

**BYLAWS  
TEXAS ORGANIZATION FOR NURSING LEADERSHIP.**

**TONL's mission:**

*“To advocate and influence exceptional care delivery in Texas through Nurse Leaders.”*

**TONL's Vision Statement:**

*“Shaping the future of healthcare in Texas through empowered Nurse Leaders.”*

**ARTICLE I**

**NAME**

The name of the corporation shall be Texas Organization for Nursing Leadership.; hereinafter referred to as "TONL".

**ARTICLE II**

**OBJECTIVES**

Within a rapidly changing environment, TONL exists as a forum for nurse leaders to advocate and facilitate the provision of compassionate, effective, and efficient healthcare with an emphasis on Nursing's role in that process.

The objectives shall be:

1. To provide a mechanism for the interchange of new knowledge and innovation.
2. To provide a forum for health care nurse leaders to speak to issues relevant to nursing.
3. To promote educational programs dealing with current issues relevant to nursing administration and health care issues.
4. To promote nursing leader's participation in TONL education programs and other professional activities to develop and refine management skills.
5. To work to impact legislative changes that affect health care in the State of Texas.

6. To collaborate with other nursing groups and health care entities to facilitate professional development for the growth and advancement of nursing practice and care delivery.
7. To work with the licensing board on legislative changes that affect nursing practice.
8. To participate in the development of standards of nursing practice.

### **ARTICLE III**

#### **MEMBERSHIP**

##### **Section 1: CLASSIFICATION OF MEMBERSHIP**

###### **1. Full Membership:**

- 1.1 Full Members of TONL shall consist of Registered Nurse (RN) leaders or aspiring leaders. This includes those RN's who hold or aspire to hold an organizational role of administration or management who are accountable for strategic, operational and/or performance outcomes in sites where health care is delivered; faculty in graduate and undergraduate nursing programs, including deans and directors; directors of district chapters; consultants in nursing administration/management practice; persons working in professional associations, regulatory agencies and/or accrediting health care organizations; and editors of professional journals.
- 1.2 Full Members shall have the right to hold any elected position; vote on organizational issues and elect a slate of candidates for service on the Board of Directors.
- 1.3 Full Members shall have the right to vote on amendments to the TONL Bylaws and on any increase in the dues proposed by the Board of Directors.

###### **2. Student Membership:**

- 2.1 Student Members of TONL shall be full-time U.S. Nursing Students in Associate Degree, Diploma, Baccalaureate, generic Masters and generic Doctoral programs preparing students for Registered Nurse licensure. They may attend TONL business and educational meetings but will not be considered Full Members, not permitted to vote in meetings of, hold office in, or vote for directors or Officers of TONL.

3. Honorary Membership:

- 3.1 Shall be granted to past presidents and charter members leaving active service in nursing and persons of distinction as approved by the Board.
- 3.2 Shall pay no dues.
- 3.3 Shall not be eligible to vote or hold elected office.
- 3.4 May represent TONL on state or local committees as approved by the Board.

4. Associate Membership:

- 4.1 Associate Members of TONL shall be individuals who are not Registered Nurses but who support the mission and vision of TONL.
- 4.2 Shall not be permitted to vote or hold elected office.

5. Retired Members:

- 5.1 Shall be any Full TONL Member who is retired from the profession and has maintained TONL membership for a period of five consecutive years prior to their application.
- 5.2 Shall be entitled to all rights and privileges of a Full Member with the exception of holding office.

6. Eligibility Status:

- 6.1 Members who, because of a change in position or unemployment, or who do not continue to meet the criteria for Full membership may extend membership eligibility in their current membership category for two years.

7. Definitions:

- 7.1 For the purpose of these Bylaws, the term “health care institution” is defined as a facility that provides primary care, occupational health care, school health programs, acute care, sub-acute care, ambulatory/outpatient care, skilled care, extended care, long-term care, chronic care, rehabilitation, home care, and/or hospice care.
- 7.2 For the purpose of these Bylaws, the term “health care system” includes the multi-institutional systems, healthcare networks, the single hospital multi-

corporation, and systems of other health care institutions as defined in this section.

## **ARTICLE IV**

### **MEETINGS**

#### **Section 1: ANNUAL MEETING OF MEMBERSHIP**

- 1.1 There shall be at least one annual face to face meeting. The official fiscal year for TONL is September 1 – August 31.
- 1.2 The time and place of the annual meeting shall be determined by the Board.
- 1.3 The secretary shall send a notice of the annual meeting to members not less than ten (10) days or more than sixty (60) days prior to the meeting.
- 1.4 The past presidents of TONL shall be invited to participate.

#### **Section 2: MEETINGS OF THE BOARD**

- 2.1 The Board shall meet at least four times a year, which may include conference calls, upon receipt of notice.
- 2.2 The president may schedule additional meetings.
- 2.3 The past presidents of TONL shall be invited to participate.
- 2.4 The TONL Board of Directors will execute an annual self-evaluation at the annual meeting.

#### **Section 3: QUORUM OF THE BOARD**

- 3.1 A quorum shall be no less than 30% of the voting members.
- 3.2 In all instances where these bylaws contain language for voting, notification, and communications, the Board of Directors may utilize electronic means when deemed appropriate.
- 3.3 In managing conflict of interest during quorum determination and voting situations, the presence and/or vote of a Board Member who is directly or

indirectly a party to a transaction or a Board Member who is otherwise not disinterested, may be counted in determining whether a quorum is present but may not be counted when the Board or a committee of the Board takes action on the transaction.

Section 4: RULES OF PROCEDURES

When an order is not so provided and when it is not otherwise provided for in these bylaws, meetings shall be governed by *Roberts Rules of Order*.

Section 5: TRAVEL

Travel expenses incurred by members for any TONL activities including board, chapter, and educational meetings, shall not be reimbursed by TONL unless approved by the Board.

**ARTICLE V**

**OFFICERS AND DIRECTORS**

Section 1: ELIGIBILITY

Each elected Officer and Director must meet eligibility criteria per Article III, Section 1., 1.1.

Section 2: OFFICERS

The Officers shall be: President  
President-elect  
Past President  
Secretary  
Treasurer

Section 3: BOARD

- 3.1 There shall be a Board consisting of the current President, President-elect, immediate Past President, and one director from each of the eight (8) districts as defined by the Texas Hospital Association (THA), and the President of each TONL Board-approved affiliated chapter, or his/her designee.
- 3.2 Board members will reside within the district that they represent.

- 3.3 At least eighty (80) percent of the Board members must be Full Members as defined by Article III, Section 1.
- 3.4 The AONE Region 7 Representative will be an Ex-Officio TONL Board Member.
- 3.5 A THA Office representative approved by the TONL Board of Directors will be an ex-officio member of the TONL Board. THA counsel will attend Board meetings, assist in the development of position papers, and provide information on pending legislative issues.

Section 4: ELECTION OF OFFICERS AND DIRECTORS

- 4.1 A President-elect shall be elected for a two-year term and shall serve as President in the subsequent two years.
- 4.2 The nominating committee shall prepare a slate of officers for President elect and Directors. The election shall be conducted by ballot. The slate listing the names of eligible candidates, together with the background information on each candidate shall be distributed to each member not less than thirty (30) days prior to the vote. The ballot shall be returned to the Secretary. The votes shall be tabulated by the Secretary and reported to the Board. The results of the election shall be communicated to the membership.
- 4.3 Non-board members may be elected as Officers of the Board.

Section 5: TERMS OF OFFICERS AND DIRECTORS

1. OFFICERS

All Officers shall serve for a term of two years.

2. DIRECTORS

- 2.1 Directors shall serve for a term of two years and shall take office at the beginning of the fiscal year.
- 2.2 A member may serve consecutive terms on the Board.
- 2.3 Directors of Districts 1, 3, 5, and 7 are elected in the uneven years and Directors in Districts 2, 4, 6, and 8 are elected in the even years.
- 2.4 Four (4) members-at-large may be appointed at the discretion of the Board.

Section 6: DUTIES OF OFFICERS AND DIRECTORS

1. PRESIDENT. The President shall be the chairman of the Board.
2. PRESIDENT- ELECT. The President-elect shall, in the absence of the President, perform all duties and assume all responsibilities of the President. He/she will conduct an orientation for new Board members.
3. PAST PRESIDENT. The Past President shall remain on the Board for two years, and serve as Chairman of the Committee on Nominations.
4. TREASURER. The Treasurer shall review and oversee expenses and TONL financial position and financial records. He / she shall serve as the Finance Committee Chairperson.
5. SECRETARY. The secretary shall prepare the minutes for inspection, record attendance and shall perform such other duties as maybe necessary to coordinate and advance TONL objectives.
6. BOARD
  - 6.1 The Board shall have authority to make policy decision to: carry on the business of TONL; establish rules and procedures for the Board and TONL; approve or disapprove reports, resolutions or actions of officers and committees; approve an annual budget; chair committees, and approve committee membership; and review the Bylaws annually.
  - 6.2 If a Board member misses more than 50% of the meetings annually she/he may be dropped from the Board and replaced upon recommendation of the TONL Board.
  - 6.3 TONL District Board Members shall be ad hoc board members of the chapter(s) within their district.
  - 6.4 A TONL Officer or Director may resign at any time by giving written notice to the TONL President. The resignation shall become effective upon the date specified therein, or, if no date is specified therein, upon the receipt of such resignation by the TONL President.
  - 6.5 Any Elected Officer or Director may be removed at any time, with cause, by a 2/3 vote of the TONL Board of Directors. Removal shall be either automatic or discretionary. Automatic removal shall be effected if an Officer or Director loses his/her license to practice, or moves out of the TONL Region from which he or

she was elected, but only if such relocation occurs when more than half of the elected Officer or Director's term remains to be served. Discretionary removal may be exercised against an Officer or Director who has demonstrated an inability or unwillingness to carry out and facilitate the approved policies and purposes of TONL or who have resigned or been removed as a TONL Officer or Director.

- 6.6 Strategic planning is a function of the Board led by the President-Elect with updates at least twice per year.

### Section 7: VACANCIES

If the President is unable to fulfill the term of office of the President, the President-elect shall act as President. If the President-elect is unable to fulfill the term of office of the President-elect, a special election shall be held to select a President-elect to serve for the remaining portion of the unexpired term and the succeeding term. If time precludes a special election, the Board shall appoint a President-elect from the Board to serve for the remaining portion of the unexpired term.

If a Director is unable to fulfill tenure of office, the Board shall appoint a Director from the membership of that district, to serve for the remaining portion of the unexpired term.

## ARTICLE VI

### **COMMITTEES**

#### Section 1: EXECUTIVE COMMITTEE

The Executive Committee shall consist of the President, President-Elect, Past President, the Treasurer and the Secretary, as long as each remains a Director, and shall meet at the call of the President. The Committee shall have the power to transact all regular business of the TONL between Board meetings as necessary to expedite the TONL business, except as expressly prohibited by TONL and these Bylaws.

#### 1. NOMINATIONS COMMITTEE:

##### 1.1 CHARGE:

- Manage the election cycle.
- Recruit candidates for the open positions on the Board and Committee Chair positions
- Develop the slate of candidates.



- Promote voting among the TONL membership.
  - Report results of elections and appointments to the Board
- 1.2 **SELECTION OF CHAIR AND MEMBERSHIP:** Members of the Nominations Committee shall include the immediate Past President, the current President and the President-elect. The Past President shall automatically be the Chairperson.
- 1.3 **OBLIGATION OF MEMBERSHIP:** The President shall prepare and communicate the Nominations timeline in January. Nominations Committee members may speak with the district representative and Chapter Presidents for candidate input and nominations. Members of the Committee shall not be barred from becoming nominees for office. The Nominations Committee shall prepare a slate of candidates for President-elect, Directors, Committee Chairpersons and other Officers whose terms expire.
- 1.4 **MEETINGS:** The Nominations Committee shall hold at least one meeting (may be by conference call), to prepare a slate of candidates.
- 1.5 **REPORT TO THE BOARD:** Nominations in the form of a slate shall be presented to the membership in accordance with the time line as published by the President in January. Election and appointment results will be reported to the Board according to the published timeline.

## Section 2: STANDING COMMITTEES

- **ADVISORY ACTION:** All actions taken and recommendations made by the Nominations committee, Standing and special committees shall be advisory and shall have no effect as actions of TONL unless they are formally approved and adopted by the TONL Board of Directors or granted full authority by the Board of Directors.
  - **TERM OF OFFICE:** The term of office for Committee Chairpersons and members is two years and begins in March (of the odd numbered year). An extension of the Chairperson position may be granted by the Executive Committee of TONL until another chair is appointed.
1. **EDUCATION COMMITTEE:**
- 1.1 **CHARGE:** Serve as an advisory committee in the planning of the Annual TONL Conference and Webinars. Review and update the TONL educational priorities on an annual basis. Execute the educational plan.

- 1.2 SELECTION OF CHAIR AND MEMBERSHIP; The Chairperson and members shall be appointed by the TONL Executive Committee. The Chairperson shall be a Board member.
  - 1.3 OBLIGATION OF MEMBERSHIP: The members will make recommendations and participate in all educational assessments and planning to assist the chair in the charge of the committee
  - 1.4 MEETINGS: The Education Committee shall, at a minimum, hold quarterly meetings (may be by conference call), for the purposes of planning educational activities, and providing reports to the board.
  - 1.5 REPORT TO THE BOARD: The Education Committee Chair will provide a written report to the TONL Board quarterly.
2. MEMBERSHIP COMMITTEE:
- 2.1 CHARGE; Provide input on initiatives that will increase TONL membership numbers and continue to provide value for members.
  - 2.2 SELECTION OF CHAIR AND MEMBERSHIP; The Chairperson and members shall be appointed by the TONL Executive Committee. The Chairperson shall be a Board member.
  - 2.3 OBLIGATION OF MEMBERSHIP: The committee will make recommendations on the retention and recruitment of members to the board and communicate with members to identify newly eligible members. They will also review current membership distribution by districts and provide reports to the board and districts.
  - 2.4 MEETINGS: The Membership Committee shall hold at least two meetings annually (may be by conference call), to prepare report to the board and districts.
  - 2.5 REPORT TO THE BOARD: The Membership Committee will provide a written quarterly report.
3. BYLAWS COMMITTEE
- 3.1 CHARGE: Conduct an annual review of the Bylaws to evaluate consistency with AONE bylaws and suggest changes that improve the management or governance processes of TONL.

- 3.2 **SELECTION OF CHAIR AND MEMBERSHIP:** The Chairperson and members are appointed by the TONL Executive Committee and shall be Board Members.
  - 3.3 **OBLIGATION OF MEMBERSHIP:** Members of the Committee assist the Chairperson as needed to investigate and evaluate the adequacy of the Bylaws.
  - 3.4 **COMMITTEE MEETINGS:** The Chairperson conducts at least two meetings per year. The meetings may be conducted by conference call. The first meeting will be conducted to make assignments for Bylaws review and the second meeting will be dedicated to deciding if changes are needed and solidifying proposals.
  - 3.5 **REPORTS TO THE BOARD:** The Bylaws Committee Chair will provide a written semi-annual report to the Board. Other reports may be necessary if Bylaws changes are needed throughout the year.
4. **LEGISLATIVE COMMITTEE:**
- 4.1 **CHARGE:**
    - Serve as group to help formulate position statements which impact nursing, nursing leadership, and health issues in Texas. Represents views and perspectives of TONL members.
    - Serve as initial contact advisors for the agency contracted to manage
    - TONL to consult/collaborate on legislation that affects nursing and healthcare.
    - Establish a communication and advocacy model that includes TONL Chapter involvement and accountability.
    - Disseminate information concerning advocacy issues to general membership.
    - Serve as resource to provide expert testimony at federal and state legislative and regulatory hearings. Coordinates communication with legislators regarding TONL opinions/stands on select issues.
    - Collaborate with other professional nursing groups and health care entities in issues affecting nursing/health care.
    - Present written report on committee actions to give at annual meeting.
  - 4.2 **SELECTION OF CHAIR AND MEMBERSHIP;** The Chairperson and members shall be appointed by the TONL Executive Committee.
  - 4.3 **OBLIGATION OF MEMBERSHIP:** The members will make recommendations and participate in all activities, charges from the Board, and compilation and review of reports.
  - 4.4 **MEETINGS:** The Legislative Committee shall, at a minimum, hold quarterly meetings (may be by conference call), for the purposes of planning legislative and

public policy activities, following up on charges from the Board, and providing reports to the board.

- 4.5 **REPORT TO THE BOARD:** The Legislative Committee Chair will provide a written report to the TONL Board quarterly.

## 5. COMMUNICATIONS COMMITTEE

- 5.1 **CHARGE:** To provide guidance to the TONL staff on communication strategies to include newsletters, TONL website, social media strategy and any other special mechanisms needed to update and inform TONL members as well as other affiliates.
- 5.2 **SELECTION OF CHAIR AND MEMBERSHIP:** The Chairperson and Membership will be appointed by the TONL Executive Committee. Membership will be selected from the Board and membership at large.
- 5.3 **OBLIGATION OF MEMBERSHIP:** Members will actively participate in committee meetings and assist the chair with input, written materials and other contributions as necessary to assist the TONL staff with communications venues.
- 5.4 **COMMITTEE MEETINGS:** The Communications Committee will meet no less than quarterly or as designated by the Chairperson.
- 5.5 **REPORTS TO THE BOARD:** The Communications Committee Chair will provide a written report to the TONL Board quarterly.

## 6. FINANCE COMMITTEE:

- 6.1 **CHARGE:** Serve as an advisory committee to the Treasurer when setting the annual budget: makes recommendations regarding annual expenditures and contractual arrangements:
- 6.2 **SELECTION OF THE CHAIR AND MEMBERSHIP:** The Treasurer shall be the Chairperson. Members are appointed by the TONL Executive Committee and shall be Board Members.
- 6.3 **OBLIGATION OF MEMBERSHIP:** The committee will make recommendations on financial obligations and goals of the committee to assist the Treasurer in meeting the charge of the committee.
- 6.4 **MEETINGS** the committee will meet at least two times per year and as requested by the Treasurer and/or President.

- 6.5 **REPORT TO THE BOARD:** The Treasurer will review financial statements monthly with the TONL Board, provide quarterly recap reports and additional reports as needed.

### Section 3: SPECIAL COMMITTEES

- Special committee members may be appointed by the TONL Executive Committee for special projects or functions as authorized by the Board.
- 3.1 **HISTORIAN:** A Historian is appointed from the membership by the TONL Executive Committee.

## **ARTICLE VII**

### **CHAPTERS AND AFFILIATIONS**

#### Section 1: CHAPTERS

- 1.1 The Board of TONL may authorize the establishment of Chapters. The primary objective of these Chapters is to participate in policy information and to provide a forum for special interest groups to advocate and seek support within the organization structure of TONL.
- 1.2 A Chapter will be activated and organized when the TONL Board approves and confirms that (1) the Chapter bylaws are consistent with TONL, (2) all members of the Chapter hold an active membership in TONL and (3) shall adopt the same membership classifications as described in Article I of these bylaws.
- 1.3 The President of the Chapter may serve on the TONL Board, subject to the TONL Board of Directors approval. Chapters with more than 100 members may have one (1) additional TONL Board member.
- 1.4 Each Chapter will meet at least annually and a report will be presented to the TONL Board by the President or designee of the affiliate Chapter.

#### Section 2: AFFILIATIONS

- 2.1 TONL may enter into an agreement of affiliation with a national, state, or local organization under provisions determined and prescribed by the Board of TONL.
- 2.2 TONL is affiliated with:

AONE - American Organization of Nurse Executives

THA - Texas Hospital Association

### **ARTICLE VIII**

#### **CONFLICT RESOLUTION**

In the event the TONL Board, officers or employees desire to take a public position with potential for conflict with THA's mission, purposes or policies, the THA Board of Executive Committee will meet with the TONL Board or Executive Committee to resolve the differences. If resolution cannot be reached, in announcing its position, TONL will indicate that it is in conflict with THA on the matter and does not speak for or act on behalf of THA. In the rare instance when TONL's desired position will seriously undermine THA's efforts on behalf of THA's members or is part of a pattern of frequent conflict with THA, the THA Board may request that TONL, as an affiliate of THA, not take the disputed position.

### **ARTICLE IX**

#### **PERFORMANCE REVIEW OF DIRECTORS AND OFFICERS**

Any Full Member who has concerns regarding the performance of a Director or an Officer may request that the Board review the Director's or Officer's performance. Requests for review must be in writing and set forth specific concerns associated with the Director's or Officer's performance of his or her duties. Requests for such review may be made to any TONL officer. Upon receipt of a request for review which is determined by the Board as meriting consideration, the Board shall cause an investigation to be made.

### **ARTICLE X**

#### **DUES**

Rate of Dues: Annual dues to the members of TONL shall be determined by the Board. The rate shall be reviewed annually.

### **ARTICLE XI**

## **MISCELLANEOUS PROVISIONS**

Indemnification of Directors and Officers: TONL shall indemnify any and all individuals who may serve or who have served at any time as director or officer of TONL and their respective administrators, successors and assigns, against all liabilities (including but not limited to the amount of judgments, settlements, fines and penalties) and reasonable expenses necessarily incurred by such individuals in connection with the defense or settlement of any claim, action, suit or proceeding in which they, or any one of them, are made parties or a party, or which may be asserted against them, or any of them, by reason of being or having been a director or officer of TONL. Indemnification shall be made to the fullest extent now or hereafter permitted or required by applicable state law.

## **ARTICLE XII**

### **AMENDMENTS**

1. These bylaws may be altered, amended or repealed by vote of the TONL membership. Prior to such vote, the proposed changes will be sent to the membership for review and comment. Proposed amendments may be filed with the Bylaws Chairperson by any voting member of the organization or when necessary at the direction of the board.
2. The Bylaws Chairperson will discuss the proposed amendments with the Bylaws Committee and will forward the proposed amendments to the Board for approval prior to submission to the members for adoption.
3. Upon Board approval of the proposed bylaw amendments, the President will notify the members of such proposed changes including a comparison with existing bylaws and a rationale for the proposed changes. Proposed amendments to the bylaws will be posted on the TONL website for a minimum of 30 days prior to voting. Voting will commence after the 30 day posting. The voting period will be 15 days.
4. Amendments to these bylaws shall be approved by a majority of votes cast by voice, written or electronic ballot by the voting membership. Votes will be counted by the TONL management staff with oversight from the Executive Committee. The results of the vote will be posted to the website and the bylaws updated if ratified.