



Positioning nurse leaders to influence the future of health care.

*The Voice of
Nurse Leadership*

ANNUAL REPORT 2008

A decorative graphic at the bottom of the page consists of several overlapping, wavy lines in shades of orange, purple, and blue, creating a sense of movement and depth.



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MISSION

ACNL is the professional nursing organization that:

- Develops nurse leaders
- Advances professional practice
- Influences Health Policy
- Promotes quality and patient safety

CORE VALUES

Leadership
Compassion
Creativity / Innovation
Excellence
Integrity
Stewardship

Dear ACNL Colleagues and Members,

At the beginning of my year as ACNL President, I challenged ACNL members to *Make a Difference* for our organization—and we did just that! One of the most exciting accomplishments for a leader is the satisfaction of knowing you made a difference. Many of our most memorable experiences in making a difference involve the accomplishments produced through creativity, tenacity, innovation and fantastic teamwork. We can be proud of all we achieved in 2008!

I am pleased to report the successes of this year have been achieved through the collective talent and wisdom of all of our ACNL members serving at all levels of the organization. The 2008 Annual Report highlights our accomplishments.

Enhancing, engaging and growing our membership was a key focus in 2008. To strengthen our voice and influence, we must continue to focus on this growth in 2009 and beyond. Our Member Services Committee created and produced the ACNL Ambassador Program, clarifying the work of ACNL and the benefits of membership. This is an effective tool for member recruitment. In addition, a CNO challenge was made during Nurses Week. Several nurse leaders accepted this challenge by providing membership in ACNL for their entire management team. We celebrate these leaders and value their commitments. It's not too late to accept this leadership challenge and add your name to the growing list!

Our member survey this past Spring elicited a 58 percent response rate, providing a solid direction to develop and enhance programs to meet your needs. Survey respondents rated information, resources and networking as the top reasons for belonging to ACNL. Next, they valued the need for education programs on "hot topics."

In response, we hosted our first webinar series in 2008, and it was met with rave reviews. We plan to expand these webinars to deliver timely information on hot topics to you at your workplace. Also during the year, I had the privilege of seeing our regional forums and chapter meetings in action as they shared ACNL member and committee activities, while highlighting relevant educational topics. We also welcomed a new chapter in the north region—the South Bay chapter—and I'm inspired by their enthusiasm to carry forward the voice of ACNL.

ACNL members played key roles in the first national Nursing Educational Workforce Capacity Summit this past summer in Washington D.C. The event was sponsored by the Robert Wood Johnson Foundation and other key stakeholders. Nurse leaders participating in the Summit will lead efforts to develop a comprehensive plan to expand nursing capacity to meet present and future demands based on the expected population growth and need.

Building and nurturing strategic partnerships is one of the hallmarks of ACNL's success. In 2008, we enhanced the effectiveness of service and academic partnerships through our collaboration with members of the California Association of Colleges of Nursing (CACN) and California Organization of Associate Degree Nursing (COADN). We tackled several statewide issues together including faculty availability and development and several pertinent student concerns. Our joint collaboration positions us through a common voice and balanced perspective for both service and academia. Our academic Board liaison, Carole Shea, helps to provide the vision and voice to keep us positioned in the future.

It has been my pleasure to serve as ACNL President this year, and I have been privileged to work with many talented and dedicated nurse leaders throughout the state. Leadership in a non-profit, voluntary role requires we build upon each successive year's accomplishments for the organization, while continually refining and improving outcomes. It takes all of us to *Make a Difference*. I'm proud to be part of an organization whose members continue to meet the challenge.

Thank you for the honor of serving, and I thank all of you for *Making a Difference* in the lives of those you lead and serve.

Donna Kistler, MS, RN
2008 ACNL President



Donna Kistler, MS, RN
2008 ACNL President

"I am a member of ACNL because it supports leaders regardless of their professional position or area of practice."

This statement represents one of the nearly 500 comments ACNL members provided during the 2008 Membership Survey. With 58 percent of the membership responding, the Board, ACNL committees and Chapter Leaders utilized this valuable feedback to guide our work this year.

WHO WE ARE...

ACNL is **the** nursing leadership organization for California and the largest chapter of the American Organization of Nurse Executives, with a membership of more than 1200 nurse leaders from service, academia and corporate America. Our members are the chief nursing officers, deans, directors, managers, professors, entrepreneurs and consultants that lead our profession. They practice in hospitals, health systems, schools of nursing, as well as post acute, ambulatory care and public health settings. The majority of our members hold a graduate or higher degree in nursing, business or related field. Of the members who responded to our 2008 survey, 98.5 percent indicated they would recommend ACNL to colleagues.

WHAT WE OFFER...

The work of ACNL is conducted by our members, committees and Board of Directors. This work is guided by the vision, mission and core values of the organization.

In addition to the Board of Directors, ACNL has 13 core committees whose members actualize the organization's Strategic Plan. In 2008, ACNL committees achieved several key goals. Here is a brief summary of each committee's accomplishments.

Annual Program Committee

The Annual Program Committee began their work immediately following the highly successful 2008 Conference. Each year, committee members face the challenge of orchestrating an even better program than the previous year. After sifting through evaluations and suggestions from members, examining hot topics in nurse leadership and incorporating ACNL's mission, vision and critical initiatives, this year's committee has created an exceptional program. *Exploring the Treasures of Nurse Leadership* is a time to replenish your leadership treasure chest, discover pearls of wisdom to improve work environments and outcomes and energize and recharge your caring spirit.

Bylaws Committee

The Bylaws Committee is charged with reviewing and updating the organization's bylaws. The Committee on Nominations requested that the Bylaws Committee consider clean-up language related to corporate board membership in AONE. Upon reflection, the Bylaws Committee placed clarification language before the membership for discussion and vote during the Annual Business meeting.

Education Committee

Back after several years in absentia, the Education Committee provided expert consultation and planning advice for a number of ACNL programs. In collaboration with the Professional Practice Committee, the Education Committee hosted the second ACNL Continuing Education Cruise featuring Beth Houser and Kathy Player, authors of *Pivotal Moments in Nursing Volume II*. Program attendees found the cruise to be informative, inspirational and rejuvenating.

The committee also worked closely with staff to host the first of what is expected to be many Webinar presentations. This first series, *Managing Difficult People*, was well received by the membership. The second program, *Stopping Disruptive Behavior*, will be unveiled at the Annual Program. Both these programs and all future Webinars are available for purchase at www.acnl.org.



2008 Cruise Presenters Kathy Player and Beth Houser, authors of *Pivotal Moments in Nursing*.



Attendance for the Continuing Education Cruise doubled in 2008.

Environment of Practice Committee

The Environment of Practice Committee had a productive 2008. The committee completed major work on our Healthy Work Environment Tool Kit providing a set of standards incorporating essentials of a healthy nurse practice environment. The tool kit includes an instrument for nurse leaders to assess their work environment in order to formulate strategies to engage their professional workforce and address issues of concern. The committee pilot tested the instrument in two hospitals, and feedback is expected in early 2009.

As the work of the committee moves forward, collaboration with groups outside of ACNL, such as CINHC (California Institute for Nursing and Healthcare), will be critical especially as work continues on California's Master Plan for Nursing.

Health Policy Committee

The primary purpose of the Health Policy Committee is to educate members and our local officials on issues related to patient care, the profession of nursing and health care policy. This year, our membership brought not only their voice to the table but their wallets as well. ACNL members contributed \$38,805 to the California Hospital Political Action Committee, giving ACNL a strong position for educating lawmakers and their staff about general and nursing-specific health care legislation and regulations.

Member Services Committee

Membership is the responsibility of all within our organization. Increasing our numbers also increases our voice and strength. To assist members with recruitment, the Member Services Committee developed the ACNL Ambassador Program. This program capitalizes on the valuable information members provided in the 2008 Membership Survey. Included in the program is a PowerPoint presentation highlighting the work of ACNL, talking points about the benefits of membership, testimonials and frequently asked questions and answers. Found on the ACNL Website, resources for the Ambassador Program have been designed so all ACNL members can actively engage in recruitment and retention of colleagues.

Nominations Committee

Members of the Committee on Nominations (Nominations Committee) are elected by the membership in each of the four geographic regions and serve a two-year term. The committee is chaired by the immediate past president. The committee's task is to place before the membership a ballot of qualified nurse leaders prepared to lead the organization. The 2008 committee did a stellar job, and the following individuals have been elected by the membership to serve on the 2009-2011 Board of Directors.

President-Elect: B.J. Bartleson

Board Member North: Dennis Kneepfel

Board Member Central: Rae Charos

Board Member South: Karen Price-Gharzeddine

Board Member San Diego: Mary Ann Cohn

Committee on Nominations North: Heather Sebanc

Committee on Nominations Central: Gloria Fitzgerald



2007 President Kathy Harren passes the gavel of leadership to Donna Kistler at the 2008 ACNL Annual Business Meeting.

Professional Practice Committee

The Professional Practice Committee (PPC) successfully oversaw full implementation of the Better Educated Nursing Workforce (BEN-W) Tool Kit with expansion of information in the area of post-licensure degrees. The PPC supported the successful Second Annual Continuing Education Cruise, which doubled participation from 2007. A simultaneous meeting was held with the Environment of Practice Committee to ensure collaboration on practice-related projects. While in joint session, a need to formalize adoption of a position statement on professional practice that promotes a healthy work environment was identified for the PPC to pursue in conjunction with the Board. This work will be finalized in 2009.

Quality and Patient Safety Committee

The prolific Quality and Patient Safety Committee provided education to nurse leaders through articles in the *DirectLink*, an updated PowerPoint presentation on the ACNL Website, presenting on the *Just Culture* movement during the 2009 Annual Program pre-conference session and offering speakers for students and faculty about current hot topics on quality and patient safety.

The committee also collaborated with: CHA on the statewide Colored Coded Wrist Band initiative, Member Services Committee to invite nurse leaders and other CNOs to join ACNL, the Education Committee in planning the comprehensive program, *Stopping Disruptive Behavior*, and with academia and service nurse leaders to promote the quality and patient safety competencies of students and nurses in practice. The Quality and Patient Safety Committee laid the groundwork for mini-poster sessions that will be hosted in each region in 2009 to showcase best practices and innovations.

Research Committee

In its second year as a core committee, the Research Committee focused on a tool to evaluate the *Foundation for Leadership Excellence* program. In addition, the committee serves as the review body for research projects to be placed before the membership. This year, Dr. Jan Stichler surveyed ACNL members for her study examining stress and the work environment.

In collaboration with the ACNL Board of Directors, the Research Committee developed the Research Scholar Program (student research scholarship, research fellowship and research grant).

Findings from the 100K Lives Rescue Study have been disseminated in *DirectLink*, and the manuscript was recently accepted for publication in *Quality and Safety in Health Care* (How RNs Rescue Patients: A Qualitative Study of RN's Perceived Involvement in Rapid Response Teams, Leach, L., Mayo, A.).

Stewardship: Fundraising, Recognition and Scholarship Committee

This committee supports the ACNL goals of developing leaders and advancing professional practice through the scholarship and recognition awards programs. Despite its small size, the seven-member committee achieved its aggressive goals this year. Working to make processes easier and clearer for the membership, the committee successfully engaged the membership, resulting in a significant increase in award nominations.

The Stewardship Committee partnered with the Research Committee, to establish the Research Scholar Program. The committee also identified new funding sources and donors. In collaboration with other ACNL members, the committee supported the establishment of an endowed scholarship fund through the California Masonic Foundation. And, the committee produced *Flo's Cookies and Other Delights*, a cookbook containing recipe favorites from ACNL members. Available for sale at the Annual Program and on the ACNL Website, proceeds from cookbook sales will benefit Flo's Cookie Jar.

Stewardship: Financial Strategic Planning Committee

Business as usual was not acceptable during the recession of 2008. Like many other businesses, ACNL needed to examine the organization's financials and priorities closely. To assist the Board, a group of experienced members were asked to share their expertise with members of the Executive Board. The process was so successful, it was determined that this group would continue to consult and advise the Board in 2009.

Strategic Planning Committee

The Strategic Planning Committee meets once in the fall of the year to begin planning for the following year. The 2008 committee met in October of 2007 to review and define the direction of the organization. Utilizing Jim Collins' *Good to Great and Social Sectors* as the conceptual model, the committee focused on the work of ACNL and what ACNL is best at. Their work ignited our passion and "resource engine" for the rest of the organization's work.

WHO ARE OUR PARTNERS...

Much of ACNL's success over the past several years can be attributed to strategic partnerships with other professional associations, nurse leaders and health care organizations.

California Nursing Students' Association

ACNL remains committed to developing future nurse leaders through our work with the California Nursing Students' Association (CNSA). For five years, ACNL has mentored, managed and collaborated with CNSA members. This relationship has served both organizations well. In October 2008, with ACNL's support, CNSA hosted their Fall Convention with over 500 nursing students attending the three-day event. Furthermore, CNSA received the 2008 National Student Nursing Association award for the largest chapter in the country with more than 4,000 members.



2008 CNSA Board of Directors

ACNL's work with CNSA students is greatly enhanced by our unique partnership with the American Nurses Association\ California. ACNL provides the association, convention and financial management for CNSA. ANA/C furnishes expertise in the areas of bylaws, policies and conducting the House of Delegates. Professional volunteerism has been the strength of this relationship with members of both professional associations mentoring students. There is no question that today's nurse leaders are serving as mentors and role models to the next generation of nurse leaders.

Flo's Cookie Jar

Despite the fact that we have increased the number of students graduating from California's schools of nursing, California remains 50th in the nation in the number of RNs per capita. Complicating our shortage is the realization that a significant percentage of our students are at risk for dropping out of school—not because of grades—but because of unexpected financial emergencies. In an effort to provide relief to students at risk, Flo's Cookie Jar was established by nurse leaders across the state. Since May 2006, students have been applying to Flo's Cookie Jar for emergency financial aid. To date, Flo's Cookie Jar has awarded more than \$300,000 to California's students in need. The fund was established as part of the CNSA Foundation, which is a 501(c)(3) non-profit organization. ACNL's CEO, along with key members of California's professional organizations, serve as the advisors for the project. Members interested in contributing to Flo's Cookie Jar or finding out more about this worthwhile project are invited to visit www.flocookiejar.org.

"My completion of the nursing program was in jeopardy as my struggles got worse. I tried to meet my other obligations of being a full-time student and a mother and with great determination I knew I had to continue my struggles in order to gain success. Flo's Cookie Jar helped me with my success of becoming a RN and I passed the NCLEX exam in September."

"The grant I received from Flo came at a time when everything seemed to be going wrong. All at once, my fiancé lost his job, my car needed brakes and tires, I needed \$800 worth of emergency dental work and I could not work enough to pay the bills. . . . Because of the generosity, I was able to put more of my focus into school. Today I am a new RN, thanks to Flo's Cookie Jar."

California Institute for Nursing and Health Care

For the past five years ACNL has partnered with the California Institute for Nursing and Health Care (CINHC). The Center for Nursing Leadership represents ACNL's partnership with CINHC to produce the highly successful *Foundations for Leadership Excellence* and *Advanced Leadership Excellence*.

Foundation for Leadership Excellence is a five-day intensive designed for emerging nurse leaders. Since the inception of the program, more than 1,000 nurse leaders have graduated. This includes two programs held in 2008. In addition to CEUs, participants are eligible for three graduate nursing units through California State University, San Marcos.

In other projects, Kathy Harren represented ACNL as part of the Nursing Workforce Team invited to participate with 17 other states in a two-day summit hosted by the Robert Wood Johnson Foundation; U.S. Department of Labor, Employment and Training Administration; Center to Champion Nursing in America; and the Department of Health and Human Services, Health Resources and Services Administration to explore strategies to increase nursing education capacity. The meeting centered on understanding methods to expand nursing education capacity and fostering action at the state level around four issue areas: 1) Strategic Partnerships and Resource Alignment; 2) The Role of Policy and Regulation; 3) Increasing Faculty Capacity and Diversity; and 4) Education Redesign.

Strategies identified by California's team at the Summit have been the focus of much of our partnership work in 2008 and closely fit with California's White Paper on Education Redesign funded by the Betty Irene Moore Nursing Initiative in 2007. Key members of the team will be discussing the outcomes of the Summit at ACNL's 2009 Annual Program.

HOW WE IMPACT PRACTICE...

The California Nursing Outcomes Coalition Database Project launched a new strategic alliance in 2008. CALNOC significantly expanded its membership with hospitals from Washington and Oregon by forming an alliance with the Northwest Organization of Nurse Executives (NWOE).

CALNOC was the nation's first ongoing database for nurse-sensitive quality measurement related to hospital performance and patient safety. In recognition of its growth and expansion from a regional database to a national database, the CALNOC brand will now operate under the name Collaborative Alliance for Nursing Outcomes (CALNOC).

CALNOC nurse-sensitive quality indicators and Web-based customizable reports have become integral tools for hospital quality, safety and performance improvement since the project was established in 1996 by California nurse leaders in partnership with the American Nurses Association\California. CALNOC's mission is to build and sustain a robust nurse staffing and quality database repository; conduct research to advance evidence-based administrative and clinical decision-making; and synthesize and disseminate data to shape public policy, practice and education with respect to the quality of patient care delivery. Cedars-Sinai Medical Center's Department of Nursing Research and Development provides data management services and is part of the research team. UCSF School of Nursing's Center for Nursing Research and Innovation coordinates project operations and leads CALNOC's research and education activities. ACNL's staff provides administrative and financial oversight for the project.

CALNOC participation enables member hospitals to benchmark their performance, understand variation in practice and outcomes between hospitals and learn from the nation's best performers. CALNOC data is used by the California Hospital Assessment and Reporting Taskforce (CHART) for public reporting and has been a source of information related to the impact of state-mandated nursing ratios on falls and pressure ulcers.

“CALNOC is excited to broaden its scope of work, particularly in collecting comprehensive nursing-sensitive data from hospitals in Oregon and Washington,” said Diane Storer Brown, PhD, RN, FNAHQ, FAAN, Co-Principal Investigator CALNOC and Clinical Practice Leader, Hospital Accreditation Program, Kaiser Permanente Northern California. “Our growth in numbers and influence is an important step toward assuring safe, quality patient care in hospitals nationwide.”

To become a CALNOC participating facility, contact ACNL at www.acnl.org or (916) 779-6949.



HOW WE ADVOCATE...

Board of Registered Nursing

The California Board of Registered Nursing (BRN) came under fire in the fall of 2008 when it was discovered that more than 147,000 RNs had not been fingerprinted. The issue related to failure to fingerprint nurses who were licensed before 1990 when the state Legislature passed a mandate that all future nurses be fingerprinted. Emergency legislation was passed in late November mandating that all nurses licensed in California before 1990 be fingerprinted before their next licensure renewal.

As the nurse leadership organization for California, ACNL will be working closely with the BRN as they roll out their plan to address this issue. Arrangements have been made for those members licensed before 1990 to be fingerprinted during the 2009 Annual Program.

As the state's financial crisis continues, Governor Schwarzenegger, on December 31, announced his intention to merge the two boards of nursing. Since 1978, ACNL has had a position statement supporting one board of nursing. Members of the ACNL Board and Health Policy Committee have already been in contact with the BRN to offer assistance and support. The One Board Position Statement can be downloaded at www.acnl.org.



2007 President Kathy Harren and CEO Patricia McFarland showcase a Proclamation from Lt. Governor John Garamendi commemorating ACNL's 30th Anniversary.

Health Care Reform

In December, ACNL co-hosted a town hall meeting in Sacramento to discuss health care reform. The Sacramento community forum was one of many held nationwide in response to President Barack Obama's continuing efforts to reach out and involve the American people in government. The goal was to identify specific problems with the current health care system and what is needed to improve it.

The Betty Irene Moore School of Nursing at UC Davis, UC Davis Health System Patient Care Services, and California State University, Sacramento, Division of Nursing, partnered with ACNL to host the event.

“Nurse leaders can bring to the conversation what is needed in a new health care model, as well as what the consumer wants and needs. Nurse leaders understand both the clinical and financial aspects of health care,” said B.J. Bartleson, CNO at Shriners Hospital for Children of Northern California and ACNL's 2009 president-elect. “We work with clients and patients every day; we see and hear about their frustrations with the current system. We have a unique vantage point, which enables us to translate these needs into the future system.”

Participants came prepared to discuss their own experiences with health care and what they see as the biggest problems with the current health system. Following the meeting, the faculty at the BIMSON compiled a report that was sent to the Obama Transition Team in early January.



Attendees at the December Health Care Reform Town Hall Meeting in Sacramento.

HOW WE SUPPORT OUR MEMBERS

ACNL offers a number of benefits and resources to keep you, our members, informed, engaged and equipped to meet the challenges you face on a daily basis. In today's chaotic environment, it is important to collaborate with colleagues and participate in a community of learning and support.

Features of ACNL membership include:

- A growing network of talented, experienced nurse leaders and willing mentors.
- Tool kits with features to effectively manage practice and work environments.
- Sharing best practices in leadership, quality, patient safety and related key areas.
- Noteworthy educational programs that offer fundamentals to advance leadership skills, as well as cutting-edge substance and opportunities to build your career.
- Regional Forums – an open invitation to have a voice and be heard while staying informed and aware.
- A new center of resources through the ACNL Website www.acnl.org.
- Publications with up-to-date news, opinions and views.
- Discounts on ACNL programs and services.

“ACNL can be a unifying force in nursing – across all disciplines.”

HOW WE MAKE A DIFFERENCE...

Stewardship

ACNL has a diverse portfolio and revenue stream. Unfortunately, the recession of 2008 had a significant impact on ACNL's investments and operations. The large reserve that had grown over the last 10 years provided the organization a degree of cushion. The Board of Directors made significant adjustments to the 2008 budget and made plans to carry these cuts forward in 2009. The Board and staff have a number of strategies to increase revenue streams now and in the future. The Strategic Planning Committee and the Finance Committee have also provided input on new sources of revenue. Although we must remain fiscally conservative, the organization has the commitment and enthusiasm to grow during these difficult times.



ACNL Presidents gather in Rancho Mirage for the 2008 Annual Program, marking our organization's 30th anniversary.

2008 ACNL COMMITTEES

Annual Program Committee

Suzette Cardin, Chair
Bob Vos, Co-Chair
Maria Jean Caterinicchio,
Board Liaison
Peggy Diller
Mary Farrell
Beth Gardner
Sharron Hadick
Mary Lopez
Roseanne McLaren
Kathy Richerson

Bylaws Committee

Kathy Dawson, Chair
Fe A. Murray
Lorena Rust
Ann Marie Watkins

Education Committee

Pilar De La Cruz-Reyes, Chair
Kathy Cocking, Co-Chair
Beth Eichenberger,
Board Liaison
Carla Cope
Jamie Eisenberg
Nancy Hoff
Ellen Horton
Karen Mondino
Sally Morgan
Marlene Ruiz
Minerva Valdenor
Tricia Wickers
Peggi Winter

Environment of Practice Committee

Tim Gilmore, Chair
Donna McNeese-Smith,
Co-chair
Pat Chambers, Board Liaison
Melinda Beswick
Nancy Blake
Mikel Hand
Gerry Popolow
Susan Revero
Lauren Spilsbury
Kim Windsor

Health Policy Committee

Kristine Yahn, Chair
Barbara Burke, Co-Chair
Tony Minks, Board Liaison
Rae Charos
Denise Giambalvo
Dorel Harms
Jim Lowry
Kathleen Mendez
Mary Oelman
Lee Passow
Mary Anne Schultz
Patti Zabel

Member Services Committee

Karen Flaster, Chair
Karen Price Gharzeddine,
Co-Chair
Kris Aubry, Board Liaison
Judy Papenhausen, Board Liaison
Mary Bittner
Carla Cope
Bradley Howard
Jack Jessop-Ellis
Lucy Glaze
David Loose
Susan Odegaard Turner
Heather Sebanc
Carol Stern

Nominations Committee

Kathy Harren, Chair
Kim Colonnelli
Laurel Friesen
Claire Pacific
Robert Vos

Professional Practice Committee

Ellen McKissick, Chair
Tammy Rice, Co-Chair
Kim Horton, Board Liaison
Betty Dobbs
Jacqueline Hils-Williams
Joan McCarthy
Robyn Nelson
Claire Pacific
Susan Poprock
Alison Riggs

Quality and Patient Safety Committee

Gwen Matthews, Chair
Tina Aguirre, Co-Chair
Carole Shea, Board Liaison
Nancy Carlson
Mary Jane Jones
Denise Leichter
Loretta Murphy
Chris Patty
Stephanie Robinson
Debbie Rogers

Research Committee

Ann Mayo, Chair
Linda Searle Leach, Co-Chair
BJ Bartleson, Board Liaison
Judee Berg
Jennifer Berke
Nancy Donaldson
Lynn M. Forsey
Kathy Harren
Donna Kistler
Chris Latham
Maria O'Rourke
Jaynelle Stichler
Kathy Winston

Strategic Planning Committee

Donna Kistler, Chair
B.J. Bartleson
Becky Carroll
Maria Jean Caterinicchio
Pat Chambers
Peggy Diller
Karen Flaster
Beth Gardner
Kim Horton
Linda Searle Leach
Ellen Lewis
Gwen Matthews
Stephanie Mearns
Tony Minks
Judy Papenhausen
Kathy Richerson

STEWARDSHIP

Fundraising, Recognition and Scholarship Committee

Joan Forte, Chair
Anne Tanner, Board Liaison
Deb Crist-Grundman
Jami de Santiago
Stephanie Mearns
Kathi Palange
Mary Wickman

Financial Strategic Planning Committee

Anne Tanner, Chair
Donna Kistler, President
Kathy Dawson, President-Elect
Kathy Harren, Immediate
Past President
Judy Husted
Linda Mann
Susan Odegaard Turner
Mary Tinney



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