

AMERICAN SOCIETY FOR CLINICAL LABORATORY SCIENCE

LEADERSHIP DEVELOPMENT MANUAL

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ASCLS LEADERSHIP MANUAL

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INTRODUCTION

It is with great pleasure that I present to current and future leaders this Leadership Development Manual.

The intent of the Leadership Development Committee in the development of this document was to pull together tools for members that would be useful as they begin their journey in to committee participation and positions as officers.

Certainly, there are more tools that could have been included and that can be added as time goes by. Feel free to contact the chair of the Leadership Development Committee if you have suggestions for additional documents. The entire manual should be available on CD in the near future.

Susan Morris has been a tremendous leader of this committee and provided many of the documents enclosed. Web references include: Quote.com; gavel@winning.com; Don Clark: donclark@nwlinc.com, ASCLS.org, and towncocomer.com. Scott Aikey contributed a letter, and other information was borrowed from the PSCLS Annual Leadership Directory.

Barbara Snyderman
July 2001

LEADERSHIP DEVELOPMENT COMMITTEE

PURPOSE

The purpose of the Leadership Development Committee is to cultivate members to encourage those individuals who have indicated a talent and interest in serving in a leadership position.

(From the ASCLS web site, ASCLS.org)

MISSION

The purpose of the Leadership Development Committee is “cultivating members to encourage those individuals who have indicated a talent and interest in serving in a leadership position”.

GUIDELINES FOR STATE LEADERSHIP DEVELOPMENT CHAIRS

AUGUST/SEPTEMBER

Assist state president and out-going officers and committee chairs in orienting new leaders.
Update list of “entry level” committee assignments to suggest for new members.

SEPTEMBER/DECEMBER

Assist state president in identifying candidates for national elections. Get copies of nominations forms for future recognition letters.
Get list of new members monthly from state membership chair.
Recruit and orient mentors for new members. Assign a mentor to each new member.
Submit topics/speakers for leadership training sessions to state and regional program chairs.

OCTOBER/DECEMBER

Send recognition/appreciation letters to employers of current slate of officers and committee chairs.
Send articles about officers to newsletter editor and state professional affairs chair for submission to local newspapers.

DECEMBER

Get membership retention statistics from ASCLS Membership Department or regional LDC chair.

JANUARY/FEBRUARY

Assist state president with nominations for Keys to the Future awards
Assist with nominations for state offices.
Encourage state convention committees to involve students and new members.

APRIL/MAY

Assist President-elect in filling appointed positions.
Plan activities to facilitate interaction between students/new members and existing members at state conventions.

JUNE/JULY

Check with state President regarding their plans for orienting new officers and committee chairs.
Send graduation cards to students encouraging continued involvement in the society.

ONGOING:

Communicate good ideas, problems, issues, and success stories, and requests for action from the ASCLS Board to regional LDC chair.
Encourage development of position descriptions for all offices and committee chairs

GUIDELINES FOR REGIONAL LEADERSHIP DEVELOPMENT CHAIRS

AUGUST/SEPTEMBER

Assist Regional Director in new council member appointments
Encourage all state presidents to appoint a state Leadership Development Chair
Contact all state LDC chairs and orient them on position guidelines
Contact all state Presidents to offer assistance if they need help or don't understand anything

SEPTEMBER/DECEMBER

Assist Regional nominations chair in identifying candidates for national elections. Get copies of nominations forms for future recognition letters
Remind Regional Director to send congratulations letters to all Keys to the Future award winners in the region
Submit topics/speakers for leadership training sessions to state and regional program chairs
Prepare a display/poster recognizing all Keys to the future winners for regional meeting

OCTOBER/DECEMBER

Send recognition/appreciation letters to employers of previous year's Keys to the Future winners and current slate of officers and committee chairs.
Send articles about Keys to the Future award winners to all state newsletter editors and state CPA chairs for submission to local newspapers

DECEMBER

Get membership retention statistics for the Region from ASCLS Membership Department
Track retention rates for Professional and Student members for all states in the Region

JANUARY/FEBRUARY

Check with state LDCs about nominations of Keys to the Future awards and assisting with nominations for state offices.
Remind State Presidents about awards nominations (Omicron Sigma, Member of the Year, Keys to the Future State Newsletter) and Spring Board reports. Offer assistance if needed

APRIL/MAY

Check with state LDCs to assist newly elected State Presidents in filling appointed positions.

JUNE/JULY

Check with state Presidents and LDCs regarding their plans for orienting new officers and committee chairs.

ONGOING:

Contact state LDCs at least every 2 months to touch base, check for assistance needed
Disseminate materials developed by national LDC to state chairs
Communicate good ideas, problems, issues, and success stories, and requests for action from the ASCLS Board to national LDC committee.

REGION VIII LEADERSHIP DEVELOPMENT CHAIR POSITION DESCRIPTION

This position description can be adjusted for state or regional chairs.

1. PURPOSE

Encourage and facilitate development of members into new leaders, and the movement of leaders from state to regional and national positions. Serve as a communication link between the national LDC committee and the state LDC chairs.

2. TERM OF OFFICE

3 years, coinciding with the term of the Regional Director

Maximum number of terms allowed: n/a

3. QUALIFICATIONS

ASCLS Professional or Emeritus membership and reside in Region VIII

Recommended experience that would be helpful to someone holding this office:

Previous regional position. Previous state president experience is very helpful. State LDC experience or Regional Director experience very helpful.

4. DUTIES

Mentor state LDCs in all states in the region to carry out their position. Provide resources to assist the state LDCs and state presidents in recognizing and encouraging more members to become leaders in the organization.

Provide feedback to the national LDC about state and regional LDC activities and issues.

Reports to: Region VIII Director, national LDC Chair or committee member

Other duties performed: Special projects that encourage leadership development such as New Member forums, Keys to the Future appointments, leadership training opportunities. Make recommendations for nominations or appointments to leadership positions. Participate in Council activities

5. EXPECTATIONS

Meeting attendance & Travel requirements: Attend at least two (out of three) Region VIII Council meetings per year – Jackson (during IMSS) Salt Lake City (spring), or national meeting site (summer)

Reports: Fall, Spring, Final reports to Regional Director

Deadlines: as assigned by Regional Director

Average time commitment: Approximately 4-6 hours per month

Financial considerations: Travel expenses and registration costs to IMSS or national meeting

6. RESOURCES

Mentors: National LDC committee members, Regional Director, other regional or national leaders

Materials: Region VIII Guidelines, LDC committee materials

Helpful Hints & suggestions: Computer, e-mail very helpful. Give lots of praise and recognition to volunteer leaders at all levels of the organization. The 3 most important messages to give to new leaders are “You can do it”, “I am here to help you succeed” and “You are important”.

7. BENEFITS:

Contributions to the profession: Enhance the continuity of leadership that is essential to the continuation of the Society, improve communication within the organization and the profession.

Skills developed/enhanced: Delegation, recognition, mentoring, communication, marketing

Contacts / networking opportunities: Meet and develop relationships with colleagues throughout Region VIII and at the national level.

Travel Opportunities: Jackson, Salt Lake City, and site of national meeting.

HOW TO CONDUCT A MEETING

One of the biggest complaints about most organizations is meetings...they waste too much of our precious time. This is bad news for organizations. Meetings are important because that is where an organization's culture and climate perpetuates itself. Meetings are one of the ways that an organization tells its workers: "You are a member". If you have bad, boring and time-wasting meetings, then the people begin to believe that this is a bad and boring company that does not care about time. Likewise, great meetings tell the workers, "This is a GREAT organization to be working for!" Also, remember that bad meetings lead to more bad meetings, which cost even more money.

Why are there so many bad meetings? Poor planning by the meeting's organizer and a lack of involvement by the participants. Listed below are some guidelines for conducting effective meetings.

PREPARE FOR THE MEETING

1. Define the objectives and desired outcomes. Know what you are trying to achieve by having a meeting.
2. Determine if a different activity could be used besides a meeting. A lot of wasted meetings are called when a couple of phone calls, e-mail or one-on-ones would have worked better.
3. Determine topics to cover and the best format for the discussion of each one. Know what you want to get accomplished by the meeting.
4. Estimate the length of the meeting. People need to know how long to plan for the meeting.
5. Create an agenda that is carefully scripted.
6. Deliver agenda in advance so that the participants have time to plan and prepare for the meeting.
7. Make every meeting a learning event: incorporate creative and cutting edge education on a particular topic.
8. Use a variety of tools and activities to make the meeting productive and fun, get them charged up!

PREPARE TO ATTEND A MEETING (for participants)

1. Know the purpose of the meeting. Know what your purpose for attending is.
2. Gather all data that you need to bring to the meeting.
3. Know the agenda of the meeting and ensure your agenda coincides with the meeting agenda.
4. Know your role and the path that you are going to follow.
5. Arrive on time and be prepared to stay until at least the planned stop time.
6. Take the meeting seriously, but do have some fun while attending.

SET UP THE MEETING PLACE

1. Select a physical setting that is comfortable, big enough, and will serve the purpose.
2. Create a warm and attractive atmosphere conducive to interaction.
3. Provide appropriate refreshments.
4. Have appropriate visual aids and learning aids on hand.
5. Always do something a little different and new. Make them glad that they came.

ASSIGN A NOTE TAKER (MINUTES)

1. Who attended
2. What problems were discussed.
3. Key decisions reached
4. Next steps: who needs to accomplish a task, start and end date of task and what is exactly needed.

START THE MEETING

1. Communicate the purpose and desired outcomes to all participants
2. Clarify the type of participation and interaction desired.
3. Set the ground rules: When the meeting will end, how each member will be heard, what is expected.
4. Show that you value their ideas, opinions and questions.

CONDUCT THE MEETING

1. Take time to tell and hear stories.
2. Clarify and paraphrase key ideas
3. Ask for different points of view; protect new ideas
4. Use brainstorming techniques
5. Record ideas and notes on a flip chart
6. Stay focused on the agenda topics. Do not wander off topic or become distracted.
7. Assign next steps throughout the meeting. Make all next steps specific assignments.

KEEP THE MEETING FOCUSED AND MOVING

1. Get information and data from the meeting. Ensure all people are heard.
2. Let the people carry the content; you guide the process
3. Acknowledge and reinforce constructive contributions
4. Use the agenda to stay on track.
5. Vary the pace: speed up, slow down, take breaks.
6. Keep the group aware of where they are in the process.
7. Periodically summarize key points and ask for agreement.
8. Help the group reach consensus and reach conclusions.

PARLIAMENTARY PROCEDURES

The documents on the next few pages were chosen from the website “gavel@winning. com’ because they cover topics most members need in understanding the “official” procedures and rules governing meetings and the ASCLS House of Delegates. It is written by a number of parliamentarians and is in an easy to understand format.

From the website, the “best advice”: Read the (ASCLS) bylaws. The author states that “you will never win if you do not even know which parliamentary authority was adopted as part of the bylaws.” In addition, the author continues, “if you become familiar with your bylaws, you will win half of your battles merely because you will probably be the only person who has ever read the bylaws in your organization. Knowing a little parliamentary procedure and the bylaws will make you the most successful member of your organization!”

Subjects included are:

“Six steps to every motion”

“Three ways to amend a motion, Five ways to modify a motion”

“Counting votes and voting results”

“Unfinished business, yes; Old business, Never!”

“Totally wrong phrases”

Also included is a document titled “Brief Parliamentary Procedures” from the Pennsylvania Society for Clinical Laboratory Science Annual Directory.

SIX STEPS TO EVERY MOTION!

Every motion requires 6 steps (with some exceptions). The “shoulds” and “shouldn’ts” are as follows:

Step 1. A member stands up, is recognized, and makes a motion.

Common mistake: Members do not stand up, do not wait to be recognized and typically start to discuss their motion before they make the motion!

STEP 2. Another member seconds the motion.

STEP 3: Without rewording, the presiding officer restates the motion to the assembly.

Common mistake: Motion is restated differently from the wording of the maker!

STEP 4. The members debate the motion

Common mistake: debate gets out of control in temper, in duration, in relevance!

STEP 5. Presiding officer asks for the affirmative votes and then the negative votes.

Common mistake: The presiding officer states “all in favor” and fails to tell the members what to do as a matter of voting (for example, ‘say aye’, ‘stand up’, ‘raise your hand’. etc.), or the negative vote is never requested or counted!

STEP 6. The presiding officer announces the result of the voting.

Common mistake: Presiding officer fails to pronounce the result of the voting!

THREE WAYS TO AMEND A MOTION

As a matter of survival, the most common motion a member needs to know completely is the “motion to amend a pending motion”.

The difficult part is remembering that the more urgent motions cannot be amended—adjourn, question of privilege, orders of the day, lay on/take from the table, previous question, point of order, appeal, parliamentary inquiry, suspend the rules and reconsider.

During the debate step of a pending motion, one may move to amend the pending motion. All one needs to remember is that there are really only three basic processes of amendments.

Let’s amend this sample motion: I move that we buy a new sign.

1. You can move to amend by inserting words or paragraphs.

I move to amend by inserting the phrase “not to exceed \$50” at the end of the motion.

2. You can move to amend by striking out (not deleting) words or paragraphs.

I move to amend by striking out the word “new”.

3. You can move to amend by striking out and inserting words or paragraphs. One can even amend by substituting (striking out and inserting) entire paragraphs or the complete motion.

I move to amend by striking out the word “sign” and inserting the word “billboard”.

You can also amend the amendment, before it is voted upon, but you can only amend the inserted or struck out words, you cannot amend a separate part of the main motion not covered by the amendment that is currently being discussed! After the current amendment is voted upon, you can amend the motion again and amend this new amendment.

FIVE WAYS TO MODIFY A MOTION

Motions are rarely perfect for everyone. Modifications are inevitable.

1. Between the time that a motion is made and before the chair states the motion, any member may informally offer modifying suggestions to the maker of the motion. The maker may accept or reject that member's recommendations.
2. After the chair has stated the motion, the maker of the motion may request unanimous consent from the members to modify the motion. Remember that at this time, the motion belongs to the assembly and not the original maker.
3. By means of the subsidiary motion to Amend, any member may propose changes to the motion, before the motion is voted upon. These proposed changes must be seconded and may be amended and/or debated.
4. If a motion requires further study, the members may vote to "Refer the Main Motion to a Committee". When the committee returns the motion to the assembly, the committee normally proposes amendments for the assembly to vote upon.
5. Sometimes the motion is so complex that the only way to do it justice is for a member to urge its rejection and offer to propose a simpler version as a substitute motion. Upon defeat of the complex motion, anyone may propose the substitute motion.

COUNTING VOTES AND VOTING RESULTS

MAJORITY: Does Robert mean:

...the majority of the entire membership?

...the majority of the members present?

...the majority of the votes cast?

How should you count the blank votes, the illegal votes, the abstentions?

The basic requirement for adoption of a motion by any assembly with a quorum is a Majority Vote, except for certain motions as listed below. A majority is “more than half” of the votes cast by persons legally entitled to vote, excluding blank votes and abstentions.

Majority does not mean 51%. In a situation with 1000 votes, majority = 501 votes, but 51%=510 votes.

Let's see an example:

The chair instructs the members, at a meeting with a quorum, to vote by writing “yes” or “no” on a piece of paper. Of the members present, 100 are entitled to vote, but 15 abstain. Of the 85 votes cast, 10 are illegal (the members wrote “maybe”) and 5 were turned in blank.

The majority is any number larger than one half of the total of...(legal votes cast) minus (blank votes cast) plus (illegal votes cast). Of the 85 votes cast by members entitled to vote...(75 are valid) minus (5 are blank) plus (10 are Illegal)=80 votes cast. One half of 80 votes is 40. Majority is 41 votes.

2/3 VOTE

Robert specifies which motion will require at least a 2/3 vote for adoption. Notice it is not called a 2/3 majority. A 2/3 vote is generally not taken as a voice vote, but rather as a standing count, or some other easily countable fashion. Generally speaking, a 2/3 vote is required for adoption of any motion which....

1. Suspends or modifies a rule of order already adopted;
2. Prevents the introduction of a question to consideration;
3. Closes, limits, or extends the limits of debate;
4. Closes nominations or the polls;
5. Takes away membership or office.

UNFINISHED BUSINESS, YES; OLD BUSINESS, NEVER!

“Old Business” means that you are reconsidering matters already disposed of “Unfinished Business” means that you are continuing with matters which are currently not completed. Before the current agenda is put together, the secretary advises the chair of matters which were not disposed of from the previous meeting. Also, the parliamentarian advises the chair which issues can be carried forward as “Unfinished Business”. Therefore, the chair should never ask the members, “Is there any unfinished business?” That question can be answered only by the secretary and the parliamentarian.

There are really only a few reasons why a matter may be considered in the “Unfinished Business and General Orders” portion of the current meeting’s agenda.

Questions left pending at the previous meeting:

1. A question was being discussed and being dealt with when the previous meeting adjourned.
2. A question was listed on the previous meeting’s agenda as part of the unfinished business, but was not reached, when the meeting adjourned.
3. A question had been postponed (made prior General Order) to the previous meeting, but was not reached, when the meeting adjourned.

Questions NOT left pending at the previous meeting:

4. A question was postponed (made current General Order) to the current meeting.
5. Though not technically “Unfinished Business”, any tabled matter may be taken from the table at this time as well.

Notice: Let us suppose that a group meets monthly. In March, an issue is listed as “Unfinished Business” for the first time. In March, the group adjourns without dealing with the issue. In April, the issue can be taken up again as “Unfinished Business”. But, if in April, the issue is not dealt with, the issue dies!

Of course, in May the issue may be introduced again, but only as “New Business”.

So, if you understand what can be considered under “Unfinished Business”, you can protect your favorite issue from being ignored. On the other hand, you could manipulate the time of adjournment to defeat the opponent’s favorite issue.

TOTALLY WRONG PHRASES!

I am sure you have frequently heard these phrases applied with loud and blind confidence.

SO MOVED!

This is a common statement, which means nothing. One must state the actual motion so as to avoid confusion in the audience. Everyone has the right to know exactly what is being moved and discussed. “So moved!” is vague and pointless.

I MOVE TO TABLE!

First of all, the motion is “Move to Lay on the Table”. According to Robert’s Rules of Order, this motion is in order only as a temporary interruption of the agenda, so as to allow something special and urgent out of turn, it is not intended to kill a motion. If your members wish to kill a motion, let them use the correct motion--”Move to Postpone Indefinitely”.

CALL FOR THE QUESTION!

This is not a motion, the person calling “Question! Question!” is being disorderly, if another person has the floor. At best, it is a nagging hint to the chair to stop the discussion and get on with the voting. The chair should make sure that everyone has had an opportunity to speak and still please the nagging “call for the question” hint. The chair should state that after one or two more speakers’ comments, the vote shall be taken.

It is critical that the chair not automatically stop the discussion when someone says, “Call for the question”. The disorderly member who wishes to stop the discussion does not have more rights than the members who wish to discuss the issue. Actually, a motion to stop the discussion (“I call for or I move the main Question”) would require a 2/3 vote to be adopted.

BRIEF PARLIAMENTARY PROCEDURES

- A. Eight steps observed in obtaining action on a question are:
1. Addressing the Chair.
 2. Awaiting recognition.
 3. Making the motion (“I move to ...”, or “I move that...”).
 4. Seconding the motion (when there is no second, the question or motion is not stated; the motion is lost).
 5. Stating the question (By the Chair).
 6. Opening the question for discussion or debate (“Are there remarks?” or “Is there any discussion?” or “Are you ready for the question?”).
 7. Putting the question (By the Chair).
 8. Stating the result of the vote (By the Chair).
- B. The Chair is provided the following summary of parliamentary rules:
1. Open the session at the time prescribed for its’ opening by taking the Chair and rapping once with the gavel to call the meeting to order.
 2. Announce the business to come before the assembly according to the “Order of Business”.
 3. Recognize a member entitled to the floor.
 4. State the motion, following a second, and put to vote all questions, which are properly moved, and which are in order; announce the results of the vote. (The Chair never asks for a second; if there is no second, the Chair does not state the motion. He may say, “Do I hear a second?”... He does not ask, “Is there a second?” If no one seconds a motion that has been made, the Chair states, “The motion is lost for want of a second.”)
 5. Protect the assembly from a frivolous or dilatory motion by refusing to state it, saying instead, “The Chair cannot entertain the motion”
 6. Assist in every way possible to expedite business, always giving members their rights in the assembly.
 7. Keep members engaged in debate within the rules of order. When debate is to be limited, enforce the time limitation. Restore order when the conduct of members in debate has gotten out of hand.
 8. On all occasions enforce the observance of order and decorum among the members of the assembly.
 9. When necessary, inform the assembly on a point of order or practice pertinent to pending business.
 10. In case of great emergency, the Chair has the right and the duty to declare the assembly adjourned to some other time (and place) if it is impractical to take a vote and circumstances indicate danger, to delay long enough to take a vote.
 11. When necessary, authenticate with the President’s signature all acts, orders and proceeding of the assembly declaring it’s well and in all things obeying its commands.
 12. The Chair should always refer to himself as “the Chair, not as I”.

13. The Chair should rise:

- a. To put a question to vote.
- b. When giving reasons for a decision on a point of order.
- c. When speaking upon an appeal.

The Chair should be seated

- a. During debate
- b. When a report is being given.
- c. When a speaker is appearing on the program.

14. The Chair cannot interrupt a member who has the floor, as long as the member does not transgress any of the rules of the assembly.

15. If a member of the society, the Chair is entitled to:

- a. Cast a vote when the voting is by ballot.
- b. When the vote is via voice vote, the Chair can make or break a tie.

16. The Chair cannot close debate unless by order of the assembly.

17. The Chair cannot prevent the making of legitimate motions by hurrying through the proceedings.

18. The Chair should not only be familiar with parliamentary usage, but should be familiar with the rules and regulations of the society. If question should arise, consult with Parliamentarian.

19. The Chair does not enter into debate or speak on a question unless the President-elect or the Secretary is asked to fill the office and the Chair will then remain out of the chair until the matter or question has been acted upon.

Who Me - A Leader?*

We all remember a game called “Follow the Leader.” As children we were anxious to “be the leader!” It was fun to decide where to lead the group and what kind of actions or activities to have them perform. But as we matured we became reluctant to “be the leader.” Possibly this reluctance came from a lack of confidence in our leadership skills or concern about having time to lead. The thought of leadership responsibility way even be frightening. Many of us have difficulty seeing ourselves in leadership roles. We tend to think that leadership is reserved for someone else - someone in a higher position or with more authority. Maybe we think we don’t have the training, charisma, or communication skills to be a leader. But let’s not sell ourselves short! We can change the way we look at leadership and revert to our childhood perspective - leadership can be an exciting opportunity!

Leadership is not a function only of individuals in superior positions. Leadership is an integral part of any interaction in which someone attempts to accomplish a goal by working with or through other people. Leadership is a process of working with and influencing the activities of others. It is the human factor, which draws a group together and motivates it toward goals. Leadership is a necessary element in our personal and social interactions and activities as well as our professional life. Often we lead without even realizing it!

What does leadership look like? It may be as complex as leading a work group through a difficult project or it may be as simple as modeling a positive attitude. Since leadership is inherent in so many activities it is important that we make sure we are providing positive leadership. Effective leaders have some common characteristics. They tend to be enthusiastic and optimistic. They are well informed, self-confident, focused, and creative. Following are some contrasting descriptions of effective and ineffective leaders. Do a self-evaluation as you review these traits.

Effective Leaders

Have a clear understanding of the goal
Have a broad vision
Focus clearly
Flexible and can adapt
Optimistic
Communicate their passion
Make tough decisions & take risks
Learn from their mistakes
Confident and tenacious

Ineffective Leaders

Are clueless
Are narrow and short-sighted
Have tunnel vision or become distracted
Inflexible and rigid
Pessimistic
Communicate poorly
Take the easy way out
Try to justify or rationalize their mistakes
Give up easily and lack confidence

How did you measure up? Most of us have some leadership qualities but lack others. Fortunately leadership is a developmental process. The more we practice and work on our leadership skills the better we become; our profession provides many opportunities to develop leadership skills. The workplace today provides many challenges for leadership. Obtaining and maintaining a leadership position is a difficult task. The leader must have a positive attitude, take on that extra assignment, and be willing to expand roles and develop new skills.

As we accept these challenges and our leadership skills are refined, good things start to happen. Peer recognition, advancement opportunities, and a generally richer professional life are just a few of the possible consequences.

Of course leadership skills can be developed outside the workplace. Personally, I give credit to ASCLS for providing the opportunity to develop and practice my leadership skills. Opportunities exist for participation on boards, committees, and special projects at the local, state, and national level. These activities focus on promoting the practice of clinical laboratory science, encouraging laboratory practitioners in their professional roles, and enhancing the public's understanding of the role of the laboratory in healthcare. ASCLS provides opportunities for individuals to develop personal leadership skills and at the same time to make an important contribution to the profession.

Are you developing and using your leadership skills to promote and enhance your profession? We need you! Volunteer today - the rewards are great! **Yes, you are a leader!**

*Author unknown

QUOTATIONS FROM WELL KNOWN LEADERS

“The secret of leadership is to think of your position as an opportunity to serve, not as a trumpet call to self importance.”

-I. Donald Walters

“The very essence of leadership is that you have to have a vision.”

-Theodore Hesburgh

“In simplest term - a leader is one who knows where he wants to go, and gets up, and goes.”

-John Erskine

“Leadership is a combination of strategy and character. If you must be without one, be without the strategy.”

-General Norman Schwarzkopf

“One of the tests of leadership is the ability to recognize a problem before it becomes an emergency.”

-Arnold Glasgow

“The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant”

-Max DePree

“Good leaders make people feel that they’re at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens people feel centered and that gives their work meaning.”

-Warren Dennis

“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

-Dwight D. Eisenhower

“The difference between a boss and a leader: a boss says, “Go!”—a leader says, “Let’s go!”

-E.M. Kelly

“The ultimate leader is one who is willing to develop people to the point that they eventually surpass him or her in knowledge and ability.

Fred A. Manske, IL

“A real leader faces the music, even when he doesn’t like the tune.” -Anon

“The secret of leadership is working with things as they are, not as you wish they were, nor as you think they ought to be: for the “impossible” dream can be attained only in possible stages.”

-J. Donald Walters

“I forgot to shake hands and be friendly. It was an important lesson about leadership.’

-Lee Iacocca

GUIDELINES FOR MENTORS*

1. Contact the new member by phone or in person within 2 weeks of receiving assignment.
2. Invite him/her to the next Board Meeting or educational session. Arrange to meet him/her and introduce him/her to other members.
3. Check to see if he/she has received a new member packet and membership card from the national office.
4. Ask about their scientific assembly group interests/needs.
5. Ask about why he/she joined the society, and what he/she hopes to gain from membership.
6. Invite the person to participate on state committees or spring convention. Give 2 or 3 choices for activities related to the meeting.
7. Check back with the member after 3-6 months to see how things are going.
8. If member does not renew after the first year, give the person a call. Reiterate why the person joined the society (from previous conversations) and find out if there is anything that the person “expected” from membership that he/she did not get.

*Author unknown

TOOLS FOR RECOGNITION OF MEMBERS

Included in this section are guidelines for:

Key to the Future Award

Sigma Student Forum Leadership Award

Leadership Recognition Program

Request for NCA credit for activity in ASCLS/ Sample letter

Keys to the Future Recognition Program

PURPOSE:

This award serves to recognize and reward ASCLS members who have demonstrated their leadership potential to the organization, and to provide these members with structured mentoring.

The Key to the Future Program is administered by the ASCLS Leadership Development Committee and is intended to assist constituent societies in the development of potential leaders to serve at local, state, regional and national levels of the Society. Additionally, the program encourages appointments/nominations of these highly motivated members to positions of responsibility within the organization that will further their leadership development.

AWARD:

Recipients receive recognition and a unique Key to the Future pin at the annual ASCLS meeting.

Constituent societies are encouraged to appoint/elect awardees as delegates to the annual ASCLS meeting.

Each constituent society should recognize their nominees by announcing their names at the constituent society's Awards Ceremony and presenting them with a unique item designated exclusively for this purpose. The names of the winners should be published in the constituent society newsletter.

NOMINATION:

Nominees are from a constituent society. Method of nomination by a constituent society is to be determined by that constituent society. Each constituent society may recognize a maximum of three members per year.

It is recommended the current president be involved; a suggested committee composition would include the president, past president, president-elect and the previous year's recipients.

ELIGIBILITY:

Nominee:

- must be a new member (within three years), or a longstanding member who has recently increased her/his activity with the society;
- must be an ASCLS member in the Professional I, Professional II, or Student categories of membership;
- must have demonstrated leadership potential by directing at least one task force or project, chairing a committee with significant tasks, or performing exceptionally as a constituent society Board member or local officer; outcomes of this involvement must be considered outstanding, creative and of high quality;
- may receive this award once in a lifetime.

Nomination forms can be obtained by writing to:

ASCLS Scholarships
6701 Democracy Blvd, Suite 300
Bethesda, MD 20817
or email: elissap@ascls.org
Postmark Deadline: February 15

Sigma Student Forum Leadership Award

PURPOSE:

The Sigma Student Forum Leadership Award recognizes a student member of the American Society for Clinical Laboratory Science who has demonstrated outstanding leadership and contributed to the growth and development of the ASCLS Student Forum

AWARD:

All nominees will receive a plaque at the annual ASCLS meeting. The winner may receive a monetary award determined by the sponsoring company.

NOMINATIONS:

- Nominations are made by a constituent society. One student member per society is allowed
- The nominating society completes the nomination form and forwards three copies of it with an application form to the nominee.
- The nominee completes the application form and submits three copies of it with the three copies of the nomination form, and a recent black and white glossy picture of the nominee, to the Awards Committee contact. The picture is used for ASCLS publications and will not be returned.

ELIGIBILITY:

- The nominee must be a student member of ASCLS six months prior to nomination.
- A nominee remains eligible even if his/her membership status changes from Student to Professional I before the annual ASCLS meeting.

EACH AWARDS COMMITTEE SUBCOMMITTEE RESERVES THEE RIGHT TO WITHHOLD THE AWARD FOR THE CURRENT YEAR IF NOMINEES DO NOT MEET REQUIREMENTS.

ASCLS LEADER RECGONITION PROGRAM

Purpose: To bring recognition to the ASCLS member for contributions to the society.

Responsible party: National: Member of National Leadership Development Committee
Region: Regional Leadership Development Chair
State: State Leadership Development Chair or Public Relations chair
Local chapter: Chapter President or designee

For simplicity, ‘LDC Chair’ will represent the responsible party throughout the following documents.

Procedure:

ASCLS Leader Recognition Program form and release of information form should be distributed to newly elected officers immediately after their election. The LDC chair will distribute the forms to the individuals. Newly appointed committee members should also receive forms. The LDC chair may choose to prepare packets prior to attending the annual spring meeting or business meeting where new officers are elected and installed.

Forms should be distributed to awardees immediately after awards ceremony.

Optional: forms can be mailed after the close of an annual meeting.

The officer/ awardee fills out the forms and returns them to the LDC Chair

An envelope with postage and LDC chair’s address should be included with the forms. This may facilitate return of the information.

Upon receipt of the information and release forms, the LDC chair will prepare appropriate letters and press releases as designated by the officer/awardee and mail them within 14 days of receipt.

It is suggested that the officer/awardee forward copies of any letters of acknowledgement to the LDC chair for the state’s files.

The LDC Chair retains the forms in his or her files and passes the files to the incoming chair.

All forms should be printed on society letterhead.

Cover letter to officer

(Date, Name, Address)

Dear _____

On behalf of the _____(insert society or region name) I want to congratulate you on your recent election to the position of _____

Our society recognizes that it takes a great deal of dedication and time to serve the society. We feel it is important for other members of our profession and the community to acknowledge your contributions

As _____(insert your position), I would like to forward information on you to your employer and local newspaper. The information will only be shared with those institutions you designate and participation is optional.

Please fill out the enclosed form, sign the release form, and return them to me in the envelope provided by _____(insert date).

Best wishes for your success as you begin an important year of service to the society.

Sincerely;

Cover letter to Awardee

(Date, Name, Address)

Dear _____

On behalf of the _____ (insert society or region name) I want to congratulate you on receiving the award.

Our society recognizes that it takes a great deal of dedication and time to serve the society. We feel it is important for other members of our profession and the community to acknowledge your contributions.

As _____ (insert your position), I would like to forward information on you to your employer and local newspaper. The information will only be shared with those institutions you designate and participation is optional

Please fill out the enclosed form, sign the release form, and return them to me in the envelope provided by _____ (insert date).

Congratulations again on your accomplishment and continued success!

Sincerely,

SAMPLE PRESS RELEASE FOR ELECTED OFFICER

FOR IMMEDIATE RELEASE

_____ (insert name) has been elected to the position of _____ (insert office or position) of the _____ (insert society name).

The _____ (insert society name) is an affiliate of the American Society for Clinical Laboratory Science, a national organization representing members of the laboratory profession.

_____ (insert name) is an employee of _____ (insert employer name) in _____ (insert city) as a _____ (insert title or position).

For more information on _____ (insert name) or the _____ (insert society name) please contact:

(Your name, address and phone number)

Employer of New Officer

(Date, Name, Address)

Name and address of employer:

Dear

On behalf of the Board of Directors of _____ (insert society or region name), it is my pleasure to inform you that _____ (Name) _____ (Position and department) _____ has been elected to the position of _____ of the society.

_____ (insert name)'s contributions to _____ (insert society name) are greatly appreciated by the organization. Members volunteer their services to the society, creating educational programs for members and the general public, as well as guiding healthcare policy on a local and national level

The _____ (insert society or region name) is an affiliate of the American Society for Clinical Laboratory Science, a national organization representing Clinical Laboratory Scientists in the United States. Members of ASCLS are employed in hospital and reference laboratories, industry, research, education, and public health laboratories, to name a few.

I am sure that you will join with us in recognizing _____'s (insert name) accomplishments. _____ (Insert name) is a credit to our organization as he/she must be to yours.

Sincerely,

Name

Address

Position

Employer of Awardee

(Date, Name, Address)

Name and address of employer:

Dear _____:

On behalf of the Board of Directors of _____ (insert society or region name), it is my pleasure to inform you that _____ (Name) _____ of the _____ (Position and department) _____ has been awarded the _____ (insert name of award).

(insert brief description of award)

_____ (insert name)'s award shows his/her dedication to the profession and society.

The _____ (insert society or region name) is an affiliate of the American Society for Clinical Laboratory Science, a national organization representing Clinical Laboratory Scientists in the United States. Members of the ASCLS are employed in hospital and reference laboratories, industry, research, education and public health laboratories, to name a few.

I encourage you and your institution to join with us in congratulations and acknowledgement of this important accomplishment. Should you have any questions concerning the society, please do not hesitate to contact me.

Sincerely,

Name
Address
Position

SAMPLE PRESS RELEASE FOR SOCIETY AWARD

FOR IMMEDIATE RELEASE

_____ (insert name) has been awarded the _____ (insert *name* of award from the
_____ (insert society name). The award is given annually to a member who (insert brief description of award).

The _____ (insert society name) is an affiliate of the American Society for Clinical Laboratory Science, a
national organization representing members of the laboratory profession

_____ (insert name) is an employee of _____ (insert employer name) in

_____ (insert city) as a _____ (insert title or position).

For more information on _____ (insert name) or the _____ (insert society name) please contact:

For further information, contact:

(Your name, address and phone number)

ASCLS LEADER RECOGNITION PROGRAM

ASCLS and your local society want to recognize your contributions to the society by publicizing your accomplishments. Participation is optional. You do not need to provide all categories: for example, if you do not want the information in your local newspaper, do not provide that information.

Name: _____

Home Address: _____

Telephone Number: _____

Place of employment: _____

Work Address: _____

Job Title: _____

Department: _____

Manager's/Superior's/CEO's/Dean's name: _____

Public Relations Director's name: _____

ASCLS/State Society/Local Society (circle one) Leadership position(s) or committee(s):

Was this an election or appointment? (circle one) Election Appointment

Award received: _____

Award sponsored by: _____

Local newspaper name: _____

Local newspaper address: _____

SAMPLE LETTER TO THE NCA RECERTIFICATION COMMITTEE REQUEST FOR CREDIT FOR ACTIVITY IN ASCLS

NCA certificants can earn up to 0.5 CEU per renewal cycle for leadership activities in ASCLS. The certificant should obtain a letter such as the one below from the state president, region director, or committee chair related to the activity. It should be submitted along with other recertification documentation at renewal.

To: NCA Recertification Committee

From: (Insert your name)

Re: CEU Credit

Date:

I am writing this letter on behalf of (insert name of individual and NCA certification) regarding his/her recertification with NCA. During the time period from approximately (Insert year), (insert name of individual) held the responsibility of (insert committee position or office held). He/She spent countless hours working to (insert brief description of committee work or responsibility).

I request that NCA give (insert name) 0.5 CEU credit (the maximum allowed *for* one volunteer professional activity) and have those credits count toward Area 6 of his/her- recertification with NCA. I can be reached at (insert telephone number) if any questions arise as a result of this letter.

Thank you very much.

Sincerely,

Letter composed by Scott Aikey, PA

ASCLS VISION STATEMENT

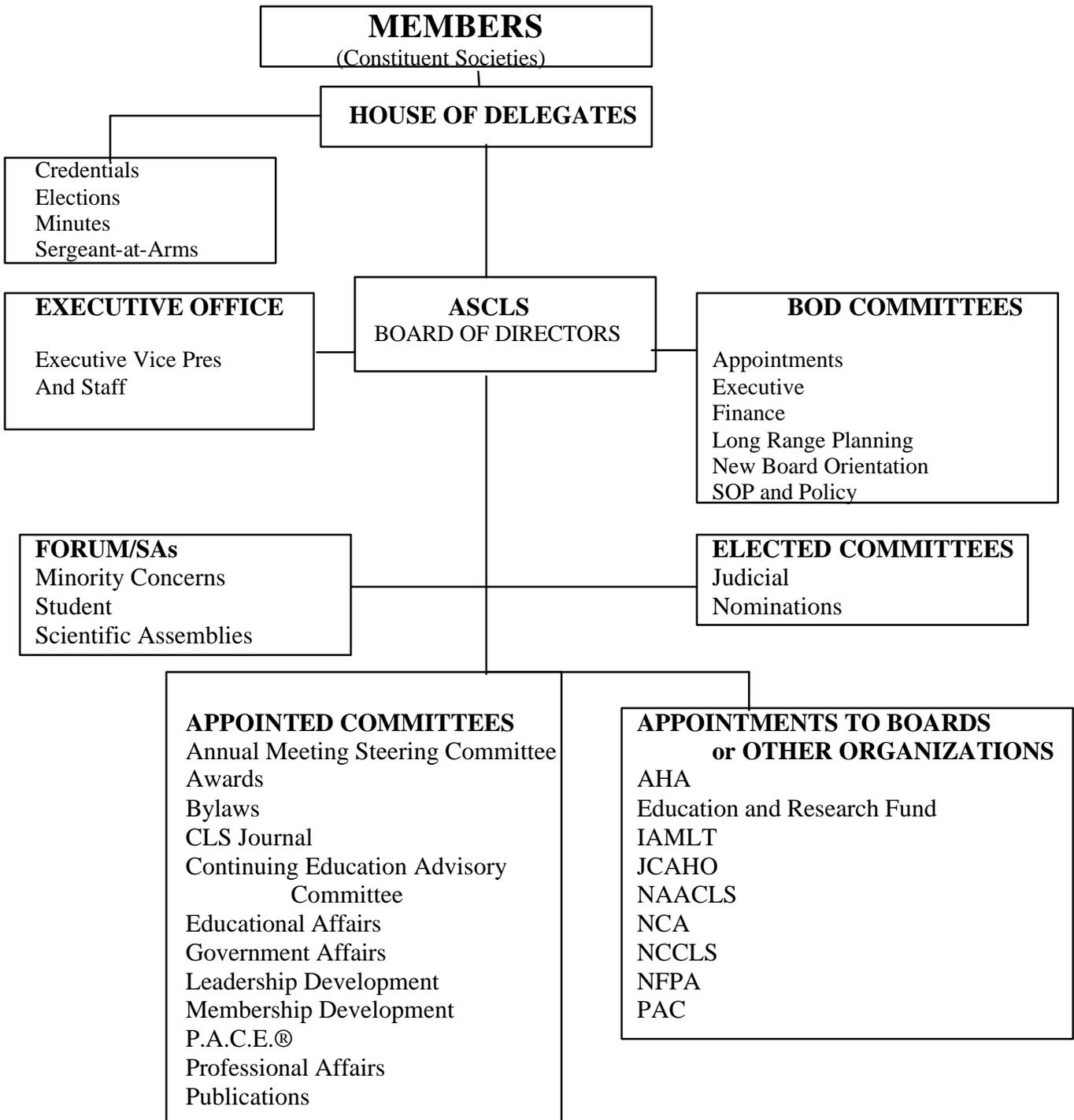
The American Society for Clinical Laboratory Science (ASCLS), as the preeminent organization for clinical laboratory science practitioners, provides dynamic leadership and vigorously promotes all aspects of clinical laboratory science practice, education and management to ensure excellent, accessible cost-effective laboratory services for the consumers of health care.

ASCLS MISSION STATEMENT

The mission of the American Society for Clinical Laboratory Science (ASCLS) is to promote the profession of clinical laboratory science and provide beneficial services to those who practice it. To enable its members to provide quality services for all consumers, the society is committed to the continuous quest for excellence in all its activities, and:

- Promotes high standards of practice in the workplace**
- Advocates professional autonomy**
- Ensures professional competence**
- Supports worthy educational efforts at all levels**
- Encourages laboratories in their pursuit of expanded roles and responsibilities**
- Enhances the public's understanding and respect for the profession and its practitioners**

ASCLS ORGANIZATIONAL CHART



ASCLS REGIONS

REGIONAL COUNCIL

JOB DESCRIPTION: The Regional Council is the governing body of then region, consisting of the nationally elected Regional Director, Officers of the Constituent Societies located within the region as defined in regional guidelines and, as *ex officio* members, all such persons in the region who serve ASCLS in an elective capacity.

PURPOSE: The Regional Council shall function to coordinate within the regional boundaries, activities which support the principles and further the goals of ASCLS and to provide for the constituent societies of the region greater access to, and utilization of, the resources of ASCLS.

Region I

Connecticut
Maine
Central New England
Includes: Massachusetts
New Hampshire
Rhode Island
New York
Vermont

Region II

Delaware
District of Columbia
Maryland
New Jersey
Pennsylvania
Virginia
West Virginia

Region III

Alabama
Florida
Georgia
North Carolina
Puerto Rico
South Carolina
Tennessee

Region IV

Indiana
Kentucky
Michigan
Ohio

Region V

Minnesota
North Dakota
South Dakota
Wisconsin

Region VI

Illinois
Iowa
Kansas
Missouri
Nebraska

Region VII

Arkansas
New Mexico
Oklahoma
Texas

Region VIII

Louisiana
Colorado
Idaho
Montana
Utah
Wyoming

Region IX

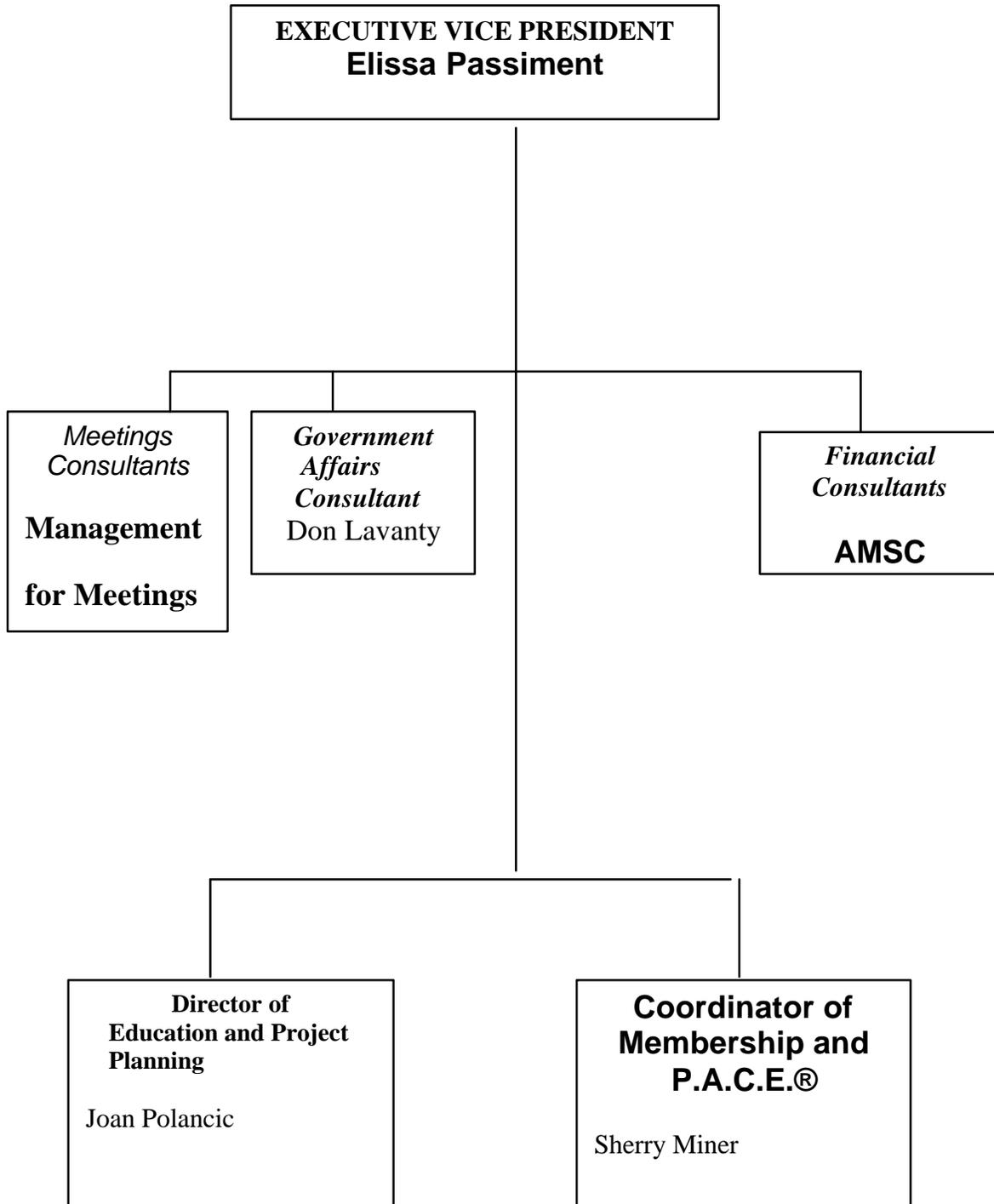
Alaska
Oregon
Washington

Region X

Arizona
California
Hawaii
Nevada

ASCLS ORGANIZATIONAL CHART

EXECUTIVE OFFICE



CODE OF ETHICS
of the
AMERICAN SOCIETY FOR CLINICAL LABORATORY SCIENCE

Preamble

The Code of Ethics of The American Society for Clinical Laboratory Science (ASCLS) sets forth the principles and standards by which clinical laboratory professionals practice their profession.

I. Duty to the Patient

Clinical laboratory professionals are accountable for the quality and integrity of the laboratory services they provide. This obligation includes maintaining individual competence in judgment and performance and striving to safeguard the patient from incompetent or illegal practice by others.

Clinical laboratory professionals maintain high standards of practice. They exercise sound judgment in establishing, performing and evaluating laboratory testing.

Clinical laboratory professionals maintain strict confidentiality of patient information and test results. They safeguard the dignity and privacy of patients and provide accurate information to other health care professionals about the services they provide.

II. Duty to Colleague and the Profession

Clinical laboratory professionals uphold and maintain the dignity and respect of our profession and strive to maintain a reputation of honesty, integrity and reliability. They contribute to the advancement of the profession by improving the body of knowledge, adopting scientific advances that benefit the patient, maintaining high standards of practice and education, and seeking fair socioeconomic working conditions for members of the profession.

Clinical laboratory professionals actively strive to establish cooperative and respectful working relationships with other health professionals with the primary purpose of ensuring a high standard of care for the patients they serve.

III. Duty to Society

As practitioners of an autonomous profession, clinical laboratory professionals have the responsibility to contribute from their sphere of professional competence to the general well being of the community.

Clinical laboratory professionals comply with relevant laws and regulations pertaining to the practice of clinical laboratory science and actively seek, within the dictates of their consciences, to change those which do not meet the high standards of care and practice to which the profession is committed.

PLEDGE TO THE PROFESSION

As a clinical laboratory professional, I strive to:

Maintain and promote standards of excellence in performing and advancing the art and science of my profession;

Preserve the dignity and privacy of patients;

Uphold and maintain the dignity and respect of our profession;

Seek to establish cooperative and respectful working relationships with other health professionals;

and

Contribute to the general well being of the community.

I will actively demonstrate my commitment to these responsibilities throughout my professional life.

Approved July 1995

ASCLS OFFICE CONTACTS

OFFICE ADDRESS:

ASCLS
6701 Democracy Blvd, Suite 300
Bethesda, MID 20817
Phone: 301-657-2768
Fax: 301-657-2909
E-mail: ascls@ascls.org
Web Site: www.ascls.org

STAFF:

Elissa Passiment
Executive Vice President
E-mail: elissap@ascls.org

Joan Polancic
Director of Education
E-mail: joanp@ascls.org

Don Lavanty
Legislative Affairs
Ask receptionist to connect you

Sherry Miner
P.A.C.E. and Membership Coordinator
E-mail: sherrym@ascls.org

Accounting

Ask receptionist to connect you

Meetings Management

Ask receptionist to connect you

POSITION DESCRIPTIONS

ASCLS OFFICERS ELECTED COMMITTEES APPOINTED COMMITTEES

Excerpted from the ASCLS Bylaws and SOP

The information listed below is provided for those individuals interested in serving as an officer or as a committee member. For more information, please refer to the entire ASCLS Bylaws and SOP documents.

Society Officers. The officers of the Society shall consist of the President, the President-elect and the Secretary/Treasurer.

Authority. The authority of the officers is defined in the Bylaws. The President of the Society serves as the presiding officer of the Board of Directors and the Secretary/Treasurer serves as Secretary/Treasurer of the Board. In the absence of the President, the President-elect assumes the responsibilities of the presiding officer.

Qualifications/Eligibility. Professional and emeritus members of this Society are eligible to hold office provided they have been members for at least five consecutive years immediately prior to election, and have held office or membership on the Board of Directors either in this Society or in a constituent society. An officer of this Society may be nominated for a different office, where upon a resignation from the original office must be effected.

Election of Officers. The House of Delegates, at its annual session, shall elect by a majority vote a President-elect annually and a Secretary/Treasurer triennially. The President, President-elect, and Past President shall serve terms of one (1) year each or until a successor is elected. The Secretary/Treasurer shall serve a term of three (3) years or until a successor is elected. After this one-year term, the President-elect shall succeed to the presidency. The Secretary/Treasurer shall be eligible for re-election, but may not serve more than two (2) consecutive terms. Vacancies in these offices may be filled at any meeting of the Board of Directors, except that in the event of a vacancy in the office of the President, the President-elect shall become President for the remainder of that term and for the succeeding year. In the event of a vacancy in the office of President-elect, at the next session of the House of Delegates, both a President-elect and President shall be elected.

Nomination/Election/Appointment. The election of officers by the House of Delegates of the Society is to be conducted by secret ballot and a majority of votes cast will elect. If no candidate for an office receives a majority of votes on the first ballot, the candidate with the lowest number of votes will be eliminated and balloting will continue until a candidate receives a majority of the votes cast. In the event of a tie, the election will be determined by lot.

Term of Office. The term of office of any officer of this Society elected at an annual meeting will begin with the sine die adjournment of the House of Delegates at such annual meeting.

Vacancies. Vacancies may be filled at any meeting of the Board of Directors, except that in the event a vacancy of the office of the President, the President-elect shall become President the remainder of that term and for the succeeding year. In the event of a vacancy in the office of President-elect, at the next session of the House of Delegates, both a President-elect and President shall be elected.

Duties. The duties of the officers shall be determined of the Board of Directors, except that:

1. The President shall be the chief elected officer of the Society, shall serve as its principal spokesperson and shall preside at the annual meetings of the House of Delegates and at all meetings of the Board of Directors. The President may designate another to preside at the annual meetings of the House of Delegates. The President shall be a non-voting ex officio member of all committees of the Society with the exception of the Nominations and Judicial Committees.
2. The President-elect shall become familiar with the duties of the office of President and shall assist the President as the President may from time to time direct and in the absence of the President preside at meetings of the Board of Directors and
3. The Secretary/Treasurer shall act as secretary at all meetings of the Board of Directors and House of Delegates and keep or cause to be kept in permanent form a record of all minutes taken at such meeting. The Secretary/Treasurer shall have the

responsibility for the receipt and expenditure of funds by the Society, shall ensure that all accounts of the Society have been audited annually by a certified public accountant at the expense of the Society, and shall submit or cause to be submitted to the House of Delegates at its annual meetings a balance sheet and a statement of all receipts and expenditures of the Society for the year just ended

General Duties. In addition to the duties of the officers defined in the Bylaws, the following describe the basic job functions:

1. President: Serves as chief elected officer, representing the entire membership, and the best interest of the Society; exercises leadership in the motivation of other officers, board members, committee members, staff and membership; influences the establishment of goals and objectives for the Society during term of office; acts as spokesman and inspirational leader and takes an important part in monitoring and evaluating organizational performance and effectiveness and works in partnership with executive director as necessary. Within the limits of the Bylaws and Standard Operating Procedures, the President is responsible and has commensurate authority to accomplish the responsibilities set forth in the policies and procedures manual.

2. President-elect: Serves as a member of the Executive Committee; assists the President as directed and in the absence of the president presides at meetings of the Board of Directors or the Executive Committee; serves as Chair of the Committee on Long Range Planning and chairs the Appointments Committee.

3. Secretary/Treasurer: Acts as Secretary at all meetings of the Board of Directors and House of Delegates and keeps or causes to be kept in permanent form a record of all minutes taken at such meetings; has responsibility for the receipt and expenditure of funds by the Society and oversees the annual financial audit; submits to the House of Delegates at its annual meeting a balance sheet and a statement of all receipts and expenditures of the Society for the previous years, chairs the ASCLS Board Finance Committee; and serves as a member of the Executive Committee.

COMMITTEES

The Nominations and Judicial Committee members are elected by the House of Delegates.

A. Nominations Committee: There shall be a Nominations Committee of the House of Delegates, consisting of not more than ten (10) members, who shall be elected by the House of Delegates. The Nominations Committee shall be responsible for presenting to the House of Delegates at its succeeding annual session nominations for those positions to be filled by election at that session

1. Responsibilities: a. The Nominations Committee is responsible for procedures relating to nominations to elective positions in this Society. b. It is to prepare for the House of Delegates a slate, which is to present no less than two nominees for each position under consideration. In the event that upon expiration of all possible sources for nominees, only one can be obtained for a particular office, the presentation of such a slate will be considered legal. c. The Nominations Committee will not be responsible for presenting qualifications of persons nominated from the floor, but are to verify such qualifications before adding such nominees to the slate.

2. Composition: a. The Nominations Committee is to consist of ten members who are and have been for at least five consecutive years immediately prior to election professional or emeritus mentors of this Society. b. Each member is to represent a defined area of this Society and hold membership in a constituent society of the area represented and have held office or membership on the Board of Directors of this Society or one of the constituent societies. c. No officer, director, elected or appointed representative of this Society is to be a member of the Nominations Committee.

3. Election: a. Members of the Nominations Committee are to be elected at the annual session of this Society by the House of Delegates. b. Five members are to be elected annually from those regions where the post falls vacant as a result of expiration of term. c. Candidates for election to this committee are to be selected in the following manner 1) Each of the constituent societies of a region may nominate qualified persons and submit such nominations to the Nominations Committee at the same time and in the same manner as nominations are submitted for other elected positions in this Society. 2) When such nominations have been processed in the customary manner, a slate of nominees is to be prepared for each region. 3) The five regional slates are to become part of the complete slate of nominees for elected positions in this Society. 4) The candidate receiving a majority of votes cast in a particular regional slate will be elected as the Nominations Committee member representative of that region. A tie vote will be resolved by lot.

4. Term of Service. a. The term of service of a member of the Committee will be two years; a member is not eligible to serve more than two consecutive full terms. b. Within two weeks after the election of new members, the Committee is to elect, from the members who are beginning their two-year terms, an individual to assist the chair.

c. This individual is to succeed to the chair of the Committee during the second year of service.

5. **Vacancies:** When a vacancy occurs on the Committee as a result of change of residence outside the region or for other cause, the regional director of the area concerned will appoint a qualified person to serve until the next annual session when an individual is to be elected to serve the remainder of the term.

6. **Duties:** a. Provide for the publication to the membership of the Society no less than nine months in advance of the next annual session a list of all elected positions that are to become vacant. b. Notify constituent societies that nominations are in order and soliciting their cooperation in obtaining qualified candidates. c. Initiate direct contact with qualified persons to be nominees in the event of an insufficient number of nominations to complete the slate. d. Verify that nominees possess those qualifications prescribed by the Society's Bylaws and Standard Operating Procedures for a specific elected position and that such nominees agree to candidacy. e. Establish, with Board approval, minimum point requirements necessary for a nominee to be placed on the ballot. A candidate not achieving these minimum points will be precluded from ballot placement. These point totals are to be predetermined by this Committee prior to publication of the list of vacancies to be filled by election at the next annual meeting. f. Provide for the publication of the slate, together with the qualifications of such nominees, no less than 60 days before the date of the next annual session.

B. Judicial Committee: There shall be a Judicial Committee of the Society, consisting of five (5) members elected by majority vote of the House of Delegates. Legal counsel shall serve in a non-voting ex officio capacity. The Judicial Committee shall exercise its functions only in those matters specifically assigned by the Bylaws, or in matters referred by official persons or bodies of this Society.

The Judicial Committee functions in this Society as an impartial body to investigate or deliberate matters referred for its consideration; to arrive at a conclusion as the truth or propriety of facts adduced to the proceedings; to test facts against the Bylaws of this Society or against common standards of justice and fair play; and to render opinions as recommendations for action of the Society. The Committee is to sit with a majority in attendance to hear appeals of defense in proceedings involving expulsion of members, impeachment of official persons, or other proceedings as determined by the Board of Directors of this Society. Information or deliberations reflecting upon the reputation of good faith of persons or groups in this Society will be considered privileged communication. The Judicial Committee exercises its functions only in those matters specifically assigned by the Bylaws of this Society, or in matters referred by official persons or bodies of this Society. An opinion of this committee will in no way supersede the constitutional codes of this Society, nor will an opinion bind the Society. In matters of expulsion, upon appeal of a member to the House of Delegates, the Board of Directors may consider reversal of decision. Except as otherwise provided in the Bylaws and Standard Operating Procedures of this Society, the House of Delegates may annul or reverse a ruling of the Committee.

1. **Composition:** The Judicial Committee comprises five professional or emeritus members of the Society, each of whom shall have served this Society previously as an officer, director, or presiding official of the Bylaws Committee if this Society.

2. **Term of Service:** One member of the Committee is to be elected annually to serve a term of five years. Within two weeks after the composition of the Committee has been defined by election of a new member, the members are to elect one of their members to chair the Committee for the year. The members of this committee shall not be eligible for re-election by the Society.

3. **Nominations:** Nominations of candidates for election to this committee shall be handled in the same manner as for Officers of the Society.

4. **Vacancies:** When a vacancy occurs on the Committee, the president of this Society, with the approval of the Board of Directors, will appoint a qualified person to serve until the next annual session of the House of Delegates when an individual is to be elected to serve the remainder of the term.

5. **Duties:** a. Interpret the Bylaws of the Society. b. Hear appeals authorized by the Bylaws and Standard Operating Procedures of this Society. c. Hear appeals brought by a member or constituent society against an action or decision as a functional body of this Society. d. Investigate charges brought in expulsion, impeachment, or other such proceedings. e. Report to the Board of Directors all matters considered, together with recommendations for action or disposition of such matters when appropriate. f. Establish and/or continue a permanent and historically complete record of opinions and outcomes as a reference for the future.

C. Bylaws Committee: There shall be a Bylaws Committee whose members shall be appointed by the President with the approval of the Board of Directors. The Bylaws Committee shall receive proposed amendments to the Bylaws and Articles of Incorporation of the Society and prepare such amendments for consideration as described under Article XX.

1. Appointment: The Bylaws Committee is composed of members appointed by the President-Elect as Chair of the Appointments Committee and approved by the Board of Directors of this Society.

2. Composition: a. The Bylaws Committee comprises six members. Two members are appointed annually, each member serves a three-year term. One member is appointed chair by the President. b. A student representative appointed by the president will serve a one-year term.

3. Duties: a. This committee is authorized to reject proposed changes to the constitutional codes of this Society provided that full justification of rejection is returned to the proponent. The proponent has the prerogative to require the Bylaws Committee to refer the rejection to the Judicial Committee for decision. b. When a number of proposals of similar or related intent or content have been submitted, this committee may consolidate or restructure the proposals into an appropriate form. In preparing proposals for presentation as amendments to the House of Delegates, this committee will preserve the intent of the proposal as submitted. c. This committee is empowered to make such non-substantive changes in the language of adopted amendments and other bylaws, as may be necessary for clarity or to conform to the action of the House of Delegates. d. This committee will perform such additional duties as are defined or implied in the Bylaws and Standard Operating Procedures of the Society.

Additional Committees. The Board will develop mechanisms whereby ASCLS advocacy is implemented in areas of accreditation, certification, professional affairs, governmental affairs, and education, and that membership development and strategic planning activities will occur. The Board of Directors may establish and delegate such of its authority to additional committees, as it deems appropriate in accordance with these Bylaws, the Articles of Incorporation and the laws of the state of incorporation.

The following committees are composed of members appointed by the President-Elect as Chair of the Appointments Committee and approved by the Board of Directors of this Society.

1. Awards Committee.

a. Composition. 1) The Awards Committee comprises six (6) members, 2) Two (2) members are selected annually, each to serve a three (3) year term, with a member appointed to the chair by the President with Board approval and serves a one (1) year term 3) A student representative is appointed by the Student Forum Chair, with Board approval, to serve a one-year term 4) An ASCLS member who works in industry, appointed by the President with Board approval, to serve a one (1) year term. 5) An additional member is appointed by the ASCLS Education & Research Fund, Inc. to serve on this committee.

b. Duties. 1) This committee is responsible for publishing or causing to be published the awards program for the Society and for the presentation of awards at the annual session. 2) The Committee is responsible for the development and periodic review of guidelines for the operations of the Committee, which are to be approved by the Board of Directors of this Society. 3) The member from the E&R Fund serves to coordinate the presentation of E&R Fund awards with the ASCLS awards.

2. Leadership Development Committee.

a. Composition. 1) The Leadership Development Committee comprises up to 6 members appointed for a term of three (3) years, with two (2) members appointed each year. 2) The Chair and Vice-Chair are appointed by the President with Board approval for a one (1) year term with the Chair limited to three (3) terms 3) A student representative appointed by the Student Forum Chair, with Board approval, will serve a one (1) year term 4) Committee membership appointments will be from the following categories/criteria: A past ASCLS officer, A past ASCLS Regional Director, An immediate past Constituent Society President, A recent "Keys to the Future" award winner, A representative of the ASCLS Membership Development Committee, preferably the Chair or Vice Chair.

b. Duties 1) This committee has the responsibility for implementing the leadership development program. 2) The committee shares responsibility with staff for orienting new national leadership and ensuring they have all written information necessary to succeed in their roles.

3. Committee on Educational Affairs.

a. Composition. 1) The Committee on Educational Affairs comprises six (6) members appointed for a term of three (3) years, with two (2) members appointed each year. 2) A member is appointed as Chair by the President, with Board approval. The Chair and Vice-Chair are appointed for a one (1) year term with the Chair limited to three (3) terms. 3) The NAACLS and NCA coordinating representatives and the Chair of the Education Scientific Assembly serve as liaisons to the Committee. 4) In addition, a student representative appointed by the Student Forum Chair, with Board approval will serve a one (1) year term. 5) An ASCLS member who works in industry, appointed by the President with Board approval to serve a one-year term.

b. Duties. 1) Recommend to the Board of Directors, which shall submit them to the House of Delegates for approval prior to implementation, the Society's philosophy and principles on the educational requirements for each level of certification. 2) Recommend to the Board of Directors, which shall submit them to the House of Delegates for approval prior to implementation, the Society's philosophy and principles on the competency standards for each level of certification. 3) Monitor and assess the trends in levels of practice and education of practitioners at all levels. 4) Assess current trends in educational programs and their effects on career choices in clinical laboratory sciences. This is to include the development and implementation of appropriate career recruitment materials and strategies for use with pre-college and undergraduate students, as well as graduate students. 5) Develop liaisons with appropriate educational agencies addressing the needs of clinical laboratory science students at all levels.

4. Publications Committee:

a. Composition: 1) The Publications Committee comprises nine (9) members appointed for a term of three (3) years, with three (3) members appointed each year. 2) The Chair and Vice-chair are appointed by the President with Board approval for a one (1) year term with the chair limited to three (3) terms. 3) The committee will have a liaison to both Clinical Laboratory Science and ASCLS Today. 4) A student representative appointed by the Student Forum chair, with Board approval will serve a one (1) year term. 5) An ASCLS member who works in industry, appointed by the president with Board approval, to serve a one-year term.

b. Duties: This committee will coordinate the development and maintenance of current publications, as well as facilitate the creation of new publications.

5. Committee on Professional Affairs:

a. Composition: 1) The Committee on Professional Affairs comprises nine (9) members to serve three (3) year terms with three (3) members appointed annually. 2) The chair is appointed from the members of the committee by the President, with Board Approval. The Chair and Vice-Chair are appointed for a one (1) year term with the Chair limited to three (3) terms. 3) A student representative appointed by the President, with Board Approval, will serve a one-year term. 4) An ASCLS member who works in industry, appointed by the President, with Board approval, will serve a one-year term.

b. Duties: 1) This Committee serves to participate in areas of activity that include public image, communications media, personnel development and employment security. 2) It provides resources to improve the image of the Society and the Profession.

6. Annual Meeting Steering Committee:

a. Composition: 1) the Annual Meeting Steering Committee comprises the ASCLS Meetings Manager, Chair of the Continuing Education Advisory Council (CEAC), Past Chair of CEAC, Member-at-Large as Board Liaison. 2) The term of service is two years except for the Member-at-large position, which is a one-year appointment. 3) Appointments will be made 24 months prior to the annual meeting. 4) A member may serve no more than three (3) consecutive terms.

b. Duties: The Committee serves to develop short and long-term plans for the ASCLS Annual Meeting consistent with the Strategic Plan of the organization and provide direction and leadership to CEAC.

7. Continuing Education Advisory Council:

a. Composition: 1) the Council comprises the Continuing Education Advisory Council (CEAC) Chair, CEAC Vice-Chair, and a coordinator from the Content areas of Laboratory Administration, Biochemistry/Urinalysis/Ligand, Consultants, Education, Hematology/Hemostasis, Immunology / Immunohematology, and Microbiology. b. The term of service is one year and a half (1½) years. Appointments run January through July. A member may serve no more than three (3) consecutive terms. c. The Council is to recommend topics and speakers for the Annual Meeting and solicit recommendations for additional continuing education activities.

8. Government Affairs Committee:

a. Composition: 1) The Government Affairs Committee comprises a minimum of nine (9) members, three (3) members appointed annually, each to serve a three (3) year term. 2) A member is appointed to the chair by the President, with Board approval. The Chair and Vice-Chair are appointed for a one (1) year term with the chair limited to three (3) terms. 3) Additional members may be appointed annually by the president to provide specific expertise to this committee. 4) A student representative appointed by the Student Forum Chair, with Board approval, will serve a one (1) year term.

b. Duties: This Committees serves to assist ASCLS in achieving its governmental objectives of influencing the formulation of appropriate public (governmental) policy on health care issues vital to the profession and the patients they serve, and to promote member understanding of and participation in the Society's governmental activities.

9. Membership Development Committee:

a. Composition: 1) The Membership Development Committee comprises up to twelve (12) members. 2) Ten (10) members are the regional membership development chairs appointed by their respective regional directors for a term of three (3) years. 3) The Chair is appointed by the President with Board Approval. The Chair and Vice-Chair are appointed for a one (1) year term with the chair limited to three (3) terms. 4) A student representative appointed by the Student Forum Chair, with Board approval, will serve a one (1) year term. 5) An ASCLS member who works in industry, appointed by the President, with Board approval, to serve a one (1) year term.

b. Duties: This Committee is responsible for the recruitment of members, retention of present members, and reactivation of lapsed members.

10. P.A.C.E.® Committee.

a. Composition. 1) The P.A.C.E.® Committee comprises eight (8) members who are appointed for three (3) year terms. 2) The Chair of the committee is appointed by the President, with Board approval. The Chair and Vice-Chair are appointed for a one (1) year term with the Chair limited to three (3) terms. 3) The Chair is eligible for re-appointment for a maximum of three (3) consecutive years. The Chair must have served at least one (1) year as a committee member prior to appointment. 4) One committee member will serve to coordinate FOCUS program in CLS Journal to ensure P.A.C.E., compliance. 5) In addition, an ASCLS member who works in industry, appointed by the President, with Board approval, will serve a one (1) year term.

b. Duties: The Committee serves to accomplish the goal of the Professional Acknowledgment for Continuing Education (P.A.C.E.®) program, which is to create a combined provider approval and education documentation system for interested clinical laboratory science practitioners.

11. Scientific Assembly:

a. Composition: 1) A Chair and Vice-Chair are appointed by the President annually with approval of the Board of Directors. 2) Section chairs and vice-chairs are elected by their respective Scientific Assembly Sections for terms of four (4) years - two years as vice-chair and two years as chair.

b. Duties: The Scientific Assembly will serve to provide expert consultation and technical reviewers for such areas as examinations, conventions, continuing education, etc. in discipline-related areas.

12. Industry Advisory Committee:

a. Composition: 1) The Industry Advisory committee comprises 8-10 Industry representatives appointed by the ASCLS Executive Director in coordination with the President. 2) Two ASCLS members, at least one of which is a Board of Directors member, will serve on this Committee.

b. Duties: 1) This Committee serves to provide opportunities for the Society to strengthen its relationship with industry. 2) This should be in the areas of: a) Recruitment b) Membership c) Continuing education d) Revenue generation, and e) Sponsorship for organizational activities.

13. ASCLS PAC Board of Trustees:

a. Composition: 1) The ASCLS PAC Board of Trustees comprises ten (10) members, each representing one of the ten ASCLS Regions, which are appointed by the Chair of the PAC Board of Trustees. Recommendations are solicited from the Regional Directors with appointments approved by the ASCLS Board of Directors. 2) Five members are appointed annually, each to serve a two (2) year term. 2) The ASCLS PAC Board of Trustees elects their chair, vice-chair and treasurer annually at the ASCLS annual meeting, to serve a one (1) year term.

b. Duties: The Board of Trustees work with the Legislative Consultant to direct PAC donations into efforts that will benefit the field of clinical laboratory science and its practitioners.

14. ASCLS Education & Research Fund, Inc.

a. Composition: 1) The ASCLS Education & Research Fund, Inc. (E&R Fund) Board of Trustees comprises seven (7) members, appointed by the ASCLS Appointments Committee and approved by the Board of Directors. 2) One (1) member from an industry related to laboratory sciences appointed by the E&R Fund Board of Trustees. 3) Each member is to serve a three (3) year term. a) The seven (7) members appointed by the ASCLS Board of Directors are eligible for an additional term of three (3) years, but may not serve again unless they have been off the Board of Trustees for a minimum of one (1) year. b) The laboratory industry member is not eligible for an additional term on the Board of Trustees for at least three (3) years.

b. Duties: 1) One (1) of the Trustees is appointed by the Chair of the Board of Trustees to the ASCLS Awards Committee for a term, of one (1) year. This appointee shall help co-ordinate promotional activities of the Awards Committee and the E&R

Fund, assist in the periodic review of promotional materials and application forms, and assist in coordinating the presentation of the E&R Fund Awards. 2) The E&R Fund is responsible for developing and providing educational media in medical laboratory science and to encourage and assist educational and scientific research in the field of medical laboratory science. 3) The E&R Fund Board of Trustees is responsible for managing the property, business and affairs of the Fund.

15. Other Committees: The Bylaws provide for the Board of Directors of the Society to establish such other committees, task forces, etc., as necessary to carry out the functions of the Society. As such entities are established, the Board of Directors will define the composition and function of each.

ASCLS Region and State Society Web Addresses

ASCLS Regions

American Society for Clinical Laboratory Science Region I

<http://www.umassd.edu/1Academic/CArtsandSciences/MedLabScience/region1/welcome.html>

American Society for Clinical Laboratory Science Region II

<http://www.region2.vavalleyweb.com/>

American Society for Clinical Laboratory Science Region III

<http://www.utmem.edu/ASCLS/Region3/Region3.html>

American Society for Clinical Laboratory Science Region VI

<http://wwwASCLSRegionVI.org>

American Society for Clinical Laboratory Science Region VII

<http://www.tacls.org/RegionVII/>

American Society for Clinical Laboratory Science Region VIII

http://www.constance.com/region_viii/

ASCLS State Societies

Clinical Laboratory Scientists of Alaska

<http://www.mosquitonet.com/~clsa/>

Arizona State Society for Clinical Laboratory Science

<http://pages.prodigy.net/cvincentaz/>

California Society for Clinical Laboratory Science

<http://cscls.org>

Florida Society of Clinical Laboratory Science

<http://www.fscls.org>

Georgia Society for Clinical Laboratory Science

<http://fwww.gscls.Armstrong.edu/>

Hawaii Society for Clinical Laboratory Science

<http://www2.hiawaiiedu/medtech/HSCLS/hscls.html>

Idaho Society for Clinical Laboratory Science

<http://constance.com/idscls/>

Illinois Clinical Laboratory Science Association

<http://wwwASCLSRegionVI.org/iclsa/index.html>

Iowa Association for Clinical Laboratory Science

<http://ourworld.compuserve.com/homepages/Kumor/>

Kansas Society for Clinical Laboratory Science

<http://wwwkumc.edu/ASCLS/kscls/index.html>

Louisiana Society for Clinical Laboratory Science
<http://www.gnofn.org/~lscls/>

Michigan Society for Clinical Laboratory Science
<http://www.ferris.edu/htmls/academics/course.offerings/clinlabs/mscls/homepage.htm>

Minnesota Society for Clinical Laboratory Science
<http://www.mnscls.org>

Mississippi Society for Clinical Laboratory Science
<http://www.skyboon.com/bullard3/>

Missouri Organization for Clinical Laboratory Science
<http://www.ASCLSRegionVI.org/mocls/index.html>

Montana Society for Clinical Laboratory Science
<http://www.mtscls.org>

Nebraska Society for Clinical Laboratory Science
<http://www.ASCLSRegionVI.org/nscls/index.html>

New Jersey Society for Clinical Laboratory Science
<http://www.njscls.org>

New York Society For Clinical Laboratory Science
<http://www.nyscls.org>

Pennsylvania Society for Clinical Laboratory Science
<http://www.pscls.org>

South Carolina Society for Clinical Laboratory Science
<http://www.octech.org/scscls/welcome.htm>

Tennessee Society for Clinical Laboratory Science
<http://www.utmem.edu/ASCLS/TSCLS/Home.html>

Texas Association for Clinical Laboratory Science
<http://www.tacls.org>

Utah Society for Clinical Laboratory Science
<http://www.usclsorg>

Vermont Society for Clinical Laboratory Science
<http://www.vtmednet.org/vscls/>

Virginia Society for Clinical Laboratory Science
<http://vscls.vavalleyweb.com>

West Virginia Society for Clinical Laboratory Science
<http://nccvax.northern.wvnet.edu/~wvscls/>

Wisconsin Society for Clinical Laboratory Science
<http://wiscls1.uwsp.edu>