

HOSA State Association Governance Model— Ownership, Commitment, Involvement, and Servant Leadership

This draft guide was developed to provide a governance model for a HOSA State Association that is similar to the national organization both in form and style. The intent is to expand the governance of the HOSA State Association to include the HOSA, Inc. State Board of Directors, the HOSA 100 State Health Council, the State Executive Council, and the State Health Science Programs as well as the governance of each state leadership body.

September 2013

*Service through
Governance of
the HOSA State
Association*

HOSA State Association Organizational Components



The most successful HOSA State Associations are those transitioning into a public-private partnership that recognizes the value of developing and maintaining a pipeline in the schools to recruit qualified students to programs that prepare young people for the health professions. The health community needs a constant supply of future health professionals who prepare themselves for careers in the public and/or private sectors.

HOSA—Future Health Professionals (HOSA, Inc.) and its national network of state associations comprised of secondary and postsecondary/collegiate institutions in 48 states, including the District of Columbia and Puerto Rico, are committed to developing and strengthening public and private partnerships within the health community to provide students with opportunities to develop, practice and refine their personal, leadership, and technical skills to be valued as future health professionals.

The goal is to develop state associations that are well-organized and capable of being responsive to the workforce requirements of the health community—quantitatively and qualitatively. The most effective state association will include the following organizational components:

1. State HOSA, Inc. Corporate Body and Board of Directors

The state association should be incorporated as a private, non-profit organization capable of operating independently of the state education system. The corporate body should be led by a board of directors elected by the state corporate body as provided in the state bylaws.

2. State HOSA, Inc. Executive Committee and Board Chair

The Executive Committee is available for decision-making purposes whenever the Corporate Body or the Board of Directors is not in session.

3. State HOSA-100 Health Council and HOSA-100 Chair

The HOSA-100 Health Council consists of partners from the health community who recognize the value of a pipeline of future health professionals to the state and local communities.

4. State HOSA Delegate Assembly and Executive Council

The HOSA Delegate Assembly is comprised of student delegates from chartered chapters in good standing across the state. The Assembly meets annually and elects the State Executive Council (state officers) and other business of the state association.

5. State Executive Council and State President

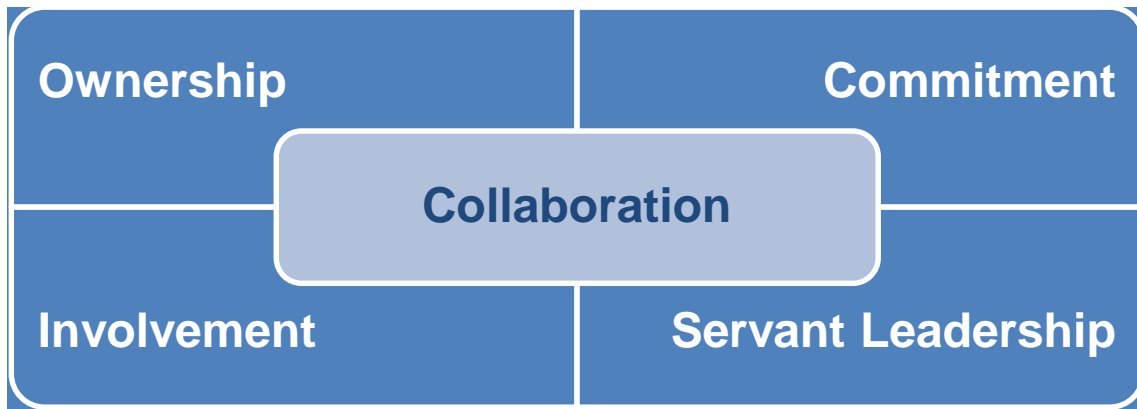
The State Executive Council will represent the State Delegate Assembly when it is not in session. The State President will speak for the State Executive Council in representing the state association.

6. State Health Science Programs and HOSA State Advisor

The state association is a Career and Technical Student Organization and operates under State Department of Career and Technical Education and in concert with the health community. The CTE Department is the holder of the charter of the HOSA State Association, therefore, the HOSA State Advisor resides in the CTE Department unless designated otherwise by CTE.

7. HOSA State Association and the Executive Director and Staff

The HOSA State Association is the entity chartered and recognized by HOSA—Future Health Professionals, Inc. State associations employ an Executive Director (and staff) if sufficient revenue exists.



Crucial Leadership Qualities

There are five qualities that should exist or be developed among those in leadership roles within the organizational components of the state association. Student, educational or health community leaders should possess the following crucial qualities:

1. **Ownership**—Leaders are expected to be an “owner” so that they will take care of the state association during their term of office. Unless leaders feel a sense of ownership, they may not do what is necessary to ensure the long-term survival of the organization.
2. **Commitment**—Leaders must be committed to the mission of the state association rather than being driven by their individual agenda. Commitment is seen when leaders operate as members of a team rather than as acting as individuals.
3. **Involvement**—Leaders are willing to invest their time, talent, and energies as necessary to assure a successful state association. Leaders are involved in formal meetings and attend all events and activities of the organization.
4. **Servant Leadership**—Leaders serve those they lead rather than expecting others to do what they say. Servant leaders listen to members and the health community to determine what how the state association can be of the greatest value to them. Servant leaders recognize the importance of never allowing the trust relationship to be broken.
5. **Collaboration**—Leaders are expected to work together to achieve the mission and goals of the state association. It is more productive for leaders to collaborate rather than compete in conducting the business of the organization.



Additional Qualities

There are additional qualities that will be of value to leaders of state associations, including:

- Listen intently to others
- Respect the opinions of others
- Be an active participant in the association
- Share issues with others that could be detrimental to the association
- Respect and support majority decisions
- Be well-informed of issues that are important to the association
- Seek to understand the needs of others
- Make certain the organization is operating ethically and in the best interests of those served
- Request training to do your job more effectively
- Declare any conflicts of interest and abstain from voting when appropriate
- Maintain confidentiality of proceedings when appropriate to do so
- Refuse to vote on an issue before appropriate to do so
- Display a strong commitment to the growth and development of the state association
- Refuse to support special interests or a personal agenda rather than what is best for the state association

- Be an effective team player
- Take full advantage of those with specialized knowledge, skills and experience
- Attend all meetings and arrive on time
- Prepare for meetings by reading agendas and support materials available
- Take part in discussions
- Focus comments on the issue and limit comments to a reasonable period of time
- Understand the basics of parliamentary procedure but do not use parliamentary procedure tactics in a destructive manner
- Be flexible and practice the art of compromise
- Attempt to achieve consensus when possible
- Focus on the mission of the state association



HOSA, Inc. State Association Corporate Body

The State Association Corporate Body is comprised of the local chapters that have active members affiliated with the state association and the national organization. The corporate representative for each active local chapter is the chapter advisor of record on the annual chapter affiliation form.

The HOSA, Inc. State Association, the legal entity for HOSA-Future Health Professionals in the state, is an incorporated non-profit organization receiving 501(c)(3) tax-exempt status by the Internal Revenue Service provided through a group exemption by HOSA, Inc., the national organization. The State Association represents the local chapters that have active members affiliated with the state association and national organization.

The primary purpose of the Corporate Body is to elect a Board of Directors to conduct the business of the state association. The election is held annually at the State Leadership Conference.

The Chief State School Officer or the State Director of Career and Technical Education in the state are responsible for identifying the State Advisor.

The HOSA, Inc. State Association Board of Directors may also employ an Executive Director (and staff) to manage the state association funds permitting.

HOSA, Inc. State Association Board of Directors Internal Board of Directors

The internal Board of Directors is comprised of representatives of various segments of the HOSA State Association and can include the following:

1. Local advisors with representation from membership categories proportionate to state membership (2-year term)
 - Secondary division
 - Postsecondary/collegiate division
 - Middle school
2. Two representatives of the health community (2-year term)
(Examples: AHEC, hospital/healthcare systems, Medical Reserve Corps, CVS, American Red Cross, American Heart Association, state hospital association, government agencies, etc.)
3. School administrator (2-year term)

4. HOSA State President (1-year term)
5. Board Representative from the state officer team (1-year term)
6. HOSA alumni member (2- year term)
7. Representative from a postsecondary education institution or association (2-year term)
8. President, State ACTE health science educators division (1-year term)
9. HOSA State Advisor (ex-officio member)
10. Executive Director (ex-officio member)

** This sample framework is intended to be customizable based on HOSA state association size, individual needs, and availability of personnel. Terms of service are suggested not required.*

Board of Directors

One of the fundamental tasks of a HOSA State Association is establishing a board of directors to govern and lead the organization. The board plays legal and practical roles, even though a state advisor, executive director, support staff, or volunteers handle the organization's everyday activities. The board of directors is the governing body of the nonprofit and is primarily responsible for establishing and promoting HOSA's mission and direction.

Board Member Duties and Responsibilities

There are five major areas of responsibilities of board members:

- 1. Employ an Executive Director (funds permitting).**
 - Add a competent professional to the state association team
 - Manage the day-to-day operation of the non-profit organization
 - Provide a vote of confidence on an annual basis
 - Guard the trust relationship between the ED and the Board
 - The larger and more complex the association, the more important the role of the ED
 - Provide professional development opportunities for the ED (and staff)
- 2. Plan for the future.**
 - Focus on the future by delegating association management to the ED
 - Resist becoming involved in management and devote time to futuring
 - Be visionaries for the association
 - Listen to the membership and the health community
 - Expect the ED to develop short-range plans to achieve the long-range plans of the association
 - Stay focused on results rather than the internal operations of the association
 - Encourage the association to be the best it can be in its activities,

- events, programs, and initiatives
- Be able to articulate what is unique about HOSA—Future Health Professionals

3. Conduct a SWOT on an annual basis (or as needed).

Strengths	Weaknesses
Opportunities	Threats

- Ask the ED to conduct a SWOT and present it to the Board for discussion
- Focus a portion of the review on “internal factors”—Strengths and Weaknesses
- Focus a portion of the review on “external factors”—Opportunities and Threats

4. Develop and/or update the plan of work.

- Prepare and/or review the mission statement of the association
- Prepare and/or review goals to move the association forward
- Identify and/or update strategies to achieve the goals
- Request the ED to develop and/or update an implementation plan to implement the strategies and achieve the goals
- Request the ED to develop and/or update a budget to implement the plan of work
- Establish target dates and metrics to measure completion and success

5. Monitor and evaluate progress.

- Monitor bottom-line results rather than day-to-day activities
- Review the financial reports and determine the extent to which the association is operating in line with the approved budget
- Recommend adjustments in the overall budget where expenditures were above or below the line expenditures
- Review the projected revenues and determine why or why not the

- revenues were not realistic
- Ask the ED to clarify financial reports if questions arise
- Key questions regarding each revenue source:
 - How much revenue was expected?
 - How much revenue has been collected?
 - What is the variance between what was expected and collected?
 - What is the explanation for the variance?
- Key questions regarding each line item expenditure:
 - What line items were budgeted?
 - How much was expended?
 - What is the variance between what was budgeted and expended?
 - What is the explanation for the variance?
- Ask the ED for an adjusted budget if:
 - Revenues collected are significantly below projections
 - Expenditures are significantly above or below projections
- Ask the ED to recommend an auditor to conduct the annual audit of the association
- Employ the auditor to assure the board that there is no financial misconduct or mismanagement in the financial policies, practices or procedures of the association
- Determine success in implementing the work plan and achieving the long-range plan of the association

6. Be an advocate.

- Act as an advocate of the association across the state—unpaid volunteers of the association have enhanced credibility because they are not motivated by compensation
- Advocate for the association with legislators, funding sources, prospective partners, educators, parents, etc.
- Develop an “elevator speech” that you can use whenever you meet someone that is unaware or not well-informed about HOSA—Future Health Professionals
- Share a list of contacts with the ED in case they might be helpful in leveraging support for the association
- Volunteer with the ED and offer your expertise in helping the association fill a void for which funding is not available or where funding could be reallocated elsewhere
- Help recruit new partners from the health community
- Help remove barriers where the association has been unable to access people or programs

Disruptive Behaviors that Damage Board Meeting Outcomes

1. **The Grandstander.** The board member who uses the meeting as a soapbox to advance a personal agenda or gain personal recognition.
2. **The Naysayer.** The board member who is negative to everything and is fearful of supporting any initiative.
3. **The Silent One.** The board member who does not represent him/herself or support anything by being silent on all issues.
4. **The Penny-Pincher.** The board member who believes the association spends too much money and votes against all expenditures or new projects regardless of the needs of the membership.
5. **The Single-Issue Fanatic.** The board member who focuses on the same issue at all meetings and keeps grinding the same ax.
6. **The Good Old Dayer.** The board member who wants to return to the good old days and slows down progressive thinking and actions at the expense of the association.
7. **The Speechmaker.** The board member who likes to hear him/herself deliver repetitious discourse although making limited contributions to the discussion.

Actions to Overcome Disruptive Persons

- Plan an agenda; use a timekeeper to stay on time.
- Start and adjourn meetings on time.
- Negotiate and post ground rules.
- Be prepared to deal with difficult behaviors and the people who exhibit them.
- Meet with people prior to the meeting and explain the goals to be accomplished; enlist their support; model effective listening and explain you are seeking the same behavior from them.
- Meet with those who respond negatively to people with disruptive behaviors and fuel the fire; discuss how to confront the behavior calmly and honestly, keep the agenda and avoid encouraging further disruptive behavior.
- Pair meeting participants in break-out groups who have opposing or different points of view.

- Talk at break with people who seem to be seeking attention by their behavior. Provide feedback on how their behavior is impacting the meeting and ask for their help in improving the outcomes of the meeting.
- Be honest, direct, and let persons know the impact of their actions on you.
- Avoid getting into a debate with persons during the meeting; watch choice of words and tone of voice; show respect by using active listening.
- Keep everyone focused on the agenda.

Board Meeting Agenda Worksheet

HOSA—Future Health Professionals

Meeting Date: _____ Meeting Place: _____

Starting Time: _____ Adjourning Time: _____

Supporting materials are attached

Bring the following to the meeting: _____

Agenda Item	Time	Information	Discussion

HOSA 100 State Advisory Council External Body

The HOSA 100 State Advisory Council consists of representatives of the health community who wish to be involved in an advisory capacity to HOSA—Future Health Professionals at the state association level.

Membership. Priority should be given to active HOSA 100 members at the National level who have operations within the state. The State Advisory Council should establish a Membership Committee to recruit new members from the health community.

Annual Fee. HOSA 100 members should pay an annual fee to support the plan of work of the state association. The annual fee value can be paid in cash or through in-kind services that are of value to the state association.

Regular Meetings. The Council shall meet twice annually. The spring meeting shall be in conjunction with the State Leadership Conference and the fall meeting. The fall meeting shall be held at a members' facility as a means of keeping costs at a minimum.

Services to the Association. The following services will be of value to the state association:

- Increase visibility for HOSA-Future Health Professionals among the health community
- Provide access for HOSA members to participate in partner programs like the CVS Caremark's Pathway to Pharmacy Program
- Provide clinical experiences for HOSA members
- Provide career awareness opportunities through guest speakers, field trips, workshops, etc.
- Provide articles for electronic distribution in the classroom or on web sites
- Serve as judges in local, state and national competitive events
- Conduct workshops and/or exhibit at state and national conferences
- Provide links on the partner web site to the HOSA web site
- Introduce HOSA to colleagues in the health community
- Serve as a mentor for students in the same career field
- Provide scholarships for students pursuing a particular career field
- Provide HOSA advisors with professional development opportunities during the

summer term

- Participate in fundraisers benefiting HOSA-Future Health Professionals
- Demonstrate support of HOSA by attending state conferences and events
- Identify prospective members of the HOSA 100 State Advisory Council

Council Officers. The Council shall elect a President, President-Elect, Secretary and Treasurer.

Responsibility Index

The Responsibility Index (RI) provides an opportunity for new and experienced board members to test themselves on who should be responsible for day-to-day actions that must be taken to manage the state association. Label the 40 actions below with the assigned responsibility:

- B—only the Board may make the decision
 - ED—only the Executive Director may make the decision
 - I—the Executive Director has the authority to act and, then, inform the Board
 - P—the Executive Director must seek prior approval from the Board to act
- ___ 1. Prepare a proposal in response to a request for proposal.
 - ___ 2. Submit a proposal to the funding source.
 - ___ 3. Discipline an employee who arrives at work intoxicated.
 - ___ 4. Change board meeting times or frequencies.
 - ___ 5. Decide the ED will represent HOSA at a conference or social function.
 - ___ 6. Initiate a total ban on smoking in the HOSA headquarters.
 - ___ 7. Set minimum salary for new staff.
 - ___ 8. Have plans drawn for a new building mentioned at a new meeting.
 - ___ 9. Hire a consultant for a writing project.
 - ___ 10. Purchase a new telephone system with budgeted funds.
 - ___ 11. Send Bobby to a 3-day leadership conference in Las Vegas at HOSA's expense.
 - ___ 12. Plan a board and staff retreat to revise the long-range work plan.
 - ___ 13. Select a firm to audit HOSA's finances.
 - ___ 14. Hold a press conference to announce a building project.
 - ___ 15. Have the ED's office redecorated and refurbished.
 - ___ 16. Decide the ED can go to a week-long seminar.
 - ___ 17. Hire an employee for an unbudgeted position.
 - ___ 18. Approach health community leaders about serving on a new advisory committee.
 - ___ 19. Communicate information to another board.
 - ___ 20. Notify contractors of bidding results.
 - ___ 21. Decide in which bank(s) to deposit organization funds.
 - ___ 22. Decide how to invest \$20,000 of surplus funds.
 - ___ 23. Decide which items or services to cut to meet budget demands.
 - ___ 24. Change billing procedures.
 - ___ 25. Change office records to a computerized system.
 - ___ 26. Give recognition awards to state health community leaders for their contributions.
 - ___ 27. Lay off a staff member to meet budget.
 - ___ 28. Develop the agenda for Board meetings.
 - ___ 29. Award contracts to vendors.
 - ___ 30. Order repair of vandalized property.

- ___ 31. Hear budget requests from outside organizations.
- ___ 32. Promote a staff member from a direct service position to an admin position.
- ___ 33. Establish guidelines for evaluation of employees.
- ___ 34. Change the ED evaluation form.
- ___ 35. Determine the type and number of positions for the headquarters.
- ___ 36. Retain legal counsel for the state association.
- ___ 37. Select a person for an executive assistant position.
- ___ 38. Establish a flexible work schedule for the ED.
- ___ 39. Fire a popular, long-time employee for poor job performance.
- ___ 40. Respond to an unhappy administrator over a state conference issue.

Responsibility Index

Answer Key

- ED** 1. Prepare a proposal in response to a request for proposal.
- I** 2. Submit a proposal to the funding source.
- ED** 3. Discipline an employee who arrives at work intoxicated.
- B** 4. Change board meeting times or frequencies.
- ED** 5. Decide the ED will represent HOSA at a conference or social function.
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- P** 7. Set minimum salary for new staff.
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- P** 9. Hire a consultant for a writing project.
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- I** 11. Send Bobby to a 3-day leadership conference in Las Vegas at HOSA's expense.
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- I 39. Fire a popular, long-time employee for poor job performance.
- I 40. Respond to an unhappy administrator over a state conference issue.

Requested Topics to Enhance this Guide

Please send your requested topics to hosa@hosa.org.

#	Requested Topics
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Additional Comments: