

HANDBOOK

Chapter Leader

Updated: July 2023

Local chapter participation and serving as a chapter leader has increased my professional credibility as I've experienced an elevated respect for my input from healthcare facilities aware of my leadership role. Although there are many qualified IPs out there, active chapter participation and leadership make the commitment to best practices more evident. The contacts and relationships developed through my chapter membership and volunteerism in various local committees and leadership roles are also immeasurable.

~ Lisa Pessolano, BSN, RN, CIC

APIC Northern New Jersey Chapter 021

Chapter Leader Handbook

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I. Welcome/Introduction

ABOUT THIS GUIDE.

The Chapter Leader Manual was created with you in mind. It provides foundational information about APIC's chapter network, its structure, and the critical role you as a chapter leader play in it. The manual also offers simple and easy to implement practices to help your leadership team including officers, board members and committee leaders, successfully manage a healthy chapter. A resource central to your role as a chapter leader, this manual will provide the basics needed to establish your chapter's success. In addition to the guide, APIC provides other tools and resources that can make conducting chapter business easy and efficient. These tools also contribute to your chapter's health and your success as a chapter leader. All chapter leader resources, including this guide, can be found in the online Chapter Resource Center on the APIC website. General descriptions and links to a few of the most key resources are included on page 34. You are encouraged to use these and all resources at your disposal to lead and operate your chapter well.

This is a dynamic document that will continue to be refined. The supplemental chapter tools and resources will be updated regularly, as well. Therefore, we welcome and encourage your feedback. Have questions or suggestions? Can't find what you're looking for here or on the online Chapter Resource Center? Let us know at <u>chapters@apic.org</u>.

We are committed to supporting the great work you're doing in your local chapters.

APIC.

With more than 15,000 members, APIC is the leading professional association for infection preventionists (IPs).

The association's members direct infection prevention programs that save lives and improve the bottom line for hospitals and other healthcare facilities around the globe.

Through their daily efforts, IPs address significant changes in the delivery of healthcare and aim to accelerate progress toward the elimination of healthcare-associated infections (HAIs).

Vision: A safer world through the prevention of infection Mission: To advance the science of infection prevention and control

CHAPTERS.

APIC has over 100 chapters in the U.S. and abroad that provide local resources to its members. APIC's chapters play a critical role in helping APIC fulfil its mission by:

- providing educational opportunities at the local level;
- recruiting and retaining members and providing ongoing member support;
- expediting communication and networking opportunities among members;
- promoting advocacy of local and regional infection control issues.

BENEFITS OF CHAPTERS.

As an APIC chapter, your local IP network is a component of the principal professional society in the field of infection prevention and epidemiology. Chapters are an integral part of APIC and receive support for local infection prevention efforts, including but not limited to:

- Chapter leadership resources and communications containing the latest information about APIC activities and services; activities of other chapters and similar organizations; and other information pertinent to our members
- Chapter bonding and liability insurance that protects chapters against fraud, financial loss, and third party claims
- Collection of local membership dues and assistance with other chapter financial activities
- 24/7 online access to the most up-to-date membership rosters
- Assistance with recruitment of APIC members who are not affiliated with the chapter

BENEFITS OF CHAPTER LEADERS.

APIC chapter leaders are critical to chapters' ability to advance APIC's mission and meet the needs of local members. Chapter leaders benefit from their volunteer efforts, as well as receive support for their commitment to APIC and its chapters, including:

- Access to ongoing personal, professional, and leadership development opportunities
- Increased networking across APIC's member and leadership networks
- Local and national leadership recognition opportunities
- IPUs toward CIC recertification

II. Basic chapter standards and requirements

CHARACTERISTICS OF A HEALTHY CHAPTER.

APIC chapters are an important component of the association and its benefit delivery system. As such, the health and success of chapters are critical to the health, success, and impact of the national association.

An extensive study performed across the association industry, including data from various associations and chapter structures, has indicated there are four critical elements of chapter operations that most affect and can make or break a chapter's success. They include:

- Administrative Infrastructure: A structure that establishes and implements appropriate policies and procedures using organizational management documents, processes, systems, etc. It also provides the chapter identity and ensures continuity via leadership changes and time.
- **Leadership**: A core group of volunteers with an identifiable leader and leaders in the pipeline. A leadership pipeline is just as important as having current leaders.
- **Member Services:** A core set of services that most closely or best meet members' needs. The number of services isn't as important as quality and the degree to which members' needs are met.
- **Member Engagement**: An actively engaged membership that attends and participates in meetings & events, communicates formally and informally with other members, volunteers on committees, as presenters, facilitators, or in other capacities.

Therefore, the health of APIC chapters is chiefly determined by their ability to:

- Build and maintain a supportive administrative infrastructure
- Develop and sustain strong, committed, and vibrant leadership
- Provide products, resources or **member services** that meet member needs
- Foster consistent **member involvement/engagement** through varied opportunities

APIC regularly assesses the productivity and overall health of the chapter network through an annual chapter survey and needs assessment. The survey tool helps gauge chapters' well-being in these 4 core areas and to identify and address any existing resource gaps.

The chapter survey is typically conducted in the Fall and is completed by the chapter board, or a leader or group of leaders designated by the board. Upon completing the survey, APIC staff conducts a data analysis and presents the findings to the chapter leaders, helping them to identify areas of focus, activities, and resources necessary to improve chapter success.

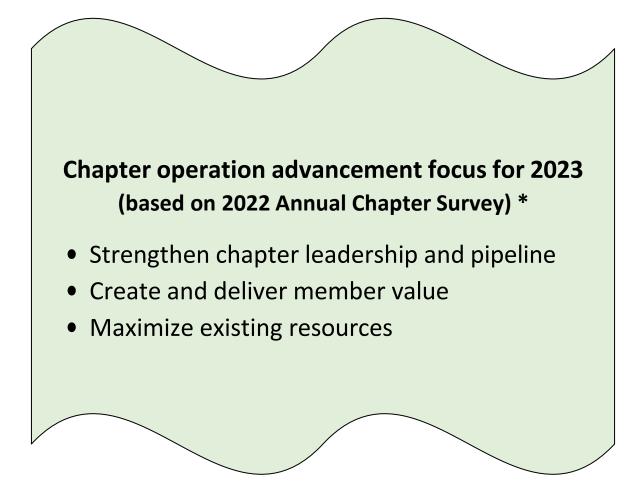
OPERATIONAL STANDARDS.

To obtain optimal chapter health, chapters should maintain consistent, sound, and effective practices that align with the core elements of healthy chapter operations. The Operational Standards Compliance Checklist (on page 7) supports this and aims to encourage and promote successful chapter operations through standards designed to maintain procedural ideals that support a chapter's execution of essential local efforts and activities.

Chapters should regularly monitor and track their compliance with the operational standards as defined in the checklist to ensure they are operating in each area at maximum capacity. Throughout the year, the chapter's Board of Directors, or BOD, can review the checklist, updating it to include checkmarks and/or dates and other notes signifying when standards are completed or met. Areas of non-compliance represent matters the chapter should focus on strengthening to increase its health and operational efficiency. Maintaining the checklist may also assist the chapter with completing the annual chapter survey.

OPERATIONAL STANDARDS COMPLIANCE CHECKLIST.

	General	
1.	The chapter promotes APIC's membership, member services, and national events in cooperation with the national office.	
2.	The chapter adheres to the graphic standards set forth by APIC concerning chapter name and logo usage, as well as imagery on chapter websites. The name and logo have not been altered in any way without the express permission of APIC. The chapter-specific name and logo have been used in their entirety and the chapter has not adopted its own logos or trademarks. The chapter has submitted a logo license agreement and fully abided by the guidelines set forth by APIC, including the chapter website requirements.	Last date submitted:
3.	The chapter submits its required annual chapter financial reports to APIC each year by January 31.	Last date submitted:
	Administrative Infrastructure	
5.	The chapter conducts its activities with legal and ethical standards in accordance with the current chapter and national bylaws and reviews its bylaws at least once a year. *Chapters are required to comply with all related policies adopted and enforced by APIC.	Last date reviewed:
6.	The chapter has a board reviewed and approved budget (operational plan) each year.	
7.	The chapter conducts a member needs assessment at least once every two years.	
8.	The chapter conducts at least one recruitment campaign or effort each year.	
	Leadership	
9.	Each year, the chapter board is filled according to the required offices as defined by APIC's chapter bylaws. A copy of the current chapter board of directors is submitted to APIC by October 31.	Last date submitted:
10.	The chapter board of directors has at least two meetings each year and has maintained meeting minutes and other records as required by law and the chapter bylaws.	Date(s):
11.	The incoming/new chapter officers attend the online Chapter Leader Orientation and Training session (or viewed the archive) prior to taking office.	
12.	The Chapter conducts a training/orientation program for incoming chapter board members prior to taking office.	Date:
	Member Services	
13.	The chapter sponsors at least 1 educational program each year. Education programs may include, but are not limited to, lunches, fairs, workshops, etc.	
14.	The chapter produces and distributes at least four printed or electronic communications to its members each year.	
15.	The chapter has a current website, including a current calendar of events, board roster, and an active link to the "Join" page of the national APIC website.	
	Member Engagement	
16.	The chapter has at least one annual meeting of the membership and maintains meeting minutes and other records as required by law and the chapter bylaws.	Date(s):



*click here to view and download 2022 Annual Chapter Survey Analysis presentation

CHAPTER LEADERSHIP STRUCTURE, LEADER ROLES & RESPONSIBILITIES.

Each local chapter has a volunteer leadership structure made up of officers, a board of directors, and committees. Each realm of leadership has a specific function and works together to advance the work of the chapter as effectively and efficiently as possible.

Chapter Officers

The four primary officers are elected by the chapter membership and include the:

- President;
- President-elect;
- Treasurer;
- and Secretary (which is optional or may be combined with the Treasurer role, if necessary).

Each of these offices has explicit duties and responsibilities to include chapter administration, finance, records and record-keeping. All are detailed in both the chapter bylaws and the position descriptions included in the Appendix of this manual. These officers also make up a portion of the chapter's Board of Directors.

Chapter Board of Directors

The board serves as the governing body, providing oversight and influence for the direction and goals of the chapter. It consists of the four primary officers, the Immediate past president, and one to six other directors, who are also elected by the membership. According to the bylaws, there should be at least one additional director, but no more than 6 to constitute a full board. The exact number of directors a chapter has within this required range, however, is determined by the chapter board.

As a collective, the chapter's board has five core overarching responsibilities pertaining to chapter efficacy. These core responsibilities are:

- Determining and facilitating the chapter's purpose
- Chapter management and governance
- Establishing strategy; planning, monitoring, and strengthening chapter programs
- Ensuring adequate chapter resources and managing them effectively
- Recruiting and orienting new leaders

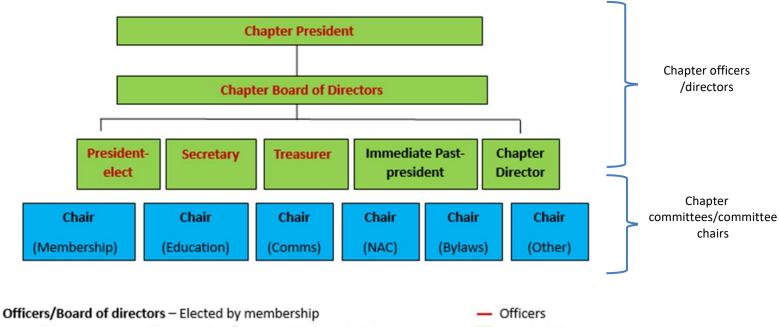
Chapter Committees

Lastly, to help commit and facilitate the actual work imposed by board strategy, the President appoints committees with the approval of the board. A committee is a person(s) tasked or assigned to fulfill a specific function.

Standing committees, like membership, education, or diversity, equity and inclusion are permanent and 9 | P a g e July 2023

exist to meet ongoing or recurrent chapter needs. Special or ad-hoc committees are established when there is a finite need and disbanded once the need has been met. All committees, whether standing or ad-hoc, report to the chapter board. Committees and/or committee chairs are not part of or do not sit on the board.

For committees with multiple members, the committee membership is responsible for identifying and electing a chair for Board approval. Committee members and/or chairs are not elected by the membership.



Committees – Appointed by president/Approved by Board of directors Committee chairs – Elected by committee members Board of directors
 Committees

***NOTE:** Basic depiction of the chapter leadership structure. The Board members are in green, with the officers denoted by red text. The exact number of directors will vary among chapters with at least one and no more than 6. Committees are blue. The most standard standing committees are included. The exact number and type of committees varies per chapter's need.

REMEMBER

5	Leadership Role	Officers	Directors	Committees/Committee Chairs
	<u>Responsibility</u>	Responsible for tasks involved or associated with the regular aspects of chapter business (i.e., admin, governance, finance, records, etc.)	Takes part in governing activities, including the establishment of policy, committee oversight, and other management functions as permitted by the board	Person(s) appointed by the board to carry out specific activities or functions (not members of the board)

LEGAL/FIDICIARY RESPONSIBILITIES.

Each individual officer and other members of the board have three fundamental fiduciary duties (see list below) that undergird all their board and role-specific tasks and responsibilities. These duties require board members to remain objective, unselfish, responsible, honest, trustworthy, and efficient in everything they do. Board members must also always act for the good of the organization rather than for the benefit of themselves, as well as exercise reasonable care in all decisions, careful not to place the chapter under unnecessary risk.

- 1. **Duty of Obedience** the duty of obedience requires board directors to carry out the organization's mission in accordance with the purpose stated in the establishment as a nonprofit organization.
- 2. **Duty of Care** the duty of care is a legal obligation imposed on an individual to adhere to a standard of reasonable care while performing any acts that could foreseeably harm others.
- 3. **Duty of Loyalty** often called the cardinal principal of fiduciary relationships, the duty of loyalty requires board directors to take all action in good faith and with the best interests of shareholders (members) in mind.

For more information on these and other fiduciary responsibilities, please see <u>Board Rules and</u> <u>Responsibilities</u> (<u>https://www.councilofnonprofits.org/tools-resources/board-roles-and-responsibilities</u>)</u> by the National Council of Nonprofits.

> "If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

~President John Quincy Adams

ELECTING, APPOINTING, AND ONBOARDING NEW LEADERS.

As a means of ensuring chapter growth, sustainability, and compliance with the bylaws, chapters should hold general elections every year. The specific composition of the full ballot will depend on where the election falls within the chapter's leadership cycle. However, each annual ballot should include the Treasurer or Secretary position, as well as at least one director (for chapters that have more than one).

New chapter leadership terms, regardless of office, begin January 1 of each year. Chapter elections and appointments should occur in the Fall prior to the beginning of the next leadership term.

As new leaders are elected and/or appointed, it is the responsibility of their predecessors to ensure that they are clear on their role and responsibilities, are knowledgeable of related chapter policies and procedures, and are aware of and have access to both APIC and local leadership information and resources.

The <u>Chapter Officer Transition Checklist</u> is a tool to help both transitioning leaders and their successors keep track of the information and resources being shared through the leadership transition and onboarding process.

CHAPTER MEETINGS.

The chapter bylaws require a minimum of two board meetings and one annual meeting of the chapter membership each year. However, many chapters and chapter boards opt to meet more frequently as meetings of the board and chapter membership are a primary means of engagement, conducting chapter business, advancing chapter goals, and providing local education. Regardless of the purpose and/or audience for your chapter's local meetings or whether they are held in-person, virtually, or both, their overall effectiveness and success, are largely dependent on the agenda (i.e., meeting plan) and the degree to which it is adhered to.

Good meeting agendas should:

- Be based on the meeting purpose and intended outcomes
- Allot the appropriate time for the meeting and each segment
- Include specific times to keep meeting on time
- Assign facilitators for each agenda item

On the next few pages are three sample meeting agendas that can be used for a chapter board meeting, general chapter meeting, and educational session. Depending on the chapter's needs, these samples can be tailored for other types of meetings, including committee meetings, as well.

SAMPLE 1: Chapter Board Meeting Agenda

Chapter Logo

Goes Here

APIC {Chapter Name} Chapter Board Meeting

{Date}

{Time}

{Location and/or Virtual Meeting URL and access information}

Ι.	Call to order/Welcome	President	3 mins
II.	Roll call/Conflict of Interest declarations	President	5 mins
III.	Reading/approval of minutes	Secretary	5 mins
IV.	Previous meeting outcomes/action summary and updates a. Officer reports b. Committee/volunteer/project reports	Assigned leaders	20 mins
V.	Old/Unfinished Business	Assigned leader	20 mins
VI.	New Business	Assigned leader	20 mins
VII	. Announcements/reminders		10 mins
VII	I. Wrap-up/adjourn	President	2 mins

NEXT MEETING: {Enter date here}

SAMPLE 2: Chapter Meeting Agenda

Chapter Logo

Goes Here

APIC {Chapter Name} Chapter Meeting

{Date}

{Time}

{Location and/or Virtual Meeting URL and access information}

I.	Call to order/Welcome	President	3 mins
II.	Chapter Chat	Attendees	20 mins
	(small group breakouts or open share regarding curren	t	
	challenges/concerns/successes)		
	 a. Current organizational issue(s)/challenge(s) 		
	b. Questions/asks for help		
	c. Lessons learned		
	d. Successes		
III.	Previous meeting outcomes/action summary	Assigned	15 mins
	and updates	leaders	
	a. Officer reports		
	b. Committee/volunteer/project reports		
N/	New Business	Assigned	20 mins
1.		leader	20 111113
V.	Wrap-up/adjourn	President	2 mins

NEXT MEETING: {Enter date here}

SAMPLE 3: Chapter Education Session Agenda

Chapter Logo

Goes Here

{Event Title}

{Date}

{Time}

{Location and/or Virtual Meeting URL and access information}

١.	Call to order/Welcome	President	3 mins
II.	Speaker/presentation introduction	Education Chair	2 mins
III.	Education Session {Enter session title here}	Speaker	45 mins
IV.	Questions	Attendees	8 mins
V.	Adjourn	President	2 mins

NEXT MEETING: {Enter date here}

APIC offers many resources to help chapter leaders in their varied roles and responsibilities. Whether a new or more experienced chapter leader, each of these tools and leadership offerings are designed to help you individually and collectively carry out your work and manage your chapters well.

The table below provides a high-level overview of the types of resources available and how they can support your local chapter management efforts. <u>Click here</u> or on the image to view and download the full-size PDF version.

	Resources for Chapter Leaders:	TPIC 🔁			
	Helping you lead and manage your chapters well	Association for Professionals in Infection Control and Epidemiology			
	Resources for Chapter Leaders				
	Documents & Workbooks				
Chapter Leader Handbook	Keystone chapter resource that provides foundational information and guidance for all chapter leaders (including job descriptions).	https://apic.org/wp-content/uploads/2019/08/Chapter-Handbook-Final.pdf			
Chapter Treasurers' Manual	Foundational resource for chapter treasurers; covers all aspects of the treasurer's role managing the chapter's money and financial matters.	https://apic.org/wp- content/uploads/2023/01/Chapter Treasurers Manual 2022-revisions-V.1.pdf			
Online Reporting Financial Workbook	Simple, instructional workbook created to assist chapter treasurers in maintaining their chapter's financials throughout the year.	https://www.apic.org/Resource_/chapters/Chapter%20Financial%20Reporting% 20Workbook%20%28FINAL%29.xlsx			
Principles and Guidelines for Chapter- Corporate Relationships/Scenario Guidance	Guidelines and example scenarios to assist chapters in managing their relationships and activities with corporate partners	https://apic.org/wp-content/uploads/2019/06/PrinciplesandGuidelines_CLEAN- FINAL_Revised.pdf			
Operational Toolkits	Toolkits that provide guidance and instruction on specific chapter operations (i.e., virtual connections/online events, volunteer re	https://apic.org/wp-content/uploads/2020/09/Scenarios-Guidance-2020.pdf cruitment).			
	Information & Training				
Chapter Leader News	E-Newsletter designed to keep chapter officers informed about APIC initiatives, while providing information, tips, and tools to he	p them lead on the local level.			
Chapter Leadership Calls/Role-specific calls/ Virtual Solution Rooms	Connects chapter leaders to other local leaders, APIC leaders, and staff to share and discuss best practices, upcoming opportunities	es and to allow chapters to get their most burning questions answered.			
Face-to-face Chapter Leader Meetings/Trainings	Provide leaders with leadership and professional development, as well as the opportunity to share and hear ideas and best practi	ces from other leaders.			
	Virtual Connections & Online Tools				
Online Resource Center	A one-stop shop for all chapter related activities. Includes leadership, governance, and operational resources, as well as sample le	tters and brochures, valuable forms, chapter publications, and more.			
Online Forms	Facilitate ease of submitting required information, including reports and official requests, to APIC.				
Chapter Reports	Help local leaders to track their membership, recruit new members into their chapters, and keep them.				
Zoom Calls	Help ensure that members unable to physically attend meetings can still participate and stay connected.				
Chapter Leader Community	Encourages networking, learning, and mentoring among chapter leaders. Also acts as a communication vehicle for APIC to share late-breaking news and information.				
Higher Logic Websites and Communities	Communities Provide an online web presence for chapters and private forums for chapters' leaders and members to share.				
	Other				
MSC Liaison and resources for chapters	Provide an additional layer of support offering advice and guidance from the leaders' experience and perspective.	https://apic.org/wp-content/uploads/2022/08/MSC-Liaison-Overview-FINAL.pdf			
Have questions or need help with something? Email chapters@apic.org.					

All the resources shown here, and many others, are housed on the <u>Chapter Leader Resource Center</u>. The Chapter Leader Resource Center is the virtual chapter leadership portal that houses some of the most used and/or sought after resources for all APIC chapter leaders. Read on to learn more about the online Chapter Resource Center, as well as where and how to access it.

CHAPTER LEADER RESOURCE CENTER.

The Chapter Leader Resource Center is the virtual home of all things Chapter Leadership. It is the place where you will find what you need to best lead and serve your chapters. From manuals and guides to policies and forms, you can find it all there. You can also access archived versions of the monthly newsletter, *Chapter Leader News*, and Chapter Leader Call recordings.

Chapter leaders can and are encouraged to help enrich the content on the resource center by submitting useful tools, samples and templates, including letters, newsletters, marketing, and promotional materials, that have been successful for them or their chapters. Submissions can be sent to <u>chapters@apic.org</u> or uploaded to the site directly.

Chapter Leader Resource Center: <u>www.apic.org</u> > My APIC > Leadership

- 1) Go to <u>www.apic.org.</u>
- 2) Go to 'Please Sign In' at the top right of the home page. Click 'Sign In'.



3) Log in using predetermined username and password.

Login	
Email]
Required	-
Password]
Required	
 Remember me on this computer 	
Login	
Forgot password?	
Create a new account	

4) On your membership account/profile page, select 'Leadership' from the top menu bar. This will take you to the online Chapter Resource Center.

		_	On Behalf Of
rystal R. Edwards	My Participation Demographics Leader	vip Member Savings	
ssociate Director. tembership & Component elations	My Current Billing		
PIC	Description		Amount
	International Active Full Member		80.00
	International Student Member		\$0.00
	MEMCHAP/Bay Area		10.00
	MEMCHAP/Delaware Valley & Philadelphia		25.00
	MEMCHAP/Miami Dade County		25.00
atus Active	MEMCHAP/Virginia		20.00
aid through 2/31/2023			
	Total		210.00
Benew Mombership			
Renew ATD	Chapters	My Login	

5) Find and download the resource(s) you need.

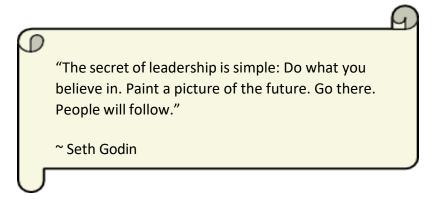
APIC staff is also a key resource for accounting and financial information for Chapter Treasurers. Requests for assistance should be submitted to <u>chapters@apic.org</u>.

***NOTE**: The Chapter Leader Resource Center is also accessible through its direct URL: <u>https://community.apic.org/chapterleadership/home</u>. However, you must be logged in to access.

CHAPTER LEADER COMMUNITY.

The Chapter Leader Community is a place where chapter leaders can connect, share, and learn from each other on matters and best practices pertaining to chapter leadership and chapter operations management. Leaders gain immediate access to this community upon being listed as a chapter leader in APIC's member database, making it critical that chapters submit their annual updated leadership rosters by the specified deadline (October 31).

Online Chapter Leader Community: <u>www.apic.org</u> > APIC Connect > Communities > My Communities > Chapter Leaders



MEMBER SERVICES COMMITTEE (MSC) AND CHAPTER LIAISON PROGRAM.

The MSC is one of APIC's standing committees and partners with APIC staff, members, and leaders to enhance the member and chapter experience.

Each chapter region of the country has a dedicated MSC liaison. The liaison is typically, but not always, an experienced IP and long-term APIC member who has some experience in chapter leadership or otherwise working with their chapter(s). The goal of each liaison is to be an additional resource for chapter leaders, providing another layer of access and leadership support.

Below are examples of topics to be addressed by MSC liaisons, as well as APIC Staff.

Questions/topics for assistance	APIC Staff	MSC
Questions about due dates and deadlines	V	
Assistance with financial requirements, including budgets and tax filings	V	
Issues with member rosters	N	
Ideas on increasing the number of members, including active volunteers	M	A
Suggestions to improve member and leader engagement	V	V
Assistance dealing with difficult chapter members, including leaders	\checkmark	\checkmark

*NOTE: More MSC information and resources are available on the Chapter Leader Resource Center.

APIC STAFF.

APIC Staff serve as a primary resource and support to chapter leaders. Staff are here to help you enjoy, learn from, and succeed in your efforts to lead and manage your chapters.

Your support staff and their contact information are noted below. APIC Direct Dial Line: 202-454-	For chapter related inquiries or assistance, email <u>chapters@apic.org</u> .
Crystal Edwards, Associate Director, Component Relations (primary)	x2603
Sara Miller, MBA, CAE, Vice President, Membership (secondary)	x2552

V. Important first steps as a chapter leader

As a newly elected or appointed chapter leader, there are several things you should do at the onset of your new leadership journey.

1. Find and become familiar with the Chapter Leader Resource Center

Upon being entered into APIC's database as a current chapter leader, you gain automatic access to both the Chapter Leader Resource Center and Chapter Leader Community. It is advantageous to find and familiarize yourself with both as early as you possibly can on your chapter leadership journey. Both contain invaluable resources and will help you make connections to information and other leaders that prove to be highly beneficial to your time as a chapter leader.

2. Identify and connect with your regional Member Services Committee (MSC) Chapter Liaison

Your chapter's MSC liaison is a direct link to APIC's MSC. They can share their own experiences and help you navigate the chapter leader pathway.

While the MSC reaches out directly to Chapter Presidents and those new to chapter leadership periodically throughout the year, any chapter leader can contact their MSC Liaison for help or support at any time. More information about your MSC liaison and how to connect with them, including the current MSC Liaison contact listing can be found on the <u>Chapter Leader Resource</u> <u>Center</u>.

3. Add chapter events to your calendar

APIC hosts regular leadership calls and meetings for chapter leaders. There are general chapter leadership calls for all leaders, as well as role-specific calls for offices and roles with very specific functions, including Chapter Presidents, Chapter Membership Chairs, and Chapter Treasurers. All chapter leaders should attend and participate in meetings as able. A general timeline for these events is provided on the next page.

The annual calendar of events, including specific dates and times is distributed to chapter leaders at the beginning of each year. Individual calendar appointments/meeting invites are sent for each event, as well. Upon receipt, be sure to accept and add these events to your calendar, accordingly.

"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others."

~Jack Welch, former GE chairman and CEO

EVENTS FOR CHAPTER LEADERS

January				
Chapter Leader Orientation (Call)		Chapter Presidents' (CP) Call		
Chapter Treasurers' Orientation (Call)		Chapter Legislative	e Representative (CLR) Call	
	Fe	ebruary		
Chapter Leader Call	Virtual Solution Ro	om	CLR Call	
	ĺ	March		
CP Call	Chapter Members Call	hip Chair (CMC)	CLR Call	
		April	L	
Chapter Leader Call		CLR Call		
Chapter Treasurers' Call		Virtual Solution Ro	om	
		Мау		
CP Call	CMC Call		CLR Call	
		June	·	
Chapter Leader Day (In-person at	Chapter Legislative		Chapter Leader Call (TBD)	
Annual Conference)	Meeting (In persor Conference)	n at Annual		
	1	July	I	
Virtual Solution Room	СР	Call	CLR Call	
	ŀ	August		
Chapter Leader Call	СМС	Call	CLR Call	
	Sej	ptember		
CP Call	Virtual Solu	tion Room	CLR Call	
	C	ctober	·	
Chapter Treasurers' Call	Chapter Le	eader Call	CLR Call	
November				
Virtual Solution Room			CP Call	
CMC Call			CLR Call	
December				
Chapter Leader Ca	all		CLR Call	

Chapter Meeting Glossary/Additional Information				
Meeting/Communication	Description	Audience		
Chapter Leader Orientation	General leadership overview and orientation to leading APIC chapters.	All/new leaders		
Chapter Leader Call	Bi-monthly call providing tips, tools, and answers to common questions about regular chapter operations, governing on the local level, and increasing participation and engagement.	All leaders		
Chapter Presidents' (CP) Call	Bi-monthly call for Chapter Presidents to share and discuss strategic level projects, programs, and collaborative opportunities between APIC and chapters.	CP/CPEs		
Chapter Membership Chairs' (CMC) Call	Quarterly call for Chapter Membership Chairs to discuss local membership activities, challenges, and share practical solutions.	CMCs		
Chapter Legislative Representative (CLR) Call	Monthly call for CLRs to discuss relevant trends and prepare CLRs to provide regular updates to their local membership.	CLRs		
Chapter Treasurers' Orientation	Broad overview of Chapter Treasurer role and all related fiduciary and financial responsibilities.	CT/CTEs		
Chapter Treasurers' Call	Bi-annual call for Chapter Treasurers to discuss financial activities, challenges, and questions.	CT/CTEs		
Virtual Solution Room	Bi-monthly open calls for chapter leaders to have targeted, topic- specific discussions around common challenges aimed at developing/sharing solutions. (*OPTIONAL*)	All leaders		

As a local chapter leader, you help your chapter bring forward programs, resources, and networking opportunities to help members achieve higher levels of competence and relevance in the field of infection prevention. The APIC Awards program includes two chapter awards that recognize chapters and their leaders for the excellent work they do locally to advance APIC's mission and the practice of infection prevention and control.

CHAPTER EXCELLENCE AWARD.

The Chapter Excellence Award recognizes chapters that have aligned their members and resources to support APIC's mission and strategic plan. Past recipients have conducted innovative programs, services, or campaigns to engage their chapter members and provide best practices to other chapters.

Chapter submissions are evaluated based on chapter size. There are four categories:

- Up to 50 members
- 51-100 members
- 101-150 members
- 151+ members

"Leaders instill in their people a hope for success and a belief in themselves. Positive leaders empower people to accomplish their goals."

~Unknown

A maximum of two awards will be presented per size category (8 total awards) no more than annually and may not be presented each year. Chapters can receive the award in consecutive years although not for the same program or initiative.

All chapters are encouraged to apply. Find more information about this award and apply at www.apic.org/chapterawards.

CHAPTER LEADER AWARD.

The Chapter Leader Award provides an opportunity for chapters to acknowledge an outstanding member based on leadership criteria established by the chapter. The recipient of this award should be an APIC member for at least two years, have served as an officer, serve as a mentor, and participate in chapter and community activities.

As a chapter leader, you have an opportunity and should endeavor to identify, recognize, and build leadership in yourself and others.

For more information about this award and to submit a nomination, go to www.apic.org/chapterawards.

OFFICER/LEADER JOB DESCRIPTIONS.

Each chapter office or leadership position has its own specific accountabilities. These individualized tasks serve the leaders' collective ability to fulfill the core responsibilities generally described on page 8. This section provides job descriptions for each traditional officer of the Board of Directors, as well as Chapter Legislative Representative and committee chair.

Chapter President Job Description

CHAPTER PRESIDENT:

The president shall:

- a. Be directly responsible to the chapter board of directors (BOD) for the administration of the organization.
- b. Delegate committee activities and appoint members to committees as necessary with board approval.
- c. Schedule, plan agendas, and preside over all chapter board meetings.
- d. Be the principal spokesperson for the chapter.
- e. In general, perform all duties and have all powers customarily incident to the office of the president and such other duties and powers as may be prescribed by the board from time to time.
- f. Serve as chairperson of the Chapter Executive Committee (if applicable).
- g. Sign with the secretary, or any other proper officer of the chapter authorized by the board, any deeds, bonds, contracts, and other instruments that the board has authorized to be executed.
- h. Serve as the primary communication link with APIC on matters such as reporting chapter leadership, chapter dues, and other business critical information. Further, the president must respond to APIC requests, notices, and other communications in a timely manner or by designated deadlines.
- i. Mentor the successor to provide a smooth transition into the president role.

Reporting to APIC

The president should ensure that the following documents are completed and returned to APIC within the indicated time frame. Copies of these documents should also be retained for the chapter's records.

Information to be submitted	Specifics	Due Dates
Chapter Logo License	Prior to using the APIC Chapter-specific logo,	January 31
Agreement	chapters must have a current logo license	
	agreement on file with APIC. The logo usage policy	
	should be reviewed, with license agreements signed	
	and submitted by the Chapter President each year.	
Chapter Dues	Changes must be submitted via the online Chapter	October 31
	Dues Submission Form to ensure the new amounts	
	are accurately reflected on marketing materials for	
	the following year. If we do not hear from you, your	
	chapter members will be billed at the current rate for	
	the upcoming year.	
Chapter Officers	Chapter officers must be submitted via the	October 31
	Committee Management Module or online <u>Chapter</u>	
	Officers' Submission Form.	

Chapter President-elect Job Description

CHAPTER PRESIDENT-ELECT:

The president-elect shall:

- a. Assist the president in the discharge of the presidential duties as directed and perform such other duties as may be prescribed from time to time by the president or the BOD.
- b. Prepare to assume the office of president. Fill the office of president, should that office become vacant, and subsequently fill the office of president for a regular term, as is entitled to the president-elect.
- c. Become familiar with organizational system structure, including chapter bylaws, policies, and committees.
- d. Serve as the BOD liaison to the Program Planning/Education Committee; manage and submit requests for liability insurance to APIC, as needed.
- e. Maintain chapter meeting and event calendar.
- f. Serve as a communication link with APIC on matters as designated by the president. Further, the president-elect must respond to APIC requests, notices, and other communications in a timely manner or by the designated deadline.
- g. Mentor the successor to provide a smooth transition into the president-elect role.

Chapter Secretary Job Description

CHAPTER SECRETARY:

The secretary shall:

- a. Be responsible for the accurate recording and transcribing of the minutes of all BOD meetings.
- b. Submit all minutes to the BOD in accordance with the established procedure.
- c. See that all membership notices are duly given in accordance with applicable state laws and the chapter's bylaws.
- d. Be custodian of chapter records (see <u>Records</u> section); be responsible for keeping a record of the mailing and email addresses of each director and officer of the chapter.
- e. In general, perform all duties and have all powers customarily incident to the office of secretary and such other duties and powers as may be prescribed from time to time by the president or the BOD.
- f. Serve as a communication link with APIC on matters as designated by the president. Further, the Secretary must respond to APIC requests, notices, and other communications in a timely manner, or by the designated deadline.
- g. Mentor the successor to provide a smooth transition into the secretary role.

RECORDS

The secretary should maintain all organizational documents of the chapter. Within the chapter's Organizational Handbook, the Secretary should store the:

- a. Petition for Chapter Status (if available)
- b. Bylaws

In the Organizational Handbook or in separate files, the secretary should also maintain:

- a. Membership rosters provided by APIC (advised for at least 1 year)
- b. Minutes of all Board and Chapter Executive Committee meetings
- c. Chapter correspondence

Chapter Treasurer Job Description

CHAPTER TREASURER:

The treasurer shall:

- a. Oversee and be responsible for the management of the chapter's financial affairs in accordance with the Chapter Treasurers' Manual (located on the Chapter Leader Resource Center).
- b. Be bonded through APIC.
- c. Establish and maintain bank accounts.
- d. Maintain copies of the chapter's bylaws, tax ID number, legal documents and correspondence with state and federal governments and government agencies.
- e. Prepare and submit annual tax filings.
- f. Be a member or consultant to any committee having to do with the chapter's monies.
- g. Work with the chapter board and committees to develop new revenue sources.
- h. Oversee the budget process and prepare the annual budget for Board review and approval.
- i. Prepare and share monthly financial reports with the Board.
- j. Follow APIC's Document Retention policy schedule for the retention and destruction of financial files and information. (Found in the Chapter Leader Resource Center.)
- k. Serve as a primary communication link between APIC and the chapter regarding the chapter's monies and financial reporting. Further, the treasurer must respond to APIC requests, notices, and other communications in a timely manner, or by designated deadlines.
- I. Review financial affairs of the chapter with APIC staff and/or accountant if/as needed.
- m. Mentor the successor to provide a smooth transition into the Treasurer role.

*The treasurer role and responsibilities are detailed further in the Chapter Treasurers' Manual.

Chapter Legislative Representative Job Description

CHAPTER LEGISLATIVE REPRESENTATVE (CLR):

The Chapter Legislative Representative (CLR) is APIC's representative to state and local policymakers on public policy matters. The CLR serves as the major link between his/her chapter, APIC, and the Public Policy Committee. The success of APIC's public policy initiatives is highly dependent on the support and energies of chapter members, particularly the CLR.

APIC's Public Policy staff is responsible for issuing communications, via the CLRs, to keep chapters apprised of the program's various activities including position statements. CLRs are expected to relay this information to all chapter members.

The CLR shall:

- a. Be appointed by the chapter president and approved by the Board.
- b. Be knowledgeable about APIC policy positions.
- c. Have an interest in and be willing to develop expertise in the legislative process on federal and state legislative and regulatory issues.
- d. Report to the chapter president and serve as the primary contact between the chapter and APIC on issues of public policy.
- e. Represent APIC's policy positions to chapter members, APIC allies and partners, and policymakers.
- f. Use care to ensure that legislative and regulatory positions expressed by chapter members are consistent with APIC.
- g. Provide APIC Public Policy Reports at all chapter meetings.
- h. Mobilize chapter members to respond to issues, when requested by APIC, and provide necessary follow up to both chapter members and APIC.
- i. Respond to APIC Action Alerts, notices, and other communications in a timely manner, or by the designated deadlines.
- j. Share major outcomes of chapter grassroots efforts with APIC.
- k. Participate in APIC CLR training webinars and the CLR meeting at Annual Conference. If resources are available, the CLR is encouraged to attend Nurse in Washington Internship (NIWI) or a similar advocacy training program.
- I. Mentor the successor to provide a smooth transition into the CLR role.

*The CLR role and responsibilities are detailed further in the CLR Manual.

Chapter Immediate Past-president Job Description

CHAPTER IMMEDIATE PAST-PRESIDENT:

The immediate past president shall:

- a. Serve as a consultant to the Board in the execution of all business by virtue of his/ her board experience.
- b. In general, the immediate past president shall perform all duties and have all powers customarily incident to the office, and such other duties and powers as may be prescribed from time to time by the chapter president or the Board.
- c. Mentor the successor to provide a smooth transition into the immediate past-president role.

Chapter Committee Chair Job Description

CHAPTER COMMITTEE CHAIR:

Committee Chairs shall:

- a. Schedule and lead committee meetings.
- b. Provide the Board with updates on committee projects, programs and activities.
- c. Develop proposed committee budget; submit to chapter treasurer/Board for review and inclusion in chapter budget.
- d. Maintain committee records unless responsibility is delegated to a secretary of the committee. The records should consist of:
 - The committee budget as approved by the board, along with quarterly budget updates, a copy of which should be forwarded to the treasurer.
 - Minutes of committee meetings.
 - Committee correspondence.
- e. Mentor the successor to provide a smooth transition into the committee chair role.

COMMITTEE DESCRIPTIONS.

EXECUTIVE COMMITTEE

The Chapter Executive Committee is a voluntary committee established at the chapter's discretion. This committee is most useful for chapters with larger boards. In the case of smaller chapters or those that opt for no Executive Committee, these functions are carried out by the full Board.

The committee may consist of 5-6 members of the Board, including the officers and one additional member of the Board elected at the first meeting of the year. The Executive Committee is charged with the overall responsibility of conducting the affairs of the chapter in the best interest of the membership.

The Executive Committee shall:

- a. Direct the business and financial affairs of the chapter.
- b. Foster growth and development of the chapter.
- c. Establish administrative policy.
- d. Assist the president in the structuring of committees.
- e. Review committee reports and determine action to be taken.
- f. Approve large budgetary allocations as submitted by the treasurer, as well as fundraising functions.
- g. Identify potential chapter/committee leaders and oversee succession planning to ensure the sustainability of the chapter.

MEMBERSHIP COMMITTEE

The Membership Committee shall:

- a. Foster and encourage chapter growth through membership recruitment and retention campaigns.
- b. Develop and implement member programs to increase member engagement (e.g., mentoring).
- c. Create membership brochures and make information available at all regular chapter meetings.
- d. Develop and conduct member needs assessment at least every two years.

The Membership Committee Chair shall:

- a. Review chapter membership rosters monthly for accuracy.
- b. Encourage chapter members to update contact and/or demographic information on APIC Connect, as needed.
- c. Report inconsistencies and/or member demographic changes to <u>chapters@apic.org</u>.

PROGRAM PLANNING COMMITTEE

The Program Planning Committee shall:

- a. Plan and present educational programs, seminars, workshops, and social functions for the chapter with the assistance of the Education Committee.
- b. Plan, coordinate, and secure meeting place for each monthly meeting.
- c. Submit tentative program plans to the Executive Committee or Board for review and approval.
- d. Secure speakers for the program when requested.
- e. Support program setup and management.
- f. Promote program schedule and activities.
- g. Request event liability insurance from APIC, as needed.

EDUCATION COMMITTEE

The Education Committee shall:

- a. Promote the educational activities of the chapter.
- b. Assess the educational needs of the chapter membership at least every two years.
- c. Develop educational goals and objectives for the coming year, based on needs indicated by the membership.
- d. Plan educational sessions that will provide continuing education credit. Seek CE credit approval from local CE approver.
- e. Review program evaluation results and provide feedback to speaker(s) and program committee.
- f. Collaborate with the Program Committee on the planning and presentation of educational programs. Maintain a complete program file for each offering including, CE approval, roster of attendees, certificates, evaluations, summary of evaluation results, program announcement, and any program handouts.
- g. Submit requests for broader chapter event promotion to APIC via the Chapter Event Posting Request Form.
- h. Submit program summaries or successful event stories to APIC for sharing in *Chapter Leader News* or other communication vehicles and platforms.

BYLAWS COMMITTEE

The Bylaws Committee shall:

- a. Review the bylaws and recommend amendments, if necessary and allowable, to ensure consistency with the actions of the policy-making bodies of the chapter and with the APIC Bylaws.
- b. Present proposed amendments to the membership thirty (30) days prior to voting.
- c. Submit proposed bylaws changes to APIC for review and approval.

*The bylaws revision process is detailed further in the Bylaws Instructions located on the Chapter Leader Resource Center.

NOMINATING AND AWARDS COMMITTEE (NAC)

The Nominating Committee shall:

- a. Obtain a list of eligible members from which to consider candidates.
- b. Select qualified candidates for each office, taking into consideration the attendance and participation of nominees.
- c. Inform each nominee, in writing, of specific duties of the nominated office.
- d. Confirm each nominee's interest in serving in the position nominated for.
- e. Prepare a ballot for voting.
- f. Present a ballot, which includes a brief resume of each candidate, to the membership prior to the annual meeting.

AD-HOC COMMITTEES

Ad-Hoc Committees should be appointed by the president, as necessary, to investigate special opportunities or arrange specific projects (such as International Infection Prevention Week displays, seminars, etc.). Committee size should be determined by the magnitude of responsibilities.

Committees can be very important to the smooth running of the local chapter. Therefore, it is important to involve the maximum number of members in committee functions to encourage support of the organization and provide on-going interest in infection control activities. Local chapters will have varied needs and should develop their committees accordingly.

ADDITIONAL RESOURCES.

Useful Resource Links				
Resource	Link			
Strategic Plan and related initiatives	https://apic.org/apic-strategic-plan-2022-and-beyond/			
Chanter Bulaus Template	https://bighorlogicdoumload.c2.amazonaus.com/ADIC/214810			
Chapter Bylaws Template	https://higherlogicdownload.s3.amazonaws.com/APIC/214810			
	<u>9b-506a-4c6b-a404-</u>			
	089eafaeccb9/UploadedImages/Chapter_bylaws_template_fo			
	<u>rm_FINAL_REV_JAN_2023.pdf</u>			
Chapter Leader Resources overview	https://apic.org/wp-content/uploads/2023/04/Resources-for-			
	chapter-leaders-February-2023.pdf			
Quick reference for Chapter Treasurers	https://higherlogicdownload.s3.amazonaws.com/APIC/214810			
	<u>9b-506a-4c6b-a404-</u>			
	089eafaeccb9/UploadedImages/Chapter_Treasurer_Handout_			
	Final 2023.pdf			
Chapter Treasurers' Manual	https://higherlogicdownload.s3.amazonaws.com/APIC/214810			
	<u>9b-506a-4c6b-a404-</u>			
	089eafaeccb9/UploadedImages/Chapter_Treasurers_Manual_			
	2023 revisions FINAL .pdf			
MSC Chapter Liaison overview handout	https://higherlogicdownload.s3.amazonaws.com/APIC/214810			
•	9b-506a-4c6b-a404-089eafaeccb9/UploadedImages/MSC-			
	Liaison-Overview-FINAL.pdf			
MSC Chapter Liaison video	https://www.youtube.com/watch?v=vjMLcBTgtPQ			
College/University presentation toolkit	https://community.apic.org/chapterleadership/programmaticr			
	esources/services			

"You cannot be a leader, and ask other people to follow you, unless you know how to follow, too."

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~Sam Rayburn, former speaker of the House

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NOTES:	