
Specialty Assemblies: Guide to Leadership and Orientation

**Center for Member Services
March 2007**



SA Leadership

Open Letter to SA Chairs

Dear SA Chair,

Congratulations on being elected as a chair of your Specialty Assembly! You probably have many questions on what you can expect from your year as chair and what is expected of you. This guide will not only familiarize you with your upcoming roles and responsibilities, but it also details the resources available to you from National AORN to make your chair member position effective, efficient, and enjoyable. Acquaint yourself with the contents below and refer back to them throughout your administration.

How well your program or plan for the year succeeds will depend to a great extent on the cooperation of all members, in particular that of your coordinating council, and your partnership with headquarters' staff. Your personal leadership style will have an important impact on motivating these individuals. Do your best to convey the importance of a team effort. Let everyone know that their input contributes to the success of the total plan.

Each year, the National association asks for your help in accomplishing its goals nationally. In addition, staff is available to help. Remember, a small time investment now will pay a large dividend during the year. Good luck to you.

Debbie Robichaud
AORN Member Groups Governance Coordinator

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Overview

Management is doing things right; leadership is doing the right things.
~ Peter F. Drucker

Leadership Purpose

- To provide a positive growth experience for anyone who volunteers to serve on a Specialty Assembly coordinating council.
- To enhance communication between coordinating council members within each Specialty Assembly and between all Specialty Assemblies.
- To create strong leaders for AORN through the Specialty Assembly coordinating councils.

Leadership – Top 10 Attributes for Greatness

(East Bay Business Times, May 6, 2005)

If you perform a Google search on the phrase executive leadership," 411,000 outcomes will appear in less than one second. Pore over them, and associated concepts, discussions and attributes can be wholly overwhelming.

However, authors respectfully submit that the one universal "truth" asserts that "leadership" (executive or other) describes difficult-to-train and intangible personality attributes and styles, rather than tactical and job-specific performance criteria.

Tom Peters, considered by many to be a modern-day business management guru, phrased it this way: "Management is about arranging and telling. Leadership is about nurturing and enhancing."

Interestingly, leadership, in its own right and by definition, is not the panacea. Rather, it must be relevant, meaningful and impactful - to the organization as a whole and to the individuals who support and are affected by it.

Below are a list of 10 attributes that, viewed together, appear to present a comprehensive set of leadership characteristics and qualities.

1. Visionary

It is critical that there be an ability to define, communicate and inspire a practical, relevant and easily digestible vision, and to update and adapt it as circumstances change. Leaders must be able to think about the future and how they will propel, guide and adapt their businesses in the face of uncertainty and unfamiliarity. By not "stretching" a company's resources, offerings and capabilities, there won't be much of anything long-term, least of all the expanded intellectual capabilities of the participants.

2. Communicative

Succinct, consistent and optimistic communication to all levels within a company, regardless of the nature of the messages, is a fundamental attribute of all good leadership. Vital, too, is the encouragement of constructive feedback and disagreement. Active listening (not merely hearing), and being both readily available and accessible is essential if this is to be effective and embraced as a reality.

3. Delivers on promises

Nothing erodes confidence faster than a series of broken promises. Since we participate in a "show me" world, the ability to consistently "walk the talk" and to deliver upon commitments is vital in a true leader.

4. Responsible

There is wariness for finger-pointing and for assignment of blame. Effective leaders take responsibility for decisions they have made or participated in, regardless of whether the outcomes are successful.

5. Humble

Followers disdain arrogance and brashness, since they are often associated with self-serving egotism. In contrast, too, conventional wisdom reveres modesty, humility and reserve.

6. Trustworthy

Trusted leaders select the people to work for them because they are intelligent, perceptive and empowered. In turn, followers oftentimes follow without having to know the entire story or picture. Their buy-in is for their perceived long-term, not short-term, gains. They tend to inspire others to share their burden (and those of the business that they are supporting) in tough times.

7. Capable

Leaders continually demonstrate competence, impressive aptitude, shrewd thinking, resourcefulness and apparently limitless capacity. They delegate with conviction. Leaders are passionate about teaching and mentoring, not training, their followers. And in each successful mentoring relationship there is an expectation for mutual learning - the apprentice from the leader and visa versa. Most importantly, a successful mentoring methodology assists in problem solving, not by becoming the solution provider, but by coaching independence of thought.

8. Decisive

Making timely decisions, which are intelligent and unwavering, means that in some instances, the outcome is failure. This is acceptable - almost expected - by followers. More important than the outcome is the decision making. Effective leaders, by virtue of having made these leaps (successfully, or not), become better skilled at ensuring successful outcomes, thereby instilling ongoing confidence.

9. Authentic

Principled by both high ethics and unwavering integrity, leaders regularly demonstrate a high correlation between their core behaviors, beliefs and principles and those that they expect to be present in their followers. Consequently, leadership embodies the persona of the leader, and it manifests regularly, consistently and unwaveringly, without hidden agendas or questionable intent.

10. Genuine and respectful

Leaders naturally garnish respect primarily for who they are, rather than for what they know. They are evenhanded in their dealings with others and relate to and validate them regardless of domain, tenure, seniority or context. When it comes to defining executive leadership, Lao-Tzu said it best: "The wicked leader is he who the people despise; the good leader is he who the people revere; the great leader is he who the people say, 'We did it ourselves.'"

Leadership Resources

- ▣ The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You, (Nashville, TN: Thomas Nelson Publishers, 1998).
- ▣ Business Classics: Fifteen Key Concepts for Managerial Success, (Boston, MA: Harvard Business Review, 1998).
- ▣ The Manager's Toolkit: The 13 Skills Managers Need to Succeed, (Cambridge, MA: Harvard Business School Press, 2004).
- ▣ Good to Great: Why Some Companies Make the Leap... And Others Don't, (New York: HarperCollins, 2001).
- ▣ Extraordinary Leader: Turning Good Managers into Great Leaders, (New York: McGraw-Hill, 2002).
- ▣ Leading Minds: An Anatomy of Leadership, (New York: BasicBooks, 1995).
- ▣ Leading Self-directed Work Teams: A Guide to Developing New Team Leadership Skills, (New York: McGraw-Hill, 1993).
- ▣ The Inner Work of Leaders: Leadership as a Habit of Mind, (New York: AMACOM, 2001).
- ▣ You're in Charge... Now What? Seven Essential Steps for Work Leader Success, (Irvine, CA: Griffin Publishing, 2003).

Website Resources

The following Web sites offer interesting tidbits & helpful pointers about becoming the best leader you can be:

- ▣ EmergingLeader.com- A user-driven site serving as a repository for fresh ideas and candid feedback on lessons learned.
- ▣ About.com - Offers a wide-ranging selection of leadership information from essays to research on characteristics and actions associated with leadership. Under the search button located in the upper right hand corner of the home page type in the word leadership to be directed to the available resources.
- ▣ Leadership Knowledge Base: Build Effective Leadership Skills – The website at <http://www.sonic.net/~mfreeman/lead.htm> offers a wide array of leadership content in the areas of motivation, values, strategy, leadership guides and websites.
- ▣ Leader to Leader Institute – Established in 1990 as the Peter F. Drucker Foundation for Nonprofit Management, the Leader to Leader Institute furthers its mission – to strengthen the leadership of the social sector. The Leader to Leader Institute provides innovative and relevant resources, products and experiences that enable leaders of the future to address emerging opportunities and challenges. Go to <http://www.leadertoleader.org/knowledgecenter/L2L/complete-text.html> for more information.

SA Strategy and Implementation Plan

Purpose:

Provide direction for the SA's and its members to accomplish their goals and purposes.

Serve as a guide to keep the SA's on target during changes in Leadership roles.

Reveal to national leaders the contribution each SA is making to the Association and reveal to members the contribution each SA brings to their membership.

Mission:

AORN has established the SA's to support the mission of AORN by providing information, education resources, and networking opportunities to specialty interests, and providing a conduit for specialty information to the Association as a whole.

Three Key Groups:

Coordinating Council – Business of the SA

Members – Engagement and perceived value of the SA

AORN Staff – Education and Training

Target Group 1: Coordinating Councils

The focus for the first target group, Coordinating Councils, will be in the following goal areas: Policies, Guidelines and Governance; Communication; Technology; Leadership/Succession Planning and Reports/Statistics. Specific details outlining the objectives and steps necessary to accomplish each of the goals is listed below:

Goal Area 1: Policies, Guidelines and Governance

- **Objective 1:** Coordinating council will effectively manage its SA.
 - 1.1 Develop election process incorporating web portal technology to promote elections (completed).
 - 1.2 Promote roles of the Coordinating Council.
 - 1.3 Work with SA's on individual goals/charges.

Goal Area 2: Communication

- **Objective 1:** Provide SA's with tools to communicate effectively amongst their leadership.
 - 2.1 Publish and promote Coordinating Council and their roles on web portals; include coordinating council module on each web portal.
 - 2.2 Promote use of chat room for business discussions.
 - 2.3 Provide Quick Start phone access and promote monthly meeting for each SA Coordinating Council.
 - 2.4 Work with AORN *Connections* staff to provide timely SA information and include SA business in each addition.

Goal Area 3: Technology

- **Objective 1:** Train (and re-train) Coordinating Council on web portals.
 - 3.1 Provide WebEx training to all Coordinating Council Members.
 - 3.2 Develop Quick Reference Guide to explain portal functions.
 - 3.3 Provide immediate technical assistance for Coordinating Council members.

Goal Area 4: Leadership/Succession Planning

- **Objective 1:**
 - Re-design current orientation guide.
 - Develop succession planning toolkit.
 - Plan Coordinating Council Leadership Development meeting and individual SA meetings at Congress.

Goal Area 5: Reports/Statistics

- **Objective 1:** Provide timely and accurate member information to each SA.
 - 5.1 Provide directory information to SA Coordinating Council.
 - 5.2 Develop reports to track SA statistics at any point in time similar to chapter reporting structure (i.e. new SA members, renews, etc.)

Target Group 2: SA Members

The focus for the second target group, SA Members, will be in the following goal areas: Communication, Technology and Marketing. Specific details outlining the objectives and steps necessary to accomplish each of the goals is listed below:

Goal Area 1: Communication

- **Objective 1:** Communicate the goals and value of SA's to membership.
 - 6.1 Provide e-mail newsletter bulletin to Coordinating Council as an additional communication vehicle.
 - 6.2 Push web portal alerts of new content/technology to members.
 - 6.3 Promote 1-800 #'s.
 - 6.4 Move SA material from previous web pages to portals (directories, newsletters, other content).
 - 6.5 Develop automatic e-mail alert for members to provide specific information about their SA and its coordinating council.
 - 6.6 Develop automatic e-mail alert for members to explain functionality and use of SA web portals.

Goal Area 2: Technology

- **Objective 1:** Develop technical assistance plan for SA members.
 - 7.1 Identify technical assistance issues.
 - 7.2 Identify appropriate staff to provide technical assistance.
 - 7.3 Train staff.

Goal Area 3: Marketing

- **Objective 1:** Provide marketing plan to SA chairs. Theme for Congress: "SA's – Get Connected!"

Target Group 3: AORN staff

The focus for the third target group, AORN staff, will be in the following goal area: Training. Specific details outlining the objectives and steps necessary to accomplish this goal is listed below:

Goal Area 1: Training

- **Objective 1:** Train key AORN staff of web portal technology.
 - 9.1. Provide WebEx training for Member Services.
 - 9.2. Provide SA web facilitator training for Member Services and Marketing
 - 9.3. Provide additional SA web facilitator training to other key departments as identified by Member Services.

DRAFT: Determining Subject Matter Specialists (from communication with Center for Nursing Practice). **PLEASE NOTE: These are not published guidelines, but listed here for discussion only.**

1. This person has:
 - a. Completed research projects on the topic
 - b. Published an article on the topic
 - c. Completed research on the topic for an education project
 - d. Completed the research necessary for a presentation on the topic
 - e. Had experience on the job in this area and is able to utilize research in their practice
 - f. Is considered a facility expert after receiving extensive on the job experience or education

 2. What we would like this person to do:
 - a. Review a Recommended Practice or other official AORN document
 - b. Review an article someone is publishing
 - c. Assist with a consult line question
 - d. Review educational products for accuracy
 - e. Author or co-author educational projects
 - f. Serve on task forces for authoring documents
 - g. Present educational sessions (Congress, Webinars, Fall conferences)

 3. What we need from this person for documentation:
 - a. Willingness to serve form
 - b. List of self declared areas of expertise
 - c. Bio to include a explanation as the why the person feels he/she is a content expert

 4. What AORN Headquarters needs to do:
 - a. Develop database as to content experts
 - b. Develop general categories for database
 - c. Assist SA's with getting the information out
 - d. Determine a strategy for advertisement to the members to get them thinking about what they may be an expert in
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AORN Headquarters Resource List

NOTE: SA web communities of practice can be found under "member groups", specialty assemblies at the following web address:

<http://www.aorn.org/groups/SA/SAGeneralinfo.htm>

ADMINISTRATION/MEMBER SERVICES

FAX (303) 750-3212

	Extensions
Kendra Keene, MPH Director, Member Services and Customer Service	250
Brian Tepp Membership Recruitment and Retention Manager National Membership Committee staff consultant	473
Debbie Robichaud, Member Groups Governance Coordinator	427
Patti Hamilton, Facility Membership Sales	373
Ingrid Bendzsa, Program Manager Online Member Resources Awards Committee staff consultant	328
Deb Warren, Chapter Relations Coordinator	222
Marian Burrell, Administrative Assistant	275

GOVERNMENT AFFAIRS

Cathy Sparkman, Senior Legislative Analyst	486
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NURSING PRACTICE

Refer to your SA Council Roster for the
Assigned Perioperative Nurse Specialist (page 25 in this manual)
Clinical Consult line information (page 26 in this manual)

CENTER FOR PERIOPERATIVE EDUCATION

FAX (303) 755-5494 (HQ)

Susan Root, Perioperative Education Specialist	243
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NEWS DEPARTMENT

Carina Stanton, News Associate Writer/Reporter	269
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2170 South Parker Road, Suite 300
Denver, CO 80231-5711
Phone 1-800-755-2676
Website: <http://www.aorn.org>

Organizational and Communications Structure

Overview of governance structure:

There are currently 23 Specialty Assemblies; each has the following in common in their structure:

- Chair as the coordinator, usually a 1 year term.

- Past Chair (to assume Election Coordinator role).

- Education Chair coordinates efforts to assess, study, discuss and exchange information pertinent to educational issues and activities.

- Communications Chair gathers and disseminates information to the SA membership

- Professional/Practice Issues Chair will explore practice issues and concerns, which are identified by the membership.

- Chair Elect, identified from one of the following coordinating council positions, Education Chair, Communications Chair or Professional/Practice Issues Chair.

- Board Liaison, assigned by AORN President.

- Member Groups Governance Coordinator serves as staff consultant for all SA's

Communications:

At Congress each year, the President Elect meets with SA chairs, task force and national committee chairs and state council chairs to review goals and facilitate communications about AORN leadership. (note, usually scheduled for the Friday after Congress)

Member Services facilitates conference calls with SA Chair monthly.

Each SA chair is responsible to communicate the information from SA Chair meetings to their chair-elect and coordinating council.

Member Services facilitates face to face meeting with SA Chairs at AORN Leadership Conference (usually scheduled in July).

Member Services facilitates a collaborative SA leadership meeting at Congress and at the fall meetings whenever possible.

Member Services coordinator facilitates collaborative planning calls with SA committee chairs as necessary to assist with orientation, role clarity, and to keep SA goals in perspective.

SA Chair should send communications to coordinating council members at least once a month to keep people informed and motivated.

Coordinating council usually meets face-to-face two times a year and by conference calls on a regular basis.

What you Need to Succeed

Congratulations on achieving a role on a Specialty Assembly Council

To be considered an “active” coordinating council member you are expected to:

Confirm that your current e-mail address and other contact information is correct on the web portal. You can update your information two ways:

- Contact Customer Service (800-755-2676 ext. 1); or
- Go to the Member Services area of the AORN web page to update your profile online <http://www.aorn.org/memberservices/default.htm> (behind the Member Zone).

Check your preferred e-mail at least 3 times a week to facilitate communications with the council and SA members;

Check your online communities of practice at least once a week for updates;

Participate in the online discussion threads in your community of practice;

To perpetuate two-way communications with your members you should contact them every four to six weeks. A couple of simple options you have include posting a message on the web-portal or sending an e-mail to your group. Need a roster of e-mail addresses for members of your SA? Contact Marian Burrell, Member Services Administrative Assistant at 800-755-2676 ext. 275 or e-mail at mburrell@aorn.org.

Members of the Coordinating Council should communicate amongst themselves and with the chair at least every four to six weeks (this is especially important if you have questions or are feeling out of the loop). A great way to facilitate this ongoing two-way dialogue is to schedule monthly conference calls utilizing your individualized SA conference call phone number. If you have questions regarding this, contact Debbie Robichaud, Member Groups Governance Coordinator at 800-755-2676 ext. 427 or e-mail at drobichaud@aorn.org.

If you are unable to attend meetings or conference calls

- notify the chair before the meeting/call
- request updates or summary from chair or secretary immediately after the meeting/call

Important to Remember:

- Your AORN membership and SA membership must be current throughout your term of office.
- Address changes and phone/fax/e-mail changes must be updated ASAP so SA information is accurately reflected.
- Reimbursement forms must be turned in by December 15 to be assured they are expensed to current fiscal year.
- Current Willingness to Serve Form must be on file with Election Coordinator to be eligible for ballot/committee.
- Other (as emphasized by SA Chair).

Available Resources for your New Role

Specialty Assembly reports and rosters:

- SA Directories by State
- SA Directories by Alpha
- SA Coordinating Council Rosters
- SA member totals by SA

If you are interested in any of the above reports or rosters contact Marian Burrell at 800-755-2676 ext. 275 or e-mail at mburrell@aorn.org.

Specialty Assembly Guidelines:

The SA guidelines have been included in this manual, starting on page 16, for quick reference.

The guidelines are also located on the web portal and can be downloaded from the following site: Log into the web portal communities. Select and click on Specialty Assembly Coordinating Council from the list of my communities. The guidelines can be found in this area of the web portal under the resources section.

Specialty Assembly Minutes:

Be sure to bring most current copy of minutes to each SA Council meeting for reference.

Most likely these will be circulated by e-mail within a month after the meeting for review.

Specialty Assembly Work plans, goals and activities:

- Development of goals begins when the Annual report is submitted to the Board in January each year and is finalized at the Post Congress breakfast meeting with incoming AORN President.
- Congress SA leadership orientation meeting identifies activities and quick review of budget necessary to support activities.
- A report may be submitted with budget implications for following fiscal year for Board approval at summer or fall meetings.

Financial Reimbursement forms:

Review the travel expense and Petty Cash Forms from HQ and keep on hand. The travel expense form is located on the web portal in the same location as the Specialty Assembly Guidelines. To download the form, click on the AORN Travel Expense form located under resources.

Specialty Assembly Budgets:

- AORN Fiscal year is January 1 to December 31.
- Budgets are submitted to the Board by the November meeting.
- The following categories are areas within the overall budget:

Travel

- Each SA Coordinating Council member receives \$820 per year for a face-to-face meeting. This includes airfare, two night's hotel, and a \$45 per day per diem. This does not include conference registration.

Telephone (for conference calls)

- We encourage each Coordinating Council to have monthly conference calls with their Council members to do the business of their SA.

Supplies

- Letterhead, envelopes and postage are items built into this supply line. The primary usage of these items is when the Coordinating Council's are conducting their elections. Headquarters can help orchestrate the election process and will mail election materials upon final review and approval from the Coordinating Council.

Catering

- The catering budget includes any food and beverages for the SA Reception.

Specialty Assembly Annual Reports:

- The SA coordinating councils submit a report to the AORN Board of Directors to outline their accomplishments of their goals (usually due before December 1).
- Summary of SA activities in the previous calendar year is reviewed by the AORN Board at their February meeting.
- Goals are identified and used as a plan to develop new activities and time lines at the Congress meetings.
- The SA coordinating council chairs should provide reports to their respective coordinating councils at least three times a year via web portal, conference call, or e-mail.

Specialty Assembly Online Communities of Practice:

AORN's Specialty Assembly online communities are a member interaction tool designed to facilitate discussion and information sharing among our members. AORN Communities provide links to helpful resources, policy discussions and solutions and ideas from peers.

Instead of a replacement for face-to-face interaction, access to people in AORN through online communities of shared interest is an enhancement – it is one more way to communicate, to ask questions, to share expertise. They are more than just discussion boards – we've integrated many tools into this site to help community members connect with each other.

With the Specialty Assembly communities of practice, you can:

- Network with peers
- Share best practices that you've learned on the job
- Search for other members in similar situations
- Access members-only resources and references
- Problem-solve
- Find links to useful sites
- You can even become a facilitator
- And much, much more!

If you have questions regarding access or navigation of the online communities, contact Ingrid Bendzsa, Program Manager of Online Member Resources at 800-755-2676, ext 328 or e-mail at ibendzsa@aorn.org.

AORN Specialty Assembly Guidelines

Preface:

The AORN Board of Directors establishes each Specialty Assembly. Specialty Assemblies are special interest groups formed within AORN and provide opportunities for networking, education, and resources relating to practice issues for members with a focus on a particular practice area. They are designed to follow the mission, vision, and strategic objectives of AORN. The Specialty Assembly Guidelines detail the structure of the Assembly and contain pertinent information that relates to the organization as a complete entity.

Name:

Each AORN Specialty Assembly will be named according to its focus or purpose. The official name of this AORN Specialty Assembly is the _____ **SPECIALTY ASSEMBLY.**

Process to Form Specialty Assembly:

1. Anyone with interest in forming a new Specialty Assembly submits request to Member Services at AORN headquarters.
2. Member Services staff initiates the process to form SA.
3. Initiator of the new SA compiles discussion information and flow of communications that relates to new specialty area and contacts Member Services as needed for support.
4. There must be a minimum of 200 interested members to form a new Specialty Assembly.
5. Initiator works with Headquarters staff to identify four other AORN members to act as a planning committee for the new assembly.
6. Specialty Assembly planning committee decides on name of the assembly and purpose or mission statements that relate the primary focus for the new group.
7. Specialty Assembly planning committee prepares recommendation for the AORN Board of Directors for official formation by answering the following statements:
 - Describe rationale for forming this assembly and how it will contribute to the work of AORN.
 - Identify examples of what the first year goals would be.

Purpose:

AORN has established Specialty Assemblies to support the mission of AORN by providing information, education resources, and networking opportunities to specialty interests, and providing a conduit for specialty information to the Association as a whole.

The specific purposes of AORN Specialty Assemblies are:

1. To unite members who share a practice specialty, nursing role, or other common interest, so they have opportunities to collaborate to further develop their perioperative specialty, role, or other interest.
2. To serve as a forum for communication among its members.
3. To serve as the premier member resource for information to guide clinical practice standards and any other aspects of nursing practice related to their specialty, role, or interest.

Membership:

Specialty Assembly members are AORN members. Membership in one Specialty Assembly, selected by the AORN member, is included in AORN annual dues. Members may also join additional Specialty Assemblies if they choose. Membership in a Specialty Assembly is voluntary, and should be selected by the member when joining, or renewing their AORN membership, or at any other time the member notifies AORN Headquarters.

Dues:

Annual dues for membership to one Specialty Assembly are included in the annual AORN dues. Dues for additional Specialty Assembly memberships will be assessed.

Overview of the Coordinating Council Positions and Roles

Governance:

The Governing Body of each Specialty Assembly is the Coordinating Council, composed of five (5) members.

The AORN BOD Liaison will act as advisor to the Coordinating Council.

The Coordinating Council of each Specialty Assembly is elected by the membership and serves for a term of two (2) years.

Coordinating Council:

1. There are 5 standing Coordinating Council Positions; Chair, Past Chair, Communication Chair, Education Chair, and Professional/Practice Issues Chair
2. The Past Chair serves as the Election Coordinator/Teller
3. Coordinating Council members serve for a full term of two (2) years.
4. Coordinating Council members filling a partial term are eligible for re-election for a consecutive full term.
5. Elected Coordinating Council member's position/role will be determined by the Coordinating Council.
6. Members may run for re-election for a second consecutive term.

Responsibilities of the Coordinating Council shall include, but not be limited to:

1. Represent the Specialty Assembly members, establishing communication with the membership, acting as a resource/liaison person.
2. Coordinates and sets priorities for activities to be accomplished in a 12 month period, in line with charges from AORN.
3. Foster the growth and development of the Specialty Assembly by identifying the needs of the membership.
4. Serve as a resource to AORN for the practice specialty, role, or interest.

Chair:

Serves for a term of one (1) year and is directly responsible to the AORN Board of Directors.

Responsibilities shall include, but are not limited to:

1. Provide quarterly operations reports to Headquarters Staff.
2. Preside at all Specialty Assembly Coordinating Council Meetings and Updates.
3. Serve as the official representative of the Specialty Assembly.
4. Maintain direct communication with the designated AORN Board Liaison.
5. Serve as a resource/liaison to all Task Forces.
6. Mentor Chair-Elect.
7. Share information regarding Specialty Assembly activities, relevant to the function of AORN, with the Board of Directors.
8. Appoints replacement Coordinating Council Chair vacancies after consultation with the Chair-Elect and Past Chair.
9. Serve as Past Chair for one year following term as Chair.

Chair-Elect:

Serves for a term of one (1) year prior to assuming the office of Chair. The Chair elect will be elected by the Coordinating council, from the sitting Coordinating Council.

Responsibilities shall include, but are not limited to:

1. Assist Chair with duties as directed in preparation for assuming the duties and responsibilities of the office of Chair the following year.

Education Chair:

The Education Chair will coordinate efforts to assess, study, discuss and exchange information pertinent to educational issues and activities.

Responsibilities shall include, but are not limited to:

1. Assist the Center for Perioperative Education with assessing, planning and implementing educational activities based on the needs of the Assembly.
 - Solicit session proposals
 - Collaborate with Headquarters for session moderators
 - Facilitate logistics for Networking Sessions
2. Act as a liaison to the members of the Specialty Assembly regarding their educational needs.

Communications Chair:

The Communication Chair will gather and disseminate information to the SA membership.

Responsibilities shall include, but are not limited to:

1. Gather and report information pertinent to practice/issues.
2. Acts as Web Facilitator for Specialty Assembly.
3. Collaborate with other members of the SA coordinating council (e.g., secretary, and newsletter editor) about content to be posted to the web page.
4. Post reports on Coordinating Council meetings and activities to newsletter and web pages.
5. Review/Update S.A. webpage appropriately.
6. Publish Web site updates and Internet information in the Assembly Newsletter.
7. Monitor and utilize the e-chapter website as a learning resource.
8. Records and transcribes minutes at all official Coordinating Council meetings and distributes them to appropriate members within 2 weeks of meeting.

Professional/Practice Issues Chair:

The Professional Issues Chair will explore practice issues and concerns, which are identified by the membership. They will study, research, and exchange information.

Responsibilities shall include, but are not limited to:

1. Responds to practice issues identified by the S.A. membership.
2. Study, research, and exchange information regarding issues pertinent to their field.
3. Work collaboratively with AORN National Legislative Committee and AORN Headquarters on legislative activities at state and federal levels.
4. Serve as legislative resource for the membership.

Past Chair:

Serves for a term of one (1) year after leaving the office of Chair.

Responsibilities shall include, but are not limited to:

1. Offers their leadership knowledge and expertise, and acts as a mentor to chair and new members on the council.
2. Function in capacities necessary to assist the SA as identified by the SA Chair.
3. Serves as Election Coordinator/Teller.
4. Plans mentoring strategies.

Adhoc Committees (Task Forces):

1. Adhoc committees may be created at the discretion of the Coordinating Council chair and Coordinating Council after identifying a specific purpose and to facilitate completion of an identified need.
2. Each Task Force will have a Chair appointed by the Coordinating Council Chair.
3. The Adhoc Committee members will be appointed by the Responsible Committee Chair in consultation with the Coordinating Council Chair.
4. The Coordinating Council members will be notified of these appointments.
5. Upon completion of its charge, the Adhoc committee will be disbanded.

Elections:

1. Coordinating Council Members will be elected annually by the Specialty Assembly membership.
2. Election will be by majority vote, by the appointed deadline.
3. Terms of office will be for a period of two (2) years, depending on the Coordinating Council role accepted.
4. Assembly Chairs and Coordinating Council members will take office at the end of the annual AORN Congress, and will hold office until the end of the next annual AORN Congress.
5. There will be a one (1) or two (2) member, turnover of Coordinating Council Chairs annually.

Candidate Eligibility Criteria includes:**Chair Elect:**

1. Current member in good standing of the Specialty Assembly.
2. Has served as an active member of the S.A. Coordinating Council, or a previous SA Governing Council, for a period of one (1) year.

Coordinating Council Member/Chair:

1. Current member in good standing of the Specialty Assembly.
2. Must have internet/e-mail access

Meetings:

The Coordinating Council may meet in person one (1) time per year, which will be funded by AORN.

1. Attendance by Coordinating Council members is expected at these meetings.
2. The Specialty Assembly Coordinating Council will conduct at least one (1) update each year, in conjunction with education events mentioned above, and will post the times for the Specialty Assembly members in the newsletter and/or web page.
3. The Coordinating Council shall determine the need for additional Council meetings and conference calls based on necessity to complete Assembly charges (budget permitting).
4. The quorum for a Coordinating Council Meeting shall be three (3) members of the Council. The Chair, Chair-elect, or Past Chair must be present for a quorum.

Termination of Office:

Upon termination of office and/or Coordinating Council membership, all property of the office and/or Coordinating Council shall be turned over to the successor within thirty (30) days of leaving office.

Travel/Expense:

1. Travel expenses for the SA exist in accordance with current AORN Board policy.

Budget and Finance:

Budgets for Specialty Assembly expenditures shall be determined and approved by the Board of Directors.

Dissolution:

1. SA Coordinating Council Chair (or representative of Council), AORN Headquarters staff or AORN Board of Directors contacts Member Services with request to discontinue the Specialty Assembly due to lack of activity and/or lack of members.
2. Member Services provides documentation of inactivity and request to disband Specialty Assembly to the AORN Board of Directors.

Sample Specialty Assembly Calendar *

(each SA chair should establish own calendar and distribute each year to stay on track)

January

- ✓ Discuss content ideas for online communities
- ✓ Distribute Annual report and/or goals for discussion
- ✓ Schedule Conference Call before Congress if needed
- ✓ Be sure web page is updated with Congress information
- ✓ Be sure SA leaders know when to arrive at Congress and meeting schedule

February

- ✓ Discuss content ideas for online communities
- ✓ Ballot process should be done by this time and new people invited to the Congress orientation meeting
- ✓ Committee reports due to chair so agenda planning for Congress can be done

March

- ✓ Discuss content ideas for online communities
- ✓ Congress meetings, facilitate communications
- ✓ Follow up with all candidates who did not win elections and assign to committee role

April

- ✓ Discuss content ideas for online communities
- ✓ Congress meetings reports due
- ✓ Follow up with all willingness to serve forms from Congress (by June)
- ✓ Review AORN Presidential charges and determine next steps

May and June

- ✓ Discuss content ideas for online communities
- ✓ Committee chairs should establish communications with their groups and start on goals (May)
- ✓ Committee chairs should report back to coordinating council about progress/activities (June)

July

- ✓ Discuss content ideas for online communities
- ✓ Committee chairs should submit budget implications to Chair
- ✓ AORN Leadership Conference meeting for SA chairs
- ✓ Communicate SA meeting times for fall conferences and coordinate travel
- ✓ Participate in planning and networking sessions for 2006 fall conferences

August

- ✓ Discuss content ideas for online communities
- ✓ Committee chairs should submit budget implications to Chair

September

- ✓ Discuss content ideas for online communities
- ✓ Committee chairs should submit reports according to deadline
- ✓ SA chairs plan meeting agenda and have conference call or e-mail reports before fall conference
- ✓ Follow up with all willingness to serve forms from Congress (by mid October)

October

- ✓ Discuss content ideas for online communities
- ✓ Committee chairs should submit reports according to deadline
- ✓ SA chairs plan meeting agenda and have conference call or e-mail reports before fall conference
- ✓ Follow up with all willingness to serve forms from Congress (by mid November)

November

- ✓ Discuss content ideas for online communities
- ✓ Election Coordinators need to have final Ballot approved by coordinating council and submit election statements to HQ (September Conference SA's)

December

- ✓ Discuss content ideas for online communities
- ✓ Election Coordinators need to get final Ballot approved by coordinating council and submit election statements to HQ (October Conference SA's)
- ✓ Annual reports, recommendations and Next year's Goals due.

- * **NOTE:** An opportunity to promote business information in AORN Connections is available.

**Center for Nursing Practice
SA Council Roster
2007-2008 (this in being revised and will be sent under separate cover)**

Specialty Assemblies	RAMONA CONNER	CAROL PETERSON	JOAN BLANCHARD	BYRON BURLINGAME	SHARON GIARRIZZO- WILSON	BONNIE DENHOLM
Advanced Practice Nursing					X	
Ambulatory Surgery						X
Cardiothoracic				X		
Central Supply/Sterile Processing/Materials Management	X					
Endovascular					X	
General Surgery/Gynecology	X					
Integrated Health Practices						X
Leadership		X				
Military/Government			X			
Minimally Invasive Surgery & Lasers					X	
Multi-Cultural Nursing						X
Neurosurgery				X		
Nurse Educator/Clinical Nurse Specialist					X	
Nurses in Business, Industry & Consulting		X				
Ophthalmology	X					
Orthopedic				X		
Pediatric						X
Perioperative Nursing Informatics		X				
Plastic and Reconstructive Surgery			X			
Retired Nurses			X			
RN First Assistant				X		
Rural/Small Hospital						X
Trauma			X			

Online Community Guidelines

Below are the SA Web Portal Guidelines that should be used to ensure all SA Web Portals are consistent and meet the writing standards established by AORN's Headquarters.

1. Copyright Permission –

- Documents created by outside authors cannot be loaded to the Web Portal without copyright permission. To protect AORN and its members of violating copyright laws, we have created a copyright permission template that allows our web facilitators to send a letter to the individual/organization requesting to permission to use their document. Unless the permission document is signed by the creator of the document, AORN will not be able to post the document to the Web Portal.
- If it is unclear to the Web Facilitator if copyright permission is required, please contact Ingrid Bendzsa at AORN headquarters for clarification.

2. Approval of SA Member Requests (Resources, Links, Polls, FAQs and Events) –

- As the web facilitator, members of your SA will submit resource materials (Resources), links of various website (Links), frequently asked questions and answers (FAQs) and scheduled events (Events) to be loaded into the web portal. Until the web facilitator accepts the request, the items will continue to show as *"pending."*
- Before Member Requests are *"accepted,"* by the web facilitator, please make sure you've done the following:
 - Determine if any FAQs or Resources require copyright permission. If so, follow the procedures above.
 - Check the link site beforehand and make sure it functions.
 - Check the link site beforehand and make sure the content is appropriate for our members.
 - Review the FAQ, Polls and Events and determine if it's appropriate (clinically and professionally) content for our members.
 - Review the FAQ, Polls and Events for grammatical errors.

3. Denial of SA Member Requests (Resources, Links, Polls, FAQs and Events) -

- As the web facilitator, members of your SA will submit resource materials (Resources), links of various website (Links), frequently asked questions and answers (FAQs) and scheduled events (Events) to be loaded to the web portal. If web facilitator believes the request should not be accepted and not loaded to the web portal, the web facilitator must e-mail the requestor. The e-mail will be sent using the "Communities of Practice" e-mail listing. The standard e-mail message can say the following:
 - *"Thank you for submitting the request for a _____(resource, link, poll, FAQ or event);" unfortunately, your request have been denied due to the following reasons:*
 - *Request is already available on the web portal*
 - *Request is no longer valid due to _____*
 - *Request is not appropriate for our members*
 - *Request is _____*

If you have any questions, please feel free to contact me for further discussion."

- As the web facilitator if you are unsure if the requested material is or is not appropriate, please contact Debbie Robichaud at headquarters for further clarification.

4. Review of Member Activities (Chat Rooms and Discussions)

- To ensure member activities in the Chat Rooms and Discussion Board are appropriate, please review these areas at least once a week.
- If during review content is inappropriate (not professional or clinical content is inaccurate), please contact Debbie Robichaud at headquarters, so the material will either be removed or the person communicating the inappropriate material will be asked to discontinue this practice.
- As the web facilitator is you are unsure, please contact Debbie Robichaud at headquarters for further clarification.

Copyright Guidelines

Keep these guidelines in mind when considering posting copyrighted material on AORN's web site, including the specialty assembly web portals. In particular, always obtain permission before using materials created by other people, even if you do not see a copyright notice on those materials. If you copy, display or distribute copyrighted materials without permission, you may be violating United States copyright laws, and you may be liable for significant damages.

These guidelines answer some of the most common questions about copyrights. They are not intended to be comprehensive, nor are they intended neither as legal advice nor as a substitute for legal advice. If you have any questions about the use of copyrighted materials, please consult with AORN Member Services staff at x275.

WHAT WORKS MAY BE COPYRIGHTED?

Most people associate copyright protection with books, articles, poems and other written materials, but the copyright laws also protect all other "original works of authorship," including music, lyrics, sound recordings, photographs, sculpture, artwork, graphics, cartoons, charts, movies, and videos.

A common misconception is that materials posted on the Internet are "public property" and may be downloaded, printed and reused by anyone who chooses to do so. This is not true. Web sites, Web pages and Web content are covered by copyright laws. Unless the notices posted on the Web site clearly provide otherwise, you must obtain permission from the copyright holder before using any materials obtained from the Internet in your presentation or handouts.

WHAT IS A COPYRIGHT?

The term "copyright" actually refers to five rights that, by law, belong exclusively, to the copyright owner. The copyright owner has the exclusive right to:

- **copy** the work
- **adapt or modify** the work (for example, to prepare a translation or an abridged version)
- **distribute** the work to others
- **perform** the work publicly (for example, to read a poem or perform a piece of music for an audience)
- **display** the work publicly (for example, as part of a PowerPoint® presentation).

IF THERE IS NO COPYRIGHT NOTICE, CAN I ASSUME THE MATERIALS ARE NOT COPYRIGHTED?

No. You should assume that any materials you did not create are copyrighted, even if you do not see a copyright notice.

A common misconception is that materials are copyrighted only if the author includes a copyright notice. In fact, the copyright notice has nothing to do with creating the copyright. Copyrights are created by law -- automatically. As soon as an original work is fixed in a "tangible form," it is copyrighted. In other words, as soon as a work is written down, keyed in, drawn, painted, recorded, videotaped, or captured by some other means, it is protected by copyright law. If you doodle on a piece of paper, you will own the copyright in your doodles before you put down your pen.

Copyright notices do serve many functions. Among other things, they identify the copyright owner so that no one has any excuse for using the copyrighted materials without permission.

HOW TO SEEK PERMISSION

The first step is to find out who owns the copyright in the materials you want to use. Sometimes more than one person owns rights in the materials. For example, if the item is a song, one person may have written the music and another person may have written the words.

Fortunately, most of the materials you will want to use will be taken from books, magazines, newspapers and Web sites. Books, magazines and newspapers will usually have copyright notices, and the notice itself will probably tell you whom to contact. If there is no notice, you should contact the publisher, or if there is no publisher, the author or illustrator identified on the work. If you want to use materials that are posted on the Internet, you should look for a publisher's or owner's name in a copyright statement on the corresponding Web page, and if none exists, read the on-line legal notices to find out who owns the content published on the Web site and how to contact them. Often, there is a specific section within the "terms of use" or behind the copyright notice on the home page that will tell you whom to contact. If you can't find the information you need, contact the owner of the Web site. Most Web sites have a "contact us" e-mail link that you can use for this purpose.

If you intend to use the copyrighted materials in connection with the AORN specialty assembly web portals, you must obtain permission (also known as a "license") sufficient to allow AORN to use the copyrighted materials for this purpose. Please review your agreement carefully and use the form letter attached to these guidelines when you request the license.

Finally, you need to be aware that special rules apply to photographs. In addition to getting permission from the photographer or the current owner of the copyright, you must get permission from any models who appear in the photograph (unless the photographer has already done so, and has the right to pass their permission on to you) and from any private individuals who appear in the photograph, even if they are members of your staff. If you cannot find the individuals in the photograph, you should consult with counsel or alter the photograph (but only with the copyright owner's permission) so that the individuals cannot be identified.

EXCEPTION TO EXCLUSIVE RIGHTS: FAIR USE

In certain limited situations, you may not need to seek an author's or owner's permission to use a copyrighted work because the "fair use" exception applies.

"Fair use" is a concept created under the Copyright Act. It provides an exception to the exclusive rights granted to copyright owners. Fair use allows the copying of a work, if the purpose of the copying is for criticism, comment, news reporting, teaching, scholarship, or research.

The factors to be considered in each instance to determine whether a use is "fair" are:

- Purpose and character of use (i.e., whether the use is of a commercial nature or is for nonprofit, educational purposes);
- Nature of the copyrighted work;
- Amount and substantiality of the portion used in relation to the copyrighted work as a whole; and
- Effect of the use upon potential market for or value of copyrighted work.

Unfortunately, the "fair use" exception is limited and difficult to apply. Any two lawyers may disagree about whether it applies in a given situation. Therefore, to err on the safe side, AORN REQUIRES THAT YOU OBTAIN EXPRESS PERMISSION BEFORE USING ANY THIRD PARTY MATERIALS IN PRESENTATIONS OR MATERIALS PREPARED FOR USE BY AORN AND/OR AT AORN FUNCTIONS.

ALWAYS GIVE ATTRIBUTION

Whenever you use copyrighted materials, you must clearly identify the author and the copyright holder. You should also reproduce the copyright notice, if there is one. If the materials are used with permission, you should add the words "Used with permission."

PENALTIES FOR COPYRIGHT INFRINGEMENT

The penalties for copyright infringement are steep. You may be held liable if you violate the copyrights of others, even if you did not intend to violate copyright laws. If the copyright has been registered with the Copyright Office (and the copyrights in books, magazines and newspapers are usually registered), a copyright owner may seek statutory damages as high as \$30,000 for each work that has been used improperly – \$150,000 if the infringement was “willful” – and attorneys’ fees and other costs.

SA Online Communities Facilitator's Guide



Navigating the Online Communities