



HOW TO START A NATIONAL ORGANIZATION

2023

The Council of International Neonatal Nurses (COINN) NATIONAL ORGANIZATION Guide has been adapted with permission from The National Association of Neonatal Nurses' (NANN) *"How to Start a National organization"* that was originally designed by the Affiliation Committee of NANN.

The first section, "What You Should Know About National Organizations," provides a brief history of the development of national organizations and COINN's relationship with its local affiliates. The second section "Overview of the Affiliation Process," outlines a six meeting approach to national organization, while the subsequent sections provide in-depth information about specific organizational functions—structure, membership recruitment, meetings, finances, bylaws, nominations and elections, insignia development, and petition filing.

You are encouraged to maintain close contact with your regional liaison or a member of the COINN Board of Directors throughout the affiliation process. All board members have been involved in their own national organization's development and can serve as an important source in offering both formal guidance and practical tips.

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Chapter One

COINN NATIONAL ORGANIZATION INFORMATION

What is a COINN National Organization?

As recognized global leaders in neonatal nursing care we are committed to fostering excellence in neonatal nursing, promoting the development of neonatal nursing as a recognized global specialty, high standards of neonatal care, enhancing quality of care for our patients and families, decreasing health disparities, and improving healthcare outcomes. COINN consists of member organizations at the national level. A national organizational member generally consists of individual nurses that reflect either a neonatal or pediatric nursing specialty.

What is the History of COINN National Member Organizations?

COINN was incorporated in 2005. It consisted of 4-member national organizations-the Australian College of Neonatal Nurses (ACNN), National Association of Neonatal Nurses (NANN), New Zealand Association of Neonatal Nurses (NZANN), and the Neonatal Nurses Association of the United Kingdom. Although each national organization has its own unique history, as a group, these national organizations pursue the following goals:

- To facilitate an exchange of information among nurses in the neonatal field.
- To make available to their members a forum for continuing education.
- To establish a communication network among nurses working in the neonatal field.

What Do COINN National Organizations Do?

Each national organization determines and plans its own activities based on the unique local opportunities and demographics of its members. The national organization elects its own officers and admits and orients its members. Regular membership meetings and educational programs are organized. Networking and communication with other professional organizations are promoted. Information is shared on practice issues, legislative issues, standards of care, statistics, and educational opportunities. National organizations often plan social activities and community service projects related to neonatal care.

Some national organizations publish newsletters to communicate national programs, activities, and goals. These publications contain practice issues, notices, educational meetings, and membership meetings. They also highlight member accomplishments and activities in the neonatal community. Many national organizations provide membership cards, pins, or buttons that promote the individual image of the national organization. T-shirts and other logo-related items are often sold.

How Does COINN Help the National Organizations?

Regional Liaisons or Board of Directors. The Regional Liaisons or the COINN Board of Directors serves as a liaison between the National Organization and the resources available from the COINN Board of Directors (BOD) and/or International Headquarters. COINN has Regional Liaisons for each section of the world. Regional Liaisons and/or the COINN BOD can provide information about National Organizational procedures and resources to help with the process of chartering and assist with the running of a national organization.

Conference Networking Session. National Organizational members attending the COINN International Conferences may participate in an open question and answer session. Representatives relate their experiences organizing and maintaining a national organization and answer questions about how to develop and promote programs for their national organizations. This session offers excellent information for all national organizations and provides tips for those groups wishing to start a national organization.

International Office Assistance. Should you have any questions during the organization of your national organization, be sure to call or email the Regional Liaison closest to your area or contact the International Headquarters to be put in touch with a person to assist. When your national organization is ready to recruit or promote an upcoming meeting, contact the international office to request mailing labels. To recruit new members, national organizations are not charged for pressure sensitive labels of COINN members in their area. Members of other national organizations will not be included in the list.

Recruitment Campaigns. When your national organization is recruiting new members, you may want to check with the international office to see how you can participate in the latest recruitment campaign.

Chapter Two

OVERVIEW OF THE AFFILIATION PROCESS

No hard and fast rules determine where or when a COINN National Organization should be established. However, because national organizational development requires communication, collaboration, and planning, you should ask yourself three questions:

1. Do you believe regular communications among neonatal nurses in your area is needed?
2. Is your professional community capable of fostering an atmosphere of cooperation and collaboration among nurses from different institutions?
3. Can you identify a sufficient number of potential leaders in your area to provide the necessary momentum and guidance for chapter development?

If you answered yes to these questions, you already have a solid foundation upon which to build a national organization. All you need to do is begin. The steps to forming a chapter require work, but the work involved is well worth the end product. It generally takes several organizational meetings to move from the inquiry process to chapter application. These steps are outlined in this chapter.

Inquiry

Any COINN member can initiate the move to form a national organization by making an inquiry to the international office. Upon making the inquiry, the office will issue a copy of COINN's *"How to Start a National Organization."*

National Organization Development Steering Committee (NODSC)

The formation committee for the new national organization is referred to as the National Organization Development Steering Committee (NODSC). The purpose of the NODSC is to guide in the establishment of the new national organization and to provide assistance as possible. The parties interested in establishing a national organization should review COINN's mission, vision, core values, and bylaws.

National Organizational Meetings

Organizational meetings should have specific goals and an agenda. Many tasks must be completed before the formal national application is filed with COINN. The number of meetings required to fulfill these requirements varies from country to country.

Tasks and goals to complete for final national application include:

- A. Acceptance by majority vote of the NOCDSC on the proposal to initiate formation of a national organization.
- B. Appointment by majority the NOCDSC overseers of the national development process.
- C. Determination of geographical boundaries for the national organization. This may be determined by country or regions.
- D. Selection of a national organizational name. The name should reflect the geographic location and must be followed by the words "Association of Neonatal Nurses." Some examples of chapter names are:
 - India Association of Neonatal Nurses
 - Canadian Association of Neonatal Nurses
- E. Determine and set the amount of the annual dues. Dues should be collected at the national level and are not collected by the international office.
- F. Subcommittees should be developed. Committee chairpersons and member volunteers should be accepted for the following subcommittees (generally three to five members each):
 - 1) Membership Subcommittee
 - 2) Bylaws Subcommittee
 - 3) Nominations Subcommittee
 - 4) Insignia Development Subcommittee

Subcommittees may meet independently of national organizational meetings. Subcommittee responsibilities are discussed further in this guide.

- G. Develop and distribute membership applications. Begin collection of membership dues and provide new national organizational members with a membership number. Once dues collection begins, only dues-paying members hold voting privileges.
- H. Develop, review and accept by majority vote of national organization's Bylaws. Distribute copies of the bylaws to all dues paying members. After the Bylaws are approved, the Bylaws Subcommittee may become inactive or be discharged.
- I. Place a call for sketches of possible national organizational insignias. Select several nominations for the insignia and choose one by majority vote. The insignia must include:
 - 1) The full name of the organization.
 - 2) Reflection through word or art of the geographic or recognized area
 - 3) Must NOT include any emblem or logo known to be registered to or commonly associated with another group, company or corporation.
 - 4) Must NOT include any words other than the full national organization's name with "Association of Neonatal Nurses."
- J. Development of short and long term objectives. Some of these objectives may include:
 - 1) Educational plans

- 2) Membership drives
- 3) Solicitation of corporate/vendor support
- 4) Leadership development
- K. Securing of an address or postal box for the national organization
- L. Application by the Treasurer for an Employer Identification Number (IRS Form SS-4) This must be in accordance with each country's requirements for non-profit status.
- M. Prior to the closure of each meeting, determine the date, time and location of the next national organizational meeting. Each meeting should include:
 - 1) Distribution/reading of the minutes of the previous meeting by the national organization's Secretary.
A resolution for acceptance should be made and a majority vote received.
 - 2) Treasurer's report
 - 3) Attendance sign-in sheet or member attendance verification is suggested.

Charter Petition

The National Charter Petition is generally formulated and written by the NODSC Committee. Once completed, it is submitted to the COINN international office along with the Bylaws, all organizational meeting minutes, attendance lists, the signed original SS-4 form and national application fee of \$10.00 USD. Once the international office receives the national application, the sections are reviewed to ensure they are completed. A copy of the petition is distributed to the NODSC Committee Chairperson and the Regional Liaison and/or COINN BOD for independent review. If the Chairperson and Liaison or BOD agree that the petition and supporting documents are in order, the petition is forwarded to the full COINN Board of Directors for final approval. Should the petition be incomplete or lack adequate evidence of national stability and potential for growth, it will be held in the international office until all requirements are met.

Upon approval of the petition by the COINN Board of Directors, a provisional charter will be granted. The international office will then send an acknowledgement of the new national organization is commemorated by an announcement on the COINN website and at the next international meeting.

Chapter Three

ORGANIZATIONAL STRUCTURE

An organization is a group of two or more persons who have come together and formally agreed to combine their efforts into a system of consciously coordinated activities toward a common purpose. Whatever that purpose, the key characteristics common to all organizations include:

1. Coordination of effort so the contribution of individuals is multiplied.
2. Division of labor, which permits each member to be proficient and successful because each one knows his or her responsibilities and expectations.
3. Provision for continuity through time to ensure that successors know what they are to do.

A selected NOCDSC Committee member or Regional Liaison or a designated BOD serves as a direct representative of the National Organization to the NOCDSC Committee, which in turn represents national organization's interests to the COINN BOD. This structure provides several benefits, among them:

1. Enables COINN to represent the profession at the international level while allowing the national organization to maintain its own identity.
2. Improves communication between the national members and the international Organization.
3. Creates greater activity and member interest on both the national and international level.
4. Provides a two-way mechanism through designated Regional Liaisons whereby national organizations are accountable to COINN and provide their input to actions taken at the international level.
5. Is available for ongoing national organizational concerns and questions.

National Organization Structure

Each national organization must have four elected officers: (1) President, (2) President-Elect or Vice President, (3) Secretary, and (4) Treasurer. Collectively, these four officers are referred to as the Executive Committee. All officers shall be registered nurses. The relationship between this Executive Committee and others in the local organization varies from country to country depending on the unique circumstances and needs of each. Generally, however, three basic chapter organizational structures exist: (1) the Executive Committee, (2) the Council, and (3) the Board of Directors.

The most common and simple form of chapter organization is the **Executive Committee Structure**, wherein the four elected officers hold sole authority and responsibility for national organizational management. The Bylaws make no provision for standing committees. Consequently, any Special Committees necessary to conduct the business

of the national organization are established at the discretion of the Executive Committee. Once established, the chairperson of the Special Committee is appointed by the President and approved by the remaining officers. Chairpersons shall be registered nurses. While Special Committees may make written recommendations to the officers, the Special Committee chairpersons do not typically attend officer meetings and have no power to act except as specifically commissioned by the Executive Committee. Special Committee Chairpersons and any other consultants may be invited to attend leadership meetings, but only the four officers are entitled to vote on any business conducted at those meetings. The Special Committee is disbanded at the completion of its work.

The **Council Structure** is a modification of the Executive Committee Structure in which the national organization's Bylaws make provision for specific Standing Committees to be established and maintained. Chairpersons of Standing Committees are appointed by the President and approved by the remaining officers. Chairpersons shall be registered nurses. Because the need for these Standing Committees has been verified by the general membership through the Bylaws, the Chairpersons of the Standing Committees are generally allowed more formal interaction with the Executive Committee. Collectively, the Standing Committee Chairpersons along with the Immediate Past President are considered a council of consultants. These consultants *are* expected to attend any leadership meetings. However, because the Chairpersons of the Standing Committees are appointed rather than elected, they hold no voting privileges. Only the four officers are able to vote on any business conducted at those meetings.

Very large national organizations or those with diverse membership may wish to choose a **Board of Directors Structure** that allows for broader representation. The board is composed of the Executive Committee (the four officers), the Immediate Past President, and generally three to five additional members who jointly and equally direct the management of the national organization. These additional members may serve membership "At Large" or may be chosen to represent the three levels of neonatal care. All board members are elected by the general membership and consequently all may vote at leadership meetings. Standing Committees may be provided for in the Bylaws, but the Chairpersons of the Standing Committees do not typically attend leadership meetings; rather, they provide their input and recommendations by written report.

It is up to national organizational members to decide which structure offers the national organization the most advantages. Regardless of the choice, the structure of a national organization is not nearly as important as the fact that it is agreed upon by its members and is adequately documented in the chapter Bylaws. The end result is that people will know their duties and responsibilities for any given position.

National Organization Governance

The organizational structure your national organization members choose will determine which individuals are empowered to serve as its leaders. Whether your leadership is restricted to the four elected officers (Executive Committee or Council Structures) or is

expanded to include elected At-Large Directors (Board Structure), these individuals are the ones ultimately responsible for chapter management. These general responsibilities include:

1. Formulation of annual goals and objectives (including approval of the yearly national organization budget) to support a long-range plan of action for continued national organization development.
2. Advisement, support, and evaluation of standing and/or special committees to ensure that their activities are in accord with their intended purposes and the educational and professional nature of COINN.
3. Review and revision of national organization policies and procedures as necessary.

To carry out these activities, it is recommended that leadership meetings be held regularly as described in national organization Bylaws, with meeting dates established at the beginning of the fiscal year (January 1.) Emergency meetings can be scheduled as necessary. *REMEMBER, only representatives elected by the general membership may vote on issues affecting chapter activities.* When voting occurs, each representative is entitled to one and only one vote and all motions must be passed by a majority.

In addition to these general responsibilities, each elected officer will have specific duties related to the particular position held.

Responsibilities of the **President** include:

1. Have charge and full knowledge of the organizational structure and the national organization.
2. Preside at any official meeting of the officers and of the national organization.
3. Act as the official representative of the national organization.
4. Coordinate the work of the officers to ensure that the objectives and policies of the national organization are maintained and promoted.
5. Appoint, with the approval of the other officers, all committee members and chairpersons.

Responsibilities of the **Vice President** include:

1. Perform the duties of the President in the absence or disability of the President.
2. Serve as an ex-officio member of all standing committees.

Responsibilities of the **President-Elect** include all duties of the Vice President with the additional expectation that the President-Elect will succeed to the Presidency upon completion of the term as President-Elect or upon vacancy of the office of President.

Responsibilities of the **Secretary** include:

1. Keep the minutes of all meetings of the officers and of the national organization.

2. Give or cause to be given, notice of all meetings of the officers and of the national organization.
3. Be responsible for keeping the Bylaws and the membership records.
4. Generally serve as a standing member of the Communication Committee or any other appointed committee.
5. Conduct official correspondence of the national organization.

Responsibilities of the **Treasurer** include:

1. Have charge and full knowledge of all funds and securities of the national organization.
2. Deposit all monies in the name and to the credit of the national organization
3. Render to the officers, whenever they request it, an account of all transactions as Treasurer
4. Render a statement of the financial condition of the chapter at all regular meetings of the general membership

Standing Committees

Standing committees are the "backbone" of any chapter functioning under the Council or Board organizational structure. During national organization formation, it is important to decide upon the standing committees that will support the purpose of the national organization and ensure their ongoing existence by identifying them in the national organization Bylaws. **The number of committees that may be formed is not limited, nor is a certain number required.** You should, however, attempt to establish standing committees based on real and ongoing need. When an objective or activity can be completed within one year and is not likely to be pursued annually, it is recommended that a special committee be appointed rather than increasing the number of standing committees. Generally, a new national organization forming under a Council or Board structure need only provide for five standing committees: (1) Bylaws, (2) Nominations, (3) Membership, (4) Program, and (5) Communication.

The **Bylaws Committee** is responsible for the annual review of national organization Bylaws to ensure their conformity with COINN Bylaws and the rules and regulations for national organizations. The committee, with prior approval of the officers and/or Board, presents any recommendations for revision to the general membership for its vote. The President-Elect (or Vice President) is generally a standing member of this committee.

The **Nominations Committee** is responsible for the development of guidelines for the election process, recruitment of nominees for office, and the development of a slate of candidates that will ensure representation by at least two institutions. The Immediate Past President is generally a standing member of this committee.

The **Membership Committee** is responsible for the management of national organization promotion including the design and implementation of campaigns to recruit new members

and to improve member retention. The committee, in collaboration with the Secretary, also is responsible for the development of membership application forms and the maintenance of membership records.

The **Program Committee** is responsible for developing and promoting education programs for its members. When possible, continuing education credit should be secured for the educational offering or conference. The national organization President-Elect (or Vice President) is generally a standing member of this committee.

The **Communications Committee** is responsible for the preparation and release of information regarding national organization activities and topics of concern in the neonatal field. This is typically achieved by the publication of a national organization newsletter. The national organization Secretary is generally a standing member of this committee.

Regardless of the number or type of committees chosen, each must establish its own written policies and procedures including member qualifications, terms of service, and duties and responsibilities. The general duties and responsibilities of a committee **chairperson** are outlined below:

1. Have charge and full knowledge of all activities of the committee.
2. Annually confirm committee membership with the approval of the Executive Committee or Board of Directors.
3. Provide for the orientation of each committee member.
4. Give notice, arrange, and preside at all meetings of the committee.
5. Designate a recording secretary to keep the minutes of all committee meetings.
6. Submit quarterly reports and meeting minutes for review by the Executive Committee or Board.
7. Attend all regularly scheduled leadership meetings as called for by the national organization organizational structure.
8. Communicate with and report activities to the National organization Communications Committee.
9. Maintain an accurate record of and monitor all committee expenses.
10. Annually prepare and submit to the National organization Treasurer a financial statement and committee budget request for the following fiscal year.
11. Be responsible for keeping and annually reviewing the committee policies and procedures and other guidelines for committee activities.
12. Devote sufficient time to consistently fulfill the duties of the position of chairperson.
13. Perform other duties as may be requested by the Executive Committee or Board.

The function of the committee will, in large part, dictate the number of committee members necessary to carry out its work. The most effective committees typically have three to five members (including the chairperson). The actual number should, however, be jointly determined by the Executive Committee or Board and the committee chairperson and documented (along with member qualifications, terms of service, and duties and

responsibilities) in the committee policies and procedures. The general duties and responsibilities of a **committee member** include the following:

1. Perform assigned tasks in a timely manner to facilitate the orderly progression of committee business.
2. Maintain contact with the chairperson to ensure a viable, productive committee.
3. Participate in committee evaluation and future planning.
4. Attend all regularly scheduled committee meetings.
5. Devote sufficient time to consistently fulfill the duties of the position of committee member.
6. Perform other duties as may be requested by the chairperson and the Executive Committee or Board.

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Chapter Four

MANAGEMENT OF MEMBERSHIP DETAILS

Membership and Privileges

The membership category defined in the COINN Bylaws (article 3, section a), states:

- a. **Full Membership** shall be open to any nursing association that is dedicated to neonatal nursing or upholds similar values and beliefs to the Association
 - i. Whose professional interests are relevant to the practice of neonatal nursing
 - ii. Who is interested in furthering the work of the Association
 - iii. The member will in most instances be another nursing association, however, when there is no formal association in a specific country a proposal from that country will be reviewed by the Association to determine eligibility.
- b. Shall have the right to vote and meet the qualifications to hold office in the COINN.

The model form for COINN national organizational members is in accordance with the COINN Bylaws, and stipulates that membership qualifications may *not* be modified by national organizations without notification of COINN of this change upon their membership renewal and includes the mandate that:

A person shall be declared a COINN international organization member upon payment of national and then the member organization's international dues.

Therefore, international organization members must already be national organizational members or have submitted an application to become a member of COINN. To ensure that these criteria are met when submitting a Petition for Charter, it is required that a list of all national organization members be supplied. This list must include each individual's national organization membership number.

Pre-enrollment Considerations

Before you begin your active recruitment of members, a number of items need to be considered. What will the membership dues be? When will renewal dues be collected? Are there situations in which dues may be prorated? Where will members mail their dues payment?

Establishment of Dues

The COINN Board of Directors has ruled that:

National organizational dues will be established by the individual national organizations. Typically dues for members are about \$1 USD per member of the national group. If a country has difficulty with the dues payment, they must petition the board for a sliding scale payment. The dollar amount you choose should reflect the member services that will be provided.

Collection of Dues

As your national organization is being organized, you will be enrolling members at every opportunity, but you must plan ahead for the time when your first membership renewal will come due. You may choose either a cyclical or annual renewal system.

COINN operates on a cyclical renewal system. Under this system, renewals come due on the anniversary of the date the member originally joined. For example, everyone who joined COINN in January is billed for renewal every January; those who joined in February are billed every February, and so on. COINN uses a five effort renewal series to ensure a successful renewal rate. Members begin receiving renewal notices three months prior to their expiration date and will be mailed up to five notices. Once the renewal is processed at the international office, the notices stop. This system allows COINN to spread the work of processing renewal notices and receiving payments throughout the year.

The annual renewal system processes membership renewals on the same date, regardless of when the member originally joined the national organization. The renewal date chosen may be either the date on which membership enrollment first began (the date of the first organizational meeting) or may be based on the fiscal year (January 1st). Membership recruitment campaigns with the annual cycle may include prorated dues as an incentive. A "half-price sale" directed toward members who join in mid year; those who join near the end of the membership year may be offered "15 months for the price of 12."

Selecting a National Organization Mailing Address

One official mailing address should be designated by the national organization no later than the fourth organizational meeting, when officers are elected. National organizations may either secure a permanent P.O. Box or use one officer's home address.

National organizations who wish to obtain a P.O. Box are afforded two advantages. First, the membership and the national office will always be able to contact the national organization and its officers through a stable mailing address that does not change each time new officers assume their positions. Secondly, a permanent address makes it

possible for the national organization to order stationary and print membership applications and other materials in bulk, and thus at a lower cost, because there is no need to redesign and reprint materials each time new officers are elected and the mailing address is changed. Officers should agree and adhere to a plan that allows someone to collect and distribute mail on at least a weekly basis. Generally this responsibility falls to the national organization Secretary.

Many national organizations have chosen to use the home address of one national organization officer for all national organization correspondence. The address of the President or Secretary is most frequently used. You must notify your members, the national office, and your bank promptly of any change in address when new officers are installed.

Planning a Recruitment Campaign

Membership is the lifeblood of the organization. Consequently, recruitment of members is a crucial step in the establishment of a national organization. The focus of your first membership drive is to establish the charter membership base. This campaign can involve a number of marketing approaches including direct mail, telephone contact, personal visits, and the use of print media. A time frame should be established so that individuals have ample opportunity to join prior to the closure of enrollment of charter members.

Direct Mail

Direct mail is the most basic approach to both spreading the word about national organization formation and in recruiting members. COINN members and local institutions with newborn services are the logical place to begin because of accessibility. If your nursery does not maintain a list of other units in the area, you may readily obtain the same information by referring to the yellow pages of your phone directory. Individuals who are already COINN members are a particularly good audience to consider because many of these national members will be eager to extend their membership to the local level. Mailing labels with the name and address of individual COINN members in your area can be obtained from the national office. Whether you direct your recruitment campaign toward COINN members, units, or both, the mailing that is distributed should include a pitch letter, a meeting announcement, a membership application, and a return envelope.

The pitch letter is a tool of persuasion. Like a sales letter, a pitch letter first arouses the readers' interest, then provides convincing evidence of the need for joining and how membership will be beneficial, and finally makes positive action by prospective members easy. A pitch letter should be brief (no more than a page and a half), written in a friendly, conversational manner in several short paragraphs to make reading easy, and signed by the Chairperson of the National organization Development Steering Committee or, once elections have been held, the new national organization President.

A flyer announcing the date, time, place, and educational topic and guest speaker for the national organization's next meeting should also be included in the mailing. A flyer can be designed on a personal computer and printed inexpensively on colored paper to attract attention. Include two copies of the flyer and ask the recipients to post one copy in the units in which they work.

A national organization membership application should include all the necessary information needed for continued correspondence with the member and collection of data for the national organization's records. Such information should include name, address, home, and work phone numbers, employer, and COINN membership number. The fee for membership and a return address should also be included on the form.

Telephone Contact and Personal Visits

A more personalized approach to recruiting members is through the use of telephone contact and personal visits. While these two methods generally involve more time, they can be used as an adjunct to direct mail.

Nursing leaders may be willing to join as members and help disseminate information about the national organization. An initial call should include your name, a brief overview of the national organization and its affiliation with COINN and a request to distribute information to staff members. Should the individual agree a mailing of national organization information sheets and membership applications can be sent. Some national organizations have given a one-year complimentary membership to the nurse manager from all nurseries in their geographic area and asked that in return, the manager post flyers and announce national organization activities during staff meetings.

Representatives from various companies which sell and distribute products for use in the neonatal field are usually very enthusiastic about local national organization formation and when contacted, will agree to distribute meeting flyers during their rounds to area institutions.

Print Media

A number of print media options are available for use in relaying information to neonatal nurses about local national organization development and membership opportunities. Be sure to include the name and phone number of a contact person on any written information submitted for the print media.

On a space-available basis, COINN will publish information submitted by chartered national organizations or national organizations in formation. Information should be sent to the international office.

Hospital newsletters are another free source of communication that can be utilized to get the word out to potential members. A nursing career guide, advertising available nursing positions and circulated to RNs in the area may be another possibility. While the guides focus on job recruitment, many publications of this nature will accept articles about local nursing organizations and list meetings in their calendars.

Local community newspapers frequently have a community calendar and highlight local group's activities. While this should not be your primary vehicle to recruit members, usually no cost is involved, and it serves a dual purpose of also increasing community awareness of the organization.

Enrolling and Tracking Membership

Membership retention should not be considered a once-a-year activity. Rather, retention activities should start as soon as a new member joins the national organization and should be directed toward giving each new member a sense of belonging and encouragement to participate. You may wish to list new members in your newsletter, provide a special ribbon or button for the new member to wear at the next function. Current members can "buddy up" with a new member and introduce them at the next membership meeting. Let them know you are available to answer any questions they may have. Immediately send a welcoming letter and a membership card to each new member.

A welcome letter is a cousin to a pitch letter. Mention something positive about your group. Let the new members know that you are proud to belong, hoping that they will be too. If possible, include some suggestion as to how they can fit into the national organization, refer them to the benefits that are now available to them, and encourage them to recruit others. Close with a reminder of your next meeting so that they can take the first steps to becoming a national organization member. Membership cards with the national organization's name and insignia can be printed on business card stock for a nominal fee. A label with the member's name, national organization membership number, and expiration date affixed to the back of the card will serve as a current national organization membership card.

Assignment of national organization membership numbers can be done in a fashion similar to the COINN numbering system. You can make the first two numbers of a membership number indicate the year in which the individual became a national organization member. The remaining numbers can start with (0001) and go up from there. Membership numbers should be assigned only once. If a member does not renew membership, that person's number should not be given to a new member. This will allow the national organization to track how many members the national organization has had over a period of time, and to follow retention trends. For example, reviewing current membership numbers might allow you to determine that the end of the second year of membership is a particularly sensitive time with the highest rates of members lost. This would allow the Membership Committee to work on developing a retention program geared specifically to those in their second membership year. Lastly, by being able to

quickly identify the original year of membership, it becomes possible to acknowledge members who are not only charter members, but those who have reached significant anniversaries, such as the fifth, tenth, and so on.

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**REQUEST FOR COINN NATIONAL ORGANIZATION
MAILING LABELS OR MEMBERSHIP LISTS**

(Please print or type)

I would like to request the following:

☐ **Pressure Sensitive Mailing Labels** or ☐ **Membership List Printout**

☐ Listed Alphabetically by State - Be sure to indicate which states.

☐ Listed Zip Code Order - Be sure to indicate the first three digits of the zip code area you are requesting.

AL AK AZ AR CA CO CT DE FL GA HI ID IL IN IA KS KY LA ME MD MA MI
MN MS MO MT NE NV NH NJ NM NY NC ND OH OK OR PA RI SC SD TN
TX UT VT VA WA WV WI WY

First three digits of zip code area:

Purpose of request (please check one):

☐ National organization membership recruitment.

☐ National organization conference to be held on the following date(s):

Submitted by:

National organization:

Name:

Address:

Home #:

Work #:

Officer Signature: _____ Date _____

Submit completed form to the international office, no later than 30 days
prior to expected mailing date.

REQUEST FOR COINN MEMBERSHIP APPLICATIONS

(Please print or type)

Please send (specify quantity):

_____ COINN membership brochures
_____ COINN membership posters (with tear-off applications)
_____ COINN membership drive flyers

Requested by: _____

National-organization: _____

Address: _____

Office held: _____

National membership #: _____

Home #: _____ Work #: _____

Officer Signature: _____ Date: _____

Submit completed form to the International Office, no later than 30 days prior to expected mailing date.

SAMPLE PITCH LETTER

The ----- Association of Neonatal Nurses

----- A.N.N.

We are in the process of forming a new national organization of the Council of International Neonatal Nurses (COINN). We would like to extend our invitation to you to join us!

----- **A.N.N.** will offer a support system to neonatal nurses. Together we will be able to exchange information and offer educational opportunities while expanding our knowledge in the field of neonatal nursing.

Our next organizational meeting will be on **[DAY, DATE, & PLACE]**. Dinner will be at **[TIME]** and an educational program titled, **["PROGRAM NAME" by NAME OF SPEAKER]** will be presented. A business meeting and election of officers will also take place. If you are interested in learning more about our national organization or our next meeting, please feel free to contact one of the members of the International organization Development Steering Committee. We look forward to hearing from you soon!

[LIST EACH CONTACT PERSON]
[TITLE]
[HOSPITAL]
[PHONE NUMBER]

SAMPLE MEETING ANNOUNCEMENT

The ----- Association of Neonatal Nurses

cordially invites you to attend the
formation meeting of

Council of International Neonatal Nurses (COINN)

[DAY, DATE]
[TIME]
[NAME OF HOSPITAL]
[NAME OF MEETING ROOM]

An educational program on

[PROGRAM TITLE]

will also be presented.

For more information call:

[CONTACT]
[PHONE NUMBER]

SAMPLE MEMBERSHIP APPLICATION

----- ASSOCIATION OF NEONATAL NURSES

Membership Application

Name & Credentials: _____

Home Address: _____

Home Phone: _____ Work Phone: _____

Fax: _____ E mail: _____

Employer: _____

National Membership Number: _____

Membership in this National organization is a privilege and is contingent on membership of good standing in the Council of International Neonatal Nurses (COINN).

Membership Dues: **[\$00.00]**

Make check payable to: ----- **Association of Neonatal Nurses**

Your membership fee must accompany your application. In order to keep membership fees at a minimum, we do not bill for membership.

Mail to: **[List National organization Name & Address]**

Please allow 4 weeks to receive your membership package.

For national organization use only:

Date received: _____ Check #: _____

Amount: \$ _____ Membership #: _____

SAMPLE WELCOME LETTER

Dear

It is a pleasure to welcome you to the ----- **Association of Neonatal Nurses**. We are sure that you will soon feel the sense of pride we share in belonging to this growing national organization. We hope that you will take advantage of the many benefits that come with membership and that you will be able to use -----**A.N.N.** as both a forum for the exchange of innovative ideas and as a resource for current developments in neonatal care.

In this packet you will find your membership card, the national organization bylaws, and a copy of our newsletter. The newsletter contains an overview of our current activities as well as a report of our last meeting. A membership application is also provided, and we encourage you to share it and the fact sheet with others in your institution who may be interested in joining.

Our next meeting will be held on **[DATE, TIME & PLACE]**. Directions to the Center and information on the educational topic can be found in the newsletter. We hope you will be able to attend what promises to be an interesting and stimulating meeting.

-----**A.N.N.** has been organized to promote the highest standards of neonatal nursing practice. Our members set the very foundation by which this goal can be reached and we encourage you to become actively involved. Should you have any questions or comments, please do not hesitate to contact our national organization at the above listed phone number or address. We look forward to seeing you on the **[DATE]**.

Sincerely,

[Your Name]

[President, National organization Name]

Encls: Membership card
 National organization bylaws
 Newsletter
 Membership application
 Fact sheet

Chapter Five

BYLAWS

Introduction

Bylaws are those rules adopted by the national organization for the governance of its members and the management of its affairs. As such, the Bylaws of the national organization are legal contracts which outline the specific standards it will maintain and how it will contribute to accomplishing the stated purposes of COINN.

To help new, developing national organizations as they create their own bylaws a model form for National organization Bylaws has been developed by the COINN BOD. This model has been carefully prepared to take into account the established rules and regulations for COINN international organizations and all known legal requirements. Though certain revisions of this model may be appropriate according to your national organization organizational structure, most Articles and Sections should be modified only to the extent specified in the footnotes listed under the heading, "Modification of the Model."

Bylaws and their revision must be approved by the national organization membership annually.

Bibliography

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Model Form For National Organization Bylaws

ARTICLE I

NAME

The name of this organization shall be the ----- ASSOCIATION OF NEONATAL NURSES ("Association.")

ARTICLE II

PURPOSE

The purpose of this ASSOCIATION shall be:

1. To promote the highest standards of neonatal nursing practice and education, and research; and
2. To maintain an organization that will assist the neonatal nurse in optimizing professional development and economic and general welfare.
3. To provide an organization that promotes the general welfare of neonatal nurses.

ARTICLE III

GOALS

The goals of the ASSOCIATION shall be to:

1. Facilitate an exchange of information between nurses in the neonatal field;
2. Maintain for its members a forum for continuing education;
3. Provide communication networks among neonatal nurses working in the field;
4. Participate in legislative activities that will promote and improve neonatal nursing and health care for the infant and family;
5. Promote equitable compensation commensurate with the education, training and responsibilities of the neonatal nurse;
6. Support and participate in the ongoing development and implementation of specialty certification;

7. Work toward standardization and accreditation of programs that prepare nurses to work in advanced practice neonatal nursing roles; and,
8. Facilitate and support advanced practice neonatal nursing roles.

ARTICLE IV

MEMBERSHIP

Section I

Membership in the NATIONAL ORGANIZATION is a privilege and is contingent on concurrent membership in the COUNCIL OF INTERNATIONAL NEONATAL NURSES ("COINN.")

Section II

The membership of this NATIONAL ORGANIZATION shall not be limited by numbers.

Section III

Membership shall consist of current members as set forth by COINN bylaws.

Section IV

A person shall be declared a member upon payment of national and then international member organization dues.

Section V

Dues shall be determined by a majority vote of members of the NATIONAL ORGANIZATION.

ARTICLE V

OFFICERS

Section I

The officers of the NATIONAL ORGANIZATION shall consist of a President, Vice President², Secretary, and Treasurer. All officers shall be registered nurses. Collectively these officers are referred to as the Executive Committee.

Section II

The officers shall be elected by a majority of votes cast by written or electronic ballot, to serve for a term of two (2) calendar years. All officers shall take office on January 1 immediately following their election. No officer shall hold the same elected office for more than two (2) consecutive terms (four years).

Section III

The duties of the officers are as follows:

The President shall preside at any official meeting of the NATIONAL ORGANIZATION and coordinate the work of the officers to ensure that the objectives and policies of the NATIONAL ORGANIZATION are maintained and promoted.

The Vice President shall preside at meetings in the absence of the President and coordinate the educational activities of the NATIONAL ORGANIZATION

The Secretary shall record the minutes of business meetings, conduct official correspondence of the NATIONAL ORGANIZATION, and be responsible for keeping Bylaws and membership records.

The Treasurer shall collect and disburse NATIONAL ORGANIZATION funds and present a statement of financial condition at each general business meeting.

Section IV

Executive Committee meetings shall be held quarterly. Meeting time and place shall be arranged by the President.

Section V

In the event of a resignation or vacancy of an office, an election shall be held at the next business meeting to fill the office for the unexpired term.

ARTICLE VI

MEMBERSHIP MEETINGS

Section I

The regular meetings of the NATIONAL ORGANIZATION shall be held according to national organization needs (quarterly, monthly). Meeting time and place shall be arranged by the President.

Section II

A quorum shall consist of all active members present at the meeting.

Section III

Each active member present shall be entitled to one vote on matters properly placed before the membership.

ARTICLE VII

AMENDMENTS TO THE BYLAWS

Section I

The Bylaws shall be reviewed annually.

Section II

The Bylaws may be amended at any regular business meeting of the NATIONAL ORGANIZATION by a favorable vote of two-thirds of the members present.

ARTICLE VIII**RULES AND PARLIAMENTARY AUTHORITY**

The rules governing the NATIONAL ORGANIZATION shall be decided upon by a simple majority of members present at any regular business meeting. The rules contained in the most current edition of Robert's Rules of Order shall be the parliamentary authority.

ARTICLE IX**ADOPTION**

Adopted at a meeting of the ----- ASSOCIATION OF NEONATAL NURSES on the ----- day of -----, 19---.

Signature of President

Signature of Secretary

MODIFICATION OF THE MODEL

Article IV, Section V may be modified with the addition of a statement specifying the dollar amount.

Article V, Section I may be modified in case the national organization prefers to designate the office of President-Elect in place of the office of Vice President. In this situation, Article V, Section III, Subsection b must also be revised to add the following sentence: "The President-Elect shall succeed to the Presidency upon completion of the term as President-Elect or upon vacancy of the office of President."

It is up to the national organization members to decide which designation offers the most advantages. Advantages of having a Vice President are: (1) the membership has an opportunity to observe the individual in action and to determine if that person is someone it wants as a future leader, and (2), the Vice President has an opportunity to experience the role of national organization leader and to determine if he/she is able and would like to undertake the duties of President. On the other hand, the advantages of having a President-Elect are: (1) the future leadership of the organization is known in advance which (2) allows the President-Elect time to become familiar with the details of the organization and its management.

Article V, Section II may be modified to limit the term of office to one (1) calendar year. The term of office, however, cannot be extended beyond two years. However, an officer can run for a second term of two years and serve a maximum of four years. If the term of office is modified to one year, an incumbent may run for a second term and serve a maximum of two years in the same office.

Article V, Section IV may be modified according to national organization needs. The meeting frequency, however, cannot be reduced to less than four times a year.

Article VI, Section I may be modified to provide for more frequent membership meetings. The meeting frequency, however, cannot be reduced to less than four times a year.

In addition, if your national organization has a Council or Board Organizational Structure, provision should be made for the establishment of standing committees and/or a Board of Directors. In this situation, the appropriate Articles contained in the COINN Bylaws should be followed as a guide.

Chapter Six

MEMBERSHIP MEETINGS

The purpose of membership meetings is to bring out the best in people - the best ideas, the best decisions - and to move the group forward toward development of a viable and productive national organization. To this end, meetings are useful in several ways. They are: (1) the fastest way to pass information to a group of people, (2) the best way to be positive that everyone understands equally well what has been presented, and the best way to hold misunderstandings to a minimum, (3) the easiest way to receive immediate reaction and results from a pooling of ideas aired and discussed at one time by all concerned, (4) most importantly, meetings are the soundest way to solve problems and produce decisions by collaborating with many people.

Effective meetings, however, are not just impromptu happenings. If a meeting is to achieve its full potential, it must be planned and logically executed. To make the most of a meeting, consider following these six steps:

1. Choose a meeting site,
2. Select the time and date of the meeting,
3. Finalize arrangements for food and other services,
4. Prepare the meeting agenda and announcement,
5. Conduct the meeting following parliamentary procedures, and,
6. Summarize and record the results at the conclusion.

Site Selection

Geography, politics, amenities, and finances are four key considerations in choosing a meeting site. The ideal place is an off-hospital (neutral) site that is centrally and conveniently located, with food and audiovisual services available free of charge. In reality, however, it is difficult and often impossible to meet all four criteria. Realistically consider each factor and decide which ones are critical to the purpose of the meeting. As a new and developing national organization, the primary concern is the recruitment of members. Consequently, select a site that promotes the highest attendance and creates a positive climate for discussion and networking. Possibilities include rotating hospital sites, various types of civic or business meeting halls, and hotel or restaurant meeting rooms.

Hospitals, especially teaching hospitals, often have great meeting facilities and are willing to book them for professional organizations at minimum or no charge. The actual arrangements can be best handled by a national organization member who is also an employee of the hospital. Each subsequent meeting should be rotated to a different site so that no one hospital is seen as taking charge of the national organization. In addition

to being "politically correct," rotating hospital sites maximize recruitment efforts allowing further national organization development by wider exposure to potential recruits, facilitates networking by giving members the opportunity to visit various nurseries, and allows various members to gain experience in hosting a meeting. The only drawback to rotating meeting sites is that members will have to find their way to a different place for each meeting. This limitation, however, is easily overcome by making sure that clear directions (including tips on parking and how to find the meeting room) are included with each meeting announcement.

If area hospitals do not have suitable meeting rooms or place constraints on who can use their facilities, you should explore the options available in the business and ecumenical community. Church and civic meeting halls can often be rented at a nominal charge, or possibly free of charge, if the negotiations are handled by a national organization member who is also a member of the church or organization. Schools, community recreation centers, libraries and businesses may also offer possibilities. Most of these facilities, however, have limited amenities so you may have to make special arrangements if audiovisual equipment is needed or if refreshments are served. Because church and civic halls are generally designed for social activities rather than business meetings, you should be prepared to set up the meeting room before the meeting and clean up and rearrange the room afterwards.

Hotels and most restaurants have meeting facilities, but rental can be costly and most require that any food served on the premises be purchased and served through their caterer or banquet manager. However, many national organizations have successfully obtained corporate sponsorship to underwrite the cost of the facilities and their services. Professional management certainly adds polish to your meeting and ensures a non-political site, both clear advantages that should be weighed against the cost incurred.

Timing Considerations

Once a site has been selected, decide on the day, date, and time for the meeting. Focus on convenience in making this decision. Since most participants are commuters, Mondays and Fridays are generally inadvisable. If evening meetings are planned, Wednesdays should also be avoided because many people plan to go elsewhere, like evening church service. For the first few meetings, until feedback is gathered from members, it is probably best to schedule activities on a Tuesday or Thursday. Next, prepare a list of three preferred dates (first, second and third choice). In selecting these alternate dates, pay special attention to holidays or other long weekends that might conflict. Lastly, develop an overall schedule for the meeting and agree on the time the meeting will begin and end. This choice will largely be one of personal preference. Late afternoons are probably best for those working 8-hour day shifts, but early evening hours should be considered if many of the area hospitals work on 12-hour shifts. Regardless of the time at which the meeting begins, allow at least one and preferably two hours.

After deciding on a date, alternate dates, and specific times, one national organization member should be designated to personally contact the site coordinator to make appropriate arrangements. Nothing is more frustrating or more likely to cause things to go wrong, than to have several different people making arrangements, often with conflicting instructions, with the host site. Consequently, all negotiations and arrangements should be handled by one and only one national organization representative. Some facilities have to be booked many months in advance, so the earlier the contact is made, the more likely it is that you will be able to hold your meeting on the date you prefer.

Food and Other Arrangements

As a part of booking negotiations, you should check on any rules or legal requirements that may restrict the national organization. For example, if planning to serve refreshments, must those refreshments be purchased on site? If so, what are the charges? Be especially careful about liquor licensing and serving policies. Hospitals and many civic groups and churches prohibit alcohol, which would consequently rule out a wine and cheese reception. Whether working with a hotel caterer, the dietary department of a hospital, or bringing in the food and beverages have an itemized plan specifying what will be served, who will provide it, where it will be served, when it will be served, and what equipment will be needed (draped tables, electric outlets, and extension cords for coffee makers and food warmers, etc). In dealing with hospitals and hotels, be especially clear about the services you are contracting - instead of simply requesting coffee service, specify that both regular and decaffeinated coffee as well as tea; instead of asking for sodas, and ask for a mixture of diet and decaffeinated colas and clear sodas. Some food service departments have package deals for different levels of refreshment. Be sure it is understood what is in the package and what is extra. If bringing in food, clarify whether glasses, plates, silverware and napkins will also have to be provided.

Unless the meeting will include an educational offering, audiovisual needs should be rather basic. The individual presiding over the meeting should be provided a podium or lectern and a flip chart or blackboard. A microphone will probably not be needed unless particularly high attendance is expected. At least one table should be set up to register attendees and enroll members. If corporate sponsors will be attending, they too should be provided with a table for their display.

Once the site has been negotiated and all arrangements are complete, the booking and any other hired services or rented equipment should be confirmed in writing. Decide in advance how much money the national organization is prepared to spend and stick to that budget. Deposit may be required in some circumstances and should be arranged accordingly.

Agenda

An agenda is an outline of the topics to be discussed and the things to be done, listed in the order in which they will be addressed, at the membership meeting. Development and use of an agenda is essential at all business meetings to insure that everything important is covered while avoiding confusion and wasted time.

Meeting Announcement

An announcement of the meeting is usually sent six to eight weeks in advance. This notice may be in the form of a letter or flyer, but should include the following:

1. The name of your group,
2. The purpose of the meeting,
3. The day, date and time of the meeting,
4. The place of the meeting (including the room number and directions as appropriate), and,
5. The name and phone number of a contact person.

If you need a final count of those attending, you may either request that those planning to attend R.S.V.P. with the contact person or return an attached registration form or enclosed card.

Parliamentary Procedure

Procedures for running a business meeting may vary slightly from one place to another, but most organizations follow the classic principles of parliamentary procedure as elaborated by Robert's Rules of Order. The basic rules are listed below.

1. Only one topic at a time may be considered.
2. Topics requiring discussion are introduced by making a motion.

Proposer:

"Madam Chairperson."

Chairperson:

"The Chair recognizes **[NAME]**."

Proposer:

"I move that the next organizational meeting be held on a Tuesday."

3. The proposed motion must be seconded by another person in the membership.
Note: If you second a motion, it does not necessarily mean that you are in favor of that motion, only that you wish it to be discussed.

Another member:

"I second the motion."

4. Discussion begins AFTER a motion has been made and seconded and restated by the presiding officer.

Chairperson:

"It is moved and seconded that the next organizational meeting be held on a Tuesday. Is there any discussion?"

5. The proposer of the motion is the first to discuss it. Note: The proposer of the motion may not speak against the motion, but may vote against it.
6. Members should direct their comments to the chairperson - they do not talk to each other - and should be recognized by the chairperson before beginning. The chairperson must be impartial and see that everyone's right to speak and understand the motion is preserved.
7. When nothing further is discussed, the chairperson restates the motion in its final form and calls for a vote.

Chairperson:

"The question is on the adoption of the motion that the next organizational meeting be held on a Tuesday. Those in favor say, 'Aye'...

Those opposed say, 'No'.

8. The chairperson announces results of the vote. The majority vote prevails unless otherwise restricted by your national organization Bylaws.

Chairperson:

"It appears to the chair that the 'ayes' have it and the motion is carried."

OR

"It appears to the chair that the 'noes' have it and the motion is lost."

9. After confirming with the secretary that the motion and its outcome have been documented, the chairperson should proceed to the next item of business on the agenda.

Conducting the Meeting

Following the rules for parliamentary procedure, the meeting should be conducted as outlined in the agenda.

Call to Order. Meetings should be called to order on time. While the temptation may be strong, don't wait for stragglers. If they know the meeting will not start until all arrive, they will continue to be late.

Quorum. A quorum is the number of people required to be present to legally transact business. The number is usually all active members present unless otherwise specified in the Bylaws.

Welcome and Introductions. Develop a list of any expected guests and sponsors prior to the meeting so that no one is inadvertently omitted. At the time of the meeting, each guest should be recognized by name and a brief mention made of their purpose in attending. Each sponsor should similarly be recognized and given thanks for their support.

Reading Previous Minutes. The secretary is asked to read the minutes of the previous meeting. This is not a formality that should be rushed through; the decisions made at the present meeting may hinge on the decisions made at the previous one. If, instead of reading the minutes, you choose to distribute written copies, these copies should be distributed well before the meeting, preferably with the meeting announcement. After the minutes are presented, the secretary asks for corrections or revisions. After any appropriate changes have been made, the secretary moves the acceptance of the minutes.

Treasurer's Report. The Treasurer's report is a statement of money received and spent. After the report is presented, the treasurer asks for any questions then moves the acceptance of the report. The fact that the treasurer's report is accepted in no way means that its accuracy is accepted or denied - that is an internal matter for the officers. Accepting a treasurer's report only means that you have heard it.

Committee (Subcommittee) Reports. The report should be presented to the members and should include any information the (sub) committee has obtained, duties performed, or specific recommendations showing the opinion of the (sub) committee. If the report is only informative, the (sub) committee chairperson will ask for any questions. If it contains recommendations for action, the (sub) committee chairperson would move the adoption of the recommendations, and they would be considered one at a time.

Old Business. Old business includes any item discussed but not resolved at previous meetings, for which new information or action needs to be taken.

New Business. New business is any item brought up by a member present at the meeting. The presiding officer should always ask the members if any additional items require consideration.

Announcements. Appropriate announcements would include notice of the next meeting and/or a preliminary introduction of the educational program that will follow the close of the meeting.

Adjournment. If there is no further business is to come before the members, the meeting is adjourned.

Minutes

Minutes are the official record of a meeting and as such, they should follow in chronological order all matters presented at the meeting. That is, they should mirror the agenda. Brevity is acceptable as long as the minutes contain the essence of the meeting and provide a clear, accurate, concise, and useful record of the proceedings, but, flowery descriptions and personal opinions are not acceptable. Motions, however, must be written in their entirety with a parenthetical note of the surname of the individual who proposed the motion. The surname of the individual who seconded the motion may also be recorded, but is not required. All motions should be typed so as to stand out for easy reading. Any revisions or amendments to the national organization Bylaws should also be written verbatim. However, if a lengthy report or document has been reviewed or acted upon, you may avoid lengthy transcription by making a notation in the Minutes stating that the material is "attached and becomes a part of these minutes." While some variation is allowed, the following general information should always be included:

1. The name of the group
2. An indication of whether the meeting is an organizational, regular, or special one
3. The day, date, and place of the meeting
4. Members present (begin with the national organization officers; if the list is extensive, you may choose to list those present as an appendix)
5. Members absent (as appropriate)
6. Guests present
7. Time the presiding officer called the meeting to order
8. Statement that notice had been duly given
9. Presence of a quorum
10. Disposition of minutes of the last meeting (read and approved, corrected, etc.)
11. Treasurer's report
12. Committee (subcommittee) reports
13. Old Business (if any)
14. New Business (if any)
15. Announcements (if any)
16. The day, date, time, and place of the next meeting
17. The time the presiding officer called for adjournment, and

18. Signature of the secretary (if the minutes are to be published in a newsletter, the presiding officer should sign as well).

The minutes should be written as soon as possible after the meeting and submitted to the presiding officer for review and revision. A copy of the final typed minutes (with any appendices) should be sent to each officer and committee member within one or two weeks of the meeting so that they may begin work immediately on any actions they have been directed to take.

A sample of the minutes of a national organization meeting is included at the end of this chapter. You may find it helpful to review this sample in order to get a feel for the wording and traditional phrases that are used.

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SAMPLE MEETING AGENDA

----- ASSOCIATION OF NEONATAL NURSES

**[DAY, DATE]
[TIME]
[PLACE]
[ADDRESS]**

AGENDA

- I. Call to Order
- II. Introduction of Guests and Sponsors
- III. Minutes of Previous Meeting
- IV. Subcommittee Reports
 - A. Membership Subcommittee
 - B. Bylaws Subcommittee
 - C. Nominations Subcommittee
 - D. Insignia Development Subcommittee
- VI. Old Business
- VII. New Business
- VIII. Announcements
- IX. Adjournment

SAMPLE ANNOUNCEMENT LETTER

[DATE]

[NAME]
[ADDRESS]

Dear Colleague:

An open meeting of neonatal nurses throughout the **[CITY]** area will be held in **[ROOM]** of the **[PLACE]** on **[DAY, DATE]** at **[TIME]** to consider a proposal to form a national organization of the Council of International Neonatal Nurses (COINN).

Items to be discussed at this meeting include:

1. Delineation of the service area,
2. Selection of a national organization name,
3. Establishment of dues,
4. Establishment of subcommittees, and,
5. Initiation of enrollment of charter members.

You may register by completing and returning the enclosed card. We look forward to seeing you soon, and working with you on this proposal. For more information please call **[NAME at PHONE NUMBER]**.

Sincerely,

[NAME]
CDSC Chairperson

SAMPLE REPLY CARD

NATIONAL ORGANIZATION DEVELOPMENT MEETING

Reply card, please check one:

- ☐ Yes, I do plan to attend the meeting on **[DATE]**.
- ☐ No, I will not be able to attend, but ask that I be notified of future meetings.

Please verify that we have your name and address listed correctly. Make changes if necessary. Thank you.

[Name]
[Address]
[Home Phone]
[Work Phone]
[Employer]

Please return to the address listed on the other side of this card. No registration fee is required. We look forward to seeing you.

SAMPLE ANNOUNCEMENT FLYER

You are cordially invited to attend the formation meeting of a national organization of the Council of International Neonatal Nurses.

[DAY, DATE, START TIME until END TIME]

[PLACE]

[ADDRESS]

The agenda will include the following:

1. Delineation of the service area,
2. Selection of a national organization name,
3. Establishment of dues,
4. Establishment of subcommittees, and,
5. Enrollment of charter members.

Pre-registration is requested. Please complete the bottom portion, tear off at the perforation - and - Mail today!

No registration fee is required.

NATIONAL ORGANIZATION DEVELOPMENT MEETING Registration Form

Please check one:

- ☐ Yes, I do plan to attend the meeting on **[DATE]**.
- ☐ No, I will not be able to attend, but ask that I be notified of future meetings.

Name:

Address:

Telephone:

Please return this completed form to:

NAME
ADDRESS
PHONE

SAMPLE MINUTES

----- ASSOCIATION OF NEONATAL NURSES

SECOND ORGANIZATIONAL MEETING

MINUTES

**[DAY]
[DATE]
[PLACE]
[CITY, STATE]**

Present: **[NAME, CDSC TITLE]
[LIST EVERYONE WHO ATTENDED MEETING]**

The meeting was called to order by **[NAME]**, Chairperson, at **[TIME]**. Due notice had been mailed to each charter national organization member enrolled to date and other appropriate and interested parties. A quorum was present and acting.

APPROVAL OF MINUTES

Minutes of the 1st Organizational Meeting held **[DATE]** at the **[PLACE]** had been previously distributed to all attending. Reading of the minutes was therefore waived. Upon motion duly made, seconded and carried, it was:

RESOLVED, That the minutes of the organizational meeting held **[DATE]** be approved as distributed. **[NAME of PROPOSER/NAME OF INDIVIDUAL]** seconding the motion.

TREASURER'S REPORT

The report of the treasurer, showing a balance of **[\$00.00]** was read and placed on file.

SUBCOMMITTEE REPORTS

Membership Subcommittee. Subcommittee chairperson, [NAME], confirmed that the enrollment of charter members was begun at the [DATE] meeting. To date, 18 members have been recruited. Applications for charter membership will be accepted until the date of the sixth organizational meeting.

Bylaws Subcommittee. Subcommittee chairperson, [NAME], presented recommendations concerning national organization Bylaws which resulted from the subcommittee meeting held [DATE]. A copy of the draft bylaws is attached and becomes a part of these minutes. Following discussion of each Article, and upon motions duly made, seconded and carried, it was:

RESOLVED, That Article V, Section II of the draft Bylaws concerning term of office, be revised by striking out the words "one (1) calendar year" and inserting the works "two (2) calendar years". [proposer/second]

RESOLVED, That the national organization Bylaws be adopted and approved as revised. [proposer/second]

The chairperson expressed appreciation to the members of the subcommittee and confirmed that their work had been completed. Upon motion duly made, seconded, and carried it was:

RESOLVED, That the Bylaws Subcommittee be discharged.
[proposer/second]

Nominations Subcommittee. A report from the subcommittee chairperson, [NAME], was received relating to current COINN Rules and Regulations for the nomination and election of permanent national organization officers. The floor was opened for discussion resulting in the nomination of the following persons to the offices shown.

President:
Secretary:
Treasurer:
President-Elect:

Nominees not present will be notified of their nomination and the consent to run confirmed by the subcommittee chairperson. The final slate of candidates will be prepared by the subcommittee to ensure that COINN requirements will be met and will be presented for acceptance at the next organizational meeting.

Insignia Development Subcommittee. [NAME], subcommittee chairperson reported that potential insignias were in development and would be presented for review at the next organizational meeting.

NEW BUSINESS

Scheduling of organizational meetings was discussed at length. Upon motion duly made, seconded, and carried, it was:

RESOLVED, That the next organizational meeting be held on **[DATE. proposer/second]**

ADJOURNMENT

There being no further business, the meeting adjourned at **[TIME]**. The next meeting will be held **[DAY, DATE at TIME at PLACE]**.

[NAME]
CDSC Secretary

Chapter Seven

FINANCES

Developing and maintaining a complete financial record is the only way to keep track and account for the dealings and operations of a national organization. Great care must be taken to see that these records are accurate, complete, and up-to-date at all times and that the financial business of the national organization is conducted in a professionally, ethically, and socially acceptable manner. This section is designed to assist in establishing sound financial practices and developing a useful record-keeping system.

Start-up Funds

In all probability, the national organization treasury will be initially derived from the payment of membership dues. However, many other creative ways can secure funds to get your fledgling national organization off the ground. Some simple and relatively speedy methods include garage or yard sales, bake sales, and raffles of donated prizes. To achieve the best response, it is recommended that the events be held on "neutral" territory and that they be widely advertised. In addition to the financial gain, these events provide an added bonus for introducing new members to the group, promoting networking, and showing the "fun" side of belonging to an organization. Furthermore, the volunteer effort required to arrange and carry out these activities can provide a base from which to launch more formal fund- raising efforts.

Some of the members may have contact with corporate representatives such as formula representatives, medical device suppliers, and pharmaceutical companies. Many companies are already involved in sponsorship on a national level and may be a great resource for local national organizations as well. Initial solicitation should be via letter directed to the local representative that outlines the purpose of the organization and the assistance you are requesting. A sample of such a vendor request letter can be found on the following page. Within a few weeks, the letter should be followed up with a phone call. Personal contact is important; any questions the potential sponsor may have are best answered by a one-to-one, personal exchange. Most companies will provide what assistance they can within the limits of their own corporate budgets. Since these annual budgets are generally formulated in the fall for the next fiscal year beginning January 1st, your chances of receiving support the following year are greatly increased if your request is made in the summer months.

Ethical Considerations

The relationship between COINN and national organizations and the pharmaceutical industry and other health-related corporations has been a productive and mutually beneficial one. The exchange of information and the financial support by industry and corporations of national organization programs and meetings have assisted national organizations in fulfilling their educational purpose and as a result have lead to improved neonatal nursing care. However, national organizations must avoid being drawn into a situation in which funds are accepted from one company under the stipulation that all other competitors are excluded. Be aware of the perceived conflict of interest and implied endorsement by behavior that results from exclusive sponsorship. All industry representatives have the right to equal access to national organization members through advertising and other promotional activities.

Legal Considerations

Tax-Exempt Status. At the time of its formation, COINN applied for and received designation as a non-profit, tax-exempt professional organization under section 501(c)(3) of the Internal Revenue Code and section 23701e of the Ohio Revenue and Taxation Code. This designation was granted under the claim that COINN was organized for educational purposes.

The most common misunderstanding about tax-exemption is that it exempts COINN and its national organizations from all taxes. However, this is not the case. Tax-exempt status means only that the COINN does not pay federal or state tax on income from activities that are related to the organization's purpose - education. However, if income is generated by an activity unrelated to the organization's purpose, the national organization MUST pay tax on that income (Jacobs, 1990). Such "unrelated income" includes money received from garage or yard sales, bake sales, raffles, and the sale of promotional items, even if no profit was realized. In order to conduct such sales, national organizations must: (1) obtain a certificate of registration from the Sales & Use Tax Division of their State Department of Revenue, and (2) file monthly Sales and Use Tax Reports and pay the tax due.

National organizations who receive "unrelated income" but fail to report and pay sales tax in an appropriate and timely manner may not only be required to pay penalty and interest on that sales income, but risk having their tax-exempt status revoked.

Donations. Many national organizations solicit and receive donations from corporations and other sponsors to launch and support their activities. While no restrictions exist to obtaining such funds for the national organization, those donations are not deductible by the donors as charitable contributions as defined in section 170(c) of the Internal Revenue Code.

Gambling/Raffles. A number of national organizations have sponsored raffles at their meetings as a means of generating income. Since many state laws prohibit gambling, a raffle's validity will depend on the gambling laws in the state where the raffle is held (Webster, 1982). Before planning raffles, contact your Representative at the state level.

However, exemptions to other taxes exist, but are specific to those type of taxes (for example, any exemption from sales tax must be specifically found within the sales tax statutes and regulations). Nonprofit tax organizations are subject to Unrelated Business Income Tax on income which is from:

1. a trade or business;
2. regularly engaged in; and
3. "substantially" unrelated to the organization's exempt purpose.

Establishing a Checking Account

As soon as you begin receiving membership dues and other income or contributions, you must establish a national organization checking account. In choosing the banking or savings & loan institution to use, consider the following questions.

1. What are the service fees?
2. What is the minimum balance that must be maintained?
3. If the minimum balance is maintained, will interest be paid on the account?
4. Is the bank conveniently located?
5. Does the institution have several branches throughout the geographic area?

The answers to the last two questions will be of particular importance to current fellow officers and those who succeed them. Avoid making a conscious effort to selecting an institution simply because it is convenient to the current officer if others will have to commute long distances to get to that bank.

Another issue to address before opening your account is: Who will have the authority to sign checks? When the account is opened, the bank must be informed of the number of persons with signature authority and their status in the national organization. Most groups choose to give signature authority to all four officers. Each authorized individual identified will be issued a signature card by the bank that must be completed, signed, and returned to be kept on file at that bank. New signature cards must be completed each time the officers change.

Keeping National Organization Financial Records

The national organization financial record is any method your treasurer chooses to keep an accurate accounting of the national organization's financial transactions. A simple monthly record of income and expenses is adequate for most national organizations. General ledgers can be purchased at any office store for tracking monthly income and expenses and also many computer programs are available to track finances, i.e. Quicken, MS Money. Balance the books monthly, reconcile the bank statement as soon as it is received and submit all re-sale tax reports promptly, so national organization finances are always up-to-date. It is important that the organizations' finances are professionally audited annually.

Obtaining an EIN

The Employer Identification Number (EIN) is a nine-digit identification number for businesses and organizations and is similar to the Social Security Number (SSN) which serves as an identification number for individuals. The Internal Revenue Service requires that all nonprofit organizations and their subordinate groups (ie, national organizations) must obtain a designation in their particular country. This language refers to the U.S. requirements.

Three Important Guidelines

1. Balance your books monthly.
2. Reconcile your bank statement as soon as it is received.
3. Submit all re-sale tax reports promptly.
4. Have an annual audit of finances performed.

Bibliography

DeVries MA. 1978. *Secretary's Standard Reference Manual and Guide*. West Nyack, NY: Parker Publishing Company

Jacobs JA, Goedert PC. 1990. Tax issues for exempt organizations. *Association Management*, 47-54.

Webster GD. 1982. How state laws apply to associations. In *Fundamentals of Association Management*,. Quiggle J. ed. Washington, DC: American Society of Association Executives, 63-64.

Chapter Eight

INSIGNIAS

Use of the COINN Insignia

The insignia of the Council of International Neonatal Nurses consists of a globe and a tag line of “global unity for neonatal nurses.”

The name or insignia of COINN may be used only by member national organizations in connection with programs and projects that are directly related to the goal and purposes of the Association. Such use on circulars, brochures, and other such promotional materials related to solicitation of members, continuing education programs, or other such programs or materials requires **prior written permission** of the Association. A copy of the proposed material showing the intended use of the insignia must accompany all requests for permission. The name and insignia of COINN may **not** be used on commercially developed or on member developed products for sale to the public unless such sale is under the auspices of the national office. The name and insignia of COINN may **not** be used on personal business cards other than those of the national Officers, Board of Directors, and international office staff.

The COINN insignia must not be used in such a way as to represent approval by the Association of the content of publications of affiliated national organizations. Affiliated national organizations may not adopt, publicize, promote, or otherwise convey any policy or principle in the name of the Association which has not been officially adopted by COINN. Acts of affiliated national organizations shall in no way commit or bind the Association.

Guide to the Development of National Organization Insignias

Personalized Insignias. If a national organization wishes to develop its own unique insignia, it may do so at its own volition and expense. The following minimum standards are to be observed.

Overall design criteria:

1. The COINN Globe with the tag line “global unity for neonatal nurses) (a camera-ready slick is available from the international office).
2. Includes full name of national organization in print large enough to be easily read.
3. If the name of your national organization does not include the state or an easily recognized region of your state, this should be represented graphically in the logo.

4. Must not include any emblem or logo known to be copyrighted by or commonly associated with another group, company, or corporation an.,
5. Must NOT include any words other than the full name of national organization written out.

A copy of the draft insignia must be sent to the national office. The insignia will be screened by the COINN Executive Director with final approval of the design resting with the COINN Board of Directors. A representative sample of approved, personalized national organization insignias are reproduced below. These samples are provided for general consideration and are not meant to restrict originality. ***Do not have any products printed with insignia until approval by COINN Board of Directors.***

Revision of Registered National Organization Insignia. If, at any time following charter, a national organization wishes to revise its registered insignia, it must submit a written request with justification to the COINN Executive Director. Final approval for design revision rests with the COINN Board of Directors.

**COINN Board of Directors
Review of National Organization Insignia**

National organization #

National organization

Association of Neonatal Nurses

Criteria

Criteria met

- | | | |
|---|------------------------------|-----------------------------|
| 1. Includes full name of national organization. | ☐ Yes | ☐ No |
| 2. Reflects through word or art the geography or other generally recognized characteristic of service area. | ☐ Yes | ☐ No |
| 3. Includes upright print of the right foot of a neonate <u>identical</u> to that foot print incorporated in the COINN insignia. | ☐ Yes | ☐ No |
| 4. Must not include any emblem or logo known to be copyrighted by or commonly associated with another group, company, or corporation. | ☐ Yes | ☐ No |
| 5. Must <u>NOT</u> include any words other than the full name of the national organization written out. | ☐ Yes | ☐ No |

Comments/recommendations:

Chapter Nine

PUBLISHING A NATIONAL ORGANIZATION NEWSLETTER

Newsletters are now one of the most common ways people communicate ideas and news to other people. It is estimated that 100,000 or more newsletters are being published, not to mention new electronic online newsletters.

A national organization newsletter can serve the national organization in many ways. It can be used to promote the national organization to area hospitals and COINN members who do not belong to a local national organization. It can provide national organization communication through meeting notices, national organization activities, and member accomplishments. Newsletters are also a good way to promote COINN events.

Publishing a newsletter can be one of the most rewarding endeavors ever undertaken or it can be one of the most frustrating. In his book, "Fundamentals of Successful Newsletters," Thomas H. Bivins suggests using the management-by-objectives (MBO) approach to newsletter publication. This method will allow you to get organized before you start and stay organized. The four stages to the MBO approach to publication are research, planning, implementation, and evaluation.

MBO requires research, before and after publication. It includes asking national organization members if a newsletter is the proper medium for message. Another important question is what is the purpose of the newsletter? Is it for members to receive information about the national organization activities and members, or to promote the national organization and COINN? Through research, decide the nature and scope of the information to be presented. The newsletter can be one that will be read and the information used by those who receive it. Research can also help to determine exactly who the audience is. Should it reach only national organization members, COINN members in the area who are not local national organization members, area hospitals who provide different levels of neonatal care, or any organization who provides neonatal care? And lastly, it can help in answering the question, how often does the newsletter need to be published? One point to remember is that newsletters are best for small print runs and information that needs to be distributed quickly. The information in a newsletter is often considered necessary, as in notification of meeting locations along with dates and times of the meetings, but disposable. Disposable, because very few people will keep the newsletter indefinitely, generally the information is read, and the newsletter discarded. However, suggest that a copy of each newsletter be kept on file as a part of the history of the national organization. It is also interesting and sometimes fun to look back at the original ones to see how they evolved through the years.

Once the research process is completed and a decision made that a newsletter is the proper medium, determine what needs to be accomplished with the newsletter, how often it will be published, and who will receive it. Plan the details of the newsletter. During the

planning process, determine the quality of the publication. The look of a publication says a great deal about its content. Several important elements help determine the quality. The quality of the paper chosen says something. Is it hospital-issue, thin, plain paper that says "I'm disposable" or is it a heavier, textured paper that imparts higher quality? The color will also impart a message. Various shades of white, such as ivory can impart a businesslike appearance, while light browns are more natural looking and, as a result, less formal. Extremely dark colors and colored paper without texture should be avoided. Bright colors such as pink, green, or purple or iridescent papers make reading difficult. Ink color is another consideration. If the budget allows, print in two colors, if not then consider black, dark blue or dark brown. Layouts are also an element of quality. Experiment with several layouts to determine what best meets the needs. Do this by using the tried and true "cut and paste" method or use a computer program that allows placement of the text and graphics right on the page. Either way, determine the layout of the newsletter for easy readability.

Format will also have to be determined in the planning stages of the newsletter. Is a frequently published one-page flyer type newsletter or a less frequently published multi-page newsletter that is folded and stapled? Will it be mailed in an envelope or alone?

None of the above quality issues will be of importance if no budget exists to support the newsletter. Budget planning includes weighing what is affordable against what may be needed to accomplish what is wanted. Where will the money come from is another important question in determining the budget. Several ways to support a newsletter include: corporate sponsorship, selling ads to vendors (1/4 page \$50/issue or \$185/year), national organization budget, or special fund-raising effort by the national organization. In order to help determine the amount that will need to be budgeted, look at frequency and who will receive the publication. If you publish frequently, is there enough news to print? Is the news highly perishable? If so, publish frequently. Is a frequently published newsletter affordable, and is it possible to meet a frequent publication schedule? How many should be printed? Only enough for the targeted audience? Extras each time to send to specially targeted readers who are not on the primary list? Extra copies for filing? All these questions should be answered when determining the budget. Always overestimate, because actual outlay will almost always be greater than calculated.

Once all this planning has taken place and all the questions have been answered, a publication schedule will need to be set. Determine how long it takes you to gather the information, to write and edit the information, lay out the copy, get it printed, and then distribute to readers. Again it is best to overestimate, something can always go wrong. Some deadlines to be included are: mail about one month prior to the meeting to give nurses time to arrange their schedules if necessary, give the printer 7-10 days to typeset and print, 2 weeks for editing and layout, tell those doing the write-ups that their material is needed 2 weeks before it is really wanted.

After all this is completed, it's time to plan the content of the publication. Your audience and its interest, will largely determine the content. A good rule of thumb is 50% about the

organization, 20% information about members, 20% relevant information, but not necessarily about the organization or members, 10% small talk and personals.

Before publication, select a name for the newsletter. Some national organizations elect to publish the first couple issues under a name such as "National organization News" or some other nondescript name and allow the members to select a name. Some have a contest for naming the newsletter, offering a free year of national organization membership to the winner. In the past, newsletters had straightforward names such as Century Real Estate News or North Charlotte High School Bulletin. These work well and no one is disappointed because the title tells them what to expect. Today, newsletters often play on communication terms to get more upbeat titles, but remember plenty of goods titles don't use communication terms. One hospital publishes a newsletter called New Directions. It is a way of informing employees of the treatment modalities new to the institution as well as introducing new employees, new promotions, and other employee-related news items. If you are truly "stuck" for a name, a number of directories are available to help with a name through the public library.

Now that the newsletter has been thoroughly researched and all the planning has been completed, it's time for implementation to begin. The nature and scope of the information to be presented has been determined, now the information has to be gathered. Recruit from within the national organization membership to gather and write the information. Brainstorm content with board or at a meeting so ideas of what to include will be of interest to members. If planning to include highlights of meetings, national organization projects, fundraisers or National Meetings, assign these write-ups to various people who will be attending. Keep in mind the production schedule and deadlines that has been developed when assigning write-ups to members. You want the information in plenty of time for review and editing and to still make the production deadline. Nothing is more frustrating to the editor than a fast approaching production deadline and suddenly realizing that much of the content has not yet been submitted. It can mean many long phone calls to gather the information, write it, and then edit it. Instead of a team effort, the newsletter will end up being the work of one person and that can rapidly lead to editor burnout. As a result, the newsletter will look hurriedly put together and may not be the quality that was planned. Remember, allow plenty of lead time. Finally, your newsletter is ready to go to the printer. How do get from written word to a printed newsletter? Numerous printing options are available. Many national organizations elect to get the material typed and ready, then utilize hospital copying services that are available; others elect to go to a local printer with the material and let the printer get it ready and then print it. When shopping for printers, several things have already been decided in the research and planning stages of this process.

Talk to the printer about the paper and ink colors wanted, the weight of the paper chosen, the number of copies to be printed, turn-around time, charges for folding and stapling, and typesetting if that will be done by the printer. Get written estimates. Once the printer is selected, each time the newsletter is taken to them specify number of copies needed, and the paper to be used along with the ink color to be used. Reviewing these things will

help eliminate the possibility of errors. Set a pickup date of at least 2 days ahead of the day it should be in the mail. Call before picking it up. This will save a wasted trip. If it isn't ready, get an estimated time that it will be ready and call again before picking it up.

The newsletter has been researched, planned, and published and it is, actually ready for distribution. Now, it needs to get it to the people for which it was intended. This can be accomplished in a number of ways. It can be hand delivered to members, left in a central location for members to pick up, mailed by internal mail or the US Postal Service. The postal service provides several options. Because of frequently changing postal regulations, it is best to check with them in order to determine what is best. First class mail ensures prompt delivery, but is the most expensive of the options. Bulk third class regular rates are better, but many requirements restrict its use. Check with the Postal Service before deciding which rate is right for the mailing. Electronic delivery via email may be a better means and more cost effective for some national organizations.

The last objective in the MBO approach is evaluation. Did the newsletter accomplish what is needed to is now the question? How is the answer to this question determined? A readership survey sent to those who received the newsletter can go a long way in providing the answer. Readership surveys should not be done after the first issue. Allow several issues so your readers have time to form an opinion and can give some feedback that is usable. When developing the survey questions, keep them simple, short, and to the point. A good example is "Did you read the entire newsletter?" not "Did you read the entire newsletter or just parts of it?" Some topics you may want to include are reader reactions to content, design elements, appropriateness of jargon or technical terms, and recommendations for improvement. Don't let this last topic stop the survey. It's important to know where improvements can be made; after all, readers should want to read the newsletter. The next thing is to evaluate the production schedule. Look at the schedule, go over it step-by-step. Determine is the time allotted is too much or not enough. Streamline the whole process to accommodate those items that take less time to accomplish and those that are more involved than originally thought.

Utilizing the management-by-objectives approach to newsletter publication will allow a national organization to produce an organized newsletter. Take it from an experienced newsletter publisher, organization is everything.

One other thing that you will need to look at are the legal aspects of newsletter publication, specifically copyright laws. Copyright laws are there to protect others. Writers need to be aware that copyrighted material is not theirs to use free of charge and without permission.

You may use a portion of copyrighted material if:

1. It is not taken out of context.
2. The source is given credit.
3. Using the material does not affect the market for the material.

4. The material is used for scholastic or research purposes.
5. The material used doesn't exceed a certain limit.
6. Never use another's work without permission is the best rule to follow.

Chapter Ten

GOVERNMENTAL AFFAIRS

The responsibility for influencing health policy rests with each nurse. As an individually licensed professional, every nurse is accountable to society to promote and protect the public's health. It is the nurse's ethical obligation to promote "community and national efforts to meet the health needs of the public" (ANA Code of Ethics, 1976).

The nurse is at the front lines of health care delivery and from this position sees how health care issues affect the population. Nurses need to use this vision to inform legislators on health care issues. Neonatal nurses have knowledge concerning women's health, infant and child health, and family issues. This knowledge is valuable to local and state elected officials. It is important for nurses to present their views to Senators and Representatives on the state and national level. This can be done in several ways, individual letter writing, group letter writing, personal meetings with legislators, and lobbying.

The first step in influencing public policy is to become a registered voter and vote regularly. The process to become a registered voter is simple. The League of Women Voters in your state is a resource for eligibility requirements to register to vote and also locations at which you can register. Many states register voters at public events and at libraries.

Now you need to prepare, research local issues, become familiar with how government works, and learn about elected officials. The local League of Women Voters sell brochures outlining the political structure and process of specific cities, counties, or states. The League also publishes directories of elected officials in specific areas that include the name, address, and telephone numbers. Once you learn whom to lobby, it is time to decide how to contact them.

Getting Involved

Your national organization needs to find issues that have relevance to its members. Health care reform is an issue that affects all nurses now and in the future. Some national organizations may look at legislation at the national level, but you can begin at the local level. By being a national organization of a national organization, we have the advantage of the legislative work of the larger organization, such as the National Association of Neonatal Nurses endorsement of Nursing's Agenda for Health Care Reform. Each national organization can start at a local level by forming a connection with the state nurses' association. These groups employ legislative lobbyists to follow the path of any legislation that affects health care and nursing in particular. The national organization can identify a person or small group who has an interest in the political process, and this

group can interact with the national general nursing association to identify pertinent legislation for action by the national organization. These general nursing organizations usually have a political arm.

The Legislative committee or designated person in your national organization can gather information by reading a national newspaper daily—*Washington Post*, *New York Times*, *Los Angeles Times*—and following health care issues. Personally visit legislators' offices in your home district or in Washington. Network with nurses already in health policy positions. *The Nurses' Directory of Capitol Connections* (available from Capitol Associates, Inc., 202-544-1880,) is a listing of approximately 400 nurses involved in health policy.

Your national organization may be at the forefront of developing legislation. The membership may have a burning issue concerning health care, family violence, or licensing in your area. These concerns, when shared with your local officials, may be the beginning of important new legislation. "If you think you're too small to have an impact, try going to bed with a mosquito." (Attributed to Anita Koddick, an English entrepreneur)

Calling Government Officials

Call the White House to leave a message for the President at (202) 456-1111.
Call the U.S. Capitol (202) 224-3121 to leave messages for Members of Congress. In your country determine what the equivalent is for the President and the protocol for your members to contact governmental officials.

Identifying Your Representatives and Senators

To identify the names of elected officials in the United States Congress, you may call the Capitol switchboard at (202) 224-3121. Tell the operator the state in which you reside and your zip code. The operator will tell you the names of your representative and two senators. While this is based on the U.S. model just replace this section with your country's protocol.

Writing to Policy Makers

Your members of Congress or your national governing body need to hear from you through personal, spontaneous letters. Polls show that the most effective means of reaching Senators and Representatives in Washington is through unsolicited, spontaneous letters from constituents. Tell your Senator or Representative who you are, where you live, how long you've worked in clinical nursing, and what you think your patients need to improve their health status, and how you would expand your patients' access to nursing services.

1. Use your stationery. A letter is better than a postcard or telegram. In the U.S. these need to be sent via email due to security issues. Use your own words; form letters are not as effective as original ones.
2. Identify your subject clearly. State the name (and bill number if possible) of the legislation you are writing about.
3. Be brief, giving reasons that you are for or against the legislation. Explain how the issue would affect you, the nursing profession, patients, and/or your community.
4. Know what committees your legislators serve on and indicate in the letter if the bill will be brought before any of those committees. Know the current status of the bill (where it is in the legislative process).
5. Sign your name above your typed name. It is often difficult to read signatures and this will ensure correct spelling of your name.
6. Indicate your title (such as R.N., M.N).
7. Be sure your correct address is on the letter, as well as the envelope.
8. Be courteous. A rude letter neither makes friends nor influences the legislator.
9. Be sure to express your appreciation for work well done, a good speech, a favorable vote, or fine leadership in committee, or on the floor.
10. Timing is important. Try to write your positions on a bill while it is in committee. Your legislators will usually be more responsive to your appeal at that time rather than when the bill has already been dealt with by a committee.
11. Limit your letter to one issue.
12. Keep a copy of your correspondence and any materials that you include for your personal records.
13. Address written correspondence as follows:

U.S. Senator
Honorable Jane Doe
United States Senate
Washington, DC 20510

U.S. Representative
Honorable Jane Doe
House of Representatives
Washington, DC
20515

Dear Senator Doe

Dear Representative Doe

The same general format can be used for state and local officials.

Visiting Legislators

1. Call ahead to make an appointment to meet with the legislator. If the legislator is unavailable, ask to meet with the staff person who handles health issues.
2. Prepare. Know the background of the legislator and the history of the bill or issue you are discussing. Contact the government relations staff of your state nursing association to let them know about the visit. They may be able to provide important

information about the issue, the political climate, your legislator's previous record on this issue, and overall lobbying strategy on this issue.

3. Introduce yourself and state what you want to discuss. Specify the issues and bills.
4. Ask the legislator what her or his position is on the issue or bill.
5. Some legislators and staff may not be familiar with nursing practice or legislative concerns. Be prepared to discuss them in basic terms. Be prepared with facts about nursing practice in your state or district.
6. Ask if the legislator has heard from others who support this issue or bill. Ask what the supporters are saying.
7. Ask if the legislator has heard from opponents. Ask who the opponents are and what their arguments are.
8. Offer to provide additional information if you do not have data at hand--but do not make promises you cannot keep.
9. Follow up with a thank-you note and share your reflections on the visit.
10. Keep a written record of your visit.
11. Spend time with your legislators even if their position is not in agreement with yours. You might lessen the intensity of their positions and maintain contact for subsequent issues.
12. Invite legislators to meet you and your colleagues at your work site to help expand their understanding of nursing and health care issues.
13. Invite legislators to speak at a national organization meeting or conference that your national organization is offering. This is a way to allow more nurses the opportunity to speak with them, and it will expose the legislator to issues of neonatal care.

Committees Concerned with Health Care Issues

House Energy and Commerce Committee and Subcommittee on Health and the Environment: This committee has authorizing jurisdiction over programs in the Department of Health and Human Services such as Maternal Child Block Grants, Head Start, Community Health Centers, Family Planning, National Health Service Corps, Health Professions (Nurse Training Grants), National Institutes of Health (National Center for Nursing Research), the Centers for Disease Control, and the Agency for Health Care, Policy, and Research.

House Energy and Commerce Committee
Room 2125 Rayburn Building
Washington, DC 20515-6115

House Appropriations Committee: This committee has funding jurisdiction over authorized programs in the Department of Health and Human Services such as Maternal Child Health Block Grants, Head Start, Community Health Centers, Family Planning, National Health Service Corps, Health Professions (Nurse Training Grants), National Institutes of Health (National Center for Nursing Research), the Centers for Disease

Control, and the Agency for Health Care Policy and Research. This subcommittee has funding jurisdiction over the WIC program.

House Appropriations Subcommittee on Agriculture,
Rural Development and Related Agencies
Room H-218, Capitol Building
Washington, DC 20515-6015

House Ways and Means Committee: Subcommittee of Health. This committee has jurisdiction over entitlement programs such as Medicare, Medicaid, and Social Security.

House Ways and Means Committee
Room 1102, Longworth Building
Washington, DC 20515-6348
(202) 225-3625

Senate Labor and Human Resources Committee: Subcommittee on Health and the Environment. This committee has authorization jurisdiction over the same programs listed under the House Energy and Commerce Committee.

Senate Labor and Human Resources Committee
Room SD-428, Dirksen Building
Washington, DC 20510-6300
(202) 224-5375

Senate Finance Committee: This committee has jurisdiction over the same programs listed under the House Ways and Means Subcommittee on Health.

Senate Finance Committee
Room SD-205, Dirksen Building
Washington, DC 20510-6200

Senate Appropriations Committee: Subcommittee on Labor, Health and Human Services, Education and Related Agencies. This committee has funding jurisdiction over the same programs listed under the House Appropriations Committee - Appropriations Subcommittee on the Department of Labor, Health and Human Services, Education and Related Agencies. Senate Subcommittee on Agriculture, Rural Development, and Related Agencies. This subcommittee has funding jurisdiction over programs such as WIC.

Senate Appropriations Committee
Room SD-128, Dirksen Building
Washington, DC 20510-6025

(202) 224-3471

Bibliography

Kalowses Peggy. 1993. *Getting Involved in Health Policy*. Aliso Viejo, CA: AACN Critical Care Publication.

Mason D, Talbott S, and Leavitt J. 1993. *Policy and Politics for Nurses*, 2nd ed. Philadelphia: WB Saunders

Chapter Eleven

NOMINATIONS AND ELECTION OF OFFICERS

The nomination and election of officers is one of the most important activities a national organization can undertake and requires serious thought. It is the responsibility of the Nominations Subcommittee/Committee to seek, receive, and prepare nominations and to have general charge of the election, including the preparation, distribution, collection, and counting of the ballots.

Nominations

Choosing officers for your national organization begins with the nomination of candidates. The process is launched when the report of the Nominations Subcommittee is brought before the members. That report should include announcement of the offices coming vacant and the term and responsibilities for each. When the report has been given in its entirety, the presiding officer opens the floor for nominations, beginning with the highest office. The name of each candidate is announced by the presiding officer as it is called out and is repeated before moving to the next office. Nominations do not require a second.

“You have heard the report of the Nominations Subcommittee. Are there any nominations for the office of President?”

“[NAME] is nominated.”

“[NAME] is nominated.”

“The membership has nominated [NAME] and [NAME]. Are there further nominations for the office of President?”

“There being no further nominations, the next office to be considered is that of President-Elect. Are there any nominations for the office of President-Elect?”

Etc...

Nominations may be made by any active national organization member and are allowed even though the final slate of candidates will be made by the Nominations Subcommittee. Members of the Nominations Subcommittee MAY be candidates, but if they are nominated; it would be in good taste to resign from the committee and be replaced.

Sufficient time must be given to the nominating process to allow members who are not present an opportunity to provide input. If your national organization meetings are held

monthly, the nominations will generally continue until the next meeting date. At that meeting, after the Nominations Subcommittee has presented its report, the presiding officer should review the candidates and offer one last opportunity for additional candidates to be proposed.

“You have heard the report of the Subcommittee. For President, the committee has nominated **[NAME]** and **[NAME]**. For President-Elect, the committee has nominated **[NAME]** and **[NAME]**. For Secretary, the committee has nominated **[NAME]** and **[NAME]**. For Treasurer, the committee has nominated **[NAME]** and **[NAME]**. Are there further nominations for office?”

Someone (usually the subcommittee chairperson) will make a motion to bring nominations to an end.

“I move that nomination of national organization officers be closed.”

However, if your national organization meets less frequently, the group should agree upon a closing date. This is accomplished by way of a motion, generally made by the chairperson of the Nominations Subcommittee.

“I move that nomination of candidates to the offices of President, President-Elect, Secretary, and Treasurer, be closed on **[DATE]**.”

The closing date should be chosen to allow for sufficient time for the Nominations Subcommittee to prepare a final slate of candidates and conduct elections by mail ballot before the next general business meeting.

Preparing the Slate of Candidates

Immediately following the close of the business meeting, the chairperson of the Nominations Subcommittee must confirm that the candidates named are not only available and willing to serve, but are also active members of both the national organization and COINN. Then, at some time before the specified date on which nominations are to close, the subcommittee must hold its own meeting(s) to give serious thought to the candidates named. Although it is not required that more than one candidate run for each office, every effort should be made to identify at least two nominees for each office. This leads to an exciting, contested election. An objective way for the subcommittee to arrive at additional candidates for any office is for the chairperson to pass slips of paper around and ask each subcommittee member to write down the name of one possible candidate not already named at the general business meeting. The slips are collected and the names written are revealed by the subcommittee chairperson. After the merits of each individual have been discussed, a second round of paper slips is distributed and each member is asked to write down their choice for nomination to the office. It is generally considered proper form to take the one (or two, if no nominees were

named at the business meeting) receiving the greatest number of votes and declare the individual(s) a candidate pending confirmation of his or her availability and willingness to serve if elected. The final slate must be developed to ensure that the officers eventually elected will represent at least two different institutions.

Designing the Ballot

After nominations have been closed, the subcommittee should again make arrangements to meet and design the final ballot. Election by mail is preferred, as it allows members to vote in secrecy and does not require that the member be present at a business meeting in order to vote. However if done online or via email secrecy should be maintained. The ballot must include clear instructions and list the names of all nominees (generally arranged in alphabetical order) identified by office. A space or box must be provided next to each name so that the voters may indicate their choice. Unless restricted in the national organization bylaws, members have the privilege of writing in a candidate on the ballot.

So that members can be informed voters, a cover sheet providing a brief biography (generally one paragraph) of each nominee should also be developed and enclosed with the ballot before mailing. The biography will be prepared ideally by the candidates themselves, but may be developed by the Nominations Subcommittee and submitted to the candidates for authentication.

Before the final ballot is typed, some thought must be given to arriving at a means of preventing fraudulent returns. You may choose to either reproduce the ballots on colored paper that does not photocopy well and/or require that members enter their national organization membership number on the outside of the return envelope. No method for identifying the voting member should be placed on the ballot itself. A sample is provided on the following page.

SAMPLE BALLOT

----- Association of Neonatal Nurses Election of Officers and Board of Directors

Please read the candidate's biographical data and statements on goals on the enclosed sheet, then vote for the candidates of your choice.

After you have marked your ballot, place it in the return envelope, writing your national organization membership number in place of your return address.

**BALLOTS RETURNED WITHOUT YOUR
NATIONAL ORGANIZATION MEMBERSHIP NUMBER
WILL NOT BE COUNTED.**

BALLOTS MUST BE RECEIVED NO LATER THAN [DATE].

PRESIDENT

Vote for 1

- ☐ [NAME]
☐ [NAME]
☐ _____

PRESIDENT-ELECT

Vote for 1

- ☐ [NAME]
☐ [NAME]
☐ _____

SECRETARY

Vote for 1

- ☐ [NAME]
☐ [NAME]
☐

TREASURER

Vote for 1

- ☐ [NAME]
☐ [NAME]
☐

BOARD OF DIRECTORS

Vote for 3

- ☐ [NAME]
☐ [NAME]
☐ [NAME]
☐

Elections

It is the duty of the chairperson of the Nominations Subcommittee to see that ballots are distributed according to plan to each member (and ONLY current members) of the national organization. All ballots should be returned to the subcommittee in care of the national organization mailing address by the established deadline. If voters have been required to provide their national organization membership number on the return envelope, these numbers should be confirmed BEFORE the envelope is opened. Any ballot contained in an envelope bearing a non-verified membership number is rejected as fraudulent. Photocopied ballots are similarly rejected.

At least two members of the Nominations Subcommittee are appointed to serve as tellers. Each teller is to independently count the votes and submit their tallies to the subcommittee chairperson. Should any discrepancy exist, the subcommittee chairperson must conduct an independent count. When all tallies concur, the subcommittee chairperson will then submit a teller's report to the CDSC chairperson. This report indicates the total number of legal votes cast, and the number of votes received by each candidate. The winning candidate is determined by majority vote, meaning that the winning candidate for each office must have at least one more than the other candidates. A copy of the teller's report with the ballots are placed in a sealed envelope, signed by the tellers, and retained by the CDSC secretary until it is clear that a recount will not be ordered.

Special Considerations for Organizing National Organizations

Normally the nomination and election process is scheduled so that the winning candidates are announced at the last general business meeting of the calendar year. All new officers would then take office on January 1 immediately following their election. If the timing of the first elections are such that they are in violation of the national organization bylaws, a written resolution calling for amendment of the bylaws should be included on the ballot. This first "special" term should not exceed the length of term stated in the bylaws. For example, if the bylaws specify a two-year term and the election of charter officers will be concluded on April 1, those charter officers should have an actual length of term of one year and nine months.

The following is an example of how this special amendment should be worded.

At the **[DATE]** meeting of the Nominations Subcommittee, a Bylaws amendment was proposed with regard to the length of term of office and the date on which offices are assumed by the duly elected candidates. The resolution would provide for the transfer of the responsibilities and duties for national organization management from the current National organization Development Steering Committee to the newly elected officers at the next regularly scheduled business meeting. The resolution is submitted for your endorsement.

BE IT RESOLVED, That Section II of Article V of the Bylaws of the ----- Association of Neonatal Nurses, be amended, to read as follows:

The officers shall be elected by a majority of votes cast by written ballot, to serve for a term of two (2) calendar years. All officers shall take office on January 1 immediately following their election. **Exception shall be limited to the charter officers who will assume office on April 1 and will serve for a term of one (1) year and nine (9) months.** No officer shall hold the same elected office for more than two (2) consecutive terms.

☐ Approve

☐ Oppose

Passage of the amendment requires a two-thirds (⅔) vote of ballots cast. If the amendment fails to achieve a two-thirds vote, regardless of the date of your elections, the winning candidates must delay assuming their office until January 1 of the following year.

If your organizational structure calls for an elected Board of Directors, a similar resolution will be required for them as well.

Bibliography

Quiggle J. 1982. *Fundamentals of Association Management*. Washington, DC: American Society of Association Executives.

Robert HM. 1967. *Robert's Rules of Order*. New York: Jove Publications

Chapter Twelve

CORPORATE SUPPORT GUIDELINES

General Policies

Soliciting corporate sponsorship for national organization events is usually done by personal phone calls and face-to-face conversations. However, confirmation via a letter is essential. For sponsorship of educational activities, it is suggested a written agreement be signed by both the National organization President and the corporate sponsor representative. A sample agreement is attached to these guidelines.

Suggestions/Ideas for Underwritten Events/Items

- Refreshment breaks
 - Luncheons
 - Continental breakfasts
 - Receptions
 - Speakers' honorariums
 - Printed materials (brochures, programs)
 - Note pads
 - Pens
 - Newsletters
1. Appropriate ways to recognize sponsors include listing all sponsors in a program book, signage, and announcements from the podium. In addition, recognition of sponsors in the national organization newsletter is also appropriate. It is not appropriate to list or mention specific products.
 2. Ascertain prior to the event and include in the written agreement whether sponsors will pay bills directly or will reimburse the National organization.
 3. Follow-up appreciation letters are essential.

Sponsorship of Educational Activities

1. Individuals who are involved in the sales or marketing of a sponsor's product should not be involved in planning or implementing national organization-sponsored educational activities (i.e., a national organization member employed as a company sales representative should not chair or participate on a national organization education or program committee).

2. Focusing an educational program or activity on one specific product should be avoided when possible, except when existing treatment options are so limited as to preclude any meaningful discussion of alternative therapies. However, each treatment option does not need to be discussed with precisely equal emphasis; especially when newer or more beneficial (in the opinion of the presenter) treatments are emphasized.
3. Inducements, other than meals or token gifts, should not be provided by the corporate sponsor to encourage attendance of the target audience. (This includes payments of travel and lodging expenses for participants.) Payments of speakers' or moderators' travel and lodging expenses by the sponsor are appropriate. Promotional materials for the program should emphasize the educational content. The title of the program should represent fairly the scope of the presentation.
4. Information about a corporate sponsor's product discussed in the educational program, should not be disseminated during or after the program, other than in response to unsolicited requests.
5. Complaints from presenters or program attendees regarding attempts by sponsors to influence educational program content should be reported to the national office through letters or phone calls to the BOD representative or the Executive Director.
6. National organizations that implement corporate-sponsored educational activities should design and carry out the activity based on a written agreement between the national organization and the corporate sponsor which reflects that the national organization will be solely responsible for designing and conducting the activity and that the program will be educational and non-promotional. The written agreement must include the following (see attached sample agreement):
 - A. Statement of Purpose
The corporate sponsor and the national organization agree that the program is for scientific or educational purposes and not for the purpose of promoting any product and that any discussion of the company's products will be objective, balanced, and scientifically rigorous.
 - B. Control of Content and Selection of Presenters and Moderators
The national organization retains and is responsible for exercising full control over the planning of the program's content, including the selection of presenters and moderators. The corporate sponsor agrees not to direct or influence the content of the program and to play no role in the selection of presenters or moderators other than responding to national organization requests for suggestions of presenters or sources of possible presenters.

If the corporate sponsor responds to such a request from a National organization, the corporate sponsor agrees to:

1. Respond or confirm its response in writing.
2. Provide, when possible, the names of more than one suggested presenter, allowing the national organization to make the final choice.
3. Provide a description of each suggested presenter's qualifications.
4. Disclose all known significant financial and other relationships between the sponsor and suggested presenter.

The corporate sponsor may supply names from its speaker's bureau.

The national organization agrees to seek suggestions for presenters from sources other than the corporate sponsor, to make an independent judgement as to the most appropriate presenters, and to select presenters representing an appropriate diversity of legitimate opinions on the topic under discussion when the format permits. If the national organization selects a presenter suggested by the corporate sponsor, the national organization will disclose that fact to program participants at the beginning of the program.

C. Disclosure of Financial Relationships

The national organization agrees to disclose, at the time of the program, to the audience:

1. The corporate sponsor's funding of the activity.
2. Any significant relationships between the national organization and the sponsor and between individual presenters or moderators and the sponsor (e.g., employee, member of company's speakers' bureau, grant recipient, owner of stock).

D. Corporate Sponsor's Involvement in Content

The corporate sponsor agrees not to engage in scripting, targeting of points for emphasis or other activities designed to influence the content of the program. The corporate sponsor may, however, agree to provide limited technical assistance in preparing audiovisual materials.

E. Ancillary Promotional Activities

The corporate sponsor agrees not to have any promotional activities, such as presentations by sales representatives, or promotional exhibits in the room where the educational activity is conducted or in areas through which the participants must pass to enter the room, unless the exhibit is within an area that is designated for general exhibits and includes exhibits from different companies, marketing competing therapies. If different companies are not exhibiting, the sponsor agrees not to exhibit in the room where the educational activity takes place or in the pathway to that room. The national

organization agrees that the corporate sponsor's products will not be advertised in any materials disseminated in the program room.

F. Objectivity and Balance

The national organization agrees that when a product marketed by the corporate sponsor or in competition with such a product is to be the subject of substantial discussion, the national organization will take steps to ensure that the data will be objectively selected and presented, that both favorable and unfavorable information about the product will be fairly represented, and that a balanced discussion of the prevailing body of scientific information on the product and of reasonable, alternative treatment options is presented

G. Limitations on Data

This national organization agrees that meaningful disclosure of any limitations on information will be presented. Such limitations or uncertainty include, but are not limited to, data, that represent ongoing research, interim analyses, preliminary data or unsupported opinion.

H. Discussion of Unapproved Uses

The national organization agrees that if unapproved uses of therapies are discussed, the national organization will require that presenters disclose that the product is not approved in the United States for the use under discussion.

I. Opportunities for Debate

The national organization agrees that, in the case of live presentations, meaningful opportunities for scientific debate or questioning will be provided during the program.

J. Schedule of Activities

The corporate sponsor and the national organization agree to record in the agreement, the dates, times, and locations of all presentations.

Exhibit Guidelines

1. Invite potential exhibitors as far in advance of the event as possible. Clearly indicate exhibit area location, exhibit hours, expected number of registrants, program content, and exhibit fee.
2. Exhibits should not be in the same room where the educational activity is conducted, or in areas through which the participants must pass to enter the room, unless the exhibit is within an area that is designated for general exhibits and includes exhibits from companies marketing competing therapies.

3. When seeking multiple exhibitors, set a reasonable fee for a table top exhibit.

For example, \$100 per exhibit is a reasonable fee.

4. Inviting exhibitors to attend the program (complimentary) is appropriate.
5. Handouts/giveaways are appropriate. However, you must review the giveaways, particularly if use of the COINN or International organization logo is requested.

Approval by the COINN national office is required for use of the COINN logo. Giveaways should be in good taste.

6. Exhibit time should not conflict with session time. Registration, coffee break, luncheon, and reception times are good opportunities to interact with exhibitors.
7. Be certain that exhibitors have name badges.
8. Confirm receipt of exhibit fees in writing.
9. A verbal thank you at the exhibit table and from the podium, as well as recognition in program books is essential. Follow-up appreciation letters are also essential.

Sample Agreement

COUNCIL OF INTERNATIONAL NEONATAL NURSES



Educational Activities Industry Sponsored

We, the undersigned, do understand and agree to the following criteria for the Council of International Neonatal Nurses (COINN) educational activities supported by industry:

1. STATEMENT OF PURPOSE:

[NATIONAL ORGANIZATION NAME] and **[SUPPORTING COMPANY NAME]** agree that the program is for scientific or educational purposes and not for the purpose of promoting any product. Any discussion of **[SUPPORTING COMPANY NAME]** products will be objective, balanced, and scientifically rigorous.

2. CONTROL OF CONTENT AND SELECTION OF PRESENTERS AND MODERATORS:

[NATIONAL ORGANIZATION NAME] retains and is responsible for exercising full control over the planning of the program's content, including the selection of presenters and moderators. **[SUPPORTING COMPANY NAME]** agrees not to direct or influence the content of the program and to plan no role in the selection of presenters or moderators other than responding to **[NATIONAL ORGANIZATION NAME]** requests for suggestions or presenters or sources of possible presenters. Responses to such **[NATIONAL ORGANIZATION NAME]** requests for suggestions or presenters should be made to **[NATIONAL ORGANIZATION NAME]** in writing by the **[SUPPORTING COMPANY NAME]**, whenever possible.

[SUPPORTING COMPANY NAME] agrees to give more than one suggestion, to provide a description of each presenter's qualifications, and to disclose all known

significant relationships between **[SUPPORTING COMPANY NAME]** and the suggested presenters. **[NATIONAL ORGANIZATION NAME]** agrees to seek suggestions for presenters from sources other than **[SUPPORTING COMPANY NAME]** and to make an independent judgement on the most appropriate presenters taking into consideration a diversity of opinion on the topic under discussion.

If **[NATIONAL ORGANIZATION NAME]** selects presenters suggested by **[SUPPORTING COMPANY NAME]**, **[NATIONAL ORGANIZATION NAME]** will disclose that fact to program participants at the beginning of the program.

3. DISCLOSURE OF FINANCIAL RELATIONSHIP:

[NATIONAL ORGANIZATION NAME] agrees to ensure meaningful disclosure to the audience at the time of the program, of the company's funding of the activity, and any significant relationship between **[NATIONAL ORGANIZATION NAME]**, individual presenters and moderators, and **[SUPPORTING COMPANY NAME]**.

4. ANCILLARY PROMOTIONAL ACTIVITIES:

[SUPPORTING COMPANY NAME] agrees not to have any promotional activities, presentations, or exhibits in the room where the educational activity is conducted or in an area through which the participants must pass to enter the room, unless the exhibit is within an area designated for general exhibits from multiple companies marketing competing therapies.

[NATIONAL ORGANIZATION NAME] agrees that there will be no advertisements for company products in any materials disseminated in the program room.

5. OBJECTIVITY AND BALANCE:

[NATIONAL ORGANIZATION NAME] agrees to take steps to ensure that data will be objectively selected and presented, including both favorable and unfavorable information about products under discussion, resulting in a balanced discussion of the prevailing body of scientific information on the products and of reasonable, alternative treatment options.

6. LIMITATIONS ON DATA:

[NATIONAL ORGANIZATION NAME] agrees that there will be meaningful disclosure of any limitations on information that is presented.

7. DISCUSSION OF UNAPPROVED USES:

[NATIONAL ORGANIZATION NAME] agrees to require that presenters disclose that products are not approved in the United States for the use under discussion when unapproved uses are included in presentations.

8. OPPORTUNITIES FOR DEBATE:

[NATIONAL ORGANIZATION NAME] agrees that, in the case of live presentations, meaningful opportunities for scientific debate or questioning will be provided during the program.

9. SCHEDULE OF ACTIVITIES:

The educational program will be offered on the following date(s), time(s), and location(s):

Title of Program:

Dates:

Times:

Locations:

10. SPONSOR PAYMENT ARRANGEMENTS:

[SUPPORTING COMPANY] will pay expenses directly (or) **[SUPPORTING COMPANY]** will reimburse **[NATIONAL ORGANIZATION NAME]** for expenses.

[NAME, OFFICER POSITION, NATIONAL ORGANIZATION NAME] **[DATE]**

[NAME, TITLE, SUPPORTING COMPANY] **[DATE]**

BUDGET GUIDELINES

A national organization budget is the cornerstone of all national organization activities. It enables the national organization to plan activities such as conferences, fundraising, and community volunteer projects. All income and expenses should be included in the budget, including meeting announcements and postage, expected income and expenses of conferences, and fundraising activities. The use of a budget will enable a national organization to determine amounts of money to ask for from sponsors, and where expenses can be cut, and whether there is enough money to send members to conferences! A budget can be written for all national organization activities, or each committee can make their own budget, depending on national organization needs and size. It should be reviewed regularly (at each board meeting) to see where the national organization is in terms of finances. The income expenses from the previous year can be used as a guide.

A sample budget is enclosed:

Association of Neonatal Nurses Budget Jan 1 – Dec 31, 20__

Income:

Ads from Newsletter	\$100
Sponsors	\$2000
(can list each individually)	
Scrub Sales	\$800
Conference	\$1500
	\$4400

Expenses:

Conference	\$1000
Sale of Scrubs	\$400
Mailing Labels	\$15
Postage	\$75
Newsletter Printing	\$10
	\$1500

Net Income: **\$2900**

APPENDIX

RULES AND REGULATIONS FOR COINN NATIONAL ORGANIZATIONS

National organizations that are members of the Council of International Neonatal Nurses (COINN) are expected to be organized and operated in accordance with rules and regulations adopted by the COINN Board of Directors. National organizations must comply with these rules and regulations to insure that they are organized and operated in accordance with the purposes of COINN if they are national members of COINN.

I. **Application for Charter as a COINN National Organization**

- A. The following items are to be submitted to the national office of COINN:
 - 1. Petition for Charter Application Form
 - 2. \$10.00 USD charter fee
 - 3. Signed and dated copy of national organization bylaws
 - 4. List of officers including names, addresses, telephone numbers, and national membership numbers.
 - 5. Application for EIN or the tax equivalent
 - 6. A Financial Statement and the current year proposed budget to:
 - i) check on how prepared your organization is
 - ii) ensure viability of the charter
- B. National organization charters must be renewed biannually. National organization will be sent the renewal application form from the national office. Renewal of National organization charters is dependent on compliance with the "COINN Bylaws" and submission of:
 - 1. National organization Charter Renewal Application Form
 - 2. \$10.00 (USD) renewal fee
 - 3. Signed and dated copy of current bylaws after annual review
 - 4. List of officers including names addresses, telephone numbers, and national membership numbers.
 - 5. Updated membership listing received from national office
 - 6. Annual financial report
 - 7. Annual activity report
 - 8. Evidence of national organization activities supportive of COINN's purpose and goals.
- C. *Delinquent renewal: The charter will be declared invalid and the national organization will be automatically dropped from the COINN roster if it has failed to renew its charter after ninety days.*
 - 1. *Thirty days following charter renewal date, a late reminder will be sent to the national organization president.*
 - 2. *Sixty days following charter renewal date, the international office will call the national organization president as a final reminder.*
 - 3. *Ninety days following the date the charter was due to renew the national organization will be placed on probation in terms of COINN membership.*

4. In the event a national organization disbands, COINN is to be notified.

Failure to submit paperwork can result in loss of national organization charter.

II. Organization of National Organizations

- A. Bylaws: it is suggested that national organization adopt bylaws which are in the same form as “Bylaws for national organizations of COINN.”
 1. The national organizations are governed by their own bylaws but should be in accordance with COINN’s bylaws.
 2. National organizations will review bylaws annually. Amendments must be submitted to the COINN BOD with their membership renewal.
 3. The following items may not be modified:
 - a. Fiscal year dates (Jan. 1-Dec. 31)
 - b. Membership qualifications
 4. Officers must be elected to take office the first of the year. Elections should occur during the fourth quarter.
- B. National organization Designations (Names chosen by national organization should reflect geographic names, i.e., India Association of Neonatal Nurses).
- C. National organization Operations
 1. National organizations may not incorporate as separate entities. National organizations may issue membership cards upon initial membership and annually when national organization membership is renewed.
 2. National organizations shall hold meetings on a periodic basis for transacting business and presenting education programs.
 3. National organizations should have a stable mailing address. A post office box is strongly recommended. The national office is to be informed of any address changes immediately.
 4. The national and national organization mailing lists shall not be sold or shared with any third parties. Third parties wishing to use the mailing list should contact the national office for information on list availability.
 5. The COINN logo is a registered trademark of the Council of International Neonatal Nurses.
 6. National organizations shall not participate in or contribute to any political campaign on be half of or opposing any candidate for public office
 7. National organizations are encouraged to inform their membership of health care legislation dealing with the care and well-being of neonates and children.

III. Financial Regulations

- A. The national organizations must obtain an employer's identification number from the IRS (even if the national organization has no employees). A copy of the EIN must be filed with the national office. Form SS-4 should be used or the country's equivalent form.
- B. The national organization must file an informational return with the IRS (Form 990 or its country's equivalent). Each country may have similar requirements and a country form should be filed if necessary. Copies of all forms must be sent to the national office annually. It is also essential in the conduct of your national organization that any income of the national organization cannot inure to the benefit of any private individuals.
- C. Annual financial reports must be submitted to the national office.
- D. Financial records must be kept for an indefinite period of time. Financial reports must include:
 - 1. Cash disbursement record
 - 2. Cash receipts record
 - 3. Bank reconciliation
 - 4. Bank statements
- E. National organization Revenue
 - 1. National organization dues may not exceed national membership dues.
 - 2. National organizations may ask for a contribution from members and nonmembers attending monthly education meetings.
 - 3. National organizations may sell space for education exhibits at symposia. It is recommended that exhibitor giveaways be reviewed to insure that an appropriate image of COINN is reflected.
- F. Utilization of Funds
 - 1. It is recommended that excess funds be used to grant educational scholarships for attendance at COINN programs.
- G. Funding Guidelines
 - 1. National organizations may solicit financial support for selected activities related to neonatal nursing.
 - 2. Financial support is defined as money solicited from private individuals, private foundations, companies, and corporations; it excludes stated and federal funding.
 - 3. Examples of selected activities that can be funded include: speaker honoraria, coffee breaks, meal s, program and national organization publicity, educational materials.
 - 4. Approval from the national office is required for cosponsored programs and special projects.
 - 5. Special projects are defined as those requiring major funding which are not mentioned above.

IV. Educational Guidelines

- A. Program Considerations
- B. Educational programs offered by national organizations for the nursing community should be geared to the professional nurse level.
 - 1. National organizations are encouraged to be responsive to the health and educational needs of the community.
- C. Program Approval
 - 1. National organizations are encouraged to seek contact hour approval for educational programs from their respective state nursing associations.



Petition for National Application

Please type or print neatly

National organization Name _____ Association of Neonatal Nurses

Mailing Address _____

Acronym _____
(example – INNA-India Neonatal Nurses Association)

Geographic area served by this national organization _____

(Please identify your service area by counties, transport area, perinatal region, radius, etc.)

Rationale for national organization name _____

(The name of your national organization must reflect the geographic area served by the national organization. Please explain how your national organization name relates to your service area).

National organization Name:

Please type or print neatly

CHECKING ACCOUNT INFORMATION

Institution name and address _____

Account number _____

Current balance _____

Major income from _____

EMPLOYER IDENTIFICATION NUMBER (EIN)

A copy of IRS Form SS-4 or your country's equivalent is included with this petition for Charter and will be used to obtain EIN or your country's equivalent for your national organization. Complete the form and return with this Petition to the national office. When you receive provisional charter, the international COINN office will acknowledge receipt of the form and approval of national membership status.

NATIONAL ORGANIZATION INSIGNIA

Has your national organization developed its own logo? If so, please include a clean copy with this application for review by the COINN BOD with final approval by the full COINN Board of Directors. If you need camera ready artwork of the COINN logo, let us know and we'll send you one.

MEMBERSHIP

Current number of national organization members _____

Membership dues amount _____

National organization Name:

Please type or print neatly

ORGANIZATIONAL MEETINGS

List by date each organizational meeting held and provide the information requested. You must attach a copy of the minutes and roster of attendance for each organizational meeting.

1. Date _____ Number in attendance _____
Place _____

Business meeting held? _____ Educational session held? _____

2. Date _____ Number in attendance _____
Place _____

Business meeting held? _____ Educational session held? _____

3. Date _____ Number in attendance _____
Place _____

Business meeting held? _____ Educational session held? _____

4. Date _____ Number in attendance _____
Place _____

Business meeting held? _____ Educational session held? _____

5. Date _____ Number in attendance _____
Place _____

Business meeting held? _____ Educational session held? _____

6. Date _____ Number in attendance _____
Place _____

Business meeting held? _____ Educational session held? _____

National Organization Name:

Please type or print neatly

BYLAWS

National organizations must submit a signed and dated copy of the bylaws which have been adopted by your members.

Date Bylaws adopted _____

FUTURE SHORT-TERM OBJECTIVES

List the short-term objectives your national organization will be working on during the NEXT two (2) years. For each objective, identify the responsible committee. Note these objectives will be evaluated when your charter is due for its first renewal in two years.

EXAMPLE	
OBJECTIVE(S):	<i>Launch recruitment campaign to achieve a 10% increase in total membership. (i.e., at least five new members)</i>
COMMITTEE:	<i>Membership Committee</i>

OBJECTIVE(S) _____

COMMITTEE _____

OBJECTIVE(S) _____

COMMITTEE _____

OBJECTIVE(S) _____

COMMITTEE _____

OBJECTIVE(S) _____

COMMITTEE _____

National organization Name: _____

Please type or print neatly

NATIONAL ORGANIZATION OFFICERS

Please list all elected officers and be sure to include National organization's membership numbers. Officers must represent at least two (2) different institutions. NOTE If the officer is not employed by a hospital, place "N/A" in the space provided for hospital "Level."

President

Name & Credentials _____

Home Address _____

E-mail _____

H Phone _____ W Phone _____

National Organization# _____ Level NICU _____

Employer _____

Date term begins _____ Date term ends _____

President Elect [] or Vice President [] (Please be sure to check one)

Name & Credentials _____

Home Address _____

E-mail _____

H Phone _____ W Phone _____

National Organization# _____ Level NICU _____

Employer _____

Date term begins _____ Date term ends _____

Secretary

Name & Credentials _____

Home Address _____

E-mail _____

H Phone _____ W Phone _____

National Organization# _____ Level NICU _____

Employer _____

Date term begins _____ Date term ends _____

Treasurer

Name & Credentials _____

Home Address _____

E-mail _____

H Phone _____ W Phone _____

National Organization# _____ Level NICU _____
Employer _____ Date _____
term begins _____ Date term ends _____

National organization Name:

Please type or print neatly

OTHER ELECTED POSITIONS

Please list all elected officers and be sure to include national organization membership numbers. Officers must represent at least two (2) different institutions. NOTE If the officer is not employed by a hospital, place "N/A" in the space provided for hospital "Level."

Elected Position _____
Name & Credentials _____
Home Address _____
E-mail _____
H Phone _____ W Phone _____
Preferred Contact # ☐ Home ☐ Work
National Organization # _____ Level NICU _____
Employer _____
Date term begins _____ Date term ends _____

Elected Position _____
Name & Credentials _____
Home Address _____
E-mail _____
H Phone _____ W Phone _____
Preferred Contact # ☐ Home ☐ Work
National Organization # _____ Level NICU _____
Employer _____
Date term begins _____ Date term ends _____

Elected Position _____
Name & Credentials _____
Home Address _____
E-mail _____
H Phone _____ W Phone _____
Preferred Contact # ☐ Home ☐ Work
National Organization # _____ Level NICU _____
Employer _____
Date term begins _____ Date term ends _____

Elected Position _____
Name & Credentials _____
Home Address _____
E-mail _____
H Phone _____ W Phone _____
Preferred Contact # ☐ Home ☐ Work
National Organization # _____ Level NICU _____
Employer _____
Date term begins _____ Date term ends _____

National organization Name: _____

Please type or print neatly

INSTITUTIONS REPRESENTED

List all hospitals and institutions represented by your members (including officers.) If the employer is a hospital, list it only once and indicate the highest level of neonatal care provided by checking the appropriate "Level" box. If the employer is not a hospital, but a school of nursing, home health, agency, or "other" non-hospital institutions, place a check in the "Other" box.

INSTITUTION _____
CITY _____ ACRONYM _____
☐ LEVEL I ☐ LEVEL II ☐ LEVEL III ☐ OTHER

INSTITUTION _____
CITY _____ ACRONYM _____
☐ LEVEL I ☐ LEVEL II ☐ LEVEL III ☐ OTHER

INSTITUTION _____
CITY _____ ACRONYM _____
☐ LEVEL I ☐ LEVEL II ☐ LEVEL III ☐ OTHER

INSTITUTION _____
CITY _____ ACRONYM _____
☐ LEVEL I ☐ LEVEL II ☐ LEVEL III ☐ OTHER

INSTITUTION _____
CITY _____ ACRONYM _____
☐ LEVEL I ☐ LEVEL II ☐ LEVEL III ☐ OTHER

INSTITUTION _____
CITY _____ ACRONYM _____
☐ LEVEL I ☐ LEVEL II ☐ LEVEL III ☐ OTHER

National Organization Name: _____

Please type or print neatly

NATIONAL ORGANIZATION MEMBERS ALL National organization members must provide their National Organization membership #s.

#	LAST NAME, FIRST NAME	EMPLOYER/ACRONYM	NATIONAL ORGANIZATION MEMBERSHIP #	OFFICE USE
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
21				
22				
23				
24				
25				

National Organization Name:

Please type or print neatly

PETITION CHECKLIST

This completes the Petition for charter, but please completes the checklist below to ensure that all the necessary items are submitted.

KEEP A COPY OF THE ENTIRE PETITION FOR OUR OWN NATIONAL ORGANIZATION RECORDS.

- ☐ A signed and dated SS-4 Form to obtain an EIN number or your country's equivalent.
- ☐ One (1) copy of the minutes and roster of attendance for EACH organizational meeting listed. (A total of at least six (6) should be sent along with this petition.)
- ☐ One (1) signed and dated copy of current national organization bylaws.
- ☐ Roster of national organization members. Be sure National organization membership numbers are listed.
- ☐ Charter application fee of \$10.00 (USD).
- ☐ Sales tax if applicable.

President's Signature _____
Date _____

Sample Vendor Request Letter

[DATE]

[NAME]
[COMPANY NAME]
[ADDRESS]
[CITY, STATE, ZIP]

Dear:

Neonatal nurses from throughout the **[CITY]** area are in the process of forming a local national organization of the Council of International Neonatal Nurses. Neonatal nurses from all levels of nurseries throughout the **[CITY]** area will be meeting monthly for networking and educational offerings. Meetings are scheduled for the fourth **[DAY]** of each month from **[START TIME]** until **[END TIME]**.

At this time, we are seeking sponsorship for meetings scheduled for [YEAR]. We know that in the past your company has been very supportive of nursing groups, and we hope that you will be able to sponsor one of our upcoming meetings. For sponsorship, we will provide an exhibit table, and we welcome you to attend the meeting and display your products to the neonatal nurses attending.

We appreciate your consideration of this request and look forward to hearing from you in the near future. Please address your response to:

[CONTACT NAME]
[ADDRESS]
[PHONE NUMBER]

Once again, we would like to thank you for your past support of nursing groups and your consideration of this request. If you require any further information, please do not hesitate calling **[CONTACT]** at the above listed phone number.

Sincerely,

[NAME]
[President]
[----- Association of Neonatal Nurses
*All fees are in U.S. Dollar (USD)

Event Timeline

April 2008 -- 12 months out

- Confirm speaker/set date – *(name and credentials) (date)*
- Book facility – tentative hold on *(name of facility)*
- Meet with graphic artist for logo design
- Develop list of all past sponsors and attendees
- Meet with *(name)* re: sponsorship prospects

May 2008 -- 11 months out

- Logo design finalized
- Develop sponsor prospect list
- Draft sponsor packet (cover letter, info about OUCN, speaker bio, levels of sponsorship, contract [get legal approval])
- Scout and book caterer

June 2008 -- 10 months out

- Sponsor packet complete
- Finalize sponsor prospect list
- Scout and book florist

July 2008 -- 9 months out

- Sponsorship solicitation begins
- Scout and book music

August 2008 -- 8 months out

- Sponsorship solicitation continues

September 2008 -- 7 months out

- Sponsorship solicitation continues

October 2008 -- 6 months out

- Sponsorship solicitation continues
- "Save the Date" cards in the mail

November 2008 -- 5 months out

- Sponsorship solicitation continues
- Travel/hotel arrangements for speaker (if not already done)

December 2008 -- 4 months out

- Sponsorship solicitation continues
- Open nominations for awards

January 2009 -- 3 months out

- Sponsor deadline for inclusion on invitation
- Invitation finalized and at the printer
- February 2009 -- 2 months out
- Deadline for award nominations – 8 weeks out

- Invitation stuffed/addressed – in the mail by 6 weeks (?) out
- Sponsor deadline for inclusion in program – 5 weeks out

March 2009 -- 4 weeks out

- Program to printer

3 weeks out

- Complete PowerPoint presentation
- Tickets in mail to sponsors

2 weeks out

- Produce table signs and any posters or other signage (including table chart)

1 week out

Miscellaneous questions for discussion:

- What do we give award winners?
- Are we going to have a sponsor/VIP event?
- Are we going to have vendors?
- Are we going to notify award winners so they (and their family) are sure to be there or give as a surprise?