

SAN ANTONIO INDIAN NURSES ASSOCIATION (SAINA)

BYLAWS

2019

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SAN ANTONIO INDIAN NURSES ASSOCIATION (SAINA)

BYLAWS

Article I

PREAMBLE

NAME: The name of the organization shall be the SAINA (San Antonio Indian Nurses Association), herein after referred to also as the *Association*. The official abbreviation of the association name shall be SAINA.

WHEREAS, SAINA is a 501 c (3) not-for-profit organization under the rules and regulations of non-profit organizations in the country of United States of America.

WHEREAS, the purpose of this organization is to serve as a professional body and resource for all registered professional nurses and nursing students of Indian origin and heritage in the United States of America.

WHEREAS, SAINA serves its constituents regardless of their actual or perceived social and financial status, age, color, race, religion, gender, sexual orientation and practices.

THEREFORE, it is recognized that the officers and members of the organization as a whole have the responsibility to conduct its business cooperatively upholding the professional and ethical nursing standards towards achieving the established mission and goals of this organization.

Article II

MISSION, VISION & VALUES

MISSION

SAINA is the organization for all Registered professional nurses and nursing students of Indian origin/heritage that creates a community of excellence in nursing practice and healthcare through professional development, networking and collaboration.

VISION

To promote professional excellence in nursing practice and healthcare through empowerment and renewal of professional and cultural identity of its constituents to optimize their contribution to the health and wellbeing of individuals, families, and communities.

VALUES

As an organization of registered professional nurses and nursing students of Indian origin/heritage, SAINA members are committed to:

Caring, compassion, ethical values, and exceptional healthcare practice.

1. Client-centered advocacy and helping relationships.
2. Accountability and responsibility for evidence-based practice.
3. Continuous personal and professional development of self and others
4. Collaboration and professional innovation.

Article III

GOALS

The Goals of the Association include, but not limited to:

1. Organize all Indian nurses together for the development of each member thus form a group that is stronger and visible and at the cutting edge of practice, education, and research.
2. Promote and advocate for the provision of the best possible healthcare to all, especially the vulnerable population.
3. Equip its members with cultural competency, sensitivity and educational experience to be effective in a multicultural society.
4. Provide health screening and promote health awareness to community groups through seminars, workshops and health fairs.
5. Promote the nursing profession through career counseling related to professional choices in schools and among the public at large.
6. Support nursing education by providing scholarships.
7. Provide members opportunities for research development
8. Provide leadership training and mentoring for its members.
9. Advocate for the utilization and placement of ethnic minority nurses of Indian origin by healthcare facilities, educational institutions and other agencies employing nurses.

Article IV MEMBERSHIP

Section 1

MEMBERSHIP CLASSIFICATIONS:

A. Full Membership

Any registered nurse and nursing student of Indian origin and heritage.

B. Associate members

Associate membership shall be extended to students of Indian origin or heritage through local chapters or as associate virtual members.

They shall enjoy all the privileges except voting rights and holding offices

C. Affiliate Members

Affiliate membership shall be extended to individuals under members at large as appropriate, irrespective of their ethnicity and heritage, provided that they:

- a. Share and contribute to the mission, vision, goals and values of SAINA.
- b. May be Registered Professional Nurses, Nursing Students, Licensed Practical Nurses (LPN), or Licensed Vocational Nurses (LVN).
- c. Do not hold offices, participate in decision making process and do not voting privileges.
- d. May enjoy the benefits and privileges of SAINA.

D. Honorary Memberships:

The eligibility for the honorary membership is determined by the Governing Board. It may be awarded to businesses or individuals who:

- a. Support and contribute to the mission, vision, values and goals of SAINA
- b. Do not hold the right to participate in the decision making.
- c. Do not participate in the election process.
- d. Do not hold the right to be officers.
- e. May enjoy the benefits and membership privileges of SAINA.

Section 2

A. Memberships Duration, Dues for various Types and the Currency:

- a. SAINA membership period shall be same as the fiscal year, from January 1st to December 31st of the following year.
- b. Membership dues shall be as determined by the association.

Article V

ORGANIZATIONAL STRUCTURE

Section 1

Executive Board:

SAINA Executive Board (EB) consists of the President, Executive Vice President, Vice President, Secretary, and Treasurer, total of five members.

Responsibilities of the Executive Board:

SAINA executive board has the authority, accountability and responsibility for the governance of the association and to oversee its day to day operation that include but not limited to:

- Strategic planning to meet the short and long-term goals for the Association
- Organizing and setting objectives and programs congruent with strategic plan
- Developing new committees and ad hoc committees that serve the mission, vision and goals of the organization
- Communicating with boards, committees and membership to provide relevant information and support in a timely fashion
- Recognizing and upholding all fiduciary responsibilities vested in the board
- Providing oversight and direction to chapter boards and committees
- Leading and managing the organization in accordance with the bylaws
- Promoting and collaborating with other professional organizations similar to SAINA for the greater good of all professional nurses
- Promoting policy making and advocacy at local, regional and national level for and on behalf of Indian nurses

Section 2

Advisory Board:

Advisory Board consists of the five (5) immediate past presidents. Until five (5) past presidents are available, the secretary and treasurer of the immediate past executive board automatically become the Advisory Board members. The secretary becomes the fifth member until the fifth past president becomes available. The immediate past Association president shall be the chairperson of the Advisory Board.

Responsibilities of the Advisory Board:

Advisory Board ensures that the activities of the association and membership are in accordance with the established mission, vision, values and goals of the Association, and as specified in the Bylaws. They include, but not limited to:

- Counseling and recommending resolutions as necessary for identified conflicts affecting the affairs of the association.
- Promoting the integrity of the boards and committees
- Providing mentoring and support to boards and committees

Section 3

Governing Board

The Governing Board (GB) of SAINA consists of the Executive Board, the Advisory Board, the Chairpersons of the committees.

A non-nurse professional, preferably a Chartered Accountant or an Attorney may be included or invited as guest in an advisory/consultant capacity only, to inform/assist/ advise the Governing Board. This individual shall not participate in any decision-making process, nor shall have the right to vote.

Section 4

Board of Directors

Members of the SAINA Executive Board and the Advisory Board are collectively known as the Board of Directors (BOD). The President shall be the chair of this Board. The Board of Directors meets at least annually. Additional meetings maybe called as needed by the President to address major issues and concerns affecting the operation/standing of the Association and to recommend solutions.

Section 5

Committees, Purpose, and Guidelines:

SAINA national committees exist to accomplish the goals and objectives of the Association. Committees may be established as needed. Each committee consists of a chairperson, Co-Chair and a minimum of three (3) members.

Committee activities that require financial sanctions by the Governing Board shall be determined, presented, and approved in advance. All new initiatives must be communicated and sanctioned by the Governing Board.

The chairperson has the authority to select sub-committee and members of their individual committee, preferably from SAINA membership.

An annual written report of the committee shall be presented to the Governing Board within the stipulated timeframe.

Committees shall be as follows:

1. Professional Development/ Education
2. Membership
3. Public Relations
4. Cultural/ Social programs
5. Finance/ Fund Raising/ Charity Initiatives
6. Bylaws/ Governing Rules & Regulations
7. Editorial/ Newsletter
8. Research and Awards & Scholarships
9. Election

Article VI
OFFICERS AND BOARD MEMBERS

Section 1

Elected Officers:

The elected officers of this Association shall be the President, Executive Vice President, Vice President, Secretary and Treasurer.

Section 2

Qualifications of Officers:

Elected officers of SAINA shall be the members of the Chapter associations, in good standing, and preferably have the experience of at least one to two years in a leadership role in the current or past members of the SAINA governing board.

Section 3

Duties of Officers:

Duties of all SAINA officers, including that of the Board members and Committee Chairs, shall be as documented in the *Bylaws* and *Appendix I, Roles and Responsibilities of the Governing Board*.

Officers shall conduct the business of the association cooperatively and responsibly to achieve the mission, vision, and goals, upholding the bylaws of the Association and professional and ethical standards of Nursing.

Section 4

Term of Officers:

The term of any elected/appointed Governing Board member shall be for two years. Officers may be elected /appointed to serve for two (2) terms consecutively or separately, for a total of four years to serve in any given role.

The term for the Association shall be two calendar years, from January 1st to December 31st of the following year.

Section 5

Vacancies

If a vacancy occurs in the position of the President, the Executive Vice-President will be appointed by the Governing Board to the position. Other vacancies in the Executive Board, Advisory Board or SAINA Committee chair positions shall be recommended by the Board of Directors. The Board of Directors will determine best suited candidate to serve the remainder term of the vacant position and present the recommendation for voting to the Governing Board. The vacancy is then filled with the majority's votes to complete the term within sixty (60) days.

Section 6:

Absenteeism, Other Disciplinary Issues and Termination Process

A. Absenteeism

Members of the Executive Board, Board of Directors and the Governing board are expected to attend all the regularly scheduled meetings and the special meetings called by the President.

Failure to attend to this essential responsibility will result in unexcused absence. In the event of unexcused absence:

- i. The Secretary will inform BOD when a member has two (2) unexcused absences, within a week of second absence, and the Executive V.P or the V.P. shall reach out to the absent member within the following two weeks and address the matter.
- ii. Three (3) or more of unexcused absences per calendar year will result in termination following GB decision.
- iii. The terminated member will be notified via email by the secretary after the decision is made by the BOD and GB within five (5) business days. The BOD will be copied on this email. The termination will be announced in the next GB meeting by the secretary.
- iv. Secretary will adjust the GB roster accordingly.

B. Other Disciplinary Issues and Termination Process:

All SAINA members may be subject to termination from membership if found engaging in criminal activities determined by State or Federal laws.

- i. A board member may be suspended or terminated from the board, after a hearing for activities opposing the purposes and interest of SAINA, based on SAINA bylaws, provided an allegation is brought to the notice of the governing board
- ii. GB meeting shall be called with a notice of minimum 3 business days.
- iii. All parties will be given the opportunity to present information regarding the allegation in the GB.
- iv. Upon confirmation of allegation and based on conclusive evidence to support the allegation, GB may suspend or terminate the member with the unprofessional conduct, with a majority vote of members present.
- v. Additional meetings may be called as needed.
- vi. Board roster will be updated by the secretary to reflect the decision.

Article VII

Election and Selection of Officers

Election Process:

The Governing Board shall elect the Officers of the Association every two years by majority votes, utilizing the SAINA Framework for Governance Leadership (Appendix III). The Election Committee revises the election process as necessary and prepares the nomination form a minimum of sixty (60) days in advance for the Governing Board to review and approve.

1. The Election Committee takes charge of and initiates the election process.
2. The Election Committee informs the Governing Board members about the proposed slate and election process sixty days (60) prior to the election.
3. The Election Committee notifies virtual members of the upcoming election
4. A non-member may be present in this committee.
5. The Chapter President will notify their membership about the election, explain the nomination process and forward the nomination form to all members. Nominations may come directly from membership
6. The officers of the Executive Board are elected through a democratic process, using election software.
7. In the events of contested elections resulting in ties, the projection of the software shall be honored as the final outcome
8. The Election Committee notifies the Governing Board of the election results.
9. The Chapter president inform local membership of the election/selection results.

Article VIII

Board Meetings

The Governing Board shall have a minimum of one face-to-face meeting per term.

It shall hold monthly or bi-monthly teleconference meetings as necessary to accomplish the ongoing activities of the Association.

Individual Boards and Committees may meet or hold teleconferences as frequently as necessary to accomplish the goals of the Association.

Special Board Meetings:

Special meetings of the Executive Board, the Board of Directors and the Governing Board may be called by the President as deemed necessary.

Article IX

Decision Making and Quorum

The Governing Board is empowered and authorized to make the operational decisions of the Association. More than 60% of the Governing Board membership constitutes the quorum. In the event of an unmet quorum, the decision of the majority present shall sustain.

Article X

Parliamentary Authority

SAINA shall follow the rules contained in the *Robert's Rules of Order*.

Article XI

Amendments to the Bylaws

The Bylaws Committee reviews and signs the bylaws at least every term and revises, and amends the bylaws as necessary and presents the amendments to the Governing Board for its approval.

Article XII

Dissolution

In the event of dissolution of SAINA, the membership shall be notified, and an approval shall be obtained from 2/3 or more of the total membership of the Governing Board members, thirty (30) days prior to the dissolution date. After paying off all of its debts and obligations, the association shall donate its remaining assets to organizations with exempt purposes such as charitable, educational and religious establishments, or in accordance with the law.

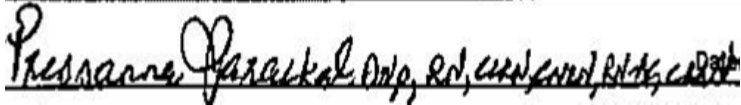
Original Bylaws Date: March 1, 2019

Amended on April 1, 2019

First Revision: August 1, 2019

Approved by Governing Board members

Date: 8-1-19

Handwritten signature of Pressanna Parackal, DNP, RN, CEN, CCRN, RRT, CRRP.

Signature of the president

Print Name: Dr. Pressanna Parackal DNP. RN

Bylaws - Appendix I

Roles and Responsibilities of the Governing Board Members

Section I

Executive Board:

The officers of SAINA consist of Executive Board shall be President, Executive Vice-President, Vice-President, Secretary, and Treasurer.

Note: The term, *Meeting*, is designated for face-to-face meetings and other various forms including but not limited to web and teleconferences.

A. President:

1. Provides leadership to the association in accordance with the bylaws.
2. Presides at all business meetings of the Executive Board, Board of Directors and the Governing Board.
3. Assures integrity of the Boards
4. Represents SAINA at other organizations or designates alternates.
5. Delegates duties and responsibilities to board members when unable to attend and feasible.
6. Terminates non-functioning committees and positions and noncompliant board members with the approval of the Governing Board and with proper notification.
7. Performs other duties relevant to the office.
8. Acts as the principal liaison between the association and other organizations.
9. Enforces adherence to the association bylaws
10. Directs the strategic plan for the association
11. Oversees the financial status of the association and issues checks/payments for authorized transactions in the absence of SAINA treasurer.

B. Executive Vice President:

1. Performs the duties of the President in the absence/vacancy or at the request of the President and Governing Board.
2. Performs other duties as may be delegated by the President or with the consensus of the Executive Board.
3. Collaborates fund raising events.
4. Assists boards and committees in developing and executing strategic plan for the association.

C. Vice President:

1. Performs tasks as assigned by the President and or requested by the Governing Board.

2. Identifies areas for progress in the association and makes recommendations to the responsible boards and chairs of the Committees.
3. Performs the duties of the secretary in her/his absence and or at the request of the President.

D. Secretary:

1. Takes charge of all record keeping for the elected term.
2. Prepares and distributes the current SAINA Board Directory to Governing Board members at the beginning of the term.
3. Prepares/updates templates for meetings/teleconferences, attendance roster, agenda and minutes.
4. Updates teleconference numbers and access codes for the term as necessary.
5. Sends out meeting / teleconference announcements to appropriate boards.
6. For pre-scheduled or routine meetings, sends agenda, minutes of previous meeting, attendance record and treasurer's report at least three (3) business days prior to the meeting.
7. Records attendance, minutes and other pertinent discussion points during meetings.
8. Preserves reports, records including bylaws, bylaw appendices and other standing rules of the Association in the permanent file.
9. Keeps on file all other pertinent information regarding projects, programs and activities.
10. Collaborates with the Membership Committee Chair to maintain accurate and updated SAINA membership records.
11. Conducts general correspondence of the association and maintains their records.
12. Disseminates information promptly to the Governing Board and members-at-large regarding projects, programs and activities of SAINA.

E. Treasurer:

1. The treasurer is responsible for the book-keeping of the financial matters of the Association.
2. Executes authorized banking transactions.
3. Maintains records of all financial transactions including receipts and disbursements.
4. Releases association checks for approved payments and secures President's signature when necessary.
5. Assists in the fund-raising activities.
6. Presents financial records for examination by designated auditors.
7. Works with the Budget and Finance Committee to secure funds.
8. Sends current financial reports to the secretary at least three (3) days prior to the scheduled Governing Board meetings.
9. Discusses financial reports further as necessary during the Governing Board meetings.

10. In collaboration with the Membership Committee Chair, sends out renewal notices to chapter presidents and virtual members in advance of the due dates and follows through until renewals are completed.
11. Coordinates with Membership Committee Chair to process new membership applications and ensures collection of fees.
12. Keeps on file an accurate record of the new and renewed membership.
13. Keeps a record of SAINA's current various memberships including honorary membership.

Section II

Advisory Board:

Advisory Board consists of the five (5) immediate past presidents. Until five (5) past presidents are available, the secretary and treasurer of the immediate past executive board automatically become Board members. The secretary becomes the fifth member if only one additional member is needed. The immediate past president will be the chairperson of this Board.

Primary responsibility of this board is to ensure that the activities and the code of conduct of the association and its members are in accordance with the established mission, vision and goals of SAINA and as specified in the bylaws.

The Advisory Board must meet at least once a year. The board may meet and recommend to the Governing Board, resolutions to conflicts affecting the operation of the association, such as major issues or significant deviations identified and verified in the activities and the conduct of any Board member.

The Advisory Board members can be called upon by the President to assist the Executive Board to function as mentors to other SAINA committees /Chairs, if necessary.

Board of Directors:

Members of the Executive Board and Advisory Board together will be known as the Board of Directors of SAINA

This board will meet at least annually and as needed when called upon by the President to address any major concerns or decisions that needs to be made with the collective input and majority consensus of the whole membership of the Board.

President will be the chair of this board.

Governing Board:

The Executive Board, the Advisory Board, the Committee Chairs, and the Chapter Presidents will constitute the Governing Board.

In addition, a non-nurse professional, preferably an attorney or a CPA from the at large community may serve the association as a guest in advisory capacity only. This individual will not have voting and decision-making rights.

Section III

Committees and Committee Chair Responsibilities

Committee chairs will be members of the Governing Board. Each committee will have a chairperson, co-chair and minimum of three (3) members selected from the membership. The committee chairperson has the authority to select subcommittees and members and set goals and agenda for the meetings of their individual committee. The chair also makes recommendation for strategic planning and budget with the President. The Chairpersons must give periodical reports to the governing Board and submit a biennial report to the executive board. All new committee initiatives must be communicated to and sanctioned by the governing board.

SAINA Committees

A. Bylaws Committee:

1. Initiates amendments to the bylaws for review by the Governing Board
2. Presents the proposed amendments to the governing board after review by the Executive Board at least thirty (30) days prior to voting.
3. Serves as a resource to the chapter bylaw committee chairs and presidents and assists to ensure that the chapter bylaws are aligned with SAINA bylaws so that members understand and achieve the goals and missions collectively.
4. Ensures that the bylaws are reviewed at least once every term and amended and revised as needed.
5. Submits annual reports to the President and Governing Board by 15th of December.
6. Ensures that the Bylaws are posted and are accessible to members on SAINA website.

B. Professional Development/ Education Committee:

1. Continuously assesses, identifies, plans, implements and evaluates educational programs to meet membership needs.
2. Acts as a resource for local chapters collaborates with chapter presidents, Education Committee Chairs, and other professional agencies for the development and implementation of educational programs.
3. Recommends educational content for all SAINA conferences.

4. Prepares and publishes conference brochures, handbooks and other relevant materials.
5. Identifies national healthcare trends that need to be presented in regional, national and international conferences.

C. Membership Committee:

1. Initiates programs for membership recruitment for the Association
2. Provides assistance and guidance to develop prospective chapters
3. Maintains a copy of the membership roster and fee collection
4. Forwards collected membership forms and fees to SAINA treasurer
5. Maintains membership categories, membership fee structure, membership status, and demographic data

D. Public Relations Committee:

1. Chooses committee members with language knowledge and proficiency that reflects and represents various languages/dialects of the SAINA membership
2. Explores and evaluates means of promoting the Association interests.
3. Gathers and submits newsworthy materials to various news media with the approval of Executive board.
4. Disseminates information to chapters and members-at-large regarding programs and activities the Association undertakes.
5. Assumes responsibility for Website maintenance, social media, newsletter and Public Relations
6. Updates SAINA website periodically as needed
7. Solicits and posts content, including news, articles and photos
8. Ensures posting of the Association bylaws, appendices and Conflict of Interest Policy on the website

E. Research and Awards & Scholarship Committee

1. Initiates, reviews and updates awards/recognition criteria.
2. Ensures publishing of the selection criteria on SAINA and chapter websites to select deserving awards/ scholarship recipients.
3. Selects the awards/recognition recipients with the approval of the executive board.
4. Initiates, reviews, updates and publishes research/grant criteria.

F. Finance/Fund Raising/Charity Committee

1. Assists the fundraising activities related to Research/Grant funds.
2. Publishes criteria locally and nationally to select suitable research/grant recipients.
3. Selects recipients based on merit determined by the Research and Grant Committee.
4. Applies for suitable research and other type of grant opportunities

5. Conducts / coordinates research and creates, submits reports as required by donors and grantees.
6. Contributes to publication in peer reviewed journals

G. Editorial and Journal Committee:

1. Makes recommendations towards strategic plan
2. Solicit and publish news and articles for the peer reviewed journals – electronic version every odd year and in addition to the electronic, a commemorative journal to be released at the conference.
3. Sends publication materials to website committee

I. Election Committee:

Election committee consists of three (3) members; the chairperson and two appointed members. The Committee Chairperson shall appoint the two additional members of the committee.

1. The Nomination and Election Committee Chairperson oversees the execution of the nomination and election process of SAINA.
2. The Nomination and Election Committee Chairperson is solely responsible for the safekeeping of the ballot box, ballots and voter registry.
3. The Nomination and Election committee members work together to preserve the integrity of the election process.
4. Reviews and amends election policies and procedures to follow current trends including in the instances of contested elections.
5. Informs Governing Board of the candidate eligibility, nomination and election policies and procedures and ensures that they are strictly followed.
6. Compiles a voter registry of all eligible voters of the given election.
7. Reviews nominations and notifies nominees if ineligibility to contest is obvious.
8. Compiles and counts both paper and online ballots.
9. Present the Governing Board the names of the winners of the elections and selections 30 days prior to the installation date of the officers.
10. Assists Chapter Presidents to inform winners of the election/selection.
11. Assists the Executive board with the installation of new officers

J. Election Committee:

1. Coordinates with members and other organization regarding any cultural program to uphold the Indian heritage
2. Plan and execute socio-cultural events of the association.
3. Reports during the GB meeting and submit report on activities annually.

Appendix II

SAINA Framework for Executive Leadership Positions

In response to feedback from members that the competencies for executive leadership positions were not clearly articulated in the *SAINA Executive Leadership Framework*, the SAINA Board of Directors initiated a deliberate process to prioritize and clarify the needed competencies.

The results of this work are detailed below in the *SAINA Framework for Executive Leadership Positions*. The Nominating Committee will use this framework as the basis of their evaluation of nominees for the executive positions; therefore, nominees should demonstrate evidence of these competencies in their application materials.

Highly qualified and committed executive leaders are essential to the continuing progress of the SAINA. In partnership with members, constituents, these leaders ensure that the organization's mission, values and strategies are achieved.

Executive leadership positions are:

1. President
2. Executive Vice President
3. Vice President
4. Secretary
5. Treasurer

Each competency is accompanied by an operational definition, including examples of skills that would be evident in an individual with the competency. This is not intended to be an all-inclusive list of skills, but it is hoped that by example it provides additional context to the definition.

The competencies serve to:

- Clearly communicate to stakeholders the competencies desired in candidates for SAINA executive leadership positions.
- Assist member nurses in assessing their readiness for SAINA executive leadership positions.
- Assist SAINA in identifying, recruiting and developing potential candidates for executive leadership positions in the Association.
- Guide the SAINA Election/ Nominating Committee in evaluating candidate qualifications and selecting future executive leaders.

Essential Competencies for executive Leadership

- Self-Leadership
- Global Thinking
- Visioning
- Consensus Building
- Delivering Effective Messages
- Knowing and Committing to SAINA

Self-Leadership

The ability to assess, manage and develop oneself in order to preserve and optimize relationships and add value to the outcomes of one's organization. Inherent in this competency is the ability to:

- Promote trust and confidence in one's own intentions and those of the organization.
- Invite, seek, value and use feedback, even if it is difficult to hear.
- Clearly articulate one's own point of view and be open to having it challenged by others.
- Validate one's own self-assessment with others and through various forms of communication, including spoken and unspoken cues and clues.
- Be self-reliant in directing one's own development based on feedback and lessons learned from mistakes and successes.
- Assess and recognize the value one personally brings to one's organization.
- Ensure that one's own emotions and passions do not hinder group relationships and outcomes.

Global Thinking

The ability to think beyond one's current role and practice and apply new perspectives that will improve and optimize one's role and practice. Inherent in this competency is the ability to:

- Analyze national professional issues, trends, events and standards, and integrate this knowledge to form new perspectives.
- Use these new perspectives to advance solutions and positive change.
- Measure the progress of change.

Visioning

The ability to create a clear view of the preferred future resulting from global analysis in order to lead other people and the organization to this preferred future. Inherent in this competency is the ability to:

- Integrate lessons from the past, the realities of the present and the likely future consequences of a decision.
- Foresee the outcome of a situation.

- Translate for others how they can get to the vision of the preferred future from their current situation.

Consensus Building

The ability to achieve practical consensus within groups to promote strong teamwork and garner commitment and participation of others to achieve solutions and effect positive change. Inherent in this competency is the ability to:

- Create a safe environment to keep people in dialogue.
- Articulate one's own point of view even if it is the minority view.
- Recognize and overcome personal bias.
- Suspend judgment to avoid premature closure of dialogue.
- Invite and incorporate the perspectives of others.
- Surface and address values conflicts.
- Achieve shared understanding that everything is not "black and white."
- Identify a common ground among stakeholders.
- Manage conflict effectively.
- Support the consensus decision of the group, even if it is not one's personal viewpoint.

Delivering Effective Messages

The ability to deliver effective messages in order to motivate others to thought and action. Inherent in this competency is the ability to:

- Translate complex issues into relevant and meaningful explanations.
- Clearly convey (verbally and in writing) the multiple dimensions of an issue to individuals and groups in a manner that engages them and helps them understand.
- Convey messages that are congruent with one's own actions.
- Align messages to one's organization, division or unit's mission, goals and priorities.

Knowing and Committing to SAINA

The ability to demonstrate knowledge and commitment to the mission, values and work of SAINA in order to optimize outcomes. Inherent in this competency is the ability to:

- Integrate SAINA mission and into one's current role and practice.
- Inform others about SAINA and advocate for its issues and value.