



2021 Guide to the Appointments Process



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INTRODUCTION

The *ANA Guide to the Appointments Process (Guide)* details the policies and procedures of the American Nurses Association (ANA) Board of Directors for making appointments to ANA's subsidiaries, structural units, committees, and other appointed positions, some of which are through its Committee on Appointments (COA).

The COA, comprised of members of the ANA Board of Directors appointed by the ANA President, is charged to **recommend** to the ANA Board of Directors individuals for appointment. The ANA President is a member, ex-officio.

The *Guide* provides direction to Constituent and State Nurses Associations (C/SNAs), the Individual Member Division (IMD), and ANA Organizational Affiliates (OAs) on submitting nominations to the COA.

This *Guide* is divided into three sections:

Section 1: Nominations Submitted for Appointed Positions

Section 2: Qualifications for Appointment

Section 3: The Appointments Process

Appendix:

Appendix A: Governing Documents that Authorize the Appointments Process

Section 1: Nominations Submitted for Appointed Positions

Some nominations for appointed positions go through the COA, which then submits a recommendation for consideration by the ANA Board of Directors. Other nominations for appointed positions go directly to the ANA Board of Directors for consideration.

Note: For the entities listed below there may be a combination of approaches that result in service (e.g., COA recommendation followed by consideration by the ANA Board of Directors, recommendation and consideration by the ANA Board of Directors, appointment by the ANA President, or appointment by virtue of position).

This Guide addresses only the nominations for appointed positions submitted to the COA for consideration by the ANA Board of Directors.

The number in parenthesis indicates the number of positions that are submitted to the COA, which in some cases is only a portion of the total number of positions on the body. For detailed information on the composition of each entity, refer to the board and committee [profiles](#).

A. Appointments by ANA Board of Directors

1. For the following entities, nominations are submitted to the COA who *recommends* individuals for appointment to the ANA Board of Directors. The ANA Board of Directors *approves* the appointment of individuals.

ANA Structural Units:

- ANA Political Action Committee (ANA-PAC) Board of Trustees
- Center for Ethics and Human Rights (CEHR) Advisory Board

Standing Committees:

- Committee on Bylaws
- Committee on Honorary Awards
- Committee on Honorary Awards Subcommittee
- Committee on Nursing Practice Standards
- Minority Fellowship Program (MFP) National Advisory Committee
- Professional Policy Committee

The COA also makes recommendations to the ANA Board of Directors regarding appointments to board task forces and board committees as the need arises (See BOD Operating Policy 2.4 in Appendix A).

2. For the following entity, nominations are submitted directly to the ANA Board of Directors for consideration.

ANA Subsidiary:

- American Nurses Credentialing Center (ANCC) Board of Directors
3. For the following entity, nominations are submitted directly to the ANA Board of Directors, in their capacity as members of the American Nurses Foundation (Foundation), for consideration.

ANA Subsidiary:

- American Nurses Foundation (Foundation) Board of Trustees
4. For the **Finance, Investment, & Audit Committee**, the ANA President appoints one member who is a representative from a C/SNA and one member who is a financial expert. The financial expert will have expertise in finance or accounting and will understand the fundamentals of financial statements, portfolio investments, and marketable securities and may possess one or more of the following qualities:
- i. Understand financial and accounting concepts and financial statements
 - ii. Have experience reviewing corporate financial statements
 - iii. Understand internal accounting controls
 - iv. Understand the functions of an Audit Committee
 - v. Understand the elements of investments
 - vi. Have experience evaluating an investment portfolio's effectiveness

Additional Committee members are appointed in accordance with the Operating Guidelines for this Committee.

B. Nominations by ANA Board of Directors

For the following organization, the ANA Board of Directors approves only the nomination of the individuals whose names are then forwarded to the organization for consideration:

- ANA Consultant to the National Student Nurses Association (NSNA)

Section 2: Qualifications for Appointment

Specific qualifications for service are provided on each board and committee [profile](#). Individuals seeking appointment or wishing to nominate a colleague for an appointed position are encouraged to review the profile prior to submitting a nomination to ensure they understand the specific qualifications, responsibilities, and time commitment required to serve successfully.

A. Registered Nurse Positions

Unless otherwise specified by a board or committee profile, a nominee must be a registered nurse and a joint member of a C/SNA and ANA or the IMD to be nominated for an appointed position. Individual Affiliates (also referred to as E-Members) are not eligible to be nominated for appointed positions.

B. Public Positions

The composition of some Committees includes non-registered nurses or non-ANA members (public members) with the subject matter expertise or experience deemed necessary for the Committee to fulfill its responsibilities.

C. Key Considerations

In addition to considering specific qualifications for each Committee, the COA gives due consideration to several other factors and criteria when deciding who to recommend for appointment. These considerations include, without being limited to:

- Nominee's knowledge, expertise, and prior experience related to the functions of the Committee;
- Nominee's prior engagement in ANA programs and activities on the national and/or state level, including years of membership;
- Racial, ethnic, gender, and practice diversity;
- Participation of clinical/staff nurses;
- Broad geographic representation of C/SNAs and the IMD;
- Nomination or endorsement of the candidate by the C/SNA, IMD or OA (optional);
- Input from Committee chair and staff liaison;
- Ability to perform Committee work and participate in meetings;
- Ability to interpret the programs, policies and positions of ANA that are pertinent to the work of the Committee and to represent ANA to communities of interest;
- Retention of some members seeking re-appointment to maintain continuity to the work of a group, if needed; and
- Qualifications and potential to serve in a leadership role on a committee, board, council or task force.

D. Committee Chair Qualifications

Per Board Operating Policy 2.4.6, committees and boards elect a Chair and, if desired, a Vice Chair (or similar position) from among their respective members. Internal procedures for electing committee leadership are adopted by each committee and approved by the ANA Board of Directors. The COA is responsible for identifying and recommending candidates who possess appropriate

qualifications to serve in a leadership role. The COA may, at its discretion, endorse a newly appointed committee member as a potential candidate for chair/vice chair. The ANA Board of Directors sets the following qualifications for committee chairs/vice chairs:

- Capable of listening and effectively communicating with members, staff and other groups.
- Inspires respect from within the committee, the ANA Enterprise and the nursing profession.
- Facilitates meetings and manages group dynamics in a productive and inclusive manner
- Maintains strong orientation toward team-driven work and problem solving.
- Organized, takes initiative and carries out committee work in a timely manner.
- Possesses deep knowledge of subject matter and processes that drive the committee's work.
- Understands how the committee fits into the larger work and strategic goals of the ANA Enterprise.
- Partners effectively with staff liaison(s) and other stakeholders.
- Prior experience leading a committee or group (in ANA, C/SNA or elsewhere), preferred.

Section 3: The Appointments Process

On behalf of the ANA Board of Directors, the COA issues a Call for Nominations for Appointed Positions, reviews the nomination materials for those appointments outlined in Section 1.A, and recommends individuals for appointment to the ANA Board of Directors. Committee chairs are surveyed to identify the Committee's needs, in terms of experience, expertise and diversity, and to ensure representational balance is maintained with the upcoming appointments. While the Call for Nominations may highlight specific qualities or desired areas of expertise for each vacancy, those statements shall not preclude anyone from being considered for a Committee position in which s/he is interested, provided the individual meets the qualifications for appointment as provided in Section 2.

A. Annual Call for Nominations and Appointment Cycle

1. The annual Call for Nominations for Appointed Positions is open for a minimum of eight (8) weeks. Complete nominations (*See Section 3B Nomination Materials*) must be received by the published deadline to be considered by the COA. An expedited Call for Nominations for Appointed Positions may be issued by the Chair of the COA, apart from the annual Call, based on specific Committee needs (*per March 14, 2020 action by ANA Board of Directors*).

2. Nomination materials remain active for one (1) year following the initial submission. All nominees remain eligible for appointment during this period, provided the nominee continues to meet the qualifications for appointment (See *Section 2*), including those already appointed, and may be considered for appointment by the COA in the event a vacancy occurs or an expedited call is issued. Those with active nomination materials on file do not need to resubmit nomination materials to be considered for another appointed position, unless they wish to revise their nomination materials.
3. An individual with an active nomination on file who is interested in being considered for another appointed position should contact the Governance & Planning Department (leader@ana.org) at the time a Call for Nominations for Appointed Positions is issued to indicate interest in being considered by the COA.
4. A seated Committee member who is eligible to serve another term and would like to stand for re-appointment must submit a new nomination at the time the Call for Nominations is issued in order to be considered by the COA.

B. Nomination Materials

A complete nomination consists of the following:

- a. Either the Biographical Data Form (Member), Biographical Data Form (Non-Member), or the Biographical Data Form (ANCC Appointment);
- b. ANA Volunteer Forms
 1. Conflict of Interest Disclosure Statement;
 2. Financial Interest Disclosure Statement (if applicable);
 3. Confidentiality and Intellectual Property Agreement; and
- c. Up to three (3) recommendation letters (optional).

Nominations made by third parties (i.e., C/SNAs, IMD, OAs, or individual members) require submission of a separate Third-Party Nomination for Appointed Positions. This form must be requested via e-mail at leader@ana.org.

C. Submitting a Nomination

1. Nomination materials are submitted via an online form (available on the [Committee on Appointments](#) page on NursingWorld.org). **Faxed, surface mailed, and/or handwritten nominations and letters of endorsement will not be accepted.**
2. Optional letters of endorsement from colleagues, students, employers or fellow members may be submitted via the online form or by e-mail to leader@ana.org.

3. Nominations submitted after the published deadline will not be considered.
4. Incomplete nominations will not be considered.

D. Nominations from C/SNAs, the IMD, OAs, or Individual Members

Nominations may be submitted by third parties including C/SNAs, the IMD, OAs, and individual ANA members in good standing via the online *Nomination for Committee Appointment* form. Parties who nominate another individual are encouraged to inform the individual in advance and advise them to complete the nomination materials by the deadline. Upon receipt of a third-party nomination, Governance & Planning staff will notify the nominee and request completion of a biographical data form and other materials outlined in Section 3.B (if not already submitted by the individual). Individuals who do not submit a complete nomination packet will not be considered by the COA.

E. Endorsement of the C/SNA, the IMD, or OAs

Upon receipt of a complete nomination, Governance & Planning staff will forward the nominee's name and the position(s) they are seeking to the nominee's affiliated C/SNA president and chief staff officer or the IMD chair. The C/SNA or IMD leadership will then have an opportunity to endorse/not endorse the nomination, indicate whether the nominee is known/not known, and/or provide any comments.

If a nominee is a member of an OA, Governance & Planning staff will forward the nominee's name and the appointive position they are seeking to the OA president and executive director. The OA leadership will then have an opportunity to endorse/not endorse the nomination, indicate whether the nominee is known/not known, and/or provide any comments.

F. Committee Chair Input

On behalf of the COA Chair, Governance & Planning staff will share the candidate nomination forms of all Committee's nominees with the chair and staff liaison. Committee chairs will have an opportunity to provide input regarding each nominee's ability to meet the Committee's specific needs.

G. The Deliberative Process

The COA reviews all nomination forms as well as the input of Committee chairs before deliberating about recommendations for appointment. All COA discussions are confidential and no recommendations are disclosed until after the ANA Board of Directors has made formal appointments and the appointees have been notified.

H. Recommending Nominees to be Appointed as Alternates

When possible, the COA may recommend alternates for each Committee with vacancies in a given appointments cycle. Alternates are designated to serve if 1) another appointee declines or is unable to fulfill the responsibilities of the position or 2) a vacancy otherwise occurs on the Committee before the next appointments cycle.

The following boards and committees engage alternates who participate actively in a non-voting capacity due to the nature of the Committees' work: ANA-PAC Board of Trustees, Committee on Bylaws, Committee on Nursing Practice Standards, Center for Ethics and Human Rights Advisory Board, and the Professional Policy Committee. Other Committees may engage alternates in orientation and other activities at the discretion of the chair. Unless otherwise specified by the Committee's profile, individuals shall be appointed as alternates only for the duration of the appointments cycle or until another vacancy is scheduled to occur.

I. Reporting Recommended Nominees to the ANA Board of Directors

The COA's recommendations are forwarded to the ANA Board of Directors for consideration. In those instances where the ANA Board of Directors appoints the chair, the COA will also make a recommendation. The COA's report to the ANA Board of Directors includes a list of all nominees considered for each appointed position.

J. Notification of Appointment & Non-Appointment

Official notification of the decision of the ANA Board of Directors (appointment or non-appointment) is sent by the ANA President to each nominee in electronic format. Notifications shall be distributed within three weeks of selection.

Appendix A: Governing Documents - Appointments Process

ANA Bylaws (revised March 23, 2021)

Board of Directors (Article IV, Section 3. Responsibilities), provides that the ANA Board of Directors shall:

- i. Except as otherwise specified in these bylaws, create and dissolve standing, special, and Committees, councils, boards, and other entities of the board as deemed necessary to conduct the association's business and define the purpose and authority of such entities.
- k. Make appointments and fill vacancies as delegated to the board in these bylaws.
- l. Define qualifications for appointive office unless otherwise specified in the bylaws.
- aa. Constitute the membership of the American Nurses Foundation and function in that capacity as specified in the bylaws of the American Nurses Foundation.
- cc. Appoint members to the Board of Trustees of the American Nurses Association Political Action Committee (ANA-PAC) as specified in the bylaws of ANA-PAC.
- dd. Appoint the president and Board of Directors of the American Nurses Credentialing Center (ANCC), a separately incorporated subsidiary of ANA, as specified in the bylaws of ANCC.

Membership and Affiliation (Article II)

Each Constituent and State Nurses Association (C/SNA) shall be entitled to –

- Submit the names of nominees for ANA elective and appointee positions in accordance with provisions of these bylaws and applicable policies. (Section 1.d.5)

Each Organizational Affiliate shall be entitled to –

- Submit the names of qualified registered nurse members as nominees for appointment to serve on Committees, task forces, ad hoc groups, and as ANA representatives to external groups. (Section 2.d.3)

ANA Board of Directors Operating Policy #2.4 (Revised 2020)

BACKGROUND:

According to Article IV, Section 7 of the ANA Bylaws:

- a. Except as otherwise specified in these bylaws, the ANA Board of Directors may establish and dissolve standing and ad hoc committees, boards, councils, work groups, and ad hoc professional issues panels as deemed necessary to conduct ANA's business; designate and change their charges; and determine their size, member qualifications, and terms.
- b. The ANA President shall appoint a Committee on Appointments, which shall be charged to recommend the appointment of members to committees, boards, councils, and work groups necessary to conduct ANA's business as identified by the ANA Board of Directors, except appointments otherwise specified in these bylaws.
- c. The Chief Executive Officer (CEO) shall be responsible for appointing members to serve on professional issues panels and other groups as delegated by the ANA Board of Directors.

POLICY:

The Committee on Appointments makes recommendations to the ANA Board of Directors regarding appointments to the following committees, structural units and subsidiaries for which the ANA Board of Directors is responsible:

- ANA Political Action Committee (ANA-PAC) Board of Trustees
- Center for Ethics and Human Rights Advisory Board
- Committee on Bylaws
- Committee on Honorary Awards
- Committee on Honorary Awards Subcommittee
- Committee on Nursing Practice Standards
- Finance, Investment and Audit (FIA) Committee
- Minority Fellowship Program (MFP) National Advisory Committee
- Nominees for ANA Consultant to the National Student Nurses Association (NSNA)
- Professional Policy Committee

The Committee on Appointments also makes recommendations for appointment to any new committee established by the ANA Board of Directors, as directed by the board.

The Committee on Appointments shall issue an annual call to solicit nominations from ANA members, constituent organizations and organizational affiliates to fill expected vacancies on the aforementioned committees and subsidiary boards.

Upon the establishment of a new committee, board or task force, the chair of the Committee on Appointments may issue an expedited call for nominations to identify candidates for those committees. If a vacancy occurs unexpectedly, the Committee on Appointments may make a recommendation to fill the vacancy from a pool of candidates with current nominations if time does not permit to issue an expedited call.

Specific policies governing the Committee on Appointments process, including nomination requirements, qualifications, and appointment criteria, shall be outlined in the Guide to the Appointments Process, which is subject to board approval. The Guide shall be disseminated widely and made available to all parties interested in seeking appointment.

Appointments to task forces established by the board shall be made by the board through the Committee on Appointments process unless time does not permit. Otherwise, the ANA President will confer with the chair of the Committee on Appointments to appoint the task force members, following an expedited call for nominations. The charge, composition and specific information describing the work of the task force will be generated and approved by the board prior to appointments being made.

The ANA Board of Directors shall consider nominees for appointment to the American Nurses Credentialing Center (ANCC) Board of Directors upon receipt of nominations from constituent organizations and organizational affiliates and recommendations from volunteer and staff leaders of ANCC.

The ANA Board of Directors, in its capacity as Sole Members of the American Nurses Foundation, shall consider nominees for appointment to the American Nurses Foundation Board of Trustees upon receipt of a recommendation from the staff and/or volunteer leadership of the Foundation. Nominations for appointment to the Foundation board shall include a candidate biography and a written report describing the candidate's qualifications.

The ANA Board of Directors may also nominate ANA members as candidates for the International Council of Nurses (ICN) Board of Directors. Recommended nominees shall be submitted directly to the ANA Board of Directors through the Chief Nursing Officer. The ANA Board of Directors shall consider recommended candidates using nomination criteria established in Board of Directors Policy Nomination Process for US Candidate to ICN Board of Directors (2003).

When considering nominees for the role of ANA Consultant to the National Student Nurses Association, the Committee on Appointments will adhere to NSNA Policy: Policies and Procedures for Appointed Consultants to the NSNA Board of Directors (2015). The ANA Board of Directors may submit an incumbent

consultant for re-appointment by the NSNA Board of Directors at the recommendation of the ANA President and CEO. In the event the consultant steps down, is no longer eligible to serve or is not re-appointed by NSNA for another term, the Committee on Appointments shall disseminate a new call for nominations to identify candidates for the position. The Committee on Appointments shall consult the ANA President, CEO and Chief Nursing Officer in the process of making recommendations.

ANA Board of Directors Operating Policy #2.4.6 (Adopted 2020)

POLICY:

Unless their governing document(s) (i.e. bylaws, operating guidelines, charter etc.) provide otherwise, each committee, board, council and task force appointed by the ANA Board of Directors shall elect officers to include a chair and, if desired, a vice-chair (or similar position) from among its voting members. Unless their governing document provides otherwise, committee officers may serve up to two one-year terms in their respective roles.

PROCEDURE:

The process for electing committee, council and task force leaders shall be documented in the body's operating guidelines, subject to the approval of the ANA Board of Directors. Officer election procedures shall align with the following requirements and timeline:

1. Elections should occur within thirty days of appointments being made by the ANA Board of Directors or October 31st at the latest. Chair and vice chair terms will take effect January 1 of the following year.
2. Only current voting members of the committee may nominate and vote for officers. Members must serve at least one year as a voting member on the committee to be eligible to serve as a chair.
3. Officer elections shall be conducted by ballot and administered by the committee's staff liaison. Staff may seek assistance from the Governance & Planning Department to conduct an election, as needed.
4. Nominations shall be made one officer at a time. The committee shall cast ballots until a nominee is duly elected by a majority of currently seated members. Once elections are complete, Governance & Planning staff shall be notified of the outcome and will update the committee's roster accordingly.
5. Newly elected officers shall work with the current chair and staff liaison to coordinate orientation and onboarding activities for the rest of the committee.

QUALIFICATIONS:

Following are qualifications and desired attributes of committee leaders. Committee members are to be guided by these criteria when nominating and

voting for chair and vice chair candidates:

- Capable of listening and effectively communicating with members, staff and other groups.
- Inspires respect from within the committee, the ANA Enterprise and the nursing profession.
- Facilitates meetings and manages group dynamics in a productive and inclusive manner
- Maintains strong orientation toward team-driven work and problem solving.
- Organized, takes initiative and carries out committee work in a timely manner.
- Possesses deep knowledge of subject matter and processes that drive the committee's work.
- Understands how the committee fits into the larger work and strategic goals of the ANA Enterprise.
- Partners effectively with staff liaison(s) and other stakeholders.
- Prior experience leading a committee or group (in ANA, C/SNA or elsewhere), preferred.

The Committee on Appointments is responsible for identifying and recommending individuals for appointment who possess these leadership attributes. The Committee on Appointments may, at its discretion, endorse one or more committee members for a future leadership role upon their appointment(s) to the committee.

EXCEPTIONS:

The ANA Board of Directors may, at its own discretion, suspend this policy and appoint a committee's chair and vice chair. Circumstances that may warrant this include:

- Creation of a new committee or task force
- Significant, unresolved group conflict
- Committee's inability to reach a majority
- Sudden removal or resignation of a chair or vice chair from the committee

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*Approved by Committee on Appointments: March 11, 2021
Approved by ANA Board of Directors: March 18, 2021
Replaces previous version: March 12, 2020*