# 2021 General Assembly Handbook

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MONDAY, SEPTEMBER 20
6:00-7:00 pm.......................... New Delegate Orientation

TUESDAY, SEPTEMBER 21
6:30-7:30 am.......................... General Assembly Delegates Continental Breakfast
6:30-7:30 am.......................... Keypad Registration
7:30-8:00 am.......................... General Assembly
   Opening Ceremonies
   Call to Order and Introductions
   Credentials Report
   Adoption of General Assembly Standing Rules of Procedure
   Adoption of Business Agenda
8:00-8:05 am.......................... President Address
8:05-8:10 am.......................... President-Elect Address
8:10-8:20 am.......................... Secretary/Treasurer Report
8:20-8:25 am.......................... Chief Executive Officer Report
8:25-8:30 am.......................... ENA Foundation Chairperson Report
8:30-9:15 am.......................... Open Reference Hearings
9:15-9:45 am.......................... BREAK
9:45-11:30 am.......................... Open Reference Hearings
11:30 am.......................... Adjournment

WEDNESDAY, SEPTEMBER 22
6:30-7:30 am.......................... General Assembly Delegates Continental Breakfast
6:30-7:30 am.......................... Keypad Registration
7:30-7:45 am.......................... General Assembly
   Call to Order
   Credentials Report
   Adoption of Business and Consent Agendas
7:45-9:30 am.......................... Consideration of Proposed Bylaws Amendment Proposals and Resolutions (Debate and Vote)
9:30-10:00 am.......................... BREAK
10:00-11:30 am.......................... Consideration of Proposed Bylaws Amendment Proposals and Resolutions (Debate and Vote)
11:30 am-1:30 pm.......................... LUNCH BREAK (on own)
1:30-3:00 pm.......................... Consideration of Proposed Bylaws Amendment Proposals and Resolutions (Debate and Vote)
3:00-3:30 pm.......................... BREAK
3:30-3:40 pm.......................... Memorial Presentation
3:40-5:00 pm.......................... Open discussion (time permitting)
5:00 pm.......................... General Assembly Adjournment
TUESDAY, SEPTEMBER 21, 2021

1. General Assembly
   a. Opening Ceremonies
   b. Call to Order and Introductions
   c. Credentials Report
   d. Adoption of General Assembly Standing Rules of Procedure
   e. Adoption of Business Agenda
   f. President Address
   g. President-Elect Address
   h. Secretary/Treasurer Report
   i. Chief Executive Officer Report
   j. ENA Foundation Chairperson Report

2. Open Reference Hearings
   a. Proposed Bylaws Amendment Proposals
   b. Resolutions

WEDNESDAY, SEPTEMBER 22, 2021

1. General Assembly
   a. Call to Order and Introductions
   b. Credentials Report

2. Adoption of Business and Consent Agendas

3. Consideration of Proposed Bylaws Amendment Proposals and Resolutions (Debate and Vote)

4. Open Discussion (Time Permitting)
### 2021 General Assembly Officials

<table>
<thead>
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<th>Position</th>
<th>Name</th>
<th>Credentials</th>
</tr>
</thead>
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<tr>
<td>General Assembly Chair/President</td>
<td>Ron Kraus, MSN, RN, EMT, CEN, ACNS-BC, TCRN</td>
<td>Indiana</td>
</tr>
<tr>
<td>Credentials Chairperson/Immediate Past President</td>
<td>Mike Hastings, MSN, RN, CEN</td>
<td>Washington</td>
</tr>
<tr>
<td>President-Elect</td>
<td>Jennifer Schmitz, MSN, EMT-P, CEN, CPEN, CNML, FNP-C, NE-BC</td>
<td>Maine</td>
</tr>
<tr>
<td>Secretary/Treasurer</td>
<td>Terry M. Foster, MSN, RN, CEN, CPEN, CCRN, TCRN, FAEN</td>
<td>Kentucky</td>
</tr>
<tr>
<td>Directors</td>
<td>Dustin Bass, MHA, BSN, RN, CEN, NE-BC</td>
<td>North Carolina</td>
</tr>
<tr>
<td></td>
<td>Joop Breuer, RN, CEN, CCRN, FAEN</td>
<td>Netherlands</td>
</tr>
<tr>
<td></td>
<td>Kristen Cline, BSN, RN, CEN, CPEN, CFRN, CTRN, TCRN</td>
<td>California</td>
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<tr>
<td></td>
<td>Chris Dellinger, MBA, BSN, RN, FAEN</td>
<td>West Virginia</td>
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<tr>
<td></td>
<td>Steven Jewell, BSN, RN, CEN, CPEN</td>
<td>Texas</td>
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<tr>
<td></td>
<td>Ryan Oglesby, PhD, MHA, RN, CEN, CFRN, NEA-BC</td>
<td>Florida</td>
</tr>
<tr>
<td></td>
<td>Cheryl Randolph, MSN, RN, CEN, CPEN, CCRN, FNP-BC, TCRN, FAEN</td>
<td>California</td>
</tr>
<tr>
<td>Emerging Professional</td>
<td>Amie Porcelli, BSN, RN, CEN, TCRN</td>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>Nancy MacRae, MS</td>
<td>Illinois</td>
</tr>
<tr>
<td>Parliamentarian</td>
<td>Michael Taliercio</td>
<td></td>
</tr>
<tr>
<td>Legal Counsel</td>
<td>Kimberly Pendo</td>
<td></td>
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</table>
Standing Rules of Procedure of the ENA General Assembly

1. The General Assembly Standing Rules of Procedure may be suspended by a majority vote or amended or rescinded by a two-thirds vote. If notice of the proposed action was given in the call for the meeting, they may be amended or rescinded by a majority vote.

2. Delegates and alternate delegates shall wear name badges designating their delegate status.

DEBATE

3. After being recognized, delegates and ENA past presidents shall give their name and affiliation before beginning to speak.

4. A delegate may request that an individual without speaking rights be allowed to speak. A majority vote shall be required to grant the request.

5. The author or designee shall be given the right to speak first for up to two minutes; such time shall not be counted in the total time for debate.

6. Within the allotted debate time, a delegate may speak for up to two minutes when recognized to speak on a main motion and up to one minute when recognized to speak on any other debatable motion.

7. Debate will alternate “pro” and “con,” as much as possible, and each delegate shall be allowed only one turn to speak in each queue. If an amendment or other debatable motion is made that takes priority over the pending question, the existing queue will be saved and a new queue will be opened. Once that priority motion is completed, the previous queue will be reopened and debate will resume on the pending question.

8. The total debate time allotted for each bylaws amendment proposal and resolution shall be 10 minutes. If there are speakers in the queue when the debate time expires, the chair shall take a vote on whether to extend debate for an additional five minutes.

9. The Resolutions Committee shall be authorized to correct article and section designations, punctuation and references in the Bylaws, Election Rules, and General Assembly Standing Rules of Procedure as may be necessary to reflect the intent of the General Assembly.
10. The draft General Assembly minutes shall be sent electronically to all state captains and the ENA Board of Directors for a 10-day review and comment period. The minutes shall be subsequently approved by the Resolutions Committee.

11. The status of resolutions adopted by the General Assembly will be made available to the ENA membership through ENA publications.

**REFERENCE HEARINGS**

12. Amendments to resolutions or bylaws proposals must be submitted in accordance with the deadline set by the chair of the General Assembly. Amendments not submitted by the deadline shall require a non-debatable two-thirds vote to consider and a two-thirds vote to adopt.

13. The Resolutions Committee will determine resolutions or proposed bylaws amendments to be placed on a consent agenda.

14. The Resolutions Committee shall determine the order of consideration of action items (except subsidiary amendments) that have been submitted for the second day of General Assembly. Delegates may change this order by a two-thirds vote.

15. Amendments to proposals shall be made available to the delegates as soon as possible after the amendments have been processed by the Resolutions Committee following the reference hearings.

**RESOLUTIONS**

16. Resolutions may be authored and submitted by the ENA Board of Directors, ENA committees, the *Journal of Emergency Nursing* Editorial Board, a state council or chapter, or by a voting ENA member, as outlined in the ENA General Assembly Standing Rules of Procedure.

17. The submission deadline for resolutions shall be May 24, 2021.

18. The General Assembly may consider resolutions received after the published deadline and by a two-thirds vote, provided all other criteria have been met. Notice of such resolutions shall be sent to state captains.
COMPOSITION

19. State council delegates shall be apportioned based on the ratio of members in the state or territory to the total ENA membership as of May 14 in accordance with the ENA bylaws. International delegates shall be allocated in accordance with the ENA bylaws. ENA headquarters will send necessary information for designating delegates, alternate delegates and state captains to state councils.

20. Each state council must formally register delegates and alternate delegates in the state council’s online management area with the ENA headquarters at least 75 days prior to the General Assembly.

21. The state captain shall be selected as soon as possible but no later than 75 days prior to the General Assembly.

22. The ENA Immediate Past President shall oversee the credentials process.

23. Keypads will be assigned to each delegate. Delegates are responsible for checking out their own keypads. Delegates may not give their keypad to another delegate to cast their vote.

24. A member registered as an alternate delegate may be transferred to delegate status, provided that no state delegation exceeds the maximum number of delegates allotted. The state captain shall sign authorizations to change delegates’ status. A delegate who turns over his or her duties to an alternate delegate must report to the keypad desk with the alternate to exchange keypads. If the delegate wishes to resume his or her duties, the keypads must be exchanged in the same way.

25. Delegates and alternates shall attend all General Assembly meetings and complete the post General Assembly evaluation in order to receive a certificate of service.
Proposal to Amend Bylaws

Proposal Number: GA21-01

Title: Term Limits for Board Members

Article and Section: Article VI Board of Directors, Section 4. Term of Office

Current bylaws language:

Section 4. Term of Office
Directors (with the exception of the immediate past president) shall serve for a three-year term of office, or until such time as their successors are duly elected, qualified and take office. In order to provide for staggered terms, at least two and no more than three directors shall be elected each year. The term of office shall commence on January 1 each year following the election and terminate on December 31.

Proposed changes:

Section 4. Term of Office / Term Limits

A. Directors (with the exception of the immediate past president) shall serve for a three-year term of office, or until such time as their successors are duly elected, qualified and take office. In order to provide for staggered terms, at least two and no more than three directors shall be elected each year. The term of office shall commence on January 1 each year following the election and terminate on December 31.

B. The Immediate Past President shall serve a one-year term in office, or until such time as their successor takes office.

C. No director may serve on the Board of Directors for more than six (6) years, not including any time served to fill a vacancy.

D. Notwithstanding anything set forth herein to the contrary (i) a director elected to serve as an officer may remain on the Board until the conclusion of their term in such office and may complete their rotation through the offices (i.e., President-Elect to President to Immediate Past President) despite the fact that such person may have served on the Board for the maximum number of years; and (ii) a director completing their sixth year as a director is eligible to run for an officer position.

Bylaws language if adopted:

Section 4. Term of Office / Term Limits

A. Directors shall serve for a three-year term of office, or until such time as their successors are duly elected, qualified and take office. In order to provide for staggered terms, at least two and no more than three directors shall be elected each year. The term of office shall commence on January 1 each year following the election and terminate on December 31.

B. The Immediate Past President shall serve a one-year term in office, or until such time as their successor takes office.

C. No director may serve on the Board of Directors for more than six (6) years, not including any time served to fill a vacancy.

D. Notwithstanding anything set forth herein to the contrary (i) a director elected to serve as an officer may remain on the Board until the conclusion of their term in such office and may complete their rotation through the offices (i.e., President-Elect to President to Immediate Past President) despite the fact that such person may have served on the Board for the maximum number of years; and (ii) a director completing their sixth year as a director is eligible to run for an officer position.
Proposal to Amend Bylaws

Rationale:
It is considered a best governance practice to institute term limits for Board service. Term limits encourage increased opportunity for diversity and inclusion in leadership, allowing for new ideas and new perspectives on the board and within decision-making. With staggered terms and term limits it enables the board to ensure a balance of continuity, while avoiding stagnation that may occur with long terms of service. According to Leading with Intent: 2017 Index of Nonprofit Board Practices, 72 percent of nonprofit boards have term limits.

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2021 ENA Board of Directors

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Gretchen Mayer, ENA #22518
Philip Lerner, ENA #657795
Mark Goldstein, ENA #331450
Todd Haines, ENA #774122
Benny Marett, ENA #17179
Mel Wilson, ENA #23035
Patti Kunz Howard, ENA #25128
AnnMarie Papa, ENA #65692
JoAnn Lazarus, ENA #37139
Victoria Bradley, ENA #12893
Matt Powers, ENA #212707
Denise Bayer, ENA #48866
Diane Gurney, ENA #16982
Anne Manton, ENA #5079
Adam Johnston, ENA #1050433

2021 General Assembly
Proposal to Amend Bylaws

Proposal Number: GA21-02

Title: Institute a Minimum Term for Filled Vacancies

Article and Section: Article VI Board of Directors, Section 7. Vacancy

Current bylaws language:

Section 7. Vacancy
A vacancy that occurs in the position of director shall be filled in the following manner:
A. If the vacancy occurs between January 1 and before the completion of the current year’s election the vacancy shall be filled by the person receiving the next highest number of votes in the previous year’s election with the term ending December 31.
B. If the vacancy occurs after the current year’s election and there is more than six months left in the unexpired term, the vacancy shall be filled by the person receiving the next highest number of votes in the current year’s election with the term ending December 31 of the following year.
C. If all such persons decline to serve, if there were no additional candidates for that office during the most recently concluded election, or if the vacancy occurs with fewer than six months left in the unexpired term, the vacancy shall not be filled.

Proposed changes:

Section 7. Vacancy
A vacancy that occurs in the position of director shall be filled in the following manner:
A. Vacancies with twelve (12) or less months remaining in the unexpired portion of the term will not be filled.

B. A. If there is more than twelve (12) months remaining in the unexpired portion of the term and the vacancy occurs between:
   (i) after January 1 and before the completion of the current year’s election the vacancy shall be filled by the person receiving the next highest number of votes in the previous year’s election with the term ending December 31.
   (ii) after the current year’s election the vacancy shall be filled by the person that received the next highest number of votes (after the elected directors) in the current year’s election; or
   (iii) due to the election of such director as an officer, the vacancy will be filled in the current year’s election for the unexpired balance of the term they were originally elected to fill by the person that received the next highest number of votes (after the elected directors) in the current year’s election.

C. If all such persons decline to serve, if there were no additional candidates for that office during the most recently concluded election, or if the vacancy occurs with fewer than six months left in the unexpired term, the vacancy shall not be filled.

D. Directors elected to fill a vacancy shall hold office for the balance of the term they are filling or until such time as their successor is duly elected, qualified and takes office.
Proposal to Amend Bylaws

Bylaws language if adopted:

Section 7. Vacancy

Vacancies that occur in the position of director shall be filled in the following manner:

A. Vacancies with twelve (12) or less months remaining in the unexpired portion of the term will not be filled.

B. If there is more than twelve (12) months remaining in the unexpired portion of the term and the vacancy occurs:
   (i) after January 1 and prior to the completion of the current year’s election, the vacancy shall be filled by the person that received the next highest number of votes (after the elected directors) in the previous year’s election;
   (ii) after the current year’s election, the vacancy shall be filled by the person that received the next highest number of votes (after the elected directors) in the current year’s election; or
   (iii) due to the election of such director as an officer, the vacancy will be filled in the current year’s election for the unexpired balance of the term they were originally elected to fill by the person that received the next highest number of votes (after the elected directors) in the current year’s election.

C. In the event (i) all such persons decline to serve, or (ii) there were no additional candidates for that office during the most recently concluded election the vacancy shall not be filled.

D. Directors elected to fill a vacancy shall hold office for the balance of the term they are filling or until such time as their successor is duly elected, qualified and takes office.

Rationale:

ENA invests heavily in the onboarding of new board members to ensure strength of leadership and cohesive team dynamics for optimal board performance. It typically takes at least one full year for a new Board member to develop full competency in their role. Accordingly, a one-year term does not provide the new director with the time necessary to achieve their full potential nor ENA the ability to maximize the resources invested. By filling only those vacancies with more than 12 months remaining in the unexpired portion of the term being filled, such newly appointed board member is afforded the best chance to succeed while maximizing ENA’s valuable resources and the efficiency and functionality of the Board.

Author(s):
2021 ENA Board of Directors

Supporter(s):
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Agnes Kelly, ENA #47179
Kelly Hooper, ENA #1306954
Gretchen Mayer, ENA #22518
Philip Lerner, ENA #657795
Mark Goldstein, ENA #331450
Todd Haines, ENA #774122
Benny Marett, ENA #17179
Mel Wilson, ENA #23035
Patti Kunz Howard, ENA #25128

2021 General Assembly
Proposal to Amend Bylaws

178  AnnMarie Papa, ENA #65692
179  JoAnn Lazarus, ENA #37139
180  Victoria Bradley, ENA #12893
181  Matt Powers, ENA #212707
182  Denise Bayer, ENA #48866
183  Diane Gurney, ENA #16982
184  Anne Manton, ENA #5079
185  Adam Johnston, ENA #1050433
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Proposal to Amend Bylaws

Proposal Number: GA21-03

Title: Proposal to Restructure the Nominations and Elections Committee

Article and Section: Article IX Committees, Section 2, B. Other Standing Committees, Nominations and Elections Committee

Current bylaws language:

1. Composition
   a. The Nominations and Elections Committee shall consist of seven Voting Members elected to serve on the Nominations and Elections Committee in the ENA national election: one member from each of six regions who has not previously served on the Board of Directors, and one member who has served on the Board of Directors. Nominations and Elections Committee members may only represent the region in which they hold a voting membership.
   b. The six regions shall be established by Nominations and Elections Committee policy. Each region shall be composed of states with geographic proximity and relatively equal membership distribution.
   c. A Nominations and Elections Committee chairperson shall be elected each year by the incoming Nominations and Elections Committee.

2. Qualifications
   a. Candidates must be a Voting Member in good standing and must have been a Voting Member during each of the previous five years immediately prior to submitting their candidate application.
   b. Candidates shall have served in an elected or committee position on the local, state or national level within the previous five years.
   c. Candidates must also have attended at least one ENA General Assembly within the previous three years.
   d. Members of the Nominations and Elections Committee may not run for or serve in any ENA board position during their tenure on the Nominations and Elections Committee, and may not serve more than two consecutive elected terms on the Nominations and Elections Committee.

3. Elections
   a. Elections for the Nominations and Elections Committee shall be held annually. Members shall serve for a three-year terms with terms beginning January 1 and ending on December 31, or until such time as their successors are duly elected, qualified and take office. Voting Members shall be elected to serve on the Nominations and Elections Committee each year.
   b. All Voting Members shall have the opportunity to elect Nominations and Elections Committee members by ballot from all regions. Candidates receiving the highest number of votes shall be declared elected. In the event of a tie vote for a position on the committee, lots shall be drawn.

4. Overview
   a. The Nominations and Elections Committee has general oversight of the national election. The Committee shall solicit and mentor potential candidates and review national candidate applications.
   b. The Nominations and Elections Committee will provide periodic updates to the Board of Directors regarding the progress of their charges.
   c. The Nominations and Elections Committee shall present a qualified slate of candidates to the Board of Directors for its review and discussion prior to presenting the slate to the membership. Following such review and discussion, the Nominations and Elections Committee shall present the slate to the membership through publication in such ENA publications as determined by the Board of Directors or its designee(s).
Proposal to Amend Bylaws

5. Vacancies
   a. A vacancy in the chairperson position shall be filled by a majority vote of the Nominations and Elections Committee.
   b. A vacancy of a committee member shall be filled by the candidate who received the next highest number of votes from that region or as the past board member in the most recently completed election.
   c. In the event of a committee member vacancy from an uncontested election, a qualified candidate must be nominated and elected by the state council presidents of the region affected by the vacancy according to the Nominations and Elections Committee election process, meeting the same requirements set forth in the bylaws as any potential candidate.
   d. The committee position may remain vacant as approved by the Nominations and Elections Committee if less than six months remain of the unexpired term.

Proposed changes:

Nominations and Elections Committee.

1. Composition
   a. The Nominations and Elections Committee shall consist of the Immediate Past President and seven Voting Members elected/appointed to serve on the Nominations and Elections Committee in the ENA national election: one member from each of six regions who has not previously served on the Board of Directors, and one member who has served on the Board of Directors. Nominations and Elections Committee members may only represent the region in which they hold a voting membership.
   b. The six regions shall be established by Nominations and Elections Committee policy. Each region shall be composed of states with geographic proximity and relatively equal membership distribution.
   c. A Nominations and Elections Committee chairperson shall be elected each year by The Immediate Past President shall serve as the chair of the incoming Nominations and Elections Committee.

2. Qualifications
   a. Candidates Members of the Nominations and Elections Committee must be a Voting Member in good standing and must have been a Voting Member during each of the previous five years immediately prior to submitting their candidate application.
   b. Candidates Members of the Nominations and Elections Committee must have served in an elected or committee position on the local, state or national level within the previous five years.
   c. Candidates Members of the Nominations and Elections Committee must also have attended at least one ENA General Assembly within the previous three years.
   d. Members of the Nominations and Elections Committee may not run for or serve in any ENA board position during their tenure on the Nominations and Elections Committee (with the exception of the Immediate Past President) and may not serve more than two consecutive elected terms on the Nominations and Elections Committee.

3. Elections

3. Term
   a. Elections for Appointed members of the Nominations and Elections Committee shall be held annually. Members shall serve for a three-year term with terms beginning January 1 and ending on December 31, or until such time as their successors are duly elected, qualified and take office. Voting Members The Immediate Past President shall be elected to serve on the Nominations and Elections Committee each year a one-year term, or until such time as their successor takes office.
Proposal to Amend Bylaws

283 b. All Voting Members shall have the opportunity to elect In order to provide for staggered terms, at
284 least two and no more than three members of the Nominations and Elections Committee members by
285 ballot from all regions. Candidates receiving the highest number of votes shall be declared elected.
286 In the event of a tie vote for a position on the committee, lots shall be drawn shall be appointed each
287 year.

288 4. Overview
289 a. The Nominations and Elections Committee has general oversight of the national election’s key
290 purpose is candidate recruitment, selection and development. The Nominations and Elections
291 Committee shall solicit and mentor potential candidates and review national candidate applications
292 in accordance with procedures adopted by the Board of Directors.
293
294 b. The Nominations and Elections Committee is responsible for vetting candidates based on
295 competencies, key criteria and a formal interview process in accordance with procedures adopted by
296 the Board of Directors.
297
298 c. The Nominations and Elections Committee will provide periodic updates to the Board of Directors
299 regarding the progress of their charges.
300
301 ed. The Nominations and Elections Committee shall present a qualified slate of candidates to the Board
302 of Directors for its review and discussion approval prior to presenting the slate to the membership.
303 Following such review and discussion approval, the Nominations and Elections Committee shall
304 present the slate to the membership through publication in such ENA publications as determined by
305 the Board of Directors or its designee(s).
306
307 5. Vacancies
308 a. A vacancy in the chairperson position shall be filled by a majority vote of the Nominations and
309 Elections Committee, Board of Directors.
310 b. A vacancy of a committee member shall be filled by the candidate who received the next highest
311 number of votes from that region or as the past board member in the most recently completed
312 election.
313 c. In the event of a committee member vacancy from an uncontested election, a qualified candidate
314 must be nominated and elected by the state council presidents of the region affected by the vacancy
315 according to the Nominations and Elections Committee election process, meeting the same
316 requirements set forth in the bylaws as any potential candidate.
317 d. The Board of Directors, provided, however, a committee position may, in the discretion of the Board
318 of Directors, remain vacant as approved by the Nominations and Elections Committee if less than six
319 months remain of the unexpired term.

Bylaws language if adopted:

320 Nominations and Elections Committee.
321 1. Composition
322 a. The Nominations and Elections Committee shall consist of the Immediate Past President and seven
323 Voting Members appointed to serve on the Nominations and Elections Committee by the Board of
324 Directors.
325 b. The Immediate Past President shall serve as the chair of the Nominations and Elections Committee.
326 2. Qualifications
327 a. Members of the Nominations and Elections Committee must be Voting Members in good standing
328 and must have been a Voting Member during each of the previous five years immediately prior to

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submitting their application.

b. Members of the Nominations and Elections Committee shall have served in an elected or committee position on the local, state or national level within the previous five years.

c. Members of the Nominations and Elections Committee must also have attended at least one ENA General Assembly within the previous three years.

d. Members of the Nominations and Elections Committee may not run for or serve in any ENA board position during their tenure on the Nominations and Elections Committee (with the exception of the Immediate Past President) and may not serve more than two consecutive terms on the Nominations and Elections Committee.

3. Term

a. Appointed members of the Nominations and Elections Committee shall serve three-year terms with terms beginning January 1 and ending on December 31, or until such time as their successors are appointed and take office. The Immediate Past President shall serve a one-year term, or until such time as their successor takes office.

b. In order to provide for staggered terms, at least two and no more than three members of the Nominations and Elections Committee shall be appointed each year.

4. Overview

a. The Nominations and Elections Committee’s key purpose is candidate recruitment, selection and development. The Nominations and Elections Committee shall solicit and mentor potential candidates and review national candidate applications in accordance with procedures adopted by the Board of Directors.

b. The Nominations and Elections Committee is responsible for vetting candidates based on competencies, key criteria and a formal interview process in accordance with procedures adopted by the Board of Directors.

c. The Nominations and Elections Committee will provide periodic updates to the Board of Directors regarding the progress of their charges.

d. The Nominations and Elections Committee shall present a qualified slate of candidates to the Board of Directors for its review and approval prior to presenting the slate to the membership. Following such review and approval, the Nominations and Elections Committee shall present the slate to the membership through publication in such ENA publications as determined by the Board of Directors or its designee(s).

5. Vacancies

a. A vacancy in the chairperson position shall be filled by the Board of Directors.

b. A vacancy of a committee member shall be filled by the Board of Directors, provided, however, a committee position may, in the discretion of the Board of Directors, remain vacant if less than six months remain of the unexpired term.

Rationale:

Appointment of the members of the Nominations and Election Committee by the ENA Board of Directors works to (i) ensure a diverse group of the most qualified members are selected to serve; and (ii) remedies the conflict-of-interest issues inherent in the current structure. Currently, the Nominations and Election Committee faces the recurrent problem of committee members forced to recuse themselves from the work of the committee due to the conflict of interest created by their service on the committee in the year(s) they are up for reelection to the committee. It is difficult for the committee to do its work and perform its functions when 2 to 3 committee members cannot participate due to a conflict of interest, leaving the committee without the important perspective and contributions of such committee members. The proposed appointment process would reduce the conflict of interest inherent with the committee managing its own election.

By having the Immediate Past President chair the committee, the committee will gain valuable insight into the
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workings of the Board and the experience and qualifications that make successful ENA directors. Best practice indicates the importance of a dedicated group to ensure the development and availability of future leaders for the sustained success of an organization. The proposed amendment clearly defines that the focus of the Nominations and Elections Committee is on candidate recruitment, selection and development, which are the keys to ensuring ENA’s continued success. It is important that the role of the committee is to develop, solicit and ensure the best candidates are selected in order to meet the future needs of the organization. With the adoption of the proposed amendments, candidate vetting will be done based on competencies, key criteria, and a formal interview process in accordance with procedures adopted by the Board. The Nominations and Elections Committee will have the authority to formally vet candidates in order to present a slate of qualified candidates to the ENA Board of Directors for its review and approval.

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BYLAWS
EMERGENCY NURSES ASSOCIATION

ARTICLE I
NAME
The name of this organization shall be the Emergency Nurses Association (ENA), a not-for-profit corporation incorporated in the State of Illinois. ENA shall have and continuously maintain in the State of Illinois a registered office and a registered agent whose office is identical with such registered office, and may have such other offices within or outside of the State of Illinois as the Board of Directors may determine.

ARTICLE II
OBJECT

Section 1. Purpose
The purposes for which the corporation is organized are educational, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (“IRC”), including but not limited to the advancement of emergency nursing through education and public awareness.

Section 2. Rules
The following rules shall conclusively bind ENA and all persons acting for or on behalf of it:
A. No part of the net earnings of ENA shall inure to the benefit of, or be distributed to, its directors, officers, committee members or other private persons, except that ENA shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth above.
B. No substantial part of the activities of ENA shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and ENA shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf or in opposition to any candidate for public office. Notwithstanding any provision of these Bylaws, ENA shall not carry on any activity not permitted to be carried on by:
   i. a corporation exempt from federal income tax under Section 501(c)(3) of the IRC (or the corresponding provision of any future United States Internal Revenue Law);
   ii. a corporation, contributions to which are deductible under Section 170(c)(2) of the IRC (or the corresponding provision of any future United States Internal Revenue Law).

Section 3. Official Publication
The official publication shall be the Journal of Emergency Nursing (JEN), which shall reflect the purpose, mission objectives and positions of ENA.

ARTICLE III
MEMBERS

Section 1. Responsibilities of Membership
Each member has the responsibility to support the purpose, mission, vision, values and objectives of ENA.

Section 2. Classifications and Criteria. Membership may be granted to any individual who (i) abides by these bylaws, the ENA Code of Ethics, and such other policies, rules and regulations as ENA may adopt; and (ii) meets the criteria for membership set forth in one of the following categories:
A. Voting Members – voting members shall be classified as national, international, senior and military (“Voting Members”). Voting Members shall have the right to vote, hold elected office, serve on the Board of Directors, serve on committees, and attend ENA’s meetings and social functions.
1. National membership may be granted to any individual who is a professional registered nurse licensed in the United States or its territories.

2. International membership may be granted to any individual who is a professional registered nurse licensed (or the equivalent thereto) outside of the United States or its territories.

3. Senior membership may be granted to a professional registered nurse who is age 65 or older and licensed in the United States or its territories.

4. Military membership may be granted to a professional registered nurse licensed in the United States or its territories who is currently serving or has been honorably discharged or retired from the United States Armed Forces including Army, Navy, Marine Corps, Air Force, Coast Guard, and Reserve Components.

B. Nonvoting Members – nonvoting members shall be classified as affiliate, student and honorary ("Nonvoting Members"). Nonvoting Members shall be entitled to serve on ENA committees and attend ENA member meetings and social functions.

1. Affiliate membership may be granted to any individual who shares interest in and supports the purpose, mission and objectives of ENA but does not otherwise meet the criteria for voting membership in ENA.

2. Student membership may be granted to any individual enrolled in a primary nursing education program leading to eligibility for licensure as a professional registered nurse.

3. Honorary membership may be awarded to an individual meeting such criteria as shall be determined by the president and the Board of Directors.

Section 3. Dues and Finance

A. The initial and annual dues for all ENA members and the time for paying such dues, and other assessments, if any, shall be determined by the Board of Directors. Under special circumstances, the Board of Directors, or its designee(s), may waive the annual dues and/or assessments for any member or category of members.

B. The membership of any member who is in default of payment of dues or assessments for more than three (3) months, or otherwise becomes ineligible for membership, shall be terminated automatically, according to such rules or procedures as the Board of Directors or its designee(s) shall establish, unless such termination is delayed by the Board of Directors or its designee(s).

C. Members who have resigned or been terminated for non-payment of dues may only be reinstated (i) if no more than three (3) months has elapsed since the date of termination; (ii) upon payment of delinquent dues; and (iii) in accordance with such rules as may from time to time be established by the Board of Directors. Former members not meeting the requirements for reinstatement must reapply for membership.

D. Each state council and chapter shall receive an annual allocation for each dues paying member within the state or chapter.

E. A surcharge may be added to the dues in some states by the state’s request.

Section 4. Disciplinary Action

A. **Grounds for Discipline.** ENA may discipline a member for any of the following reasons:

   i. Failure to comply with these Bylaws, the ENA Code of Ethics, or any of ENA’s rules or regulations;

   ii. Conviction of a felony or a crime related to, or arising out of, the practice of nursing or involving moral turpitude;

   iii. Suspension, revocation, or forfeiture by any state, province, or country of the member’s right to practice as a nurse; or

   iv. Immoral, dishonorable, or unprofessional conduct considered prejudicial to the best interests of, or inconsistent with, the purposes of ENA.

B. **Procedures.** Discipline may include, but not be limited to, censure, suspension, probation, and expulsion. Disciplinary action may be taken provided that a statement of the charges shall have been sent by certified mail to the last recorded address of the
member at least fifteen (15) days before final action is to be taken. This statement shall be accompanied by a notice of the time and place of the meeting at which the charges shall be considered, and the member shall have the opportunity to appear in person and/or to be represented by counsel and to present any defense to such charges before action is taken by ENA. Such disciplinary actions shall be conducted in accordance with such additional procedures as may be established by the Board of Directors.

ARTICLE IV
OFFICERS

Section 1. Officers
A. There shall be three officers: President, President-Elect, and Secretary/treasurer. The term of office shall commence January 1 each year and terminate on December 31, or until such time as their successors are duly elected, qualified and take office. The President-Elect shall succeed to the office of president at the conclusion of the term. Officers shall exercise the duties and responsibilities required of a member of the Board of Directors and such additional duties and responsibilities set forth below.

B. President. The President shall be ENA’s principal elected officer and shall, in general, supervise ENA’s business affairs, subject to the direction and control of the Board of Directors, by communicating with the Chief Staff Officer as necessary regarding ENA’s business. The President shall be a member, without vote, of all councils and committees with the exception of the Nominations and Elections Committee and except as otherwise provided by these bylaws. The President shall (i) serve as the Chair of the Finance Committee; (ii) serve as ENA’s official representative and spokesperson, except as otherwise provided by the Board of Directors; (iii) appoint representatives to ENA’s affiliated organizations and other positions as necessary; (iv) fill, subject to the approval of the Board of Directors, vacancies on ENA’s committees; and (v) in general, perform all duties customarily incident to the office of President and such other duties as may be prescribed by the Board of Directors. The President shall succeed to the office of immediate past president upon expiration of the President’s term of office.

C. President-Elect. The President-Elect shall assist the President and shall substitute for the President when required. The President-Elect shall appoint chairs and members of committees, and a Board of Directors liaison to each committee for the year following his/her term in office as President-Elect subject to Board approval and shall in general, perform all duties customarily incident to the office of President-Elect and such other duties as may be prescribed by the Board of Directors. The President-Elect shall succeed to the office of President upon expiration of the President’s term of office, or in the event of the death, resignation, removal, or incapacity of the President.

D. Secretary/Treasurer. The Secretary/Treasurer shall be the principal financial officer and secretary of ENA and shall perform all duties traditionally incident to the offices of Secretary and Treasurer and such other duties as may be assigned by the President or the Board of Directors. The duties of the Secretary/Treasurer may be assigned by the Board of Directors in whole or in part to the Chief Staff Officer, or his or her designee(s).

Section 2. Officer Qualifications
A. Each officer must be a Voting Member and must have been a Voting Member during each of the previous five years immediately prior to submitting a candidate application.

B. Each candidate for President-Elect and Secretary/Treasurer must currently serve as a voting member of the Board of Directors.

C. Each candidate must submit to, and pass as acceptable, a limited background check.

Section 3. Election
A. In the event of a tie vote for the positions of President-Elect and Secretary/Treasurer, there shall be a second balloting of ENA membership.
B. All directors who are elected as officers shall have their unexpired terms of office filled by the candidates who receive the next highest number of votes; the candidate receiving the highest number of votes shall receive the position with the longest term.

C. A candidate for an officer position who is not elected shall continue to serve the remaining unexpired years of the original term as a director.

Section 4. Vacancies

A. If the office of President becomes vacant, the President-Elect shall succeed to the office of President for the unexpired term and shall subsequently serve the one-year term of office of President to which elected. In such case, the immediate past president may remain as immediate past president for a second year or the office may remain vacant for that year.

B. A vacancy in the office of President-Elect may be filled by a current member of the Board of Directors, or remain vacant as approved by a majority vote of the Board of Directors. If the vacancy is filled, the President-Elect shall not automatically assume the office of president for the subsequent term.

C. In the event that the office of President and President-Elect are vacated during the same year, the Board of Directors shall appoint an acting president to serve until the next scheduled election, at which time an election will be held for both President and President-Elect.

D. A vacancy in the office of Secretary/Treasurer may be filled by a current member of the Board of Directors or remain vacant as approved by a majority vote by the entire Board of Directors.

ARTICLE V
MEETINGS

Section 1. General Assembly

A. The General Assembly shall be composed of delegates from states territories, federal districts, and international delegates representing the international members.

B. All Delegates, Alternates, International Delegates, and the International Alternate must be Voting Members of ENA in good standing. ENA’s officers and directors may not serve as Delegates, Alternates, International Delegates or the International Alternate.

C. The General Assembly shall be composed of 700 delegates apportioned as follows:
   1. Neither the state nor international membership shall be allocated fewer than two delegates, one of whom shall serve as captain.
   2. In addition to the voting delegates, there shall be one nonvoting alternate delegate.
   3. The remaining delegates will be allocated to the:
      a. states based on the percentage the state’s membership is to the national membership, as determined annually as outlined in procedures; and
      b. international membership based on the percentage the international membership is to the national membership, as determined annually as outlined in procedures.

D. International delegates will be selected by a point system developed by the board of directors; the system will be administered and overseen by the ENA national office. The members receiving the highest number of points will be selected.

E. In addition to the delegate and international allocation, ENA past presidents who are Voting Members of ENA in good standing may attend, speak and vote at General Assembly (except as otherwise set forth below).

F. Members of the Board of Directors, including Past Presidents serving on the Board, may attend and speak at all meetings of the General Assembly but may not vote.

Section 2. Authority

The General Assembly is responsible for communicating member needs, providing feedback, and input on issues relating to the practice of emergency nursing to the Board of Directors. The General Assembly shall also approve, revise, or amend these bylaws in accordance with Article XIV, and receive reports of the Board of Directors, committees and other volunteer groups,
receive reports of the findings of the annual financial audit, and transact such other appropriate
business as may properly come before the meeting.

Section 3. Quorum
The presence of a majority of the total voting delegates who have completed credentialing
procedures shall constitute a quorum for the transaction of business at any duly called session
of the General Assembly.

Section 4. Annual Meeting and Special Meetings of the Voting Members
A. The annual meeting of ENA’s Voting Members (“Annual Meeting”) will be held in
conjunction with the General Assembly.
B. Special meetings of ENA’s Voting Members may be called (i) at the request of the
President or any five (5) members of the Board of Directors; (ii) at the written request
of two-thirds (2/3) of ENA’s Voting Members; or (iii) by resolution of the ENA board of
directors.
C. Notice of any annual or special meeting of the Voting Members shall state the time, date,
place, and purpose of the meeting, and shall be delivered not more than sixty (60) and not
less than thirty (30) days prior to the date of such meeting, unless otherwise required by
applicable law.
D. The lesser of (i) ten percent (10%) of ENA’s eligible Voting Members; or (ii) one
hundred (100) eligible voting members shall constitute a quorum for the transaction of
business at any duly called meeting of the Voting Members, provided that if less than a
quorum is present, a majority of the Voting Members present may adjourn the meeting to
another time without further notice.
E. The act of a majority or more of the Voting Members present (in person or by proxy) at a
duly called meeting at which a quorum is present shall be the act of the Voting Members,
unless the act of a greater number is required by law, the Articles of Incorporation, or these
bylaws.
F. Mail/Electronic Voting. Voting by mail or electronic means shall be permitted to the full
extent permitted by the Illinois General Not For Profit Corporation Act of 1986, as
amended (the “Act”), for any item of business properly coming before the Voting
Members. A mail or electronic vote of the Voting Members may be called by the Board of
Directors.

ARTICLE VI
BOARD OF DIRECTORS

Section 1. Composition
The Board of Directors shall be composed of the following: three officers, seven directors, the
immediate past president serving as an ex-officio member for one year, and the Chief Staff
Officer serving as a non-voting ex officio member. No member may run for more than one
nationally elected position at a time. No member may hold more than one nationally elected
position at a time.

Section 2. Authority
The Board of Directors is ENA’s official governing body and is responsible for the management
of ENA’s affairs and shall have supervision, control and direction of ENA. To that end, it shall:

- Perform all duties entrusted to officers and directors of a corporation;
- Debate and determine ENA policy;
- Oversee ENA’s business and financial affairs;
- Determine ENA’s policies in accordance with these bylaws;
- Have discretion in the disbursement of ENA’s funds;
- Adopt such rules and regulations for the conduct of its business as it shall deem
  advisable;
- Appoint such agents as it may consider necessary;
• Provide direction to and control over all ENA’s committees, unless specifically provided otherwise in these bylaws;

• Provide strategic direction for ENA; and

• Provide leadership for all of the component divisions of ENA.

Section 3. Qualifications
A. Directors must be a Voting Member in good standing and must have been a Voting Member in good standing during each of the previous five years immediately prior to submitting a candidate application.
B. Candidates must have attended at least one ENA General Assembly within the previous three years.
C. Each candidate must submit to, and pass as acceptable, a limited background check.
D. Candidates shall have served in an elected or committee position on the local, state or national level within the previous five years.

Section 4. Term of Office / Term Limits
A. Directors (with the exception of the immediate past president) shall serve for a three-year term of office, or until such time as their successors are duly elected, qualified and take office. In order to provide for staggered terms, at least two and no more than three directors shall be elected each year. The term of office shall commence on January 1 each year following the election and terminate on December 31.
B. The Immediate Past President shall serve a one-year term in office, or until such time as their successor takes office.
C. No director may serve on the Board of Directors for more than six (6) years, not including any time served to fill a vacancy.
D. Notwithstanding anything set forth herein to the contrary (i) a director elected to serve as an officer may remain on the Board until the conclusion of their term in such office and may complete their rotation through the offices (i.e., President-Elect to President to Immediate Past President) despite the fact that such person may have served on the Board for the maximum number of years; and (ii) a director completing their sixth year as a director is eligible to run for an officer position.

Section 5. Elections
Elections shall be held annually. All Voting Members shall have the opportunity to elect officers and directors by ballot. Balloting may be by electronic means. Candidates receiving the highest number of votes for each position shall be declared elected. In the event of a tie for the director positions, lots shall be drawn.

Section 6. Meetings of the Board of Directors
A. Regular meetings of the board shall be held at least quarterly as determined by the board. At least ten days’ notice shall be given to all members of the board.
B. Special meetings shall be held as called by the President or any three members of the board. At least three days’ notice shall be given to all members of the board.
C. Meetings may be held in person or by electronic means, provided that all participants can hear and speak to one another at the same time.
D. A majority of the voting members of the Board of Directors shall constitute a quorum for all meetings. All decisions of the Board of Directors require an affirmative vote of a majority of the Board of Directors present and voting at a meeting at which a quorum is present.
E. Voting members of Board of Directors (including the President) have the right and responsibility to actively participate in board meetings by making motions, speaking in debate and voting (unless precluded by a conflict of interest, as determined in accordance with ENA’s conflict of interest policy).
F. Any action requiring a vote of the Board of Directors may be taken without a meeting if a written consent, setting forth the action taken, is approved by all of the members of the Board of Directors entitled to vote with respect to the subject matter thereof.

Section 7. Vacancy
A vacancy in the position of director shall be filled in the following manner:

A. Vacancies with twelve (12) or less months remaining in the unexpired portion of the term will not be filled.

B. If there is more than twelve (12) months remaining in the unexpired portion of the term and the vacancy occurs between:
   (i) after January 1 and before the completion of the current year’s election, the vacancy shall be filled by the person receiving the next highest number of votes in the previous year’s election with the term ending December 31.
   (ii) after the current year’s election, the vacancy shall be filled by the person that received the next highest number of votes in the previous year’s election with the term ending December 31 of the following year.
   (iii) due to the election of such director as an officer, the vacancy will be filled in the current year’s election for the unexpired balance of the term they were originally elected to fill by the person that received the next highest number of votes (after the elected directors) in the current year’s election.

C. If all such persons decline to serve, there were no additional candidates for that office during the most recently concluded election, or if the vacancy occurs with fewer than six months left in the unexpired term, the vacancy shall not be filled.

D. Directors elected to fill a vacancy shall hold office for the balance of the term they are filling or until such time as their successor is duly elected, qualified and takes office.

Section 8. Resignation and Removal
Any director may resign at any time by giving written notice to the President. Any member of the Board of Directors may be removed in accordance with the provisions of law and the Illinois General Not For Profit Corporation Act of 1986, as amended, by the persons entitled to elect such director, whenever, in their judgment, the best interests of ENA would be served by such removal.

Section 9. Indemnification
ENA shall indemnify, as set forth below, and to the fullest extent to which it is empowered to do so by the Illinois General Not For Profit Corporation Act of 1986, as amended, or any other applicable laws as may from time to time be in effect, any person who, by reason of being or having been a director, officer, employee, or agent of ENA, or who is or was serving at the request of ENA as a director, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise, and who was or is a party or is threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding.

ARTICLE VII
CHIEF STAFF OFFICER
The administrative and day-to-day operation of ENA shall be the responsibility of a salaried staff head or firm employed or appointed by, and responsible to, the Board of Directors. The salaried staff head or, in the case of a firm, chief staff officer retained by the firm shall have such title as shall be determined by the Board of Directors and shall be referred to in these bylaws as the “Chief Staff Officer”. The Chief Staff Officer shall have the authority to execute contracts on behalf of ENA and as approved by the Board of Directors. The Chief Staff Officer may carry out such other duties as may be specified by the Board of Directors. The Chief Staff Officer (or firm, as applicable) shall employ and may terminate the employment of staff necessary to carry out the work of ENA. The Chief Staff Officer shall serve as a non-voting ex officio member of the Board of Directors.

ARTICLE VIII
CONSTITUENT DIVISIONS

Section 1. State Councils
Voting Members of ENA who are licensed or reside within a particular state, commonwealth, federal district, territory or possession of the United States (the “territory”) may be organized as a constituent of ENA (each of which is referred to as a “State Council”). The Board of Directors may authorize the establishment of State Councils which shall:

i. be organized and operated in accordance with these Bylaws, and such additional rules, regulations and policies as may be adopted by the Board of Directors from time to time;

ii. fulfill criteria for affiliation as may be established by the Board of Directors from time to time;

iii. enter into charter agreements with ENA, as determined by ENA;

iv. be issued a charter by ENA; and

v. organize and conduct their activities in such a manner as to establish its fundamental alignment and functional compatibility with ENA.

A State Council’s general purposes and objectives shall be complementary and consistent, on a local basis within its territory, with those of ENA and the State Council will advance the general and specific purposes of ENA within its territory. All members of a State Council must be members of ENA in good standing.

Section 2. Application for Recognition as a State Council
The Board of Directors, or its designee(s) shall adopt an application form and procedures to facilitate the consideration of applicants seeking to be organized as a State Council. All applicants must complete the application form and submit the application, along with the designated fee, if any, to ENA’s administrative office. The Board of Directors or its designee(s), shall review the application of all applicants and determine, based on the criteria set forth in these bylaws and such other guidelines as the Board of Directors may prescribe, if applicants meet the qualifications necessary for recognition as a State Council.

A. Charters for the operation of State Councils may be revoked by the Board of Directors according to due process procedures established by the Board of Directors. Upon revocation of a State Council’s charter, the State Council immediately shall remit all of its funds (after satisfying any existing debts or obligations) and records to ENA national office.

B. No State Council or other entity shall use ENA’s name or trademarks in any manner whatsoever unless duly authorized to do so by ENA pursuant to the terms of a written agreement or policy.

C. ENA shall fund chartered State Councils pursuant to a formula determined by the Board of Directors based on the State Council’s membership.

D. Each State Council shall be incorporated as a not-for-profit corporation, have a Board of Directors, officers and bylaws in such form as shall be approved by the Board of Directors or its designee(s). State Councils must maintain voting membership categories and criteria that are identical to ENA’s. Any changes to a State Council’s bylaws require the prior written approval of the Board of Directors, or its designee(s).
E. Each State Council may hold such meetings as it deems appropriate.

F. Members may belong to only one State Council.

G. A member of a State Council may transfer to another State Council by written request to ENA.

Section 3. Local Chapters

Voting members of the same State Council that are licensed or reside within the same local geographical territory may be organized as a local chapter by the State Council and each such local chapter will be an integral part of such State Council (i.e., it shall operate and function as a committee or special interest group of the State Council) (each of which is referred to as a “Local Chapter”). The name, boundaries, eligibility requirements for Local Chapters, and policies and procedures governing their operations, shall be determined by the State Council, subject to the prior written approval of the Board of Directors, and such rules and policies as may be adopted by the Board of Directors from time to time. A State Council is responsible for overseeing and managing the activities of its Local Chapters and shall have the right to disband or dissolve any Local Chapter it creates, with appropriate due cause.

ARTICLE IX

COMMITTEES

Section 1. Committees

ENA shall have committees appointed by the Board of Directors in sufficient numbers necessary to address mission objectives, and positions of ENA. The President or an appointed board liaison, as well as the Chief Staff Officer, shall serve as non-voting members of all committees, except the Nominations and Elections Committee or as otherwise set forth below.

Section 2. Standing Committees

A. Executive Committee.

i. The Executive Committee shall consist of the President, President-Elect, and the Secretary/Treasurer. The Chief Staff Officer shall be invited to attend and participate in all meetings, without vote, of the Executive Committee, except those held in executive session. The President shall serve as the chair of the Executive Committee.

ii. The Executive Committee shall have the authority to perform the business and functions of the Board of Directors in between meetings of the Board of Directors, except as otherwise set forth in these bylaws or Illinois General Not for Profit Corporation Act of 1986, as amended, reporting to the Board of Directors any action taken; but the delegation of authority to the Executive Committee shall not operate to relieve the Board of Directors or any individual officer or member of the Board of Directors of any responsibility imposed by law.

iii. The Executive Committee shall meet in person or by conference call upon the request of the chair or a majority of the Executive Committee. Each member shall have one (1) vote. Two (2) members of the Executive Committee shall constitute a quorum for the transaction of business at any duly called meeting of the Executive Committee; provided when less than a quorum is present at said meeting, a majority of the members present may adjourn the meeting without further notice. The act of a majority of the members present at a duly called meeting at which a quorum is present shall be the act of the Executive Committee.

iv. Any action requiring a vote of the Executive Committee may be taken without a meeting if consent, setting forth the action taken, is approved by all the members of the Executive Committee entitled to vote with respect to the subject matter thereof.

B. Other Standing Committees.

The Board of Directors may establish other standing committees to support ENA’s purposes. Such committees shall include, at a minimum, a Finance Committee, Resolutions Committee, and Nominations and Elections Committee. If a standing committee has the
authority of the Board of Directors, a majority of its members must be comprised of 
Directors. Except otherwise set forth in these bylaws: the action establishing a standing 
committee shall set forth the committee’s purpose, authority and required qualifications for 
membership on the committee;

i. the Board of Directors, or its designee(s), shall determine the composition of ENA’s 
standing committee;

ii. at all meetings of any standing committee, a majority of the members thereof shall 
constitute a quorum for the transaction of business;

iii. a majority vote by committee members present and voting at a meeting at which a 
quorum is present shall be required for any action;

iv. vacancies in the membership of a standing committee shall be filled by appointments 
made in the same manner as the original appointments to that committee;

v. the Board of Directors or its designee(s) shall develop and approve policies and 
procedures for the operation of all standing committees. All such policies shall be subject 
to the approval of the Board of Directors; and

vi. all standing committees shall report to the Board of Directors.

Finance Committee.

1. The Finance Committee shall be composed of the President, the President-Elect, the 
Secretary/Treasurer and the immediate past president. The Chief Staff Officer shall 
serve as a nonvoting ex-officio member.

2. The Finance Committee shall:
   a. Oversee the financial planning and management of ENA by ensuring that all fiscal 
   aspects are in order;
   b. Oversee the independence of ENA’s audit functions and its compliance with legal 
   and ethical standards;
   c. Oversee investment of funds; and
   d. Make fiscal recommendations to the Board of Directors.

Resolutions Committee.

1. The Resolutions Committee shall be composed of six members serving three-year 
terms, two appointed each year by the ENA President-Elect and ratified by the Board of 
Directors. The committee chairperson shall be appointed by the President-Elect and 
ratified by the Board of Directors from among the continuing members on the 
committee. The terms shall be staggered and shall commence at the adjournment of 
the General Assembly meeting following appointment.

2. The Resolutions Committee shall solicit, review, and present resolutions and proposed 
bylaws amendments to the General Assembly.

Nominations and Elections Committee.

1. Composition
    a. The Nominations and Elections Committee shall consist of the Immediate Past 
President and seven Voting Members elected/appointed to serve on the Nominations 
and Elections Committee in the ENA national election: one member from each of six 
regions who has not previously served on by the Board of Directors, and one member 
who has served on the Board of Directors. Nominations and Elections Committee 
members may only represent the region in which they hold a voting membership.

    b. The six regions shall be established by Nominations and Elections Committee policy. 
Each region shall be composed of states with geographic proximity and relatively 
equal membership distribution.

    c. A Nominations and Elections Committee chairperson shall be elected each year by 
The Immediate Past President shall serve as the chair of the incoming Nominations 
and Elections Committee.
2. Qualifications
   a. **Candidates** must be a Voting Member in good standing and must have been a Voting Member during each of the previous five years immediately prior to submitting their **candidate application**.
   
   b. **Candidates** shall have served in an elected or committee position on the local, state or national level within the previous five years.
   
   c. **Candidates** must also have attended at least one ENA General Assembly within the previous three years.
   
   d. Members of the Nominations and Elections Committee may not run for or serve in any ENA board position during their tenure on the Nominations and Elections Committee, (with the exception of the Immediate Past President) and may not serve more than two consecutive elected terms on the Nominations and Elections Committee.

3. Elections
   
   a. **Elections for Appointed members of** the Nominations and Elections Committee shall be held annually. Members shall serve for a three-year terms with terms beginning January 1 and ending on December 31, or until such time as their successors are duly elected, qualified and take office. **Voting Members** shall be elected to serve on the Nominations and Elections Committee each year, one-year term, or until such time as their successor takes office.
   
   b. **All Voting Members** shall have the opportunity to elect candidates by ballot from all regions. Candidates receiving the highest number of votes shall be declared elected. In the event of a tie vote for a position on the committee, lots shall be drawn. **The Immediate Past President** shall be appointed each year.

4. Overview
   
   a. The Nominations and Elections Committee has general oversight of the national election’s key purpose is candidate recruitment, selection and development. The Nominations and Elections Committee shall solicit and mentor potential candidates and review national candidate applications in accordance with procedures adopted by the Board of Directors.
   
   b. **The Nominations and Elections Committee is responsible for vetting candidates based on competencies, key criteria and a formal interview process in accordance with procedures adopted by the Board of Directors.**
   
   c. The Nominations and Elections Committee will provide periodic updates to the Board of Directors regarding the progress of their charges.
   
   d. The Nominations and Elections Committee shall present a qualified slate of candidates to the Board of Directors for its review and discussion/approval prior to presenting the slate to the membership. Following such review and discussion/approval, the Nominations and Elections Committee shall present the slate to the membership through publication in such ENA publications as determined by the Board of Directors or its designee(s).

5. Vacancies
   
   a. A vacancy in the chairperson position shall be filled by a majority vote of the Nominations and Elections Committee/Board of Directors.
   
   b. A vacancy of a committee member shall be filled by the candidate who received the next highest number of votes from that region or as the past board member in the most recently completed election.
   
   c. In the event of a committee member vacancy from an uncontested election, a qualified candidate must be nominated and elected by the state council presidents of
the region affected by the vacancy according to the Nominations and Elections Committee election process, meeting the same requirements set forth in the bylaws as any potential candidate.

d. The Board of Directors, provided, however, a committee position may, in the discretion of the Board of Directors, remain vacant as approved by the Nominations and Elections Committee if less than six months remain of the unexpired term.

ARTICLE X
DISSOLUTION

In the event of dissolution of ENA, the net assets of the corporation shall be applied and all liabilities and obligations shall be paid, satisfied, and discharged, or adequate provision shall be made thereof. After payment of all liabilities and obligations, all remaining assets shall be distributed to an organization or organizations organized and operated exclusively for charitable, educational, scholastic or scientific purposes as shall at the time qualify as tax exempt under Sections 501(c)(3) of the Internal Revenue Code of 1986, as amended (or the corresponding provision of any future United States Internal Revenue Law).

ARTICLE XI
FINANCE

Section 1. Contracts
The Board of Directors may authorize any officer or officers, agent or agents of ENA, in addition to the officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of ENA, and such authority may be general or confined to specific instances.

Section 2. Payment of Indebtedness
All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of ENA shall be signed by such officer or officers, agent or agents of ENA and in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Secretary/Treasurer and countersigned by the President.

Section 3. Deposits
All of ENA’s funds shall be deposited to the credit of ENA in such banks, trust companies, or other depositaries as the Board of Directors may select.

Section 4. Bonding
The Board of Directors shall provide for the bonding of such officers and employees of ENA as it may from time to time determine.

Section 5. Gifts
The Board of Directors may accept on behalf of ENA any contribution, gift, bequest or devise for ENA’s general purposes or for any special purpose.

Section 6. Books and Records
ENA shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of the Board of Directors. The books and accounts of ENA shall be audited annually by accountants selected by the Board of Directors.

Section 7. Fiscal Year
ENA’s fiscal year shall be determined by the Board of Directors.

ARTICLE XII
WAIVER OF NOTICE AND ELECTRONIC COMMUNICATION
Section 1. Waiver of Notice
Whenever any notice is required to be given under applicable law, the Articles of Incorporation or these bylaws, waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

Section 2. Electronic Communication
Unless otherwise prohibited by law, (i) any action to be taken or notice delivered under these bylaws may be taken or transmitted by e-mail or other electronic means; and (ii) any action or approval required to be written or in writing may be transmitted or received by e-mail or other electronic means.

ARTICLE XIII
PARLIAMENTARY AUTHORITY
The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern ENA in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order ENA may adopt.

ARTICLE XIV
AMENDMENT
Section 1. Proposals
Amendments to the bylaws may be proposed by the Board of Directors, state councils or under the signature of ten Voting Members in good standing. Amendments proposed by a State Council or under the signature of ten Voting Members in good standing are subject to the prior review and approval the Board of Directors to assure that proposed amendments (i) are consistent with ENA's purposes, mission, values and objectives; (ii) have no adverse financial impact on ENA; (ii) do not create inconsistencies or conflicts with other provisions of the bylaws; and (iv) do not conflict with the requirements of ENA's Articles of Incorporation or federal or state law. Proposed amendments approved or introduced by the Board of Directors (collectively, “Approved Proposals”) will be presented to the General Assembly in accordance with the provisions set forth below in this article XIV.

Section 2. Submission Deadline
Proposed amendments must be submitted to ENA national office at least 120 days prior to the General Assembly.

Section 3. Notice
Notice of all Approved Proposals will be submitted to the membership at least 60 days prior to the General Assembly. Publication of the Approved Proposals in an ENA publication to on the ENA website shall constitute adequate notice.

Section 4. Vote
In order to be adopted, Approved Proposals must be approved by a two-thirds vote of the delegates present and voting at a meeting of the General Assembly.
BYLAWS
EMERGENCY NURSES ASSOCIATION

ARTICLE I
NAME
The name of this organization shall be the Emergency Nurses Association (ENA), a not-for-profit corporation incorporated in the State of Illinois. ENA shall have and continuously maintain in the State of Illinois a registered office and a registered agent whose office is identical with such registered office, and may have such other offices within or outside of the State of Illinois as the Board of Directors may determine.

ARTICLE II
OBJECT
Section 1. Purpose
The purposes for which the corporation is organized are educational, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (“IRC”), including but not limited to the advancement of emergency nursing through education and public awareness.

Section 2. Rules
The following rules shall conclusively bind ENA and all persons acting for or on behalf of it:
A. No part of the net earnings of ENA shall inure to the benefit of, or be distributed to, its directors, officers, committee members or other private persons, except that ENA shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth above.
B. No substantial part of the activities of ENA shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and ENA shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf or in opposition to any candidate for public office. Notwithstanding any provision of these Bylaws, ENA shall not carry on any activity not permitted to be carried on by:
   i. a corporation exempt from federal income tax under Section 501(c)(3) of the IRC (or the corresponding provision of any future United States Internal Revenue Law); or
   ii. a corporation, contributions to which are deductible under Section 170(c)(2) of the IRC (or the corresponding provision of any future United States Internal Revenue Law).

Section 3. Official Publication
The official publication shall be the Journal of Emergency Nursing (JEN), which shall reflect the purpose, mission objectives and positions of ENA.

ARTICLE III
MEMBERS
Section 1. Responsibilities of Membership
Each member has the responsibility to support the purpose, mission, vision, values and objectives of ENA.

Section 2. Classifications and Criteria. Membership may be granted to any individual who (i) abides by these bylaws, the ENA Code of Ethics, and such other policies, rules and regulations as ENA may adopt; and (ii) meets the criteria for membership set forth in one of the following categories:
A. Voting Members – voting members shall be classified as national, international, senior and military (“Voting Members”). Voting Members shall have the right to vote, hold elected office, serve on the Board of Directors, serve on committees, and attend ENA’s meetings and social functions.
   1. National membership may be granted to any individual who is a professional registered nurse licensed in the United States or its territories.
2. International membership may be granted to any individual who is a professional registered nurse licensed (or the equivalent thereto) outside of the United States or its territories.

3. Senior membership may be granted to a professional registered nurse who is age 65 or older and licensed in the United States or its territories.

4. Military membership may be granted to a professional registered nurse licensed in the United States or its territories who is currently serving or has been honorably discharged or retired from the United States Armed Forces including Army, Navy, Marine Corps, Air Force, Coast Guard, and Reserve Components.

B. Nonvoting Members – nonvoting members shall be classified as affiliate, student and honorary (“Nonvoting Members”). Nonvoting Members shall be entitled to serve on ENA committees and attend ENA member meetings and social functions.

1. Affiliate membership may be granted to any individual who shares interest in and supports the purpose, mission and objectives of ENA but does not otherwise meet the criteria for voting membership in ENA.

2. Student membership may be granted to any individual enrolled in a primary nursing education program leading to eligibility for licensure as a professional registered nurse.

3. Honorary membership may be awarded to an individual meeting such criteria as shall be determined by the president and the Board of Directors.

Section 3. Dues and Finance

A. The initial and annual dues for all ENA members and the time for paying such dues, and other assessments, if any, shall be determined by the Board of Directors. Under special circumstances, the Board of Directors, or its designee(s), may waive the annual dues and/or assessments for any member or category of members.

B. The membership of any member who is in default of payment of dues or assessments for more than three (3) months, or otherwise becomes ineligible for membership, shall be terminated automatically, according to such rules or procedures as the Board of Directors or its designee(s) shall establish, unless such termination is delayed by the Board of Directors or its designee(s).

C. Members who have resigned or been terminated for non-payment of dues may only be reinstated (i) if no more than three (3) months has elapsed since the date of termination; (ii) upon payment of delinquent dues; and (iii) in accordance with such rules as may from time to time be established by the Board of Directors. Former members not meeting the requirements for reinstatement must reapply for membership.

D. Each state council and chapter shall receive an annual allocation for each dues paying member within the state or chapter.

E. A surcharge may be added to the dues in some states by the state’s request.

Section 4. Disciplinary Action

A. Grounds for Discipline. ENA may discipline a member for any of the following reasons:

i. Failure to comply with these Bylaws, the ENA Code of Ethics, or any of ENA’s rules or regulations;

ii. Conviction of a felony or a crime related to, or arising out of, the practice of nursing or involving moral turpitude;

iii. Suspension, revocation, or forfeiture by any state, province, or country of the member’s right to practice as a nurse; or

iv. Immoral, dishonorable, or unprofessional conduct considered prejudicial to the best interests of, or inconsistent with, the purposes of ENA.

B. Procedures. Discipline may include, but not be limited to, censure, suspension, probation, and expulsion. Disciplinary action may be taken provided that a statement of the charges shall have been sent by certified mail to the last recorded address of the member at least fifteen (15) days before final action is to be taken. This statement shall be accompanied by a notice of the time and place of the meeting at which the charges shall be considered, and the member shall have the opportunity to appear in person.
and/or to be represented by counsel and to present any defense to such charges before
action is taken by ENA. Such disciplinary actions shall be conducted in accordance with
such additional procedures as may be established by the Board of Directors.

ARTICLE IV
OFFICERS

Section 1. Officers
A. There shall be three officers: President, President-Elect, and Secretary/treasurer. The term
of office shall commence January 1 each year and terminate on December 31, or until such
time as their successors are duly elected, qualified and take office. The President-Elect shall
succeed to the office of president at the conclusion of the term. Officers shall exercise the
duties and responsibilities required of a member of the Board of Directors and such
additional duties and responsibilities set forth below.

B. President. The President shall be ENA’s principal elected officer and shall, in general,
supervise ENA’s business affairs, subject to the direction and control of the Board of
Directors, by communicating with the Chief Staff Officer as necessary regarding ENA’s
business. The President shall be a member, without vote, of all councils and committees
with the exception of the Nominations and Elections Committee and except as otherwise
provided by these bylaws. The President shall (i) serve as the Chair of the Finance
Committee; (ii) serve as ENA’s official representative and spokesperson, except as
otherwise provided by the Board of Directors; (iii) appoint representatives to ENA’s affiliated
organizations and other positions as necessary; (iv) fill, subject to the approval of the Board
of Directors, vacancies on ENA’s committees; and (v) in general, perform all duties
customarily incident to the office of President and such other duties as may be prescribed by
the Board of Directors. The President shall succeed to the office of immediate past president
upon expiration of the President’s term of office.

C. President-Elect. The President-Elect shall assist the President and shall substitute for the
President when required. The President-Elect shall appoint chairs and members of
committees, and a Board of Directors liaison to each committee for the year following his/her
term in office as President-Elect subject to Board approval and shall in general, perform all
duties customarily incident to the office of President-Elect and such other duties as may be
prescribed by the Board of Directors. The President-Elect shall succeed to the office of
President upon expiration of the President’s term of office, or in the event of the death,
resignation, removal, or incapacity of the President.

D. Secretary/Treasurer. The Secretary/Treasurer shall be the principal financial officer and
secretary of ENA and shall perform all duties traditionally incident to the offices of Secretary
and Treasurer and such other duties as may be assigned by the President or the Board of
Directors. The duties of the Secretary/Treasurer may be assigned by the Board of Directors
in whole or in part to the Chief Staff Officer, or his or her designee(s).

Section 2. Officer Qualifications
A. Each officer must be a Voting Member and must have been a Voting Member during each of
the previous five years immediately prior to submitting a candidate application.
B. Each candidate for President-Elect and Secretary/Treasurer must currently serve as a voting
member of the Board of Directors.
C. Each candidate must submit to, and pass as acceptable, a limited background check.

Section 3. Election
A. In the event of a tie vote for the positions of President-Elect and Secretary/Treasurer, there
shall be a second balloting of ENA membership.
B. All directors who are elected as officers shall have their unexpired terms of office filled by
the candidates who receive the next highest number of votes; the candidate receiving the
highest number of votes shall receive the position with the longest term.
C. A candidate for an officer position who is not elected shall continue to serve the remaining
unexpired years of the original term as a director.
Section 4. Vacancies
A. If the office of President becomes vacant, the President-Elect shall succeed to the office of President for the unexpired term and shall subsequently serve the one-year term of office of President to which elected. In such case, the immediate past president may remain as immediate past president for a second year or the office may remain vacant for that year.
B. A vacancy in the office of President-Elect may be filled by a current member of the Board of Directors, or remain vacant as approved by a majority vote of the Board of Directors. If the vacancy is filled, the President-Elect shall not automatically assume the office of president for the subsequent term.
C. In the event that the office of President and President-Elect are vacated during the same year, the Board of Directors shall appoint an acting president to serve until the next scheduled election, at which time an election will be held for both President and President-Elect.
D. A vacancy in the office of Secretary/Treasurer may be filled by a current member of the Board of Directors or remain vacant as approved by a majority vote by the entire Board of Directors.

ARTICLE V
MEETINGS

Section 1. General Assembly
A. The General Assembly shall be composed of delegates from states territories, federal districts, and international delegates representing the international members.
B. All Delegates, Alternates, International Delegates, and the International Alternate must be Voting Members of ENA in good standing. ENA’s officers and directors may not serve as Delegates, Alternates, International Delegates or the International Alternate.
C. The General Assembly shall be composed of 700 delegates apportioned as follows:
   1. Neither the state nor international membership shall be allocated fewer than two delegates, one of whom shall serve as captain.
   2. In addition to the voting delegates, there shall be one nonvoting alternate delegate.
   3. The remaining delegates will be allocated to the:
      a. states based on the percentage the state’s membership is to the national membership, as determined annually as outlined in procedures; and
      b. international membership based on the percentage the international membership is to the national membership, as determined annually as outlined in procedures.
D. International delegates will be selected by a point system developed by the board of directors; the system will be administered and overseen by the ENA national office. The members receiving the highest number of points will be selected.
E. In addition to the delegate and international allocation, ENA past presidents who are Voting Members of ENA in good standing may attend, speak and vote at General Assembly (except as otherwise set forth below).
F. Members of the Board of Directors, including Past Presidents serving on the Board, may attend and speak at all meetings of the General Assembly but may not vote.

Section 2. Authority
The General Assembly is responsible for communicating member needs, providing feedback, and input on issues relating to the practice of emergency nursing to the Board of Directors. The General Assembly shall also approve, revise, or amend these bylaws in accordance with Article XIV, and receive reports of the Board of Directors, committees and other volunteer groups, receive reports of the findings of the annual financial audit, and transact such other appropriate business as may properly come before the meeting.

Section 3. Quorum
The presence of a majority of the total voting delegates who have completed credentialing procedures shall constitute a quorum for the transaction of business at any duly called session.
of the General Assembly.

Section 4. Annual Meeting and Special Meetings of the Voting Members
A. The annual meeting of ENA’s Voting Members (“Annual Meeting”) will be held in conjunction with the General Assembly.
B. Special meetings of ENA’s Voting Members may be called (i) at the request of the President or any five (5) members of the Board of Directors; (ii) at the written request of two-thirds (2/3) of ENA’s Voting Members; or (iii) by resolution of the ENA board of directors.
C. Notice of any annual or special meeting of the Voting Members shall state the time, date, place, and purpose of the meeting, and shall be delivered not more than sixty (60) and not less than thirty (30) days prior to the date of such meeting, unless otherwise required by applicable law.
D. The lesser of (i) ten percent (10%) of ENA’s eligible Voting Members; or (ii) one hundred (100) eligible voting members shall constitute a quorum for the transaction of business at any duly called meeting of the Voting Members, provided that if less than a quorum is present, a majority of the Voting Members present may adjourn the meeting to another time without further notice.
E. The act of a majority or more of the Voting Members present (in person or by proxy) at a duly called meeting at which a quorum is present shall be the act of the Voting Members, unless the act of a greater number is required by law, the Articles of Incorporation, or these bylaws.
F. Mail/Electronic Voting. Voting by mail or electronic means shall be permitted to the full extent permitted by the Illinois General Not For Profit Corporation Act of 1986, as amended (the “Act”), for any item of business properly coming before the Voting Members. A mail or electronic vote of the Voting Members may be called by the Board of Directors.

ARTICLE VI
BOARD OF DIRECTORS

Section 1. Composition
The Board of Directors shall be composed of the following: three officers, seven directors, the immediate past president serving as an ex-officio member for one year, and the Chief Staff Officer serving as a non-voting ex officio member. No member may run for more than one nationally elected position at a time. No member may hold more than one nationally elected position at a time.

Section 2. Authority
The Board of Directors is ENA’s official governing body and is responsible for the management of ENA’s affairs and shall have supervision, control and direction of ENA. To that end, it shall:

- Perform all duties entrusted to officers and directors of a corporation;
- Debate and determine ENA policy;
- Oversee ENA’s business and financial affairs;
- Determine ENA’s policies in accordance with these bylaws;
- Have discretion in the disbursement of ENA’s funds;
- Adopt such rules and regulations for the conduct of its business as it shall deem advisable;
- Appoint such agents as it may consider necessary;
- Provide direction to and control over all ENA’s committees, unless specifically provided otherwise in these bylaws;
- Provide strategic direction for ENA; and
- Provide leadership for all of the component divisions of ENA.

Section 3. Qualifications
A. Directors must be a Voting Member in good standing and must have been a Voting Member in good standing during each of the previous five years immediately prior to submitting a candidate application.

B. Candidates must have attended at least one ENA General Assembly within the previous three years.

C. Each candidate must submit to, and pass as acceptable, a limited background check.

D. Candidates shall have served in an elected or committee position on the local, state or national level within the previous five years.

Section 4. Term of Office / Term Limits

A. Directors shall serve for a three-year term of office, or until such time as their successors are duly elected, qualified and take office. In order to provide for staggered terms, at least two and no more than three directors shall be elected each year. The term of office shall commence on January 1 each year following the election and terminate on December 31.

B. The Immediate Past President shall serve a one-year term in office, or until such time as their successor takes office.

C. No director may serve on the Board of Directors for more than six (6) years, not including any time served to fill a vacancy.

D. Notwithstanding anything set forth herein to the contrary (i) a director elected to serve as an officer may remain on the Board until the conclusion of their term in such office and may complete their rotation through the offices (i.e., President-Elect to President to Immediate Past President) despite the fact that such person may have served on the Board for the maximum number of years; and (ii) a director completing their sixth year as a director is eligible to run for an officer position.

Section 5. Elections

Elections shall be held annually. All Voting Members shall have the opportunity to elect officers and directors by ballot. Balloting may be by electronic means. Candidates receiving the highest number of votes for each position shall be declared elected. In the event of a tie for the director positions, lots shall be drawn.

Section 6. Meetings of the Board of Directors

A. Regular meetings of the board shall be held at least quarterly as determined by the board. At least ten days’ notice shall be given to all members of the board.

B. Special meetings shall be held as called by the President or any three members of the board. At least three days’ notice shall be given to all members of the board.

C. Meetings may be held in person or by electronic means, provided that all participants can hear and speak to one another at the same time.

D. A majority of the voting members of the Board of Directors shall constitute a quorum for all meetings. All decisions of the Board of Directors require an affirmative vote of a majority of the Board of Directors present and voting at a meeting at which a quorum is present.

E. Voting members of Board of Directors (including the President) have the right and responsibility to actively participate in board meetings by making motions, speaking in debate and voting (unless precluded by a conflict of interest, as determined in accordance with ENA’s conflict of interest policy).

F. Any action requiring a vote of the Board of Directors may be taken without a meeting if a written consent, setting forth the action taken, is approved by all of the members of the Board of Directors entitled to vote with respect to the subject matter thereof.

Section 7. Vacancy

Vacancies that occur in the position of director shall be filled in the following manner:

A. Vacancies with twelve (12) or less months remaining in the unexpired portion of the term will not be filled.

B. If there is more than twelve (12) months remaining in the unexpired portion of the term and the vacancy occurs:
(i) after January 1 and prior to the completion of the current year’s election, the
vacancy shall be filled by the person that received the next highest number of votes (after
the elected directors) in the previous year’s election;
(ii) after the current year’s election, the vacancy shall be filled by the person that
received the next highest number of votes (after the elected directors) in the current year’s
election; or
(iii) due to the election of such director as an officer, the vacancy will be filled in
the current year’s election for the unexpired balance of the term they were originally
elected to fill by the person that received the next highest number of votes (after the
elected directors) in the current year’s election.

C. In the event (i) all such persons decline to serve, or (ii) there were no additional
candidates for that office during the most recently concluded election the vacancy shall
not be filled.

D. Directors elected to fill a vacancy shall hold office for the balance of the term they are
filling or until such time as their successor is duly elected, qualified and takes office.

Section 8. Resignation and Removal
Any director may resign at any time by giving written notice to the President. Any member of the
Board of Directors may be removed in accordance with the provisions of law and the Illinois
General Not For Profit Corporation Act of 1986, as amended, by the persons entitled to elect
such director, whenever, in their judgment, the best interests of ENA would be served by such
removal.

Section 9. Indemnification
ENA shall indemnify, as set forth below, and to the fullest extent to which it is empowered to do
so by the Illinois General Not For Profit Corporation Act of 1986, as amended, or any other
applicable laws as may from time to time be in effect, any person who, by reason of being or
having been a director, officer, employee, or agent of ENA, or who is or was serving at the
request of ENA as a director, officer, employee, or agent of another corporation, partnership,
joint venture, trust, or other enterprise, and who was or is a party or is threatened to be made a
party to any threatened, pending, or completed action, suit, or proceeding.

ARTICLE VII
CHIEF STAFF OFFICER
The administrative and day-to-day operation of ENA shall be the responsibility of a salaried staff
head or firm employed or appointed by, and responsible to, the Board of Directors. The salaried
staff head or, in the case of a firm, chief staff officer retained by the firm shall have such title as
shall be determined by the Board of Directors and shall be referred to in these bylaws as the
“Chief Staff Officer”. The Chief Staff Officer shall have the authority to execute contracts on
behalf of ENA and as approved by the Board of Directors. The Chief Staff Officer may carry out
such other duties as may be specified by the Board of Directors. The Chief Staff Officer (or firm,
as applicable) shall employ and may terminate the employment of staff necessary to carry out
the work of ENA. The Chief Staff Officer shall serve as a non-voting ex officio member of the
Board of Directors.

ARTICLE VIII
CONSTITUENT DIVISIONS
Section 1. State Councils
Voting Members of ENA who are licensed or reside within a particular state, commonwealth,
federal district, territory or possession of the United States (the “territory”) may be organized as
a constituent of ENA (each of which is referred to as a “State Council”). The Board of Directors
may authorize the establishment of State Councils which shall:
   i. be organized and operated in accordance with these Bylaws, and such additional rules,
regulations and policies as may be adopted by the Board of Directors from time to time;

to ENA's administrative office. The Board of Directors or its designee(s),

shall review the application of all applicants and determine, based on the criteria set forth in

these bylaws and such other guidelines as the Board of Directors may prescribe, if applicants

meet the qualifications necessary for recognition as a State Council.

A. Charters for the operation of State Councils may be revoked by the Board of Directors

according to due process procedures established by the Board of Directors. Upon

revocation of a State Council's charter, the State Council immediately shall remit all of its

funds (after satisfying any existing debts or obligations) and records to ENA national office.

B. No State Council or other entity shall use ENA's name or trademarks in any manner

whatsoever unless duly authorized to do so by ENA pursuant to the terms of a written

agreement or policy.

C. ENA shall fund chartered State Councils pursuant to a formula determined by the Board of

Directors based on the State Council's membership.

D. Each State Council shall be incorporated as a not-for-profit corporation, have a Board of

Directors, officers and bylaws in such form as shall be approved by the Board of Directors or

its designee(s). State Councils must maintain voting membership categories and criteria that

are identical to ENA's. Any changes to a State Council's bylaws require the prior written

approval of the Board of Directors, or its designee(s).

E. Each State Council may hold such meetings as it deems appropriate.

F. Members may belong to only one State Council.

G. A member of a State Council may transfer to another State Council by written request to

ENA.

Section 3. Local Chapters

Voting members of the same State Council that are licensed or reside within the same local

grounds. The name, boundaries, eligibility requirements for Local Chapters, and policies

and procedures governing their operations, shall be determined by the State Council, subject to

the prior written approval of the Board of Directors, and such rules and policies as may be

adopted by the Board of Directors from time to time. A State Council is responsible for

overseeing and managing the activities of its Local Chapters and shall have the right to disband

or dissolve any Local Chapter it creates, with appropriate due cause.

ARTICLE IX

COMMITTEES

Section 1. Committees
ENA shall have committees appointed by the Board of Directors in sufficient numbers necessary to address mission objectives, and positions of ENA. The President or an appointed board liaison, as well as the Chief Staff Officer, shall serve as non-voting members of all committees, except the Nominations and Elections Committee or as otherwise set forth below.

Section 2. Standing Committees

A. Executive Committee.

i. The Executive Committee shall consist of the President, President-Elect, and the Secretary/Treasurer. The Chief Staff Officer shall be invited to attend and participate in all meetings, without vote, of the Executive Committee, except those held in executive session. The President shall serve as the chair of the Executive Committee.

ii. The Executive Committee shall have the authority to perform the business and functions of the Board of Directors in between meetings of the Board of Directors, except as otherwise set forth in these bylaws or Illinois General Not for Profit Corporation Act of 1986, as amended, reporting to the Board of Directors any action taken; but the delegation of authority to the Executive Committee shall not operate to relieve the Board of Directors or any individual officer or member of the Board of Directors of any responsibility imposed by law.

iii. The Executive Committee shall meet in person or by conference call upon the request of the chair or a majority of the Executive Committee. Each member shall have one (1) vote. Two (2) members of the Executive Committee shall constitute a quorum for the transaction of business at any duly called meeting of the Executive Committee; provided when less than a quorum is present at said meeting, a majority of the members present may adjourn the meeting without further notice. The act of a majority of the members present at a duly called meeting at which a quorum is present shall be the act of the Executive Committee.

iv. Any action requiring a vote of the Executive Committee may be taken without a meeting if consent, setting forth the action taken, is approved by all the members of the Executive Committee entitled to vote with respect to the subject matter thereof.

B. Other Standing Committees.

The Board of Directors may establish other standing committees to support ENA’s purposes. Such committees shall include, at a minimum, a Finance Committee, Resolutions Committee, and Nominations and Elections Committee. If a standing committee has the authority of the Board of Directors, a majority of its members must be comprised of Directors. Except otherwise set forth in these bylaws: the action establishing a standing committee shall set forth the committee’s purpose, authority and required qualifications for membership on the committee;

i. the Board of Directors, or its designee(s), shall determine the composition of ENA’s standing committee;

ii. at all meetings of any standing committee, a majority of the members thereof shall constitute a quorum for the transaction of business;

iii. a majority vote by committee members present and voting at a meeting at which a quorum is present shall be required for any action;

iv. vacancies in the membership of a standing committee shall be filled by appointments made in the same manner as the original appointments to that committee;

v. the Board of Directors or its designee(s) shall develop and approve policies and procedures for the operation of all standing committees. All such policies shall be subject to the approval of the Board of Directors; and

vi. all standing committees shall report to the Board of Directors.

Finance Committee.

1. The Finance Committee shall be composed of the President, the President-Elect, the Secretary/Treasurer and the immediate past president. The Chief Staff Officer shall serve as a nonvoting ex-officio member.
2. The Finance Committee shall:
   a. Oversee the financial planning and management of ENA by ensuring that all fiscal aspects are in order;
   b. Oversee the independence of ENA’s audit functions and its compliance with legal and ethical standards;
   c. Oversee investment of funds; and
   d. Make fiscal recommendations to the Board of Directors.

Resolutions Committee.
1. The Resolutions Committee shall be composed of six members serving three-year terms, two appointed each year by the ENA President-Elect and ratified by the Board of Directors. The committee chairperson shall be appointed by the President-Elect and ratified by the Board of Directors from among the continuing members on the committee. The terms shall be staggered and shall commence at the adjournment of the General Assembly meeting following appointment.
2. The Resolutions Committee shall solicit, review, and present resolutions and proposed bylaws amendments to the General Assembly.

Nominations and Elections Committee.
1. Composition
   a. The Nominations and Elections Committee shall consist of the Immediate Past President and seven Voting Members appointed to serve on the Nominations and Elections Committee by the Board of Directors.
   b. The Immediate Past President shall serve as the chair of the Nominations and Elections Committee.
2. Qualifications
   a. Members of the Nominations and Elections Committee must be Voting Members in good standing and must have been a Voting Member during each of the previous five years immediately prior to submitting their application.
   b. Members of the Nominations and Elections Committee shall have served in an elected or committee position on the local, state or national level within the previous five years.
   c. Members of the Nominations and Elections Committee must also have attended at least one ENA General Assembly within the previous three years.
   d. Members of the Nominations and Elections Committee may not run for or serve in any ENA board position during their tenure on the Nominations and Elections Committee (with the exception of the Immediate Past President) and may not serve more than two consecutive terms on the Nominations and Elections Committee.
3. Term
   a. Appointed members of the Nominations and Elections Committee shall serve three-year terms with terms beginning January 1 and ending on December 31, or until such time as their successors are appointed and take office. The Immediate Past President shall serve a one-year term, or until such time as their successor takes office.
   b. In order to provide for staggered terms, at least two and no more than three members of the Nominations and Elections Committee shall be appointed each year.
4. Overview
   a. The Nominations and Elections Committee’s key purpose is candidate recruitment, selection and development. The Nominations and Elections Committee shall solicit and mentor potential candidates and review national candidate applications in accordance with procedures adopted by the Board of Directors.
   b. The Nominations and Elections Committee is responsible for vetting candidates based on competencies, key criteria and a formal interview process in accordance with procedures adopted by the Board of Directors.
   c. The Nominations and Elections Committee will provide periodic updates to the Board
Section 5. Vacancies

a. A vacancy in the chairperson position shall be filled by the Board of Directors.

b. A vacancy of a committee member shall be filled by the Board of Directors, provided, however, a committee position may, in the discretion of the Board of Directors, remain vacant if less than six months remain of the unexpired term.

ARTICLE X
DISSOLUTION

In the event of dissolution of ENA, the net assets of the corporation shall be applied and all liabilities and obligations shall be paid, satisfied, and discharged, or adequate provision shall be made thereof. After payment of all liabilities and obligations, all remaining assets shall be distributed to an organization or organizations organized and operated exclusively for charitable, educational, scholastic or scientific purposes as shall at the time qualify as tax exempt under Sections 501(c)(3) of the Internal Revenue Code of 1986, as amended (or the corresponding provision of any future United States Internal Revenue Law).

ARTICLE XI
FINANCE

Section 1. Contracts

The Board of Directors may authorize any officer or officers, agent or agents of ENA, in addition to the officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of ENA, and such authority may be general or confined to specific instances.

Section 2. Payment of Indebtedness

All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of ENA shall be signed by such officer or officers, agent or agents of ENA and in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Secretary/Treasurer and countersigned by the President.

Section 3. Deposits

All of ENA’s funds shall be deposited to the credit of ENA in such banks, trust companies, or other depositaries as the Board of Directors may select.

Section 4. Bonding

The Board of Directors shall provide for the bonding of such officers and employees of ENA as it may from time to time determine.

Section 5. Gifts

The Board of Directors may accept on behalf of ENA any contribution, gift, bequest or devise for ENA’s general purposes or for any special purpose.

Section 6. Books and Records

ENA shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of the Board of Directors. The books and accounts of ENA shall be audited annually by accountants selected by the Board of Directors.
Section 7. Fiscal Year
ENA’s fiscal year shall be determined by the Board of Directors.

ARTICLE XII
WAIVER OF NOTICE AND ELECTRONIC COMMUNICATION

Section 1. Waiver of Notice
Whenever any notice is required to be given under applicable law, the Articles of Incorporation or these bylaws, waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

Section 2. Electronic Communication
Unless otherwise prohibited by law, (i) any action to be taken or notice delivered under these bylaws may be taken or transmitted by e-mail or other electronic means; and (ii) any action or approval required to be written or in writing may be transmitted or received by e-mail or other electronic means.

ARTICLE XIII
PARLIAMENTARY AUTHORITY
The rules contained in the current edition of Robert’s Rules of Order Newly Revised shall govern ENA in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order ENA may adopt.

ARTICLE XIV
AMENDMENT

Section 1. Proposals
Amendments to the bylaws may be proposed by the Board of Directors, state councils or under the signature of ten Voting Members in good standing. Amendments proposed by a State Council or under the signature of ten Voting Members in good standing are subject to the prior review and approval the Board of Directors to assure that proposed amendments (i) are consistent with ENA’s purposes, mission, values and objectives: (ii) have no adverse financial impact on ENA; (iii) do not create inconsistencies or conflicts with other provisions of the bylaws; and (iv) do not conflict with the requirements of ENA’s Articles of Incorporation or federal or state law. Proposed amendments approved or introduced by the Board of Directors (collectively, “Approved Proposals”) will be presented to the General Assembly in accordance with the provisions set forth below in this article XIV.

Section 2. Submission Deadline
Proposed amendments must be submitted to ENA national office at least 120 days prior to the General Assembly.

Section 3. Notice
Notice of all Approved Proposals will be submitted to the membership at least 60 days prior to the General Assembly. Publication of the Approved Proposals in an ENA publication to on the ENA website shall constitute adequate notice.

Section 4. Vote
In order to be adopted, Approved Proposals must be approved by a two-thirds vote of the delegates present and voting at a meeting of the General Assembly.
Resolution GA21-04

TITLE: Federal Nurse Practice Act and Licensing in the United States of America

Whereas, the COVID-19 pandemic and other large scale disasters with variability in geographic emergency patient volume surges require emergency nursing response across state lines and mutual aid from emergency nurses who are not licensed to practice in the region of need (Aguilera et al., 2020; Bell, 2020; Cuadros et al., 2021);

Whereas, variations in nurse practice acts and state regulatory interpretations prohibit best-evidence emergency nursing practice in some states (Ballard et al., 2016; Castner & Boris, 2020; Castner et al., 2013);

Whereas, rapid advances in triage and emergency telemedicine render many physical state geographic boundaries meaningless to potential pragmatic access to high quality telehealth care (Brown, 2021; Carlberg et al., 2020; Doraiswamy et al., 2020; National Council of State Boards of Nursing, 2021; Rambur et al., 2019);

Whereas, interstate nursing licensure compacts exist in piecemeal fashion and are not utilized in a systematic regional or multi-regional manner across the country (DePasquale & Stange, 2016; Rambur et al., 2019);

Whereas, travel and agency nursing across states and territories are routinely utilized for emergency nursing workforce vacancy and staffing (Gottleib & Zenilman, 2020);

Whereas, the post-COVID-19 pandemic recovery period is projected to worsen emergency staffing shortages and create timely urgency and priority for emergency nursing workforce staffing (National Council of State Boards of Nursing, 2021); and

Whereas, inconsistencies in nurse practice act regulation, prohibitions, and interstate compact participation limit patient access to best-evidence physical and telehealth nursing care in both non-disaster and disaster conditions (DePasquale & Stange, 2016; Rambur et al., 2019).

Resolved, ENA will explore, with stakeholders (e.g. American Nurses Association, Nursing Organizations Alliance, National Council State Board of Nursing) to determine their stance on federal nursing licensure; and

Resolved, ENA will continue support furthering of state licensure compacts.

Resolution Background Information

In the United States and U.S. territories, the practice of nursing is defined and regulated by state nurse practice acts. These nurse practice acts with regulatory rules and interpretive statements are designed to codify and specify the legal limits of safe and competent nursing practice. These laws were enacted at the state level beginning in the early 1900’s with substantial variations in expertise, board of nursing composition, amendment processes, and prohibitions. Thus, the practice of nursing evolves at different rates in different states and territories with variations that create a barrier for best-evidence emergency nursing practice. For example, nurse-initiated protocols (also referred to as triage protocols, standing orders, complaint-specific protocols, advanced triage orders, medical directives, and standing triage protocols) enhance the capability to provide timely and lifesaving care in the emergency department setting (Castner & Boris, 2020; Douma et al., 2016). However, use of these protocols have been prohibited in the regulatory language of several states, placing emergency nurses in the morally untenable position of providing lifesaving care they are competent to provide or withholding or delaying the care to comply with outdated state prohibitions on practice (Castner & Boris, 2020; Castner et al., 2013).

Emergency nurses are not able to practice to the full extent of their training and education consistently across the United States and territories.
Resolution GA21-04

A nursing scope of practice decision tree (Figure 1) was developed by the American Association of Colleges of Nursing (AACN), the American Nurses Association (ANA), the American Organization for Nursing Leadership (AONL), and the National League for Nursing (NLN) with the National Council of State Boards of Nursing (NCSBN) (Ballard et al., 2016). This framework was designed to guide nurses, health care facilities, and boards of nursing in ascertaining whether a particular activity fell within the individual nurse’s scope of practice. As seen in Figure 1, state nurse practice level prohibitions are the foremost and initial constraint placed on determining whether an activity is within a nurse’s scope of practice. Many progressive states have few or no prespecified prohibitions on nursing practice. Instead, they acknowledge that nursing practice and competencies may evolve faster than legal and regulatory activities could or should attempt to match as advanced nurse training, competencies, and ongoing public need for nursing skills or professional care progress (Castner et al., 2013). This leaves those states with detailed descriptions of the demarcations of nursing practice or prohibitive language to advance slowly through legal and political processes, rather than at the pace of scientific evidence and nurse competency attainment. These variations and inconsistencies place quality care and patient safety at risk where prohibitions limit nursing practice evolution at the pace of best-evidence intervention that are poignantly relevant to the emergency nursing specialty. Specialties, such as the emergency nursing specialty, add to the scope and standards of the basic registered nursing practice delineated by each state and territory, but there few valid or evidence-based reasons for variations in base nurse practice prohibitions by state (Emergency Nurses Association [ENA], 2017). Rather, reasons for variations appear outmoded and largely political, instead of being based on sound scientific evidence that informs emergency nursing practice advancements. Thus, the highly political nature of state licensing and scope of practice may be a patient safety issue in its own right, limiting quality emergency care and telenursing along state lines.

The COVID-19 pandemic and other large-scale, multi-state disasters demonstrate a clear public health need for a rapidly mobile emergency nursing workforce across state and territory lines with geographic variation in the surge demands for emergency nursing skill (Aguilera et al., 2020; Bell, 2020; Cuadros et al., 2021; Veenema, 2019). While state executive branches and administrators may waive liability and licensing requirements in a state of emergency or disaster, inconsistent nurse scope of practice in each individual nurse’s home state creates an initial barrier to forming novel teams under disaster conditions and providing consistent levels of care. Further, infection control practices during the COVID-19 pandemic resulted in a rapid deregulation, reimbursement, and advanced demand for teletriage and emergency telehealth (Brown, 2021; Carlberg et al., 2020; Doraiswamy et al., 2020; National Council of State Boards of Nursing, 2021; Rambur et al., 2019). With the ability to provide nursing care by telehealth in physically distant locations, the geographic boundary divisions created by state-level nurse practice acts become largely meaningless to potential pragmatic access to high-quality telehealth care. Thus, the surge capacity of the emergency nursing workforce is limited by the experiential constraints imposed when the nurse originates from a state with prohibitive language on best-evidence care, the potential delay in obtaining a license in a new geographic state or territory to provide mutual aid, and the capability to provide telehealth to patients outside of the nurse’s state of origin. Not only do these constraints limit disaster surge response, but they also limit the ability to meaningfully respond to non-disaster demand and emergency nursing workforce vacancy and job turnover (Castner et al., in press; Gottleib & Zenilman, 2020; National Council of State Boards of Nursing, 2021).
Resolution GA21-04

Is the activity, intervention or role prohibited by the Nurse Practice Act and rules/regulations or any other applicable laws, rules/regulations or accreditation standards or professional nursing scope and standards?

YES → STOP

NO → Is performing the activity, intervention or role consistent with evidence-based nursing and health care literature?

NO → STOP

YES → Are there practice setting policies and procedures in place to support performing the activity, intervention or role?

NO → STOP

YES → Has the nurse completed the necessary education to safely perform the activity, intervention or role?

NO → STOP

YES → Is there documented evidence of the nurse’s current competence (knowledge, skills, abilities, and judgments) to safely perform the activity, intervention or role?

NO → STOP

YES → Does the nurse have the appropriate resources to perform the activity, intervention or role in the practice setting?

NO → STOP

YES → Would a reasonable and prudent nurse perform the activity, intervention or role in this setting?

NO → STOP

YES → Is the nurse prepared to accept accountability for the activity, intervention or role and for the related outcomes?

NO → STOP

YES → The nurse may perform the activity, intervention or role to acceptable and prevailing standards of safe nursing care.
Resolution GA21-04

The emergency nursing specialty experiences among the highest rates of hospital job vacancy and turnover, compared to other nursing specialties (Castner et al., in press; Gottleib & Zenilman, 2020). Travel and agency nurses, often across state lines, have long been an essential strategy and workforce component to mitigate emergency nursing staffing shortages and provide safe patient care (Gottleib & Zenilman, 2020). Providing nursing care in different states on short-term contract can be delayed or even infeasible when states do not participate in interstate compacts or the state licensing procedure is costly, prohibitive, or inefficient. Further, the same emergency nurse with the same practice experience and training in one state may be prohibited from practicing to the full extent of their training, experience, and education in other states with prohibitive language (Ballard et al., 2016). Thus, state variations in nursing practice are exceptionally salient not only to the practice of emergency nursing but in meeting sufficient workforce staffing requirements as well.

Interstate licensing compacts are agreements initiated among a group of states or territories that enable a nurse with a license in one state to practice nursing in the compact states without obtaining a new, state-specific license. Interstate compacts are not comprehensive as they are limited to political agreements among states. In addition, a nurse must still abide by the nurse practice act and scope of practice in the state in which they are delivering patient care. These compacts have been implemented in a piecemeal fashion, often without consideration for the broad reach and access amenable to telehealth and have not been implemented in a systematically regional or multi-regional manner across the country (DePasquale & Stange, 2016; Rambur et al., 2019). Until a federal level nurse practice act and licensing governing board is achieved, interstate compacts and enhanced nurse licensure compacts provide an incremental solution to enabling nursing practice across state lines. Evidence on telenursing and current compacts provides implications for the need to expand compacts consistently to whole regions of the country, if not to all states and territories systematically (DePasquale & Stange, 2016; Rambur et al., 2019). Federal systems of nursing practice are not new. Exemplars of well-coordinated federal systems for consistent nursing practice across states can be found in United States Military Treatment Facilities, Veteran’s Affairs Hospitals, and among networks of the Indian Health Service.

There are valid reasons for variations in nurse scope of practice to meet the unique demands of care in health care provider shortage areas (HCPAs); low-income, socio-economic deprivation areas; rural and critical access hospital service regions; and tribal systems. However, these variations are not bound by state and U.S. territory geography. Prohibitive language in state level nurse practice acts and regulatory statements do little to meet the demands of these areas where nurse training and experience may need to expand the individual practicing nurse’s scope, rather than restrict or constrain practice. Therefore, this resolution proposes that ENA seeks to initiate collaboration with three other key national nursing organizations in order to address the need for a federal nursing licensing board and nurse practice act while furthering multi-state/territory licensure compacts.

Relationship to ENA Bylaws, Mission, Vision, and Strategic Initiatives:

This resolution builds upon ENA’s mission to advance excellence in emergency nursing by removing state prohibitions and regulatory barriers to nurses in the specialty being able to practice to the full extent of their education and training. This resolution builds on the current ENA strategic plan and practice environment goal that emergency nurses will work in an ideal practice environment to provide the highest quality of emergency care in the safest way by collaborating to reduce state-to-state variations that may limit the use of nurse-initiated protocols and other best-evidence emergency nursing interventions. This resolution is also aligned with the ENA clinical practice guideline of Crowding, Boarding, and Patient Throughput (ENA, 2018).

Financial Consideration/Operations Impact:

The scope of work outlined in the resolved clauses has a fiscal impact between $10,000-$25,000. Upon final outcomes of General Assembly, initiatives will be evaluated for resource planning in alignment with ENA’s strategic plan and operational goals.
Resolution GA21-04

Professional References


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EMERGENCY NURSES ASSOCIATION
Resolution GA21-04


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292    Kelli Jones, ENA #912672
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TITLE: CATN (Course in Advanced Trauma Nursing) in the Classroom

Whereas, the Trauma Nursing Core Course (TNCC) was first released for students in 1986 and it is an enduring opportunity which meets the basic education mandates for many Emergency Departments.

Whereas, experienced ED nurses who have taken TNCC multiple times do not have another ENA option to meet their verification requirements.

Whereas, in many states TNCC is listed as meeting the requirements for Trauma Center designation. Other courses such as the Advanced Trauma Care for Nurses (ATCN) course is listed as equivalent and is a direct competitor for ENA.

Whereas, CATN was released in 1996, (updated in 2003 and placed in a strictly online format in 2011) and is currently only utilized as a continuing education course.

Whereas, with the release of CATN II, the ENA found that members indicated “interest in the expansion of knowledge related to the pathophysiologic processes in patients with acute injuries” and “inclusion of the methodology necessary for complex decision making” (Sheehy, 2003)

Whereas, National ENA is in the beginning stages of updating CATN, and this update does not currently include options for in person learning or the option of a verification.

Whereas, if adopted, this resolution is in direct alignment with ENA’s 2020-2025 vision and strategic goals.

Resolved, that the ENA explore restoring CATN as an interactive learning opportunity; and

Resolved, that the ENA explore developing CATN as a verification course.

Resolution Background Information:
Currently, the standard trauma education of many emergency nurses includes TNCC. This course was first released in 1986 and is now in its 8th edition. It is a gold standard for emergency nursing education. However, many of our seasoned nurses have now had this 4-year verification many times. Our current TNCC 8th ed. Manual states “The curriculum is designed for new trauma nurse learners to acquire essential knowledge and skills. Post-course mentoring and support are essential to further develop and master trauma nursing expertise” (Bratcher, 2020)

The Course in Advanced Trauma Nursing (CATN) was released in 1996 as an additional ENA offering. However, this course was, and is still currently provided as continuing education only and does not include a renewable verification. According to ENA’s own website, “CATN is an advanced course that goes beyond the primary survey to focus on critical thinking and clinical decision-making to enhance trauma care. It includes tools to anticipate complications early in the trauma continuum, resulting in better patient outcomes.” (ENA, 2021)

In its first two editions, CATN was initially a classroom-based course which included teaching in the flipped classroom style. In 2011, it was updated to an online only format. In a meeting with National ENA, we were unable to ascertain the current number of students taking either course. In addition, we hoped to compare data
Resolution GA21-05

from current students taking the online version with the number of students that participated in the classroom
version. This data was not available.

Within our limited research capabilities, we attempted to review nationwide Trauma Center designation criteria.
Of those that we located, twenty (20) included TNCC as one of the courses which met the education criteria. In
eleven (11) states however, ATCN was listed as equivalent. Many states had other courses and continuing
education requirements. As many nurses take TNCC, they do not have any other ENA opportunity to meet their
educational requirements other than repeating the same course.

Currently, ENA is looking at the process of updating the current CATN course. However, in this discussion, the
option of a renewing verification is not part of the discussion.

It is understood that the cost of developing and maintaining a new verification course may be significant.
This is why the resolved clauses were created as an exploration of the concept.

**Relationship to ENA Bylaws, Mission, Vision, and Strategic Initiatives:**

This resolution, if adopted, appears to be in direct alignment with the vision, education goals, objectives and
strategies of the ENA. For review, the following excerpts, are directly from the National ENA’s 2020-2025
vision and strategic goals.

**VISION:** Be the premier organization for the emergency nursing community worldwide

- Emergency nurses practicing worldwide have the appropriate evidence-based resources needed to
  provide the best care possible
- Emergency nurses globally have access to high quality education and resources to provide
  excellent care
- Emergency nurses provide care using their full scope of practice
- Every emergency nurse receives the highest level of specialized training and education offered.

**EDUCATION GOAL:** Emergency nurses have the highest quality educational resources to provide the highest
level of care.

- Objectives:
  1. Expand research to increase the generation of new knowledge in emergency nursing
  2. Expand the translation of best evidence into emergency nursing practice
  3. Increase development and delivery of educational content for emergency nurses worldwide.

- Strategies:
  2. Identify and prioritize emergency nursing education gaps
  3. Expand ENA core educational offerings for all levels of emergency nurses
  4. Create new educational offerings that cover the breadth and depth of emergency nursing

**Financial Consideration/Operations Impact:**
The scope of work outlined in the resolved clauses has a fiscal impact between $10,000-$25,000. Upon final
outcomes of General Assembly, initiatives will be evaluated for resource planning in alignment with ENA’s
strategic plan and operational goals.
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Resolution GA21-06

TITLE: Emergency Clinical Nurse Specialist National Certification

Whereas, specialty certification distinguishes nursing expertise both clinically and professionally (Board of Certification for Emergency Nurses [BCEN], 2017; Stucky & Wymer, 2020);

Whereas, advance practice registered nurses (APRN) practice in the emergency care setting in two different roles: the nurse practitioner (NP) and clinical nurse specialist (CNS) (Emergency Nurses Association, [ENA], 2019a);

Whereas, APRN licensure requires an advanced nursing degree, clinical hours, and national certification in the specialty. Historically, acceptable specialty professional credentialing mechanisms include examination or portfolio (Institute of Medicine, 2011, Appendix D; Nursing License Map, 2021);

Whereas, NPs can achieve initial national certification of ENP-C through the American Academy of Nurse Practitioners (AANP) Certification Board or recertify through the American Nurses Credentialing Center (ANCC) as ENP-BC (RegisteredNursing.org), a national certification option for emergency CNSs does not exist. This creates inequity and may prevent CNSs from practicing to the full extent and authority of their degree within the emergency care setting (ENA, 2019a; Evans et al., 2018); and

Whereas, the American Nurses Association (ANA) has established that specialty professional organizations are accountable for establishing the education, skills, and competencies required for entry into specialty practice (2017). In 2011, ANA recognized ENA as the specialty professional organization for emergency nursing (ANA, 2011).

Resolved, that ENA establish the education, skills, and competency requirements for nurses to be credentialed as a CNS in the emergency setting;

Resolved, that ENA advocate for a national certification designation for emergency CNSs;

Resolved, that ENA explore strategic partnerships to enable equitable access to national certification for emergency CNSs; and

Resolved, that ENA explore the development of a national certification mechanism for emergency CNSs.

Resolution Background Information:
As an ANA recognized specialty organization, ENA holds the authority and has the accountability to establish the education, skills, and competencies for nursing practice within the emergency setting (ANA, 2017). ENA has long supported professional certification, including publication of an established Emergency Nursing Certification position statement, and developed strategic partnerships with the BCEN to support professional certification for emergency nurses (2018). Further, ENA has long supported the advancement of the APRN through the Institute for Emergency Nurse Advanced Practice advisory council, published an Advanced Practice Registered Nurses in the Emergency Care Setting position statement (2019a), and has conducted research to establish NP and CNS core competencies (ENA, 2011, 2019b).

The CNS competencies help inform education requirements; however, academic institutions need to determine education requirements that result in the competency.
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There is strong evidence that APRNs are effective clinicians who provide safe, cost-effective care (ANA, 2014). Several bodies support full practice authority and the removal of barriers to nursing practice, including the National Academy of Medicine (formerly the Institute of Medicine [IOM]), the National Governors Association (NGA), the Federal Trade Commission (FTC), the Bipartisan Policy Center, and the Veteran’s Health Administration (VHA) (ANA, 2016). The CNS scope of practice and licensure varies depending upon regulation. At this time, CNSs can now practice independently in 28 states and prescribe independently in 19 states (National Association of Clinical Nurse Specialists [NACNS], 2019a).

The American Academy of Emergency Nurse Practitioners (AAENP) developed a strategic partnership to advance the emergency nurse practitioner (ENP) specialty, thereby paving the way for professional certification mechanisms (Evans et al., 2018). In doing so, the AAENP set forth a practical framework that could guide the development of professional certification mechanisms (Evans et al., 2018) for emergency CNSs to permit licensure and practice to full ability in the emergency setting.

NACNS is the professional organization for CNSs. To that end, NACNS has established foundational educational and core competencies for entry into practice as a generalist CNS (2019b). However, emergency-specific requirements remain with the ENA to establish. Similar to the AAENP example, it would be beneficial to establish a partnership and collaboration with NACNS to refine the national verification mechanism for emergency CNSs.

Relationship to ENA Bylaws, Mission, Vision, and Strategic Initiatives:

The mission of ENA is to “advance excellence in emergency nursing.” The vision is to “be the premier organization of emergency nursing community worldwide,” with one of the descriptors being to have “emergency nurses provide care using their full scope of practice.” One of the objectives of the community goal of the strategic plan is to “increase collaboration and partnerships that advance emergency nursing.” The establishment of a professional certification mechanism for emergency CNSs is in alignment with these goals.

Financial Consideration/Operations Impact:

The scope of work outlined in the resolved clauses has a fiscal impact of greater than $25,000. Upon final outcomes of General Assembly, initiatives will be evaluated for resource planning in alignment with ENA’s strategic plan and operational goals.

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Resolution GA21-06


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ENA
EMERGENCY NURSES ASSOCIATION
2021 General Assembly
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Title: Triage Challenges in Emergency Nursing and Conducting Research

Whereas, triage decision-making is a critical element in emergency nursing. Triage is the initial assessment and “eyes” laid on the patient and then “sorting” them and directing them to the appropriate level of care;

Whereas, triage defines the trajectory of care, and incorrect decisions have been known to cause significant delays and unseen decompensation. A triage RN is tasked with the important decision of assessing how ill this person presenting may be. A challenge to accurate recognition is the placement of inexperienced, new RNs in triage because of resource challenges with retaining quality, educated ED nurses (Ivanov et al., 2021; Wolf et al., 2018);

Whereas, even with the most seasoned RN’s there are minimal guidelines to support competency development and accuracy;

Whereas, that ENA study and support the environment in which nurses function in the triage role as well as study the effect of the environment on decisions made.

Whereas, that ENA conduct ongoing research to determine “competency” in the triage role and on the minimum education, experience, and training required for competency in the triage role.

Whereas, racial, age, disability and gender bias can impede accuracy in triage decision-making by causing nurses to ignore critical cues. Another challenge to the RN in triage is “triage fatigue” (Wolf et al., 2018), which can negatively affect decision-making.

There are currently many opportunities underway through ENA to study and investigate triage. The following are a sample of some of this pending research:

- ENA has a program of research based on the 2020 ENA Delphi study. There is a decision fatigue study that is currently IRB approved and about to go into data collection.
- Triage education for OB triage and the impact it has on correctly assessing acuity is IRB approved and ready to enter intervention and data collection.
- Evaluation of a triage tiered system, which includes what screenings need to be done at triage and their impact on acuity and maintaining safe patient care.
- There are other projects related to triage including the geriatric frailty screen.

Resolved, that ENA distribute a report on the state of the research on triage yearly. This would need to include the year’s research plan, the studies in progress, and their stages of development.

Resolution Background Information:
ENA has a position statement posted titled Triage Qualifications and Competency” (ENA, 2018). This states that nurses complete a “comprehensive, evidence-based triage education course and a clinical orientation with an experience preceptor.” (ENA, 2018, p. 1). Ongoing competency and validation with chart audits are part of this, but, in reality, inexperienced nurses are still placed in triage due to decreased allocation of nursing resources. In 2018 ENA purchased the Emergency Severity Index (ESI) course from. This course is a first step in ENA’s ownership of education for triage, but it offers education on ESI and not triage decisions, critical thinking.
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activities, and challenges. Triage acuity is not consistent since many will triage to the department or the provider on duty, leading to poor decisions and undertriage of potential high-risk presentations (Sanders & Devon, 2016; Arslanian-Engoren & Scott, 2016).

Special populations also pose an increased risk for undertriage. Contributing factors include minimal didactic and clinical time in geriatric, pediatric, obstetric, and behavioral health courses in both pre-licensure and continuing education. Other challenges to quick, accurate decision-making include a lack of educational focus on patients who are autistic, have developmental delays, and those with “social issues” such as substance use disorders and homelessness. This list is not inclusive by any means (Tam et al., 2018). The same authors cited also looked at multiple retrospective studies and determined that experience of the nurse does not necessarily correlate with accuracy in assigning correct ESI decisions. Ivanov et al. (2021) and Wolf et al. (2018) report that the experience of the nurse does not necessarily correlate with accuracy in assigning correct ESI decisions. Their research did find an increase in accuracy by nurses taking a triage refresher course and was also duplicated in a study by Brosinski et al. (2017). Experienced nurses, despite years of clinical experience, may still be functioning at the level of a novice RN (Wolf et al., 2018). Women who present with chest pain are often incorrectly evaluated and triaged (Saban et al., 2019). Numerous studies demonstrate delays in women receiving initial ECG testing, resulting in delays for interventional cardiac therapy (Arslanian-Engoren and Scott, 2016). In this same study the study participants perceived barriers to prompt recognition and treatment of their conditions that included time delays at entry, communication issues, and biases based on age and gender.

Racial biases in triage are well-documented; Hinson (2018) reports that high-risk presentations often went unrecognized across their general population, while Schrader and Lewis (2013), Puumala et al. (2016), and Zook et al. (2016), all noted undertriage in minority populations of all ages. Grossman et al. (2014) found significant undertriage in geriatric populations. Saban et al. (2019) report being female or having Arab ethnicity contributed to a rating of ESI 3 when presenting with chest pain.

African American patients are more likely to be assigned lower triage acuity scores (TAS) by nurses than Caucasian patients and are given lower TAS scores than Caucasian patients when they visit EDs during the same time periods. In comparison to Caucasian patients, African American patients are 7% less likely to be assigned an appropriate triage score, 10% less likely to be admitted to the hospital, and are 1.26 times more likely to die in the ED or in hospital (Schrader & Lewis, 2013).

Bias has also been shown to play a role in pain management. Women are less likely to be perceived as needing pain management for an injury than male patients, even after expressing the same level of pain and demonstrating limited range of motion (Samulowitz et al., 2018). Adequate pain assessment needs to be assessed as part of the triage process and, as per the ESI algorithm, pain can change the triage acuity score (ENA, 2018). Samulowitz et al., 2018 discusses that females are more likely than men to be given a recommendation for psychotherapy than pain management, in part because female patients are perceived as being more “emotional.” Myths around the pain tolerance and decreased sensitivity of African Americans lead to disparities in pain management: African-American patients are 14 percent less likely to receive opioid analgesics for traumatic or surgical pain and 34 percent less likely to receive them for chronic pain (Dickason et al, 2015). Cultural competency is embedded in current nursing education and pain is discussed as being an expression and can be a function of “culture,” leaving many nurses with residual stereotypes that can delay appropriate pain identification and management.
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Undertriage of trauma patients may result in unnecessary morbidity and mortality for these patients who do not receive timely delivery of care. This challenges RN’s who need to balance this against excessive overtriage, which results in overutilization of resources. This was demonstrated in a trauma triage study done at Vanderbilt University but can hold true for triage of all patients (Stonko et al., 2018).

In a retrospective study, nurses were noted to have a triage accuracy of 59.8% (Ivanov et al., 2021). This agrees and aligns with similar research studies. A program, “KATE,” using machine learning and natural language processing in assessing ESI acuity had a higher accuracy for common high risk presentations using examples from the ESI v. implementation handbook (Ivanov et al., 2021). KATE’s accuracy at two sites was 80% versus 41.3% for the emergency nurses. KATE or any program using machine earning (ML) could prove to be a useful tool to assist nurses improve accuracy of triage but all would agree the clinical assessment, sometimes the inherent “gut feeling” and experience of a skilled nurse can never be undermined or replaced with technological tools.

Relationship to ENA Bylaws, Mission, Vision, and Strategic Initiatives:
The mission statement of the ENA is to advance excellence in emergency nursing through education, networking, and advocacy and to embrace inclusion and diversity.

ENA has a current position statement outlining recommendations for assigning nurses to triage (ENA, 2018). It states, “accurate triage decisions are important for successful emergency department (ED) operations and optimal patient outcomes. (p. 1). It goes on to state competency is an ongoing validation process, including ongoing chart review and clinician observation. Competency assessment is deemed to be left up to individual institutions, and research demonstrates that there is limited data on qualifying or quantifying how this can be carried out.

To mitigate the challenges of individual inexperience and chaotic environmental conditions and provide safe and effective care for our patients, it is critical that the ENA develop standards for competency and provide the education that brings nurses to a safe level of practice and to assure optimal patient outcomes for the public who are entrusted to our care every day.

Financial Consideration/Operations Impact:
The scope of work outlined in the resolved clauses has a fiscal impact of greater than $25,000. Upon final outcomes of General Assembly, initiatives will be evaluated for resource planning in alignment with ENA’s strategic plan and operational goals.

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Resolution GA21-08

TITLE: Training of the Emergency Care Assistive Personnel in the Emergency Department

Whereas, the role of ancillary team members or Emergency Care Assistive Personnel (ECAP) in the emergency department (ED) can vel called many interchangeable terms such as: Emergency Technician (ET), Emergency Department Technician (EDT), Critical Care Technician (CCT), Clinical Assistant (CA), Emergency Services Technician (EST), Patient Care Technician (PCT), etc.,

Whereas, these ECAP’s hired to work in the ED may be high school graduates who have practiced as; emergency medical technicians (EMT), phlebotomists, medical assistant’s (MA), corpsman, paramedics, nursing students, or patient care assistants (PCA),

Whereas, the role of the ECAP is integral to the safe practice of emergency nursing, and

Whereas, individuals practicing in the role of an ECAP should have a standardized approach to the required training to be competent in assisting the registered nurse (RN) in delivering emergency care.

Resolved. That the ENA will update or revise the existing Emergency Care Technician Curriculum published in 2003 to guide the orientation and training for the ECAP.

Resolution Background Information:
In 2003, the ENA published the Emergency Care Technician Curriculum. The curricula served as a guide for training of the entry-level emergency care provider. The text reviews various topics ranging from communication and vital sign acquisition to delegation, body mechanics, and phlebotomy. This text that served as a valuable resource to the emergency care team, has not been revised since 2003.

An expert panel convened by the National Council of the State Board of Nursing developed guidelines to facilitate delegation in practice. This panel recognized that it is imperative that Registered Nurses (RN) clearly understand the individual state practice acts regarding delegation. Throughout the guideline, the panel’s position remains consistent that ECAP’s must have knowledge and competence of the delegated item. Successful delegation is a result of clear communication, collaboration, and role clarity.

Further literature review revealed no additional evidence to guide ED nursing practice on orienting and educating ECAP’s.

According to the ENA position statement regarding Staffing and Productivity in the ED, quality care is linked to the appropriate staffing skill mix, including licensed and unlicensed care providers. Additionally, having the proper staffing mix to include the ECAP can promote improved patient outcomes, along with patient safety, nursing safety, nurse retention, and job satisfaction.

Relationship to ENA Bylaws, Mission, Vision, and Strategic Initiatives:
The ENA mission is to advance excellence in emergency nursing. Collaboration with healthcare partners is vital to this aim. Furthermore, a team-based approach is critical to meeting high standards of care. The 2020-2025 strategic plan exemplifies these values. In order to deliver a collaborative team ensuring life-long learning and delivery of excellent patient care, the education of ECAP’s must be a priority for the ENA. A standardized approach to the education of ECAP’s may also add another avenue to enhance recruitment and retention of future ED nurses. The revision of an orientation curriculum for ED ECAP’s will offer an additional opportunity to increase ENA presence in every ED.
Resolution GA21-08

Financial Consideration/Operations Impact:
The scope of work outlined in the resolved clauses has a fiscal impact of greater than $25,000. Upon final outcomes of General Assembly, initiatives will be evaluated for resource planning in alignment with ENA’s strategic plan and operational goals.

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GA21-09 Resolution

TITLE: Increasing Community Resources

Whereas, the Emergency Nurse Association (ENA) is comprised of a unique and diverse group of nurses that serve the community in a variety of ways (McKee et al., 2018);

Whereas, ENA seeks different perspectives and experiences within emergency nursing and strategic partnerships for practice improvement and inclusion (ENA, 2019a);

Whereas, advancements in emergency nursing and improvement in the lives of patients throughout the world are impacted by the spirit of philanthropy (ENA, n.d.);

Whereas, community engagement requires not only education but strategic advocacy through partnerships with stakeholders (ENA, 2019a); and

Whereas, community is one of the core goals of the ENA strategic plan, and ENA is indispensable to the global community (ENA, 2019a).

Resolved, that ENA develop resources to help state councils and chapters engage members for community outreach.

Resolution Background Information:

The landmark Institute of Medicine (IOM) report, *The Future of Nursing: Leading Change, Advancing Health* (2011) recognized the impact nurses have on improving the health of everyone in America. Nurses represent the largest segment of the healthcare workforce, are considered the most trustworthy of all professions, and play a huge role on the frontlines of care in our schools, hospitals, community health centers, long-term care facilities, and other places (IOM, 2011). Nurses working in the community have long understood that to be effective in contributing to improvements in the entire community’s health, they must assume the role of social change agent (IOM, 2011).

In May 2021, the National Academy of Medicine Committee on the Future of Nursing 2020-2030 in collaboration with the Robert Wood Johnson Foundation released “The Future of Nursing: 2020-2030”, exploring how nurses can work to reduce health disparities and promote equity, while keeping costs at bay, utilizing technology, and maintaining patient and family-focused care into 2030. Specific focus areas include: the role of nurses in improving the health of individuals, families, and communities by addressing social determinants of health and providing effective, efficient, equitable, and accessible care for all across the care continuum, as well identifying the system facilitators and barriers to achieving this goal, the role of the nursing profession in assuring that the voice of individuals, families and communities are incorporated into design and operations of clinical and community health systems, and the ability of nurses to serve as change agents in creating systems that bridge the delivery of health care and social needs care in the community. In developing its recommendations for the future decade of nursing in the United States, the committee drew from domestic and global examples of evidence-based models of care that address social determinants of health and help build and sustain a Culture of Health.

Nursing volunteers are needed in local and global communities for long-term, as well as short-term, services (Dalmida et al., 2016). Increased globalization has made access to care increasingly difficult for the global community, making the need for nurse volunteers of great importance (Dalmida et al., 2016). A lack of understanding of a complex, contemporary society could have detrimental effects on social behaviors (Haupt et al., 2018). Understanding these concerns and providing two-way connections can reduce negative impacts of threats and emergencies, including public health emergencies, long-term health trends, and climate-related impacts. Emergency nurses can reduce negative community impacts through education, connection, communication, and community leadership.
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To address this, ENA is in a unique position to connect emergency nurses with other nurses, as well as the community, to promote education and well-being. Many ENA members already participate in events including local, state, national, and international ENA events; non-ENA events such as CCRN or ANA conferences; community events including staffing homeless shelters, safety education, and public health or safety at various sporting events. While all of these activities are ongoing, members may have difficulty finding these events as they are frequently on third-party platforms, within private groups, or difficult to find on various web platforms. Establishing a consolidated location where nursing and non-nursing volunteer events may be posted or shared within the ENA community would increase connection through ease of locating activities, ideas for other forms of engagement and service, public health involvement to positively impact the communities we serve, and enhanced connection within the nursing community to promote our own community’s well-being, growth, and development. Ideally, this would be hosted within ENA Connect as an interactive map with views of nursing and non-nursing events as well as local, state, national, and international opportunities.

An example of how nurses can increase their impact can be seen through the Nurses on Boards Coalition (NOBC), created in 2014, with a specific strategy of increasing the number of nurses serving in decision-making positions in communities around the country. The coalition’s guiding principle is that building healthier communities in America requires the involvement of more nurses on corporate, health-related, and other boards, panels, and commissions (NOBC, 2021). Communities will benefit from the unique perspective of nurses to achieve the goals of improved health.

Community engagement and service can take place in a variety of settings and to a diverse group of people, including the vulnerable populations we serve. The needs of the community vary across the country and the world. Nurses can work together to meet these needs and collaborate to provide care to the community (Dalmida et al., 2016). Creating the community connection through service face-to-face, or even online, establishes a strong base of collaboration and connection (Centers for Disease Control and Prevention [CDC], 2017). Social media can be used to directly reach community members but also cross-promote activities (CDC, 2017). Recognizing the emergency nursing community and encouraging it to establish connections and a relationship with the community it serves has been encouraged intermittently, but with the last strategic plan update the community focus shifted back to emergency nursing itself. Emergency nurses can make a cultural impact with community engagement, which promotes community health and positive engagement.

Many emergency nurses are already involved in their community. Why not capitalize on this involvement of what emergency nurses are doing in their geographic area and provide a platform to connect others with these opportunities? Teen driver safety, child passenger safety, Stop the Bleed, CPR instructions to middle school and high school students, volunteering at medical clinics, and volunteering at homeless shelters are some examples of community engagement activities that emergency nurses can undertake. Community engagement also means working collaboratively with and through groups of people with special interests and similar situations to address.

Community engagement and cultural impact are mentioned in many ENA toolkits, position statements, and documents. Ongoing community connection was highlighted in the Disaster Emergency Essentials Toolkit (ENA, 2019b). Understanding cultural diversity and its importance for all levels of nursing practice was a main point in the Cultural Diversity and Gender Inclusivity in the Emergency Care Setting position statement (ENA, 2018). Most published material focuses on specific populations, but care for the populations starts before the bedside in the community.

Relationship to ENA Bylaws, Mission, Vision, and Strategic Initiatives:
This resolution aligns with ENA’s values and beliefs around the spirit of philanthropy. Philanthropy extends beyond financial donations and involves charity in the form of actions that can impact the greater community health (Grabor & Saylor, 2018).

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ENA
EMERGENCY NURSES
ASSOCIATION
Community is one of the core goals for the 2020–2025 Strategic Plan. The focus of “community” must extend past the community of emergency nurses to the community that we care for. Engaging with each other and the community we care for before they reach the stretcher increases the positive impact that emergency nurses can have on the community and health overall.

Financial Consideration/Operations Impact:
The scope of work outlined in the resolved clauses has a fiscal impact between $10,000-$25,000. Upon final outcomes of General Assembly, initiatives will be evaluated for resource planning in alignment with ENA’s strategic plan and operational goals.

Professional References:


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GA21-09 Resolution

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204 Harriet S. Hawkins, ENA #57250
205 Cheryl Randolph, ENA #74060
206 Vicki C. Patrick, ENA #09821
207 Denise Bayer, ENA #48866
208 Sherine Villegas, ENA #1689309
209 Linda Larson, ENA #1951
210 Donna Mason, ENA #775275
211 Meridith Addison, ENA #22994
212 Cindy Hearrell, ENA #58519
213 JoAnn Lazarus, ENA #37139
214 Shawntay Harris, ENA #849084
215 Kyle Smith, ENA #1405392
216 Megan Parks, ENA #900270
217 Laura McDavid, ENA #1701865
218 Virginia Orcutt, ENA #381081
219 Christopher Barnes, ENA #759889
220 Abigail Coles, ENA #1468401
Resolution GA21-10

TITLE: Identify and Support Ways that Decrease Emergency Department Nurses taking Work-Related Stress Home

Whereas, emergency nurses work in stress-filled environments that can cause moral distress, burnout, and a state of physical and mental exhaustion; (Alomari et al., 2021; Cocker & Joss, 2016; Dekeseredy et al., 2019; Duffy et al., 2015; Gomez-Urquiza, 2017; Machado, 2018; Morrison & Joy, 2016; Rozo et al., 2017; Trudgill et al., 2020; Wolf et al., 2016; Wolf et al., 2020);

Whereas, emergency nurses provide care to traumatized victims which can cause secondary traumatic stress/compassion fatigue; (Administration for Children & Families, n.d.; Figley 1995; ENA 2020; The National Child Traumatic Stress Network, 2015; Wolf et al., 2016; Wolf et al., 2020)

Whereas, emergency nurses frequently suffer physical and/or emotional trauma due to work-place violence which can cause post traumatic stress; (Emergency Nurses Association [ENA], 2019, Trudgill et al., 2020; Wolf, 2014)

Whereas, being exposed to, and experiencing, physical and verbal violence; dealing with inadequate staffing, lack of support, and a sense of inability to provide safe and effective care can lead to behaviors associated with primary/post and secondary traumatic stress/compassion fatigue; (Administration for Children & Families, n.d.; Duffy et al., 2014; ENA, 2020; Figley, 1995; Freeman, 2021, Relias Media, n.d.; The National Child Traumatic Stress Network, 2015; Rozo et al., 2017; Trudgill et al., 2020; Wolf et al., 2014; Wolf et al., 2016; Wolf et al., 2020)

Whereas, emergency nurses’ family members, friends, and significant others state that they can often identify the type of day the nurse experienced based on behaviors exhibited by the nurse when they arrive home from work; (Alhani & Mahmoodi-Shan, 2018; Dekeseredy et al., 2019; J. Somes, personal communication, March 4, 2020; J. Somes, personal communication, February 3, 2021)

Whereas, “connecting with family and friends to talk about work-related stress” is often recommended as a method of coping with stress and promote well-being; (Allen & Palk, 2018; ENA, 2015; ENA; 2020; Health Care Toolbox, n.d.; Marsac & Ragsdale, 2020; Tubbert, 2016); and

Whereas, emergency nurses’ family members, friends, and significant others have shared that there are times when the emergency nurse talks about/shares the events of a work-related, stress-filled day, that it has lead to stress within the family; (Dekeseredy et al., 2019; Morrison & Joy, 2016; Wolf et al., 2016; Wolf et al., 2020).

Resolved, ENA will further investigate the causes and impacts of emergency nurses’ unmitigated work-related stress which can lead to secondary traumatic stress (compassion fatigue) and post traumatic stress; and

Resolved, ENA will identify and support interventions that mitigate risk of, and increase ED nurses’ ability to cope with, secondary traumatic stress (compassion fatigue) and primary/post traumatic stress to help prevent them from taking work-related stress home.

Resolution Background Information:

During an ENA Chapter meeting in early 2020 (pre-COVID), a discussion about the increased stress on the job, worsening work place violence, feelings of burnout, and the number of people leaving the ED had one nurse saying “My kids have told me they can tell by the way I get out of the car what kind of day I’d had and if they should stay clear!” Others noted they had family members who would react to attempts to talk about their
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workday by avoiding them, or leaving the room! One even shared that family pet avoided her! This generated the question “What are we bringing home to our families?!” (Remember this meeting was pre-COVID and the concern was not related to infection!) (J. Somes, personal communication, March 4, 2020; J. Somes, personal communication, February 2, 2021)

An open discussion ensued with nurses listing workplace violence, lateral violence, inadequate staffing, lack of management support, working without breaks, unsafe patient care situations, a concern from the nurses (from various health care systems) that workplace support systems were not “trustful”, or “user friendly”, and the inability to provide quality care as major causes of their distress. They felt this distress was being brought home and inflicted on their families. Chapter leaders were asked to take action. Even though the Chapter was already holding peer to peer meetings to provide a venue for nurses to talk about their distress, they offered two seminars addressing work-related stress and ways to build resilience. The arrival of the COVID-19 situation required the seminars (converted to webinars) to be expanded to include COVID-related stress and be presented virtually.

COVID-related stress became a focus, but the pandemic has only aggravated the non-COVID-related stress that had prompted the original discussion. Members continued to ask about the risk to family members and non-nursing friends becoming stressed as the result of being exposed to the stress the ED nurses were feeling and bringing home. (J. Somes, personal communication, March 4, 2020; J. Somes, personal communication, February 2, 2021)

One Problem – Two areas of Concern
Charles Figley is recognized as an expert in stress disorders and frequently cited. In his chapter on Compassion Fatigue as a Secondary Traumatic Stress Disorder: An Overview (Figley 1995), he defines compassion fatigue and secondary traumatic stress as: “the stress deriving from helping others who are suffering or who have been traumatized” (Figley, 1995, p. 7). He states the terms Compassion Fatigue (CF), Secondary Traumatic Stress (STS), and Secondary Traumatic Stress Disorder (STSD) can be used interchangeably, as the symptoms are the same (Figley, 1995, p. 15). He points out that the Diagnostic and Statistical Manual of Mental Disorders (DSM-5) codes related to victims of physical or psychological trauma state that the “trauma can be the result of 1.) caring for someone who has suffered trauma, 2.) witnessing trauma inflicted on someone, 3.) hearing about the trauma suffered by another, or the 4.) result of trauma being inflicted on the person.” (APA, 1994, p.424, as cited in Figley 1995, p. 4). Thus, he feels that nurses suffering from Post Traumatic Stress Disorder (PTSD) will have behaviors similar to a nurse with CF and STS, as all three disorders have the same symptoms- it is the source of the trauma (stress) that is being inflicted in a different manner (vicariously versus directed at/on the nurse) (Figley 1995, p. 5). He felt the terms PTSD, CF, and SDS can be used interchangeably and that PTSD should also be interpreted as Primary Traumatic Stress Disorder as every stress reaction is post by definition”. (p.5 & 9) He also found that nurses favored being labeled as having “compassion fatigue” rather than being labeled as having “secondary traumatic stress or a traumatic stress disorder”; as compassion fatigue had less of a negative connotation (Figley, 1995, p. 15).

The Nurses’ Stress
The stressors identified by Chapter member members during the meetings were similar to findings reported in literature. Multiple studies have shown emergency nurses work in stress-filled environments that caused moral distress, physical and mental exhaustion, burnout, physical and emotional trauma, secondary traumatic stress (compassion fatigue), and post traumatic stress (Allen & Park, 2018; Alomari et al., 2021; Cocker & Joss, 2016; Dekeseredy et al., 2019; Duffy et al., 2015; ENA, 2015; ENA, 2020; Gomez-Urquiza, 2017; Hui et al., 2019; Machado, 2018; Morrison & Joy, 2016; Rozo et al., 2017; Trudgill et al., 2020; Tubbert, 2016; Wolf et al., 2014; Wolf et al., 2016; Wolf et al., 2020). ENA’s Campaign on “No silence on ED Violence” highlights an additional work-related stressor for the ED nurse – workplace violence. (ENA website, n.d.) ED nurses are not only at risk of suffering secondary traumatic stress (STS) while providing patient care; but over 70% of nurses state they
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have personally suffered physical injuries and even more reported suffering verbal violence, putting them at risk of post-traumatic stress disorder (PTSD), which some also refer to as primary traumatic stress. (ENA, 2019; Wolf et al., 2020) A third common stressor for ED nurses is “double duty care-giving”, when the nurse is expected provide patient care at the job and when home has to provide care for older family members, or family members who are ill (Dekeseredy et al., 2019; Gomez-Urquiza, 2019; Machado, 2018). Trudgill and Wolf have labeled the stress of the ED nurse as “Post Traumatic Stress Disorder” (PTSD) when collectively describing the various types of stressors encountered by ED personnel; from inadequate staffing, over-crowding, and providing care for victims of gun violence, car crashes, witnessing human suffering to having to deal with workplace violence (Trudgill et al. 2020; Wolf et al., 2020). Trudgill found that one in four emergency nurses met the criteria for PTSD, but also noted a concern that her study’s findings likely were “underestimates of the truth” as she found many ED personnel “chose not to participate for fear of their manager learning of their struggles” and that information “consequently damaging their careers”. (Trudgill et al., 2020) The concern related to management’s methods of dealing with workplace stress was also identified during ENA Chapter meetings as well as being raised by emergency physicians (Freeman, 2021). The Chapter nurses identified they did not find the workplace “support systems” as being “trustful”, or “user-friendly” and was one of the reasons the Chapter’s Peer to Peer group had been started. (J. Somes, personal communication, October, 2019). Wolf addressed workplace violence in “Nothing Changes, Nobody Cares: Understanding the Experience of Emergency Nurses Physically or Verbally Assaulted while Providing Care” when she wrote that a “culture of acceptance around workplace violence” persists and noted a lack of administrative support and judicial recourse leading to nurses working under these conditions (Wolf et al., 2014) Is it any wonder that Emergency Nurses are bringing their work-related stress home?

The Family being exposed to the nurses’ stress

Being “connected” and talking about work-related feelings with family members and friends are commonly suggested approaches for creating resiliency and providing support for the emergency nurse (Administration for Children & Families, n.d.; Allen & Palk, 2018; American Psychological Association [APA], 2012; APA, 2018; ENA, 2015; ENA, 2020; Health Care Toolbox, n.d.; Marsac & Ragsdale, 2020; Tubbert, 2016). Yet, when one considers the definition of compassion fatigue (CF) and secondary traumatic stress (STS), one must wonder if this “connecting” to share feelings about work-related stress and the work-day’s events could lead to stress in the nurses’ family members and non-nursing friends. No studies were found that looked specifically at the question - are family members developing secondary traumatic stress (compassion fatigue) as the result of the nurse bringing their unmitigated stress home? Figley in his chapter on Compassion Fatigue as a Secondary Traumatic Stress Disorder: an Overview did note that “traumatized people complained that family and friends discouraged them from talking about their traumatic experiences after a few weeks because it is so distressing to the supporters. “ (Figley, 1995, p. 6) Figley also noted that an “emotional arousal appears to be associated with an empathic and sympathetic reaction” and “simply being a member of a family and caring deeply about its members makes us emotionally vulnerable to the catastrophes which impact them (the person). Families become “victims” because of their emotional connection with the victimized family member.” (Figley, 1983, p. 12 as cited in Figley, 1995, p.5). When emergency nurses bring their work-related stressors home and try to debrief by talking about work with their family, or friends, they will most likely cause the family and friends to worry. The worry can be about the psychological trauma being incurred by the emergency nurse, or concerns of the nurse being victimized as the result of physical violence, staffing issues, perceived lack of support, and concerns of not being an effective and safe care-giver (Alomari et al., 2021; Cocker & Joss, 2016; Dekeseredy, 2019; Gomez-Urquiza, 2017; Machado, 2018; Morrison & Joy, 2016; Trudgill et al., 2020; Wolf et al., 2016; Wolf et al., 2017). Figley notes that “learning about unexpected or violent death, serious harm, or threat of death or injury experienced by a family member or other close associates” can lead to traumatization without actually being harmed, especially if they have an empathetic nature or concerned/care about the person (APA, 1994, p. 424 as cited in Figley 1995, p. 4). Concerns about family members were highlighted by Figley when he noted: “nearly
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all the attention has been directed to people in harm’s way, and little to those who care for and worry about them.” (Figley, 1995, p. 6). One wonders about the impact of emergency nurses sharing their feelings of stress, or the family simply being aware of what has happened at work, on the nurse’s family. Studies note relationships between family members and friends of the nurses have suffered due to the nurse’s work-related stress (Alhani & Mahmoodi-Shan, 2018; Dekeseredy et al., 2019; Gomez-Urquiza, 2019; Machado, 2018). Behaviors ranging from lashing out at family and friends to nurses isolating themselves from family, destroying relationships, and taking their lives have been described even before COVID added to the stress (Administrations for Children & Families, n.d.; Alhani & Mahmoodi-Shan, 2018; Dekeseredy et al., 2019; Duffy et al., 2015; ENA, 2015; ENA, 2020; Figley, 1995; Machado, 2018; Marsac & Ragsdale, 2020; The National Child Traumatic Stress Network, 2015; Wolf et al., 2016; Wolf et al., 2020). Some nurses isolate themselves from the family in order to protect them, leading to additional stress as the result of this withdrawal. (Figley 1995, p. 5) Figley notes this could happen and it does appear that family members could be at risk of suffering secondary trauma (compassion fatigue) as the result of the nurse bringing work-related stress home (Figley 1995, p. 9). During COVID-19 emergency nurses shared stories of how they would strip in their garage and shower prior to entering the home in order to prevent exposing family members to the infection. Yet, how many ED nurses are “exposing” their family to the stress of their work via their words and/or behaviors as they interacted with their family and friends?

**The request**

An initial suggestion to ask ENA to investigate if the emergency nurses’ families were developing Secondary Traumatic Stress and “fix” the family was altered to a more attainable request to investigate and support ways to “fix” the emergency nurse. There are many studies that address ED nurse’s stress and methods to cope ranging from building one’s own resiliency to seeking professional help (Administration for Children & Families, n.d.; Allen & Palk, 2018; Alomari et al., 2021; American Psychological Association [APA], 2012; APA, 2018; Cocker & Joss, 2016; Dekeseredy et al., 2019; Duffy et al., 2015; ENA, 2015; ENA, 2020; Gomez-Urquiza, 2017; Health Care Toolbox, n.d.; Hui et al., 2019; Machado, 2018; Marsac & Ragsdale, 2020; Morrison & Joy, 2016; Trudgill et al., 2020; Tubbert, 2016; Wolf et al., 2016; Wolf et al., 2020). ENA’s *Topic Briefs on Compassion Fatigue and The Well Nurse* discuss stressors impacting emergency nurses, but also note that more research needs to be done. (ENA, 2015; ENA, 2020) The *Compassion Fatigue Topic Brief* more focused on stress during a disaster and related to double duty care-giving, but only minimally mentions the day to day stress related to staffing issues, holding patients, lack of equipment, lack of support, and the moral distress when unable to provide quality care (ENA 2015). It also did not address risk of harm due to work place violence that nurses describe and studies show is occurring. (American College of Emergency Physicians [ACEP], 2018; ENA, 2019; Wolf et al., 2014; Wolf et al., 2020). Methods a nurse can use to increase their own wellness and compassion satisfaction were outlined in both Topic Briefs, but these methods notably often took initiative and energy on the part of the nurse who has been described as “physically and mentally exhausted” (Duffy et al., 2014; ENA, 2015; ENA, 2020; Wolf et al., 2016; Wolf et al., 2020). Several studies did made recommendations for support provided by “enlightened” management. These recommendations included seminars and workshops on ways to mitigate stress, secondary traumatic stress, and post traumatic stress provided by the work site, and included work-sponsored counseling services, or peers working to create a safety net for the nurse (Administration for Children & Families, n.d.; Allen & Palk, 2018; APA, 2012; APA, 2018; Bride et al., 2004; ENA2015; ENA, 2020; Health Care Toolbox, n.d.; Hui et al., 2019; Marsac & Ragsdale, 2020; the National Child Traumatic Stress Network, 2015; Tubbert, 2016; Wolf et al., 2020). However, other studies found ED personnel did not always trust management when it came to reporting stress. They reported nothing seemed to take place to correct the situation, and there seemed to be a stigma when admitting one needed help with stress. (ACEP, n.p.; Freeman, 2021; Wolf et al., 2014)

It could be that family members are not at risk of developing secondary traumatic stress or compassion fatigue
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because the nurses are protecting their family members from the stress they are experiencing, or are taking advantage of work-sponsored coping mechanisms in order to not take their work related stress home or inflict it on their families and friends (Administration for Children & Families, n.d.; Allen & Palk, 2018; APA, 2012; APA, 2018; Bride et al., 2004; ENA, 2015; ENA, 2020; Health Care Toolbox, n.d.; Hui et al., 2019; Marsac & Ragsdale, 2020; The National Child Traumatic Stress Network, 2015; Tubbert, 2016; Wolf et al., 2020).

However, if this is not the case, it would seem reasonable to ensure that methods of helping the emergency nurse cope with their primary/post (PTSD) and Secondary Traumatic Stress (compassion fatigue) are effective and easily available, so the emergency nurse is not taking that stress home to families and friends. It would also seem logical, if the nurses are not taking their stress home, there would be a trickledown effect of a decreased risk of family exposure to stress and the development of Secondary Traumatic Stress or Compassion Fatigue.

To that end, we request ENA identify and support ways to decrease emergency nurses taking their work related stress home.

Relationship to ENA Bylaws, Mission, Vision, and Strategic Initiatives:
Emergency Nurses work in a stress-filled environment that places the nurse at risk of Secondary Traumatic Stress, as well as Post traumatic Stress due to work place violence (Administration for Children & Families, n.d.; Alomari et al., 2021; Cocker & Joss, 2016; Dekeseredy et al., 2019; Duffy et al., 2015; ENA, 2020; Figley, 1995; GomezOUrquiza, 2017; Machado, 2018; Morrison & Joy, 2016; Rozo et al., 2017; The National Child Traumatic Stress Network, 2015; Trudgill et al., 2020; Wolf et al., 2016; Wolf et al., 2020). This stress, if taken home affects family life; as well as the nurses’ wellness and ability to provide quality care, and potentially retention (ENA, 2015; ENA, 2019; ENA, 2020; Figley, 1995). By identifying and supporting actions that can decrease the nurses’ risk of stress and be able to manage stressors that remain, the effects of work-related stress on the nurse, as well as the family can be diminished.

Financial Consideration/Operations Impact:
The scope of work outlined in the resolved clauses has a fiscal impact of greater than $25,000. Upon final outcomes of General Assembly, initiatives will be evaluated for resource planning in alignment with ENA’s strategic plan and operational goals.

Professional References:
American College of Emergency Physicians (ACEP). (2018) Violence in emergency departments is increasing, harming patients, new research finds. Violence in Emergency Departments Is Increasing, Harming Patients, New Research Finds (emergencyphysicians.org)
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ENA General Assembly
Reference Guide

DELEGATION

1. Each state council shall determine its own method for delegate selection by using a point system, election or lottery.

2. Each state council is encouraged to take the following eligibility criteria into consideration in choosing its delegates:
   - Attendance at 50 percent of all scheduled meetings of the state council or local component since the previous General Assembly.
   - Service in an elected or appointed position at the local, state or national level during the prior three years; or
   - Participation in at least one of the following activities related to emergency nursing since the previous General Assembly:
     - Lecturer (other than that which is required in a professional nursing role)
     - Projects, such as public education, legislative involvement and chapter fundraising
     - Research in emergency nursing
     - Publishing on topics related to emergency care
     - Certification through the Board of Certification for Emergency Nursing (BCEN)

3. At least 30 days prior to the General Assembly, the ENA national office will send confirmation of delegate status to each delegate and alternate delegate. All proposed bylaws amendments, resolutions, rules and procedures will be made available on the ENA website.

4. Delegates and alternate delegates shall attend all business sessions of the General Assembly.

RESOLUTIONS

5. Resolutions must be submitted by the published deadline, to be considered during General Assembly.

6. Resolutions received at ENA headquarters will be forwarded to the Resolutions Committee, legal counsel, parliamentarian and ENA Board of Directors for review for compatibility with ENA’s purpose, mission, values, objectives, bylaws and standing rules, federal and state laws and financial feasibility.

7. Resolutions that do not comply shall be returned to the authors with explanation.

8. Proposed resolutions submitted will be reviewed by the ENA Board of Directors for possible implementation prior to General Assembly.

9. The Resolutions Committee shall work with authors to combine proposed resolutions that have the same or similar subject matter.

10. Resolutions brought before the General Assembly shall include the exact text of the proposal along with
the financial considerations and operational implications. They may also include comments from the Resolutions Committee and the ENA Board of Directors.

**BYPOLWS AMENDMENT PROPOSALS**

11. Bylaws amendment proposals received at ENA headquarters will be forwarded to the Resolutions Committee, legal counsel, parliamentarian and ENA Board of Directors for review for compatibility with ENA’s purpose, mission, values, objectives, bylaws and standing rules, federal and state laws and financial feasibility.

12. Bylaws amendment proposals that do not comply shall be returned to the authors with explanation.

13. The Resolutions Committee shall work with authors to combine proposed bylaws amendments that have the same or similar subject matter.

14. Proposals to amend the ENA Bylaws shall include the exact text of the proposal. They may also include comments from the Resolutions Committee and ENA Board of Directors.

**MISCELLANEOUS**

15. The Resolutions Committee shall be authorized to correct article and section designations, punctuation and references in the Bylaws, Election Rules, and General Assembly Standing Rules of Procedure as may be necessary to reflect the intent of the General Assembly.

16. The draft General Assembly minutes shall be sent electronically to all state captains and the ENA Board of Directors for a 10-day review and comment period. The minutes shall be subsequently approved by the Resolutions Committee.

17. The status of resolutions adopted by the General Assembly will be made available to the ENA membership.
MISSION STATEMENT:
To advance excellence in emergency nursing

CORE VALUES:

- **Integrity**
  Evidenced by openness and honesty in decisions, communications and actions

- **Diversity & Inclusion**
  Evidenced by an organization that creates a culture and climate of mutual respect, inclusivity, and equity

- **Collaboration**
  Evidenced by a professional community characterized by mutual respect, service to the benefit of others, and appreciation of our members’ contributions

- **Excellence**
  Evidenced by a culture of inquiry dedicated to innovation, compassion, and global commitment to best practice

Credo

Derived from the vision of our co-founders Judith Kelleher and Anita Dorr, our priorities are guided by these values and beliefs:

- Inclusion and the contributions of nursing, in collaboration with healthcare partners worldwide, help explore innovative solutions to the challenges of emergency care delivery.

- **Compassion** is an essential element of the emergency nursing profession.

- We should embrace inclusion, diversity and mutual respect in all interactions and initiatives to promote the essential value of different perspectives and experiences within emergency nursing.

- A team-based delivery of resources meet the highest quality standards of excellence for patients and emergency nurses.

- Emergency care evolves through lifelong learning and a culture of inquiry for the discovery and integration of evidence-based research into emergency nursing practice.

- Our Code of Ethics establishes and encourages adherence to principles of honesty and integrity.

- The spirit of philanthropy allows the advancement of the profession of emergency nursing and improves the lives of patients throughout the world.

- We place the highest value on our members for their contributions to the care of patients and their families, the emergency nursing profession, and our organization.
Vivid Description of an Envisioned Future

VISION
Be the premier organization for the emergency nursing community worldwide

VIVID DESCRIPTION

**Emergency Nurses**

- Emergency nurses practicing worldwide have the appropriate evidence-based resources needed to provide the best care possible
- Emergency nurses globally have access to high quality education and resources to provide excellent care
- Emergency nurses are working in an ideal practice environment
- Emergency nurses provide care using their full scope of practice
- Every emergency nurse receives the highest level of specialized training and education offered

**ENA as an organization**

- ENA is recognized as the preeminent worldwide resource in emergency nursing
- ENA is indispensable to the global community
- All emergency nurses are members of the ENA community
- ENA is the primary source of evidence-based emergency nursing resources and standards of care

**Patients**

- All patients (children, adults, seniors) receive high quality, specialized emergency care in all settings
- Lower morbidity and mortality is demonstrated for emergency patients as a result of leading-edge emergency nursing education and training provided by ENA
- Patients receive expedited ED visits with streamlined admission to needed inpatient beds

**The Public**

- Legislators appreciate and advocate for the knowledge and depth of care provided in the ED
- Emergency nurses provide a key voice in public health epidemics
- Communities are educated on injury prevention to avoid preventable visits to the ED
Goals, Objectives & Strategies

**PRACTICE ENVIRONMENT GOAL:**

Emergency nurses will work in an ideal practice environment to provide the highest quality of emergency care in the safest way.

**Objectives:**
1. Improve quality and safety in emergency nursing practice
2. Prevent violence in the ED
3. Establish and disseminate standards for emergency nursing practice
4. Improve recruitment and retention of emergency nurses

**Strategies:**
1. Develop and compile comprehensive institutional safety assessment and quality measures for emergency nursing
2. Lead efforts to develop and disseminate data and resources to address workplace violence
3. Establish and disseminate standards for emergency nurses to provide care using their full scope of practice
4. Identify and disseminate best practices for emergency nursing staffing
5. Generate and promote new knowledge in emergency nurse wellness
6. Advocate for emergency departments to have the necessary resources and supplies for the highest quality, safe practice and safe care

**EDUCATION GOAL:**

Emergency nurses have the highest quality educational resources to provide the highest level of care.

**Objectives:**
1. Expand research to increase the generation of new knowledge in emergency nursing
2. Expand the translation of best evidence into emergency nursing practice
3. Increase development and delivery of educational content for emergency nurses worldwide.

**Strategies:**
1. Identify research opportunities to meet the future needs of emergency nurses
2. Identify and prioritize emergency nursing education gaps
3. Expand ENA core educational offerings for all levels of emergency nurses
4. Create new educational offerings that cover the breadth and depth of emergency nursing
5. Create the framework for the gold standard for emergency nursing orientation
6. Influence academia to include emergency nursing content
7. Ensure relevance of instructional design and delivery for all learners to match how and where they learn
COMMUNITY GOAL:  
ENA IS THE AUTHORITY AND PREMIER ORGANIZATION FOR EMERGENCY NURSING WORLDWIDE.

Objectives:

1. Increase membership
2. Increase collaboration and partnerships that advance emergency nursing
3. Increase ENA presence in every ED
4. Expand the impact of the ENA Foundation
5. Expand the voice of the emergency nurse in healthcare policy and public health

Strategies:

1. Evaluate membership categories
2. Strengthen member value proposition
3. Define strategic approach to partnerships and organizations that advance emergency nursing
4. Increase ENA brand and product awareness in EDs
5. Implement education and advocacy strategies for injury prevention and public health issues
6. Develop partnerships and a framework for emergency nurses to respond to disasters

CULTURE GOAL:
ENA’S CULTURE IS DYNAMIC, ENSURING RELEVANCE IN A CHANGING ENVIRONMENT TO ADVANCE THE MISSION.

Objectives:

1. Utilize best-in-class technology to support the development and delivery of leading-edge education, research and practice resources and member engagement
2. Employ best practices in governance and leadership
3. Nurture and grow an organizational culture and talent consistent with ENA’s values
4. Manage expenses and resource utilization consistent with ENA’s goals and objectives

Strategies:

1. Implement new and emerging technologies to enhance the user experience
2. Identify and implement best practices in governance
3. Strengthen support of State Councils and Chapters to provide best practices in strategic decision making and leadership
4. Implement a comprehensive staff development program
5. Implement actions that advance diversity and inclusivity
EMERGENCY NURSES ASSOCIATION AND AFFILIATE
AUDITED CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2020 AND 2019
## CONTENTS

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### Supplementary Information

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<td>Independent Auditor’s Report on Supplementary Information</td>
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### Emergency Nurses Association

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<td>Statements of Activities and Changes in Net Assets</td>
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<tr>
<td>Statements of Functional Expenses</td>
<td>31-32</td>
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<tr>
<td>Statements of Cash Flows</td>
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</tr>
</tbody>
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### ENA Foundation

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<th>Section</th>
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<tbody>
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<td>Statements of Financial Position</td>
<td>34</td>
</tr>
<tr>
<td>Statements of Activities and Changes in Net Assets</td>
<td>35</td>
</tr>
<tr>
<td>Statements of Functional Expenses</td>
<td>36-37</td>
</tr>
<tr>
<td>Statements of Cash Flows</td>
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INDEPENDENT AUDITOR’S REPORT

To the Finance Committee
of Emergency Nurses Association
and Board of Trustees of ENA Foundation

Report on the Consolidated Financial Statements

We have audited the accompanying consolidated financial statements of Emergency Nurses Association and Affiliate, which comprise the consolidated statements of financial position as of December 31, 2020 and 2019 and the related consolidated statements of activities and changes in nets assets, functional expenses and cash flows for the years then ended and the related notes to the consolidated financial statements (collectively, financial statements).

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Emergency Nurses Association and Affiliate as of December 31, 2020 and 2019, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

PKF Mueller

Elgin, Illinois
July 16, 2021
## ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,560,378</td>
<td>$1,741,436</td>
</tr>
<tr>
<td>Accounts receivable, net of allowance for doubtful accounts of $152,575 and $197,000 for 2020 and 2019, respectively</td>
<td>$1,644,616</td>
<td>$1,707,684</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>16,909</td>
<td>16,723</td>
</tr>
<tr>
<td>Other receivables</td>
<td>74,053</td>
<td>47,188</td>
</tr>
<tr>
<td>Current portion of mortgage receivable</td>
<td>60,251</td>
<td>-</td>
</tr>
<tr>
<td>Inventory</td>
<td>34,986</td>
<td>50,552</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>957,577</td>
<td>943,648</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>$4,348,770</td>
<td>$4,507,231</td>
</tr>
<tr>
<td><strong>Property and equipment, net</strong></td>
<td>$11,885,260</td>
<td>$12,266,872</td>
</tr>
<tr>
<td><strong>Property held for sale</strong></td>
<td>-</td>
<td>2,450,000</td>
</tr>
<tr>
<td><strong>Mortgage receivable, net of current portion</strong></td>
<td>$1,813,749</td>
<td>-</td>
</tr>
<tr>
<td><strong>Investments</strong></td>
<td>$20,827,589</td>
<td>$19,826,403</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$38,875,368</td>
<td>$39,050,506</td>
</tr>
</tbody>
</table>

## LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$321,627</td>
<td>773,746</td>
</tr>
<tr>
<td>Wages and benefits payable</td>
<td>554,371</td>
<td>944,905</td>
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<tr>
<td>Accrued expenses</td>
<td>465,904</td>
<td>612,605</td>
</tr>
<tr>
<td>Credits on customer accounts</td>
<td>76,741</td>
<td>230,910</td>
</tr>
<tr>
<td>Assessments payable</td>
<td>822,900</td>
<td>1,330,139</td>
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<tr>
<td>Line of credit</td>
<td>1,099,209</td>
<td>1,099,209</td>
</tr>
<tr>
<td>Current portion of deferred revenue</td>
<td>2,676,587</td>
<td>2,579,300</td>
</tr>
<tr>
<td>Current portion of bond payable</td>
<td>337,586</td>
<td>337,313</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>$6,354,925</td>
<td>7,908,127</td>
</tr>
<tr>
<td><strong>Long-term liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest rate swap agreement</td>
<td>1,209,973</td>
<td>712,437</td>
</tr>
<tr>
<td>Deferred revenue, net of current portion</td>
<td>1,284,361</td>
<td>1,182,892</td>
</tr>
<tr>
<td>Bond payable, net of current portion</td>
<td>8,872,932</td>
<td>9,210,518</td>
</tr>
<tr>
<td><strong>Total long-term liabilities</strong></td>
<td>$11,367,266</td>
<td>11,105,847</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$17,722,191</td>
<td>19,013,974</td>
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<tr>
<td><strong>Net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without donor restrictions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td>17,033,882</td>
<td>16,292,887</td>
</tr>
<tr>
<td>Board-designated</td>
<td>2,444,174</td>
<td>2,427,354</td>
</tr>
<tr>
<td><strong>Total without donor restrictions</strong></td>
<td>$19,478,056</td>
<td>18,720,241</td>
</tr>
<tr>
<td>With donor restrictions</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$1,675,121</td>
<td>1,316,291</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>$21,153,177</td>
<td>20,036,532</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$38,875,368</td>
<td>$39,050,506</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the consolidated financial statements.
## EMERGENCY NURSES ASSOCIATION AND AFFILIATE
### CONSOLIDATED STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS
#### YEARS ENDED DECEMBER 31, 2020 AND 2019

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<thead>
<tr>
<th></th>
<th>WITHOUT DONOR RESTRICTIONS</th>
<th>WITH DONOR RESTRICTIONS</th>
<th>TOTAL</th>
<th>WITHOUT DONOR RESTRICTIONS</th>
<th>WITH DONOR RESTRICTIONS</th>
<th>TOTAL</th>
</tr>
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<tbody>
<tr>
<td><strong>Support and revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Courses</td>
<td>$12,137,728</td>
<td>-</td>
<td>$12,137,728</td>
<td>14,897,385</td>
<td>-</td>
<td>14,897,385</td>
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<tr>
<td>Membership dues</td>
<td>4,583,459</td>
<td>-</td>
<td>4,583,459</td>
<td>4,258,905</td>
<td>-</td>
<td>4,258,905</td>
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<tr>
<td>Conferences</td>
<td>867,804</td>
<td>-</td>
<td>867,804</td>
<td>3,333,411</td>
<td>-</td>
<td>3,333,411</td>
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<td>Publications</td>
<td>584,984</td>
<td>-</td>
<td>584,984</td>
<td>760,483</td>
<td>-</td>
<td>760,483</td>
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<tr>
<td>Marketplace</td>
<td>506,938</td>
<td>-</td>
<td>506,938</td>
<td>586,580</td>
<td>-</td>
<td>586,580</td>
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<tr>
<td>Sponsorships</td>
<td>278,250</td>
<td>-</td>
<td>278,250</td>
<td>499,010</td>
<td>-</td>
<td>499,010</td>
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<tr>
<td>Royalties</td>
<td>155,369</td>
<td>-</td>
<td>155,369</td>
<td>515,554</td>
<td>-</td>
<td>515,554</td>
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<tr>
<td>Other</td>
<td>256,654</td>
<td>-</td>
<td>256,654</td>
<td>480,881</td>
<td>-</td>
<td>480,881</td>
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<tr>
<td>Grants</td>
<td>181,735</td>
<td>-</td>
<td>181,735</td>
<td>80,988</td>
<td>-</td>
<td>80,988</td>
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<tr>
<td>Paycheck Protection Program grant revenue</td>
<td>1,938,315</td>
<td>-</td>
<td>1,938,315</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Mailing lists</td>
<td>3,960</td>
<td>-</td>
<td>3,960</td>
<td>19,781</td>
<td>-</td>
<td>19,781</td>
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<tr>
<td>Contributions</td>
<td>193,892</td>
<td>450,342</td>
<td>644,234</td>
<td>128,764</td>
<td>421,128</td>
<td>549,892</td>
</tr>
<tr>
<td>Donated services</td>
<td>75,000</td>
<td>-</td>
<td>75,000</td>
<td>95,000</td>
<td>-</td>
<td>95,000</td>
</tr>
<tr>
<td>Special event revenue, net of direct expenses</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>52,389</td>
<td>-</td>
<td>52,389</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>261,351</td>
<td>(261,351)</td>
<td>-</td>
<td>340,158</td>
<td>(340,158)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td>22,025,439</td>
<td>188,991</td>
<td>22,214,430</td>
<td>26,049,289</td>
<td>80,970</td>
<td>26,130,259</td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programs, grants and scholarships</td>
<td>14,299,399</td>
<td>-</td>
<td>14,299,399</td>
<td>17,871,999</td>
<td>-</td>
<td>17,871,999</td>
</tr>
<tr>
<td>Management and general</td>
<td>7,095,121</td>
<td>-</td>
<td>7,095,121</td>
<td>8,111,964</td>
<td>-</td>
<td>8,111,964</td>
</tr>
<tr>
<td>Fundraising and development</td>
<td>462,763</td>
<td>-</td>
<td>462,763</td>
<td>453,258</td>
<td>-</td>
<td>453,258</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>21,857,283</td>
<td>-</td>
<td>21,857,283</td>
<td>26,437,221</td>
<td>-</td>
<td>26,437,221</td>
</tr>
<tr>
<td><strong>Increase (decrease) in net assets - before other income</strong></td>
<td>168,156</td>
<td>188,991</td>
<td>357,147</td>
<td>(387,932)</td>
<td>80,970</td>
<td>(306,962)</td>
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<td><strong>Other income (expense):</strong></td>
<td></td>
<td></td>
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<tr>
<td>Interest expense</td>
<td>(378,564)</td>
<td>-</td>
<td>(378,564)</td>
<td>(403,661)</td>
<td>-</td>
<td>(403,661)</td>
</tr>
<tr>
<td>Investment income, net</td>
<td>1,915,759</td>
<td>169,839</td>
<td>2,085,598</td>
<td>3,124,439</td>
<td>203,474</td>
<td>3,327,913</td>
</tr>
<tr>
<td>Loss on interest rate swap agreement</td>
<td>(497,536)</td>
<td>-</td>
<td>(497,536)</td>
<td>(427,846)</td>
<td>-</td>
<td>(427,846)</td>
</tr>
<tr>
<td>Loss on disposal of property held for sale</td>
<td>(450,000)</td>
<td>-</td>
<td>(450,000)</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total other income</strong></td>
<td>589,659</td>
<td>169,839</td>
<td>759,498</td>
<td>2,292,932</td>
<td>203,474</td>
<td>2,496,406</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>757,815</td>
<td>358,830</td>
<td>1,116,645</td>
<td>1,905,000</td>
<td>284,444</td>
<td>2,189,444</td>
</tr>
<tr>
<td><strong>Net assets, beginning of year</strong></td>
<td>18,720,241</td>
<td>1,316,291</td>
<td>20,036,532</td>
<td>16,815,241</td>
<td>1,031,847</td>
<td>17,847,088</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$19,478,056</td>
<td>1,675,121</td>
<td>21,153,177</td>
<td>18,720,241</td>
<td>1,316,291</td>
<td>20,036,532</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the consolidated financial statements.
## EMERGENCY NURSES ASSOCIATION AND AFFILIATE

### CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

#### YEAR ENDED DECEMBER 31, 2020

<table>
<thead>
<tr>
<th></th>
<th>Programs, Grants and Scholarships</th>
<th>Management and General</th>
<th>Fundraising and Development</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Payroll expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>$5,416,146</td>
<td>3,189,000</td>
<td>-</td>
<td>8,605,146</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>743,590</td>
<td>433,757</td>
<td>-</td>
<td>1,177,347</td>
</tr>
<tr>
<td>Payroll taxes</td>
<td>401,152</td>
<td>218,721</td>
<td>-</td>
<td>619,873</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$6,560,888</td>
<td>3,841,478</td>
<td>-</td>
<td>10,402,366</td>
</tr>
</tbody>
</table>

| **Operating expenses:**|                    |                        |                            |             |
| Bank charges and credit card processing fees | -                  | 361,651                | 909                      | 362,560     |
| Advertising and promotion | 106,572             | 251                    | 2,389                    | 109,212     |
| Discount on sales      | 142,192             | -                      | -                        | 142,192     |
| Bad debt expense       | 35,160              | -                      | -                        | 35,160      |
| Computer               | 223,389             | 780,161                | -                        | 1,003,550   |
| Conferences            | 627,462             | 91,741                 | 850                      | 720,053     |
| Cost of goods sold     | 1,343,693           | 117,967                 | 11,722                   | 1,463,482   |
| Depreciation and amortization | 359,425            | 117,967                 | 11,722                   | 489,114     |
| Fulfillment and warehousing services | 210,333            | -                      | -                        | 210,333     |
| Grants and scholarships| 330,408             | 2,640                  | 381,562                  | 714,610     |
| Insurance              | 57,912              | 46,494                 | -                        | 104,406     |
| Miscellaneous          | 31,958              | 69,565                 | -                        | 101,523     |
| Postage, freight and shipping | 238,061           | 9,630                  | 87                       | 247,778     |
| Printing               | 242,936             | 12,344                 | 251                      | 255,531     |
| Professional services  | 965,007             | 845,119                | 30,448                   | 1,840,574   |
| Provision for UBIT     | 1,316               | -                      | -                        | 1,316       |
| Public relations       | 4,211               | 156                    | -                        | 4,367       |
| Recruitment fees       | -                   | 38,017                 | -                        | 38,017      |
| Stipends              | 101,969             | 137,000                | -                        | 238,969     |
| Supplies and equipment | 35,965              | 101,422                | 553                      | 137,940     |
| Temporary workers      | 35,010              | 86,949                 | -                        | 121,959     |
| Training              | 31,649              | 120,736                | -                        | 152,385     |
| Travel                | 127,094             | 102,215                | 1,780                    | 231,089     |
| **Total**             | $5,256,722          | 2,924,058              | 430,551                  | 8,611,331   |

| **Occupancy expenses:**|                    |                        |                            |             |
| Building maintenance  | 114,796             | 71,991                 | 7,783                     | 194,570     |
| Depreciation          | 135,870             | 85,207                 | 9,212                     | 230,289     |
| Insurance             | 12,537              | 7,862                  | 850                       | 21,249      |
| Real estate taxes     | 155,014             | 97,212                 | 10,509                    | 262,735     |
| Rent                  | 45,514              | 31,629                 | -                         | 77,143      |
| Telephone             | 2,622               | 1,645                  | 178                       | 4,445       |
| Utilities             | 54,278              | 34,039                 | 3,680                     | 91,997      |
| **Total**             | $520,631            | 329,585                | 32,212                    | 882,428     |

| **Assessment expenses:**|                  |                        |                            |             |
| State/chapter membership dues | 543,738           | -                      | -                         | 543,738     |
| ENPC/TNCC              | 1,417,420          | -                      | -                         | 1,417,420   |
| **Total**              | $1,961,158         | -                      | -                         | 1,961,158   |

**Total** $14,299,399 7,095,121 462,763 21,857,283

The accompanying notes are an integral part of the consolidated financial statements.
## EMERGENCY NURSES ASSOCIATION AND AFFILIATE

### CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

**YEAR ENDED DECEMBER 31, 2019**

<table>
<thead>
<tr>
<th>Program and Scholarships</th>
<th>Management and General</th>
<th>Fundraising and Development</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Payroll expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>$5,425,344</td>
<td>3,598,339</td>
<td>9,023,683</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>1,130,052</td>
<td>722,663</td>
<td>1,852,715</td>
</tr>
<tr>
<td>Payroll taxes</td>
<td>404,695</td>
<td>245,559</td>
<td>650,254</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>6,960,091</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4,566,561</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>11,526,652</td>
</tr>
<tr>
<td><strong>Operating expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank charges and credit card processing fees</td>
<td>-</td>
<td>427,023</td>
<td>276</td>
</tr>
<tr>
<td>Advertising and promotion</td>
<td>156,716</td>
<td>-</td>
<td>156,716</td>
</tr>
<tr>
<td>Discount on sales</td>
<td>174,041</td>
<td>-</td>
<td>174,041</td>
</tr>
<tr>
<td>Bad debt expense</td>
<td>39,553</td>
<td>-</td>
<td>39,553</td>
</tr>
<tr>
<td>Computer</td>
<td>159,406</td>
<td>672,581</td>
<td>831,987</td>
</tr>
<tr>
<td>Conferences</td>
<td>2,205,102</td>
<td>270,099</td>
<td>2,486,355</td>
</tr>
<tr>
<td>Cost of goods sold</td>
<td>1,830,712</td>
<td>11,154</td>
<td>1,841,866</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>311,679</td>
<td>130,190</td>
<td>453,907</td>
</tr>
<tr>
<td>Fulfillment and warehousing services</td>
<td>271,831</td>
<td>-</td>
<td>271,831</td>
</tr>
<tr>
<td>Grants and scholarships</td>
<td>489,341</td>
<td>382,019</td>
<td>871,360</td>
</tr>
<tr>
<td>Insurance</td>
<td>55,441</td>
<td>51,066</td>
<td>106,507</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>113,767</td>
<td>82,135</td>
<td>195,902</td>
</tr>
<tr>
<td>Postage, freight and shipping</td>
<td>276,250</td>
<td>3,890</td>
<td>280,140</td>
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<tr>
<td>Printing</td>
<td>309,658</td>
<td>6,400</td>
<td>327,058</td>
</tr>
<tr>
<td>Professional services</td>
<td>634,521</td>
<td>-</td>
<td>1,210,145</td>
</tr>
<tr>
<td>Provision for UBIT</td>
<td>51,852</td>
<td>-</td>
<td>51,852</td>
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<tr>
<td>Public relations</td>
<td>26,455</td>
<td>450</td>
<td>26,905</td>
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<tr>
<td>Recruitment fees</td>
<td>1,125</td>
<td>68,819</td>
<td>69,944</td>
</tr>
<tr>
<td>Stipends</td>
<td>143,690</td>
<td>142,000</td>
<td>285,690</td>
</tr>
<tr>
<td>Supplies and equipment</td>
<td>58,797</td>
<td>109,706</td>
<td>169,503</td>
</tr>
<tr>
<td>Temporary workers</td>
<td>211,305</td>
<td>39,632</td>
<td>250,937</td>
</tr>
<tr>
<td>Training</td>
<td>38,026</td>
<td>222,051</td>
<td>260,077</td>
</tr>
<tr>
<td>Travel</td>
<td>566,415</td>
<td>315,733</td>
<td>883,148</td>
</tr>
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<td></td>
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<td></td>
<td>8,125,683</td>
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<td></td>
<td></td>
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<td>3,122,727</td>
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<td></td>
<td></td>
<td></td>
<td>414,324</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>11,662,734</td>
</tr>
<tr>
<td><strong>Occupancy expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building maintenance</td>
<td>135,800</td>
<td>97,001</td>
<td>232,801</td>
</tr>
<tr>
<td>Depreciation</td>
<td>124,850</td>
<td>89,178</td>
<td>214,028</td>
</tr>
<tr>
<td>Insurance</td>
<td>10,007</td>
<td>7,148</td>
<td>17,151</td>
</tr>
<tr>
<td>Real estate taxes</td>
<td>204,813</td>
<td>146,296</td>
<td>351,109</td>
</tr>
<tr>
<td>Rent</td>
<td>42,434</td>
<td>33,342</td>
<td>75,776</td>
</tr>
<tr>
<td>Telephone</td>
<td>8,499</td>
<td>6,071</td>
<td>14,570</td>
</tr>
<tr>
<td>Utilities</td>
<td>61,094</td>
<td>43,640</td>
<td>104,734</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>587,497</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>422,676</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>38,934</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1,049,107</td>
</tr>
<tr>
<td><strong>Assessment expenses:</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>State/chapter membership dues</td>
<td>527,315</td>
<td>-</td>
<td>527,315</td>
</tr>
<tr>
<td>ENPC/TNCC</td>
<td>1,671,413</td>
<td>-</td>
<td>1,671,413</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2,198,728</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$17,871,999</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>8,111,964</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>453,258</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>26,437,221</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the consolidated financial statements.
### Consolidated Statements of Cash Flows
YEARS ENDED DECEMBER 31, 2020 AND 2019

<table>
<thead>
<tr>
<th>Category</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash provided by (applied to) operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$1,116,645</td>
<td>2,189,444</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash applied to operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization of property and equipment</td>
<td>711,884</td>
<td>669,061</td>
</tr>
<tr>
<td>Amortization of debt issuance costs</td>
<td>7,519</td>
<td>7,792</td>
</tr>
<tr>
<td>Loss on interest rate swap agreement</td>
<td>497,536</td>
<td>427,846</td>
</tr>
<tr>
<td>Loss on disposal of property held for sale</td>
<td>450,000</td>
<td>-</td>
</tr>
<tr>
<td>Bad debt (recovery) expense</td>
<td>(44,425)</td>
<td>33,466</td>
</tr>
<tr>
<td>Realized and unrealized gain on investments</td>
<td>(1,633,845)</td>
<td>(2,737,409)</td>
</tr>
<tr>
<td>Contributions restricted for investment in endowments</td>
<td>(63,104)</td>
<td>(106,009)</td>
</tr>
<tr>
<td><strong>Decrease (increase) in assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable, net of change in allowance for doubtful accounts</td>
<td>107,493</td>
<td>187,485</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>(186)</td>
<td>(16,723)</td>
</tr>
<tr>
<td>Other receivables</td>
<td>(26,865)</td>
<td>(108)</td>
</tr>
<tr>
<td>Inventory</td>
<td>15,566</td>
<td>64,275</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>(13,929)</td>
<td>(280,183)</td>
</tr>
<tr>
<td><strong>Increase (decrease) in liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>(452,119)</td>
<td>(15,666)</td>
</tr>
<tr>
<td>Wages and benefits payable</td>
<td>(390,534)</td>
<td>120,438</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>(146,701)</td>
<td>(90,198)</td>
</tr>
<tr>
<td>Credits on customer accounts</td>
<td>(154,169)</td>
<td>(399,374)</td>
</tr>
<tr>
<td>Assessments payable</td>
<td>(507,239)</td>
<td>(286,401)</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>198,756</td>
<td>23,000</td>
</tr>
<tr>
<td><strong>Total cash applied to operating activities</strong></td>
<td>(327,717)</td>
<td>(209,264)</td>
</tr>
<tr>
<td><strong>Cash provided by (applied to) investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases of property and equipment</td>
<td>(330,272)</td>
<td>(574,043)</td>
</tr>
<tr>
<td>Payments received on mortgage receivable</td>
<td>126,000</td>
<td>-</td>
</tr>
<tr>
<td>Purchase of investments</td>
<td>(3,506,307)</td>
<td>(2,740,647)</td>
</tr>
<tr>
<td><strong>Total cash provided by investing activities</strong></td>
<td>4,138,966</td>
<td>4,476,502</td>
</tr>
<tr>
<td><strong>Cash provided by (applied to) financing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collections of contributions restricted for investment in endowments</td>
<td>63,104</td>
<td>106,009</td>
</tr>
<tr>
<td>Payments on line of credit</td>
<td>-</td>
<td>(8,382)</td>
</tr>
<tr>
<td>Payments on bonds payable</td>
<td>(344,832)</td>
<td>(344,832)</td>
</tr>
<tr>
<td><strong>Total cash applied to financing activities</strong></td>
<td>(281,728)</td>
<td>(247,205)</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash and cash equivalents</strong></td>
<td>(181,058)</td>
<td>705,343</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents, beginning of year</strong></td>
<td>1,741,436</td>
<td>1,036,093</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents, end of year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents, end of year</td>
<td>$1,560,378</td>
<td>1,741,436</td>
</tr>
<tr>
<td><strong>Noncash investing transaction:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mortgage receivable from sale of property held for sale</td>
<td>$2,000,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other cash flow information:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest paid</td>
<td>$378,564</td>
<td>403,661</td>
</tr>
<tr>
<td>Income taxes paid</td>
<td>$5,849</td>
<td>53,000</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the consolidated financial statements.
NOTE 1 - NATURE OF OPERATIONS

Emergency Nurses Association and Affiliate (Organization) consists of Emergency Nurses Association (ENA) and ENA Foundation (ENAF).

ENA is a not-for-profit, professional association whose mission is to advocate for patient safety and excellence in emergency nursing practice. ENA, whose national headquarters is located in Schaumburg, Illinois, was founded in 1970. Paid membership is approximately 43,500.

ENAF was established in 1991 to operate exclusively for charitable, educational and scientific purposes relating to emergency nursing. ENAF activities benefit emergency nurses, patients and the public through provision of undergraduate, advance practice, doctoral and continuing education scholarships and research grants.

NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

The consolidated financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles applicable to not-for-profit organizations and in accordance with accounting principles generally accepted in the United States of America.

Principles of Consolidation

The accompanying consolidated financial statements (collectively, financial statements) include the accounts of ENA and ENAF. The sole voting member of ENAF is ENA. Since ENA has control of the ENAF Board, accounting principles generally accepted in the United States of America require that the financial position and activities of both organizations be consolidated. All significant interorganizational transactions and balances have been eliminated in consolidation.

Cash and Cash Equivalents

For purposes of the statements of cash flows, the Organization considers all highly liquid instruments with an original maturity of three months or less to be cash equivalents.

Accounts Receivable

Accounts receivable consists of amounts due from Trauma Nursing Core Courses (TNCC), Emergency Nursing Pediatric Courses (ENPC), the sale of advertising space in various ENA publications and royalty arrangements with vendors for ENA educational offerings. Management reviews the aging of the course receivables to determine the level of allowance for doubtful accounts to establish against the course receivables. As of December 31, 2020 and 2019, no allowance was deemed necessary for non-course receivables.
NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

Inventory

Inventory is stated at the lower of cost or net realizable value, determined by the first-in, first-out (FIFO) method. As of December 31, 2020 and 2019, there was no allowance for obsolete or excess inventory recorded.

Property and Equipment

Property and equipment is stated at cost and is depreciated and amortized over the estimated useful lives of the related assets using the straight-line method. Purchases greater than $2,500 are capitalized to property and equipment. Costs of repairs and maintenance are charged to expense as incurred.

Property Held for Sale

Property held for sale is recorded at the lower of cost or estimated fair value. During the year ended December 31, 2019 it was determined that the property held for sale was not impaired. On August 21, 2020, the property held for sale sold for $2,000,000 resulting in a loss on sale of $450,000 for the year ended December 31, 2020.

Investments

Long-term and short-term investments in marketable securities with readily determinable fair values are presented in the financial statements at fair value. Short-term investments are those with a maturity of greater than three months but no more than one year. Long-term investments with a maturity of greater than one year are mutual funds or equity securities. The fair values of investments are based on quoted market prices, when available, for those investments. Both realized and unrealized gains and losses are reported as investment income in the consolidated statement of activities and changes in net assets. The Organization's investments are exposed to various risks, such as interest rate, credit and overall market volatility. Due to these risk factors, it is reasonably possible that changes in the values of investments will occur in near term that will materially affect the amounts reported in the consolidated statements of activities and changes in net assets.

Credits on Customer Accounts

Credits on customer accounts represent overpayments on accounts of ENA course directors relating to course fees. These overpayments are not automatically refunded, but instead are held on the account until the course director provides instruction as to the disposition of the credit. The credits are typically applied to future courses.

Assessments Payable

Assessments payable are amounts due to ENA State Councils and Chapters for their share of paid memberships and course fees. Assessments are calculated and paid quarterly.
NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

Interest Rate Swap Agreements

Interest rate swap agreements are reflected at fair value in the Organization’s consolidated statements of financial position and the related portions of the debt being hedged are reflected at an amount equal to its carrying value.

Under accounting principles generally accepted in the United States of America, not-for-profit entities may elect to use a simplified hedge accounting approach to account for interest rate swap agreements that are entered into for the purpose of economically converting a variable-rate borrowing into a fixed-rate borrowing. Under this approach, the statement of activity charge for interest expense is similar to the amount that would result if the Organization had directly entered into a fixed-rate borrowing instead of a variable-rate borrowing and a receive-variable, pay-fixed interest rate swap. The Organization elected to use the simplified accounting approach.

Net Assets

Net assets, revenues, gains and losses are classified based on the existence or absence of donor or grantor imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

*Net Assets Without Donor Restrictions* – Net assets available for use in general operations and not subject to donor-imposed restrictions. Currently the ENA Board of Directors (ENA Board) has designated funds for ENAF endowments as well as to fund projects that fall within the criteria of the ENA spending policy. The ENAF Board has also designated funds for the ENAF endowments.

*Net Assets With Donor Restrictions* – Net assets subject to donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

Concentration of Credit Risk

The Organization maintains its cash in bank deposits which, at times, may exceed federally insured limits. The Organization’s uninsured cash balance was $836,511 and $1,156,576 at December 31, 2020 and 2019, respectively. The Organization believes it is not exposed to any significant credit risk on cash.

The Organization maintains its investments in broker accounts which, at times, may exceed federally insured limits. As of December 31, 2020 and 2019, the Organization’s uninsured investment balance was $19,844,076 and $18,926,091, respectively. The Organization believes it is not exposed to any significant credit risk on cash or investments.
NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

Revenue from Contracts with Customers

The Organization derives a significant portion of its revenue from revenue sources that involve contracts with customers. Those sources include courses, membership dues, conferences, publications, marketplace, sponsorships, royalties and other revenue. Revenues are recognized when control of these goods or services are transferred to its customers, in an amount that reflects the consideration the Organization expects to be entitled to in exchange for those goods or services. The Organization does not have any significant financing components as all payments are received within a year of the services being provided. Costs incurred to obtain a contract will be expensed as incurred when the amortization period is less than a year. All contracts contain specified pricing for each performance obligation thus allocation of the transaction price is not necessary.

Disaggregation of Revenue from Contracts with Customers

The following table disaggregates the Organization’s revenue based on the timing of satisfaction of performance obligations for the years ended December 31:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance obligations satisfied at a point in time</td>
<td>$14,153,707</td>
<td>$20,119,009</td>
</tr>
<tr>
<td>Performance obligations satisfied over time</td>
<td>$5,217,479</td>
<td>5,213,200</td>
</tr>
</tbody>
</table>

Revenues from performance obligations satisfied at a point in time consist of revenues from courses, conferences, publication advertising revenue, marketplace, event sponsorships and other revenues. Revenues from performance obligations satisfied over time consist of membership dues, publication editorial support and profit sharing, corporate engagement council sponsorships and royalties.

Performance Obligations

For performance obligations related to courses, control transfers to the customer at a point in time. Courses occur on specified dates and course fee revenue is recorded when the course is held. Revenue from the sale of manuals is recognized upon shipment to the customer.

For performance obligations related to membership dues, control transfers to the customer over time. The Organization offers membership categories of one year, three years, five years and lifetime. Revenue is recorded in equal installments as control is passed to the customer over the term of the membership. The Organization has determined that the average career span of an emergency professional is thirteen years and recognizes lifetime memberships over a thirteen-year period.

For performance obligations related to conferences, control transfers to the customer at a point in time. Conferences occur at specified dates and revenue is recorded at the time the conference is held.
NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

Revenue from Contracts with Customers, Continued

Performance Obligations, Continued

For performance obligations related to publication advertising revenue, control transfers at a point in time. Revenue is recorded at the time the advertisement is printed or advertising service is performed. For performance obligations related to publication editorial support and profit sharing, control transfers to the customer over time in equal installments as control is passed to the publisher over the term of the agreement.

For performance obligations related to marketplace, control transfers to the customer at a point in time. Revenue from marketplace is recognized upon shipment of goods to customers.

For performance obligations related to event sponsorships, control transfers to the customer at a point in time. Events occur at specified dates and revenue is recorded at the time the event is held. For performance obligations related to corporate engagement council sponsorships, control transfers to the customer over time. All obligations associated with corporate engagement council sponsorships are satisfied in the year in which the contract was obtained.

For performance obligations related to royalty revenue, control transfers to the customer over time. The Organization recognizes royalty revenue using the output method based on terms agreed upon in contracts established with customers. The Organization receives a percentage of gross income in exchange for a customer’s usage of the Organization’s name and logo. The Organization also receives commissions based on net revenue generated for promotion of a job board on the Organization’s website.

For performance obligations related to other revenues, control transfers to the customer at a point in time. For the year ended December 31, 2019, a significant portion of the other revenues related to postponing the close date of the property held for sale.

Conference fees received in advance are deferred until the conference takes place. Course fees received in advance are deferred until the course takes place. Membership dues received in advance are deferred until the period to which the dues relate. The deferred amounts as of December 31, 2020 and 2019 are included in deferred revenue on the consolidated statements of financial position.

Contributions

The Organization recognizes contributions when cash, securities or other assets, an unconditional promise to give, or a notification of a beneficial interest is received. Conditional promises to give, that is, those with a measurable performance or other barrier, and a right of return, are not recognized until the conditions on which they depend have been substantially met. Contributions received are recorded as without donor restrictions or with donor restrictions, depending on the existence and/or nature of any donor restrictions. Contributions not collected at the end of the year are disclosed as pledges receivable and are recorded at their estimated fair values. They are subsequently valued at the present value of future cash flows. All contributions are expected to be collected in one year or less.
NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

Contributions, Continued

All donor-restricted support is reported as an increase in net assets with donor restrictions, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or a purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restriction and reported in the consolidated statements of activities and changes in net assets as net assets released from restrictions.

Accounting Estimates

The preparation of financial statements in accordance with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Income Taxes

ENA and ENAF are exempt from federal and state income taxes under Internal Revenue Code Section 501(c)(3). ENA pays unrelated business income tax on advertising revenues derived from various ENA publications, as well as sponsorship revenues that provide marketing opportunities for the sponsor. Unrelated business income tax (UBIT) for the years ended December 31, 2020 and 2019 amounted to $1,316 and $51,852, respectively. Provision for UBIT expense is included in programs, grants and scholarship expense on the consolidated statements of functional expenses.

Management has concluded that as of December 31, 2020 and 2019, there were no uncertain positions taken or expected to be taken that would require recognition of a liability or disclosure in the consolidated financial statements. The Organization would account for any potential interest or penalties related to possible future liabilities for unrecognized income tax benefits as income tax expense. The Organization is no longer subject to examination by federal, state or local tax authorities for periods before 2017.

Functional Expenses

The costs of program and supporting service activities have been summarized on a functional basis in the consolidated statements of activities and changes in net assets. The consolidated statements of functional expenses present the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

The financial statements report certain categories of expenses that are attributable to more than one program or supporting function. Therefore, expenses require allocation on a reasonable basis that is consistently applied. The Organization utilizes a direct coding methodology for a majority of their expenses, however, expenses classified as occupancy expenses on the consolidated statements of functional expenses are allocated on the basis of estimates of time and effort.
NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

Changes In Accounting Principles – Fair Value Measurement


New Accounting Standard – Leases

In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2016-02, Leases (Topic 842). The FASB also subsequently issued additional ASUs, which amend and clarify Topic 842. The most significant change in the new leasing guidance is the requirement to recognize right-of-use assets and lease liabilities for operating leases on the statement of financial position. The ASUs are effective for fiscal years beginning after December 15, 2021. Early adoption is permitted. The Organization is currently evaluating the methods of adoption allowed and the effect that adoption is expected to have on its financial position, results of operations and cash flows and related disclosures.

Management Evaluation of Going Concern

In accordance with accounting principles generally accepted in the United States of America, management performed an evaluation to determine if adverse conditions or events, considered in the aggregate, raise substantial doubt about the Organization’s ability to continue as a going concern for the one-year period from the date the financial statements were available to be issued. Management’s evaluation did not identify any conditions or events raising substantial doubt about the Organization’s ability to continue as a going concern for the period from July 16, 2021 to July 16, 2022.

Subsequent Events

Subsequent events have been evaluated through July 16, 2021, the date that the financial statements were available for issue.

In February 2021, the Organization received a second Paycheck Protection Program loan in the amount of $1,938,315. See Note 16.

In March 2021, the Organization received notice that the Small Business Administration authorized full forgiveness of the first Paycheck Protection Program loan, which legally released to Organization from the loan obligation. See Note 16.
NOTE 3 - LIQUIDITY AND AVAILABILITY

The following tables reflect the Organization’s financial assets as of December 31, 2020 and 2019, reduced by amounts not available for general expenditure within one year. Financial assets are considered unavailable when illiquid or not convertible to cash within one year, because donors have imposed restrictions on the use of the funds, or because the governing board has set aside the funds for a specific operational contingency reserve.

### Liquidity and Availability as of December 31, 2020

<table>
<thead>
<tr>
<th>Total Per Financial Position</th>
<th>Funds Not Convertible to Cash Within One Year</th>
<th>Less: Funds Restricted by Board for an Operating Reserve</th>
<th>Financial Assets Available for General Expenditures Within One Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 1,560,378</td>
<td>- ( 218,259)</td>
<td>- 1,342,119</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>1,644,616</td>
<td>-</td>
<td>- 1,664,616</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>16,909</td>
<td>-</td>
<td>- 16,909</td>
</tr>
<tr>
<td>Other receivables</td>
<td>74,053</td>
<td>-</td>
<td>- 74,053</td>
</tr>
<tr>
<td>Investments</td>
<td>20,827,589</td>
<td>- ( 1,456,862)</td>
<td>( 2,444,174)</td>
</tr>
<tr>
<td>Total financial assets</td>
<td>$ 24,123,545</td>
<td>( 1,675,121)</td>
<td>( 2,444,174)</td>
</tr>
</tbody>
</table>

### Liquidity and Availability as of December 31, 2019

<table>
<thead>
<tr>
<th>Total Per Financial Position</th>
<th>Funds Not Convertible to Cash Within One Year</th>
<th>Less: Funds Restricted by Board for an Operating Reserve</th>
<th>Financial Assets Available for General Expenditures Within One Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 1,741,436</td>
<td>- ( 46,751)</td>
<td>- 1,694,685</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>1,707,684</td>
<td>-</td>
<td>- 1,707,684</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>16,723</td>
<td>-</td>
<td>- 16,723</td>
</tr>
<tr>
<td>Other receivables</td>
<td>47,188</td>
<td>-</td>
<td>- 47,188</td>
</tr>
<tr>
<td>Investments</td>
<td>19,826,403</td>
<td>- ( 1,269,540)</td>
<td>( 2,427,354)</td>
</tr>
<tr>
<td>Total financial assets</td>
<td>$ 23,339,434</td>
<td>( 1,316,291)</td>
<td>( 2,427,354)</td>
</tr>
</tbody>
</table>

The Organization’s endowment funds consist of donor-restricted endowments. Income from donor-restricted endowments is restricted for specific purposes. As of December 31, 2020 and 2019, donor-restricted endowment funds were not available for general expenditure.

The Organization’s board-designated endowment of $1,835,515 and $1,925,444 as of December 31, 2020 and 2019, respectively, is subject to an annual spending rate of 5% as described in Note 12. Although the Organization does not intend to spend from this board-designated endowment (other than amounts appropriated for general expenditure as part of the ENAF Board’s annual budget approval and appropriation), these amounts could be made available if necessary.

During 2020, the ENAF Board designated funds for utilizing reserves to support COVID-19 relief. At December 31, 2020, there was a balance of $106,749 with this designation. Although the Organization intends to spend these funds in support of COVID-19 relief, these amounts could be made available if necessary.
NOTE 3 - LIQUIDITY AND AVAILABILITY, CONTINUED

Additionally, the ENA Board has designated funds within the parameters of the ENA spending policy for utilizing reserves on identified projects. At December 31, 2020 and 2019 there was a balance of $501,910 with this designation. Although the Organization intends to spend these funds in accordance with the ENA spending policy referred to above, these amounts could be made available if necessary.

As part of the Organization’s liquidity management plan, cash in excess of current needs for expenses are invested in mutual funds. Investments are released to cover operating expenses as needed upon management approval. Additionally, the Organization maintains a line of credit that if deemed necessary can be drawn upon to cover operating expenses (Note 7).

NOTE 4 - PROPERTY AND EQUIPMENT

The useful lives for purposes of computing depreciation and amortization are as follows:

<table>
<thead>
<tr>
<th>Asset</th>
<th>Useful Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>40 years</td>
</tr>
<tr>
<td>Building improvements</td>
<td>30 - 40 years</td>
</tr>
<tr>
<td>Equipment</td>
<td>5 years</td>
</tr>
<tr>
<td>Program development</td>
<td>3 - 7 years</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>15 years</td>
</tr>
<tr>
<td>Computer software</td>
<td>3 - 7 years</td>
</tr>
</tbody>
</table>

Property and equipment is summarized as follows as of December 31, 2020 and 2019:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$ 1,492,112</td>
<td>1,492,112</td>
</tr>
<tr>
<td>Buildings</td>
<td>2,948,699</td>
<td>2,948,699</td>
</tr>
<tr>
<td>Building</td>
<td>5,969,138</td>
<td>5,969,138</td>
</tr>
<tr>
<td>improvements</td>
<td>262,170</td>
<td>262,170</td>
</tr>
<tr>
<td>Equipment</td>
<td>913,206</td>
<td>815,584</td>
</tr>
<tr>
<td>Program</td>
<td>1,297,835</td>
<td>1,286,753</td>
</tr>
<tr>
<td>development</td>
<td>5,032,211</td>
<td>4,810,643</td>
</tr>
<tr>
<td>Computer</td>
<td>17,915,371</td>
<td>17,585,099</td>
</tr>
<tr>
<td>software</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total property</td>
<td>$ 11,885,260</td>
<td>$ 12,266,872</td>
</tr>
</tbody>
</table>

Depreciation expense of property and equipment charged to operations was $525,363 and $525,913 for the years ended December 31, 2020 and 2019, respectively. In addition, the Organization amortized development costs (included in programs, grants and scholarship expenses) for the years ended December 31, 2020 and 2019 in the amounts of $186,521 and $143,148, respectively.
NOTE 5 - MORTGAGE RECEIVABLE

On August 21, 2020, the Organization entered into a real estate sale agreement with a third party. The Organization agreed to provide financing for a portion of the purchase price of the property sold, which amounted to $1,900,000. The mortgage receivable is stated at unpaid principal balance, less an allowance for loan losses. As of December 31, 2020, an allowance was not deemed necessary. Certain insurance coverage is required and the policies must name the Organization as additional insured.

Interest on the note is compounded annually and accrues at a rate of 4.00% annually from September 1, 2021 through August 31, 2023 and at a rate of 5.00% annually from August 31, 2023 through the maturity date. Interest on the loan is recognized over the term of the loan and is calculated using the interest method on principal amounts outstanding. No interest was received for the year ended December 31, 2020. The Organization’s practice is to charge off any loan or a portion of a loan when the loan is determined by management to be uncollectible due to the third party’s failure to meet repayment terms, or for other reasons.

NOTE 6 - FAIR VALUE MEASUREMENTS

Accounting standards generally accepted in the United States of America establish a framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy are described below:

- **Level 1**: Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that management has the ability to access at the measurement date.

- **Level 2**: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly such as:
  - Quoted prices for similar assets or liabilities in active markets;
  - Quoted prices for identical or similar assets or liabilities in inactive markets;
  - Inputs other than quoted prices that are observable for the asset or liability;
  - Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

  If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

- **Level 3**: Inputs to the valuation methodology are unobservable and significant to the fair value measurement.
NOTE 6 - FAIR VALUE MEASUREMENTS, CONTINUED

The asset’s or liability’s fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Following is a description of the valuation methodologies used for assets and liabilities measured at fair value. There have been no changes in the methodologies used at December 31, 2020 and 2019.

Mutual funds: Valued at the closing price as reported by the fund. Mutual funds held by the Organization are open-end mutual funds that are registered with the U.S. Securities and Exchange Commission. These funds are required to publish their daily net asset value (NAV) and to transact at that price.

Interest rate swap: Valued using both observable and unobservable inputs when available and can generally be corroborated by market data.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Organization believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

Assets and liabilities reported at fair value consisted of the following at December 31:

<table>
<thead>
<tr>
<th></th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mutual funds:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed income:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broad domestic</td>
<td>$4,559,119</td>
<td>-</td>
<td>-</td>
<td>4,559,119</td>
</tr>
<tr>
<td>High yield bonds</td>
<td>5,684,903</td>
<td>-</td>
<td>-</td>
<td>5,684,903</td>
</tr>
<tr>
<td>Short-term bonds</td>
<td>37,323</td>
<td>-</td>
<td>-</td>
<td>37,323</td>
</tr>
<tr>
<td>Equity:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic large cap</td>
<td>5,445,110</td>
<td>-</td>
<td>-</td>
<td>5,445,110</td>
</tr>
<tr>
<td>Domestic small/mid cap</td>
<td>1,040,214</td>
<td>-</td>
<td>-</td>
<td>1,040,214</td>
</tr>
<tr>
<td>International equity</td>
<td>1,981,176</td>
<td>-</td>
<td>-</td>
<td>1,981,176</td>
</tr>
<tr>
<td>Emerging markets</td>
<td>2,079,744</td>
<td>-</td>
<td>-</td>
<td>2,079,744</td>
</tr>
<tr>
<td></td>
<td>$20,827,589</td>
<td>-</td>
<td>-</td>
<td>20,827,589</td>
</tr>
<tr>
<td>Liability -</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest rate swap</td>
<td>$</td>
<td>-</td>
<td>1,209,973</td>
<td>1,209,973</td>
</tr>
</tbody>
</table>
NOTE 6 - FAIR VALUE MEASUREMENTS, CONTINUED

Fair Value at December 31, 2019

<table>
<thead>
<tr>
<th></th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mutual funds:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed income:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broad domestic</td>
<td>$4,492,275</td>
<td>-</td>
<td>-</td>
<td>4,492,275</td>
</tr>
<tr>
<td>High yield bonds</td>
<td>5,099,422</td>
<td>-</td>
<td>-</td>
<td>5,099,422</td>
</tr>
<tr>
<td>Short-term bonds</td>
<td>220,060</td>
<td>-</td>
<td>-</td>
<td>220,060</td>
</tr>
<tr>
<td>Equity:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic large cap</td>
<td>5,181,790</td>
<td>-</td>
<td>-</td>
<td>5,181,790</td>
</tr>
<tr>
<td>Domestic small/mid cap</td>
<td>1,001,768</td>
<td>-</td>
<td>-</td>
<td>1,001,768</td>
</tr>
<tr>
<td>International equity</td>
<td>1,859,880</td>
<td>-</td>
<td>-</td>
<td>1,859,880</td>
</tr>
<tr>
<td>Emerging markets</td>
<td>1,971,208</td>
<td>-</td>
<td>-</td>
<td>1,971,208</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$19,826,403</td>
<td>-</td>
<td>-</td>
<td>19,826,403</td>
</tr>
<tr>
<td>Liability -</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest rate swap</td>
<td>$712,437</td>
<td>-</td>
<td>-</td>
<td>712,437</td>
</tr>
</tbody>
</table>

For the years ended December 31, 2020 and 2019, there were no significant transfers in or out of Level 3.

NOTE 7 - LINE OF CREDIT

The Organization has a $2,500,000 unsecured line of credit. This line expires on December 21, 2021 and bears interest at 1.5% plus 30 day LIBOR (2.50% at December 31, 2020). The outstanding balance on the line of credit was $1,099,209 at December 31, 2020 and 2019, respectively.

Restrictive covenants imposed under the line of credit require the Organization to maintain an unrestricted cash and investment to total fund debt of not less than 1.25 (ENA only). As of December 31, 2020 and 2019, this covenant was met.

NOTE 8 - BOND PAYABLE

On December 21, 2017, a Series 2017 Industrial Revenue Bond (Bond) was issued by the City of Watseka. The aggregate principal amount of the Bond is $10,000,000 and the proceeds of the Bond were used to finance the purchase of the land and building in Schaumburg, IL. The maturity date of the Bond is December 21, 2047.

The Bond bears interest at variable rates throughout the life of the bond. As of December 31, 2020, the interest rate on the Bond is 1.19%. The Bond requires monthly payments of $28,736.
NOTE 8 - BOND PAYABLE, CONTINUED

The Bond agreement requires the Organization to furnish audited financial statements 270 days after each year end.

There were debt issuance costs of $123,194 related to the bond issuance. Amortization expense for the years ended December 31, 2020 and 2019 was $7,519 and $7,792, respectively.

During 2018, the Organization entered into a $10,000,000 interest rate swap agreement with a bank to fix the rate on the variable rate bond and to manage the borrowing costs. The interest rate swap agreement has a termination date of December 10, 2027 and a fixed interest rate of 3.61%.

The settlement value of the interest rate swap at December 31, 2020 and 2019 was a liability of $1,209,973 and $712,437, respectively. The settlement rate was estimated using a present value calculation of the swap’s remaining estimated cash flows, not adjusted for any nonperformance risk.

The Bond payable as of December 31, 2020 and 2019 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>DEBT ISSUE PRINCIPAL</td>
<td>DEBT ISSUE COSTS</td>
</tr>
<tr>
<td>Bond</td>
<td>$ 9,310,336</td>
<td>99,818</td>
</tr>
<tr>
<td>Current portion</td>
<td>344,832</td>
<td>7,246</td>
</tr>
<tr>
<td></td>
<td>$ 8,965,504</td>
<td>92,572</td>
</tr>
</tbody>
</table>

Principal payments due on Bond payable during each of the next five years are as follows:

- 2021: $344,832
- 2022: $344,832
- 2023: $344,832
- 2024: $344,832
- 2025: $344,832
- Thereafter: $7,586,176

Total: $9,310,336
NOTE 9 - OPERATING LEASES

The Organization is obligated under certain operating leases, primarily for certain office space and office equipment which expire on various dates until 2025.

Total rent expense under all operating leases amounted to $107,465 and $104,346 for the years ended December 31, 2020 and 2019, respectively.

The aggregate future minimum lease commitment on these leases as of December 31, 2020 is as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Minimum Lease Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>$95,138</td>
</tr>
<tr>
<td>2022</td>
<td>78,537</td>
</tr>
<tr>
<td>2023</td>
<td>63,682</td>
</tr>
<tr>
<td>2024</td>
<td>65,343</td>
</tr>
<tr>
<td>2025</td>
<td>67,055</td>
</tr>
</tbody>
</table>

Total $369,755

NOTE 10 - RETIREMENT SAVINGS PLAN

ENA has a 401(k) defined contribution retirement savings plan (Plan) available to substantially all of ENA’s employees. ENA matches up to 4% of each employee’s contribution to the Plan. The Plan also has a discretionary profit-sharing component. ENA’s discretionary profit-sharing contribution is determined annually based on the fiscal results of the organization with input from staff and the Board. In 2019, ENA’s profit-sharing contribution was 5% of each qualified employee’s salary. In 2020, there was no profit-sharing contribution. ENA’s contribution is funded on a current basis. Total contributions to the Plan in 2020 and 2019 were $256,285 and $679,760, respectively.

NOTE 11 - COMMITMENTS AND CONTINGENCIES

The Organization has entered into a number of contracts with various vendors for space, hotel accommodations and ancillary services for future meetings. Minimum estimated cancellation fees are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Minimum Cancellation Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>$1,297,238</td>
</tr>
<tr>
<td>2022</td>
<td>127,992</td>
</tr>
<tr>
<td>2023</td>
<td>-</td>
</tr>
<tr>
<td>2024</td>
<td>2,040,450</td>
</tr>
</tbody>
</table>

Total $3,465,680

The $1,938,315 Paycheck Protection Program loan and its forgiveness are subject to examination under the terms of the agreement with the Small Business Administration for a period of six years from the date the loan is forgiven. The Organization is not currently under examination nor has the Organization been contacted.
NOTE 12 - ENDOWMENTS

The Organization's endowment includes three board-designated endowments established for the ENAF and fourteen donor-restricted endowment funds primarily for the general operating purposes of the Organization, as well as for specific programs and scholarships. Net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

Interpretation of Relevant Law

The State of Illinois adopted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) on June 30, 2009. The Organization has adopted a spending policy that requires the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment fund absent explicit donor stipulations to the contrary.

As a result of this policy, the Organization retains in perpetuity (a) the original value of initial and subsequent gift amounts (including promises to give net of discount and allowance for doubtful accounts) donated to the endowment and (b) any accumulations to the endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added. Donor-restricted amounts not retained in perpetuity are subject to appropriation for expenditure by the Organization in a manner consistent with the standard of prudence described by UPMIFA.

The Organization considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- The duration and preservation of the fund
- The purposes of the Organization and the donor-restricted endowment fund
- General economic conditions
- The possible effect of inflation and deflation
- The expected total return from income and the appreciation of investments
- Other resources of the Organization
- The investment policies of the Organization

Strategies Employed for Achieving Objectives

To satisfy its long-term rate of return objectives, the Organization relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends).
NOTE 12 - ENDOWMENTS, CONTINUED

Spending Policy and How the Investment Objectives Relate to Spending Policy

The Organization has a policy of appropriating annually no more than 5% of the prior three-year average of the fair market value of the endowment, including any capital appreciation and/or current yield. In establishing this policy, the Organization considered the long-term expected return on its endowments. This is consistent with the Organization’s objective to maintain the fair value of the endowment assets held in perpetuity for a specified term as well as to provide additional real growth through new gifts and investment return. Donor-restricted endowments are spent in accordance with the donors’ requirements; distributions are made for purposes that conform to the donors’ stated intentions.

Funds with Deficiencies

From time to time, certain donor-restricted endowment funds may have fair values less than the amount required to be maintained by donors or by law (underwater endowments). There were no funds with deficiencies for the year ended December 31, 2020 and 2019.

Endowment net asset composition by type of fund as of December 31, 2020:

<table>
<thead>
<tr>
<th></th>
<th>WITHOUT DONOR RESTRICTIONS</th>
<th>WITH DONOR RESTRICTIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board-designated endowment funds</td>
<td>$ 1,835,515</td>
<td>-</td>
<td>1,835,515</td>
</tr>
<tr>
<td>Donor-restricted endowment funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Original donor-restricted gift amount and amounts required to be maintained in perpetuity by the donor</td>
<td>-</td>
<td>1,003,528</td>
<td>1,003,528</td>
</tr>
<tr>
<td>Accumulated investment gains</td>
<td></td>
<td>-</td>
<td>453,334</td>
</tr>
<tr>
<td>$ 1,835,515</td>
<td>1,456,862</td>
<td>3,292,377</td>
<td></td>
</tr>
</tbody>
</table>

-23-
NOTE 12 - ENDOWMENTS, CONTINUED

Changes in endowment net assets for the year ended December 31, 2020:

<table>
<thead>
<tr>
<th></th>
<th>WITHOUT DONOR RESTRICTIONS</th>
<th>WITH DONOR RESTRICTIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment net assets,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>January 1, 2020</td>
<td>$1,925,444</td>
<td>1,269,539</td>
<td>3,194,983</td>
</tr>
<tr>
<td>Investment return, net</td>
<td>194,071</td>
<td>168,219</td>
<td>362,290</td>
</tr>
<tr>
<td>Transfer of board-designated endowment funds to COVID-relief fund</td>
<td>(200,000)</td>
<td>-</td>
<td>(200,000)</td>
</tr>
<tr>
<td>Appropriation of endowment assets for expenditures</td>
<td>(84,000)</td>
<td>(44,000)</td>
<td>128,000</td>
</tr>
<tr>
<td>Contributions</td>
<td>-</td>
<td>63,104</td>
<td>63,104</td>
</tr>
<tr>
<td></td>
<td>(89,929)</td>
<td>187,323</td>
<td>97,394</td>
</tr>
<tr>
<td>Endowment net assets,</td>
<td>$1,835,515</td>
<td>1,456,862</td>
<td>3,292,377</td>
</tr>
<tr>
<td>December 31, 2020</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Endowment net asset composition by type of fund as of December 31, 2019:

<table>
<thead>
<tr>
<th></th>
<th>WITHOUT DONOR RESTRICTIONS</th>
<th>WITH DONOR RESTRICTIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board-designated endowment funds</td>
<td>$1,925,444</td>
<td>-</td>
<td>1,925,444</td>
</tr>
<tr>
<td>Donor-restricted endowment funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Original donor-restricted gift amount</td>
<td>-</td>
<td>940,423</td>
<td>940,423</td>
</tr>
<tr>
<td>and amounts required to be maintained in perpetuity by the donor</td>
<td>-</td>
<td>329,116</td>
<td>329,116</td>
</tr>
<tr>
<td>Accumulated investment gains</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$1,925,444</td>
<td>1,269,539</td>
<td>3,194,983</td>
</tr>
</tbody>
</table>
NOTE 12 - ENDOWMENTS, CONTINUED

Changes in endowment net assets for the year ended December 31, 2019:

<table>
<thead>
<tr>
<th></th>
<th>WITHOUT DONOR RESTRICTIONS</th>
<th>WITH DONOR RESTRICTIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Endowment net assets,</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>January 1, 2019</td>
<td>$1,658,894</td>
<td>1,000,906</td>
<td>2,659,800</td>
</tr>
<tr>
<td>Investment return, net</td>
<td>338,200</td>
<td>203,474</td>
<td>541,674</td>
</tr>
<tr>
<td>Appropriation of endowment assets for expenditures</td>
<td>(71,650)</td>
<td>(40,850)</td>
<td>(112,500)</td>
</tr>
<tr>
<td>Contributions</td>
<td>266,550</td>
<td>268,633</td>
<td>535,183</td>
</tr>
<tr>
<td><strong>Endowment net assets,</strong></td>
<td>$1,925,444</td>
<td>1,269,539</td>
<td>3,194,983</td>
</tr>
<tr>
<td>December 31, 2019</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE 13 - NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions consist of the following:

<table>
<thead>
<tr>
<th>Endowments:</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karen O'Neil Endowed Scholarship Fund</td>
<td>$120,921</td>
<td>109,337</td>
</tr>
<tr>
<td>New York State September 11 Endowment Fund</td>
<td>157,364</td>
<td>143,831</td>
</tr>
<tr>
<td>Judith C. Kelleher Memorial Endowment Fund</td>
<td>144,721</td>
<td>123,264</td>
</tr>
<tr>
<td>Anita Dorr Memorial Endowment Fund</td>
<td>2,309</td>
<td>1,932</td>
</tr>
<tr>
<td>Jeanette Ash Endowed Scholarship Fund</td>
<td>60,836</td>
<td>49,751</td>
</tr>
<tr>
<td>Richard Wynkoop Scholarship Fund</td>
<td>49,137</td>
<td>37,944</td>
</tr>
<tr>
<td>Elizabeth B. Moore Memorial Fund for Scholarships</td>
<td>141,359</td>
<td>129,771</td>
</tr>
<tr>
<td>Texas Endowed Scholarship Fund</td>
<td>129,261</td>
<td>106,308</td>
</tr>
<tr>
<td>Mildred Fincke Memorial Endowed</td>
<td>27,955</td>
<td>12,378</td>
</tr>
<tr>
<td>Scholarship Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joan Eberhardt Endowed Scholarship Fund</td>
<td>55,617</td>
<td>51,090</td>
</tr>
<tr>
<td>Peggy McCall Fund</td>
<td>28,258</td>
<td>25,000</td>
</tr>
<tr>
<td>Jeff Solheim International Endowment</td>
<td>15,000</td>
<td>-</td>
</tr>
<tr>
<td>Gracen Brooke Oglesby Pediatric Fund</td>
<td>1,075</td>
<td>-</td>
</tr>
<tr>
<td>Castner and Spencer Family Research Fund</td>
<td>4,696</td>
<td>-</td>
</tr>
<tr>
<td>General Endowment Fund</td>
<td>518,353</td>
<td>478,933</td>
</tr>
<tr>
<td><strong>Purpose restricted contributions</strong></td>
<td>218,259</td>
<td>46,752</td>
</tr>
<tr>
<td><strong>$</strong></td>
<td><strong>1,675,121</strong></td>
<td><strong>1,316,291</strong></td>
</tr>
</tbody>
</table>
NOTE 14 - NET ASSETS RELEASED FROM DONOR RESTRICTIONS

Net assets released from restrictions during the years ended December 31, 2020 and 2019, because donor restrictions were met by satisfying the stated purpose or time or other event are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarships</td>
<td>$182,525</td>
<td>340,158</td>
</tr>
<tr>
<td>COVID-19 relief</td>
<td>78,826</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$261,351</strong></td>
<td><strong>340,158</strong></td>
</tr>
</tbody>
</table>

NOTE 15 - IMPACT OF COVID-19

In March 2020, the World Health Organization declared the outbreak of a novel coronavirus (COVID-19) as a pandemic, which continues to spread throughout the United States of America. Due to the impact of COVID-19 and the resulting decision to move to a virtual meeting in 2020, the Organization saw a temporary decrease in course fees, conferences, publications, and sponsorships. Management continues to actively monitor the global situation in order to mitigate any potential future impact on the Organization’s changes in net assets and financial performance. In 2021, previous revenue declines experienced in 2020 have since rebounded.

NOTE 16 - PAYCHECK PROTECTION PROGRAM LOAN

On April 5, 2020, the Organization received proceeds in the amount of $1,938,315 under the Paycheck Protection Program (PPP). Established as part of the Coronavirus Aid, Relief and Economic Security Act (CARES Act), the PPP provides for loans to qualifying businesses in amounts up to 2.5 times the business’s average monthly payroll expenses. PPP loans and accrued interest are forgivable after a “covered period” of 24 weeks as long as the borrower maintains its payroll levels and uses the loan proceeds for eligible purposes, including payroll, benefits, rent, and utilities. The forgiveness amount will be reduced if the borrower terminates employees or reduces salaries during the covered period. Any unforgiven portion of a PPP loan is payable over two or five years at an interest rate of 1%, with a deferral of payments for 10 months after the end of the covered period.

Given Congress’ intent to have the proceeds of the PPP loans forgiven by meeting specific criteria, The Organization has elected to treat the PPP loan in accordance with the conditional government grants model in accordance with FASB ASC 958-605. The Organization initially recorded the loan as a refundable advance and subsequently recognized PPP grant revenue in accordance with the guidance for conditional government grants; that is, once the measurable performance or other barrier and right of return of the PPP loan no longer existed. The Organization has recognized $1,938,315 as Paycheck Protection Program grant revenue on the consolidated statements of activities for the year ended December 31, 2020. On March 4, 2021, the Organization received notice that the Small Business Administration authorized full forgiveness of the PPP loan, which legally released to Organization from the loan obligation.
NOTE 16 - PAYCHECK PROTECTION PROGRAM LOAN, CONTINUED

Pursuant to the 2021 Consolidated Appropriations Act (CAA), the Organization applied for a second $1,938,315 PPP loan and received the funds on February 1, 2021. The loan is intended to be forgiven if the proceeds are used to cover eligible expenses enumerated in the CAA, including that at least 60% be used to cover eligible payroll expenses. In addition, the Organization must maintain employee and compensation levels. The loan carries an interest rate of 1% and has a maturity date of February 1, 2026. The Organization intends to comply with all requirements to qualify for loan forgiveness.

NOTE 17 - RECLASSIFICATIONS

Certain amounts in the 2019 financial statements have been reclassified to conform with the year 2020 presentation.
SUPPLEMENTARY INFORMATION
INDEPENDENT AUDITOR’S REPORT
ON SUPPLEMENTARY INFORMATION

To the Finance Committee
of Emergency Nurses Association
and Board of Trustees of ENA Foundation

We have audited the consolidated financial statements of Emergency Nurses Association and Affiliate as of and for the years ended December 31, 2020 and 2019, and our report thereon, which expresses an unmodified opinion on those consolidated financial statements appears on pages 1 and 2. Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The supplementary information is presented for the purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audits of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

PKF Mueller

Elgin, Illinois
July 16, 2021
## ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,229,456</td>
<td>1,449,630</td>
</tr>
<tr>
<td>Accounts receivable, net of allowance for doubtful accounts of $152,575 and $197,000 for 2020 and 2019, respectively</td>
<td>1,635,317</td>
<td>1,702,666</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>16,909</td>
<td>16,723</td>
</tr>
<tr>
<td>Other receivables</td>
<td>74,053</td>
<td>47,188</td>
</tr>
<tr>
<td>Current portion of mortgage receivable</td>
<td>60,251</td>
<td>-</td>
</tr>
<tr>
<td>Due from affiliate - ENA Foundation</td>
<td>-</td>
<td>7,900</td>
</tr>
<tr>
<td>Inventory</td>
<td>34,986</td>
<td>50,552</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>957,577</td>
<td>943,648</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>4,008,549</td>
<td>4,218,307</td>
</tr>
<tr>
<td><strong>Property and equipment, net</strong></td>
<td>11,880,046</td>
<td>12,259,640</td>
</tr>
<tr>
<td><strong>Property held for sale</strong></td>
<td>-</td>
<td>2,450,000</td>
</tr>
<tr>
<td><strong>Mortgage receivable, net of current portion</strong></td>
<td>1,813,749</td>
<td>-</td>
</tr>
<tr>
<td><strong>Investments</strong></td>
<td>16,911,006</td>
<td>16,215,232</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$34,613,350</td>
<td>35,143,179</td>
</tr>
</tbody>
</table>

## LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$294,106</td>
<td>766,377</td>
</tr>
<tr>
<td>Wages and benefits payable</td>
<td>554,371</td>
<td>944,905</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>465,904</td>
<td>612,605</td>
</tr>
<tr>
<td>Credits on customer accounts</td>
<td>76,741</td>
<td>230,910</td>
</tr>
<tr>
<td>Due to affiliate - ENA Foundation</td>
<td>6,245</td>
<td>-</td>
</tr>
<tr>
<td>Assessments payable</td>
<td>822,900</td>
<td>1,330,139</td>
</tr>
<tr>
<td>Line of credit</td>
<td>1,099,209</td>
<td>1,099,209</td>
</tr>
<tr>
<td>Current portion of deferred revenue</td>
<td>2,676,587</td>
<td>2,579,300</td>
</tr>
<tr>
<td>Current portion of bond payable</td>
<td>337,586</td>
<td>337,313</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>6,333,649</td>
<td>7,900,758</td>
</tr>
<tr>
<td><strong>Long-term liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest rate swap agreement</td>
<td>1,209,973</td>
<td>712,437</td>
</tr>
<tr>
<td>Deferred revenue, net of current portion</td>
<td>1,284,361</td>
<td>1,182,892</td>
</tr>
<tr>
<td>Bond payable, net of current portion</td>
<td>8,872,932</td>
<td>9,210,518</td>
</tr>
<tr>
<td><strong>Total long-term liabilities</strong></td>
<td>11,367,266</td>
<td>11,105,847</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>17,700,915</td>
<td>19,006,605</td>
</tr>
<tr>
<td><strong>Net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without donor restrictions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td>16,410,525</td>
<td>15,634,664</td>
</tr>
<tr>
<td>Board-designated</td>
<td>501,910</td>
<td>501,910</td>
</tr>
<tr>
<td><strong>Total without donor restrictions</strong></td>
<td>16,912,435</td>
<td>16,136,574</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$34,613,350</td>
<td>35,143,179</td>
</tr>
</tbody>
</table>
### Support and revenue:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courses</td>
<td>$12,137,728</td>
<td>14,897,385</td>
</tr>
<tr>
<td>Membership dues</td>
<td>4,583,459</td>
<td>4,258,905</td>
</tr>
<tr>
<td>Conferences</td>
<td>867,804</td>
<td>3,333,411</td>
</tr>
<tr>
<td>Publications</td>
<td>584,984</td>
<td>760,483</td>
</tr>
<tr>
<td>Marketplace</td>
<td>506,938</td>
<td>586,580</td>
</tr>
<tr>
<td>Sponsorships</td>
<td>278,250</td>
<td>499,010</td>
</tr>
<tr>
<td>Royalties</td>
<td>155,369</td>
<td>515,554</td>
</tr>
<tr>
<td>Other</td>
<td>256,654</td>
<td>480,881</td>
</tr>
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<td>Grants</td>
<td>181,735</td>
<td>80,988</td>
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<td>Paycheck Protection Program grant revenue</td>
<td>1,938,315</td>
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<tr>
<td>Mailing lists</td>
<td>3,960</td>
<td>19,781</td>
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<tr>
<td>Donated services</td>
<td>75,000</td>
<td>95,000</td>
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<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>21,570,196</strong></td>
<td><strong>25,527,978</strong></td>
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### Expenses:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs, grants and scholarships</td>
<td>13,640,569</td>
<td>17,410,480</td>
</tr>
<tr>
<td>Management and general</td>
<td>7,041,150</td>
<td>8,048,522</td>
</tr>
<tr>
<td>Fundraising and development</td>
<td>451,413</td>
<td>432,991</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>21,133,132</strong></td>
<td><strong>25,891,993</strong></td>
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### Increase (decrease) in net assets - before other income

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<tr>
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<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total other income</strong></td>
<td>338,797</td>
<td>1,867,104</td>
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<tr>
<td><strong>Change in net assets</strong></td>
<td>775,861</td>
<td>1,503,089</td>
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### Net assets without donor restrictions:

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<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets without donor restrictions, beginning of year</td>
<td>16,136,574</td>
<td>14,633,485</td>
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<tr>
<td>Net assets without donor restrictions, end of year</td>
<td>$16,912,435</td>
<td>16,136,574</td>
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See Independent Auditor's Report on Supplementary Information.
EMERGENCY NURSES ASSOCIATION  
STATEMENT OF FUNCTIONAL EXPENSES  
YEAR ENDED DECEMBER 31, 2020

<table>
<thead>
<tr>
<th>Programs, Grants and Scholarships</th>
<th>Management and General</th>
<th>Fundraising and Development</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Payroll expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>$ 5,034,584</td>
<td>3,189,000</td>
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<tr>
<td>Employee benefits</td>
<td>743,590</td>
<td>433,757</td>
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<td>Payroll taxes</td>
<td>401,152</td>
<td>218,721</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertising and promotion</td>
<td>106,572</td>
<td>251</td>
<td>969</td>
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<tr>
<td>Discount on sales</td>
<td>142,192</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Bad debt expense</td>
<td>35,160</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Bank charges and credit card processing fees</td>
<td>-</td>
<td>361,651</td>
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<tr>
<td>Computer</td>
<td>223,389</td>
<td>774,501</td>
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<td>Conferences</td>
<td>627,462</td>
<td>90,895</td>
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<tr>
<td>Cost of goods sold</td>
<td>1,343,693</td>
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<td>-</td>
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<td>Depreciation and amortization</td>
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<td>115,949</td>
<td>11,722</td>
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<td>Fulfillment and warehousing services</td>
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<td>2,640</td>
<td>381,562</td>
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<td>57,912</td>
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<td>Miscellaneous</td>
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<td>69,565</td>
<td>-</td>
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<td>Postage, freight and shipping</td>
<td>237,948</td>
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<td>Professional services</td>
<td>242,936</td>
<td>11,919</td>
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<td>Professional services</td>
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<td>Public relations</td>
<td>9,211</td>
<td>156</td>
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<td>Recruitment fees</td>
<td>-</td>
<td>38,017</td>
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<tr>
<td>Stipends</td>
<td>101,969</td>
<td>137,000</td>
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<td>Supplies and equipment</td>
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<td>Temporary workers</td>
<td>35,010</td>
<td>84,951</td>
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<td>127,094</td>
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<td>Travel</td>
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</tr>
<tr>
<td><strong>Occupancy expenses:</strong></td>
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<tr>
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<td></td>
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<td></td>
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<tr>
<td></td>
<td>$ 13,640,569</td>
<td>7,041,150</td>
<td>451,413</td>
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See Independent Auditor’s Report on Supplementary Information.
<table>
<thead>
<tr>
<th></th>
<th>PROGRAMS, GRANTS AND SCHOLARSHIPS</th>
<th>MANAGEMENT AND GENERAL</th>
<th>FUNDRAISING AND DEVELOPMENT</th>
<th>TOTAL</th>
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<tr>
<td><strong>Payroll expenses:</strong></td>
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<td>6,578,072</td>
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<td>156,716</td>
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<td>427,023</td>
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<td>826,466</td>
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<td>451,889</td>
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<td>-</td>
<td>271,831</td>
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<tr>
<td>Grants and scholarships</td>
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<td>-</td>
<td>382,019</td>
<td>791,860</td>
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<td>55,441</td>
<td>50,586</td>
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<td>106,027</td>
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<td>81,973</td>
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<td>195,740</td>
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<td>Postage, freight and shipping</td>
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<td>3,746</td>
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<td>279,996</td>
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<td>Printing</td>
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<td>11,224</td>
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<td>320,882</td>
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<td>549,854</td>
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<td>51,852</td>
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<td>Public relations</td>
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<td>68,819</td>
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<td>140,000</td>
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<td>283,690</td>
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<td>105,751</td>
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<td>164,548</td>
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<td>249,339</td>
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<td>Training</td>
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<td>222,051</td>
<td>-</td>
<td>260,077</td>
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<td>859,912</td>
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<td>8,046,183</td>
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<td><strong>Occupancy expenses:</strong></td>
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<td>9,700</td>
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<td>Depreciation</td>
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<td>222,946</td>
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<td>17,870</td>
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<td>14,630</td>
<td>365,739</td>
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<td>Rent</td>
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<td>33,342</td>
<td>-</td>
<td>75,776</td>
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<td>6,071</td>
<td>607</td>
<td>15,177</td>
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<td>Utilities</td>
<td>61,094</td>
<td>43,640</td>
<td>4,364</td>
<td>109,098</td>
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<td></td>
<td>587,497</td>
<td>422,676</td>
<td>38,934</td>
<td>1,049,107</td>
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<tr>
<td><strong>Assessment expenses:</strong></td>
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<td></td>
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<tr>
<td>State/chapter membership dues</td>
<td>527,315</td>
<td>-</td>
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<tr>
<td>ENPC/TNCC</td>
<td>1,671,413</td>
<td>-</td>
<td>-</td>
<td>1,671,413</td>
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<td></td>
<td>2,198,728</td>
<td>-</td>
<td>-</td>
<td>2,198,728</td>
</tr>
<tr>
<td>$</td>
<td>17,410,480</td>
<td>8,048,522</td>
<td>432,991</td>
<td>25,891,993</td>
</tr>
</tbody>
</table>

See Independent Auditor's Report on Supplementary Information.
### Cash provided by (applied to) operating activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$ 775,861</td>
<td>1,503,089</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash applied to operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization of property and equipment</td>
<td>709,866</td>
<td>667,043</td>
</tr>
<tr>
<td>Amortization of debt issuance costs</td>
<td>7,519</td>
<td>7,792</td>
</tr>
<tr>
<td>Loss on interest rate swap agreement</td>
<td>497,536</td>
<td>427,846</td>
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<tr>
<td>Loss on property held for sale</td>
<td>450,000</td>
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</tr>
<tr>
<td>Bad debt (recovery) expense</td>
<td>(44,425)</td>
<td>33,466</td>
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<tr>
<td>Realized and unrealized gain on investments</td>
<td>(1,295,465)</td>
<td>(2,213,769)</td>
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<tr>
<td>Decrease (increase) in assets:</td>
<td></td>
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<tr>
<td>Accounts receivable, net of change in allowance</td>
<td>111,774</td>
<td>192,253</td>
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<tr>
<td>Grants receivable</td>
<td>(186)</td>
<td>(16,723)</td>
</tr>
<tr>
<td>Other receivables</td>
<td>(26,865)</td>
<td>(108)</td>
</tr>
<tr>
<td>Due (to) from affiliate - ENA Foundation</td>
<td>14,145</td>
<td>(1,895)</td>
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<tr>
<td>Inventory</td>
<td>15,566</td>
<td>64,275</td>
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<tr>
<td>Prepaid expenses and other assets</td>
<td>(13,929)</td>
<td>(280,183)</td>
</tr>
<tr>
<td>Increase (decrease) in liabilities:</td>
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<td></td>
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<tr>
<td>Accounts payable</td>
<td>(472,271)</td>
<td>(21,618)</td>
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<tr>
<td>Wages and benefits payable</td>
<td>(390,534)</td>
<td>120,438</td>
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<td>Accrued expenses</td>
<td>(146,701)</td>
<td>(90,198)</td>
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<td>Credits on customer accounts</td>
<td>(154,169)</td>
<td>(399,374)</td>
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<td>Assessments payable</td>
<td>(507,239)</td>
<td>(286,401)</td>
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<td>Deferred revenue</td>
<td>198,756</td>
<td>23,000</td>
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<tr>
<td><strong>Total cash applied to operating activities</strong></td>
<td>(270,761)</td>
<td>(271,067)</td>
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</table>

### Cash provided by (applied to) investing activities:

<table>
<thead>
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<th>Description</th>
<th>2020</th>
<th>2019</th>
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</thead>
<tbody>
<tr>
<td>Purchases of property and equipment</td>
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<td>(574,043)</td>
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<td>Payments received on mortgage receivable</td>
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<tr>
<td>Purchases of investments</td>
<td>(3,113,487)</td>
<td>(2,331,312)</td>
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<tr>
<td>Proceeds from sale and maturities of investments</td>
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<td><strong>Total cash provided by investing activities</strong></td>
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<td>1,165,094</td>
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### Cash applied to financing activities:

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<th>2019</th>
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<tr>
<td>Payments on line of credit</td>
<td>-</td>
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<tr>
<td>Payments on bonds payable</td>
<td>(344,832)</td>
<td>(344,832)</td>
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<tr>
<td><strong>Total cash applied to financing activities</strong></td>
<td>(344,832)</td>
<td>(353,214)</td>
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</tbody>
</table>

### Net increase (decrease) in cash and cash equivalents                      | (220,174) | 540,813   |

### Cash and cash equivalents, beginning of year                              | 1,449,630 | 908,817   |

### Cash and cash equivalents, end of year                                     | $ 1,229,456| 1,449,630 |

### Noncash investing transaction:

- **Mortgage receivable from sale of property held for sale**                  | $ 2,000,000| -         |

### Other cash flow information:

- **Interest paid**                                                          | $ 378,564  | 403,661   |
- **Income taxes paid**                                                      | $ 5,849    | 53,000    |

See Independent Auditor's Report on Supplementary Information.
## ENA FOUNDATION

**STATEMENTS OF FINANCIAL POSITION**

**DECEMBER 31, 2020 AND 2019**

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$330,922</td>
<td>291,806</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>9,299</td>
<td>5,018</td>
</tr>
<tr>
<td>Due from affiliate - ENA</td>
<td>6,245</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>346,466</td>
<td>296,824</td>
</tr>
<tr>
<td><strong>Property and equipment, net</strong></td>
<td>5,214</td>
<td>7,232</td>
</tr>
<tr>
<td><strong>Investments</strong></td>
<td>3,916,583</td>
<td>3,611,171</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$4,268,263</td>
<td>3,915,227</td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$27,521</td>
<td>7,369</td>
</tr>
<tr>
<td>Due to affiliate - ENA</td>
<td>-</td>
<td>7,900</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>27,521</td>
<td>15,269</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without donor restrictions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td>623,357</td>
<td>658,223</td>
</tr>
<tr>
<td>Board-designated</td>
<td>1,942,264</td>
<td>1,925,444</td>
</tr>
<tr>
<td><strong>Total without donor restrictions</strong></td>
<td>2,565,621</td>
<td>2,583,667</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>With donor restrictions</td>
<td>1,675,121</td>
<td>1,316,291</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>4,240,742</td>
<td>3,899,958</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$4,268,263</td>
<td>3,915,227</td>
</tr>
</tbody>
</table>

See Independent Auditor’s Report on Supplementary Information.
## ENA FOUNDATION
### STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS
#### YEARS ENDED DECEMBER 31, 2020 AND 2019

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Support and revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Support:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$575,454</td>
<td>450,342</td>
<td>1,025,796</td>
<td>510,783</td>
<td>421,128</td>
<td>931,911</td>
</tr>
<tr>
<td>Special events revenue, net of direct expenses</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>52,389</td>
<td>-</td>
<td>52,389</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>261,351</td>
<td>(261,351)</td>
<td>-</td>
<td>340,158</td>
<td>(340,158)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td>836,805</td>
<td>188,991</td>
<td>1,025,796</td>
<td>903,330</td>
<td>80,970</td>
<td>984,300</td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programs, grants and scholarships</td>
<td>769,588</td>
<td>-</td>
<td>769,588</td>
<td>575,648</td>
<td>-</td>
<td>575,648</td>
</tr>
<tr>
<td>Fundraising and development</td>
<td>121,081</td>
<td>-</td>
<td>121,081</td>
<td>125,259</td>
<td>-</td>
<td>125,259</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>1,105,713</td>
<td>-</td>
<td>1,105,713</td>
<td>927,247</td>
<td>-</td>
<td>927,247</td>
</tr>
<tr>
<td><strong>Increase (decrease) in net assets - before other income</strong></td>
<td>(268,908)</td>
<td>188,991</td>
<td>(79,917)</td>
<td>(23,917)</td>
<td>80,970</td>
<td>57,053</td>
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<tr>
<td><strong>Other income:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income, net</td>
<td>250,862</td>
<td>169,839</td>
<td>420,701</td>
<td>425,828</td>
<td>203,474</td>
<td>629,302</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>(18,046)</td>
<td>358,830</td>
<td>340,784</td>
<td>401,911</td>
<td>284,444</td>
<td>686,355</td>
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<tr>
<td><strong>Net assets, beginning of year</strong></td>
<td>2,583,667</td>
<td>1,316,291</td>
<td>3,899,958</td>
<td>2,181,756</td>
<td>1,031,847</td>
<td>3,213,603</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$2,565,621</td>
<td>1,675,121</td>
<td>4,240,742</td>
<td>2,583,667</td>
<td>1,316,291</td>
<td>3,899,958</td>
</tr>
</tbody>
</table>

See Independent Auditor's Report on Supplementary Information.
## ENA FOUNDATION
### STATEMENT OF FUNCTIONAL EXPENSES
#### YEAR ENDED DECEMBER 31, 2020

<table>
<thead>
<tr>
<th>Operating expenses:</th>
<th>Programs, Grants and Scholarships</th>
<th>Management and General</th>
<th>Fundraising and Development</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>$</td>
<td>-</td>
<td>-</td>
<td>1,420</td>
</tr>
<tr>
<td>Bank charges and credit card processing fees</td>
<td>-</td>
<td>-</td>
<td>909</td>
<td>909</td>
</tr>
<tr>
<td>Computer</td>
<td>-</td>
<td>5,660</td>
<td>-</td>
<td>5,660</td>
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<tr>
<td>Conferences</td>
<td>-</td>
<td>846</td>
<td>850</td>
<td>1,696</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>2,018</td>
<td>-</td>
<td>2,018</td>
</tr>
<tr>
<td>Grants and scholarships</td>
<td>657,470</td>
<td>-</td>
<td>-</td>
<td>657,470</td>
</tr>
<tr>
<td>Insurance</td>
<td>-</td>
<td>480</td>
<td>-</td>
<td>480</td>
</tr>
<tr>
<td>Postage, freight and shipping</td>
<td>113</td>
<td>510</td>
<td>87</td>
<td>710</td>
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<tr>
<td>Printing</td>
<td>-</td>
<td>425</td>
<td>251</td>
<td>676</td>
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<tr>
<td>Professional services</td>
<td>111,843</td>
<td>182,641</td>
<td>115,231</td>
<td>409,715</td>
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<tr>
<td>Supplies and equipment</td>
<td>162</td>
<td>2,950</td>
<td>553</td>
<td>3,665</td>
</tr>
<tr>
<td>Temporary workers</td>
<td>-</td>
<td>1,998</td>
<td>-</td>
<td>1,998</td>
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<tr>
<td>Travel</td>
<td>-</td>
<td>17,516</td>
<td>1,780</td>
<td>19,296</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 769,588</strong></td>
<td><strong>215,044</strong></td>
<td><strong>121,081</strong></td>
<td><strong>1,105,713</strong></td>
</tr>
</tbody>
</table>

See Independent Auditor’s Report on Supplementary Information.
## ENA FOUNDATION
### STATEMENT OF FUNCTIONAL EXPENSES
#### YEAR ENDED DECEMBER 31, 2019

<table>
<thead>
<tr>
<th></th>
<th>PROGRAMS, GRANTS AND SCHOLARSHIPS</th>
<th>MANAGEMENT AND GENERAL</th>
<th>FUNDRAISING AND DEVELOPMENT</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank charges and credit card processing fees</td>
<td>$ -</td>
<td>-</td>
<td>276</td>
<td>276</td>
</tr>
<tr>
<td>Computer</td>
<td>-</td>
<td>5,521</td>
<td>-</td>
<td>5,521</td>
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<tr>
<td>Conferences</td>
<td>-</td>
<td>1,054</td>
<td>11,154</td>
<td>12,208</td>
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<tr>
<td>Depreciation</td>
<td>-</td>
<td>2,018</td>
<td>-</td>
<td>2,018</td>
</tr>
<tr>
<td>Grants and scholarships</td>
<td>461,519</td>
<td>-</td>
<td>-</td>
<td>461,519</td>
</tr>
<tr>
<td>Insurance</td>
<td>-</td>
<td>480</td>
<td>-</td>
<td>480</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>-</td>
<td>162</td>
<td>-</td>
<td>162</td>
</tr>
<tr>
<td>Postage, freight and shipping</td>
<td>-</td>
<td>144</td>
<td>404</td>
<td>548</td>
</tr>
<tr>
<td>Printing</td>
<td>-</td>
<td>504</td>
<td>6,400</td>
<td>6,904</td>
</tr>
<tr>
<td>Professional services</td>
<td>114,129</td>
<td>188,668</td>
<td>104,992</td>
<td>407,789</td>
</tr>
<tr>
<td>Supplies and equipment</td>
<td>-</td>
<td>3,955</td>
<td>1,007</td>
<td>4,962</td>
</tr>
<tr>
<td>Temporary workers</td>
<td>-</td>
<td>1,598</td>
<td>-</td>
<td>1,598</td>
</tr>
<tr>
<td>Travel</td>
<td>-</td>
<td>22,236</td>
<td>1,026</td>
<td>23,262</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 575,648</td>
<td>226,340</td>
<td>125,259</td>
<td>927,247</td>
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</tbody>
</table>

See Independent Auditor's Report on Supplementary Information.
### ENA FOUNDATION

**STATEMENTS OF CASH FLOWS**  
**YEARS ENDED DECEMBER 31, 2020 AND 2019**

<table>
<thead>
<tr>
<th>Cash provided by (applied to) operating activities:</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$340,784</td>
<td>686,355</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash provided by (applied to) operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation of property and equipment</td>
<td>2,018</td>
<td>2,018</td>
</tr>
<tr>
<td>Realized and unrealized gain on investments</td>
<td>(338,380)</td>
<td>(523,640)</td>
</tr>
<tr>
<td>Contributions restricted for investment in endowment</td>
<td>(63,104)</td>
<td>(106,009)</td>
</tr>
<tr>
<td>Increase in assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>(4,281)</td>
<td>(4,768)</td>
</tr>
<tr>
<td>Increase (decrease) in liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>20,152</td>
<td>5,952</td>
</tr>
<tr>
<td>Due (to) from affiliate - ENA</td>
<td>(14,145)</td>
<td>1,895</td>
</tr>
<tr>
<td>Total cash provided by (applied to) operating activities</td>
<td>(56,956)</td>
<td>61,803</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash provided by (applied to) investing activities:</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchases of investments</td>
<td>(392,820)</td>
<td>(409,335)</td>
</tr>
<tr>
<td>Proceeds from sale and maturities of investments</td>
<td>425,788</td>
<td>406,053</td>
</tr>
<tr>
<td>Total cash provided by (applied to) investing activities</td>
<td>32,968</td>
<td>(3,282)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash provided by financing activities:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Collections of contributions restricted for investment in endowment</td>
<td>63,104</td>
<td>106,009</td>
</tr>
<tr>
<td>Net increase in cash and cash equivalents</td>
<td>39,116</td>
<td>164,530</td>
</tr>
<tr>
<td>Cash and cash equivalents, beginning of year</td>
<td>291,806</td>
<td>127,276</td>
</tr>
<tr>
<td>Cash and cash equivalents, end of year</td>
<td>$330,922</td>
<td>291,806</td>
</tr>
</tbody>
</table>

See Independent Auditor's Report on Supplementary Information.
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- COURSE ADMINISTRATION FACULTY ............................................................................................... 4
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2021 GENERAL CRITERIA

General Criteria for all committees (unless specifically noted) is as follows:

• Strong attention to detail and the ability to meet deadlines
• Professional writing and editing skills
  o Writing and/or editing samples may be required for consideration
• Ability to provide expert and time-sensitive feedback on documents from external entities, as requested by the Association, on behalf of the President
• Proficient in Microsoft Office Suite (Word, Excel, PowerPoint)
• Ability to use ENA Connect for committee activity (online)
• Timely response to email and phone calls
• Ability to participate in meetings via online video conference, phone or in person
  o Some committees require attendance at onsite meetings, requiring travel (expenses paid by ENA)
  o Review and agree to ENA’s travel policy and guidelines if applicable
  o Agree to participate in online video conferencing or conference calls and share documents via ENA Connect
• In general, committee meetings, video conferences, and conference calls are scheduled during ENA business days of Monday through Friday, however these meetings may take place outside of the general timeframe as needed.
• Be accountable to ENA’s committee code of conduct, communication standards.
### ADVOCACY ADVISORY COUNCIL

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. William Schueler, MSN, RN, CEN, FAEN</td>
<td>Chair</td>
<td>OR</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/20 – 12/31/23</td>
</tr>
<tr>
<td>2. Amie Porcelli, RN, CEN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/19 - 12/31/21</td>
</tr>
<tr>
<td>3. Danita Mullins, MSN, RN, CEN</td>
<td>Member</td>
<td>AR</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>4. Debby Rogers, MS, RN, FAEN</td>
<td>Member</td>
<td>CA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>5. Lauren Plaine, BSN, RN, CEN</td>
<td>Member</td>
<td>VA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>6. Mona Kelley, MSN, RN</td>
<td>Member</td>
<td>TN</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
</tbody>
</table>

**Board Liaison:** Kristen Cline  
**Staff Liaison:** Rob Kramer

**2021 Charges:**
1. Review and identify public policy as it relates to advocacy in emergency nursing  
   Generate ideas for program development and implementation related to government relations and advocacy.  
   Assist in prioritizing advocacy efforts based on ENA’s organizational priorities  
2. Provide assistance to ENA State Government Affairs Chairs for assigned states

**2021 Specific Criteria:**
- Must have extensive knowledge of public policy issues affecting emergency care and emergency nursing at the state and federal levels
- Demonstrated advocacy involvement with ENA State Council/Chapter
- Ability to serve for a two-year term
- One onsite meeting at Day on the Hill required

### AWARDS COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Kevin Jennings, BSN, BS, RN</td>
<td>Member</td>
<td>MO</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/19 - 12/31/21</td>
</tr>
<tr>
<td>3. Marcia Harmon, BSN, RN, CEN</td>
<td>Member</td>
<td>NE</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>4. Vanessa Lozada, BSN, RN, SANE-A, SANE-P</td>
<td>Member</td>
<td>TX</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>5. Regina Newby, BSN, RN, CEN</td>
<td>Member</td>
<td>OK</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>6. Tameka Poston-Myricks, MSN, BSN, RN, CEN</td>
<td>Member</td>
<td>AL</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>7. Anthony Thomsen, BSN, RN, CEN, NREMT-P, NRP</td>
<td>Member</td>
<td>IA</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>8. Abigail White, MSN, BSN, RN, CEN, ACCNS-AG</td>
<td>Member</td>
<td>IL</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>9. Linda Arapian MSN, RN, EMT-B, CEN, CPEN, TCRN, FAEN</td>
<td>Member</td>
<td>MD</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>10. Louise Hummel MSN, RN, CNS, CEN, TCRN, FAEN</td>
<td>Member</td>
<td>CA</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>11. Jennifer Williams-Cook, BSN, RN, CEN, CPEN, CFRN, NRP, TCRN</td>
<td>Member</td>
<td>MS</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>12. Barbara Gibson, BSN, RN, CEN</td>
<td>Member</td>
<td>TN</td>
<td>1/1/21 – 12/31/22</td>
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</table>
2021 Charges:
1. Encourage award application submission
2. Review awards and their applicable criteria and provide recommendations for revisions
3. Review and score eligible candidate applications

2021 Specific Criteria:
- Must be able to participate in reviewer training and utilize the electronic award scoring tool
- Experience at a state or chapter level at ENA
- Ability to serve for a two-year term
- No onsite meeting required

CLINICAL PRACTICE GUIDELINES COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
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<tbody>
<tr>
<td>Annie Horigan, PhD, RN</td>
<td>Chair</td>
<td>GA</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/18 – 12/31/22</td>
</tr>
<tr>
<td>Janet Kaiser, MSN, BSN, RN, CEN</td>
<td>Member</td>
<td>VA</td>
<td>1/1/18 – 12/31/21</td>
<td>1/1/18 – 12/31/21</td>
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<tr>
<td>Lisa Gilmore, DNP, MSN-ED, RN, APRN, FNP, CNS, EMT-P, CEN, CPEN, CFRN, ACCNS-AG, ACCNS-P, FNP-C, NREMT-P</td>
<td>Member</td>
<td>MO</td>
<td>1/1/19 – 12/31/21</td>
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<tr>
<td>Kathy Van Dusen, MSN, RN, CEN, CPEN, NHDP-BC</td>
<td>Member</td>
<td>CA</td>
<td>1/1/19 – 12/31/21</td>
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<tr>
<td>Judith Bradford, DNS, MSN, RN, FAEN</td>
<td>Member</td>
<td>MS</td>
<td>1/1/21 – 12/31/21</td>
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<tr>
<td>Robin MacPherson-Dias, MS, BSN, RN, CEN, CPEN, CCRN, TCRN</td>
<td>Member</td>
<td>CA</td>
<td>1/1/21 – 12/31/23</td>
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<tr>
<td>Andrea Perry, MSN, BSN RN, CEN, CPEN, CNL, MICN</td>
<td>Member</td>
<td>CA</td>
<td>1/1/21 – 12/31/23</td>
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<tr>
<td>Alison Camarda, MSN-ED, BSN, RN, CEN, CPEN, SANE</td>
<td>Member</td>
<td>VT</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>Andrea Slivinski, DNP, RN, CEN, CPEN, ACNS-BC</td>
<td>Member</td>
<td>NC</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>Andrew Slifko, DNP, MBA, RN, EMT-B, NEA-BC</td>
<td>Member</td>
<td>NJ</td>
<td>1/1/21 – 12/31/22</td>
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</tbody>
</table>
1. Amy Boren, MS, BSN, RN, CEN, CPEN, TCRN  Chair  CO  1/1/21 – 12/31/22
2. Kristine Powell, MSN, RN, CEN, NEA-BC, FAEN  Member  TX  1/1/20 – 12/31/21
3. Jennifer Taylor, MSN, RN, EMT-B, CEN, TCRN  Member  TN  1/1/20 – 12/31/21
4. Cathy Fox, RN, CEN, CPEN, TCRN, FAEN  Member  VA  1/1/21 – 12/31/22
5. Sonya Drechsel, BSN, RN, CEN, TCRN  Member  MN  1/1/21 – 12/31/22
6. Melanie Doster, MSN, BSN, RN, CEN  Member  NC  1/1/21 – 12/31/22

**Board Liaison:** Chris Dellinger  
**Staff Liaison:** Nicole Williams

### 2021 Charges:
1. Review course administrative procedures and provide recommendations on an ongoing basis
2. Recommend disciplinary action of Course Directors and Course Instructors as necessary
3. Provide recommendations for course implementation based on various course delivery models
4. Serve as ambassadors on ENA Connect sites for Course Directors and Instructors

### 2021 Specific Criteria:
- Must be TNCC and ENPC Faculty
- Experience in working with ENA educational programs
- Ability to serve for a two-year term
- Willingness to engage in online TNCC and ENPC communities consistently
- No onsite meeting required

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**DIVERSITY, EQUITY AND INCLUSIVITY COMMITTEE**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>1. Anna Valdez, PhD, MSN, RN, CEN, CFRN, CNE, FAEN</td>
<td>Chair</td>
<td>CA</td>
<td>1/1/21 – 12/31/21</td>
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<tr>
<td>2. Hershaw Davis, Jr., MSN, RN</td>
<td>Member</td>
<td>MD</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>3. Jennifer Bevacqua, RN, CPNP-AC, CPNP-PC</td>
<td>Member</td>
<td>OR</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>4. Tangela Faulk, RN</td>
<td>Member</td>
<td>NC</td>
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<tr>
<td>5. Jo Tabler, MSN, BSN, RN, CEN, CFRN, AGCNS-BC</td>
<td>Member</td>
<td>IN</td>
<td>1/1/21 – 12/31/21</td>
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<tr>
<td>7. Kaleena Soorma, RN</td>
<td>Member</td>
<td>NY</td>
<td>1/1/21 – 12/31/21</td>
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**Board Liaison:** Ryan Oglesby  
**Staff Liaison:** Nicole Williams

### Charges:
1. Assess the experiences of emergency nurses related to DEI within the emergency nursing community and ENA
2. Determine barriers and challenges to promoting DEI within the emergency nursing profession and ENA community
3. Implement strategies, with ENA Board approval, to improve DEI within the ENA community

### Specific Criteria:
- Must have current ENA membership
- Ability to serve for at least a 6-month term
- Must be comfortable with virtual engagement via online meetings, email and document sharing
- Experience working within, creating or the desire to impact the development of an environment that values and encourages diversity of thought, experience, demographic backgrounds and identifies
## EMERGENCY DEPARTMENT OPERATIONS COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>1. Beth Estep, MSN, RN, CEN</td>
<td>Chair</td>
<td>OH</td>
<td>1/1/21 – 12/31/21</td>
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<tr>
<td>2. Rita Anderson, BSN, RN, CEN, FAEN</td>
<td>Member</td>
<td>AZ</td>
<td>1/1/21 – 12/31/21</td>
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<tr>
<td>3. Denise Bayer, MSN, RN, FAEN</td>
<td>Member</td>
<td>CA</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>4. Jonathan Green, DNP, RN, NP, CEN, CCRN, ENP-C, FNP-C</td>
<td>Member</td>
<td>NJ</td>
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<tr>
<td>5. James Thomas, MSN, RN, CEN</td>
<td>Member</td>
<td>PA</td>
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<td>6. Susan Domagala, RN</td>
<td>Member</td>
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**Board Liaison:** Chris Dellinger  
**Staff Liaison:** Cathy Olson

### 2021 Charges:

1. Provide subject matter expertise related to emergency department operations/management  
2. Identify, recommend, and/or develop evidence-based best practices for emergency department leadership to improve patient and staff safety in emergency care settings and provide evidence-based recommendation for creating a safe work environment  
3. Review and provide feedback on educational content and other ENA initiatives as requested

### 2021 Specific Criteria:

- Must have a good understanding of systems, organization and management of operations in the delivery of emergency care  
- Experience in a leadership role in an emergency care setting  
- Ability to serve for a two-year term  
- No onsite meeting required

## EMERGENCY MANAGEMENT AND PREPAREDNESS COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>1. Angie Lee, MSN-ED, RN, CEN</td>
<td>Chair</td>
<td>NY</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>2. Brian Rogers, MSN, BSN, RN, CEN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/21 – 12/31/21</td>
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<tr>
<td>3. April Burge, MSN, RN, EMT-B</td>
<td>Member</td>
<td>TX</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>4. Paul Mikita, BSN, RN</td>
<td>Member</td>
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<td>1/1/20 – 12/31/21</td>
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<tr>
<td>5. Grace Burgos, PhD, MSN, BSN, RN</td>
<td>Member</td>
<td>TX</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>7. Taryn Amberson, MPH, BSN, RN, CEN</td>
<td>Member</td>
<td>HI</td>
<td>1/1/21 – 12/31/22</td>
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**Board Liaison:** Mike Hastings  
**Staff Liaison:** Monica Kolbuk

### 2021 Charges:

1. Provide subject matter expertise on emergency management and preparedness  
2. Identify best practices for all patient populations related to emergency management preparedness  
3. Identify, recommend and develop resources for emergency management and preparedness

### 2021 Specific Criteria:

- Must have knowledge and active involvement in emergency management, planning, application and evaluation  
- Ability to serve for a two-year term  
- No onsite meeting required
### EMERGENCY MEDICAL SERVICES ADVISORY COUNCIL

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
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<tbody>
<tr>
<td>1. Jeffrey Maler, BSN, RN, EMT-B, CEN, TCRN</td>
<td>Chair</td>
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<td>1/1/20 – 12/31/21</td>
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<tr>
<td>3. Justin Beal, RN, EMT-P, CEN, CPEN, CFRN, NREMT-P, PHRN, TCRN</td>
<td>Member</td>
<td>WV</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>4. Kay-Ellie Bleecher, MSN, RN, APN, CRNP, CEN, FNP-C, NREMT-P, PHRN, FAEN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>5. Deborah McCrea, EdD, MSN, RN, EMT-P, CEN, CFRN, FNP-BC</td>
<td>Member</td>
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**Board Liaison:** Mike Hastings  
**Staff Liaison:** Stephanie Klavon

### 2021 Charges:
1. Provide subject matter expertise on emergency medical services as it relates to the emergency nurse  
2. Review and recommend resources to promote collaboration between EMS providers and emergency nurses  
3. Review EMS initiatives to improve population health and provide recommendations as relevant to emergency nursing

### 2021 Specific Criteria:
- Must have current or recent experience as an EMS provider (basic, advanced, pre-hospital RN, flight nursing that does 911 response) or be in an EMS leadership or education position
- Ability to review and respond to assigned documents related to EMS and emergency nursing, sometimes on urgent timelines
- Ability to serve for a one-year term

### EMERGENCY NURSING QUALITY MEASURES DEVELOPMENT WORK TEAM

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>1. Kathy Baker, PhD, RN, NE-BC</td>
<td>Chair</td>
<td>VA</td>
<td>1/1/21 – 12/31/23</td>
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<tr>
<td>2. Elizabeth Tedesco, DNP, RN, CEN, PHRN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/21 – 12/31/23</td>
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<tr>
<td>3. Kathleen Zavotsky, PhD, RN, CEN, ACNS-BC, CCRN, FAEN</td>
<td>Member</td>
<td>NJ</td>
<td>1/1/21 – 12/31/23</td>
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<tr>
<td>4. Shenee Laurence, MPH, BSN, BS, RN</td>
<td>Member</td>
<td>CA</td>
<td>1/1/21 – 12/31/23</td>
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<tr>
<td>5. Shuba Samuel, PhD, MSN, BSN, RN, FNP, CEN, CNE, FNP-BC</td>
<td>Member</td>
<td>MI</td>
<td>1/1/21 – 12/31/23</td>
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<tr>
<td>6. Anna May, MSN, MBA, BA, RN, CEN, CPEN</td>
<td>Member</td>
<td>NE</td>
<td>1/1/21 – 12/31/23</td>
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<tr>
<td>7. Elizabeth Brennan, EdD, MSN, Med, BS, ADN, RN, CEN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/21 – 12/31/23</td>
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**Board Liaison:** Dustin Bass  
**Staff Liaison:** Catherine Olson, MSN, RN  
**Research Lead:** Lisa Wolf, PhD, RN, CEN, FAEN

### 2021 Charges:
1. Provide subject matter expertise on emergency nursing quality improvement  
2. Research current evidence for best nursing practice to improve patient outcomes in the emergency department  
3. Recommend pertinent, evidence-based emergency nursing quality measures to be developed  
4. Develop introductory set of emergency nursing quality measures  
5. Draft and refine process for testing of measures.
2021 Specific Criteria:
- Must have knowledge and/or experience in emergency department quality improvement and benchmarking of data
- Must have strong understanding of nurse-sensitive quality indicators
- Master’s Degree strongly preferred.
- Experience in emergency nursing leadership or education preferred
- Knowledge and experience in nursing research preferred
- Knowledge and experience in nursing informatics or EHR data retrieval desired

EMERGENCY NURSING ADVANCED PRACTICE ADVISORY COUNCIL

<table>
<thead>
<tr>
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<th>Position</th>
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<tbody>
<tr>
<td>1. Nancy Denke, DNP, RN, ACNP, CEN, ACNP-BC, CCRN, FNP-BC, FAEN</td>
<td>Chair</td>
<td>AZ</td>
<td>1/1/21 – 12/31/21</td>
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</tr>
<tr>
<td>2. David House, DNP MSN BSN BS RN APRN CRNP FNP CNS CEN ENP-C FNP-BC</td>
<td>Member</td>
<td>AL</td>
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<tr>
<td>3. Kimberly Brandenburg, CEN, CPEN, APRN-BC, FNP-C</td>
<td>Member</td>
<td>NE</td>
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<tr>
<td>4. Tresa Zielinski, DNP, RN, APRN, CPNP-PC</td>
<td>Member</td>
<td>IL</td>
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<tr>
<td>5. Steve Branham, RN, ACNP-BC, CCRN, ENP-C, FNP-BC</td>
<td>Member</td>
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<tr>
<td>7. Jacob Miller, MS, ACNP, FNP, CNS, CFRN, CCRN, NREMT-P</td>
<td>Member</td>
<td>OH</td>
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Board Liaison: Jennifer Schmitz

Staff Liaison: Margaret Carman

2021 Charges:
1. Provide subject matter expertise for advanced practice nursing issues
2. Generate ideas for advanced practice nursing program development and implementation in accordance with ENA’s strategic plan
3. Review and provide feedback on educational content and other ENA initiatives as requested
4. Collaborate with conference education planning committee to enhance the APRN conference experience

2021 Specific Criteria:
- Must have experience in advanced practice in emergency or urgent care settings
- Evidence of scholarly activities such as developing evidence-based practice protocols, developing or conducting nursing education, implementing evidence into practice, evaluating outcomes (patient/population, nurse, or systems level), and/or publications is required
- Certified nurse practitioner or clinical nurse specialist preferred
- Doctorate of Nursing Practice or other appropriate advance degree required
- Ability to serve for a two-year term
- Onsite meeting required

EMERGENCY NURSING CONFERENCE EDUCATION PLANNING COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>1. Teresa Dodge, RN, BSN, CEN</td>
<td>Co-Chair</td>
<td>NY</td>
<td>1/1/21 – 12/31/21</td>
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<tr>
<td>2. Rachael Smith, MSN, RN, CEN, CCRN, TCRN</td>
<td>Co-Chair</td>
<td>CT</td>
<td>1/1/21 – 12/31/21</td>
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<tr>
<td>3. Melinda Elayda, MPA, BSN, RN</td>
<td>Member</td>
<td>CA</td>
<td>1/1/20 – 12/31/21</td>
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<td>4. Heidi Gilbert, BSN, RN, CEN, SANE</td>
<td>Member</td>
<td>OK</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>5. Jill LeBeau, RN</td>
<td>Member</td>
<td>CO</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>6. Sarah Sargalski Munier, MSN, RN, CEN</td>
<td>Member</td>
<td>MD</td>
<td>1/1/20 – 12/31/21</td>
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<td>7. Brett Pickens, DNP, MSN-ED, BSN, ADN, RN, CEN, CPEN, CNE</td>
<td>Member</td>
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Board Liaison: Ron Kraus
Staff Liaison: Rashonda Legault

2021 Charges:
1. Identify key learning outcomes and content for education relevant to emergency nursing
2. Explore and implement innovative learning approaches to enhance the overall ENA conference experience
3. In collaboration with advanced practice advisory council and other organizations as appropriate, create a plan to include content designed for advanced practice nurses, including pharmacology and relevant clinical and professional development issues based on member feedback and needs assessment

2021 Specific Criteria:
- Highly recommended that applicants have attended the Emergency Nursing 2019 to observe meeting processes and flow of events
- Must be available to attend the annual Emergency Nursing conference
  - Willingness to work throughout annual conference as session monitors
  - Ability to walk long distances and participate in conference activities as scheduled
  - Suggest that applicants not participate as delegates or alternate delegates at the 2021 General Assembly to avoid scheduling issues
- Experience in program planning and/or nursing education
- Knowledge of the American Nurses Credentialing Center (ANCC) Guidelines for continuing education
- Onsite meeting required at the ENA office
- Ability to adapt to quickly to new technology
- Ability to serve for a two-year term

EMERGENCY NURSING EDUCATION ADVISORY COUNCIL

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wesley Davis</td>
<td>Chair</td>
<td>WY</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/19 – 12/31/22</td>
</tr>
<tr>
<td>Barbra Bachmeier</td>
<td>Member</td>
<td>IN</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>Julie Slack</td>
<td>Member</td>
<td>MI</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>Meredith Holder</td>
<td>Member</td>
<td>CA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>Victor (Matt) Pearson</td>
<td>Member</td>
<td>CA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>Dana Kemery</td>
<td>Member</td>
<td>NJ</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
</tbody>
</table>

Board Liaison: Steven Jewell
Staff Liaison: Nicole Williams

2021 Charges:
1. Provide subject matter expertise for educational products and other initiatives
2. Generate ideas for educational products, program development and implementation
3. Assist in prioritizing the content development initiatives based upon the ENA Strategic Plan
4. Review and provide feedback on educational content as requested

2021 Specific Criteria:
- Must have extensive knowledge about and experience in nursing education
- Knowledge of adult learning principles
- Experience with various educational delivery methods, including live, enduring, online, and/or distance learning
- Must have a minimum of a Master’s degree in Nursing
- Ability to serve for a two-year term
- No onsite meeting required

EMERGENCY NURSING RESEARCH ADVISORY COUNCIL

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Paul Clark, PhD, MA, RN</td>
<td>Chair</td>
<td>IN</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/19 – 12/31/22</td>
</tr>
<tr>
<td>2. Courtney Edwards, DNP, MPH, RN, CEN, CCRN, TCRN</td>
<td>Member</td>
<td>TX</td>
<td>1/1/19 – 12/31/21</td>
<td>1/1/19 – 12/31/21</td>
</tr>
<tr>
<td>3. Kimberly Johnson, PhD, RN, CEN</td>
<td>Member</td>
<td>OH</td>
<td>1/1/19 – 12/31/21</td>
<td>1/1/19 – 12/31/21</td>
</tr>
<tr>
<td>4. Christian Burchill, PhD, RN, CEN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>5. Michael Moon, PhD, MSN, RN, CEN, CCRN, TCRN, PHRN</td>
<td>Member</td>
<td>VA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>6. Michael Callihan, PhD, MSN, RN, EMT-P</td>
<td>Member</td>
<td>TX</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>7. Stephanie Frisch, PhD, MSN, RN, EMT-B, CEN, CCRN, PHRN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>8. Tania Strout, PhD, MS, BSN, RN</td>
<td>Member</td>
<td>ME</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
</tbody>
</table>

Board Liaison: Ryan Oglesby
Staff Liaison: Lisa Wolf

2021 Charges:
1. Provide subject matter expertise for the advisory council
2. Assist in development and implementation of 5-year research strategic plan
3. Assist in prioritizing the advisory council’s programs based upon the ENA Strategic Plan
4. Collaborate with ENA Foundation to review research grant proposals
5. Participate in developing research protocols, analyzing data and contributing to manuscripts
6. Participate in development and writing Understanding Research column for Journal of Emergency Nursing (JEN)
7. Participate in review of ENA Clinical Practice Guidelines
8. Participate in review of abstracts and posters to be presented at the annual conference.

2021 Specific Criteria:
- Writing sample may be required as part of submission
- Must have extensive knowledge about and experience in nursing research
- Evidence of scholarly activities such as developing proposals, conducting research, dissemination, and/or implementing findings into practice is required
- Interest in collaborative research with other members of the Advisory Council
- Must have a minimum of a doctorate, will consider those enrolled in PhD programs
- Ability to serve for a two- or three-year term in order to collaborate meaningfully on research projects
- Onsite meeting required

EMERGING PROFESSIONAL ADVISORY COUNCIL

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mica David, BSN, RN</td>
<td>Chair</td>
<td>GA</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/20 – 12/31/22</td>
</tr>
<tr>
<td>2. Haley Brown, BSN, RN, EMT-B</td>
<td>Member</td>
<td>TX</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>3. Norma Hernandez-Ramirez, MSN, RN</td>
<td>Member</td>
<td>CA</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
</tbody>
</table>
4. Alexus Moore, MSN-ED, RN  
   Member  
   VA  
   1/1/21 – 12/31/22

5. Amie Porcelli, BSN, RN, CEN, TCRN  
   Member  
   PA  
   1/1/21 – 12/31/21  
   1/1/21 – 12/31/22

6. Robert Ramos, BSN, RN  
   Member  
   TX  
   1/1/21 – 12/31/21  
   1/1/21 – 12/31/22

7. Oneka Hill, BSN, BS, RN  
   Member  
   MI  
   1/1/21 – 12/31/22  
   1/1/21 – 12/31/22

Board Liaison: Ryan Oglesby  
Staff Liaison: Matt Hessler

2021 Charges:  
1. Help assess and engage the needs of emerging professional members  
2. Evaluate whether any new benefits or resources are necessary to support the needs of emerging professionals  
3. Advise ENA on the best channels to communicate with this membership group  
4. Advise on opportunities for expanding engagement of emerging professionals  
5. Serve as the planning team for the emerging professionals event held during annual conference

2021 Specific Criteria:  
- Must have five years or less experience in emergency nursing at the time of appointment  
- Must be comfortable with virtual engagement via online meetings, email, and document sharing  
- Ability to serve a two-year term  
- No onsite meeting required

EMERGING PROFESSIONAL LIAISON

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amie Porcelli, BSN, RN, CEN, TCRN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/21 – 12/31/22</td>
</tr>
</tbody>
</table>

Staff Liaison: Ashley Schuring

2021 Charges:  
1. Provide the emerging professional perspective and key insights through active participation in all Board meetings  
2. Serve as a non-voting liaison to the ENA Board of Directors for a one-year term  
3. Participate in person at all Board meetings during the year and attend the State and Chapter Leaders Orientation and Day on the Hill  
4. Participate in Board projects and workgroups as assigned  
5. Provide an update/seek commentary on issues facing emerging professionals during the ENA Update with the Board of Directors at the annual conference  
6. Simultaneously serve as a member of the Emerging Professional Advisory Council for one year and serve as Chair the following year  
7. Draft an end-of-year report on the experience as an Emerging Professional Liaison and support the transition of the role to a new emerging leader  
8. Other mentoring/shadowing opportunities may include: a one-on-one meeting with the ENA president and shadowing a Board Liaison during a state visit and/or volunteer group call (with permission)

2021 Specific Criteria:  
- Must have five years or less experience in emergency nursing at the time of appointment  
- Be a current ENA member in good standing  
- Previous experience in an ENA State Council/Chapter leadership position or ENA volunteer position is recommended  
- Cannot be a sitting member of the ENA Board of Directors  
- Must be able to commit to attending in-person meetings and various video conferences as needed  
- Must be comfortable with virtual engagement via online meetings, email, and document sharing

ENPC REVIEW COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cam Brandt, MSN, RN, CEN, CPEN</td>
<td>Chair</td>
<td>TX</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/23</td>
</tr>
<tr>
<td>Patricia Kunz Howard, PhD, RN, CEN, CPEN, NE-BC, TCRN, FAEN, FAAN</td>
<td>Member</td>
<td>KY</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
</tbody>
</table>

Emergency Nurses Association add date 11
Board Liaison: Terry Foster
Staff Liaison: Katrina Ceci

2021 Charges:
1. Provide subject matter expertise for the Emergency Nursing Pediatric Course (ENPC) 5th ed
2. Serve as subject matter experts (SMEs) in the quarterly Agile Revision process
3. Provide content review of course material and recommendations for course content edits

2021 Specific Criteria:
- Must have subject matter expertise in pediatrics
- It is desired that this work team represents diversity in experience, including pediatric nurses representing children’s hospitals as well as nurses representing general hospitals providing emergency care to pediatric patients
- ENPC 5th ed Course Instructor or Course Director verification required
- Ability to serve for a 12-month term

**GERIATRIC COMMITTEE**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Joan (Michelle) Moccia, DNP, MSN, RN, ANP-BC, CCRN</td>
<td>Chair</td>
<td>MI</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/23</td>
</tr>
<tr>
<td>2. Aaron Malsch, RN, MSN, GCNS-BC</td>
<td>Member</td>
<td>WI</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/19 - 12/31/21</td>
</tr>
<tr>
<td>3. Jaimie Ostrom, MSN, BSN, RN, CEN, CNL</td>
<td>Member</td>
<td>TX</td>
<td>2/1/21 – 12/31/21</td>
<td>2/1/21 – 12/31/21</td>
</tr>
<tr>
<td>4. Lisa Gaeta, MSN, BSN, RN, CEN</td>
<td>Member</td>
<td>NY</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>5. Suszanne Deyke, MSN, RN CEN</td>
<td>Member</td>
<td>NE</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>6. Patricia Primmer, RN</td>
<td>Member</td>
<td>NJ</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
</tbody>
</table>

Board Liaison: Joop Breuer
Staff Liaison: Katrina Ceci

2021 Charges:
1. Provide subject matter expertise related to geriatric emergency care
2. Identify and recommend resources to promote geriatric readiness in the emergency department
3. Revise, edit and develop resources for geriatric emergency care as requested

2021 Specific Criteria:
- Must have subject matter experience in Geriatrics (elderly) population and be willing to serve on collaborative projects
- Research and/or performance improvement background recommended
- Experience with development and evaluation of education for bedside emergency nurses preferred
- Ability to write clearly, professionally, and within established timelines
- Ability to serve for a one-two year term

**INTERNATIONAL ADVISORY COUNCIL**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Country</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Dawn Peta, BSN, RN</td>
<td>Chair</td>
<td>Canada</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/19 – 12/31/22</td>
</tr>
<tr>
<td>2. Walter Sergio Lugari, BSN, RN, ATCN</td>
<td>Member</td>
<td>Germany</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>3. Marc Marquez, RN</td>
<td>Member</td>
<td>Australia</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
</tbody>
</table>
### LANTERN AWARD REVIEWERS

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carol Fridal, MS, RN, EMT-B, CEN, CLNC</td>
<td>Chair</td>
<td>IA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/23</td>
</tr>
</tbody>
</table>

### Board Liaison: Joop Breuer

### Staff Liaison: Missy Norwick

**2021 Charges:** Charges to be developed upon 2021 committee formation and presented to the Board for ratification at a future date.

**2021 Specific Criteria:**
- Strong understanding of ENA
- Understanding of local and global nursing issues
- Ability to participate in virtual and in-person meetings in the United States. Onsite meeting at annual emergency nursing conference required
- Ability to serve for a two-year term

### LANTERN AWARD COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tyler Babcock, MSN, MBA, BSN, RN, CEN</td>
<td>Chair</td>
<td>PA</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/20 – 12/31/22</td>
</tr>
<tr>
<td>Jennifer Van Cura, DNP, MSN, MPH, MBA, RN, CEN, CPEN, TCRN</td>
<td>Member</td>
<td>CO</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/19 – 12/31/21</td>
</tr>
<tr>
<td>Ma Cecilia Reyes, BSN, RN</td>
<td>Member</td>
<td>NC</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>Debra Rodriguez, MSN, BSN, RN, SANE</td>
<td>Member</td>
<td>TX</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>Chris Rankin, DNP, MSN, BSN, RN, CEN</td>
<td>Member</td>
<td>OH</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>Lucinda Clos, RN</td>
<td>Member</td>
<td>MI</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>Natalie Heywood, RN</td>
<td>Member</td>
<td>AZ</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>Will Stewart, MSN, RN, EMT-P, CEN, NE-BC</td>
<td>Member</td>
<td>TX</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>Diane Heine, DNP, MSN, BSN, ADN, RN, CEN</td>
<td>Member</td>
<td>TX</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>Theresa Diloy, MSN, BSN, RN, CEN, CPEN</td>
<td>Member</td>
<td>VA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
</tbody>
</table>

### Board Liaison: Dustin Bass

### Staff Liaison: Ellen Siciliano

**2021 Charges:**
1. Review and recommend revisions for Lantern Award program materials as requested
2. Review and score eligible Lantern Award applications
3. Provide substantive and supported comments/feedback for Lantern application responses

**2021 Specific Criteria:**
- Must be able to participate in reviewer training and utilize the online reviewer tool to evaluate Lantern applications
- Deadlines and activity are heaviest between January-July; must have capacity to review a significant number of applications within an eight-week period (April-May) and participate in video conference meetings during June and/or July to create applicant feedback letters
- Excellent writing skills required in order to provide content for inclusion in applicant feedback letters.
- Ability to serve for a two-year term
- No onsite meeting required
2. Christina Kelly, BSN, RN, CEN  
Member  PA  1/1/20 – 12/31/21  1/1/20 – 12/31/21

3. Kimberly Mueller, BSN, RN, CEN, CPEN  
Member  IA  1/1/20 – 12/31/21  1/1/20 – 12/31/21

4. Mary Beth Tucker, RN, CEN, CCNS  
Member  GA  1/1/20 – 12/31/21  1/1/20 – 12/31/21

5. Marina Andrade, BSN, RN, CEN  
Member  TX  1/1/20 – 12/31/21  1/1/20 – 12/31/21

6. Heidi Webber, RN  
Member  MO  1/1/20 – 12/31/21  1/1/20 – 12/31/21

7. Mary Collins  
Member  OH  1/1/20 – 12/31/22  1/1/21 – 12/31/22

8. Deborah Schwytzer, DNP, RN, CEN, RN-BC  
Member  TX  1/1/20 – 12/31/22  1/1/21 – 12/31/22

9. Hanna Gerke, RN, CEN  
Member  OH  1/1/20 – 12/31/22  1/1/21 – 12/31/22

10. Karla Nygren, MSN, MBA, BA, RN, CEN, CPEN, CFRN, CCRN, CPN, TCRN  
Member  SD  1/1/21 – 12/31/22  1/1/21 – 12/31/22

11. Kimberly Treaster, MSN, RN, CEN  
Member  PA  1/1/21 – 12/31/22  1/1/21 – 12/31/22

Board Liaison: Dustin Bass  
Staff Liaison: Ellen Siciliano

2021 Charges:  
4. Review and recommend revisions for Lantern Award program materials as requested  
5. Review and score eligible Lantern Award applications  
6. Provide substantive and supported comments/feedback for Lantern application responses

2021 Specific Criteria:  
- Must be able to participate in reviewer training and utilize the online reviewer tool to evaluate Lantern applications  
- Deadlines and activity are heaviest between January-July; must have capacity to review a significant number of applications within an eight-week period (April-May) and participate in video conference meetings during June and/or July to create applicant feedback letters  
- Excellent writing skills required in order to provide content for inclusion in applicant feedback letters.  
- Ability to serve for a two-year term  
- No onsite meeting required

PEDiATRIC COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Gail Schoolden, DNP, RN, APRN, CNS, CPEN, ATCN</td>
<td>Chair</td>
<td>MD</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/20 – 12/31/22</td>
</tr>
<tr>
<td>2. Katherine Logee, MSN, RN, NP, CEN, CPEN, CFRN, CNE, FNP-BC, PNP-BC</td>
<td>Member</td>
<td>CA</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/19 – 12/31/21</td>
</tr>
<tr>
<td>3. Karen Kaskie, BSN, RN, CEN, CPEN, CFRN</td>
<td>Member</td>
<td>SD</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>4. Tristen Palumbo, MSN, MBA, BSN, RN, CPEN, CPN</td>
<td>Member</td>
<td>LA</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>5. Caleb Jacobs, MSN, RN</td>
<td>Member</td>
<td>WA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>6. Sara Daykin, DNP, RN, CPEN, TCRN</td>
<td>Member</td>
<td>NM</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
</tbody>
</table>

Board Liaison: Cheryl Randolph  
Staff Liaison: Cydne Perhats

2021 Charges:  
1. Provide subject matter expertise related to pediatric emergency care  
2. Identify, recommend and/or develop resources for care of the pediatric patient in emergency care settings  
3. Review and provide feedback on educational content and other ENA initiatives as requested

2021 Specific Criteria:  
- Must have subject matter experience in pediatrics  
- Experienced nurses representing children’s hospitals as well as nurses representing general hospitals that provide emergency care to pediatric patients desired  
- Current ENPC provider status  
- Ability to serve for a two-year term  
- No onsite meeting is required
## PEER REVIEW EDUCATION COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Charlene Drapeau, MSN, RN, CPEN, CPN, RN-BC</td>
<td>Member</td>
<td>RI</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>2. Mariann Cosby, DNP, MSN, MPA, RN, CEN, CCM, LNC, NE-BC PHN</td>
<td>Member</td>
<td>CA</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>3. Candi Miller-Morris, MSN, RN, CNS, CEN, CCRN</td>
<td>Member</td>
<td>NM</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>4. Shuba Samuel, PhD, MSN, BSN, RN, FNP, CEN, CNE, FNP-BC</td>
<td>Member</td>
<td>MI</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>5. Melissa Scott, PhD, MSN, BSN, ADN, RN</td>
<td>Member</td>
<td>NC</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>6. Joan Somes, PhD, MSN, RN, CEN, CPEN, RN-BC, FAEN</td>
<td>Member</td>
<td>MN</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>7. Jonathan Willis, MSN, RN, CEN, CPEN, CCRN-K (Adult), TCRN</td>
<td>Member</td>
<td>IN</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>8. Mary Zaleski, DNP, RN, CEN, RN-BC, FAEN</td>
<td>Member</td>
<td>MD</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>9. Crystal Miles-Threatt, MA, BSN, RN, CEN, CCRN-K (Adult), TCRN</td>
<td>Member</td>
<td>CA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>10. Genevieve Wessel, MSN, BS, RN, NP, CEN, AGACNP-BC, TCRN</td>
<td>Member</td>
<td>IL</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>11. Janis Farnholtz Province, MS, BSN, RN, CNS, CEN, TCRN, FAEN</td>
<td>Member</td>
<td>CA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>12. Marie Garrison, MSN, RN, EMT-I, CEN</td>
<td>Member</td>
<td>OH</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>13. Nicole Price, MSN, ANP, CNS, CEN, CPEN, TCRN</td>
<td>Member</td>
<td>WA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>14. Sarah Rueda, RN</td>
<td>Member</td>
<td>MD</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>15. Sherine Villegas, RN</td>
<td>Member</td>
<td>NY</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>16. Caroline Meza, MSN, RN</td>
<td>Member</td>
<td>NJ</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
</tbody>
</table>

**Board Liaison:** N/A  
**Staff Liaison:** Kim Cheramie

### 2021 Charges:
1. Serve as peer review members of the ENA’s accredited Approver Unit CNE applications  
2. Participate as pilot study subjects for ENA’s accredited Provider Unit’s newest products or activities  
3. Serve as content reviewers for ENA’s accredited Provider Unit ongoing CNE activities

### 2021 Specific Criteria:
- Experience with the American Nurses Credentialing Center’s criteria for continuing nursing education  
- Ability to independently review, on average one to two continuing education applications and required forms submitted to ENA’s approval unit each month, occasionally requiring a quick turn-around. The number of submitted applications and required forms varies each quarter.  
- Mentor new members through at least three CNE applications of varying complexity  
- Ability to serve for a two-year term No onsite meeting is required

## POSITION STATEMENT COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Elizabeth Stone, MSN, RN, CPEN, FAEN</td>
<td>Chair</td>
<td>NC</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/22</td>
</tr>
<tr>
<td>2. Brenda Braun, MSN, BSN, RN, CEN, CPEN, FAEN</td>
<td>Member</td>
<td>NJ</td>
<td>1/1/20 – 12/31/22</td>
<td>1/1/20 – 12/31/22</td>
</tr>
<tr>
<td>3. Carla Brim, MN, RN, CNS, CEN, PHCNS-BC</td>
<td>Member</td>
<td>WA</td>
<td>1/1/19 – 12/31/21</td>
<td>1/1/19 – 12/31/21</td>
</tr>
<tr>
<td>4. Alison Day, PhD, MSN, BS, RN, FAEN</td>
<td>Member</td>
<td>UK</td>
<td>1/1/20 – 12/31/22</td>
<td>1/1/20 – 12/31/22</td>
</tr>
<tr>
<td>5. Ann Marie Papa, DNP, MSN, RN, CEN, NE-BC, FAEN, FAAN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/19 – 12/31/21</td>
<td>1/1/19 – 12/31/21</td>
</tr>
<tr>
<td>6. Kathryn Rogers, MSN, RN, CEN, CPEN, CPHQ, NEA-BC, TCRN</td>
<td>Member</td>
<td>OR</td>
<td>1/1/19 – 12/31/21</td>
<td>1/1/19 – 12/31/21</td>
</tr>
<tr>
<td>7. Sharon Vanairsdale, DNP, MS, RN, APRN, NP, CNS, CEN, ACNS-BC, NP-C, FAEN, FAAN</td>
<td>Member</td>
<td>GA</td>
<td>1/1/20 – 12/31/22</td>
<td>1/1/20 – 12/31/22</td>
</tr>
</tbody>
</table>
8. Jennifer Williams, PhD, RN, ACNS-BC  Member  MO  9/23/19 – 12/31/21  9/23/19 – 12/31/21
9. Jean Proehl, MN, RN, CEN, CPEN, TCRN, FAEN, FAAN  Member  NH  1/1/21 – 12/31/22  1/1/21 – 12/31/22
10. Joanne Navaroli, MSN, BS, RN, CEN  Member  AZ  1/1/21 – 12/31/22  1/1/21 – 12/31/22

Board Liaison: Steven Jewell
Staff Liaison: Monica Kolbuk

2021 Charges:
1. Recommend subject matter experts to collaborate with ENA committees and work teams in developing new position statements
2. Review, revise, develop and/or recommend for archive, Position Statements for ENA Board approval
3. Collaborate with external organizations on Joint and Supported Position Statements at the direction of the ENA Board of Directors

2021 Specific Criteria:
- Capacity to review significant number of scientific articles and other literature, conduct literature searches, and be able to critically analyze and discuss the results of the literature searches
- Ability to write clearly, professionally, and within the timelines established by the PSC process
  - Academic writing sample using APA format and editing sample will be required as part of submission
- Master’s degree required; Doctoral degree is preferred.
- Previous experience on the Clinical Practice Guidelines Committee, IENR Advisory Council or Journal of Emergency Nursing (JEN) Editorial Board is preferred
- Ability to participate in at least one video conference call each month
- Ability to serve for a three-year term
- No onsite meeting is required

QUALITY AND SAFETY ADVISORY COUNCIL

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
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<th>Service Term</th>
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<tbody>
<tr>
<td>1. Robert Kentner, MSN, RN, EMT-P, CEN, CPHQ, NREMT-P, TCRN</td>
<td>Chair</td>
<td>NE</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/20 – 12/31/22</td>
</tr>
<tr>
<td>2. Elizabeth, EdD, MSN, Med, BS, ADN, RN, CEN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/19 – 12/31/21</td>
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<tr>
<td>3. Leann Briggs, BSN, BA, RN</td>
<td>Member</td>
<td>KS</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>4. Vivianna Carter, BSN, RN, TCRN</td>
<td>Member</td>
<td>MO</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>5. Joshua Monsivais, BSN, RN, CEN</td>
<td>Member</td>
<td>TX</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>6. Kayla Lott, MSN, RN, CRNP, CEN, FNP-C</td>
<td>Member</td>
<td>AL</td>
<td>1/1/21 – 12/31/22</td>
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Board Liaison: Mike Hastings
Staff Liaison: Cathy Olson

2021 Charges:
1. Provide subject matter expertise on quality, safety and injury prevention relevant to emergency nursing practice
2. Generate ideas for program development and implementation for quality, safety and injury prevention in accordance with the ENA Strategic Plan
3. Review and provide feedback on initiatives, practice resources or other documents as requested

2021 Specific Criteria:
- Must have knowledge about and experience in quality, safety, and/or injury prevention
- Previous experience in implementing quality, safety and/or injury prevention activities
- Ability to serve for a two-year term
- No onsite meeting required
**RESOLUTIONS COMMITTEE**

<table>
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<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
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<th>Service Term</th>
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</thead>
<tbody>
<tr>
<td>1. Daniel Misa, MSN, RN, CEN, CPEN</td>
<td>Chair</td>
<td>NJ</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/19 – 12/31/22</td>
</tr>
<tr>
<td>2. India Owens, MSN, RN, CEN, NE-BC, FAEN</td>
<td>Member</td>
<td>IN</td>
<td>1/1/19 – 12/31/21</td>
<td>1/1/19 – 12/31/21</td>
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<tr>
<td>3. Christopher Parker, MSN, BSN, RN, CEN, CPEN, CFRN, CNL, NRP, TCRN</td>
<td>Member</td>
<td>VA</td>
<td>1/1/20 – 12/31/22</td>
<td>1/1/20 – 12/31/22</td>
</tr>
<tr>
<td>4. Cody Staub, RN</td>
<td>Member</td>
<td>WA</td>
<td>1/1/20 – 12/31/22</td>
<td>1/1/20 – 12/31/22</td>
</tr>
<tr>
<td>5. Todd Haines, MSN, BSN, RN, EMT-I, CEN</td>
<td>Member</td>
<td>TN</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
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</table>

**Board Liaison:** Jennifer Schmitz  
**Staff Liaison:** Ashley Schuring

**2021 Charges:**
1. Conduct annual call for resolutions and bylaws amendments  
2. Provide assistance to resolution and bylaws authors submitting a proposal  
3. Ensure submitted bylaw amendments and resolutions adhere to ENA guidelines and formatting requirements  
4. Review and provide feedback regarding the resolutions and bylaws amendments guidelines and supporting materials for submission of a proposal  
5. Lead the reference committee hearings and assist with debate and vote during the onsite General Assembly meeting  
6. Deliberate and determine final recommendations and potential amendments for consideration during day two of General Assembly

**2021 Specific Criteria:**
- Experience with the resolutions and bylaws process on the local, state, or organizational level  
- Prior attendance at one ENA General Assembly as a delegate  
- Working knowledge of Roberts Rules of Order  
- Two onsite meetings required. One held at the ENA offices and one held at the ENA annual emergency nursing conference  
- Ability to serve for a three-year term

**TNCC REVIEW COMMITTEE**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sheila Silva, DNP, RN</td>
<td>Chair</td>
<td>MA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/23</td>
</tr>
<tr>
<td>2. Jim Sullivan, MSN, RN, CEN</td>
<td>Member</td>
<td>TX</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/21 – 12/31/21</td>
</tr>
<tr>
<td>3. Julie Miller, MSN, RN, CEN</td>
<td>Member</td>
<td>KS</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>4. Melanie Crowley, MSN, RN, CEN, TCRN</td>
<td>Member</td>
<td>CA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>5. Julie Tseh-Wilcockson, RN</td>
<td>Member</td>
<td>CO</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/21 – 12/31/21</td>
</tr>
<tr>
<td>6. Rebecca VanStanton, MSN, RN, CEN, CPEN, TCRN</td>
<td>Member</td>
<td>MI</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>7. Judy Stevenson, DNP, MS, BSN, RN, APRN, CNS, CEN, CPEN, ACCNS-AG, CCRN, NHDP-BC, TCRN</td>
<td>Member</td>
<td>OK</td>
<td>1/1/21 – 12/31/21</td>
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</table>

**Board Liaison:** Cheryl Randolph  
**Staff Liaison:** Katrina Ceci

**2021 Charges:**
1. Provide subject matter expertise for the Trauma Nurse Core Course 8th ed  
2. Serve as subject matter experts (SMEs) in the quarterly Agile Revision process  
3. Provide content review of course material and recommendations for course content edits

**2021 Specific Criteria:**
- Must have current emergency department experience, including care of the trauma patient
• Must be a current TNCC course director
• Experience with development and evaluation of education for bedside emergency nurses preferred
• Ability to serve for a 12-month term

**TRAUMA COMMITTEE**

<table>
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<th>Name</th>
<th>Position</th>
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<th>Position Term</th>
<th>Service Term</th>
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<tbody>
<tr>
<td>1. Justin Winger, PhD, MA, BSN, BA, RN, PHN</td>
<td>Chair</td>
<td>CA</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/19 – 12/31/22</td>
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<tr>
<td>2. Justin Heinrich, MSN, RN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/21 - 12/31/21</td>
</tr>
<tr>
<td>3. Casey Hill, MSN, RN, CEN, TCRN</td>
<td>Member</td>
<td>NH</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/21 - 12/31/21</td>
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<tr>
<td>4. Julie Tseh-Willcockson, RN</td>
<td>Member</td>
<td>CO</td>
<td>3/1/20 – 12/31/21</td>
<td>3/1/21 - 12/31/21</td>
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<tr>
<td>5. Sonny Ruff, DNP, MSN, BSN, ADN, RN, APRN, FNP, CEN, ENP-BC, FNP-C</td>
<td>Member</td>
<td>MS</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>6. Olivia Smoak, BSN, RN, CEN</td>
<td>Member</td>
<td>FL</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>7. Vientiane Pajo, BSN, RN, CEN, TCRN</td>
<td>Member</td>
<td>FL</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>8. Eric Cohen, BSN, RN, CEN, TCRN</td>
<td>Member</td>
<td>NY</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>9. Tonya Barnard, BSN, RN, CEN</td>
<td>Member</td>
<td>LA</td>
<td>4/19/21 – 12/31/21</td>
<td>4/19/21 – 12/31/21</td>
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**Board Liaison:** Kristen Cline  
**Staff Liaison:** Monica Kolbuk

**2021 Charges:**
1. Collaborate on the ongoing updates and revisions of ENA’s trauma related courses  
2. Provide subject matter expertise related to trauma emergency care.  
3. Collaborate on the development of trauma and/or injury prevention resources

**2021 Specific Criteria:**
- Must have subject matter experience in trauma and be willing to serve in collaborative projects  
- Must currently be providing emergency care to trauma patients  
- TNCC Instructor status preferred, not required  
- Ability to serve for a two-year term  
- No onsite meeting required
**APPENDIX A:**

**FOR REFERENCE: ENA FOUNDATION VOLUNTEER GROUPS**

*(ENA Foundation volunteer group participants selected by ENA Foundation Board)*

**ENA FOUNDATION FUNDRAISING COMMITTEE**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Melane Marsh, BSN, RN, CEN, SANE</td>
<td>Chair</td>
<td>NV</td>
<td>1/1/21 – 12/31/21</td>
<td>1/1/21 – 12/31/21</td>
</tr>
<tr>
<td>2. Regina Newby, BSN, RN, CEN</td>
<td>Member</td>
<td>OK</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>3. Erin Dees, MSN-ED, MSN-L, RN, CEN</td>
<td>Member</td>
<td>MS</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>4. Mickey Forness, BS, RN, CEN</td>
<td>Member</td>
<td>NY</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
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<tr>
<td>5. CherylAnn MacDonald Sweet, BS, RN, CEN, CPEN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>6. Karla Nygren, MSN, MBA, BA,RN, CEN, CPEN, CFRN, CCRN, CPN, TCRN</td>
<td>Member</td>
<td>SD</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>7. Barbara Gibson, BSN RN CEN</td>
<td>Member</td>
<td>TN</td>
<td>1/1/21 – 12/31/22</td>
<td>1/1/21 – 12/31/22</td>
</tr>
<tr>
<td>8. Melissa Easdon, MBA, BSN, RN, CEN, CPEN</td>
<td>Member</td>
<td>AR</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
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<tr>
<td>9. Todd Haines, MSN, BS, RN, EMT-I, CEN</td>
<td>Member</td>
<td>TN</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>10. Howard Miller, BSN, RN, NREMT-P, PHRN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
</tr>
<tr>
<td>11. Jeff Solheim, MSN, RN, CEN, CFRN, TCRN, FAEN, FAAN</td>
<td>Member</td>
<td>OR</td>
<td>1/1/20 – 12/31/21</td>
<td>1/1/20 – 12/31/21</td>
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**Board Liaisons:** Michael Loughran and Jessica Mathieson  
**Staff Liaison:** Lise Jinno and Meghan Higham

**2021 Charges:**
1. Promote and strengthen the culture of philanthropy  
2. Champion fundraising efforts with and for the ENA Foundation in your community and state  
3. Provide advice and guidance to the Foundation Board of Trustees with respect to the mission, and strategic outlook, of the Foundation as it relates to raising money to further the mission  
4. Provide advice and guidance to state officers and fundraising chairs as it relates to raising money to further the mission of ENA  
5. Develop a network of resources

**2021 Specific Criteria:**
- Collaborate with the ENA Foundation and the ENA Foundation Board of Trustees to assist in local and state fundraising and program initiatives  
- Participate in the promotion of the State Challenge, ENA scholarships and research grants, and engage in ENA fundraising activities  
- Establish and maintain annual fundraising initiatives at the state level through collaboration with the State Council officers and fundraising chairs and plan for adequate resources to maintain or expand fundraising efforts  
- Maintain communications about current and ongoing fundraising activities with ENA Foundation, ENA Foundation Board of Trustees, and other ENA State Fundraising Chairs  
- Network within the state and with other similar organizations on fundraising and development initiatives in venues such as ENA annual, regional, and local conferences, meetings, coalitions, task forces and work groups  
- Participate in ENA Foundation fundraising events at ENA conferences, if attending  
- Ability to serve a two-year term  
- Have fundraising experience and preferably responsibilities/roles within their local Council or Chapter

**ENA FOUNDATION RESEARCH GRANT COMMITTEE**

*ENA Foundation Committee*
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>State</th>
<th>Position Term</th>
<th>Service Term</th>
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<tr>
<td>1. Nancy Mannion, DNP, MS, RN, CEN, FAEN</td>
<td>Chair</td>
<td>PA</td>
<td>1/1/19 – 12/31/21</td>
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<td>2. Christine Russe, MSN, RN, CEN, CPEN, TCRN, FAEN</td>
<td>Member</td>
<td>TX</td>
<td>1/1/21 – 12/31/22</td>
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<td>3. Gina Slobogin, DNP, RN, CEN</td>
<td>Member</td>
<td>PA</td>
<td>1/1/21 – 12/31/22</td>
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<td>4. Sarah Abel, DNP, RN, CEN, FAEN</td>
<td>Member</td>
<td>IN</td>
<td>1/1/21 – 12/31/22</td>
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<td>5. Andi Foley, DNP, RN, APRN, EMT-B, CEN, ACCNS-AG, TCRN, FAEN</td>
<td>Member</td>
<td>ID</td>
<td>1/1/21 – 12/31/22</td>
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<td>6. Shawntay Harris, MSN, MHA, MBA, BSN, RN, CEN, CPEN, NE-BC, TCRN</td>
<td>Member</td>
<td>TX</td>
<td>1/1/21 – 12/31/22</td>
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<td>7. Sharon Jones, EdD, MSN, RN, CEN</td>
<td>Member</td>
<td>NJ</td>
<td>1/1/20 – 12/31/21</td>
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**Board Liaison:** Nancy Mannion  
**Staff Liaison:** Lise Jinno and Meghan Higham

**2021 Charges:**
1. Review and score applications for ENA designated research grants and seed grants.
2. Provide guidance and strategic outlook for future research as it relates to engaging ENA membership on available research and successful funding of research.
3. Actively engage and champion ENA research and seed grant activity at organizational, state, local and community levels.

**2021 Specific Criteria:**
- Participate in video conference calls for training and review of research grants
- Promote research grants to members at the state and local level
- Maintain communication with the ENA Foundation Board of Trustees member and ENA Foundation staff regarding the grant review process
- Contact research grant recipients, providing constructive feedback to unsuccessful applicants regarding application process
- Collaborate with other ENA entities to identify resources for seed grant awardees
- Network within the state and with other similar organizations on the promotion of research grants and development initiatives in venues such as, ENA annual, regional and local conferences, meetings, coalitions, task forces, and work groups.
- Have research experience
- Participate in ENA Foundation fundraising events at ENA conferences, if attending
- Ability to serve a two-year term

**ENA FOUNDATION SCHOLARSHIP COMMITTEE – ENA Foundation Committee**
| 12. Laura Wilson, MSN-ED, RN, CEN | Member | NY | 1/1/21 – 12/31/22 | 1/1/21 – 12/31/22 |
| 13. Alexis Moore, MSN-ED, RN | Member | VA | 1/1/21 – 12/31/22 | 1/1/21 – 12/31/22 |
| 14. Roger Casey, MSN, RN, CEN, TCRN, FAEN | Member | WA | 1/1/20 – 12/31/21 | 1/1/20 – 12/31/21 |
| 15. Kelly Collins, BSN, RN, CEN, CPEN, SANE | Member | ME | 1/1/20 – 12/31/21 | 1/1/20 – 12/31/21 |
| 16. Carol Fridal, MS, RN, EMT-B, CEN, CLNC | Member | IA | 1/1/20 – 12/31/21 | 1/1/20 – 12/31/21 |
| 17. Mary Harwood, MSN-ED, RN, CEN | Member | NY | 1/1/20 – 12/31/21 | 1/1/20 – 12/31/21 |
| 18. Christina Kuehster, MS, RN | Member | CO | 1/1/20 – 12/31/21 | 1/1/20 – 12/31/21 |
| 19. Thelma Kuska, BSN, RN, CEN, FAEN | Member | IL | 1/1/20 – 12/31/21 | 1/1/20 – 12/31/21 |
| 20. Patricia Nierstedt, MS, RN, CEN, TCRN | Member | NJ | 1/1/20 – 12/31/21 | 1/1/20 – 12/31/21 |
| 21. Hannah Thadeo, RN, CEN, CPEN, TCRN | Member | CA | 1/1/20 – 12/31/21 | 1/1/20 – 12/31/21 |

**Board Liaison:** Jim Hoelz  
**Staff Liaison:** Lise Jinno and Meghan Higham

**2021 Charges:**
1. Review and score applications for ENA designated scholarships  
2. Provide guidance and strategic outlook for future scholarships as it relates to Foundation direction  
3. Champion ENA academic scholarship activity at the all levels of the organization.

**2021 Specific Criteria:**
- Participate in video conference calls for training and review of academic scholarships  
- Maintain communication with the ENA Foundation Board of Trustees regarding the scholarship review process  
- Contact scholarship recipients  
- Participate in the committee evaluation process and provide feedback on application and scoring rubric tools  
- Network within the state and with other similar organizations on the promotion of academic scholarships and development initiatives in venues such as, ENA annual, regional and local conferences, meetings, coalitions, task forces, and work groups  
- Participate in ENA Foundation fundraising events at ENA conferences, if attending  
- Ability to serve a two-year term