c)6 organizations. AALNC and each of its chapters are chartered as 501(c)6 organizations. Donations or dues payments made to these organizations are not tax-deductible (as a charitable expense at least) but these types of organizations have greater latitude in participating in lobbying initiatives, etc. While these groups are also tax-exempt on all income that the government defines as being specific to the mission of the organization, they may have to pay taxes if they receive "Unrelated Business Income" (UBIT). Advertising revenue is one example of what the IRS deems to be unrelated to the mission of a 501(c)6 organization. However, while any advertising revenue over \$1,000 is taxable, this is a NET amount, not gross. For example, let's say your Chapter brought in \$2,000 in advertising revenue last year, but it cost the Chapter \$500 to secure the advertisers (staff time, phone charges, postage, printing of solicitation forms, etc.), and another \$750 in incremental costs to print these advertisements in a program book or newsletter. The net revenue received by the Chapter would only be \$750, so you wouldn't be required to pay taxes on that revenue. Keep in mind that this is a very simplistic example and there is a sophisticated formula that accountants employ to determine the amount of tax to be paid -- but hopefully it explains (in general terms), why advertising revenue is separately disclosed.

All 501(c) organizations must annually file a 990 tax form if their gross receipts (gross revenue) exceeds \$25,000. If they bring in less than this amount, they are not required to complete a 990. However, all non-profit organizations may have other reporting obligations depending upon the state in which they are incorporated and the state in which they operate. (For example, AALNC was incorporated in Arizona, but is based in Illinois; as such, it has to submit reports in both Arizona and Illinois, per the laws of each state).

Every AALNC Chapter has its own Tax ID number, separate and distinct from the national organization. This is one of the requirements for every AALNC Chapter. At the end of the fiscal year, many national organizations require each of their chapters to file their own tax returns. However, some national organizations can set up a group exemption, which allows for all chapters to file their returns under the umbrella of the national organization versus independently. AALNC does have a group exemption number. AALNC plans to file a group exemption for the 2003 fiscal year and going forward. In order for AALNC Headquarters to file for your Chapter, we need a copy of your financial statements. As outlined above, Headquarters will contact the chapters annually for this information.

### **Tax Exempt Status and Private Inurement**

Your Chapter's tax exempt status is an asset that must be protected at all times. Organizations who lose their exempt status often are never able to regain it. Please keep in mind as you implement new initiatives that because of our tax exempt status, there are certain guidelines to which we must adhere. AALNC and its chapters must offer services and programs which are devoted to fulfilling the exempt purpose of the organization. More specific information about what organizations can and cannot engage in can be found at the [www.irs.gov](http://www.irs.gov) website. Specifically, information at <http://www.irs.gov/pub/irs-tege/eotopick03.pdf> outlines the requirements of a 501(c) 6 entity. Please feel free to contact headquarters should you ever have questions about whether a proposed program or service will jeopardize your tax exempt status or result in compliance difficulties.

Your Chapter's Tax Exempt Status also dictates decisions about Board expenses i.e. Board dinners or other perceived "perks". Many Boards meet formally over mealtimes, and it is not unusual for the organization to pick up the tab for a group meal when official association business is being discussed or transacted. However, it is generally not okay to count on or publicize "free meals" as a benefit of board service. IRS regulations are specific in the areas of private benefit for individuals who serve on a non-profit board or in a leadership capacity. This issue is called "Private Inurement", and was best illustrated a few years ago with the United Way. Their national board was treated to weekend stays at resorts (following board meetings) where no official business was transacted, and the organization's treasury was used to bankroll these activities. The IRS ruled in that instance that the United Way board members received a private benefit for their public service, and required the board members to reimburse the organization for 100% of the expenses they incurred. Long story short, this is a delicate issue, and must be handled appropriately. If official business or idea sharing for the organization is done over a meal, it is generally permissible within reason for the organization to pick up the tab. If two minutes are devoted to discussion of a single leftover issue from the day's meeting, a case of scotch is consumed, and surf and turf is ordered for the individuals in attendance, it would generally not be permissible for the organization to pick up the tab. Again, using proper judgment is critical in all such situations. If your board determines that it will pick up the tab for a group meal during a meeting, the board should have evaluated beforehand whether buying the meal for the attendees was in keeping with the mission of furthering the goals of the organization, whether the expenditure was included in your annual budget, and whether it was not at the expense of other worthwhile chapter programs.

### **Annual Report Filing**

Continuing a point raised in the "IRS Tax Issues and Group Exemption" section above, most states require non-profit entities to submit an "Annual Report". The purposes of this report are to maintain your status as an active business, maintain your Federal Tax ID (EIN/TIN) number, and enable the state to keep accurate records on all business being conducted by entities incorporated within its boundaries. At the prescribed time each year, most states distribute a blank "Annual Report" form to the non-profit entity's registered agent's address. Some states send the blank forms to the address of the last known President, or other designated person. The forms are usually very simple, and ask for the names and addresses of the Board of Directors and to verify the principal address of the business within the state. Many states also require a nominal annual filing fee as well. In order to maintain incorporated status and recognition by the state, as well as maintain your Federal Tax ID (EIN/TIN) number, each Chapter must submit this report every year. In order to determine if your state of incorporation and/or operation requires an annual report, to verify that you are in compliance, or to obtain a blank form, contact the Secretary of State's Office in your corresponding state. (Information and forms will most likely be available online as well.)

### **Chapter Rules & Regulations**

Chapters of the American Association of Legal Nurse Consultants (AALNC) are authorized by and accountable to the AALNC Board of Directors. Chapters must be organized and operated in accordance with the purposes of AALNC, and must comply with the AALNC Chapter Bylaws, the AALNC Chapter Rules & Regulations, and federal guidelines for tax-exempt organizations. Failure to comply will result in revocation of the chapter's charter. Included in the appendix is a copy of the Chapter Rules and Regulations.

### **How to work with Headquarters**

Headquarters is here to help you through your year as a Chapter President. Here is a listing of the services AALNC Headquarters offers:

- Chapter Leader Manual
- Board Updates - Following each National Board of Directors meeting, national will forward an update designed to highlight important information and business conducted at AALNC board meetings
- Free Address labels and membership roster on request for your own chapter
- Rechartering material and information
- Chapter Insurance
- Chapter Leadership Forum
- Marketing material- national membership brochures, publication catalogs, certification brochures, *What is a Legal Nurse Consultant?* Brochures, and *AALNC Code of Ethics* brochures
- Use of the AALNC Exhibit Booth
- Group Federal Tax filing
- Chapter Leader's List serv
- Discounted prices on your chapter's purchase of AALNC Educational Products
- A public Chapter Directory (available on [www.aalnc.org](http://www.aalnc.org))
- A public Chapter Events Calendar (available on [www.aalnc.org](http://www.aalnc.org))

If you don't know, you should contact your DAL or AALNC Headquarters. Here are some examples of situations that might arise in which we can help:

- A sponsor needs proof of AALNC non-profit status
- You are sending out a mailing and need to get labels
- You are holding a meeting and need a roster of members
- There are members who say they have paid their dues but are not showing up on your roster
- Someone has asked you a question and you don't know the answer.
- A sponsor has asked for something and you don't know if what they have asked for would jeopardize their sponsorship money becoming income (if they ask for free products for example)
- Need ideas for a program, newsletter, recruitment, or marketing
- You are having problems with your board or a member
- ANYTHING!!- we love to hear from you

**Most importantly, if you don't think that it is a big enough problem to contact us, contact us before it does become a big problem.**

### **Chapter Leader Communications**

AALNC is continually striving to provide the chapters with the most up to date information and allow a forum for continual discussion. AALNC administers a list serv for chapter leaders. If you are not currently on this list serv and would like to participate, contact AALNC Headquarters.

In addition, AALNC is developing additional resources for the website. Currently you can announce your chapter events in the AALNC Chapter Events Calendar. Stay tuned for future developments.

### **Nominations and Elections**

Once the chapter is in operation, the immediate past-president, who is familiar with both the challenge of managing a chapter and with the members, may be in the best position to chair the nominating committee. Usually an experienced chapter leader is chosen to chair the nominating committee and arrange for the election of the next board of directors and nominating committee. To avoid confusion, it is best to have the terms of office for the board of directors and nominating committee coincide with the fiscal year, January 1—December 31.

### **Nominating Committee**

The nominating committee is responsible for preparing a slate of eligible candidates and for managing the election. This committee prepares and mails ballots to all members and tabulates the results. It may have the additional responsibility of planning for the installation of officers. The membership of this committee is defined in the chapter bylaws.

The nominating committee is responsible for identifying members who show an aptitude for and an interest in leadership. A chapter's success depends on the ability of the board and nominating committee to encourage those who have a genuine interest and ability to further the advancement of legal nurse consultants and AALNC to serve the organization in appointed and elected positions.

### **Call for Nominations**

The call for nominations can be accomplished in one of three ways: (1) verbally, as at a meeting, (2) by telephone, or (3) in writing. The call should be distributed to all members. The call for nominations should include: (1) the positions available and length of the term; (2) the qualifications for each position; and (3) the deadline for nominations.

### **Ballot**

The nominating committee should formulate a plan to determine which candidates are most qualified to run for office. This can be done by asking the nominees to respond to questions pertinent to the office; evaluating qualifications, experience, and attitude; and by checking references.

The committee should meet to discuss each of the nominees confidentially. The success of the chapter rests on the nominating committee's ability and willingness to make judgments about who is best qualified to lead the chapter. The committee is charged with making sure that all persons whose names appear on the ballot are qualified to hold office and should not feel compelled to place every nominee's name on the ballot.

The president-elect is chosen by a confidential vote of the board of directors from a slate of eligible candidates presented by the nominating committee. It is recommended that any candidate for president-elect have previous experience on the board.

Article V, Section 3 of the chapter bylaws states that the ballot must be mailed to the membership 60 days before the annual meeting. Send the ballots only to active (voting) members, with a return

deadline of 30 days before the annual meeting. Be sure to indicate that the original ballot must be returned by mail (i.e., no faxed ballots are allowed). The ballot need not be elaborate, but confidentiality should be preserved, write-in candidates should be allowed, and steps should be taken to ensure that invalid ballots are not counted. If the president-elect has been chosen by the board before the ballot is mailed, this information should be provided with the ballot.

### **Vote**

Once the ballots are received, they should be counted and tallied by at least two members of the nominating committee. The election is valid if a quorum (10%) of the active membership returns a ballot. All votes are confidential. In the event of a tie, a random and equitable procedure must be used to draw one of the two names, or another ballot may be sent to the active members for the office in question only. The candidate with the most votes wins.

The current president and the board, all of the candidates (winners and others), and the entire membership, should be notified of the election results as soon as possible.

### **Installation**

Installation of the newly elected officers can occur in a variety of ways. Some chapters hold a special dinner meeting with a formal installation, while others simply make the announcement at a regular meeting. It is also a good idea to acknowledge those who have served on the board for the past year at the time the new officers are installed.

It is the responsibility of the board of directors to orient new board members to their responsibilities. Often the outgoing and incoming boards hold a joint meeting at which to transfer duties, information, and the folders and binders containing committee guidelines, goals, and budgets, and any other relevant documents.

## **Section VI – Financial Management**

### **Annual Budget**

Chapters are strongly encouraged to use the calendar year (January 1—December 31) as their fiscal year and to prepare an annual budget of projected revenues and expenditures. A sample budget is included at the end of this chapter. Usually the President and Treasurer draft the budget and the Board of Directors approves it. It is preferable to approve a budget prior to the beginning of the fiscal year. Therefore, budget preparations should be initiated in August or September for final approval no later than December of the year preceding the budget term.

In conjunction with developing a budget, the treasurer should develop revenue and expense forms that fit the chapter's needs and level of financial activity. Sample forms are included in the appendix. The annual budget should be made available to the members of the chapter upon request. Whenever possible, the budget should be conservative, i.e., expenditures should be planned well within revenues, especially during the first two years of operation.

### **Revenues**

A chapter may raise money by collecting membership dues or soliciting financial support for activities related to legal nurse consulting education within the bounds of the Chapter Rules & Regulations. The most common sources of revenue are educational events such as monthly meetings or seminars. In addition, chapters may sell space for educational exhibits and accept donations to offset miscellaneous expenses (e.g., food, printing, space rental). Chapters should be aware that income unrelated to AALNC's tax exempt purposes may be subject to income tax. Please see the Operational – Compliance section of this manual for additional information.

### **Expense Authorization**

It is extremely important that a written financial policy be established regarding the disbursement of chapter funds. It is recommended that the board of directors determine a maximum amount of money that a chapter member can spend on the chapter's behalf without prior approval from the board of directors or, alternatively, that no monies are spent by any chapter member without authorization from the board of directors. Your chapter may want to adopt a policy that provides that any expense incurred by an individual without prior authorization will be reimbursed only at the discretion of the board of directors.

### **Reports**

Financial records of the chapter's activities must be kept a minimum of seven (7) years. All requests for disbursement of funds from the chapter's bank account should be accompanied by a check request form that indicates the nature of the item (such as postage, copying, speaker fees or honoraria, plaques for officers) for which payment is requested. In this manner, the treasurer can readily determine how much money is being spent on budgeted items and un-budgeted items and can categorize them for reporting purposes. Similarly, when there are additional sources of revenue beyond membership dues and educational fees—which are usually readily identifiable—it is recommended that all revenues be accompanied by a form describing the nature of the revenue.

### **Audits**

An audit committee should be established to audit the financial records on a regular basis. The audit committee is comprised of at least three chapter members who are not involved with the chapter's finances, i.e., members other than the treasurer and president. The audit report can be a simple statement to the effect that all of the chapter's financial records have been reviewed and appear to be in order, signed by the individual audit committee members.

### **State Income Taxes**

It is important that each chapter be familiar with its state's requirements for filing state income tax returns. The Secretary of State's Office can provide this information.

The chapter must determine if a separate exemption for state income tax is required for a local chapter chartered by a national association that is exempt from federal income taxes. If so, the chapter should comply with the state requirements for obtaining such an exemption and become familiar with the requirements, if any, and the process for filing state tax returns.

### **Federal Income Taxes**

Your chapter does not need to file income tax returns with the Internal Revenue Service. All necessary federal tax filings will be made by AALNC on behalf of the chapter, including Form 990 for any year in which a chapter's gross receipts exceed \$25,000. Any requests received by chapters to make separate filings with any federal agency should immediately be referred to the AALNC office. Please see the Operations – Compliance section of this manual for more information.

## **Section VII – Education and Meetings**

### **Getting Started**

The success of your chapter may well depend on your educational programs. One of the biggest challenges you will face as a chapter is to keep your members interested and your chapter "alive and well." This is something we as nurses do for our patients. You can approach this problem by using a modified version of the nursing process.

### **Program Patterns and Options**

Each Chapter is a little different in how it develops its programs, but the common element in each successful Chapter is that the programs respond to members' needs and ability to participate.

Here are two "typical" patterns of activity you might consider for your new Chapter:

#### **Pattern A**

Every other month, the Chapter holds an evening meeting in a popular hotel that is conveniently located in the Chapter area. At each meeting there is a "social hour," followed by dinner and an after-dinner speaker on an issue of interest. Those members who wish to stay for questions and discussions do so.

#### **Pattern B**

On the third Thursday of each month, the Chapter holds a luncheon meeting in a central location. There is an open bar for 20 to 30 minutes, followed by a buffet lunch and a one-hour program. To participate, members have to be away from their jobs just 2½ hours per month.

Obviously there are many other options available to your Chapter, and the patterns described above are just suggestions. The important thing is to find a pattern that suits the needs of your members. If your steering committee is uncertain about members' preferences, conduct a short written survey at your first Chapter meeting or through the mail or email to find out how members feel about issues like meeting times and locations.

### **Program Content**

The subject matter of your programs is one of the keys to your success as a Chapter. To succeed in this area, your program planners must know your members and the issues important to them as professionals.

Here are some suggestions to keep the Chapter "on-track":

1. Take an annual survey of members and draw a ranking of preferred topics.
2. Get 5 - 10 key members together for a brainstorming session on program topics.
3. Use critique sheets at every meeting so members can evaluate that meeting's program and also suggest future topics.

Remember to keep programs varied to make the Chapter appealing to a broad spectrum of AALNC professionals. It is very important that all material be balanced from a plaintiff and defense oriented standpoint as to not alienate LNCs who participate only in defense or plaintiff litigation. The same would hold for various types of litigation.

### **Continuing Education**

Your chapter may want to provide continuing education credits when possible. As AALNC is not an approved CE provider, you will need to contact your respective State Board of Nursing for specific details in obtaining a Continuing Education (CE) Provider Number. Even if your state does not require CE Units, a certificate of attendance is well appreciated by those who attended.

### **Speakers**

AALNC Chapters generally use "volunteer" speakers from local communities who do not charge an honorarium. In many cases, the members of the Chapter are the most frequent speakers. Members of AALNC, especially members of the AALNC Board of Directors, are also good speaker candidates.

Non-member speakers who are comfortable speaking in front of large groups can usually be relied upon to refrain from any heavy-handed "sales pitch", and may be an excellent resource. Non-member speakers tend to maintain a deeper knowledge level in their area of specialization. Non-members also see an advantage in speaking to your Chapter, and will often make a time commitment to prepare their presentations. Be clear in advance about any expectations you may have regarding the presentation.

We suggest that you strive for a balance in the types of speakers that present at your meetings, rather than relying too heavily on any one particular category of speaker. Try to involve other members of local communities for programs on issues that are not strictly related to AALNC but nevertheless may be important to your members. Programs on subjects like "Managing Stress," "Time Management," and "Quality Client Relationships" can also work well, but make sure that the speaker is well-qualified.

### **Choosing Meeting Times**

Often, Chapters select the same day each month (the second Tuesday of each month, for example), hoping that this will help attendees remember the meeting. Other Chapters choose to vary the day of the week for each meeting to avoid potential meeting conflicts with allied groups that meet the same day each month. Assess the needs of the potential attendees in your communities and select dates accordingly. Also, obtain information from members about the time of day that would be most convenient for them. Most Chapters are consistent in setting a time for all meetings, but variety in meeting times might work best for your Chapter.

Be sure to select dates at least two, and preferably three, months in advance to help your members plan their participation. The selection of dates in advance will allow the program chairman some latitude when approaching a speaker.

### **Choosing A Location**

The best site would be a centrally located restaurant, hotel or private club. Investigate several possibilities, being sure to inquire into private meeting space capacity, audio-visual capabilities, and varied menus with a range of prices.

It is important to find a facility that demonstrates a desire to serve your group. A big convention hotel may not give your local group the attention and support you deserve, but a smaller hotel might regard you as an important client. A facility that works well with you can help your meetings run successfully.

Given the size of many Chapter meetings, you should not expect much leverage in negotiating with hotels or restaurants. If you can commit to using a given facility 10 to 12 times a year, you may be eligible for some consideration, such as a waiver of charges for meeting space and/or audio visual support.

### **Charging for Programs**

The cost of your meetings normally will not be an issue for your members as long as the expense is reasonable and the programs are worthwhile. Your objective should be to cover all out-of-pocket costs at a minimum of expense. A well-managed program series should certainly not drain your Chapter treasury, but rather contribute to your available funds.

These are the costs you should attempt to recover in fees for any given meeting:

- Meals and cocktails (if served)
- Meeting space
- Audio-visual rentals
- Speakers' fees (if any)
- Cost of advance promotion for meeting

It is wise to request advance registration and payment if there is someone in your organization who is willing to handle this administrative task. Advance registration allows you to plan with greater accuracy when considering the number of meals to be served, etc.

Most hotels/restaurants will require you to give them a guarantee figure at least 48 hours in advance of your meeting. If you guarantee that 50 of your members will attend, you are liable for payment of 50 meals even if only 30 people attend. Most facilities will prepare food for 5% to 10% above your minimum guarantee at no penalty to you, so you have some protection against "over-selling" the meeting. By requiring advance registration, you can avoid wasting the Chapter's funds on guaranteed meals that no one eats.

Advance payment simplifies your bookkeeping and avoids the complications of maintaining an Accounts Receivable. As a reminder, non-members are not permitted to attend AALNC Chapter meetings on a regular basis. A rule of thumb would allow non-members to attend up to two meetings to learn more about LNC and AALNC.

### **Announcing Your Meeting**

Meeting announcements should be sent out about one month prior to the meeting. Publicity will also be given to your event in *NetworkNews* if information is received in time for inclusion.

In addition, AALNC provides an online Chapter Events Calendar where you can post your event information. Contact headquarters with the appropriate information to have it included in the calendar.

You should include the following information in your announcement:

- time and place of meeting
- speaker(s) and topic(s)
- cost (also note whether pre-paid reservations are required)
- name, address and phone number of person handling all responses
- date and speaker for the following meeting (if known)

### **Multiple-Chapter Events**

Recently multiple chapters in a close proximity have explored hosting joint events. This has the potential to increase participation and attendance as well as maximize your resources. Before proceeding with a multiple chapter event, be sure to draft a document of understanding agreed to by all the participating chapters. This will assist you in planning the event and avoid any confusion down the line. In addition, be sure to keep your DAL and Headquarters in the loop.

The document in place between all the parties should clearly define:

- what each chapter is responsible to do
- who the planning committee will be
- who is responsible to sign contracts for the meeting
- how much money each chapter is going to kick in to the project (minimum and/or maximum)
- which chapter will handle the registration money

- what the plan is to split the profits between each participating chapter
- what the contingency plan is for each chapter if the conference results in a net loss

This document should be signed by each member of the planning committee, as well as each participating chapter's president and treasurer.

The AALNC requests that no multiple-chapter, regional, or statewide event may take place within 30 days of the National Educational Conference.

## **Section VIII– Public Relations and Marketing**

Public relations and marketing, though different by definition, are symbiotic in their relationship. That is, they are closely related but not always of benefit to each other. Therefore, your goal to insure ongoing success for the chapter depends on promoting the areas of public relations and marketing in such a manner that one compounds the benefits of the other. The end result will be that each contributes to an increased awareness of legal nurse consulting in the medical, legal, and nursing communities.

Public relations and marketing are accomplished through behaviors, interaction, and communication; in other words, getting involved. Things such as networking, memberships, philanthropy, advertisements, publications, and education will market your chapter and at the same time promote positive public relations, which in turn will allow success in future marketing endeavors.

### **Networking - Spreading the Word**

Networking is the interaction between interconnected or cooperating individuals. An "exchange" must take place for networking to occur. With that in mind, one cannot merely "attend" a networking event; one must participate. The degree to which your networking attempts are successful will be in direct proportion to the preparation and participation that you generate. Networking opportunities are unlimited, but for marketing your chapter and/or its programs, the focus should be on other legal nurse consultants, attorneys, physicians, and nursing organizations such as AACN, AORN, etc.

### **Getting Involved**

Encouraging members to become involved with other associations such as the Trial Lawyers Association, the Bar Association and medical associations is a primary means of securing public relations and marketing your chapter. You can increase community awareness of legal nurse consultants by becoming a member of these groups when possible, attending the seminars and other functions which they sponsor, or offering your chapter as a "Speakers Bureau" to their group, or participating on their committees, such as education or others with a medical-legal focus.

Offering to co-sponsor seminars on medically related topics will add credibility to your chapter and again increase the level of awareness to the "who" and "what" of legal nurse consulting. It can also lead you to the recognized "experts" in your area for certain specialties, such as neurosurgery, infectious diseases, AIDS, obstetrics, neonatal, soft tissue injuries, and others.

### **Working with your State/Local Bar Association**

Many AALNC chapters have begun to explore collaborative efforts with local and state bar associations. This is an ideal opportunity to increase your chapter and LNC exposure. Contact Headquarters for more information as well as a listing of those chapters already working with bar associations.

### **Website Links – A Valuable Resource**

Does your chapter have its own website? This is a great opportunity to educate visitors about legal nurse consulting, your chapter, and your professional association. An easy way to add value to your web site is to establish a link from your site to the AALNC web site, [www.aalnc.org](http://www.aalnc.org).

There is a wealth of information on the AALNC site that might be informative to your members and prospective members. Develop your own marketing message and then include a phrase like "For more information about the specialty practice of legal nurse consulting, click here." Ask your webmaster to create the direct link, which is <http://www.aalnc.org>. You can also request a

complimentary link from the AALNC website to your chapter web site by contacting AALNC Headquarters.

### **Exhibiting**

Consider exhibiting at other association meetings in your area. You can exhibit to promote membership in your chapter, or to educate attorneys and others about the role of the legal nurse consultant. You may be able to negotiate a reciprocal arrangement with another organization in which you waive the exhibit fee for them to exhibit at your chapter meeting and they waive your fee to exhibit at their conference or meeting.

AALNC has a tabletop exhibit booth for use by chartered chapters. The booth comes with information on AALNC and materials to promote membership in our association. You can personalize a portion of it by adding specific information about your chapter or by creating a specific message such as the benefits of hiring an LNC.

In addition, AALNC provides funding assistance to chapters exhibiting at local attorneys' meetings. Here's how the program works:

#### **AALNC agrees to:**

- pay for round trip shipment of the exhibit booth
- pay for half of the exhibiting fee up to \$500
- provide flyers and brochures promoting current AALNC programs

#### **Your chapter agrees to:**

- notify the AALNC office at least six weeks in advance of chapter or local opportunities for the chapter to exhibit
- pay for the remaining costs of the exhibit
- provide AALNC with documentation regarding the expense of the exhibit space
- coordinate exhibit booth staffing
- spend time during the meeting to promote the specialty of legal nurse consulting and your local chapter
- return unused brochures and the exhibit booth to AALNC (or to other designated location)
- complete and return the Exhibit Program Evaluation form

#### **Please be mindful of the following responsibilities regarding use of AALNC's exhibit booth:**

- exhibit space is not to be used for individual promotion and personal business cards or brochures should not be displayed
- someone must be present at the exhibit booth during all exhibit hours.

#### **Approval of requests to exhibit will be based on:**

- legal conference topic or theme
- number of expected attendees
- cost of exhibit space
- availability of the exhibit booth during your meeting dates
- availability of funds

For more information, please stay tuned to the Chapter Leader Resource page on the AALNC website. Request and expense forms are located in the appendix of this manual.

### **AALNC Logo**

As a chartered Chapter, you can use the AALNC logo on your Chapter stationery, etc., so long as you do not vary the color or design. It is requested that you not use the logo until you have applied for your Charter.

You may only use the AALNC logo on correspondence, brochures or other documents if the document also clearly reflects the chapter's name. The AALNC logo is not intended for personal use.

It is important to always use your own chapter name, rather than AALNC's name, on all correspondence and other written or printed material. Because AALNC and the chapter are separate legal entities, the chapter may not purport to make any representations on behalf of AALNC or bind it to any agreements or contracts. Similarly, AALNC may not make representations on behalf of the chapter or bind it to any agreements or contracts.

### **Chapter Newsletter**

Next to chapter meetings, newsletters are probably the most common and useful service chapters provide. A chapter newsletter is a wonderful tool for soliciting new members and engaging current members.

AALNC suggests that each chapter have a newsletter, which would be funded from the chapter treasury and sent to its members. Newsletters can be produced monthly, bi-monthly, or quarterly. Obviously, newsletters require an up-front investment in dollars and someone's time, and they do not bring income as do educational programs, conferences, fundraisers, etc.

However, they do "pay off" in many other ways, including the following:

- As a regular communication link, they help "weld" the chapter together.
- They help promote chapter and national activities.
- They provide a place for recognition of outstanding individual or collective chapter accomplishments or activities.
- They provide a key service to non-attendees of meetings or for those who cannot regularly attend chapter meetings and activities.
- They offer a chance for expression and creativity to those chapter members with skills and/or interest in publications, publicity, and writing.
- They offer a grassroots supplement to AALNC publications such as the *NetworkNews*.

Newsletters involve at least four processes:

1. Editorial – getting articles
2. Design and production – putting the newsletter together
3. Printing
4. Distribution – getting the newsletter to members

Despite the labor involved, even a small chapter can produce a newsletter by following two simple pieces of advice: Start Small and Be Resourceful.

### **Format vs. Content**

In general, what goes in a newsletter is more important than how it is presented. Concentrate on content primarily and on format secondly.

As you are just starting your newsletter, don't worry about expensive paper, color, lots of pictures, etc. While these may be pleasing to the eye, it is the NEWS of your newsletter that will capture and maintain your members' attention and keep your members active.

Some chapters, big and small, may want to take advantage of current technology and distribute their newsletters via fax and/or e-mail.

**Some suggested content ideas include the following:**

- Announcement and promotion of future chapter meetings, social events and conference information
- Announcement and promotion of national meetings, social events and conference information
- Achievements, accomplishments of individual members, such as employment promotions, job changes, honors and/or awards
- Short features on nursing subjects
- Recognize new members and guests with short "welcome" articles or lists
- Briefing of the past meeting
- Question & Answer column – questions and answers voiced at meetings
- Product evaluations can be extremely useful to members, often helping them to make purchase decisions

In addition to the above, Headquarters as well as the DAL should be on each chapter's mailing list so they are kept up-to-date with the most recent information your chapter is providing.

**Reprint articles from other publications**

Many chapters are willing to share their articles with other groups, so long as permission is obtained first from the author or publisher and proper credit is given when the article is published. You can also obtain permission from trade publications. You can get your chapter on a mailing list with suppliers and other groups connected with hand therapy. Press releases from suppliers and announcements of industry events can be valuable to members when incorporated into a newsletter.

**Disclaimer**

It is recommended that the chapters include a disclaimer in any publication that includes practice or clinical recommendations.

**AALNC NetworkNews**

As a service to chapters and all AALNC members, AALNC runs a column in the *NetworkNews* devoted entirely to chapter news. Headquarters will solicit information from the chapters for inclusion in these areas, but chapters are encouraged to regularly send updates to HQ via fax or e-mail.

**APPENDIX**

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## **ASSOCIATION OF LEGAL NURSE CONSULTANTS CHAPTER RULES & REGULATIONS**

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Chapters of the American Association of Legal Nurse Consultants (AALNC) are authorized by and accountable to the AALNC Board of Directors. Chapters must be organized and operated in accordance with the purposes of AALNC, and must comply with the AALNC Chapter Bylaws, the AALNC Chapter Rules & Regulations, and federal guidelines for tax-exempt organizations. Failure to comply will result in revocation of the chapter's charter.

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### **I. Application for charter as an AALNC Chapter**

- A. The following items must be submitted to the AALNC office:
  - 1. Chapter Intention Form
  - 2. Completed Charter Application Form including the chapter's current mailing address, EIN, and bank account location
  - 3. Complete chapter membership list and a list of chapter officers (including national membership numbers for each). A minimum of eight (8) AALNC members is required to organize and maintain a viable chapter.
  - 4. Copy of generic AALNC Chapter Bylaws, modified to reflect the chapter name, location, and configuration of chapter board of directors and nominating committee, as approved by the chapter membership.
  - 5. The chapter charter fee of \$200 must be paid by a check made payable to American Association of Legal Nurse Consultants and drawn on the chapter's bank account.

### **II. Organization of Chapters**

- A. Bylaws
  - 1. AALNC chapters must adopt a version of the generic AALNC Chapter Bylaws. At any time, amendments and additions to the chapter bylaws must be approved by the National AALNC Board of Directors before they are sent to the chapter membership for approval.
  - 2. All active and associate chapter members must be members of the national association (AALNC). National membership for those in the sustaining category is optional.
  - 3. Each chapter must have a board of directors of no fewer than four members. Each chapter chooses the number and titles of its board members, based on its needs and resources, and amends the generic chapter bylaws accordingly. One of the board members must be designated the president of the chapter. Other officers may be the president-elect, secretary or treasurer or secretary/treasurer, or immediate past-president. In addition to the officers, the board must include one or more directors-at-large.

4. Each chapter determines the size and composition of its nominating committee and amends the generic chapter bylaws accordingly. The membership of the nominating committee should include elected representatives and may also include at-large members or board members appointed by the board of directors.

B. Chapter Name

AALNC chapters must choose chapter names that reflect the geographic location of the chapter (i.e., Phoenix Chapter, Atlanta Chapter). The name of the chapter will be approved by AALNC during the Chapter Charter approval process.

C. Chapter Operations

1. Chapters are expected to manage day-to-day operations with minimal support from the AALNC office or board of directors. Chapter leaders are encouraged to consult with the AALNC staff, officers, and directors, however, for advice on organizational challenges.
2. Chapters must submit annual financial and activity reports to the national office no later than January 31. Annual activity reports must conform to the format established by AALNC and include changes in officers, program dates and sites, and other such data required in the annual report form. Reports must be clear and legible, preferably typewritten.
3. Chapters must inform headquarters immediately of any changes in the chapter's address, officers' names or addresses, or other contact information.
4. The national and chapter mailing lists are the property of AALNC. Third parties wishing to purchase the mailing list should contact the AALNC office for information on list availability.
5. The chapter must indicate on all correspondence, brochures, and other printed materials that it is a chapter of AALNC and not the national organization itself.
6. Chapters may use the AALNC logo in association with the chapter name. Individual members may not use the AALNC logo for their personal use.
7. Chapters must receive the approval of the national association before affiliating with, or establishing liaisons with, any other organization, is in co-sponsorship of educational programs.
8. If a chapter chooses not to offer sustaining memberships, it can otherwise seek support from organizations such as law firms through the solicitation of sponsorship, advertisements, and exhibits.
9. Chapters may issue membership cards upon initial membership and when chapter membership is renewed.

10. Chapters shall hold meetings on a periodic basis for the purpose of transacting business and presenting educational programs.
11. Chapters shall not participate in, or contribute to, any political campaign on behalf of or in opposition to any candidate for public office. Chapters may inform their membership about developments in healthcare policy and legislation.

### III. **Financial Regulations**

#### A. **Records and Reporting**

1. Annual financial reports must be submitted to AALNC within thirty (30) days following the end of each fiscal year (i.e., by January 31 for the January 1—December 31 fiscal year), using the required format.
2. The chapter president or president-elect and the chapter treasurer are the only chapter members who may be authorized to sign checks.
3. An audit committee shall be established for the purpose of auditing financial records every two or three years. The audit committee shall be comprised of at least three chapter members or non-members, excluding chapter officers and those involved with chapter finances. A copy of the completed audit committee report must be sent to AALNC upon request.
4. Financial records must be kept for a minimum of seven years.
5. Chapters must obtain written approval from AALNC before entering into any contract or financial obligation beyond one-year.
6. Chapters that acquire office space must carry liability and personal injury insurance of \$500,000, naming AALNC as beneficiary.

#### B. **Tax ID Number/Tax Filing**

1. AALNC (including its chapters) is incorporated in the state of Arizona as a non-profit organization under Section 501(c) 6 of the Internal Revenue Code. The AALNC federal identification number is 36-2857977. Each chapter will apply for its own federal identification number.
2. AALNC recommends that each chapter contact the Secretary of State or an attorney with experience in the incorporation of non-profit organizations in their state for advice on specific state regulatory and tax requirements.
3. Chapters shall make separate applications for state income tax exemptions and shall file tax returns or information with state taxing agencies as determined by their respective state statutes.
4. AALNC will make all necessary federal income tax filings on behalf of the chapters. Chapters should forward any requests for filings from any federal agency to the national office.

5. Chapters may apply to their local post offices for a bulk mail permit.

C. Chapter Revenue

1. Chapters may charge member and non-member fees, or ask for contributions, for attending educational meetings.
2. Chapters may sell space for educational exhibits at their events. The exhibitors' giveaways should be reviewed to ensure that they do not represent a conflict of interest.
3. All income generated by chapters should be related to the chapter's mission and goals. Business income unrelated to the chapter's non-profit mission is subject to federal income tax.
4. Chapters may accept donations to offset the costs of publishing chapter-related materials such as newsletters and brochures.

D. Utilization of Funds

All chapter funds must be used to further the mission and purposes of AALNC and the chapter, as detailed in the bylaws.

E. Funding Guidelines

1. Chapters may solicit financial support for activities related to legal nursing education. Financial support includes money solicited from private individuals, private foundations, companies, and corporations, and excludes state and federal funding.
2. Financial support may be solicited for speaker honoraria, coffee breaks, meals, door prizes, publications, program supplies, scholarships, program and chapter publicity, and educational materials (A/V and printed).

IV. Educational Guidelines

The intended audience for all educational programs offered by chapters should be nurses, attorneys, insurance companies and others in the medical/legal community.

V. Annual Renewal of Chapter Charters

A. Chapter charters will be renewed annually. AALNC will send chapter charter renewal notices to each chapter at least one month prior to the annual renewal date. A chapter's charter will be renewed only if the chapter completes the renewal process and is in compliance with the Rules & Regulations for AALNC Chapters and the AALNC Chapter Bylaws. Following is a list of the types of items that will be required for renewal:

1. Charter renewal form and annual renewal fee
2. Copy of chapter bylaws if they have been revised within the past year
3. List of officers (including names, addresses, telephone numbers, and AALNC membership numbers)

4. List of members with their AALNC membership numbers
  5. Annual chapter financial report
  6. Annual report of the chapter's educational activities in support of AALNC's purpose and goals.
- B. AALNC will declare invalid and disband any chapter that fails to complete the annual renew process.
1. A late reminder will be sent to the respective chapter president of any chapter that fails comply with the renewal process within a period of thirty (30) days of the annual renewal deadline.
  2. A follow-up call will serve as a final reminder to the respective chapter president of any chapter that fails to comply with the renewal process within a period of sixty (60) days of the annual renewal deadline.
  3. Any chapter that fails to comply with the renewal process within a period of ninety (90) days of the annual renewal deadline will be declared invalid and automatically disbanded.
  4. If a chapter is disbanded, AALNC will notify the chapter by certified letter and the chapter must send all meeting minutes, financial records, and remaining treasury funds to the national office.

**BYLAWS OF THE  
(CITY, STATE) CHAPTER OF THE  
AMERICAN ASSOCIATION OF LEGAL NURSE CONSULTANTS (AALNC)**

**ARTICLE I  
NAME**

The name of the chapter will be the "(City, State) Chapter of the American Association of Legal Nurse Consultants" (the "Chapter").

**ARTICLE II  
PURPOSES**

**Section 1.** Purpose. The purpose of the Chapter is to promote the professional enhancement of registered nurses practicing in a consulting capacity within the legal arena. The Chapter serves as a resource for its members by providing opportunities for continuing education and to provide information on matters relating to legal aspects of nursing and health care law.

**Section 2.** Rules. The following rules shall conclusively bind the Chapter and all persons acting for or on behalf of it:

- a. No part of the net earnings of the Chapter shall inure to the benefit of, or be distributable to, its trustees, officers, or other private persons, except that the Chapter shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth herein. Notwithstanding any other provision of these bylaws, the Chapter shall not carry on any other activities not permitted to be carried on by a corporation exempt from Federal income tax under section 501(c)(6) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law).
- b. Upon the dissolution of the Chapter, the Executive Committee shall, after paying or making provision for the payment of all of the liabilities of the Chapter, send all remaining funds to the national office of the American Association of Legal Nurse Consultants along with all meeting minutes and financial records.

**ARTICLE III  
MEMBERSHIP**

**Section 1.** Classes. Membership of the Chapter shall be composed of Active, Associate, and Sustaining members, all of whom agree to support the Chapter's purposes and abide by these Bylaws and such other rules and regulations as the Board of Directors may adopt.

- a. Active Membership. Active membership in the Chapter may be granted to any registered nurse who maintains active licensure in the United States or its possessions and currently provides consultation on healthcare issues within the legal arena. Active members may vote, hold office, serve on committees, and partake of all other benefits of membership as may be determined from time to time by the Board of Directors. Active members must hold current membership in the national organization, the American Association of Legal Nurse Consultants.
- b. Associate Membership. Associate membership in the Chapter may be granted to any registered nurse who maintains active licensure in the United States or its possessions and has an interest in medical/legal

issues. Associate members must hold current membership in the national organization, the American Association of Legal Nurse Consultants.

- c. Sustaining Membership. Sustaining membership may be granted to individuals or groups with an interest in the goals and activities of the Chapter.

**Section 2.** Application. Any person submitting an application for membership shall be approved for membership under procedures that may be established by the Board of Directors.

**Section 3.** Voting Rights. Each Active Member shall be entitled to vote on all matters coming before the membership. Associate and Sustaining Members shall have no voting rights.

**Section 4.** Dues and Assessments. The initial and annual dues for each class of member of the Chapter and the time for paying such dues and other assessments, if any, shall be determined from time to time by the Board of Directors.

**Section 5.** Resignation. Members may resign from the Chapter at any time by giving written notice to the Secretary. The Chapter shall not refund any portion of dues or assessments paid by an individual during the period of his/her membership in the Chapter.

**Section 6.** Discipline. Any member who becomes ineligible for membership or who shall be in default in the payment of any dues or assessments shall automatically lose his/her voting rights, and if such ineligibility or default is not corrected within 60 days, his/her membership shall be terminated. In special circumstances, such termination may be delayed by the Board of Directors.

#### **ARTICLE IV** **MEMBERSHIP MEETINGS**

**Section 1.** Annual Meeting. An Annual Meeting of the members for receiving reports, and for such other business as may properly come before the members, shall be held at such day, time, and place as may be determined by the Board of Directors.

**Section 2.** Special Meeting. A Special Meeting of the members may be called by the President or by the Board of Directors. In addition, a Special Meeting of the members shall be called upon written application of twenty-five percent (25%) of the Active Members. No business shall be transacted at a Special Meeting except that stated in the notice of such meeting.

**Section 3.** Notice. Notice of the Annual Meeting and any Special Meetings shall state the time, date, and place of the meeting and shall be mailed no fewer than 30 days prior to the meeting.

**Section 4.** Quorum. The presence in person or by proxy of ten percent (10%) of the Active Members of the Chapter shall constitute a quorum for the conduct of business at Annual or Special Meetings.

**Section 5.** Manner of Acting. The act of a majority of the members present and eligible to vote at a membership meeting at which a quorum is present shall be the act of the membership, except where otherwise provided by law or by these Bylaws.

#### **ARTICLE V** **BOARD OF DIRECTORS**

**Section 1.** Composition and General Powers. The Board of Directors shall comprise the President; President-elect; Secretary and Treasurer or Secretary/Treasurer; Past President; and ( ) directors-at-large. The Board of Directors shall have

supervision, control, and direction of the affairs of the Chapter; shall determine its policies or changes therein within the limits of these Bylaws; and shall actively prosecute its purposes and have discretion in the disbursement of its funds. The Board of Directors may adopt such rules and regulations for the conduct of its business as shall be deemed advisable and may, in the execution of the powers granted, create such committees and appoint such agents as it may consider necessary.

- Section 2.** Qualifications and Term of Office of Directors-at-Large. The at-large members of the Board of Directors shall be Active Members of the Chapter and shall serve a one-year term of office.
- Section 3.** Election. The President-elect shall be selected by a majority of the Board of Directors from a slate of candidates presented by the Nominating Committee before the Annual Meeting. The Secretary and Treasurer or Secretary/Treasurer, and the Directors-at-Large, shall be elected by a majority of a quorum of the Active Members, after nomination by the Nominating Committee. Elections will be held every year by mail ballot of the Active Members. Ballots shall be mailed to Active Members at least sixty (60) days before the Annual Meeting.
- Section 4.** Regular Meetings. The Board of Directors may provide, by resolution, the time, date, and place for holding the regular annual meeting and additional regular meetings of the Board of Directors without other notice than such resolution.
- Section 5.** Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the President or three (3) directors, and shall be held only upon 5 days' notice to all Board members.
- Section 6.** Quorum. A majority of the Board of Directors, two (2) of whom are officers, shall constitute a quorum for the transaction of business at any meeting of the Board of Directors, provided that if less than a majority of the Directors are present, a majority of the Directors present may adjourn the meeting from time to time without further notice.
- Section 7.** Manner of Acting. The act of a majority of the members of the Board of Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, except where otherwise provided by law or by these Bylaws.
- Section 8.** Vacancies. Any vacancy of a director-at-large position for any reason shall be filled by the Board of Directors. A director selected according to this provision shall serve the unexpired portion of the term until his or her successor has been duly elected and qualified pursuant to the election procedures set forth in Section 3 above.
- Section 9.** Resignation or Removal. Any member of the Board of Directors may resign at any time by giving written notice to the President. Any member of the Board of Directors may be removed by a majority vote of the Board of Directors whenever, in their judgment, the best interests of the Chapter would be served thereby.
- Section 10.** Telephone Conferences. Members of the Board of Directors, or of any committee designated by the Board of Directors, may take any action permitted or authorized by these Bylaws by means of any conference telephone or similar telecommunications equipment through which all participants in the meeting can communicate with each other. Participation in a meeting pursuant to this subsection shall constitute presence in person at such meeting.
- Section 11.** Mail Vote. Any action requiring a vote of the Board of Directors may be taken by mail ballot. The action taken shall be effective upon the unanimous written approval of the Board of Directors and upon filing of the written approvals with the records of the Board of Directors' meetings.

**Article VI**  
**INTERIM STEERING COMMITTEE**

- Section 1.** Purpose. This section provides guidance to <chapter> for a period of limited leadership availability by written permission of the AALNC Board of Directors.
- Section 2.** Members. The Steering Committee responsibilities will be carried out by no less than three AALNC members, elected by a vote of the chapter members. The committee will perform the functions, and follow all sections of the AALNC By-laws, other than Section VI.
- Section 3.** Guidance. The <chapter> will abide by all other Sections of the AALNC By-laws.
- Section 4.** Responsibilities. In practice those responsibilities will provide a stabilizing influence so organizational concepts and directions are established and maintained with a visionary view. The Steering Committee will provide insight on long-term strategies in support of what AALNC mandates. Members of the Steering Committee will ensure business objectives are being adequately addressed, the chapter remains under control, and the yearly enrollment fees are paid to AALNC.
- Section 5.** Function. The primary function of the Steering Committee is to take interim responsibility for the business care and the achievement of outcomes of the <chapter>. The <chapter> Steering Committee will monitor chapter status, provide fiscal responsibility, maintain meeting and projects, as well as provide membership and chapter information to AALNC for oversight during the temporary period.
- Section 6.** Conversion. The <chapter> will convert to the leadership structure with elected officers at the earliest time the leadership availability allows. The chapter will maintain close communication with the Board of Directors, Director-At-Large and of Directors and requested in writing.
- Section 7.** Transition. Following the written acceptance of conversion to traditional officer status, one of the Steering Committee members will serve as a Nominating Committee chairperson and convene a Nominating Committee. The Steering Nominating Committee shall consist of three (3) or four (4) additional members. Members of the Nominating Committee shall not be nominated for office.

**ARTICLE VII**  
**OFFICERS**

- Section 1.** Officers. The officers of the Chapter shall be a President, a President-elect, a Past President, a Secretary and a Treasurer or a Secretary/Treasurer.
- Section 2.** Qualifications and Terms of Office. Any Active Member in good standing will be eligible for elective office. In addition, the President-elect shall have served on the Board of Directors within the last three (3) years. The President-elect, President, and Past President serve one (1) term of one (1) year in each of these offices. The term of office for the Secretary and Treasurer or the Secretary/Treasurer is one (1) year, and no one may serve more than two (2) consecutive terms. Each officer shall serve until a successor has been duly elected and qualified.
- Section 3.** Removal. Any officer may be removed by a quorum vote of the Board of Directors authorized to elect such officers whenever, in their judgment, the best interests of the Chapter would be served thereby.
- Section 4.** Vacancies. A vacancy of the President's office shall be filled by the President-elect, as set forth in Section 6 below. Any vacancy occurring among the other officers for any reason shall be filled by the Board of Directors. Any officer

selected according to this provision shall serve the unexpired portion of the term until his or her successor has been duly elected and qualified pursuant to the election procedures set forth in Section 2 above.

**Section 5.** President. The President shall be the principal executive officer of the Chapter and shall, in general, supervise and maintain all of the affairs of the Chapter. The President shall preside over all meetings of the Chapter and the Executive Committee. The President shall be a member *ex-officio* of every committee of the Chapter, except the Nominating Committee, and shall serve as Chair of the Executive Committee. The President shall appoint all committee chairs and members except as otherwise provided in these bylaws.

**Section 6.** President-elect. The President-elect shall become familiar with the duties of President and perform such duties as may be delegated to him/her by the President or the Board of Directors and shall succeed the President at the expiration of the President's term of office. In the event of the absence, inability or refusal to act of the President, the President-elect shall perform the duties of the President, and when so acting, shall have all of the powers of and be subject to all of the restrictions on the President.

**Section 7.** Secretary. The Secretary or Secretary/Treasurer shall be custodian of records; shall keep or cause to be kept at the principal office of the Chapter a record of all proceedings of the Chapter and of the mailing address of each member; shall see that all notices are duly given in accordance with applicable law, the Articles of Incorporation, and these Bylaws; and, in general, shall perform all duties customarily incident to the office of secretary and such other duties as may be assigned from time to time by the President or Board of Directors.

**Section 8.** Treasurer. The Treasurer or Secretary/Treasurer shall be the principal financial officer of the Chapter and shall have charge of and be responsible for the maintenance of adequate books of account for the Chapter; shall have charge and custody of all funds and securities of the Chapter. The Treasurer and/or Secretary/Treasurer shall be responsible therefore, and for the receipt and disbursement thereof; shall deposit all such monies in the name of the Chapter in such banks, trust companies, or other depositories as shall be selected in accordance with the provisions of these Bylaws; and shall in general perform all the duties incident to the office of treasurer and such other duties as may be assigned from time to time by the President or Board of Directors. The President or Board of Directors will also appoint an officer who shall have access to all such monies in the name of the Chapter in addition to or in the absence of the Treasurer and/or Secretary/Treasurer for the purposes of disbursement or deposit to such banks, trust companies or other depositories. Any disbursements over the amount of ( ) shall require the approval of a quorum vote of the Board of Directors.

**Section 9.** Past President. The primary responsibility of the immediate Past President is to serve in an advisory capacity as a voting member of the Board of Directors and such other responsibilities as may be assigned by the President or Board of Directors.

## ARTICLE VIII COMMITTEES

**Section 1.** Executive Committee. The Executive Committee shall consist of the officers of the Chapter, and shall exercise all powers and authority of the Board of Directors during the periods between meetings of the Board.

**Section 2.** Nominating Committee. The Nominating Committee shall consist of the Past President, up to three (3) members of the Board of Directors, and an equal number of other members elected by the Membership, all of whom shall serve for one year. Members of the Nominating Committee shall not be nominated for office.

- Section 3.** Other Standing Committees. The Chapter shall also maintain any other standing committees as may be determined from time to time by the Board of Directors.
- Section 4.** Special Committees. Special committees may be established as needed from time to time by the Board of Directors. Such special committees shall limit their activities to the purposes for which they were created and shall be dissolved upon the completion of their appointed tasks.
- Section 5.** Committee Membership. Active members of committees shall be appointed by the President.
- Section 6.** Term of Office. Each member of a committee shall continue as such until his/her successor has been duly appointed by a new President or elected by the Membership, as the case may be, unless the committee shall be sooner terminated, or unless such member shall cease to qualify as a member thereof.
- Section 7.** Chair. One member of each committee shall be appointed Chair by the President of the Chapter.
- Section 8.** Vacancies. Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointment.
- Section 9.** Quorum. Unless otherwise provided by resolution of the Executive Committee or of the Board designating the committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the Committee.
- Section 10.** Minutes. Minutes or action notes of all committee meetings shall be provided to the Secretary of the Chapter.
- Section 11.** Rules. Each committee may adopt rules for its own government consistent with these Bylaws and with rules adopted by the Board of Directors.

#### **ARTICLE IX** **CONTRACTS, CHECKS, DEPOSITS AND FUNDS**

- Section 1.** Contracts. The Executive Committee may authorize in writing any officer or officers, agent or agents of the Chapter, in addition to the officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Chapter and such authority may be general or confined to specific instances.
- Section 2.** Checks, Drafts, Etc. All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Chapter shall be signed by such officers, agent, or agents of the Chapter and in such manner as shall from time to time be determined by resolution of the Executive Committee. In the absence of such determination by the Executive Committee, such instruments shall be signed by the Treasurer and countersigned by the President or the Secretary of the Chapter.
- Section 3.** Deposits. All funds of the Chapter shall be deposited from time to time to the credit of the Chapter in such banks, trust companies, or other depositories as the Executive Committee may select.
- Section 4.** Bonding. The AALNC National Organization provides for the insurance and bonding of the chapter and its officers as it may from time to time determine.

**Section 5.** Gifts. The Executive Committee may accept on behalf of the Chapter any contribution, gift, bequest or devise for the general purposes or for any special purpose of the Chapter.

## **ARTICLE X** **BOOKS AND RECORDS**

**Section 1.** Maintenance. The Chapter shall keep correct and complete reports and financial records of accounts and shall also keep minutes of the proceedings of the Board of Directors, Executive Committee, and Committees having any of the authority of the Board of Directors.

**Section 2.** Inspection. All reports and financial records of the Chapter may be inspected by any member at the principal office upon written notification within thirty (30) days.

**Section 3.** Annual Report. Within thirty (30) days of the end of the fiscal year, the Chapter shall provide to the national office and make available to any member upon request a report of

- a. the assets and liabilities of the Chapter as of the end of the fiscal year and the principal changes in assets and liabilities during the year;
- b. the revenue and expenses of the Chapter during the fiscal year;
- c. any other information required by the national office.

## **ARTICLE XI** **FISCAL YEAR**

The fiscal year of the Chapter shall end on December 31st.

## **ARTICLE XII** **WAIVER OF NOTICE**

Whenever any notice whatsoever is required to be given under the provisions of AALNC's Articles of Organization or the Bylaws of the Chapter, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

## **ARTICLE XIII** **INDEMNIFICATION**

The Association shall indemnify all officers, and agents of the Chapter to the full extent permitted by the Arizona General Non-Profit Corporation Law, and shall be entitled to insurance for such indemnification to the full extent as determined from time to time by the Board of Directors.

## **ARTICLE XIV** **AMENDMENTS TO BYLAWS**

These Bylaws may be amended with the approval of a majority of a quorum of the Active Membership of the Chapter, provided the substance of any such amendment has been approved by a two-thirds (2/3) vote of the Board of Directors, has been approved by AALNC, and has been circulated to all Active Members.

adopted March 1996  
revised March 1999  
revised January 2010

<b>BYLAWS OF THE AMERICAN ASSOCIATION OF LEGAL NURSE CONSULTANTS</b>
--

**ARTICLE I**

**NAME**

The name of the organization will be the "American Association of Legal Nurse Consultants" (the "Association").

**ARTICLE II**

**PURPOSES**

**Section 1.** Not-For-Profit. The Association is incorporated under the Arizona General Non-Profit Corporation Law.

**Section 2.** Purpose. The purpose of the Association is to promote the professional advancement of registered nurses practicing in a consulting capacity within the legal arena and to provide a resource for information on matters relating to legal aspects of nursing and health care law, and to perform any and all such other acts that are necessary, convenient and proper to the attainment of these purposes.

**Section 3.** Rules. The following rules shall conclusively bind the Association and all persons acting for or on behalf of it:

- a. No part of the net earnings of the Association shall inure to the benefit of, or be distributable to its trustees, officers, or other private persons, except that the Association shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth herein. Notwithstanding any other provision of these bylaws, the Association shall not carry on any other activities not permitted to be carried on by a corporation exempt from Federal income tax under section 501(c)(6) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law).
- b. Upon the dissolution of the Association, the Executive Committee shall, after paying or making provision for the payment of all of the liabilities of the Association, dispose of all of the assets of the Association exclusively for the purposes of the Association in such manner, or to such organization or organizations as shall at the time qualify as an exempt organization or organizations under Section 501(c)(6) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law), as the Executive Committee shall determine.

### ARTICLE III

#### REGISTERED OFFICE AND AGENT

The Association shall have and continuously maintain in the State of Arizona a registered office and a registered agent whose office shall be identical with such registered office, and may have such other offices within or without the State of Arizona and such other registered agents as the Executive Committee may, from time to time, determine.

### ARTICLE IV

#### MEMBERSHIP

**Section 1.** Classes. Membership of the Association shall be composed of Active, Associate, and Sustaining members, all of whom agree to support the Association's purposes and abide by these Bylaws and such other rules and regulations as the Board of Directors may adopt.

- a. Active Membership. Active membership in the Association may be granted to any registered nurse who maintains active licensure in the United States, or is recognized by the International Council of Nurses as a professional nurse who currently provides consultation on healthcare issues within the legal arena. Active members may vote, hold office, serve on committees, and partake of all other benefits of membership as may be determined from time to time by the Board of Directors.
- b. Associate Membership. Associate membership in the Association may be granted to registered nurses maintaining active licensure in the United States, or is recognized by the International Council of Nurses as a professional nurse who have an interest in the medical/legal issues.
- c. Sustaining Membership. Sustaining membership may be granted to individuals or groups with an interest in the goals and activities of the Association.

**Section 2.** Application. Any person submitting an application for membership shall be approved for membership under procedures that may be established by the Board of Directors.

**Section 3.** Voting Rights. Each Active Member shall be entitled to vote on all matters coming before the membership. Associate and Sustaining Members shall have no voting rights.

**Section 4.** Dues and Assessments. The initial and annual dues for each class of member of the Association and the time for paying such dues and other assessments, if any, shall be determined from time to time by the Board of Directors.

- Section 5. Resignation. Members may resign from the Association at any time by giving written notice to the Secretary. The Association shall not refund any portion of dues or assessments paid by an individual during the period of their membership in the Association.
- Section 6. Discipline. Any member who becomes ineligible for membership or who shall be in default in the payment of any dues or assessments shall automatically lose his/her voting rights, and if such ineligibility or default is not corrected within 60 days, his/her membership shall be terminated. In special circumstances, such termination may be delayed by the Board of Directors.

## ARTICLE V

### MEMBERSHIP MEETINGS

- Section 1. Annual Meeting. An Annual Meeting of the members for receiving reports, and for such other business as may properly come before the members, shall be held at such day, time and place as may be determined by the Board of Directors.
- Section 2. Special Meeting. A Special Meeting of the members may be called by the President or by the Board of Directors. In addition, a Special Meeting of the members shall be called upon written application of twenty-five percent (25%) of the Active Members. No business shall be transacted at a Special Meeting except that stated in the notice of such meeting.
- Section 3. Notice. Notice of the Annual Meeting and any Special Meetings shall state the time, date and place of the meeting and shall be mailed no fewer than 30 days prior to the meeting.
- Section 4. Quorum. The presence in person or by proxy of ten percent (10%) of the Active Members of the Association shall constitute a quorum for the conduct of business at Annual or Special Meetings.
- Section 5. Manner of Acting. The act of a majority of the members present and eligible to vote at a membership meeting at which a quorum is present shall be the act of the membership, except where otherwise provided by law or by these Bylaws. Any action that may be taken at the Annual or any Special Meeting may be taken by mail ballot if the written ballot of every Active Member is solicited.

## ARTICLE VI

### BOARD OF DIRECTORS

- Section 1. Composition and General Powers. The Board of Directors shall comprise the President, President-elect, Secretary/Treasurer, Past President, and five (5) directors-at-large. The Board of Directors which shall have supervision, control and direction of the affairs of the Association; shall determine its policies or changes therein within the limits of these Bylaws; and shall

actively prosecute its purposes and have discretion in the disbursement of its funds. The Board of Directors may adopt such rules and regulations for the conduct of its business as shall be deemed advisable and may, in the execution of the powers granted, create such committees and appoint such agents as it may consider necessary.

- Section 2. Qualifications and Term Of Office of Directors-at-Large. The at-large members of the Board of Directors shall be Active Members of the Association and shall serve a two-year term of office.
- Section 3. Election. The President-elect shall be selected by a majority of the Board of Directors from a slate of candidates presented by the Nominating Committee before the Annual Meeting. The Secretary/Treasurer and Directors-at-Large shall be elected by a majority of a quorum of the Active Members, after nomination by the Nominating Committee. Elections will be held every year by mail ballot of the Active Members. Ballots shall be mailed to Active Members at least sixty (60) days before the Annual Meeting.
- Section 4. Regular Meetings. The Board of Directors may provide, by resolution, the time, date and place for the holding of a regular annual meeting and additional regular meetings of the Board of Directors without other notice than such resolution.
- Section 5. Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the President or three (3) directors, and shall be held only upon 5 days' notice to all Board members.
- Section 6. Quorum. A majority of the Board of Directors, three (3) of whom are officers, shall constitute a quorum for the transaction of business at any meeting of the Board of Directors, provided that if less than a majority of the Directors are present, a majority of the Directors present may adjourn the meeting from time to time without further notice.
- Section 7. Manner of Acting. The act of a majority of the Board of Directors members present at a meeting at which a quorum is present shall be the act of the Board of Directors, except where otherwise provided by law or by these Bylaws.
- Section 8. Vacancies. Any vacancy of a director-at-large position for any reason shall be filled by the Board of Directors. A director selected according to this provision shall serve the unexpired portion of the term until his or her successor has been duly elected and qualified pursuant to the election procedures set forth in Section 3, above. Any member filling an unexpired term for more than one-half of the original term shall be considered to have served one term.
- Section 9. Resignation or Removal. Any member of the Board of Directors may resign at any time by giving written notice to the President. Any member of the Board of Directors may be removed by a majority vote of the Board of Directors whenever, in their judgment, the best interests of the Association would be served thereby.
- Section 10. Telephone Conferences. Members of the Board of Directors, or of any committee designated by the Board of Directors, may take any action permitted or authorized by these Bylaws by means of any conference telephone or similar telecommunications equipment through which all participants in the meeting can

communicate with each other. Participation in a meeting pursuant to this subsection shall constitute presence in person at such meeting.

- Section 11. Mail Vote. Any action requiring a vote of the Board of Directors may be taken by mail ballot. The action taken shall be effective upon the unanimous written approval of the Board of Directors and upon filing of the written approvals with the records of the Board of Directors meetings.

## ARTICLE VII

### OFFICERS

- Section 1. Officers. The officers of the Association shall be a President, a President-elect, a Past President, and a Secretary/Treasurer.
- Section 2. Qualifications and Terms of Office. Any Active Member in good standing for more than one year will be eligible for elective office; in addition, the President-elect shall have served on the Board of Directors within the last three (3) years. The President-elect, President, and Past President serve one (1) term of one (1) year in each of these offices. The term of office for the Secretary/Treasurer is two (2) years. No one may serve more than two (2) consecutive terms as Secretary/Treasurer. Each officer shall serve until a successor has been duly elected and qualified.
- Section 3. Removal. Any officer may be removed by a majority vote of the persons authorized to elect such officers whenever, in their judgment, the best interests of the Association would be served thereby.
- Section 4. Vacancies. A vacancy of the President's office shall be filled by the President-elect, as set forth in Section 6, below. Any vacancy occurring among the other officers for any reason shall be filled by the Board of Directors. Any officer selected according to this provision shall serve the unexpired portion of the term until his or her successor has been duly elected and qualified pursuant to the election procedures set forth in Section 2, above.
- Section 5. President. The President shall be the principal executive officer of the Association and shall, in general, supervise and control all of the affairs of the Association. The President shall preside over all meetings of the Association and the Executive Committee. The President shall be a member *ex-officio* of every committee of the Association, except the Nominating Committee, and shall serve as Chair of the Executive Committee, with voting rights on Executive Committee matters. The President shall appoint all committee chairs and members, except as otherwise provided in these bylaws.
- Section 6. President-elect. The President-elect shall become familiar with the duties of President and perform such duties as may be delegated to him/her by the President or the Board of Directors and shall succeed the President at the expiration of the President's term of office. In the event of the absence, inability

or refusal to act of the President, the President-elect shall perform the duties of the President, and when so acting, shall have all of the powers of and be subject to all of the restrictions on the President.

**Section 7.** Secretary/Treasurer The Secretary/Treasurer shall be custodian of records; shall keep or cause to be kept at the principal office of the Association a record of all proceedings of the Association and of the mailing address of each Member; shall see that all notices are duly given in accordance with applicable law, the Articles of Incorporation, and these Bylaws.

The Secretary/Treasurer shall be the principal financial officer of the Association and shall have charge of and be responsible for the maintenance of adequate books of account for the Association; shall have charge and custody of all funds and securities of the Association, and be responsible therefor, and for the receipt and disbursement thereof; shall deposit all such monies in the name of the Association in such banks, trust companies, or other depositories as shall be selected in accordance with the provisions of these Bylaws; shall have periodic audits of the Association's books conducted by a certified public accounting firm; and shall in general perform all the duties incident to the offices of secretary and treasurer and such other duties as may be assigned from time to time by the President or Board of Directors. The duties of the Secretary/Treasurer may be assigned by the Board of Directors in whole or in part to the Executive Director.

**Section 8.** Past President. The primary responsibility of the immediate Past President is to serve in an advisory capacity as a voting member of the Board of Directors.

## ARTICLE VIII

### EXECUTIVE DIRECTOR

The Executive Director shall serve as the chief executive officer of the Association, with responsibility for the administrative and day-to-day operation of the Association. The Executive Director shall be salaried and appointed by a management firm or the Executive Committee, responsible to the officers of the Association. The Executive Director shall undertake tasks assigned to him/her by the President and shall assist in carrying out the functions of the office of the Secretary/Treasurer. The Executive Director shall have no fixed term of office and shall serve as a non-voting, *ex-officio* member of the Board of Directors.

## ARTICLE IX

### COMMITTEES

**Section 1.** Executive Committee. The Executive Committee shall consist of the officers of the Association and one Director-at-large appointed annually by the President, and shall exercise all powers and authority of the Board of Directors during the periods between meetings of the Board.

**Section 2.** Nominating Committee. The Nominating Committee shall consist of the Past President, three (3) members of the Board of Directors, whom shall serve for a one-year term, and three (3)

other members elected by the Membership whom shall serve for a two-year staggered term. Members of the Nominating Committee shall not be nominated for office.

- Section 3. Other Standing Committees. The Association shall also maintain ~~any other standing committees~~ as may be determined from time to time by the Board of Directors.
- Section 4. Special Committees. Special committees may be established as needed from time to time by the Board of Directors. Such special committees shall limit their activities to the purposes for which they were created and shall be dissolved upon the completion of their appointed tasks.
- Section 5. Committee Membership. Members of committees shall be ~~appointed by the President.~~
- Section 6. Term of Office. Each member of a committee shall continue as such until his or her successor has been duly appointed by a new President or elected by the Membership, as the case may be, unless the committee shall be sooner terminated, or unless such member shall cease to qualify as a member thereof.
- Section 7. Chair. One member of each committee shall be appointed Chair ~~by the President of the Association.~~
- Section 8. Vacancies. Vacancies in the membership of any committee may be ~~filled by~~ appointments made in the same manner as provided in the case of the original appointment.
- Section 9. Quorum. Unless otherwise provided by resolution of the Executive Committee or of the Board designating the committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the Committee.
- Section 10. Minutes. Minutes or action notes of all committee meetings shall ~~be provided~~ to the Secretary of the Association.
- Section 11. Rules. Each committee may adopt rules for its own government consistent with these Bylaws and with rules adopted by the Board of Directors.

## ARTICLE X

### LOCAL CHAPTERS

The Board of Directors may authorize the establishment of local chapters which shall be organized and operated in accordance with the rules and policies adopted by the Board of Directors of the Association. All members of local chapters must be members of the Association.

## ARTICLE XI

### CONTRACTS, CHECKS, DEPOSITS AND FUNDS

- Section 1. Contracts. The Executive Committee may authorize in writing any officer or officers, agent or agents of the Association, in addition to the officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Association and such authority may be general or confined to specific instances.
- Section 2. Checks, Drafts, Etc. All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Association shall be signed by such officers, agent or agents of the Association and in such manner as shall from time to time be determined by resolution of the Executive Committee. In the absence of such determination by the Executive Committee, such instruments shall be signed by the Secretary/Treasurer and countersigned by the President of the Association.
- Section 3. Deposits. All funds of the Association shall be deposited from time to time to the credit of the Association in such banks, trust companies or other depositories as the Executive Committee may select.
- Section 4. Bonding. The Board of Directors may provide for the bonding of such officers of the Association as it may from time to time determine.
- Section 5. Gifts. The Executive Committee may accept on behalf of the Association any contribution, gift, bequest or devise for the general purposes or for any special purpose of the Association.

## ARTICLE XII

### BOOKS AND RECORDS

- Section 1. Maintenance. The Association shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of the Board of Directors, Executive Committee, and Committees having any of the authority of the Board of Directors.
- Section 2. Inspection. All books and records of the Association may be inspected by any Member at the principal office at any reasonable time.
- Section 3. Annual Report. Within one hundred twenty (120) days of the end of the fiscal year, the Association shall provide to the Board of Directors and make available to any Member upon request a report of
- a. the assets and liabilities of the Association as of the end of the fiscal year and the principal changes in assets and liabilities during the year;
  - b. the revenue and expenses of the Association during the fiscal year;
  - c. any other information required by the the Arizona General Non-Profit Corporation Law.

### ARTICLE XIII

#### FISCAL YEAR

The fiscal year of the Association shall end on December 31st.

### ARTICLE XIV

#### WAIVER OF NOTICE

Whenever any notice whatsoever is required to be given under the provisions of the Arizona General Non-Profit Corporation Law or under the provisions of the Articles of Organization or the Bylaws of the Association, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

### ARTICLE XV

#### INDEMNIFICATION

The Association shall indemnify all officers, employees, and agents of the Association to the full extent permitted by the Arizona General Non-Profit Corporation Law, and shall be entitled to purchase insurance for such indemnification to the full extent as determined from time to time by the Board of Directors.

### ARTICLE XVI

#### AMENDMENTS TO BYLAWS

These Bylaws may be amended with the approval of a majority of a quorum of the Active Membership, provided the substance of any such amendment has been approved by a two-thirds (2/3) vote of the Board of Directors and has been circulated to all Active Members.

adopted March 1996  
revised March 1999  
revised January 2005  
revised April 2009

## Sample Chapter Educational Program Survey

**1. How satisfied are you with the following aspects of education programs sponsored by the chapter? (Please circle one response for each item)**

	Very Satisfied	Satisfied	Dissatisfied	Unsure
a. The education program overall	V	S	D	U
b. The topics addressed	V	S	D	U
c. The speakers	V	S	D	U
d. The locations of the programs	V	S	D	U

**2. Do the following prevent you from attending chapter education programs?**

	Yes	No	Sometimes
a. Personal responsibilities	Y	N	S
b. Commitments to other associations	Y	N	S
c. Programs useful in your current position	Y	N	S
d. Programs useful for career advancement	Y	N	S
e. Cost to attend chapter programs	Y	N	S
f. Timing of chapter education programs	Y	N	S
g. Location of a chapter education program	Y	N	S

**3. Which day of the week is most convenient for you to attend a chapter education program?**

- a. \_\_\_\_ Monday      b. \_\_\_\_ Tuesday      c. \_\_\_\_ Wednesday      d. \_\_\_\_ Thursday  
e. \_\_\_\_ Friday      f. \_\_\_\_ Saturday

**4. Listed below are several options for the format and content of chapter education programs. For each set of options, please indicate the one choice you prefer to better meet your needs.**

- a. \_\_\_\_ More theoretical programs  
\_\_\_\_ More practical programs  
\_\_\_\_ Current mixture of theoretical and practical programs
- b. \_\_\_\_ More lectures  
\_\_\_\_ More panel discussions  
\_\_\_\_ More roundtable discussions  
\_\_\_\_ More small group case studies  
\_\_\_\_ More sessions to choose from within a given period of time  
\_\_\_\_ Current mixture of programs
- c. \_\_\_\_ More programs on a basic level  
\_\_\_\_ More programs at an intermediate level  
\_\_\_\_ More programs at an advanced level  
\_\_\_\_ Current mixture of program levels

**5. How many chapter programs have you attended in the past 12 months?**

\_\_\_\_ chapter programs

**6. How interested would you be in the following topic areas? (Rank 5 or less in order of importance with 1 being the most important and 5 being the least important.)**

- a. \_\_\_\_ Marketing services
  - b. \_\_\_\_ Networking
  - c. \_\_\_\_ Data management
  - d. \_\_\_\_ Credentialing issues
  - e. \_\_\_\_ Jury selection
  - f. \_\_\_\_ Case studies
  - g. \_\_\_\_ Forensics
  - h. \_\_\_\_ Home health law issues
  - i. \_\_\_\_ Standard reporting formats
  - j. \_\_\_\_ Risk management
  - k. \_\_\_\_ Others (please specify)
- 
- 
- 

**7. How many years have you been a chapter member?**

- a. \_\_\_\_ not a member                      b. \_\_\_\_ less than 2 years                      c. \_\_\_\_ 2-3 years
- d. \_\_\_\_ 3-5 years

**8. Are you currently:**

- |   | <b>Yes</b> | <b>No</b> |
|---|------------|-----------|
| a. A board member or committee member of either the chapter or the national association, AALNC? | Y          | N         |
| b. An officer or committee member of another association?                                       | Y          | N         |

**9. Which of the following best describes your LNC practice setting?**

- a. \_\_\_\_ Independent Practice
- b. \_\_\_\_ Law Firm
- c. \_\_\_\_ Hospital
- d. \_\_\_\_ Insurance Company
- e. \_\_\_\_ Health Management Organization
- f. \_\_\_\_ Government Agency

**10. Which ONE of the following best describes your primary medical/legal practice area?**

- a. \_\_\_\_ Administrative Health Care Law
- b. \_\_\_\_ Criminal
- c. \_\_\_\_ Elder Law
- d. \_\_\_\_ Expert Witness
- e. \_\_\_\_ Medical Malpractice
- f. \_\_\_\_ Personal Injury
- g. \_\_\_\_ Product Liability
- h. \_\_\_\_ Rehabilitation
- i. \_\_\_\_ Risk Management
- j. \_\_\_\_ Toxic Torts
- k. \_\_\_\_ Worker's Compensation

**11. If you have any additional suggestions concerning topics in the survey, please include them below or on a separate sheet.**

Thank you again for your time!

**Survey Deadline: MONTH/DAY/YEAR**

**Please return this survey in the enclosed self-addressed stamped envelope to:**

Mary Smith  
5555 Main Street  
Anywhere, USA  
OR fax to 111/111-1111



**CONTINUING EDUCATION IN NURSING:**  
**FREQUENTLY ASKED QUESTIONS**

*If I am a program chair for my chapter, how do I find out about obtaining continuing education credit for programs?*

- a) Contact ANCC COA's Accreditation Specialist at 800-284-2378 or visit their website at [www.nursingworld.org/ancc](http://www.nursingworld.org/ancc). Get a list of ANCC COA accredited approvers. Explain your situation and discuss your options. To whom may you apply for approval?
- b) Phone the state board of nursing according to where your chapter is administratively operational. If that is hard to identify, call the state board according to where most of your programs are to be implemented. Will your programs be affected by mandatory continuing education? Once you identify to whom you may apply, what is their application procedure; what criteria do they use for approval; what are the deadlines for submission; what is the cost?

*What is the most common meaning or definition of continuing education?*

For the individual, it is professional development meaning a lifelong process of active participation in learning activities to enhance practice and expertise. Participation in continuing education is one hallmark of a professional. As a process, it consists of learning activities intended to build upon the educational and experiential bases of the professional for the enhancement of practice, education, administration, research or theory development to the end of improving benefits received by the clients contracting for the professional's services.

*When should someone be concerned about whether a continuing education program or activity offers credit?*

- a) If they are licensed in a state with mandatory continuing education for license renewal.
- b) If they are certified and renewal is by accumulation of so many continuing education credits at intervals.
- c) If they have an employer who chooses to use validation of participation in continuing education as a condition for promotions or continued employment.

*How can a person know if they are licensed in a state with mandatory continuing education, what the state will recognize for license renewal; or if they are certified, what the certifying organization will recognize for certification renewal?*

The only way to be sure is to check with the state board of nursing where they hold their license and/or with the certifying organization. It is up to the licensee or the certified person to be informed and accountable about what is necessary for them to maintain a license or certification; and what is recognized by a state board or certifying organization for renewal. They should not expect a program sponsor to do this for them -- there are over 13 states with mandatory continuing education, all with different requirements; and over 30 certifying organizations for various nursing roles and specialties.

*Why don't all national providers of continuing education get provider numbers from each state with mandatory continuing education?*

There are issues of cost and efficiency. About one-third of the states have mandatory continuing education. Most states that give provider numbers to continuing education sponsors upon application, require an application fee of at least \$200. The direct cost for one provider would be a minimum of \$2200 for one to two years, plus the indirect costs of staff or others completing multiple applications in addition to postage, and so on.

*What is the simplest way of assessing the maximum value of a continuing education program?*

- a) Does it match the individual's learning needs and career goals?
- b) Is it under qualified instruction?
- c) Are program goals/objectives listed in publicity?
- d) Do topics and titles listed in publicity materials provide concept descriptions, that is, do they know what they are going to get as a result of your registration?
- e) Do they need continuing education credit for licensure or certification, and is it provided?

*If state boards and certifying organizations all have different requirements, is there one type of credit with more value than another?*

No one type of continuing education credit meets all requirements. However, sponsors accredited by the American Nurses Credentialing Center (ANCC) Commission on Accreditation (COA) or programs approved by an accredited approver of ANCC COA have the most reciprocity of recognition across state boards of nursing and certifying organizations. Board provider numbers (BRNs) usually do not have reciprocity.

## Meeting Fact Sheet

Gather all of your facts about your meeting so that you can easily give this information to prospective meeting facilities.

Name of Meeting: \_\_\_\_\_

Dates: \_\_\_\_\_ Contact: \_\_\_\_\_

### Main Meeting Room

Date: \_\_\_\_\_

Time: \_\_\_\_\_

No. of People: \_\_\_\_\_

Room Set-up\*: \_\_\_\_\_

A/V Equipment\*\*: \_\_\_\_\_

### Break-Out Rooms

Date: \_\_\_\_\_

Time: \_\_\_\_\_

No. of Rooms: \_\_\_\_\_

No. of People: \_\_\_\_\_

Room Set-up: \_\_\_\_\_

A/V Equipment: \_\_\_\_\_

### Meal Functions

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Type of Function: \_\_\_\_\_

No. of People: \_\_\_\_\_

Room Set-up: \_\_\_\_\_

### \*Room Set-ups

theater (rows of chairs facing in one direction, no tables)

classroom (rows of chairs with tables to take notes on)

hollow square

rounds of 8 or 10

stage with head table for 4

podium or lectern

table for handout materials in rear of room

### \*\*A/V

LC projector and screen

overhead projector and screen

slide carousel with remote control at lectern

flipchart and markers

lectern microphone; lapel microphone; standing microphone on head table



\_\_\_\_\_ Chapter of the  
American Association of Legal Nurse Consultants

**EXPENSE REIMBURSEMENT FORM**

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Committee or Project: \_\_\_\_\_

Expense Items:

Telephone \$ \_\_\_\_\_

Postage \$ \_\_\_\_\_

Photocopies \$ \_\_\_\_\_

\$ \_\_\_\_\_

Other Expenses (explain)

\_\_\_\_\_ \$ \_\_\_\_\_

\_\_\_\_\_ \$ \_\_\_\_\_

\_\_\_\_\_ \$ \_\_\_\_\_

**TOTAL** \$ \_\_\_\_\_

PLEASE ATTACH ORIGINAL RECEIPTS. KEEP A COPY OF RECEIPTS FOR YOUR RECORDS. SUBMIT FORM WITH RECEIPTS ATTACHED.

**BUDGET PROPOSAL**

**ESTIMATED REVENUE**

**SAMPLE FORM**

Committee: \_\_\_\_\_

Advertising	_____
Donations	_____
Educational Programs	_____
Registration	_____
Special Events	_____
Sponsors	_____
Exhibitors	_____
Interest Income:	
Checking	_____
Money Market	_____
Mailing List Sales	_____
Membership Dues:	
Active - New	_____
Active - Renewal	_____
Sustaining - New	_____
Sustaining - Renewal	_____
Merchandise Sales	_____
Refunds (subtract)	_____
<b>TOTAL PROPOSED INCOME</b>	_____

**BUDGET PROPOSAL**

**ESTIMATED EXPENDITURES**

*SAMPLE FORM – continued*

Committee: \_\_\_\_\_

**Postal**

Post Office Box (per year) \_\_\_\_\_  
Postage (bulk) \_\_\_\_\_  
Postage (first class) \_\_\_\_\_  
Other \_\_\_\_\_  
SUBTOTAL \$ \_\_\_\_\_

**Telephone**

Long Distance \_\_\_\_\_  
Local \_\_\_\_\_  
Other \_\_\_\_\_  
SUBTOTAL \$ \_\_\_\_\_

**Printing**

Brochures \_\_\_\_\_  
Stationery \_\_\_\_\_  
Envelopes \_\_\_\_\_  
Mailing Labels \_\_\_\_\_  
Miscellaneous \_\_\_\_\_  
Other \_\_\_\_\_  
SUBTOTAL \$ \_\_\_\_\_

**Office Services**

Photocopying \_\_\_\_\_  
FAX \_\_\_\_\_  
UPS/FedEx \_\_\_\_\_  
Other \_\_\_\_\_  
SUBTOTAL \$ \_\_\_\_\_

**Outside Support Services**

Secretarial \_\_\_\_\_  
Word processing/Computer \_\_\_\_\_  
Accounting \_\_\_\_\_  
Consultants \_\_\_\_\_  
Facilities \_\_\_\_\_  
Audio/visual equipment \_\_\_\_\_  
SUBTOTAL \$ \_\_\_\_\_

**Merchandise/Supplies**

Special events items \_\_\_\_\_  
Organization products/merchandise \_\_\_\_\_  
Miscellaneous \_\_\_\_\_  
SUBTOTAL \$ \_\_\_\_\_

**Other**

Advertising	_____
Bank charges	_____
Entertainment	_____
Exhibitors	_____
Hotel/Food	_____
Per Diem	_____
Photocopy	_____
Rentals	_____
Speakers	_____
Accommodations	_____
Honoraria	_____
Miscellaneous	_____
Travel	_____
Special events	_____
Travel	_____
SUBTOTAL	\$ _____

**Miscellaneous (please list)**

_____	
_____	
_____	
SUBTOTAL	\$ _____

**TOTAL PROPOSED OPERATING EXPENSES \$ \_\_\_\_\_**

## Sample Record Retention Policy

### Permanently:

- Accountants' audit reports
- Cancelled checks for important payments such as property purchases and special contracts
- Deeds, mortgage and bills of sale
- Depreciation schedules
- Year end Financial statements
- General ledgers
- Insurance records
- Journals (i.e. medical containing reports) until replaced by newer edition
- Legal and other important correspondence (.i.e. certification, contracts, etc.)
- Minutes books (directors meetings, including bylaws and charter)
- Outside appraisers' property appraisals
- Property records (including costs, blueprints and plans)
- Trademark registrations
- Patents and copyrights
- Copies of training manuals

### Keep for 7 Years:

- Accident reports and claims for settled cases
- Accounts payable ledgers and schedules
- Accounts receivable ledgers and schedules
- Cancelled checks (see exception above)
- Expense analysis and distribution reports
- Expense reports (including Personal)
- Expired contracts
- Garnishments
- Vendor invoices
- Mortgages (notes and leases)
- Notes receivable ledgers and schedules
- Payroll records and summaries
- Personnel records of discharged employees
- Purchase orders (purchasing dept. copy)
- Sales and inventory records
- Subsidiary ledgers
- Time sheets/cards/books
- Vouchers for payment to vendors and employees (Including travel and allowance and reimbursement of employees and officers)
- Withholding tax statements and tax returns and worksheets (relating to tax liability)

### Keep for three years

- Bank statements and reconciliation
- Employment applications
- Insurance policies (expired)
- Internal audit reports
- Internal reports (miscellaneous)
- Invoices to members /customers

- Petty cash vouchers

**Keep for two years:**

- General correspondence, routine correspondence with clients, members and vendors
- Duplicate deposit slips

**Keep for one year:**

- Purchase orders (non-purchasing dept copy)
- Requisitions

## AALNC Scope of Practice

**What do legal nurse consultants do?** In the course of their work, legal nurse consultants may be engaged in any number of the following activities:

- identifying standards of care, causation, and damage issues
- conducting client interviews
- conducting research and summarizing medical literature
- identifying and applying multidisciplinary standards of care and regulatory requirements
- preparing chronologies of medical events and comparing and correlating them to the allegations
- educating attorneys regarding medical facts and issues relevant to the case
- identifying and determining damages and related costs of services, including collaborating with economists in preparing a cost analysis for damages
- assisting with depositions and trials, including developing and preparing exhibits
- organizing medical records and other medically related litigation materials
- locating and procuring demonstrative evidence
- collaborating with attorneys in preparing or analyzing complaints, answers, and motions for summary judgment, interrogatories, deposition and trial outlines, queries for direct and cross examination, document production requests, trial briefs, demand letters, and status reports
- identifying and retaining expert witnesses
- acting as a liaison among attorneys, physicians, and clients
- providing initial case screenings for merit

### **In which settings does the legal nurse consultant practice?**

As a liaison between the legal and the healthcare communities, the legal nurse consultant practices in both plaintiff and defense capacities in a variety of settings:

- law firms
- independent practice
- insurance companies
- government offices
- risk management departments



## **AALNC Code of Ethics and Conduct**

### **PREAMBLE**

The Code of Ethics and Conduct of the American Association of Legal Nurse Consultants is based on beliefs about the nature of individuals and society. The code of professional and ethical conduct provides guidelines to its members for professional performance and behavior. The success of any professional organization results from the competence and integrity of its members. Our goal to those we serve is that they be assured of our accountability.

We recognize a responsibility to other professional organizations with which we are aligned, in particular, the American Nurses Association and the American Bar Association. We accept and abide by the principles of their codes of ethics and conduct. By our support of the Code of Ethics and Conduct of the American Association of Legal Nurse Consultants, we affirm that the rights and trust placed in us will not be violated.

### **CODE OF ETHICS**

1. The legal nurse consultant does not discriminate against any person based on race, creed, color, age, sex, national origin, social status, or disability and does not let personal attitudes interfere with professional performance. Individual differences do not influence professional performance and practice. These factors are understood, considered, and respected when performing activities.
2. The legal nurse consultant performs as a consultant or an expert with the highest degree of integrity.  
Integrity refers to uprightness, honesty, and sincerity. The legal nurse consultant directs those attributes to the requirements of the profession. Integrity is a personal and sacred trust and the standard against which the legal nurse consultant must ultimately test all decisions. Honest errors and differences of opinion may occur, but deceit, poor judgment, or lack of principles must not be tolerated.
3. The legal nurse consultant uses informed judgment, objectivity, and individual competence as criteria when accepting assignments.  
The legal nurse consultant does not purport to be competent in matters in which he or she has limited knowledge or experience. Only services that meet high personal and professional standards are offered or performed.
4. The legal nurse consultant maintains standards of personal conduct that reflect honorably upon the profession.  
The legal nurse consultant abides by all federal and state laws. The legal nurse consultant who knowingly becomes involved in unethical or illegal activities negates professional responsibility for personal interest or personal gain. Such activities jeopardize the public confidence and trust in the nursing profession.
5. The legal nurse consultant provides professional services with objectivity.  
The legal nurse consultant provides services free of personal prejudice and conflict of interest. The legal nurse consultant reflects on all current assignments and commitments before accepting assignments, making decisions, rendering opinions, or providing recommendations. Personal prejudices and conflicts of interest must be recognized, as they may interfere with objectivity and adversely affect performance.

6. The legal nurse consultant protects client privacy and confidentiality.  
The legal nurse consultant uses confidential materials with discretion. The legal nurse consultant respects and protects the privacy of the client. The legal nurse consultant does not use any client information for personal gain.
7. The legal nurse consultant is accountable for responsibilities accepted and actions performed.
8. The legal nurse consultant maintains professional nursing competence.  
The legal nurse consultant is a registered nurse and maintains an active nursing license. The legal nurse consultant is knowledgeable about the current scope of nursing practice and the standards of the profession. The legal nurse consultant does not practice law.

# *The Journal of Legal Nurse Consulting*

401 N. Michigan Ave  
Chicago, IL 60611-4267  
Phone: 877/402-2562  
E-mail: JLNC@aalnc.org

## **Submission Guidelines**

*The Journal of Legal Nurse Consulting (JLNC)*, a refereed publication, is the official journal of the American Association of Legal Nurse Consultants (AALNC). The journal's purposes are to promote legal nurse consulting within the medical-legal community; to provide both the novice and the experienced legal nurse consultant (LNC) with a high-quality professional publication; and to teach and inform the LNC about clinical practice, current national legal issues, and professional development.

The journal accepts original articles, case studies, letters, and re-search studies. Query letters are welcomed but not required. A manuscript must be original and never before published, and it should be submitted for review with the understanding that it is not being submitted simultaneously to any other journal. Once submitted, articles are subject to peer review (publication is not guaranteed).

### **Manuscript format**

Manuscripts should not exceed 3,000 words in length. The title page should include the title of the manuscript and the authors' names, credentials, work affiliations and addresses, daytime phone numbers, fax numbers, and e-mail addresses. One author should be designated as the corresponding author. The title page, the tables and figures, and the reference list should each appear on a separate page. Pages, beginning with the title page, should be numbered consecutively.

### **Manuscript submission**

Manuscripts should be sent to the JLNC Managing Editor via e-mail at [JLNC@aalnc.org](mailto:JLNC@aalnc.org), as a Microsoft Word attachment. (If not possible, an electronic copy on CD can be mailed to the JLNC Managing Editor; address above.) Use a minimum of formatting: do not use unusual fonts or a variety of type, and do not insert headers or footers except for page numbers. Create a separate file for tables and figures—do not insert them into the text file. Clearly label your e-mail (or CD) with the submission title, word processing program name and version, and name of the corresponding author.

### **Style and reference guidelines**

*JLNC* follows the manuscript style and reference guidelines of the *Publication Manual of the American Psychological Association* (5th ed.). Legal citations must adhere to the guidelines published in *The Bluebook: A Uniform System of Citation* (15th ed.), Cambridge, MA: The Harvard Law Review Association.

### **Reprint permission for copyrighted material**

When using figures or tables from another source, the author must obtain written permission from the original publisher and include that as part of the manuscript submission materials. The author is responsible for obtaining permission for the use of photographs of identifiable persons.

### **Figures and tables**

Figures include line drawings, diagrams, graphs, and photos. Tables show data in an orderly display of columns and rows to facilitate comparison. Each figure or table should be labeled sequentially (e.g., Figure 1, Figure 2 or Table 1, Table 2) and should correspond to its mention in the text. All photographs must be black-and-white electronic files.

### **Manuscript review process**

Manuscript submissions are peer reviewed by professional LNCs with diverse professional backgrounds. First-time authors are encouraged to submit manuscripts. Manuscript assistance can be provided upon request to the editor.

Acceptance will be based on the importance of the material for the audience and the quality of the material. Final decisions about publication will be made by the editor.

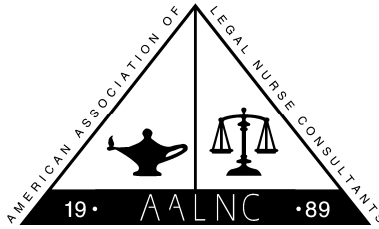
### **Copyright**

Upon acceptance of the manuscript, the author will assign copyright to *JLNC*. Permission for reprints or reproduction must be obtained from AALNC.

### **Manuscript checklist**

Please use the checklist below to be sure that your submission follows *JLNC* guidelines.

- The manuscript is being submitted exclusively to the *JLNC* and has not been published previously.
- Guidelines in the *Publication Manual of the American Psychological Association* (5th ed.) and *The Bluebook: A Uniform System of Citation* (15th ed.) (for legal citations) have been followed.
- All references cited in the text are included in and agree with the reference list. References in the reference list appear in alphabetical order and include all the elements described in *Publication Manual of the American Psychological Association* (5th ed.).
- Permission for including or reproducing previously published information (e.g., tables and figures) is enclosed.
- Numbers and percentages have been checked against one another and the text for accuracy.
- Tables and figures reflect the information given in the text.
- The manuscript does not exceed 3,000 words in length.
- The title page includes the title of the manuscript and the authors' names, credentials, work affiliations, addresses, daytime phone numbers, fax numbers, and e-mail addresses.
- The pages are numbered consecutively, beginning with the title page.
- Graphics are black-and-white electronic files.
- One author has been designated as the corresponding author.



## AALNC CHAPTER SUPPLY REQUEST FORM

**Chapter Name:** \_\_\_\_\_

**Chapter Contact:** \_\_\_\_\_

**Mailing Address:** \_\_\_\_\_

**City, State, Zip:** \_\_\_\_\_

**Phone Number:** \_\_\_\_\_ **Email:** \_\_\_\_\_

Brochure Type	Date Needed*?	Quantity?
AALNC Membership Brochure and Application		
LNCC Brochure		
Educational Resource and Product Catalog		
Conference Brochures <small>(when available)</small>		
What is an LNCC brochure		
Code of Ethics brochure		
Other:		

\*Based on availability

**Please complete the above information and return it to:**

**AALNC**  
**401 N. Michigan Ave.**  
**Chicago, IL 60611**  
**(877) 402-2562**  
**Fax: (312) 673-6655**  
[info@aalnc.org](mailto:info@aalnc.org)



## AALNC Chapter Exhibit Program Request Form

Chapter name \_\_\_\_\_

Contact \_\_\_\_\_ Contact's email \_\_\_\_\_

Contact's telephone(\_\_\_\_\_) \_\_\_\_\_ Contact's fax(\_\_\_\_\_) \_\_\_\_\_

### Our chapter would like to exhibit at the following event:

Event name \_\_\_\_\_

Sponsoring organization \_\_\_\_\_

Event dates \_\_\_\_\_ thru \_\_\_\_\_ Location of event \_\_\_\_\_

### Topic or purpose of event

Estimated attendance \_\_\_\_\_ Exhibit space cost (attach documentation) \$ \_\_\_\_\_

Date when exhibit and materials must be received \_\_\_\_\_

Shipping Address (**cannot deliver to PO Box**)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**NOTE: Someone must be available to sign for the booth at time of delivery.**

Date exhibit will be shipped back to AALNC office (or designated location)

\_\_\_\_\_

Please send the following AALNC materials:

- |  |  |
|--|--|
| <input type="checkbox"/> 3 copies of the Journal of Legal NurseConsulting (for display purposes) | <input type="checkbox"/> Membership applications               |
| <input type="checkbox"/> What is a Legal Nurse Consultant? brochure (50 copies)                  | <input type="checkbox"/> LNCC certification brochures          |
| <input type="checkbox"/> Code of Ethics & Conduct brochure (25 copies)                           | <input type="checkbox"/> Conference brochures (when available) |
|  | <input type="checkbox"/> LNC Course brochures (when available) |
|  | <input type="checkbox"/> Other                                 |
|  | <input type="checkbox"/> Product catalogues                    |

I agree to adhere to the Chapter Exhibit Program Guidelines and will return the exhibit to the designated location immediately following my event. I will be personally responsible for any financial loss to AALNC resulting from my failure to follow the instructions for handling the exhibit.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Return completed request form to AALNC -  
Email: [info@aalnc.org](mailto:info@aalnc.org) FAX: 312/673-6655





AMERICAN ASSOCIATION OF  
LEGAL NURSE CONSULTANTS

## AALNC Chapter Exhibit Expense Reimbursement Form

---

Date: \_\_\_\_\_

Chapter Name: \_\_\_\_\_

Payee Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Event: \_\_\_\_\_

Exhibiting Fee: \_\_\_\_\_

Amount Requested for Reimbursement: \_\_\_\_\_

Reminder: AALNC can provide financial assistance by paying for **half** of the exhibiting fee (up to a maximum of **\$500**), if funds are available.

Please attach a copy of receipt or registration form. Keep a copy for your records. Submit form with receipts attached to AALNC at:

American Association of Legal Nurse Consultants  
401 N. Michigan Ave.  
Chicago, IL 60611-4267  
Phone: (877) 402-2562  
Fax: (312) 673-6655





### **Certification vs. Certificate**

People often ask, “What is the difference between certification and a certificate?” To assist you in communicating with your colleagues and clients and to help avoid confusion in the marketplace, we have provided you the comparison below.

By setting and enforcing standards for certification, the American Board of Nursing Specialties (ABNS) seeks to protect the public and consumers through their mission to provide assurance to the public that the nurse holding the credential from an accredited certification program possesses the knowledge, skills and competency for quality practice in the specialty. In compliance with ABNS standards and requirements, the American Legal Nurse Consultant Certification Board (ALNCCB) certifies legal nurse consultant professionals through the Legal Nurse Consultant Certified (LNCC) program. Unlike many certificate programs being offered by colleges and private educational providers, the LNCC program is practice-based. It is not intended to teach individuals how to become legal nurse consultants. Rather, it is designed to measure an individual’s “knowledge-in-use” – the application of knowledge and skills by those with real-life experience in this role.

<b>Certification</b>	<b>Certificate</b>
Results from an assessment process that recognizes an individual's knowledge, skills and competency in a particular specialty	Results from an educational process
Typically requires professional experience	For newcomers and experienced professionals
Awarded by a third-party, standard-setting organization, typically not for profit	Awarded by educational programs or institutions often for-profit
Indicates mastery/competency as measured against a defensible set of standards, usually by application or exam	Indicates completion of a course or series of courses with a specific focus (different than a degree granting program)
Standards set through a defensible, industry-wide process (job analysis/role delineation) that results in an outline of required knowledge and skills	Course content determined by the specific provider or institution, not standardized
Typically results in credentials to be listed after one’s name (LNCC, ONC, CCRN)	Usually listed on a resume detailing Education
Has on-going requirements in order to maintain; holder must demonstrate he/she continues to meet requirements	Demonstrates knowledge of course content at the end of a set period in time

Certification generally refers to an earned credential that demonstrates the holder’s specialized knowledge, skills, and experience.

Certification differs from a certificate program, which is usually an educational offering that confers a document at the program’s conclusion.

Accreditation of a certification involves a voluntary, self-regulatory process. Accreditation is granted when stated quality criteria are met.

LNCC is the only legal nurse consulting credential recognized by AALNC and accredited by ABNS.



**SAMPLE**  
**Checklist for Chapter Leadership Transition**

1. **New Board Member Orientation:** Transfer of responsibilities/files from outgoing to incoming; distribute copy of the AALNC Chapter Leaders Resource Manual to new Board members
2. **Planning Meeting:** New Board members meet to set chapter goals/strategic planning
3. **Appointment of Committee Chairpersons:** Done by the incoming President
4. **Committee Chairperson Orientation:** Transfer of responsibilities/files from outgoing to incoming
5. **Bank Signature Card:** Obtain new card from bank; to be completed by incoming President and treasurer; refer to chapter bylaws and AALNC Handbook for Chapters regarding who can sign checks
6. **Chapter Meeting Calendar:** Creation of year-long meeting calendar; distribution to chapter members and AALNC headquarters to be posted on AALNC website.
7. **Membership Directory:** Prepare chapter membership directory, distribute to members
8. **Membership Renewals:** Send annual dues reminder to chapter members beginning in January
9. **CE Provider:** Renewal of provider status with the RN Board of Nursing
10. **Charter Renewal:** Completed by outgoing President and Treasurer with copies to incoming President and Treasurer; due Jan 31<sup>st</sup> to AALNC HQ.
11. **Web site Updates:** Need to add meeting calendar, list of incoming Board of Directors and committee chairpersons along with contact information.
12. **Mail pick up:** Transfer of post office box keys, assign chapter member(s) to check weekly





AMERICAN ASSOCIATION OF  
LEGAL NURSE CONSULTANTS

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Chicago, IL 60611  
Toll free phone 877/402-2562 • Fax 312/673-6655  
Email [info@aalnc.org](mailto:info@aalnc.org) • Web [www.aalnc.org](http://www.aalnc.org)

**KEYS TO BEING AN EFFECTIVE BOARD MEMBER**

**Here are a few things you can do as a new volunteer board member:**

1. Understand your role, including general responsibilities and specific duties.
2. Be knowledgeable about the association, its history, its mission and its goals.
3. Remember that you are responsible to the needs of association members.
4. Communicate openly and honestly with other board members, volunteers, members and staff.
5. Be committed to the job; be sure you have the time, support and funds to participate and contribute in a meaningful way.
6. Keep association goals ahead of all others.
7. Be enthusiastic about the association and your role in guiding it.
8. Focus on long-term issues rather than administrative details. The details are better left to your staff.
9. Bring creativity and vision to your role as a volunteer leader.
10. Listen to and consider the opinions of others; be open minded.
11. View your headquarters staff as a valuable resource for suggestions and advice.
12. Be realistic about the goals and accomplishments of your organization.
13. Respect the authority and responsibility delegated to committees, other volunteers and staff.
14. Comment, criticize constructively and disagree. These are signs of a healthy, productive board.

**And a few don'ts:**

1. Don't bring a hidden or personal agenda to your term as a board member.
2. Don't personalize situations; focus on issues, not personalities.
3. Don't pontificate.
4. Don't bring your ego to board activities.



# **CODE OF ETHICS FOR MEMBERS OF NON PROFIT BOARDS**

**Author Unknown**

## **As a member of the board team, I will:**

1. Listen carefully to my teammates.
2. Respect the opinion of my fellow board members.
3. Respect and support the majority decisions of the board.
4. Recognize that all authority is vested in the full board only when it meets in legal session.
5. Keep well-informed of developments relevant to issues that may come before the board.
6. Participate actively in board meetings and actions.
7. Bring to the attention of the board any issues that I believe will have an adverse effect on the organization or those we serve.
8. Attempt to interpret the needs of those we serve to the organization and interpret the actions of the organization to those we serve.
9. Refer complaints to the proper level in the chain of command.
10. Recognize that my job is to ensure that the organization is well-managed, not to manage the organization.
11. Represent all those whom this organization serves and not a particular geographic area or interest group.
12. Consider myself a "trustee" of the organization and do my best to ensure that it is well-maintained, financially secure, growing and always operating in the best interest of those we serve.
13. Always work to learn how to do my job better.
14. Declare conflicts of interest between my personal life and position on the board and abstain from voting when appropriate.

## **As a member of the board team, I will not:**

1. Criticize fellow board members or their opinions in or out of the boardroom.
2. Use the organization for my personal advantage or that of my friends or relatives.
3. Discuss the confidential proceedings of the board outside the boardroom.
4. Promise how I will vote on any issue before a meeting.
5. Interfere with the duties of the chief staff executive or undermine his/her authority with staff members





AMERICAN ASSOCIATION OF  
LEGAL NURSE CONSULTANTS

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\_\_\_\_\_ Chapter of AALNC BOARD OF DIRECTORS RULES OF THE GAME

**As a member of Board of Directors of the \_\_\_\_\_ Chapter of American Association of Legal Nurse Consultants, I agree to support and be bound by the following “rules of the game” to assure effective and ethical decision-making and governance:**

- We will treat one another with respect – we will respect the thoughts, opinions and actions of each person.
- We will act responsibly and in the best interest of the \_\_\_\_\_ Chapter of AALNC in all that we do because we are the leadership of the \_\_\_\_\_ Chapter of AALNC.
- We will seek to understand the other person’s point of view before expressing our point of view.
- We will not belabor our point.
- We will focus on outcomes rather than processes, politics or procedures.
- We will seek to find common ground by asking the question, “Can I live with it?” rather than “Do I agree?”
- We will aggressively seek input only after agreeing who has the responsibility to make the decision.
- We will consider all input and support all final decisions.
- We will use email carefully, not communicating negatively at any time, and use telephone and face-to-face communication opportunities for constructive criticism.
- We will have fun as we execute our duties and we will celebrate our successes.

**I hereby acknowledge that I have received a copy of the Rules of the Game for members of the AALNC Chapter Board of Directors. I understand that it describes the general rules by which I will conduct myself as a member of the Board and that I am responsible for familiarizing myself with the statements it contains.**

Signature: \_\_\_\_\_

Print name: \_\_\_\_\_

Date: \_\_\_\_\_



**AALNC CHAPTER BOARD OF DIRECTORS NON-DISCLOSURE  
AGREEMENT**

As a member of the Board of Directors of \_\_\_\_\_ Chapter of AALNC, I understand that the meetings, discussions and deliberations of the \_\_\_\_\_ Chapter of AALNC Board of Directors must remain confidential and that the presence and/or participation of staff and other individuals at Board meetings does not in any way limit or compromise the confidential nature of such discussions. I shall not disclose to any other party, or use for my own benefit or for the benefit of any other party, any discussions I may participate in or any information or materials that I may acquire as a result of participation in any \_\_\_\_\_ Chapter of AALNC Board of Directors meeting. This non-disclosure shall not apply to actions that have been taken by the Board and that have been disclosed to \_\_\_\_\_ Chapter of AALNC's membership or to the public by the appropriate authority.

Signature: \_\_\_\_\_

Print name: \_\_\_\_\_

Date: \_\_\_\_\_





(CITY, STATE) Chapter of American Association of Legal Nurse Consultants  
Address  
Phone  
Email

**(CITY, STATE) Chapter of AALNC BOARD OF DIRECTORS RULES OF CONDUCT**

**As a member of Board of Directors of the (CITY, STATE) Chapter of American Association of Legal Nurse Consultants, I agree to support and be bound by the following principles to assure effective and ethical decision-making and governance:**

1. I will be deliberate in my responsibility to (CITY, STATE) Chapter of AALNC by preparing for Board meetings and decision-making (e.g. by studying all materials in advance). I will consider the need for and request any additional information in advance of meetings.
2. I will base my decisions on all available facts in each situation, taking into consideration the views of my fellow members of the Board.
3. I will make decisions in the best interest of (CITY, STATE) Chapter of AALNC as a whole, and will strive to keep personal bias or the views of special interests at a minimum.
4. I will accept, support and implement all decisions of the Board, even those that I did not initially support or those that were made in my absence.
5. I will work to provide an environment conducive to comprehensive analysis of issues, and assessment of benefits and risks of action or inaction, in an open dialogue between members of the Board.
6. I will not speak or act for (CITY, STATE) Chapter of AALNC or the Board unless specifically authorized to do so. I will not present opinions about (CITY, STATE) Chapter of AALNC business unless those opinions have been approved in advance by the Board or unless those opinions are clearly expressed as personal opinions and not necessarily the views of (CITY, STATE) Chapter of AALNC.
7. I will not discuss matters deemed confidential by the Board outside of Board meetings without the express permission of the President.
8. I will abide by (CITY, STATE) Chapter of AALNC's policies on conflicts of interest and will strive to avoid even the appearance of such conflicts.

**I hereby acknowledge that I have received a copy of the Rules of Conduct for members of the (CITY, STATE) Chapter of AALNC Board of Directors. I understand that it describes the general rules by which I will conduct myself as a member of the Board and that I am responsible for familiarizing myself with the statements it contains.**

Signature: \_\_\_\_\_

Print name: \_\_\_\_\_

Date: \_\_\_\_\_