Local Chapter Manual

Association of Pediatric Hematology/Oncology Nurses

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Chapter 1

APHON National

1-1 GENERAL INFORMATION

History

The Association of Pediatric Hematology/Oncology Nurses (APHON) began in Atlanta in April 1973 as an impromptu meeting of four pediatric oncology nurses. These nurses organized a larger meeting, which was held in Chicago in May 1974. Initial efforts to identify pediatric oncology nurses throughout the country and establish lines of communication were successful, and the group has continued to grow annually. Bylaws were developed and the group was incorporated as a nonprofit organization in April 1976. A detailed history of APHON is published in *JOPON* Vol. 13, Number 4, 1996, pp. 196–203, and is available on the APHON website.

Purpose and Vision Statement

To support and advance nurses and their practice in order to optimize outcomes for children, adolescents, and young adults with cancer and blood disorders and their families.

Core Organizational Values

- Visionary leadership embracing innovation
- Committed to professional and organizational excellence
- Pride in the profession
- Collaboration as an effective strategy
- Absolute integrity and high ethical standards
- Gratifying experience through involvement
- Continuous professional development through life-long learning

Vision

To be universally recognized as the preeminent leader in hematology/oncology nursing for children, adolescents and young adults.

Goals for the Association of Pediatric Hematology/Oncology Nurses

1. Create an environment that will encourage participation of all segments of the membership and foster a willingness to serve in volunteer roles.

2. Increase APHON's presence and contributions to the profession and the public through alliances and partnerships, marketing, public information, policy, and the promotion of certification.

3. Define and disseminate evidence-based and best practice standards.

4. Develop educational opportunities, programs, and products via multiple delivery methods in easily accessible formats.

5. Increase revenue from current sources and programs and expand into new revenue opportunities.

Note: ***The Chapter shall neither make a statement nor express a position on any issue that may be construed as representing a statement or position of APHON, except insofar as APHON has expressly authorized the Chapter to do so on its behalf.***

1-2 BOARD OF DIRECTORS

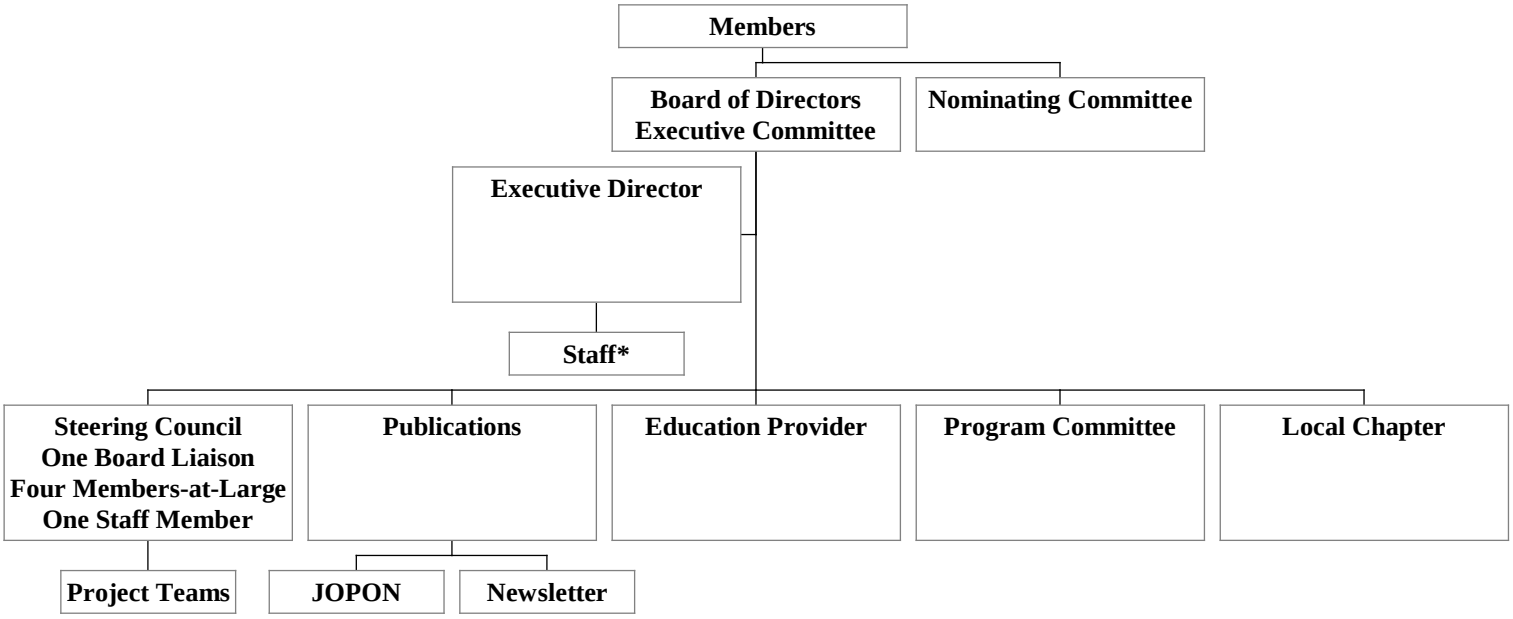
Description of the Board

The board of directors consists of the president, treasurer, secretary, three directors-at-large, and either a president-elect or a past-president. Each director serves a 3-year term except the president-elect and past-president whose term is 1 year. The board of directors meets at the annual conference and exhibit and one additional time per year. Board members are reimbursed for meeting expenses and given a stipend for the annual conference and exhibit.

APHON Board

President
President-Elect/Past-President
Secretary
Treasurer
Director-at-Large

Organizational Chart for the Association of Pediatric Hematology/Oncology Nurses



*APHON Staff reports to the Board of Directors and supports the work of the APHON Committees.

President

The president serves 1 year as president-elect, 2 years as president, and 1 year as past-president. The president is responsible for all committee chair assignments, conducting the board and general membership meetings, communicating with the membership, initiating or reviewing board member and committee activities, reviewing and signing contracts, and acting as liaison (or appointing someone else) to a variety of professional organizations such as the American Cancer Society, Oncology Nursing Society, and the National Coalition for Cancer Research.

Secretary

The secretary records all minutes of board of directors and general membership meetings and corresponds with the membership about those meetings.

Treasurer

The treasurer serves as the financial officer overseeing all financial and budgetary matters. The treasurer works closely with the national office in preparing and administering the budget, maintaining records, and assuring that all tax forms, audits, and bonding and insurance policies are performed on time.

Director-at-Large

There are three directors-at-large. Each director-at-large participates in policy making decisions, strategic planning, votes on activities and policies, approves the annual budget, and serves as liaison to three or four committee chairs.

1-3 COMMITTEES

Description of Committees

APHON Committees

Steering Council
Annual Educational Conference Program
Education Provider
Local Chapter
Nominating

Committee chairs are appointed by the president and approved by the board of directors. Both the nominating and annual conference and exhibit program committees are determined by committee member selection. Committee chairs are required to attend the board meeting that is held in conjunction with the annual conference and exhibit (a stipend is provided for travel and room); prepare the budget request for their committee; conduct their committee's meeting at the annual conference and exhibit; select committee members; organize, conduct, and delegate the work for that committee's special projects; maintain communication with the board of directors via the committee liaison; and submit reports and agenda items to the board on time. Most committees have a vice chair that is appointed by the committee chair to assist in committee leadership. The committee chair also is assigned a staff liaison at the national office to work with in conducting their business and projects. Committee membership is open to all APHON members. If someone is interested in serving on a committee, she/he should submit a willingness to serve form on the APHON website, www.aphon.org.

Annual Conference and Exhibit Program Committee

This committee plans, organizes, conducts, and evaluates the annual conference and Exhibit. These committee members are creative people who work closely with the national office to determine the theme and content of the conference. If you like to work hard, have fun doing so, and enjoy seeing a project come to completion within 1 year, this committee may be for you.

Education Provider Committee

This committee is involved in awarding continuing education credits to participants of the annual conference and exhibit and assuring compliance with American Nurses Credentialing Center (ANCC)criteria. The committee consists of the chair and a staff liaison. There are no volunteer committee members.

Local Chapter Committee

The Local Chapter Committee provides a major link with the membership at the local level. They help chapters get started, maintain their activities, and facilitate communications between the local chapters and the board. The committee is made up of a chair and five vice chairs. There is one vice chair for every 10 local chapters. Have you been active in your local chapter? Do you want to serve as a mentor to others? Are you unable to travel to business meetings outside of the annual conference and exhibit? This is a great place for you.

Nomination Committee

The members of the Nomination Committee are directly elected by the membership. The chair is elected by committee members and not appointed by the president. The committee recruits people to run for office and creates the ballot. Have you been networking at conferences? Do you know a lot of qualified pediatric hematology/oncology nurses? This may be the perfect way to help APHON. Let current committee members know you are interested in running for the Nominating Committee.

Steering Council

The Steering Council identifies and prioritizes education and practice-related projects for APHON. The members of the Steering Council are appointed by the president and consist of a chair, three volunteers, one board liaison,and one staff member, who represent the professional needs of APHON.

The Steering Council forms project teams that are responsible for producing a particular project from start to finish. Each project team has an identified leader and a staff member who will assist, as a member of the team, to provide resources, budget, and guidance. Project teams will include volunteers interested in the particular project who will have the reward of having performed a needed service for APHON. This model allows a volunteer to plan a time frame for APHON commitments and feel invigorated when completing a job well done. If you are interested in volunteering your time and talents, please complete a willingness to serve form on the APHON website.

Chapter 2

Chapter Operations

2-1 CHAPTER OPERATIONS FROM APHON'S POLICY AND PROCEDURES MANUAL

Relationship to National Organization

a) Local APHON chapters are authorized by the APHON Board of Directors.
b) Chapters must be organized and operate in accordance with the requirements of APHON. The requirements ensure that chapters are initiated and maintained in a consistent manner, function in accord with purposes of APHON, and maintain the APHON national tax exempt status.
c) Chapters must obtain a tax identification number during their organizational year. Chapters are strongly encouraged to complete group exemption forms instead of filing their own taxes with the Internal Revenue Service (IRS).
d) All chapter report forms must be completed and submitted before the deadline in order for a chapter to be eligible for chapter tax filing by the national APHON chapter. Any chapter who is late or missing annual report forms will be responsible for filing their chapter's taxes with the IRS. Visit the local chapter page on the APHON webpage for forms and deadlines.
e) Chapters must incorporate during their organizational year.
f) A representative from each local chapter is required to attend annual general membership meeting(s) and local chapter committee meeting held at the annual conference and exhibit.
g) In the event a local chapter is asked to participate in events as a representative of APHON, the decision regarding distribution of moneys made or spent must be regulated and made in advance of the event. Arrangements should be clear and fair to both national and the local chapter.

Chapter Development and Membership

a) Chapters are named based on geographic area. Each chapter must be named "The [geographic area] Chapter of the Association of Pediatric Hematology/Oncology Nurses".
b) APHON does not entertain petitions for chapter charters from groups within a geographic area in which a chapter exists without consultation with that established chapter.
c) Beginning in the chapter's organizational year and thereafter, all full members of the local chapter must be dues-paying members of national APHON.

Officers

a) Chapter officers include a president, vice president/president-elect , secretary (recording and/or correspondence), treasurer and past president. A chapter must have at least three officers. These positions may be shared (i.e. co-treasurer).
b) Election of officers takes place in June with term beginning before the annual conference and exhibit.
c) Election results will be sent to national APHON by July 1 of each year.
d) All local chapter officers must be national APHON members. If their membership lapses, the individual will have 30 days to reestablish their national membership or they must vacate their position.

Finances

a) Chapters are responsible for their own financial obligations and commitments.
b) Chapters may not enter into any financial obligations beyond a 1-year term.
c) APHON chapters should use a cash basis of accounting. All revenue will be recorded when received, and all expenses will be recorded when paid.
d) Each chapter will maintain a bank account in its own name.
e) All revenues immediately must be deposited in chapter's bank account.
f) Chapters must obtain a tax identification (ID) number and submit tax ID number and group exemption authorization by July 1 during their organizational year.
g) In order to maintain tax exempt status, all revenues and expenses must relate directly to the purposes of APHON. Acceptable sources of revenue include
    1. dues and grants
    2. educational programming
    3. fundraising events.

Bylaws and Bylaws Amendments

a) Chapters are established to fulfill the purposes of APHON and must have bylaws consistent with bylaws, policies, and procedures of national APHON.
b) Minimum articles to be addressed in the chapter bylaws are the following (see local chapter sample bylaws in local chapter manual):
    1. name and purpose
    2. membership
        a) qualifications
        b) dues
        c) privileges
    3. officers, duties, voting and elections, length of tenure
    4. meetings
    5. quorum
    6. committees and duties
    7. statement of parliamentary procedures
    8. amendments
    9. chapter responsibilities
    10. dissolution clause

c) Any amendment to chapter bylaws will be effective only after it has been approved by the chapter membership when a quorum of members is present and then submitted to the APHON national office for final approval.
d) Bylaws must be updated every 2 years and submitted to the APHON national office.

Meeting Requirements and Management

Requirements

a) Local chapters must meet at least 4 times per year for the purpose of providing education relevant to pediatric hematology/oncology nursing.
b) A business in addition to the four educational meetings must be held annually. Additional meetings for transacting business are often necessary but not required.

Meetings Management I

- Start on time.
- Make sure everyone is introduced and acquainted. The use of name tags is encouraged.
- Start with a statement of objectives of the meeting.
- Review the facts. Lay the groundwork before getting to specific suggestions on each agenda item.
- Encourage participation. Direct challenging questions to initiate discussion, as needed.
- Remember that committee members are well informed in some areas, but not in others. Some thinking may be based on opinions rather than facts.
- Keep the meeting moving.
- Keep members on the subject.
- Summarize major points and actions to be taken during the course of the meeting to facilitate orderly progress.
- Note factors that may be affecting relations between committee members.
- Talk to the group as a whole; avoid a prolonged speech to an individual.
- When someone is talking, listen carefully and indicate your reactions, either positive or negative.
- If lack of interest or stalemate develops, try a brief recess.
- Solicit opinions and experiences, especially when disagreements occur.
- Draw out silent members by directing easy questions to them.
- If one or more members dominate, direct thought-provoking questions to them, ask for their cooperation, and give them an assignment. Consider time limits for speaking if this continues to be an issue.
- Adjourn on time.

Meetings Management II—Conducting a Business Meeting

- Prepare an agenda ahead of time. Encourage your committee chair to submit a report on committee activities and progress to be incorporated into the business meeting.
- If possible, provide a copy of the agenda to the secretary for distribution to board members prior to the meeting, and general members at the meeting.
- Conduct your meetings according to *Robert's Rules of Order* by Henry Martyn Robert. It may be helpful for your chapter officers and leaders to review this book so your business meetings are well organized and efficient.
- Start the meeting on time. Identify how long you expect the meeting to last. Once the meeting has been called to order, proceed with:
    - Reading of the minutes of the previous meeting. Ask for any additions, corrections, and approval.
    - Officer's reports: treasurer provides a summary of chapter financial activities. Committee reports: updates of ongoing activities, events, and future plans.
    - Unfinished business: any business not concluded from the previous meeting.
    - New business: new announcements, projects, events, and opportunities. This also is the time that members are encouraged to speak and discuss issues.
    - Adjourn on time.

General Comments

- Delegate. You cannot do it all!
- Listen to the voice of the membership. Consider conducting an annual survey to determine needs.
- Mentor members to become future chapter leaders.
- Have fun!
- Start and end meetings on time and maintain organization throughout.

Educational Programs

a) Types of program sponsorship
   1. Local chapter sponsorship
      a) Chapter program sponsorship is defined as any chapter program that is solely planned, staffed, publicized, evaluated, and financed by the chapter.
      b) Chapter program co-sponsorship is defined as any program that is jointly planned, staffed, publicized, evaluated, and financed by the chapter in conjunction with another organization.
      c) Chapter programs presented "in association with" or "in cooperation with" another organization are not planned, staffed, or financed by the chapter. The chapter may provide publicity when appropriate.
      d) The APHON logo must appear with the local chapter name underneath according to logo policy and procedure.

   2. Local chapter sponsorship in cooperation with national APHON
      If a local chapter seeks to list their educational program as "in cooperation with national APHON," national APHON must
      a) review the program's objectives, content, and faculty. These are received by the Education Committee Chair at least 6 weeks prior to printing the brochure or program.
      b) provide input. The Educational Committee Chair responds by telephone or letter within 1 week of receipt of materials for review.
      Local chapters may not provide approval to other organizations for national APHON to appear as a cosponsor or "in cooperation." If an organization seeks national APHON to cosponsor or to cooperate with a conference, they must contact the APHON national office.

Political Affiliations

Chapters shall not participate in any political campaigns on behalf of or in opposition to any candidate for public office.

Alcohol Policies

a) Due to legal liability, APHON members cannot serve alcoholic beverages at an APHON event. This includes chapter, regional, and national meetings held in public or in member homes.
b) If APHON has an event where alcohol services is appropriate, it can be done only by a person or company licensed to sell or dispense alcohol. APHON members may not sell or dispense alcoholic beverages.

Chapter Charter Renewal and Reporting Procedures

For a chapter to be in good standing it must support the purposes of APHON, meet requirements set out by the bylaws and the policies and procedures of the organization, meet all financial obligations, file reports promptly, and participate in the annual conference and exhibit. A representative from the chapter leadership must also attend a mandatory business meeting webinar held annually.

a)The Local Chapter may be placed on probation by the board of directors for failure to comply with the bylaws and established policies and procedures of the national organization. The board will notify the Local Chapter membership in writing that the Chapter is on probation.

b) The activities of the Local Chapter may be suspended by the board of directors for failure to comply with bylaws and established policies and procedures of national APHON.

c) Upon recommendation of the board of directors, the Local Chapter status may be withdrawn by a majority vote of those members of the general membership present and voting at the annual conference and exhibit.

d) A Local Chapter may dissolve itself.

e) Upon dissolution of a Local Chapter all cash and other assets remaining after the payment of all debts shall be paid to national APHON.

Chapter Disbandment

In the event of dissolution of this chapter, all minutes, correspondence, financial records must be submitted to the APHON National office. Cash and other assets remaining after the payment of all debts shall be paid to APHON National or any other appropriate private, non-profit organization **approved** by the national board of directors.

Chapter Name Change

Chapters are named based on geographic area. Each chapter must be named “The [geographic area] Chapter of the Association of Pediatric Hematology/Oncology Nurses”.

If a local chapter wants to change the official name of the chapter these steps must be followed:

a. Submit a formal request to the APHON national staff liaison, your local chapter liaison and chair of the local chapter committee. The request should include the original name of the chapter, the proposed new name of your chapter, and justification for the name change request detailing how you think it would benefit your chapter to have the new name.
b. Submit minutes from the meeting where the board officially presented the name change to the membership and a summary of the membership vote to the APHON national headquarter office.
c. The local chapter committee chair will then present the request to APHON board of directors at the next board meeting.
d. The chair or your local chapter committee liaison will notify the local chapter leaders of the outcome of the APHON board meeting.
e. If approved, the chapter must submit a copy of the revised by-laws and a new bank signature card with the new local chapter name to the APHON national headquarter office.

Antitrust

APHON is committed to upholding all anti-trust laws.

1. No one shall communicate, explicitly or implicitly, in APHON's name such as in speeches, articles, testimony, or letters without the prior approval of APHON's Board of Directors or the appropriate officer.
2. APHON's lawyer should review any matter of communication that could raise a question of anti-competitiveness or any other antitrust question.

This policy will be in the Policy and Procedures Manual and the Local Chapter Manual distributed to committee members and employees.

Incorporation

1. All APHON chapters must be incorporated in the state of Illinois – the location of the APHON National headquarters.
2. Once a chapter is charter, APHON headquarters will complete the necessary incorporation application and send it to the chapter president. The chapter president will be required to have all current members of the chapter board sign in the indicated areas and returned to the APHON National headquarters.
3. APHON will file the incorporation application with the Illinois Secretary of State's office and pay the application fee.

Chapter Logos

Local chapters are provided an APHON branded logo for use in chapter marketing and promotional materials. APHON branded logos can be downloaded from the local chapter information desk on the APHON website. Local chapters may create custom local chapter logos to assist chapters in branding themselves within their local community, however, the logos must meet the following criteria:

1. Custom logos must include the official logo of APHON. The logo must include the APHON National identifier (APHON, with the starfish through the "O").

aphon
Association of Pediatric
Hematology/Oncology Nurses

2. In order to communicate the population APHON represents, the logo must be pediatric themed.
3. The APHON logo must appear on all chapter publications and materials.
4. Chapters may use the APHON national provided logo, and the name of the chapter is to be imprinted underneath. The APHON logo must be used for all formal activities of the chapter.
5. The state name or a design may be included in the local chapter logo; however the APHON name must be the focus of the local chapter logo. The APHON logo should be the most prominent feature in the logo.
6. The background color of the APHON logo may be changed. There are no restrictions on the color palette of your design.

7. Additional letters cannot be added to the beginning of the APHON name (i.e. WAPHON). Again the focus needs to be the APHON name.

Mailing Lists and Labels for Chapters

Local chapters may obtain one complete set of mailing labels per year at no cost. To obtain the APHON mailing list or labels a written request should be sent to info@aphon.org. Chapters can request an electronic list of APHON members in their state at any time by e-mailing info@aphon.org.

Chapter Awards

Introduction

APHON recognizes outstanding and distinguished contributions to the practice of pediatric hematology/oncology nursing through events conducted by APHON local chapters. The recognition at this level is done through two award processes. Chapters who are fulfilling the requirements set for local chapters are encouraged to apply, as these awards are attainable by any functioning chapter.

The Process

Local chapter award applications are available on the APHON website. After completing and submitting the application, the local chapter committee will review the applications yearly based on the award's objectives. Chapters will receive their awards at the business meeting during the annual conference and exhibit.

The Criteria

APHON local chapter awards are presented to local chapters who represent excellence within their local chapter and excellent community service. Specific objectives of each award can be found on the APHON website. A local chapter must be in good standing in order to be considered for the award.

Chapter Grants

The Process

For chapters who are struggling to obtain funds to continue with their mission, there are local chapter hardship grants. Applications are available on the APHON website. After completing and submitting the application, the local chapter committee will review the application as needed, and award chapters with grant money based on the thoroughness of the plan for the use of the money.

APHON Counts

APHON Counts is a quarterly newsletter sent to APHON members. We encourage you to report your chapter's fund raisers, conferences, or anything unique that your chapter is doing. Other chapters will benefit from reading about your experiences.

To submit information to *APHON Counts*, please contact the national office at 847.375.4724 and ask for the chapter liaison for APHON. You also may e-mail your local chapter liaison with the information and they can submit if for you. Please e-mail your submission to info@aphon.org and please put "*APHON Counts* Information" in the subject line. Pictures of events are greatly appreciated.

3-1

LOCAL CHAPTER BOARD MEMBERS

ORGANIZATION, STRUCTURE, AND OFFICER RESPONSIBILITIES

Responsibilities

This section is designed to help your local chapter develop and organize chapter leadership. The following information provides recommendations for chapter organization and suggestions on the purpose, role, and responsibilities of your chapter leadership and officers. The president may want to copy sections pertaining to officers and distribute for their use.

Local chapters must be organized and operate in accordance with the requirements of APHON. According to the APHON operating guidelines and policy and procedure manual "chapter organization is patterned similar to national to assure continuity and to maintain APHON's nonprofit status." See APHON's national organizational chart located on page 9. These are suggestions and recommendations and chapters may distribute officer, committee, and chair responsibilities in order to optimize chapter leadership, growth, and operation.

Primary Purpose

Act for membership according to mission statement, goals, and objectives of the chapter within the chapter bylaws.

Composition

Consists of chapter officers (president, secretary, treasurer, and president-elect). Each local chapter must maintain an executive board consisting of a minimum of four officers.

Reports to

The local chapter board reports to membership via the chapter president.

Responsibilities

- Oversees all aspects of chapter management.
- Formulates and implements policies and procedures that will promote the educational purposes of APHON and maintain a viable organizational structure for the chapter.
- Formulates the annual goals and objectives of the chapter.
- Guides implementation of the goals and objectives of the chapter.
- Reviews and evaluates activities of each chapter committee to assure that the project meets the educational and professional purposes of the chapter.
- Follows the progress of committee activities.
- Advises, supports, and serves as a resource for chairpersons of chapter committees.
- Writes and revises chapter policies and procedures as necessary.
- Maintains and updates chapter bylaws every 2 years if there is no bylaw committee.

- Votes on all policies affecting the membership.
- Formulates and approves annual chapter budget.
- Formulates a strategic plan for continued chapter development.
- Assists in the orientation of new board members.

CHAPTER PRESIDENT

Primary Purpose

Manages local chapter and acts as official representative to national organization.

Reports to

Membership
Local chapter committee liaison
National APHON representative

Responsibilities

- Supervises and directs the activities of the chapter subject to the control of the board of directors.
- Implements policies established by the board of directors.
- Schedules business meetings as needed for chapter operation and growth.
- Ensures the local chapter meets at least four times per year for the purpose of transacting business, sharing practice concerns, and providing continuing education in pediatric hematology/oncology nursing.
- Sets board meeting and general membership agenda.
- Presides at general membership meetings and board of director meetings.
- Informs general membership of chapter progress, nursing issues, and national APHON information through general meetings and chapter publications.
- Maintains close contact with national APHON via local chapter committee vice chair.
- Responds to letters from APHON on behalf of the chapter or distributes the correspondence to the officer or committee chair who could best answer request.
- Completes and sends annual report by February 28 to the national APHON office, in cooperation with chapter officers and chair.
- Participates in and contributes to development of chapter leadership and the recruitment and retention of members.
- Ensures the incoming president, officers, and chair have received appropriate information regarding chapter and national APHON policies, procedures, and responsibilities.
- Maintains close contact with chapter president-elect and past president.
- Monitors chapter budget and financial status.
- Regularly reviews all committee activities and presents new information and ideas to the appropriate persons.
- Ensures that chapter records are maintained as necessary.
- Attend the annual local chapter business meeting webinar.
- Attends the local chapter meeting at the annual conference and exhibit or sends a representative if unable to attend.
- Participates in local chapter presidents listserv.

PRESIDENT-ELECT/VICE PRESIDENT

Primary Purpose

The president-elect assists the president by overseeing special projects and being a committee member liaison as determined by the president. The president-elect is available to the president as a "right hand man."

Reports to

President

Responsibilities

- Become familiar with the duties and responsibilities of president.
- Serves in the role of president in the absence of the president.
- Participates in chapter activities and development.
- Acts as parliamentarian at board meetings.
- Attends committee meetings.
- Consults with the president throughout the term of office to provide continuity of leadership and smooth transition of chapter leadership.

National APHON recommends that the president-elect have prior experience as a chair or active committee member.

PAST PRESIDENT

Primary Purpose

Consultant to president

Reports to

President

Responsibilities

- Maintains history of chapter activities.
- Participates in the orientation of new officers and committee chair.
- Supports and serves as a resource for the president and president-elect.

SECRETARY (RECORDING AND CORRESPONDING)

Primary Purpose

Provides for continuity of chapter proceedings through record keeping of all official activities of the chapter.

Reports to

President

Responsibilities

- Records minutes at chapter meetings.
- Distributes meeting minutes to membership.
- Ensures that notice of all meetings of the membership is given.
- Maintains records of correspondence.
- Maintains updated notebook of chapter information including
  - Bylaws
  - chapter charter
  - chapter policies and procedures
  - financial reports
  - minutes of all meetings
  - correspondence
  - tax ID papers
  - Incorporation papers.
- Maintains a current membership roster in conjunction with the membership chair and treasurer and distributes the list to members and local chapter committee as necessary.
- Maintains current committee roster in conjunction with committee chairs.
- Assists committees with correspondence pertaining to their activities.
- Facilitates correspondence with national APHON as directed by the president.
- Assists president with preparing annual report, due February 28.

3-2 TREASURER

Primary Purpose

Coordinates financial management of the chapter, ensures financial stability, and maintain all financial records of the chapter.

Reports to

President

Responsibilities

- Conforms to APHON financial policies.
- Formulates an annual budget in consultation with board of directors (chapter officers and board members).
- Ensures placement of chapter funds in a bank account.
- Oversees payment of budgeted expenses.
- Acts as chapter financial advisor.
- Maintains systematic and accurate accounting records. (See Finances section.)
- Reviews outgoing finances for the past year with outgoing treasurer to prepare for the coming year.
- Prepares the treasurer's report to be presented at each business and board meeting.
- Verifies timely mailing of dues notices.
- Collects annual dues from members and maintains accurate financial record of dues.
- Apprises program committee of budget for educational meetings and monitor expenses to assure that budget policy and procedure are followed.
- Coordinates the financial aspects of registration at meetings and symposia with Membership Committee.
- Obtains Tax ID number from local IRS office (organizational year only). (See Finances section.)Ensures chapter incorporation in conjunction with president and national APHON (during organizational year only). See Finances section.)
- Assists president as needed in preparing annual report.

3-3 LOCAL CHAPTER STANDING COMMITTEES

PRIMARY PURPOSE

This section is designed to help your local chapter develop and organize standing committees. The following information provides recommendations for committee purposes and responsibilities.

Be sure to identify standing committees and outline their function in the bylaws. Examples of standing committees are bylaws committee, nominating committee, membership committee, and program committee.

Ensure each committee has a chair. Provide each committee with applicable written materials from the Local Chapter Manual. The executive board is responsible for mentoring committee chairs.

3-4 MEMBERSHIP COMMITTEE

Purpose

To promote APHON membership, both locally and nationally.

Responsibilities of Membership Committee Chair

- Selects members to serve on the committee in consultation with chapter president.
- Prepares agenda for membership committee meetings and presides at committee meetings.
- Records proceedings of committee meetings and distributes to committee members and secretary.
- Maintains current membership roster in conjunction with treasurer and reports membership status at business meetings.
- Periodically reports on the activities of the committee to the board of directors. Reporting schedule is negotiated between the committee chairperson and the executive board.

Responsibilities of the Membership Committee

- Develops and recommends strategies for recruitment and retention of membership to the board of directors.
- Promotes interest in the chapter through mailings to non-chapter APHON members targeting local hospitals, home care agencies and hospices, universities, and insurance companies, as well as recruiting associate members.
- Notifies members of renewal dates for membership and processes renewal applications in conjunction with the treasurer.
- Maintains membership files including but not limited to, name, address, telephone number, national member number and expiration date, hospital affiliation, unit and position, highest degree held, initial membership date, and date of expiration.
- Revises mailing list and reports changes to chapter secretary.
- Answers all correspondence regarding membership information promptly.
- Provides for member retention through correspondence mailed 1 month after expiration date.
- Provides for new membership through participation at the registration desk at all chapter activities.
- Recruits members through membership drives.
- Implements recruitment and retention programs in cooperation with officers and chapter members.

3-5 NOMINATING COMMITTEE

Purpose

Prepare a slate of qualified candidates for the elected offices of the chapter and manage the election.

Responsibilities of the Nominating Committee Chair

- Holds committee election for vice chair who will become chair for the next term.
- Prepares agenda for committee meeting and presides at committee meetings.
- Records proceedings of committee meetings and distributes to committee members and secretary.
- Periodically reports on the activities of the committee to the board of directors. Reporting schedule is negotiated between the committee chair and the executive board.
- Coordinates nomination process and dissemination of information in conjunction with chapter secretary. Assists secretary with maintaining and updating role responsibilities and job descriptions for each elected position within the chapter.
- Notifies candidates of election results.
- Ensures that officers are notified of election results so that orientation materials are forwarded to new officers in a timely manner.
- Reports results of election to membership and submits report to the president to be included in the annual report by July 1.

Responsibilities of the Nominating Committee

- Establishes criteria for qualifications of a candidate in consultation with the board of directors.
- Communicates, in writing, to all members stating vacancies to be filled, length of term of office, qualifications, time commitment, and date nomination process ends.
- Provides all information to the candidates stating positions to be filled, length of term of office, qualification, and time commitment.
- Reviews candidate qualification materials prior to preparing the ballot.
- Notifies all nominees of nomination and verifies acceptance.
- Prepares ballot for the annual election meeting.
- Compiles results of balloting.
- Distributes ballots at least 2 weeks prior to the voting deadline.
- Informs members of each nominee’s qualifications prior to voting deadline.

3-6 PROGRAM COMMITTEE

Purpose

To provide quality educational programs related to pediatric hematology/oncology nursing. Meet the educational needs of the chapter membership and educational requirements established by APHON, including a minimum of four educational sessions per year.

Responsibilities of the Program Committee Chair

- Selects members to serve on the committee.
- Prepares agenda for program committee meetings and presides at committee meetings.
- Records proceedings of committee meetings and distributes to committee members and secretary.
- Periodically reports on the activities of the committee to the board of directors. Reporting schedule is negotiated between the committee chairperson and the executive board.
- Appoints a program committee member to be liaison person for each program speaker.
- Assists president in preparing annual report due February 28.

Responsibilities of the Program Committee

- Plans and develops programs for the chapter in consideration of the continuing education needs of the chapter membership, established requirements of APHON, and a needs assessment of its members.
- When planning a program, the committee is responsible for
    - arranging a meeting place
    - setting dates and times of program
    - selecting lecture topics and suitable speakers
    - planning alternatives in case of program cancellation or changes
    - providing pertinent program materials and audio/visual equipment for each meeting, symposium, or workshop.
- Develops and distributes information for promotion in cooperation with the secretary.
- Prepares budget to cover honoraria and advertising for programs and submit to board of directors for approval if necessary.
- Confirms speakers and meeting places as early as possible prior to the program.
- Includes social time in planning of meetings to provide for membership involvement, recruitment, and retention activities.
- Compiles and maintains information regarding speakers' bibliographies, topics/specialties, goals, and objectives.
- Provides attendees with written evaluation of speaker and program.
- In conjunction with officers and membership committee, develop and utilize needs assessment tools to determine the continuing education need and interests of chapter members.
- Obtains and awards continuing education units for programs.

3-7 BYLAWS COMMITTEE

Purpose

Establish standards for local chapters to follow the purposes of APHON. Develop chapter bylaws in the organizational year and ensure that the bylaws remain current and in keeping with the objectives of the organization. Initiate bylaw review every 2 years.

Responsibilities of the Bylaws Committee Chair

- Oversees all activities of bylaws committee.
- Submits bylaws to national bylaws committee by July 1 for approval of chapter charter (organizational year only).
- Submits bylaws to APHON national office for review by July 1every 2 years.
- Periodically reviews bylaws for compliance with national APHON.
- Makes proposed changes in local chapter bylaws to local chapter board of directors.

Responsibilities of the Bylaws Committee

- Develop local chapter bylaws which are consistent with national APHON policy (organizational year only).

Chapter 4

Chartered Local Chapters

4-1 REQUIREMENTS

Annual Requirements

In order to maintain good standing, APHON chapters must

- follow local chapter policies and procedures (see policies and procedures section)
- hold a minimum of four educational programs, including one on hematology
- review bylaws every other year and submit to national APHON
- complete and submit reports and forms in a timely manner:
  - local chapter activity report
  - roster of local chapter members split between members, guests, and associates
  - local chapter financial reports including bank statement.
  - group exemption signature
  - officer report
- submit local bank signature card for APHON's executive director signature, or submit an official statement from the bank stating that the signature card cannot be removed from the bank
- have one designee attend the local chapter meeting at The annual conference and exhibit.

February 28 Reports

Activity Report
Member Roster
Group Exemption Authorization
Statement of Activities
Unrelated Business Income Tax Worksheet (not required for all chapters)
Address Information Form (not required for all chapters)
$50 Group Exemption Fee (only if reports are submitted on or after March 1)
Revised Bylaws PRN
End of year Bank statement
Officer's report

4-2 REPORTING

Introduction

APHON local chapters are required to submit the annual activity report, chapter member roster, annual financial report, tax exemption letter, bank statement, officer's report, and revised bylaws (every other year) on February 28. These reports benefit chapters by informing the local chapter committee about the chapter activities and standing during the year. We need to know how you're doing! Share the ups and downs with us. Feel free to add any additional information you would like us to know. Include your community service projects, fundraising events, and other chapter events during the year. The next two sections will explain the reporting structure in detail.

Uploading Reports

The activity report, member roster, and chapter officer's reports are available in Word documents and can be downloaded from the APHON website. The completed reports are sent to National APHON and uploaded on the APHON website.

E-mailing Reports

The reports can be e-mailed to the national office. When submitting the reports by e-mail, please send all reports to info@aphon.org. Please enter "Chapter Reports" in the subject line and attach all the reports to the e-mail.

Faxing Reports

All of the chapter reports can be faxed to the national office. Please write "Chapter Reports" in the subject line of the fax. The fax number for the national office is 847.375.6436.

Mailing Reports

All of the chapter reports can be mailed to the national office. Please write "Chapter Reports" in the address. The mailing address for the national office is APHON, Chapter Reports, 8735 W. Higgins Road, Suite 300, Chicago, IL 60631.

4-3 FEBRUARY 28 REPORTING

Activity Report **Form Feb 28 - A**

The activity report is designed to communicate the chapter's activities throughout the year to the local chapter committee. Please provide a brief summary of all activities including educational, social, community service, and fundraising events that occurred between January 1–December 31. If for some reason a local chapter is unable to complete the requirements, the activity report must still be completed. Please contact your local chapter committee liaison if you have any questions or concerns regarding your educational meeting requirements. This report is located in the appendix at the end of this manual.

Group Exemption Authorization

To file a form 990 with the IRS on behalf of a local chapter, the Authorization to Be Included in the Group Exemption Form must be signed by an officer of the APHON chapter every year. This form is located in the appendix of this manual.

Tax Exemption Fee

Chapters must submit a group tax exemption fee of $50 only if reports are submitted on or after March 1. This will allow the local chapter to be covered under national APHON tax exemption status. The fee will be waived for all chapters that submit the February reports on or before the due date.

Financial Forms **Form FEB 28- B**

- Chapters should budget revenues and expenditures on a fiscal year basis (January 1–December 31). For more information on financial reporting, see the Financial Issues section. These reports are located in the appendix at the end of this manual.

- The financial forms are formatted in Microsoft Excel. Each form must be completed electronically; handwritten forms will not be accepted. There are four financial forms: Statement of Financial Position, Statement of Activities, Unrelated Business Income Tax Worksheet (may not be required for all chapters) and the Address Information Worksheet (may not be required for all chapters).

Statement of Financial Position

The **Statement of Financial Position** is known as the balance sheet. This report shows assets, liabilities, and equity as of a given date. The report is always based off the fiscal year-end, which is December 31 for APHON chapters. The final equation for the balance sheet should balance as assets = liabilities + chapter equity. The chapter equity is the total of all earnings as of a given date. It is extremely important that this formula is balanced.

Assets

Assets are any item of economic value owned by the chapter, especially items that can be converted to cash. Examples are cash, accounts receivable, and inventory.

Checking Account
Enter your checking account balance as of December 31 in the field. A copy of the chapter's bank statement showing the account balance as of 12/31 must be sent to APHON headquarters along with the completed reports.

Savings Account
If the chapter has a savings account, enter the balance as of December 31 in the field.

Inventory (Supplies, Products, Etc.)
Inventory is merchandise or stock on hand that the chapter intends to sell. Examples include ink pens, lapel pins, t-shirts, and publications.
Enter the total value (not the quantity) of these items on the **Statement of Financial Position.**

Investments
Examples of investments include CD or money market accounts the chapter purchases through a bank. A copy of the chapter's complete investment statement showing the account balance as of 12/31 must be sent to APHON headquarters along with the completed reports.

Prepaid Expenses
Any items that are partially paid or paid for in full during the current year, even though the product/items will not be received until a future year, are considered prepaid expenses (e.g., your chapter pays for a speaker in 2018, but the event the speaker is scheduled to attend is in 2019).

Liabilities and Chapter Equity

Liabilities are considered unpaid debts that the chapter owes (e.g., post office box fees, fees for meeting spaces, etc.). Chapter equity is the total of all earnings as of a given date.

Accounts Payable
Accounts payables are amounts of money due to vendors for products and services that have not yet been paid.

Deferred Income
Income received for a future year's event is considered deferred income. If a chapter sells newsletter advertising and a customer pays for an ad in 2018 that won't be published until sometime in 2019, this is an example of deferred income.

Chapter Equity
Chapter equity is the total of all earnings as of a given date. The current year's beginning chapter equity is the ending equity balance from the immediate prior year.

Total Assets, Total Liabilities, Total Chapter Equity
Items in the gray shaded areas are automatically calculated. These fields have formulas that automatically calculate the required totals and are locked to prevent errors.

If an amount has not been entered accurately on both the **Statement of Activities** and the **Statement of Financial Position,** an error message will appear in the shaded Balance Sheet check area. You will need to verify your input if this happens. If everything looks fine after verifying your input on both forms, contact Nicole Wallace at the APHON national office.

The treasurer must sign and date this form prior to submitting it to the APHON national office, along with a copy of the chapter's December 31 bank statement. If the treasurer is unavailable to sign this form, the president may sign and date this form prior to submitting it to the APHON national office.

Statement of Activities

The Statement of Activities is also known as the Profit and Loss Statement or the Income Statement. This report shows the revenue and expenses for a given period. It reveals whether your chapter has made or lost money within a fiscal period. The fiscal year for APHON chapters begins January 1 and ends December 31. Simply input the amounts for each revenue item as of December 31. As this form is completed, the Current Year-Net Revenue/Loss is updated automatically on the **Statement of Financial Position.**

Note: The items below should correspond to your chapter budget.

Revenue

Revenue is the total amount of money received by the chapter for goods sold or services provided during a certain time period.

Advertising

An example of advertising includes allowing a hospital to purchase a recruiting ad in a chapter's newsletter or on a chapter's website. If a chapter receives advertising revenue in **any** amount, the **Unrelated Business Income Tax Worksheet** (UBIT) also must be completed.

Interest

Interest is money earned on cash temporarily held in checking or savings accounts or other investments.

Membership Lists

If a chapter sells its mailing list to outside organizations, the revenue received should be recorded on the **Statement of Activities.** Revenue of any amount also must be listed on the **UBIT** worksheet.

Meetings

Any revenue from fees that are charged to attendees for meetings should be recorded on the **Statement of Activities**.

Products

Revenue received from products sold by the chapter. Examples of products include t-shirts, buttons, and books or any other items considered in the value recorded under inventory of the **Statement of Financial Position**.

Royalty/Commissions

Royalty income is generated from products developed by the chapter but sold by an outside vendor.

Example:

- A book developed by the East Chapter is sold by a store in a local mall, and a percentage of sales is returned to the chapter on a quarterly basis.

Expenses

Expenses are any cost of doing business resulting from the chapter's revenue-generating activities.

Administrative

Administrative expenses are necessary costs involved in running a chapter.

Examples:

- The South Chapter employed staff to oversee registration at its annual conference.
- The North Chapter hired a company to oversee the mailing of the chapter's bimonthly newsletter.
- The West Chapter pays a staff person to respond to inquiries regarding the chapter.

Bank Charges/Fees

Any fees paid by the chapter to maintain a checking or savings account should be recorded on the **Statement of Activities.**

Examples:

- Stop-payment fees (checks)
- Chapter checking account annual fees
- Certified check fees
- Overdraft fees
- Automated teller machine (ATM) fees

Contributions/Donations

Gifts to volunteers, awards, or scholarships are considered contributions, or donations. If your chapter provides funding of this type in any amount, the **Address Information Worksheet** also must be completed.

Examples:

- The East Chapter provided scholarships to current and former patients.
- The South Chapter purchased a computer for a patient.

Fundraising

The chapter contributed to an outside organization's fundraiser. If your chapter provided funding of this type in any amount, the **Address Information Worksheet** also must be completed.

Example:

- The West Chapter sponsored a Christmas tree for a festival.

Insurance

Insurance is financial protection against loss or harm. Examples include event insurance to host a chapter event (which is required by some hotels), director's and officer's insurance, and liability insurance.

Interest Expenses

Interest expenses are cost to borrow funding.

Membership/Subscription

If a chapter pays dues to belong to an outside organization or subscribes to a journal on behalf of the chapter, the expenses should be recorded on the **Statement of Activities**.

Examples:

- APHON South chapter is a member of the Nurses Organization Alliance (NOA).
- The North Chapter subscribes to the *Oncology News* newsletter.

Meetings and Seminars

Any expenses associated with a chapter meeting or seminar should be recorded on the **Statement of Activities**. Examples include room rental fees, catering, and audio and visual equipment.

Occupancy

Storage fees paid to house chapter records or other materials are examples of occupancy.

Professional Fees

These fees are paid for professional services rendered to the chapter including attorney fees, certified public accountant (CPA) fees, and the $50 group exemption fee (waived for all chapters that submit their annual reports by February 28 each year.)

Promotions, Public Relations, and Marketing

Any fees related to promoting a chapter event, product, or service should be recorded on the **Statement of Activities**.

Supplies

All supplies purchased for the chapter's needs should be recorded under expenses on the **Statement of Activities**.

Telephone

All telephone expenses should be recorded on the **Statement of Activities**.

Examples:

- Your chapter owns a voice mailbox for chapter inquiries.
- Your chapter conducts committee conference calls (only record this expense if your chapter reimburses volunteers for telephone expenses for conference calls or other chapter business).

Travel

If your chapter reimburses expenses associated with travel for APHON related activities, these should be recorded on the Statement of Activities.

Examples:

- Your chapter covers travel to the annual conference and exhibit for the president.
- Your chapter provides mileage reimbursement for travel to the chapter's board meetings.

Website

Expenses associated with maintaining a chapter's website should be recorded on the **Statement of Activities**. Examples include website hosting fees and fees for website design.

Unrelated Business Income Tax Worksheet

UBIT refers to revenue and income that is not related to the chapter's purpose. When a company advertises in your chapter's newsletter or on the chapter's website, it is considered unrelated to the chapter's purpose. The IRS considers this income as taxable. This revenue includes advertising (print or online), mailing lists, or label sales.

If your chapter received more than $1,000 in UBIT, you will need to complete the **Unrelated Business Income Tax Worksheet**.

Income and Expense Address Worksheet

The IRS requires that the name, address, and amount information for sponsorship, donations, contributions, or fundraising revenue and expense be included with a tax return. All amounts entered on this worksheet must agree with the figures provided on the **Statement of Activities**. This form is required if you had expenses or income in sponsorship, donations, contributions, or fundraising in any amount.

Chapter Member Roster **Form JAN 31 - C**

According to APHON's national bylaws, all local chapter members must also be members of national APHON. When members pay local dues, please ask them to verify that they are national members. It is mandatory that all chapter board members are current members of national APHON. This report is located in the appendix at the end of this manual and is also available on the local chapter page on the APHON website. Please complete this form to the best of your ability. If you do not know the national number of your local chapter members, you can leave that portion of the form blank. Non-national APHON member registered nurses (RN) should be listed as Guests. Any non-RN member should be listed as an Associate Member.

Revised Bylaws

Chapters submit initial bylaws during their organizational year. After that, your chapter should review bylaws every 2 years and, once the revisions and voting are complete, submit the revised bylaws to the national office for final approval.

Chapter Officers' Report

After chapter elections are held, chapters should complete the chapter officers' report. This is one of the most important forms to complete and send. It is the only way we can ensure that we are sending information to the right person at the correct address. Please be sure all addresses and phone numbers are correct. This report is located in the appendix at the end of this manual and on the local chapter page of the

APHON website. Even if the chapter officers did not change prior to February 28, you must still complete and submit an officer's report to the national office.

4-5 CHAPTER OPERATING CALENDAR

February

February 28
Activity Report
Member Roster
Financial Forms
Group Exemption Fee
Bylaws PRN
Officer's Report

Summer

Business Meeting Webinar

Annual Conference and Exhibit

Local Chapter meeting at annual conference and exhibit, membership votes to charter chapters, and beginning of new chapter's organizational year

4-6 CHAPTER RESOURCES

Helping Chapters

There are many resources available to help local chapters with potential problems that might arise. One invaluable resource is the local chapter manual. The local chapter committee has revised the chapter manual several times to ensure that useful and up-to-date information is provided to the local chapters.

Chapter Operation Resources

- Local chapter chair and liaisons
- Local chapter manual
- Local chapter networking meeting (All members of local chapters are invited to share ideas, problem solve, and network.)
- APHON national staff

The local chapter committee and APHON staff also are available to answer any calls regarding chapter issues. Each chapter is assigned a liaison to discuss issues, troubleshoot, and support local chapters. Contact the local chapter committee chair if you do not know how to contact your liaison.

Another useful resource for local chapters are the local chapter meetings which occur at the annual conference and exhibit. These meetings allow the local chapter committee to communicate important information directly to chapters as well as allow for chapters to interact and network with chapters from across the country

4-7 OUTGOING/INCOMING PRESIDENT'S CHECKLIST

Checklist

You will want to have an "Outgoing/Incoming Board Members" meeting before new officers take office. It is important that this meeting takes place before the annual conference and exhibit. Usually, the outgoing president organizes this meeting. This meeting is a good time for the outgoing and incoming board members (e.g. treasurer, secretary) to meet and review their records (e.g. financial statements) and processes (e.g. writing checks, writing thank yous), and pass on any files. In addition, a president's checklist is available on the local chapter page of the APHON website for guidance on transitioning to and from the president's role.

The following is a president-to-president checklist of important topics to review.

- ☑ Local chapter manual
- ☑ APHON's mission statement
- ☑ Requirements of a chartered local chapter
- ☑ Tax ID number, group exemption, and incorporation papers
- ☑ Financial report—you may want to meet with your treasurer to review the chapter's finances, account, and process for writing checks, etc.
- ☑ Appointing standing committee chairs
- ☑ Local chapter bylaws—when was the last time they were reviewed and when do they need to be reviewed again?
- ☑ Local chapter presidents' meeting at the national conference
- ☑ Establishing business and educational meeting dates
- ☑ Establish goals or objectives for the next year for your local chapter
- ☑ Other _____

Chapter 5

Financial Issues

5-1 BUDGETING

Defining a Budget

A budget is a presentation in financial terms of the chapter's expectations and plans for the future. It is based in large part on the experience of the past, but should take into consideration the goals of the chapter and should be regarded as an operating goal and a financial guide. The treasurer will compile all the input on specific projects into an initial draft budget for consideration by the group you have determined will be involved; perhaps the chapter board. That group will go through each project and consider the projected costs and expenses, then look at the budget as a whole. Chapters should budget revenues and expenditures on a fiscal year basis (January 1–December 31).

ABC CHAPTER - 1999 BUDGET

	Membership	Educational Programs	Conference	Newsletter	General	Total
REVENUES						
Advertising				300		300
Donor support		750	500	100	1,000	2,350
Dues - New	300					300
Dues - Renewal	800					800
Exhibits			750			750
Interest					50	50
Miscellaneous			100		50	150
Registrations			3,875			3,875
Sales						0
Total Revenue	1,100	750	5,225	400	1,100	8,575
EXPENSES						
Audio visual			150			150
Board			45		500	545
CEAU Fee		100				100
Donations						0
Dues and subscriptions						0
Exhibits			275			275
Group exemption fee					50	50
Hotel/food			1,475			1,475
Mailing lists					45	45
Meeting room rental			0			0
Miscellaneous	25	50	100	40	30	245
Postage/mailing	45	50	175	160	30	460
Printing/promotion	75	50	250	200	40	615
Scholarships					250	250
Secretarial fees				75		75
Speakers/faculty		150	800			950
Supplies			50		20	70
Total Expenses	145	400	3,320	475	965	5,305
EXCESS (DEFICIT)	**955**	**350**	**1,905**	**(75)**	**135**	**3,270**

Initial Concerns about Budgeting

To develop your budget, determine who will participate. Most chapters have their board be involved as well as any chairs of committees or projects with budget implications. Depending on the size of the group, you will want to set up an initial planning meeting, assign responsibilities for developing initial projected revenue and expenses, and set up a meeting for review. Use your goals and objectives as an integral part of your budget. If educational programming is a key area identified for your local chapter, then most of your resources should be spent on educational programs.

Developing a Budget

The first step in developing a budget is to determine which projects need funding. A project could be an annual conference, membership, or a newsletter. For each project, you may want to use assumptions to simplify the process. Assumptions are costs or numbers that will have an impact throughout the budget.

If possible, list last year's revenues and expenses for each project. These numbers will be used as a starting point and for comparison for your new budget.

ABC CHAPTER
SCHEDULE D.01 **1999 BUDGET**

PROJECT: MEMBERSHIP

Project Description
Revenue comes from dues received from new and renewing members. Checks are received quarterly from the national office. Disbursements are for promotion, retention, and maintenance activities i.e. invoicing, dues acknowledgement, and promotional campaigns.)

Assumptions

Quant.	Descriptions
100	projected membership at 12/31/98
80%	renewal rate
30	number of new voting and associate members
$10	dues amount for voting and associate members
110	projected membership on 12/31/99

	Current Budget			Prior Budget			
REVENUE	**Ext**	**Acct Tot**	**Total**	**Ext**	**Acct Tot**	**Total**	**Variance**
Dues - New		300			540		(240)
Dues - Renewal		800			720		80
Total Revenue			1,100			1,260	(160)
EXPENSES							
Miscellaneous		25			25		0
Postage/mailing		45			20		25
Printing/promotion		75			40		35
Total Expenses			145			85	60
EXCESS (DEFICIT)			955			1,175	(220)

ABC CHAPTER
SCHEDULE D.02 **1999 BUDGET**

PROJECT: EDUCATIONAL PROGRAMS

Project Description

Assumptions

Quant.	Descriptions
5	number of facility donors
$150	amount of facility donation

	Current Budget			Prior Budget			
REVENUE	**Ext**	**Acct Tot**	**Total**	**Ext**	**Acct Tot**	**Total**	**Variance**
Donor support		750			650		100
Total Revenue			750			650	100
EXPENSES							
CEAU fee		100			90		10
Miscellaneous		50			45		5
Postage/mailing		50			35		15
Printing/promotion		50			45		5
Speaker honarium		150			125		25
Total Expenses			400			340	60
EXCESS (DEFICIT)			350			310	40

ABC CHAPTER
SCHEDULE D.04 **1999 BUDGET**

PROJECT: NEWSLETTER

Project Description
Chapter produces a quarterly 4-page newsletter which is sent to all chapter members. Professional secretarial
help is used for typing and editing each issue.

Assumptions

Quant.	Descriptions
4	number of newsletters per year
110	number of members who receive each issue
3	average number of pages per issue
$25	advertising sales per issue
$50	cost to print each issue
$40	cost to mail each issue

	Current Budget			Prior Budget			
REVENUE	**Ext**	**Acct Tot**	**Total**	**Ext**	**Acct Tot**	**Total**	**Variance**
Advertising		300			250		50
Donor support (sponsors)		100			70		
Total Revenue			400			320	80
EXPENSES							
Secretarial fees		75			90		(15)
Miscellaneous		40			50		(10)
Postage/mailing		160			150		10
Printing/promotion		200			185		15
Total Expenses			475			475	0
EXCESS (DEFICIT)			(75)			(155)	80

ABC CHAPTER
SCHEDULE D.03 **1999 BUDGET**

PROJECT: CONFERENCE

Project Description
Chapter offers a one-day conference which attracts chapter members and pediatric oncology nurses from across the state. The conference is promoted heavily and receives significant vendor support.

Assumptions

Quant.	Descriptions
50	number of member registrations
$70	fee - member full registration
5	number of non member registrations
$75	fee - non member registration
$15	luncheon costs per registrant
2	number of paid speakers
3	number of potential member speakers
5	number of exhibits
$150	exhibit fee

	---------Current Budget--------			---------Prior Budget---------			
REVENUE	**Ext**	**Acct Tot**	**Total**	**Ext**	**Acct Tot**	**Total**	**Var**
Donor Support		500			400		100
Exhibits		750			650		100
Miscellaneous		100			100		0
Registrations		3,875			3,500		375
Total Revenue			5,225			4,650	575
EXPENSES							
Audio visual		150			130		20
Board		45			35		10
Exhibits		275			225		50
printing/promotion	25			25			0
table-top fees	250			200			50
Hotel/food		1,475			1,300		175
Meeting room rental		0			50		(50)
Miscellaneous		100			100		0
Postage		175			165		10
Printing/promotion		250			230		20
Speakers/faculty		800			700		100
Supplies		50			50		0
Total Expenses			3,320			2,985	335
EXCESS (DEFICIT)			1,905			1,665	240

ABC CHAPTER
SCHEDULE D.05 **1999 BUDGET**

PROJECT: GENERAL

Project Description
This project includes items unclassified to other projects and those involving day to day activities of the organization
and any other costs associated with the board of directors or external activities.

EXPENSE EXAMPLES:
Committee/Board: reimbursement to board members for some expenses such as registration fees and travel expenses to APON Leadership Institute and the APON annual conference.
Printing: miscellaneous, including photocopying
Supplies: stationery, labels, envelopes, memos, etc.

Assumptions
Quant. **Descriptions**

	---------Current Budget--------			---------Prior Budget----------			
REVENUE	**Ext**	**Acct Tot**	**Total**	**Ext**	**Acct Tot**	**Total**	**Variance**
Donor Support		1,000			900		100
Interest		50			45		5
Miscellaneous		50			40		10
Total Revenue			1,100			985	115
EXPENSES							
Board		500			475		25
Mailing lists		45			40		5
Group exemption fee		50			50		0
Miscellaneous		30			25		5
Postage		30			27		3
Printing/promotion		40			33		7
Scholarships		250			250		0
Supplies		20			15		5
Total Expenses			965			915	50
EXCESS (DEFICIT)			135			70	65

Budgeting for the Coming Year

Revenues—If you are budgeting for a conference, calculate the revenue your chapter can expect from the conference by multiplying the number of registrants (this number should be in your assumptions) by the amount of the conference fee. Add the additional sources of revenues you expect: exhibits, speaker sponsorship, etc.

Expenses—To calculate expenses for the upcoming year for a conference, contact the hotel or banquet hall you plan to use for estimates of costs. If you take an educated guess with last year's expenses, keep in mind inflation and increased or decreased attendance or programming. Your expenses may include promotional mailings, advertising, audio-visual equipment, food, speakers, and handouts.

ABC CHAPTER - 1998 BUDGET

	Membership	Educational Programs	Conference	Newsletter	General	Total
REVENUES						
Advertising				250		250
Donor support		650	400	70	900	2,020
Dues - New	540					540
Dues - Renewal	720					720
Exhibits			650			650
Interest					45	45
Miscellaneous			100		40	140
Registrations			3,500			3,500
Sales						0
Total Revenue	1,260	650	4,650	320	985	7,865
EXPENSES						
Audio visual			130			130
Board			35		475	510
CEAU Fee		90				90
Donations						0
Dues and subscriptions						0
Exhibits			225			225
Group exemption fee					50	50
Hotel/food			1,300			1,300
Mailing lists					40	40
Meeting room rental			50			50
Miscellaneous	25	45	100	50	25	245
Postage/mailing	60	155	165	55	2	397
Printing/promotion	40	45	230	185	33	533
Scholarships					250	250
Secretarial fee				90		90
Speakers/faculty		125	700			825
Supplies			50		15	65
Total Expenses	85	340	2,985	475	915	4,800
EXCESS (DEFICIT)	**1,175**	**310**	**1,665**	**(155)**	**70**	**3,065**

Use the previous year's budget to create next year's budget.

Additional Budget Expenses

Here are some expenses that may appear on your chapter's budget:

- Postage/mailing—cost of sending meeting reminders, newsletters, and setting up a post office box. If you pay someone to stuff envelopes, that cost also should be included.
- Printing/promotion—photocopying or printing costs for newsletter, conference brochures, and minutes.
- Board—costs associated with board meetings, funding to chapter management workshop, and gifts for outgoing board members.
- Speakers fees—honoria and expenses for speakers for conference or educational programs.

- Contact hour—fee for applying for approval for contact hours for educational programs and conference.
- Table-top—fee for rental of tables for exhibits at conference.
- Charitable contributions—chapter donations to community service projects.

Maintaining a Budget

Financial Resources

- National APHON treasurer
- Local chapter committee chair
- Local chapter committee Liaison

Once you have developed your budget, the treasurer should prepare periodic financial reports that compare the chapter's actual revenues and expenses to the budget. This easily can be done by subtracting the actual amounts from the budgeted amounts. The treasurer may want to do this monthly and have the chapter board review a financial report showing variance at least quarterly. The treasurer also will want to bring significant deviations from the budget to the attention of the chapter board for planning purposes. When actual revenue and expenses are significantly different from the budget, you may need to adjust your plans. This is vital when your expenses exceed your budgeted revenues, especially if you do not have savings to fall back on. You will need to adjust your planned expenditures in other areas to cover the unexpected expenses or revenue differences. At the end of the year, the treasurer should develop a final report, showing actual revenue and expenses in all areas. This information will be useful in developing the next year's budget. Annually, the chapter board should provide for review of the financial procedures and reports. This can be done by an audit committee of the membership or by an outside person, usually an accountant. Financial information is important to discuss and review during regular meetings so all members know and understand how the chapter's money is being spent.

5-2 FUNDRAISING

Resources

- Local chapter committee chair
- Local chapter committee vice chair
- APHON national office

Fundraising as a Revenue Source

Fundraising helps provide services to members to increase the revenue of the chapter. There are many ways to raise funds for chapters. Some of the best methods also include providing a service to members such as sponsoring an educational program and charging admission. Here are just a few ideas:

Fundraising Ideas

Educational workshop with speaker
Educational workshop with panel (experts, patients, family members, etc.)
Fun/Run walk
Selling items such as t-shirts
Car wash
Yard sale
Raffle
APHON Chemo/Bio
CPHON Review

- Educational workshop with speaker
- Educational workshop with panel (experts, patients, family members, etc.)
- Fun/Run walk
- Selling items such as t-shirts
- Car wash
- Yard sale

- Raffle
- APHON Chemotherapy/Biotherapy Course
  - CPHON Review

5-3 SPONSORSHIP IDEAS

Introduction

Sponsorship is an excellent way for your chapter to raise money and for companies to show their commitment to pediatric hematology/oncology. The best way to find potential sponsors is through your vendor contacts. Vendor contacts and leads are important to the growth of your sponsorship programs. Targeted contacts from pharmaceutical, corporate, and small business entities are useful, especially when companies introduce new products and services.

When you pursue these leads, you need to communicate the mutual benefits of sponsorship to your contact. You need to know what the company does and why APHON members are interested in hearing about their products and services.

Benefits of Sponsorship

It is important to let your potential sponsor know how they will benefit from meeting directly with APHON members. Often these sponsors need to make a case to their company to justify why to sponsor you or attend your events that require travel, exhibit fees, and hotel accommodations. The information you supply to them about your event and the association should help tell them about the benefits of their participation.

Examples of some key benefits for sponsors include enhancing the company's visibility, gaining a powerful presence, increasing your influence with APHON members, showing your company's commitment to pediatric hematology/oncology, and getting your company's name or products in front of key decision makers. A sample grant request letter and a sample thank you letter are available on the APHON website under local chapter resources. The letters are provided to you as sample templates that you can add or change as needed before sending out to your contacts.

Chapter 6
Educational Programs

6-1 NEEDS ASSESSMENT

In order to determine the educational interests of your members, a needs assessment may be helpful. A sample educational needs assessment with potential educational ideas and available space to individualize the needs specifically to your members can be provided. Below is a list of educational programming ideas and a sample educational needs assessment.

Educational Programming Ideas

Pediatric BMT
- Allogenic
- Autologous
- Haplo identical

Peripheral Blood Stem Cells
- Transplant

Post Transplant Proliferative Disorder
Umbilical Cord Transplants
HLA Typing
Acute Lymphocytic Leukemia
Acute Non-lymphocytic Leukemia
Brain Tumors/Neuro-Oncology
- Astrocytomas
- Brain stem gliomas
- Medulloblastoma

Bone tumors
- Osteosarcoma
- Ewings Sarcoma

Solid Tumors
- Rhabdomyosarcoma
- Wilms Tumor
- Neuroblastoma
- Retinoblastoma

Histiocytosis
Hodgkins Lymphoma
Non-Hodgkins Lymphoma
Aplastic Anemia
Sickle Cell Disease
- Physiology
- Current trends in RX
- Thalassemia

Hemophilia
- Physiology
- Current trends in RX

ITP
Pediatric HIV/AIDS
- Physiology
- Current trends in RX

Hematopoiesis
Pain Management
General Pediatric Hematology/Oncology - Historical
Networking
Health Care Reform and Managed Care
Art Therapy
Music Therapy
Therapeutic Massage
Artwork/Photography
Venous Access Devices
Pain Management - acute and chronic
Radiation Therapy
Outpatient Administration of Chemotherapy
Alternative Cancer Therapies
New Drugs in Pediatric Hematology/Oncology
Biological Response Modifiers
Hypersensitivity to L-asparaginase
Pediatric Sedation
Pediatric Virology
Cardiac Toxicities
Opportunistic Infections
Varicella and the Pediatric Hematology/Oncology Patient
Physiology of Immune System
Humor in Hematology/Oncology Nursing
Pediatric Sedation
Adolescent Quality of Life Issues
Sexuality
ABCs of Caring for the Hematology/Oncology Patient in School
Supportive Care/Symptom Management
Death and Dying
Hospice Care
Late Effects of Cancer Treatment
How to Prepare a Child for Amputation or Limb-Salvage Procedures
Ethical Issues in Pediatric Hematology/Oncology Nursing
Sibling Response to DX of Cancer
Nurse-Family Relationships
Educating the Family
Family Dynamics
Breaking Bad News to Parents and Families
Camps for Kids with Cancer
Support Groups
Research in Pediatric Hematology/Oncology
Home Care in Pediatric Hematology/Oncology
Case Studies of Home Care Patients
Benefits of Neuropsychological Testing in Pediatric Hematology/Oncology Patients
Caring for Yourself
Sibling Bereavement
Caring for Terminally Ill Children
Legislation and Nursing

Leadership
Quality and JCAHO Standards
Advanced Practice Nursing
Research Designs
Instrumentation Development
Writing for Publication
Evidence-based practice
Iron Overload and Chelating Agents
Understanding Peripheral Neuripathies
Loving your Local Chapter
Anemias
  Hemolytic
  Diamond-Blackfan
Diversity/Generation Gap
Fertility Issues
Advanced Directives
Advances in Treatment Strategies
  for AYA's
Collaboration between inpatient & outpatient units/staff
Post Traumatic Stress Disorder
Highlights of National APHON Conference
Beneits of Being an APHON member
Pet Therapy

6-2 CONTINUING EDUCATION

Continuing Education Unit

Offering continuing education units (CEUs) can be a valuable benefit to your members. Apply for continuing education credits through your state accreditation agency or your local institution educational department. If CEUs are not available, consider developing a certificate of attendance for your members. Be sure to publicize when CEUs are being offered at a meeting to emphasize the benefits to individuals who attend.

Chapter 7
Recruitment and Retention

7-1 STRATEGIES

Introduction

Nothing is more important to APHON chapters or to APHON than membership growth. To be successful in growth, attention must be given both to recruitment of new members and retention of current members. Membership recruitment and retention strategies are based on the professional and personal needs of individuals who are eligible for membership within the chapter, the benefits that the chapter is capable of providing, and the mission and resources of both the chapter and APHON.

As you look at your membership development strategies you may want to focus on these important questions:

1. What benefits do you receive from APHON that you can share with others?
2. Who are the nurses or other members of the healthcare team that might identify with APHON?
3. How can contact with them be made?
4. Once found, how do we get them to join and stay in the chapter and APHON?

The Benefits Received from APHON

APHON chapters are fueled by the motivation of their volunteers. A motivated volunteer is one who wants to do the job that needs to be done. When you examine why individuals want to become a member of your chapter, it is important to consider what motivates people.

People are motivated when a particular behavior meets some need of theirs. In this case, the particular behavior we wish to motivate individuals toward is joining an APHON chapter or becoming involved in chapter activities. The following are major motivational needs that most volunteers bring to organizations today: the need for recognition, achievement, control, variety, growth, affiliation, combine power, fun, networking, and the need for uniqueness.

Creating conditions that meet the motivational needs of members is a challenging task, because each member brings a different combination of needs to the job, and members' individual needs may change as the conditions in the rest of their lives change. In order to be successful at member recruitment and retention, it is very important for APHON local chapters to create an experience that allows individuals to meet their motivational needs in ways that are productive for the organization and satisfies the individual.

As you plan for member recruitment and discuss the benefits of chapter membership, try to identify how the benefits meet the aforementioned major motivational needs for your present and potential members. Involve all the members of your chapter when developing your membership recruitment program. Discuss motivators with your present members. It may be helpful to have your present members list what they feel are the benefits of your chapter and rate them in relative importance. In addition, you may want to survey

potential members regarding their particular needs and interests. This will help your chapter develop a more successful membership campaign, as well as assist in planning future chapter programs and activities and setting goals and expectations for your chapter.

Potential questions for present and potential members to assess interests and needs:

1. What expectations do you have from your local chapter?
2. What particular needs, concerns, or issues do you have which could be addressed in a local chapter forum or educational program?
3. What financial commitment are you willing to make?
4. What time commitments are you willing to make?
5. What chapter activities are you interested in becoming involved in? (Provide a list for individuals to choose from.)
6. What would motivate you to become a member of this chapter or become involved in chapter activities? (Again you could provide a list outlining the benefits such as networking, education, professional development, fun, etc. Note that these all reflect one of the major motivational needs identified above.)
7. Who/what influences your decision about membership in APHON or in a chapter?

7-2 RECRUITMENT STRATEGIES

Identifying Potential Members

In order to maximize your chapter growth, it is important to analyze your membership market. Your chapter should determine or consider:

1. What is the universe of people who might be eligible for membership in the chapter and APHON?
   - RN (staff and advanced practice)
   - licensed practical nurse
   - child life specialist
   - volunteer
   - nutritionist
   - therapist (art, music, etc.)
   - secretaries
   - student
   - physician/resident
   - nurse aid
   - social worker
   - pharmacist
   - psychologist

2. What categories of RNs are within the universe of potential members?
   - pediatric
   - pediatric intensive/critical care
   - Hematopoietic Progenitor Cell Transplant clinical nurse specialist
   - hematology
   - oncology
   - outpatient/inpatient
   - homecare
   - hospice
   - educator
   - case manager
   - home care coordinator
   - researcher

3. Where are these nurses located?
   - ☐ acute care centers (inpatient, outpatient, and community hospitals)
   - ☐ sub-acute care centers (physicians' offices)
   - ☐ pediatric service companies
   - ☐ insurance companies
   - ☐ home health care agencies (products, services, and nursing agencies)
   - ☐ universities, colleges, and nursing schools

4. What are the needs of the potential members?
5. What are the potential members concerns and issues?
6. What do potential members expect from the chapter and what influences their decisions about membership in APHON or the chapter?
7. What time and financial commitments are potential members willing to make?
8. When might potential members be most receptive about recruitment?
9. Are there any obstacles or barriers to membership or participation in APHON or the chapter?
10. What other organizations compete for the nurses' time and what do other organizations offer that are different from APHON or the chapter?
11. What other commitments keep a nurse from joining the chapter?
12. How can the chapter work around these commitments to still meet the needs of nurses?

Contacting Potential Chapter Members

Once your chapter has identified a universe of potential members, analyzed your market, and developed an attractive experience you feel will meet the motivational needs of members, you need to establish your strategy for member recruitment and retention. Member recruitment strategies are designed to bring new members to the chapter while retention strategies motivate members to remain in the chapter as well as becoming involved in association programs, activities, and leadership.

A successful recruitment and retention program considers:

- What has the chapter done in the past in reference to recruitment and retention? What has worked? What has failed?
- Who do you want to focus on recruiting and when?
- Who will be responsible for recruitment?
- Who will be responsible for retention?
- How will benefits of membership be communicated to each group?
- The role of officers and other leadership roles in the programs.
- How non-competing organizations will be useful in helping you recruit (hospitals, schools, agencies).
- The economic benefit to the chapter for each new member gained.
- The merits of pursuing former members.
- The total budget for recruitment and retention.
- How you will determine the effectiveness of your recruitment and retention activities.
- How and when will the programs be evaluated and modified?
- What particular tactics and strategies will you use for member recruitment?
- What particular activities will you use for member retention and motivation?

Recruitment

There are many possible strategies that your chapter can use to reach out to members. These typically include things such as recruitment brochures, personalized letters, advertisements, exhibits, offers for reduced dues, introductory copies of your newsletter, and a recruitment slogan and logo. Whatever strategy you choose, make sure you communicate one or more benefits (motivators) of membership in APHON or the chapter such as

- professional development and advancement (growth, achievement, and variety)—seminars, workshops, educational opportunities, and CEU's
- networking (affiliation, fun, and variety)—social events, chapter meetings, resources, and national affiliation
- information (growth)—newsletter, conferences, and telecommunications
- recognition (recognition)—awards, fellowships, etc.
- representation (achievement) at the national level
- professional aids (growth)—surveys, loaning libraries, research, study guides, and directories
- prestige (achievement, uniqueness, and recognition)—special stature bestowed on chapter members
- service (variety, power, and control)—opportunities in leadership positions, chairing committees, serving on boards, holding office, participating in activities and programs such as community service projects.

Recruitment Ideas

- Sponsor a "Member-Bring-a-Member" campaign on the local level or recruit two new members, get one membership free.
- Encourage members to bring a guest to chapter events.
- Reward members who recruit new members or guests.
- Plan follow-up contacts with guests and non-renewing members in a timely manner.
- Welcome new members and guests at the door.
- Use name tags at meetings and provide new member or first-time attendee ribbon/button to be worn during meetings and other functions.
- Offer free registration to educational programs for first-time attendees or new members.
- Get people involved (an involved member stays with you).
- Develop a point-and-reward system for involvement in chapter activities.
- Encourage faculty to attend chapter events.
- Give nurse managers and nursing schools a supply of national and local brochures.
- Develop and distribute a local membership directory.
- Provide self-addressed stamped envelopes for membership renewals.
- Target subsets of pediatric hematology/oncology (general pediatrics, students, critical care nurses, and home care).
- Give brochures and membership information out at hospitals that require chemotherapy certification courses.
- Offer a free guest night when targeting a particular population (i.e. students, home care agencies, etc.).
- Bring lunch and membership information to institutions.
- Invite head nurses to a dinner meeting to provide APHON information.
- Send our needs assessment and satisfaction surveys.
- Offer CEUs for your meetings.
- Maintain a central location and rotate meeting sites.

- Develop carpooling systems.
- Plan and offer all-day conferences.
- Offer certification review courses and be a test site.
- Offer food (dinner or reservations. You do not have to have a fancy restaurant dinner. Snacks, desserts, sundaes, or a pot-luck dinner are just as attractive, easier, and less expensive).
- Have a picnic.
- Offer weekend retreats for meetings.
- Offer reimbursement for attending national meetings.
- Develop a newsletter to increase your visibility and as a perk to members.
- Have door prizes at your meetings.
- Sponsor raffles at meetings.
- Have fun! Socialize (all work and no play...).
- Use cooperative and community connections when appropriate (product companies, American Cancer Society, Leukemia Society, etc.).
- Identify chapter representatives in local agencies or institutions to publicize events.
- Appoint hospital liaisons to hang flyers and solicit news items.
- Develop and hang a chapter poster at every institution.
- Send flyers to educational units, home care, infusion companies, hospices, etc.
- Sponsor a products fair and invite potential members.
- Design a program specifically aimed at student-related concerns.
- Promote your chapter and establish a public relations committee.
- Develop a relationship and programming with other organization local chapters and buddy chapters.

New Members

In order to maximize members' interest and potential, it is very important to start off strong with new members. The following list provides some ideas for new members.

- Establish a buddy program for the first several meetings a new member attends.
- Hold a small annual reception to recognize new members.
- Establish a welcoming committee.
- Welcome new members at the door.
- Recognize new members at meetings.
- Issue the new member a ribbon or button so veteran members can help welcome them.
- Develop a new member welcome letter or new member kit.
- Provide new member orientation.
- Send "How's it going?" e-mails, postcards, or make phone calls to new members at regular interval(s).
- Conduct focus groups to get new member input.
- Develop a new member survey to determine needs and expectations.
- Send a welcome letter after you receive their dues.
- Issue membership cards/certificates.

7-3 RETENTION STRATEGIES

Retention

A key to member retention in your chapter is to make sure their motivational needs are being met. When individual motivational needs are met, you will create a positive, enthusiastic climate that encourages people to continue their membership and participation. The following is a list of possible strategies to maximize your chapter membership.

- Establish an awards program to recognize individual talents, achievements, and contribution to your chapter.
- Develop an annual report which recognizes the many and diverse contributions of your membership.
- Send a note of appreciation to members or members' families when they contribute support, time, and talents to your chapter.
- Recognize members' birthdays.
- Give members more authority.
- Seek and utilize the suggestions and opinions of your members.
- Treat all members as important contributors to your chapter.
- Recognize members for all their contributions to the chapter.
- Develop a flyer or brochure that outlines all the benefits of membership (chapter and national) in your chapter. Be sure to include it with dues renewal notices.
- List the benefits of membership (chapter and national) at least once a year in your newsletter.
- Develop a warm renewal letter to accompany your renewal notices.
- Provide self-addressed stamped envelopes for membership renewals.
- Annually conduct some attrition research to determine why people leave.
- Consider sending/making "Why don't you renew?" letters or phone calls.
- Ensure that members can buy products or attend meetings at a less expensive rate than non-members.
- Set chapter growth goals and tell your membership about it and how they can help.
- Get other officers involved in recruitment and retention.
- Conduct a phone-a-thon recruitment/retention drive.
- Be sure to keep accurate, organized membership records.
- Give membership cards/certificates.
- Offer CEUs for your meetings.
- Maintain a central location and rotate meeting sites.
- Recognize membership anniversaries or important achievements (i.e. 5-year membership mark, 10-year membership mark, graduation from school, certification, the birth of a child, etc.).
- Identify officers/leaders with a special ribbon or button at meetings and programs.
- Have fun! Socialize (all work and no play....). Organize fun, team-building activities such as picnics, ropes courses, rafting trips, day trips, or retreats.
- Make sure some of your educational programs appeal to the diversity of your members and potential members (general pediatric or hematology/oncology topic in addition to specific pediatric hematology/oncology topics, or general people-related topics such as humor or stress management in addition to strictly nursing topics.)

7-4 OVERCOMING STUMBLING BLOCKS

Loss of Direction or Focus

1. Review the mission statement and use it as a filter for planning activities.
2. Hold a seminar for members to discuss the mission statement and encourage members to suggest ways to bring the group back on track.
3. Reestablish your local chapter's goals and objectives.
4. Select strong leaders who have a clear commitment to the organization's mission.
5. Examine whether the organization has fulfilled its mission—or a particular goal that is no longer relevant to the membership—and needs to disband or change focus.

Competition for Leadership or a Lack of Leadership

Change the leadership and decision-making system to one that encourages shared leadership and responsibility.

Use consensus decision-making for important decisions.

Encourage a committee structure; this not only divides up the work, but also grooms the next generation of leadership.

Use an outside facilitator to help negotiate differing viewpoints.

Be realistic about the required time commitment of each job.

Look for "neutral" individuals to be leaders, i.e. someone not identified with either faction.

Consider alternating years of change for officers or committee chairs (ex: secretary and treasurer positions turnover in alternate years as vice president and president).

Invite strong leadership candidates to board meetings to develop awareness of how planning is done and to show the collaboration and sharing of responsibility.

Unequal Involvement or Burnout of Members

Develop clear jobs that define a role for everyone.

Consciously welcome new members and ask them to become involved in a specific way.

Help shy or inexperienced members identify the strengths and resources they have to share.

Celebrate each successful step and benchmark of progress.

Recognize all contributions to the total effort, no matter how small.

Be receptive to feedback about unrealistic expectations and adjust accordingly.

Play as well as work together!

The "Founding Member" Syndrome

Set limits for all leadership roles to ensure rotation.

Allow for "designers" to be involved along the way; this helps keep some distance between the founding member and the role.

Give the founding members other roles to play when their leadership term is up to utilize their experience and allow them to remain involved.

Enlist the help of other founders to convey the message that it is time for an individual to step aside; the message may be more easily received from a "peer."

From *The Community Collaboration Manual*, The National Assembly of National Voluntary Health and Social Welfare Organizations.

7-5 REFERENCES AND RESOURCES

Some online resources for information on recruitment and retention of members for local APHON chapters are:

Recruitment

a. http://www.volunteerpower.com/articles/7Sins.asp
b. http://www.gosv.state.md.us/volunteerism/bestprac/sec03.htm

Chapter 8
Outreach

8-1 COMMUNITY SERVICES

Introduction

The APHON national office strongly recommends chapters reach out to the community through outreach initiatives or philanthropic activities. The community may include your local chapter members, patients and families with cancer, the local community at large, those in need, charitable organizations, as well as international colleagues.

Your chapter has the opportunity to touch the lives of many people, from the very young to the very old. Community outreach is something that all chapters can do, whether you are financially wealthy or have minimal monies available. Consider identifying a member or a group of members who are interested in spearheading these initiatives.

There are unlimited numbers of outreach activities that you can participate in—be creative. To get your chapter started, we have provided some potential outreach initiatives.

Community Service Project Ideas

1. Participate in walk/runs for common causes (Make a Wish, Leukemia/Lymphoma Society).
2. Donate food to a local food bank, or clothing to a local shelter.
3. Sponsoring a family in need of a holiday dinner (i.e. Christmas, Thanksgiving, and Easter).
4. Sponsor a family in need of holiday gifts.
5. Organize a local blood or bone marrow drive.
6. Utilize meetings as a venue for outreach.
    - Require a donation of infant care/toiletry items as the entry fee to a dinner meeting with plans to donate to a local shelter.
    - Bring a can of coffee to a meeting for donation to the local Ronald McDonald House.
7. Host or serve a dinner at the local Ronald McDonald House
8. Get involved in legislative issues involving children with cancer. Reach out to your state or national legislator through e-mail and social media or take a trip to Capitol Hill and visit your congressmen/women in person. Local chapters cannot endorse specific candidates.
9. Offer a siblings' day.
10. Sponsor a St. Baldrick's event.
11. Sponsor a local health fair. Provide information on warning signs of childhood and adult cancers.
12. Sponsor or participate in Celebrate Life Days or Childhood Cancer Awareness activities.
13. Provide tuition for a child to attend camp.
14. Sponsor college scholarships for patients.
15. Expand your local chapter meetings to other healthcare professionals involved in pediatric oncology (child-life, dieticians, social workers, etc.)
16. Work the concession stand at a local sporting event and donate proceeds to a local charity.

17. Sponsor an international nurse for the annual conference and exhibit.
18. Donate hats to children with cancer.
19. Provide toys, games, and DVD's, to a local pediatric oncology unit.

When completing your annual activity report form, make sure to list the outreach activities that your chapter participated in. In addition, take credit for your initiatives and consider applying for the Local Chapter Community Outreach award.

Chapter Newsletters

Many of the APHON chapters produce newsletters to inform chapter members about the chapter's activities. There are computer programs with newsletter templates available to make the creation of local chapter newsletter quick and easy. Encourage members to get involved in the chapter by creating a newsletter. Some chapters e-mail the newsletter to their members to eliminate printing and mailing costs.

Websites

The APHON national office will assist you in developing a chapter website that can be utilized for member updates on activities and as a recruitment tool. Tap into members with artistic or graphic design talents to assist you in the development.

Sample Bylaws

THE _____ CHAPTER OF THE ASSOCIATION OF PEDIATRIC HEMATOLOGY/ONCOLOGY NURSES

9-1a ARTICLE 1—NAME AND PURPOSE

Section 1

The name of this organization shall be The _____ Chapter of the Association of Pediatric Hematology/Oncology Nurses.

Section 2

The purpose of this chapter is exclusively educational, scientific, and charitable. The chapter shall sponsor professional educational programs for those who care for children with cancer and blood disorders, encourage collaboration and communication among pediatric hematology/oncology nurses, and facilitate optimum care and support of the pediatric hematology/oncology patient and family through education and research.

9-2a ARTICLE 2—MEMBERSHIP

Section 1—Qualifications and Categories of Membership

A. There may be regular and associate members of this chapter.

1. Regular members shall be registered nurses interested in or engaged in pediatrics or pediatric hematology/oncology practicing in the _____ area. All regular members of a local chapter shall be dues paying members of the national organization, APHON; thus all regular members shall have voting rights in the national organization.

2. Associate members shall be persons other than registered nurses who are giving care to the child with cancer or blood disorders working in the _____ area. The associate members of the local chapter may have but are not required to have membership in the national organization. Associate members do not have voting rights in the national organization.

B. Any individual eligible for membership may become a member of this chapter of APHON by payment of dues to the treasurer of the local chapter.

Annual dues for membership in the national association shall be submitted directly to the headquarters of the national association.

Section 2—Dues

Membership dues for the chapter shall be recommended by the executive board of the local chapter and approved by the membership at a regularly scheduled meeting. Chapter dues shall be paid at the start of the fiscal year for that chapter.

Chapters may consider prorating their chapter dues for members who join midway through the fiscal year.

Section 3—Privileges

Each regular member is eligible to attend meetings, vote, serve on committees, and receive official chapter publications. Only members in good standing with the national organization may serve on the board of directors of this chapter.

Each associate member is eligible to attend meetings, serve on committees, and receive official chapter publications.

Section 4—Fiscal Year

The fiscal year of the chapter shall be from January 1 through December 31.

9-3a ARTICLE 3 – OFFICERS

Section 1—Officers

The officers for this chapter shall be a president, president-elect or past president, a secretary, and a treasurer.

Section 2—Duties

A. The **president** shall preside at the meetings of the chapter, shall appoint standing and special committee chairs with approval of the local chapter executive board, and shall make certain that the chapter complies with all rules and regulations of national APHON. The president is responsible for overseeing and ensuring that all required chapter reports are submitted on time (February and July annually).

B. The **president-elect** shall assist the president and shall preside at the meetings of the chapter in the absence of the president. If the president is unable to carry out the duties of the president role, the president-elect shall become acting president with all the powers of the president.

C. The **immediate past-president** acts as a mentor/resource to the president and other chapter officers. He/she will preside at meetings in the absence of the president or president-elect.

D. The **secretary** shall keep all records, papers, and resource materials of the chapter and shall record and keep minutes of all meetings. The secretary shall draft and disseminate all information and notices required by these bylaws and the bylaws of the parent organization and shall submit an annual report to the chapter and the national organization.

E. The **treasurer** shall collect the annual dues of all members of the chapter, shall have custody of the funds of the chapter, and shall be authorized to open a bank account in the name of the chapter. The treasurer shall be required to submit an annual accounting report and proposed budget to the chapter, and a financial report to the national organization (due in February annually).

Section 3—Nominations

Nominations for all officers shall be facilitated by the nominations committee, if applicable, or by the executive board of the local chapter. Names of all nominees shall be published and disseminated to chapter members no later than 30 days prior to election. Write-in votes shall be permitted.

Section 4—Term of Officers

The election of officers must be accomplished by July of the year, with the elected officers to begin their term in September of the same year.

Section 5—Term of Office

Elected officers must begin their term of office in September and preside for 2 years.

Section 6—Vacancies

In the event of a vacancy in any position, such positions shall be filled in the following manner until the next election:

A. President—the president-elect or immediate past president shall assume the office.

B. The executive board shall appoint replacements for all other vacancies.

Section 7—Executive Board

The executive board of this chapter shall consist of the officers and shall have the power to conduct the business of the organization between the regular meetings of the local organization.

9-4a ARTICLE 4—MEETINGS

Section 1—Regular Meetings

The meetings of this chapter shall include at least four meetings of an educational nature during each fiscal year. A yearly business meeting must be conducted and may be held in conjunction with the educational meetings.

Section 2—Special Meetings

Special meetings of the chapter may be called by any member of the chapter with 5 days written notice to each member of the chapter. The purpose of the meeting shall be stated in the notice.

Section 3—Quorum

A. Quorum for regular meetings shall be at least 25% of the membership, plus two officers. A quorum is necessary for the transaction of business at any meeting of the membership

B. Quorum for board meetings shall be at least two officers, one of which is the president or president-elect.

C. Motions acted on in the absence of a quorum are not legitimate.

9-5a ARTICLE 5—COMMITTEES

Section 1

The standing committees of this organization shall be as follows:

Program Committee— responsible for providing the membership with quality educational programs related to pediatric hematology/oncology nursing.

Additional considerations for committees shall be:

A. Nomination Committee— responsible for identifying slate of nominees, creating and mailing ballots to members at election time, tabulating election results, and notifying members of those results.

B. Bylaws Committee—responsible for writing chapter specific policies and procedures in accordance with the national APHON Bylaws. Assumes responsibilities for overseeing the required chapter bylaws review every 2 years. Ensures updated bylaws, after approved by the membership, are submitted to the APHON national office for final approval.

C. Membership Committee—responsible for recruitment and retention issues of members.

Section 2

The chairperson of each standing committee shall preside at all committee meetings and shall submit a report to the chapter executive board annually.

Section 3

The executive board shall define the function of each standing committee. Vacancies occurring in the membership of the standing committees shall be filled by appointment by the chairperson of said committee. Vacancies in the chairperson position will be appointed by the board.

Section 4

The President shall be empowered to appoint special committees, with approval by the executive board, to supplement the activities of any standing committee or activities of the chapter.

Section 5

Special committees shall dissolve at a specified time outlined at its creation, unless deemed necessary to exist as a standing committee by the executive board.

9-6a ARTICLE 6—PARLIAMENTARY AUTHORITY

Section 1

The chapter shall adhere to the bylaws of the national organization.

Section 2

The rules contained in *Robert's Rules of Order, Newly Revised*, shall govern all meetings in cases in which they are not inconsistent or in conflict with these bylaws and the bylaws of the national organization.

9-7a ARTICLE 7—AMENDMENTS

Section 1

These bylaws may be amended at any meeting, providing at least five (5) days' notice of any proposed amendment is sent to each member.

Section 2

Any amendment to the bylaws must be approved by APHON Headquarters first, and then approved by the chapter board prior to being presented to the full voting membership.

Section 3

Any amendment to the bylaws must be approved by a quorum vote of the membership.

9-8a ARTICLE 8—DISSOLUTION

Section 1

In the event of dissolution of this chapter, all minutes, correspondence, financial records must be submitted to the APHON National office. Cash and other assets remaining after the payment of all debts shall be paid to APHON National or any other appropriate private, non-profit organization **approved** by the national board of directors.

9-9a ARTICLE 9—CHAPTER RESPONSIBILITIES

Section 1

This chapter is a chapter of the Association of Pediatric Hematology/Oncology Nurses. The bylaws, policies, and procedures of the Association of Pediatric Hematology/Oncology Nurses shall take precedence over any bylaw, policy, or procedure of the chapter.

Section 2

No chapter shall be or hold itself out to be an agent of the Association of Pediatric Hematology/Oncology Nurses, Inc.