



# Election Manual 2025



## **Introduction**

This manual provides information on the American Nurses Association (ANA) nominations and elections processes for those who wish to be candidates or to encourage their peers to run for an ANA national office. The manual is intended to provide you with information on processes and a better understanding of the roles, responsibilities, and commitments of serving in an elected position with ANA and help you determine the degree to which your knowledge, skills, and experience are aligned with the required qualifications and desired competencies deemed necessary to serve successfully.

If you have questions about ANA's nominations or elections processes or the interpretation of policies relating to nominations and elections, please send an e-mail to [nec@ana.org](mailto:nec@ana.org).



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## Section I: Nominations Process

### Call for Nominations

Annually, the ANA Nominations and Elections Committee (“NEC”) issues a Call for Nominations to all ANA members through a combination of communication channels, including email distribution lists, print and electronic publications, and web and social media outlets. In doing so, the NEC is guided by ANA’s mission, *Lead the profession to shape the future of nursing and health care*.

To further ANA’s mission and effectively address strategic priorities, the NEC seeks nominations from ANA members with the established qualifications and desired competencies (See Appendix B) as well as a commitment to advancing nursing practice, the profession of nursing, and the association. The NEC also solicits potential nominees from current and past leaders within ANA and encourages well-regarded leaders within ANA and those with related entities to seek election.

**Underrepresented Members** – Actions of the ANA Membership Assembly and the ANA Board of Directors have underscored the need for increased involvement of minority nurses and staff nurses<sup>1</sup>, particularly those who are actively engaged in clinical practice and have served at the national level of the association and directed that these needs be given a high priority when considering nominees.

### ANA’s Elected Positions

ANA’s elective positions include four officer and five director positions on the ANA Board of Directors and seven positions on the Nominations and Elections Committee. The profiles for these positions are included as Appendix A.

### Established Qualifications

Individuals wishing to be nominated for an ANA elective position must be a joint ANA-C/SNA member or an Individual Member Division (“IMD”)<sup>2</sup> member at the time of submitting their application and:

- Can self-nominate for only one ANA elective position at any one time.

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<sup>1</sup> A staff nurse is defined as one who is non-supervisory, non-managerial and includes one or more of the following: (1) is employed by a health care institution or agency; (2) whose primary role is a provider of direct patient care; (3) who is collective bargaining eligible under applicable labor law (ANA Bylaws, Article IV, Section 2.c)



- Cannot serve in an appointed position and an elective position within ANA at the same time.
- May not have a conflict of interest.

**If an ANA member holds an appointed position within ANA and is elected, the member must resign from the appointed position before serving in the elected position.**

**Current members of the Nominations and Elections Committee are not eligible to be nominated for service on the ANA Board of Directors.**

In addition to these qualifications, each election cycle the ANA Board of Directors in consult with the Nominations and Elections Committee, will determine desired competencies needed to provide direction and leadership within a framework of the mission and effective governance for the long-term success of the association. Desired competencies are the combination of knowledge, skills, experience, leadership, personal characteristics, and individual and social behaviors needed to effectively perform in the role.

### Nomination Form

The nominee is required to submit a complete nomination package by the published deadline. The online nomination form includes:

- general demographic information;
- information to demonstrate that the nominee possesses the established qualifications and desired competencies; and
- requirements for the nominee to:
  - complete and submit Conflict of Interest and Financial Disclosure Forms; and
  - consent to serve, if elected.

### Assessing Nominee Qualifications

To ensure the election slate is comprised of candidates with the required qualifications and the desired competencies, the NEC will use a rubric to assess each nominee based upon the information provided in the nomination packet (see Appendix C). For certain elective positions, the NEC also may check the nominee's references, including with Constituent/State Nurses Association ("C/SNA") or IMD leadership and/or interview the nominee. Any falsifications, misrepresentations, or forgeries will result in immediate disqualification of the candidate. In addition, candidates who fail to respond to communication from the NEC will be removed from



the slate after two (2) attempts have been made.

**The Nominations and Elections Committee is not required to slate all nominees as candidates.** The Nominations and Elections Committee has the authority to slate as candidates only those nominees who meet established qualifications and best match and align with the desired competencies as defined in Appendix B.

### Additional Calls for Nominations

The NEC may issue additional calls for nominations only if there is an insufficient number of qualified candidates for the elected positions. The number of additional calls is subject to slate publication requirements.

### Development of the Election Slate

To prepare a slate of at least two candidates for each elective position, the NEC reviews all nominations, considering both the individual nominees and the election slate as a whole.

- *Individual nominee:*
  - Possesses the desired competencies for the position (Appendix B);
  - Has the required qualifications for the position being sought; and
  - Has demonstrated leadership experience at the local, state, or national level.
- *Election slate as a whole:*
  - Has a balance of nursing practice areas;
  - Represents staff nurses and underrepresented members; and
  - Considers geographic distribution.

The slate of candidates is published on the ANA website at least 90 days prior to the meeting of the ANA Membership Assembly (ANA Bylaws, Article VII, Section 1.d).

### Nominee Appeal Process

A nominee may appeal the NEC's determination of ineligibility to be slated as a candidate for an elective position. See Appendix D for the appeal process.

### Withdrawal of Nomination or Candidacy

Nominees or candidates may withdraw their nomination/candidacy by completing a [Certification of Withdrawal Form](#) and submitting it via email ([nec@ana.org](mailto:nec@ana.org)).



### Communicating the Slate of Candidates

The NEC Chair, or designee, informs nominees that they have been slated as a candidate. A copy of the *ANA Election Manual* is provided to candidates to ensure they understand their roles and responsibilities. No changes to the slate of candidates will be made once the Candidate Forum has started at Membership Assembly.

### Nominations from the Floor (*see [Supplemental Election Manual](#) page 3 for revised subsection*)

Nominations from the floor will be permitted only when:

- the NEC did not identify two nominees for each elective position with the established qualifications and desired competencies as candidates on the election slate;
  - the NEC receives a complete nomination package by 12:00 pm EST, Friday of the week before the Membership Assembly and;
  - the nominee has been deemed qualified by the NEC.
- The individual who has self-nominated will be required to declare the nomination when the ANA President calls for nominations from the floor.
  - The individual nominated from the floor shall be permitted to provide a one-minute nominating speech.

### Candidate Profile Guide

The NEC is deeply committed to ensuring all candidates are provided with a fair and equal opportunity to provide ANA Membership Assembly Representatives with relevant information to support their decision-making. Information solicited from candidates via the nomination process, as well as any reference checks and interviews, will be compiled into a *Candidate Profile Guide* **exactly as written in the nominations packet submitted** to the NEC and will be available to Representatives in advance of the ANA Membership Assembly meeting.





## Section II: Candidates and Campaign Managers

Candidates (*see [Supplemental Election Manual](#) page 4 for revised sub-section*)

Candidates are responsible for reviewing the *ANA Election Manual* to become familiar with relevant policies, procedures, and guidelines governing ANA's nominations and elections processes.

Candidates have the option of designating a campaign manager OR may act as their own campaign manager. If a campaign manager is identified, the candidate is fully responsible and accountable for the conduct of the campaign manager and any other members of the campaign team.

The candidate is also responsible for:

1. Submitting the campaign manager's name and contact information to ANA;
2. Informing ANA when there is a change in campaign manager;
3. Informing the campaign manager about all campaign and election-related activities;
4. Ensuring that the campaign manager's actions and those of other campaign team members, if applicable, adhere to the nominations and elections policies, procedures, and guidelines as set forth in the *ANA Election Manual*;
5. Approving all campaign platforms, strategies, and materials;
6. Ensuring the campaign manager adheres to and manages the approved campaign; and
7. Communicating with the campaign manager throughout the nominations and elections processes.
8. Providing written notice to the NEC if the candidate will be absent from the Membership Assembly and whether the campaign manager or designee will be speaking on behalf of the candidate at the Candidate Forum and/or picking up the result letter.

Campaign Managers (*see [Supplemental Election Manual](#) pages 4-5 for revised sub-section*)

The campaign manager, with the candidate, promotes the candidate's qualifications, accomplishments, and positions on key issues to ANA Membership Assembly Representatives. To ensure a professional and ethical campaign, campaign managers should review and comply with the policies, procedures, and guidelines outlined in the *ANA Election Manual*. ANA requires all campaign managers to sign a confidentiality agreement.

The campaign manager is also responsible for:

1. Ensuring other campaign team members, if applicable, are familiar with policies, procedures and guidelines related to ANA's nominations and elections processes;



2. Obtaining the candidate's approval prior to requesting email distribution of campaign communication by ANA;
3. Notifying the candidate immediately if unable to serve and forwarding the *ANA Election Manual* to the newly designated campaign manager, if applicable;
4. Respecting ANA Membership Assembly Representatives, candidates, other campaigners, and ANA staff at all times;
5. Being accountable for the performance of all campaign team members; and
6. Doing the following when onsite at the ANA Membership Assembly:
  - a. Registering at the ANA Membership Assembly registration area;
  - b. Wearing the official identification badge while campaigning at the designated campaign area during the designated campaigning dates and times
  - c. Keeping hallways leading to areas being used for official association business free of campaign activities and materials to allow ANA Membership Assembly Representatives easy access to and from meeting rooms and the polling area.



## Section III: Campaigning

Campaign Guidelines (*see [Supplemental Election Manual](#) pages 6-7 for revised sub-section*)

1. Candidates may:
  - a. network with professional colleagues via face-to-face meetings, one-on-one telephone calls, mailings (electronic or hard copy), or use of alternative electronic means and methods;
  - b. accept invitations from individual ANA Membership Assembly Representatives, C/SNAs, or the IMD to present their campaign platform, complete questionnaires, and/or be interviewed;
  - c. request that ANA distribute campaign communication via email to ANA Membership Assembly Representatives; (NOTE: There is a fee for this service)
  - d. submit a video up to one-minute in length to ANA for posting to the online ANA Membership Assembly meeting workspace; (NOTE: There is a fee for this service)
  - e. use personal social media accounts (e.g., Facebook, Twitter, LinkedIn), blogs, online discussion boards, etc.;
  - f. host webinars, conduct presentations, and
  - g. employ the use of an electronic presentation and/or slideshow without sound in the designated campaign area (NOTE: The candidate is responsible for supplying all necessary hardware, including a computer, to operate the presentation).
2. Candidates may not:
  - a. use the ANA corporate logo on campaign materials that are not provided by ANA;
  - b. use their access to ANA's communication vehicles (e.g., email lists, Communities on nursingworld.org; ANA's social outlet accounts (e.g., Facebook page, Twitter, LinkedIn) to promote their candidacy;
  - c. solicit or accept financial support from individual ANA-C/SNA members, C/SNAs or the IMD, employers, or corporations;
  - d. seek or accept an employer or corporate sponsorship that would distribute campaign items or mailings;
  - e. seek or accept financial contribution from any ANA committee, board, council, task force, work group, professional issues panel;
  - f. seek or accept an honorarium or reimbursement of expenses to speak to a group specifically regarding his/her candidacy;
  - g. present misleading campaign materials (e.g., a flyer that implies C/SNA endorsement when this is not the case);
  - h. use helium filled balloons due to fire hazard or latex balloons for health reasons;
  - i. Distribute campaign materials in the meeting room of ANA Membership Assembly.



- j. campaign onsite at the ANA Membership Assembly in or near:
  - i. meeting rooms where official ANA business is being conducted;
  - ii. the room where the Candidates Forum is being conducted; or
  - iii. the designated voting area while voting is in process.
3. ANA Membership Assembly Representatives may not bring any promotional material in or near the designated voting area during voting hours.
4. ANA Membership Assembly attendees may:
  - a. wear promotional material and carry promotional tote bags in or near meeting rooms where official ANA business is being conducted; and
  - b. wear promotional material and carry promotional tote bags in or near the location of the Candidates Forum.
5. ANA staff may not wear promotional materials of any candidate or in any manner promote the candidacy of any individual.

### Request for ANA to Distribute Campaign Materials

#### *Via Email*

At the request of either a candidate or campaign manager, ANA will disseminate campaign materials via email at cost. Please note:

- Candidates are responsible for the content of their campaign messages; ANA will not edit the message in any way.
- Candidates must provide the message in the format requested by ANA.
- There will be a \$30.00 charge for this service, which must be paid by credit card in advance.

To request that ANA distribute campaign materials via email, please:

1. Complete the [Distribution of Campaign Materials to Membership Assembly Representatives](#) Form.
2. Send the campaign message to be distributed to [nec@ana.org](mailto:nec@ana.org).
3. Provide credit card information to ANA Office of General Counsel Staff when contacted.

***All campaign materials will be distributed three weeks prior to the Membership Assembly. The deadline to submit materials for distribution is May 30, 2025.***



### Posting of Campaign Video

At the request of either a candidate or campaign manager, ANA will post a campaign video, which shall not be longer than one-minute to the ANA Membership Assembly meeting workspace. Please note:

- Candidates are responsible for the content of their campaign video; ANA will not edit the video in any way.
- There will be a \$30.00 charge for this service, which must be paid by credit card in advance of the posting.

To request that ANA post a campaign video that is not longer than one-minute, please:

1. Complete the [Distribution of Campaign Materials to Membership Assembly Representatives](#) Form;
2. Send the video **and** the Distribution of Campaign Materials to Membership Assembly Representatives Form to [nec@ana.org](mailto:nec@ana.org); and
3. Provide credit card information to ANA Office of General Counsel Staff when contacted.

***All videos will be posted on the Membership Assembly page three weeks prior to the Membership Assembly. The deadline to submit videos is May 30, 2025.***

### Current Board Members Neutrality

Per ANA Board of Directors Operating Policy 7.3 *Enterprise Board Member Practices During Election Campaigns & Appointments* (See Appendix E) members of the boards of directors/trustees of ANA, American Nurses Credentialing Center (ANCC), American Nurses Foundation (Foundation), and American Academy of Nursing (Academy) shall maintain a position of neutrality with respect to the election of future ANA leadership.



## Section IV: Election-Related Events at the Membership Assembly

The ANA Membership Assembly schedule will contain the dates, times, and locations of all campaign and election-related activities.

### Registration

Candidates and campaign managers must obtain the appropriate badge at the Registration area.

### Set Up and Tear Down of Displays in the Designated Campaign Area

- Each candidate is assigned a table and a bulletin board in the designated campaign area.
- Tables and bulletin boards are assigned by lot within a predetermined configuration.
  - Each candidate will be provided a diagram with specific details as to the space allowed for poster presentation and table size, determined on the space availability of the venue. Typical table arrangement is one-half (lengthwise) of a 6' table in front of a 4' high x 8' wide cork bulletin board.
  - Candidates are prohibited from exchanging or assuming occupancy of a "vacant" bulletin board/table.
- Campaign materials must not exceed the dimensions of the bulletin board and table.
  - Candidates should not leave objects of value in the campaign area as there is no security provided.
  - Campaign signs and placards must be held or kept under the table and not lean on chairs, tables, walls, or other surfaces.
  - Candidates may use an electronic presentation and/or slideshow without sound in the campaign area.
- The campaign area will remain open until the end of the lunch break on election day.
  - When the lunch break closes, all candidate material must be removed from the designated campaign areas.

**The ANA Board of Directors recommend that candidates limit spending for giveaways, media, and materials to no more than \$200 at the Membership Assembly.**

### Nominations and Elections Committee Office Hours

During scheduled office hours, NEC members will be available to provide additional information on and/or answer questions about ANA's nominations and elections processes.



Candidate Forum (*see [Supplemental Election Manual](#) page 8 for revised sub-section*)

1. Two NEC members, who are neither candidates nor ANA Membership Assembly Representatives, serve as moderator and timekeeper at the Candidates Forum.
2. Candidates are to **arrive 20 minutes** ahead of time and sit in the reserved section.
3. Only candidates for elective positions are provided the opportunity to address ANA Membership Assembly Representatives during the Forum. In the event a candidate is unable to attend the Candidate Forum, then the campaign manager or designee of the candidate may address the Membership Assembly, provided that the NEC receives an advance written notification of the designee. The campaign manager or designee must address the ANA Membership Assembly Representatives using written language provided by the candidate, which include, opening statements and, if applicable, answers to questions.
  - a. Candidates will speak in the following order: Nominations and the Election Committee, Director-at-Large, Treasurer, Secretary, Vice President, and President and will speak in alphabetical order by last name.
  - ~~b.~~ Each candidate for the Nominations and Election Committee may speak at the forum for up to 1 minute, depending on the number of candidates.
  - c. Each candidate for the office of ANA President will be given **five minutes** to speak.
  - d. After candidate presentations, there will be a question and answer session for those candidates seeking election to the ANA Board of Directors, during which a NEC member, serving as moderator, will read pre-selected questions. All candidates for the ANA Board of Directors will be given two minutes to respond.
  - e. After the question and answer session, candidates for the office of ANA President will present their ideas to develop ANA's future strategic plan.
    - i. The NEC Chair, or designee, will serve as moderator.
    - ii. Each candidate for the office of ANA President will be given up to 10 minutes, depending on the number of candidates, the session will not exceed 20 minutes for all candidates.
    - iii. If there is only one candidate for the office of ANA President, they will have up to 10 minutes for presentation.
4. ANA Membership Assembly Representatives, Board of Directors and Organizational Affiliates voters are given priority to attend the Candidates Forum. Limited seating will be available on a **first come, first served basis** for other individuals attending the ANA Membership Assembly meeting.

### Meet the Candidates

This event facilitates informal one-on-one contact with ANA Membership Assembly Representatives in the designated campaign area.



## Section V Elections Process

### Elections

Elections are held at the annual Membership Assembly meeting. Per the ANA Bylaws (Article VII, Section 2.b):

1. A majority<sup>3</sup> vote of those members of the ANA Membership Assembly present and voting shall elect officers of ANA's Board of Directors, and a plurality vote<sup>4</sup> of those present and voting shall elect the directors of ANA's Board of Directors and members of the NEC.
2. In the event that a majority vote is not accomplished in the first ballot, a runoff election shall be held with the two candidates who received the highest number of votes for an officer position.
3. A tie shall be determined by lot.
4. The term of office for all elective positions shall begin on January 1.

### Procedures for the Conduct of the ANA Elections

ANA staff verify that all persons seated as ANA Membership Assembly Representatives are members of ANA in good standing.

The NEC Chair, or designee, serves as the Head Teller. The Head Teller:

- a. has official oversight responsibility for compliance with ANA's election procedures;
- b. supervises the conduct of the election with the assistance of the Election Administrator;
- c. reports the results of the election at a subsequent session of the ANA Membership Assembly; and performs other functions as referenced in these procedures.

### Eligibility to Vote in ANA Elections

- Only C/SNA, IMD and OA ANA Membership Assembly Representatives and members of the ANA Board of Directors who have been verified by the close of the Opening Session of the ANA Membership Assembly may vote.
- When verification closes, the list of eligible voters will be provided to the election administrator for use when the polls open.

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<sup>3</sup> A majority vote is defined by *Roberts' Rules of Order Newly Revised, 12<sup>th</sup> edition* as "more than half of the votes cast by persons entitled to vote, excluding blanks and abstentions..."

<sup>4</sup> A plurality vote is defined by *Roberts' Rules of Order Newly Revised, 12<sup>th</sup> edition* as "the largest number of votes to be given any candidate or proposition, when three or more choices are possible..."





- C/SNA, IMD and OA ANA Membership Assembly Representatives and ANA Board Members vote in the election for officers and directors of the ANA Board of Directors and in the election for NEC members.

#### Candidates' Placement on the Ballot

Candidates for each elective position will be listed on the ballot in alphabetical order by last name.

#### The Polling Area *(voting/polling area no longer applicable-see Supplemental Election Manual voting changes)*

The polling area, which includes the registration and voting areas, is monitored and secured during the voting period and until the official count has been certified by the Election Administrator. The polling area is only accessible to eligible voters, Election Administrator, the Nominations and Elections Members, and ANA staff helping with the voting.

Campaigning is prohibited in and near the voting or polling area.

#### Voting *(see Supplemental Election Manual page 9 for revised sub-section)*

The Head Teller and the Election Administrator assist in conducting the election, certify that the election was conducted in accordance with ANA's election procedures, and certify the election results.

- Voting will be conducted using electronic means or automated voting machines.
- Voting hours will be communicated to ANA Membership Assembly Representatives prior to as well as onsite at the ANA Membership Assembly.
- Before entering the polling area, ANA Membership Assembly Representatives and members of the ANA Board of Directors must present the following:
  - Representative identification, such as the official badge;
  - voting card; and
  - photo identification.
- A voting machine monitor will verify the voting card.
- All voters must leave the polling area after casting his/her vote.
- All voters should retain his/her voting card as it will be needed if a runoff election is held.

The polls will remain open for the specified hours or until the last eligible voter in line when the polls are scheduled to close has voted.

Each Representative may cast one weighted vote for each of the open positions available, pursuant to the Apportionment Policy (Appendix G).



In case of emergency or other unforeseen circumstance, in which a Representative must leave the Membership Assembly prior of casting his/her vote, he/she can designate another Representative of the same state to act as his/her proxy. Alternatively, the Representative can choose to have his/her vote distributed equally between all the Representatives from the same state. This information needs to be communicated to the Election Administrator before the scheduled voting start time.

### Due Process

ANA's Office of General Counsel (OGC) will adjudicate if the voting eligibility of an ANA Membership Assembly Representative or a member of the ANA Board of Directors is challenged. If the ANA Membership Assembly Representative or the board member disagrees with the OGC's determination that he/she is ineligible to vote, the individual may cast a challenged ballot.

Every effort will be made to resolve challenged ballots before the tally begins and is concluded.

Any remaining challenged ballots will be segregated and not counted unless a) the challenged vote is determinative of any election and b) only after the challenges to the votes are resolved in accordance with the ANA's Election Challenge Policy and Procedure. (See Appendix F)

### Tabulation

The count will proceed at the conclusion of the designated voting period. Any remaining questions pertaining to the voting process will be resolved by the Head Teller and Election Administrator. A printout of the tabulation is retained by ANA in a secure area for a minimum of one year following the election.

### Breaking a Tie

In the event of a tie, the candidates will be notified and afforded the opportunity to attend the determination by lot.

- The Election Administrator will write the name of each candidate on a piece of paper, which will be sealed in identical unmarked envelopes.
- The envelopes will be mixed and placed in a container from which the Head Teller will draw one envelope.
- The candidate whose name is contained in the envelope drawn by the Head Teller is declared the winner of the election.



### Announcing the Results

Results of elections are confidential until announced during the ANA Membership Assembly.

- The ANA President, Chief Executive Officer, Chief Nursing Officer, and Office of General Counsel, are notified of the election results once tabulation is complete. Note that if the ANA President is a candidate, then the ANA President will not be notified of the election results.
- The official announcement of the election results will be made after all elections (initial and any required runoff), have been conducted, tallied, and certified by the Election Administrator and the Head Teller.
- Candidates are notified of the election outcomes before the official announcement of the elections results; the place and time will be announced during the ANA Membership Assembly.
- Candidates are required to keep this information confidential until the official announcement of the election results.
- The tally of votes may be viewed by any candidate or his/her campaign manager during the ANA Membership Assembly meeting.
- ANA will not provide the tally of votes in writing under any circumstances.

### Challenging the Results

Any election challenge must be filed with the NEC Chair, or designee, not more than 30 calendar days after adjournment of the ANA Membership Assembly at which the contested election was held. (See Appendix F)



## Appendix A: Profiles

- [President](#)
- [Vice-President](#)
- [Secretary](#)
- [Treasurer](#)
- [Director-at- Large](#)
- [Nominations and Elections Committee](#)



## Appendix B: Desired Competencies for Elected Positions

### All Board of Directors Positions

Individuals seeking election to the ANA Board of Directors must possess the following desired competencies:

- *Governance*: Demonstrated understanding of the difference between governance and management
- *Organizational Awareness and Commitment*: Demonstrated first-hand experience within ANA and ANA's C/SNAs
- *Financial Acumen*: Ability to interpret financial statements and business cases
- *Strategic and Critical Thinking*: Demonstrated ability to analyze complex concepts, develop creative solutions, and/or evaluate decisions to enable the organization to achieve long-term objectives
- *Change Leadership*: Demonstrated ability to influence others and implement change
- *Diversity and Inclusion*: Values diversity and cultural dexterity with a strong commitment to creating an inclusive environment within ANA

### President

In addition to the desired competencies listed above for all positions on the ANA Board of Directors, individuals seeking election to the office of ANA President also must possess the following desired competencies:

- *Spokesperson*: Demonstrated ability to speak publicly and in the media, conveying an organization's message in a compelling manner
- *Governance Leadership*: Experience serving as a member of the ANA Board of Directors.

### Vice President

The Vice President must be prepared at all times to assume the role of the ANA President; therefore, the additional competencies for individuals seeking election to the office of Vice President mirror those for service as the ANA President.

- *Spokesperson*: Demonstrated ability to speak publicly and in the media, conveying an organization's message in a compelling manner
- *Governance Leadership*: Experience serving as the chair of a board.



## **Secretary**

In addition to the desired competencies listed above for all positions on the ANA Board of Directors, individuals seeking election to the office of the Secretary also must possess the following desired competencies:

- Familiar with governing documents, such as bylaws and articles of incorporation.
- Familiar with the structure and processes of board and committee meetings.
- Detail oriented.
- Strong organizational skills.

## **Treasurer**

In addition to the desired competencies listed above for all positions on the ANA Board of Directors, individuals seeking election to the office of the Treasurer also must possess the following desired competencies:

- Ability to comprehend a balance sheet and Profit & Loss statement.
- Broad understanding of financial management principles.
- Commitment to accuracy, timeliness, and transparency.
- Ability to analyze and take risks.
- Willingness to ask questions.

## **Nominations and Elections Committee**

Individuals seeking election to the Nominations and Elections Committee must possess the following desired competencies:

- *Organizational Awareness and Commitment:* Demonstrated first-hand experience within ANA and ANA's C/SNAs
- Experience in sourcing and interviewing candidates for selection
- Experience in attending or serving as a Representative to ANA's Membership Assembly



## Appendix C: Rubric for Candidates for ANA Elective Positions

### [Rubric for Candidates evaluation](#)

The Nominations and Elections Committee will use the rubric to assess each nominee based upon the information provided in the nomination packet.



## Appendix D: Nominee Appeal Process

1. Within ten (10) calendar days of receipt of the Nominations and Election Committee's ("NEC") determination of a nominee's ineligibility to be slated as a candidate for an elective office, the nominee's may submit a written request to the NEC Chair to provide a summary of the reasons supporting the NEC's determination.
2. Within five (5) calendar days of receipt of the NEC's response, the nominee may file a written appeal with the NEC Chair.
3. If the nominee files an appeal, then the nominee's appeal must include the following information:
  - a. Basis for the appeal, which must be limited to correct:
    - i. A material error that affected the outcome of the NEC's determination, which must be rationally related to the reasons disclosed by the NEC under Section 1, above
    - ii. A technical error with the system used by nominee to submit the application, or
    - iii. An error in the application submitted to the NEC
  - b. Supporting documentation for the basis for appeal; and
  - c. Whether the nominee requests an opportunity to make the appeal directly to the NEC, provided that the NEC conducts an appeal hearing.
4. Within ten (10) calendar days of receipt of the written appeal, the NEC Chair will forward a copy of the nominee's appeal and supporting materials to NEC members for review.
5. If the NEC members accept the applicant's basis for appeal, then the NEC will conduct an appeal hearing via conference call; a majority of NEC members must participate in order to conduct the hearing.
6. If the nominee requests to participate in the hearing, then, within fifteen (15) calendar days of receipt of the appeal, the NEC Chair will notify the nominee of the date of the appeal hearing.
7. In order to prevail on appeal, a nominee must receive a 2/3 affirmative vote from the NEC members voting at the appeal hearing.
8. Within five (5) calendar days of the date of the appeal hearing, the NEC Chair shall notify the nominee of the NEC's decision in writing.
9. The decision of the NEC on a nominee's appeal is final.





## Appendix E: Board Operating Policy 7.3: Enterprise Board Member Practices During Election Campaigns & Appointments

Policy #: 7.3

Title: ENTERPRISE BOARD MEMBER PRACTICES DURING ELECTION CAMPAIGNS & APPOINTMENTS

Affects: Members of the ANA, ANCC, Foundation, and Academy Boards of Directors

Authority:

Effective: June 17, 2020

Replaces: February 28, 2014

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### POLICY:

Members of the Boards of Directors/Trustees of the American Nurses Association (ANA), American Nurses Credentialing Center (ANCC), American Nurses Foundation (Foundation), and American Academy of Nursing (Academy) shall maintain a position of neutrality with respect to the election of members to the ANA Board of Directors and the Nominations and Elections Committee. Neutrality will apply to campaigning both on behalf of one's self and on behalf of others while acting in official capacity as a member of the ANA, ANCC, Foundation, or Academy boards of directors/trustees.

Neutrality is maintained by:

1. Placing obligations as a board member as a first priority.
2. Refraining from wearing/displaying anything that would connote support for a particular candidate (e.g. badges, ribbons, another candidate's colors) while acting in an official capacity as a board member.
3. Avoiding rhetoric which could be construed as campaigning while acting in an official capacity as a board member (e.g. speech making; elaborating on credentials or former positions; making comments simply as a means of increasing visibility).

Notwithstanding other provisions of this policy, currently seated members of the ANA, ANCC, Foundation, and Academy Boards of Directors/Trustees may:

1. Provide factual information about candidates for ANA elective office but will not endorse candidates for ANA elective office even if done on a personal basis.
2. Run for ANA elective office.

Currently seated members of the ANA, ANCC, Foundation and Academy Board of Directors/Trustees may, from time to time, be asked to endorse or comment on the qualifications of candidates for appointment to the board on which they sit. Members of boards may nominate and/or endorse candidates for appointment so long as they do not constitute an actual, potential, or apparent conflict of interest or the appearance of favoritism.

Members of the ANA Committee on Appointments shall not make nominations or endorse candidates for appointment, in keeping with their fiduciary duties to apply fair and impartial judgement when making recommendations to the board. Members of the Committee on Appointments who have a perceived or real conflict of interest regarding the candidates or a nominee for appointment shall disclose the conflict to the Committee to determine how best to resolve it.



## Appendix F: Election Challenge Policy and Procedure

**Title:** ANA Election Challenge Policy and Procedure  
**Source:** ANA Board of Directors  
**Date:** February 13, 2008  
**Effective Date:** February 13, 2008

### Policy

It is the policy of ANA to provide a fair process for reviewing challenges to the election of officers and directors on the ANA Board of Directors and members of the Nominations and Elections Committee (NEC).

### Procedure

1. Pursuant to the ANA Bylaws (Article VII, Section 3), "any challenge to an ANA election shall be filed with the chair of the Nominations and Elections Committee or his/her designee not more than 30 days after the adjournment of the annual meeting of the Membership Assembly."
2. A challenge may be filed by any ANA member of a Constituent or State Nurses Association (C/SNA) or the Individual Member Division (IMD). The challenge shall specify the nature of the complaint, including any violation of ANA Bylaws, procedures or the law, and explain the basis for why the member believes the outcome of the election was affected.
3. Within 10 days of receipt of the challenge, the chair of the Nominations and Elections Committee or their designee shall refer the challenge to a five-member Election Review Committee appointed by the ANA President.
4. The Election Review Committee shall be comprised of three members of the ANA Board of Directors and two C/SNA/ANA or IMD members.
  - a. The ANA President shall designate the chair.
  - b. In the event there are insufficient disinterested members of the ANA Board of Directors, the ANA President shall appoint fewer Board members and more C/SNA members to comprise the Election Review Committee.
  - c. In the event the ANA President is personally affected by an election challenge, the Election Review Committee shall be appointed by the Vice President.



5. The Chairperson of the Election Review Committee shall designate one or more members of the Committee to conduct the investigation affording all interested parties an opportunity to be heard, and such member or members shall issue a decision within 40 days after the filing of the challenge.
  - a. If the investigation shows that there were violations, which may have affected the outcome of the election, the election or any part thereof may be set aside and a new election held by secret mail ballot or by electronic means, if the secrecy of the ballot can be maintained.
  - b. During the investigation and election process, if any, the incumbent(s) will remain in office. In such circumstances, the new election shall be conducted under the supervision of a neutral third party, such as the American Arbitration Association.
6. Decisions made by a member or members of the Election Review Committee may be appealed to the full Election Review Committee by filing a written notice of such appeal within 10 days after the decision is issued.
  - a. Should a decision not be issued within the time limit set forth above, an appeal to the full Election Review Committee may be filed within 10 days after the expiration of such time limit.
  - b. The Election Review Committee shall hear and decide such appeal at a meeting to be held within 30 days.
  - c. The Election Review Committee shall provide an opportunity for all interested parties to be heard in the manner it deems appropriate and shall consider all other information obtained in the investigation conducted by a member or members of the Election Review Committee.
7. Decisions of the Election Review Committee under this section may be appealed to the next ANA Membership Assembly.
  - a. Notice of such appeal shall be filed in writing with the NEC Chair, or designee, within 30 days after the decision of the Election Review Committee.
  - b. Pending the decision of the ANA Membership Assembly, the decision of the Election Review Committee will be in effect.



## Appendix G: Representation of C/SNAs and the IMD in the ANA Membership Assembly

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[Apportionment Policy](#)