

State University of New York College at Buffalo - Buffalo State University

Digital Commons at Buffalo State

Juanita Hunter, RN & NYSNA Papers
[1973-1990]

Organizations and Individual Collections

1988

Correspondence; Series I; File 51

Juanita Hunter

Follow this and additional works at: <https://digitalcommons.buffalostate.edu/jhunter-papers>



Part of the [Health Law and Policy Commons](#), [History Commons](#), and the [Nursing Commons](#)

Recommended Citation

"Correspondence; Series I; File 51." Juanita Hunter, RN & NYSNA Papers [1973-1990]. Monroe Fordham Regional History Center, Archives & Special Collections Department, E. H. Butler Library, SUNY Buffalo State.

<https://digitalcommons.buffalostate.edu/jhunter-papers/83>

This Article is brought to you for free and open access by the Organizations and Individual Collections at Digital Commons at Buffalo State. It has been accepted for inclusion in Juanita Hunter, RN & NYSNA Papers [1973-1990] by an authorized administrator of Digital Commons at Buffalo State. For more information, please contact digitalcommons@buffalostate.edu.

#51

M. ORR CORRESPONDENCE

Some Key Questions

Original
copy 7-23-88
M. Orr, J. Hurter,
M. Naegele
J. Margolis
Refer. to M. J. Smith
Loganville

Issues:

1. What is climate within us of unity union?

or why has climate changed?

WHY DID STAFF RESIGN - WHAT HAS BEEN SAID

1. Role of Leadership & EB in setting climate

ASHE
Conference
could have
been starting
point
as removal about resignations

Conflict resolution - addressing issues with appropriate
inclusion. as recent controversy over motion @ HSD

if many had concerns did not show in Press.

WE BELIEVED HAS RESPONSIBILITY

WE WANT THIS STUFF TO STOP

2. Staff's volunteer relations

expressing appreciation - ongoing

Expectations of Staff

Obligations of Volunteers

Trust as a basis of improved relations

1. why did Marty not show opinions after discussions last Press
about not acknowledging staff

2. Had Ed agree to his own limited contents of letter in
Executive Session - ASKED YOU NOT TO MAIL LETTER
COMPOUNDED ISSUES

Special Mtg with Executive Committee & Key Staff



Achieving Goals:
Making Your Mark as a Board Member

#51

M. ORR CORRESPONDENCE



Achieving Goals:

Making Your Mark as a Board Member

As a member of your organization's Board of Directors, you have been chosen by your peers as a leader in your field. You may have been just elected or you may have been involved in a leadership position for several years. In either case, your job is an important, responsible one.

The function of the board of directors is to establish and review major policy and plans of the association. Board members have specific legal and fiscal responsibilities to the members of the association.

As a board member, you will be working in cooperation with your chief elected officer, your fellow board members, your association executive, and your membership. This brochure is designed to help you achieve your goals and make your mark as a member of the board.

#51

M. ORR CORRESPONDENCE

*...the...
...the...
...the...
...the...
...the...*



Representing Your Membership

As a director you are an elected representative of your fellow members. They look to you for representation of their views. Your greatest asset is also important - one of the reasons you were elected was because of your ability to think well. The success of your association depends on your participation as a director.

There are some responsibilities to consider while serving on the board:

- Know your association's constitution and bylaws, and give the members a good impression of objectives and methods of operation. Meet and acquaint them so that you can discuss them at any time. These documents chart your organization's operation, and give you a better idea of what you can and cannot do. As a director you are responsible for the maintenance of these records. If they are not kept properly, but you are responsible for their maintenance, the association must advise you.
- Even if you are elected by a simple majority at a meeting of the association, as a board member you are responsible for considering the needs of the membership as a whole. Your duty is not to act as a champion of the majority but to act in the best interests of the association as a whole.
- If you are elected to the board, you are responsible for the membership and for the association's success. You are not there to represent your own interests, but to represent the interests of the association as a whole.
- If you are elected to the board, you are responsible for the association's success. You are not there to represent your own interests, but to represent the interests of the association as a whole.

believe you - to account your statements to the public. For this reason, association directors should frequently consider what they say, and if:

- Well-informed, constructive criticism is essential to the operation of a healthy board. It is your duty to know association policy or an association's constitution, to make the board know when and how to exercise its powers.
- Discuss your responsibilities with your association's executive. The staff executive is continually conscious of the problems of the association and can offer valuable suggestions and advice.
- Your chief elected officer and chief executive will advise you on issues that need prompt attention, and your concentration should be focused on those areas. Your input and professional opinion are also valuable.
- Members of the board of directors can be held individually or collectively liable if someone decides to challenge the legality of your association's action. You must therefore behave prudently in your role as a director.
- Make all efforts constructive. Strive to build a stronger organization which reflects current and future needs of the members and the industry or profession.
- Your role as an association director is to guide the industry or profession. To do this effectively, you must address yourself to the major problems facing the association, and not concern yourself with insignificant or unimportant details better assigned to others.

- Do your homework! To be an effective director for your industry, you must know what is going on. It is imperative that you study the issues and details relevant to the subjects about which you must make a decision.

Working with your Chief Elected Officer

The position your chief elected officer holds is one of great responsibility. You can help considerably by offering accurate information on current membership needs. Your greatest contribution will be your intelligent and pertinent information in board of directors meetings. To make your meeting productive, you must be prepared and you must contribute. Here are a few suggestions:

- When an agenda is issued prior to the meeting, study it carefully. If there is any item on it you do not understand, contact the association executive and ask for an explanation.
- During the meeting, stick to the agenda. Wait until the chief elected officer asks for discussion of subjects not on the agenda before bringing up new business.
- Learn the exact purpose of the meeting and determine in advance how you are going to contribute.
- Keep your responses short and to the point. You are not there to deliver an oration.
- When you speak, do it clearly in a voice everyone can hear. Wait until you have the attention of the entire board before you begin your remarks. The presiding officer should insure that a deafened member is not

- Side conversations are distracting and should be avoided. If you think your remarks weren't heard, repeat them.
- If your remarks are lengthy, or if you've run out of time at the end of your discussion, someone may have forgotten your objective before you have finished.
- If aimless discussions arise on subjects that require study or research, stop them with a motion that a study committee be appointed. This is one of the best methods for maximizing meeting time and accomplishing on time.
- Don't hesitate to comment on the constructive or disagree. Know your subject and ask to be heard from members who believe as you do.
- If you disagree with the speaker, ask to be heard at the proper time. Make sure remarks are made in a respectful manner. Repeat them if necessary until everyone can understand.
- If you have a comment less than the time of the meeting, make a list of your comments and discuss them with the chief elected officer before the meeting.
- There will be some resolutions or proposals with different points of view on both sides. Ask the speaker to summarize the subject at the end of his or her remarks. Through a vote of the board, you can make a decision on which side of the argument is the best.
- Harshly raised voices are not only unbecomingly unprofessional, but they also tend to distract attention from the subject at hand. The presiding officer should insure that a deafened member is not

#51

M. ORR CORRESPONDENCE

Dear Mr. Orr,

I have been thinking about you a great deal lately. I have been thinking about the fact that you are a member of our association and I am sure that you are a very active one. I have been thinking about the fact that you are a member of our association and I am sure that you are a very active one. I have been thinking about the fact that you are a member of our association and I am sure that you are a very active one.

• And, the responsibility is yours. If you have made a genuine contribution to your association. If you are in a position to give guidance to the chief executive officer. They have experienced many meetings and associated with many directors.

If you are a first experience as a director, you may not have the same confidence as the board should just now. It is not at the right side of you. You were elected because of your insight and sound judgment. You owe to your trust and the membership to make your own decision.

Working with your Association Executive

The first step in working with your association executive is to establish a relationship with the chief executive officer. This is a process that requires a considerable amount of time and effort. It is a process that requires a considerable amount of time and effort.

The first step in working with your association executive is to establish a relationship with the chief executive officer. This is a process that requires a considerable amount of time and effort. It is a process that requires a considerable amount of time and effort. The first step in working with your association executive is to establish a relationship with the chief executive officer. This is a process that requires a considerable amount of time and effort. It is a process that requires a considerable amount of time and effort.

The first step in working with your association executive is to establish a relationship with the chief executive officer. This is a process that requires a considerable amount of time and effort. It is a process that requires a considerable amount of time and effort.

Should this situation arise, your association executive can arrange to have your resignation filed, if desired, anonymously. Your association executive serves as the administrative leader of your organization and is dependent upon your support and guidance. As a representative of the membership, your responsibility is to represent member needs and desires, even when they may be at odds with the current established thinking. Consistent and effective communication between you and your association executive is imperative.

Conclusion

Your term on the board of directors is significant for the organization and for you personally. The goals you set for yourself and for the board will determine the direction the association will take during the coming years. Keep those goals in front of you as you plan out the year ahead, and how those goals relate to the needs of the membership.

Use the thoughts in this booklet as a guide as you approach your responsibilities on the board of directors. As you do, have your goals, your mark on the board will be one of accomplishment and influence over the future course of your association.

#51

M. ORR CORRESPONDENCE

Martha L. Orr, MN, RN
Executive Director



Constituent of The American
Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

May 9, 1988

Juanita K. Hunter, R.N., Ed.D
President
The New York State Nurses Association
127 Shirley Avenue
Buffalo, NY 14215

Dear Dr. Hunter:

As requested by the Board of Directors and communicated to me in our meeting of March 18 and in your letter to me on April 14th, I would like to respond to issues you raised related to the working relationship between NYSNA staff and the Board of Directors.

As I understood your communication to me, these issues were generally described as follows:

1. Some staff appear to be resistant to the input of the Board. Examples cited were related to the reorganization of the Convention program and schedule.
2. Some staff appear to be angry during Board meetings.
3. Staff are not perceived as facilitative of the Board's work. Examples cited related to the duplication of effort involved in the preparation of the bibliography for the Consortium's activities.
4. The Board believes the Association's work is "staff driven" rather than "volunteer driven" and believes this must be changed.
5. The Board questions the effectiveness of certain staff members.
6. The Board is concerned about the effectiveness of the Legislative Program.

As I indicated to you in my letter of March 24, I view these perceptions and concerns as quite serious in nature and I intend to be fully responsive. I believe the issues embedded in these concerns are critical to the effective functioning of the Association.

J. Hunter
May 9, 1988
Page Two

I also believe that these issues must be resolved as expeditiously as possible. As you know, the Association is again involved in extensive hearings concerning our status as a labor organization. These hearings have involved detailed investigation into the relationship between the Board and staff, and I do still expect that Board members will be required to testify.

Therefore, I again respectfully but urgently request that I be given an opportunity to discuss these issues with the full Board of Directors, at the Board meeting of May 18th.

Although I clearly understand that the Board felt this discussion could be confined to the two of us, I do not believe the Board understands the possible impact of this situation on the ongoing litigation. As Executive Director, I feel that it is my absolute obligation to completely inform the entire Board of the scope of the National Labor Relations Board's inquiry and the relationship of the inquiry to the concerns expressed by the Board.

I have, as you requested, held several meetings with the professional staff to explore the concerns of the Board. I will share with you that, in general, the staff are genuinely concerned at the scope and magnitude of the issues raised. They, and I, believe that the staff has always enjoyed a positive and productive relationship with the Board of Directors. We are all committed to maintenance of that relationship.

However, insofar as it is possible to address each of the expressed concerns in a letter, I will respond specifically to each:

1. Staff appear to be resistant to input of the Board: As you know, it is critically important that all directions to the staff be communicated through the Executive Director. If this is not the case, we will be terribly compromised in our ability to demonstrate that the Board of Directors is completely insulated from the conduct of the Economic and General Welfare Program, which is the position we have taken in all litigation before the National Labor Relations Board.

From the viewpoint of efficient operations of the Association, it is also imperative that the Executive Director be fully responsible for the directions given the staff.

Therefore, when substantive issues of policy and direction for the programs or departments are raised at Board meetings, the staff role should be to provide all information required by the



#51

M. ORR CORRESPONDENCE

J. Hunter
May 9, 1988
Page Three

Board to reach its decisions. By virtue of their responsibilities and their expertise, staff may express their opinions on particular matters, but they clearly understand that the decisions of the Board are determinative.

2. Some staff appear angry at Board meetings: The staff and I certainly regret that the Board has this perception. They and I feel that there is some natural tendency to express concern or perhaps even frustration when their work and that of their organizational units is being critiqued. However, in an environment of mutual trust and respect, this should not be a problem. Staff will try to be very sensitive to this issue in the future.

3. Staff are not perceived as facilitative of the Board's work: The example given appeared to be a matter of simple missed communication. Staff and I believe that no effort is spared to be as facilitative as possible. We all regret when slips occur, but there was and is every intention to accommodate any Board need.

4. The Board believes that the work of the Association is "staff driven" rather than "volunteer driven." This is a concern which is much more complex and difficult to address. It also goes to the heart of the partnership role of the staff and volunteers of the Association. The Board of Directors and the Voting Body clearly determine the broad policies and directions for the Association. Positions of the Association may only be adopted by those authorities. Program directions are derived from those authorities. In other words, the nature and scope of the work of NYSNA spring from decisions of its members and elected leaders.

However, the implementation of the policies, programs, and directions of the Association requires a special kind of relationship between the volunteers and the Association's staff. The magnitude and complexity of the organization's responsibilities require daily, systematic input of time, effort, and the expertise of staff. A highly qualified, professional staff is employed for the express purpose of providing continuity of operations and programs. The professional staff must exercise judgment and, to a certain degree, professional autonomy in carrying out their responsibilities. They do this with full knowledge and respect for the basic nature of the staff role: to implement the policies, programs, and directions of the Association as determined by its membership and elected leadership.

J. Hunter
May 9, 1988
Page Four

Therefore, to describe the Association as "staff driven" is an inaccurate characterization. To expand upon the verbal analogy, Association staff may represent the motor, the wheels, and even the gears of an automobile. The membership and the elected leadership of the Association represent the driver; it is they who choose the destination and the route for Association "trips." It is my belief, and that of the staff, that NYSNA will operate most efficiently when the "drivers" and the "motor, gears, and wheels" work in synchrony. The staff is not in competition with the members or the elected leadership, nor do they seek different goals or directions. The "fuel" for this entire operation is our shared commitment to the goals and objectives set by the courageous members and leaders of this organization.

5. The Board questions the effectiveness of certain staff members: The Board has employed me as Executive Director, and I must be responsible and accountable for the performance of all staff. We do have a professional staff performance appraisal process which is built around each staff member's position description. I appreciate knowing of the Board's concern about any staff member, and will certainly consider such concerns as part of the information relevant to the performance appraisal process. However, I must stress again that any Board involvement in the selection, evaluation, assignments, or other matters pertinent to any staff other than the Executive Director would inevitably compromise the position we have taken in litigation about the insulation process.

6. The Board is concerned about the effectiveness of our Legislative Program: I believe the Board's concerns about the legislative program stem from frustration over our progress on the Association's legislative agenda. I would ask the Board to consider the extraordinary difficulty of achieving an agenda which is so vigorously attacked from both within the profession and externally to it. The fact that entry into practice legislation has not yet been achieved in any State should be evidence of this.

As you know, the legislative program is subject to three different levels of volunteer direction: (1) the Legislative Council generates the proposed program; (2) the Board of Directors approves the program; and (3) the Voting Body adopts the program. NYSNA has a very long history of selecting legislative objectives which are complex, difficult to achieve, and of critical importance to the profession. Achievement of these objectives will be similarly complex, difficult to achieve, and probably long term in their accomplishment. The Board may

#51

M. ORR CORRESPONDENCE

J. Hunter
May 9, 1988
Page Five

wish to consider what appropriate outcome criteria should be taken as reflective of "success" of our legislative program. I have reviewed the plan of action adopted by the Board with respect to the current legislative program, and believe that with one or two exceptions, the plan has been implemented.

I sincerely hope that this letter will be responsive to the Board's concerns. However, I feel I must reiterate the concern I expressed in my earlier letter to you: the broad scope of the issues raised by the Board suggests to me that a full discussion of of staff and volunteer roles is urgently needed.

We must all be very clear and unanimous in agreement as to the nature of the staff role, the lines of accountability, the process of decision-making in the Association, and the parameters of the Board - staff relationship. Absent this clarity, the mutual partnership of the Board and staff will be eroded and the effectiveness of all of our efforts will be diminished.

Finally, I stress the urgency of resolving these issues prior to further proceedings in the on-going Long Beach case. More than 80% of the Association's membership is represented by us through the Economic and General Welfare Program. An extraordinary challenge to our ability to represent these nurses has been in operation for several years. The membership and Board of Directors have affirmed repeatedly the Association's intent to remain a multi-purpose professional association and to satisfy all requirements of applicable labor laws through an insulation process. This process is dependent on a clear and demonstrable understanding of and execution of the staff role and our ability to communicate that role to the Labor Board and the Courts.

I sincerely hope that I have responded to the general and specific concerns and perceptions of the Board.

Sincerely,

Martha L. Orr

Martha L. Orr
Executive Director

cc: Maggie Jacobs
Secretary

Martha L. Orr, MN, RN
Executive Director



Constituent of The American
Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

Juanita K. Hunter, R.N., Ed.D.
President
The New York State Nurses Association
127 Shirley Avenue
Buffalo, NY 14215

Dear Dr. Hunter:

This will respond to your questions and concerns expressed to me in letters of May 2, and May 3, 1988.

You have asked for an estimate of the approximate cost of adding the president's name to NYSNA letterhead stationery. It is the Association's practice to order the stationery printed in large quantities, in order to realize economy of scale. Currently we do have a large supply of the stationery on hand. If we discard this stationery and order a new printing now, and again in September of 1989, our rough estimate of the incremental cost is \$1000.

You have suggested that there be a policy on official communications. As I understand this issue, you are concerned about the general framework within which the Executive Director communicates directly with members of the Association. I suggest that this issue be included with a general Board discussion of staff and volunteer roles. However, I will attempt to clarify the current practice in terms of the two letters which you have questioned.

I agree that correspondence related to staff matters, administration, and collective bargaining should be answered by the Executive Director. However, I cannot agree that all other correspondence to members should be generated by the President. Contact between the Executive Director and members of the Association is appropriate and necessary, as is the contact of all other staff members with volunteers. The two examples you have questioned may help to clarify.

My letter to Denise Deppoliti, a copy of which is attached, is a simply congratulatory letter for her essay submitted to the ANA "Proud to Care" contest, and a request for permission to use her essay in other Association communications. It has been my practice, and that of my predecessors, to acknowledge the achievements of nurses in New York. At the same time, if these nurses are not members of the Association, I encourage them to



#51

M. ORR CORRESPONDENCE

J. Hunter
May 9, 1988
Page Two

consider membership. I believe this to be appropriate practice of the Executive Director and good public relations.

My letter to Lucille Joel, a copy of which is attached, represents the execution of a Board decision. It is my understanding that the implementation of Board actions is a primary responsibility of the Executive Director. As you know, I read this letter to you on the telephone to secure your approval. Again, in the interests of efficient communications, it has always been the practice of the Association that the Executive Director transmits communications implementing Board actions.

If the Board wishes to consider a formal policy on organizational communications, I would urge that this not be constructed in such a manner as to limit the Executive Director's opportunities for interaction with members.

Your third letter informs me of your intent to request an executive session of the Board of Directors during the May 18-19 Board meeting. You indicate that the agenda of the meeting need not be shared with the Executive Director. Clearly this is the Board's prerogative. However, I urge you to consider the need to keep the Executive Director informed of all Board of Directors' discussion and actions.

Because the Board serves as the corporate agent of the Association, the deliberations of the Board of Directors, even those conducted in executive session, are subject to subpoena and testimony before the National Labor Relations Board and the Courts. In fact, these minutes have been subpoenaed by legal counsel in the Long Beach hearing. Although our legal counsel has asked that this portion of the subpoena be quashed, no decision has been rendered to date. I must stress that formal minutes of these sessions are required and must be kept on file with the Association. In the past, a summary of the Board's deliberations in Executive Session and a report of the actions taken have been recorded within the minutes of the meeting of the full Board. For the protection of the Association and the Board, I urge you to reconsider your decision to exclude me from these sessions.

Finally, you have called to my attention that some communications from you to the staff appear to have been handled inefficiently. I was unaware of this concern until your letter arrived. I have discussed the matter of your April 24th communication to Kim Roberts with her. To the best of her knowledge, the list of names you cited was not included with other items in the envelope. I assure you that all of your communications to us are

J. Hunter
May 9, 1988
Page Three

treated as priority items. I do regret when any such communication is not handled to your satisfaction and will try to assure that the flow of your communications is always managed with great care.

I appreciate and respect your concern for efficient and effective communications within the Association. I will be pleased to discuss this issue with you and the Board.

Sincerely,

Martha L. Orr

Martha L. Orr
Executive Director

cc: Board of Directors

#51

M. ORR CORRESPONDENCE

Martha L. Orr, MN, RN
Executive Director



Constituent of The American
Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

April 26, 1988

Lucille Joel
264 Gettysburg Way
Lincoln Park, NJ 07035

Dear Dr. Joel:

Thank you for sending your position statement and biographical sketch to The New York State Nurses Association in connection with your candidacy for the position of President of The American Nurses Association.

At its most recent meeting, the NYSNA Board of Directors determined that official endorsements of any candidates would not be made this year. However, candidates will be interviewed by representatives of our delegation to ascertain the candidates' positions on membership and other issues of importance to the profession and the organization.

Dr. Juanita Hunter will be making interview assignments among our delegates in the near future. At this point, I am unable to suggest preferred meeting times; however, our designated representative will be in touch with you as soon as possible.

Sincerely,

Martha L. Orr
Executive Director



Martha L. Orr, MN, RN
Executive Director



Constituent of The American
Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

April 4, 1988

Denise Deppoliti
602 Valley Drive East
Chittenango, NY 13037

Dear Ms. Deppoliti:

First, I want to extend my sincere congratulations for the powerful and touching paper you wrote for the ANA "Proud to Care" essay contest. I have many times experienced the feelings that you wrote about so well; reading your paper reminded me of the pain and frustration being experienced by so many of our colleagues in practice.

I would like your permission to use your essay in some of the communications the Association is currently producing in relation to the nursing shortage. I would particularly like to send the paper to Dr. Axelrod and Lorna McBarnette, both of whom are responsible for the Labor-Health Industry Task Force on Health Personnel. Please let me know if this will be acceptable to you.

Also, I would appreciate your sending me a brief biographical statement about yourself.

Thank you again for writing such a beautiful expression about our profession.

Sincerely,

Martha L. Orr
Executive Director



#51

M. ORR CORRESPONDENCE

Martha L. Orr, MN, RN
Executive Director



Constituent of The American
Nurses Association

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

MEMO: Dr. Juanita Hunter
President

FROM: Martha L. Orr
Executive Director

May 6, 1988

As you know, Wendy Burbank has been called away for several days because of the sudden acute illness of her father. I have checked with Kim Roberts concerning the mailing to you of the delegate list. We do keep a log of the mailing dates of all material mailed to you and/or the Board of Directors. The log indicates that the delegate listing was sent to you on May 3rd. If you have not yet received the list, please let me know and I will express mail another copy.

Enclosed is the draft agenda of the Board of Director's May 18-19 meeting. We have received no suggested agenda items from members of the Board. The first Board mailing was sent today, and we will do a second mailing Monday or Tuesday of next week. If you will call in your revisions of the agenda, we could include that in the next mailing.

I expect to be in the office this weekend and on Monday, so am reachable at your convenience.



Juanita K. Hunter, R.N., Ed.D, President
THE NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518)456-5371

May 10, 1988

Martha L. Orr, M.N., R.N.
Executive Director
New York State Nurses Association
2113 Western Avenue
Guilderland, New York 12084

Dear Marty,

Some months ago we agreed to have regular conference calls to ensure that we both have an opportunity to communicate necessary and current information to each other. That system has worked well when it has been operational.

Last week however, when I was speaking at District 8 on May 5, I was confronted with questions related to the nurse practitioner bill. Information came forth that I did not have about the status of last year's bill. Upon checking with staff on Friday, May 6 I discovered that there had been new developments regarding the bill which had not been shared with me.

This brings to mind a concern which I raised with you several months ago. That concern related to the responsibility of the executive director to keep the president updated on major association activities. We both agreed that this information sharing was important to effective administration of each of our roles.

It has become apparent to me that I assume most of the responsibility for these regular scheduled conference calls. While we do discuss issues, these discussions are spontaneous and tend to address an immediate pressing issue. I believe it is more likely that complete information will be communicated when pre-planned calls are regularly scheduled.

I share these thoughts with you to reinforce my views on this matter.

Sincerely,

Juanita K. Hunter, Ed.D.
Juanita K. Hunter, R.N., Ed.D.
President

JKH:mb

cc: Board of Directors

#51

M. ORR CORRESPONDENCE

Juanita K. Hunter, R.N., Ed.D, President
THE NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518)456-5371

May 2, 1988

Martha L. Orr, MEd, RN
Executive Director
New York State Nurses Association
2113 Western Avenue
Guilderland, NY 12084

Dear Martha:

I have become conscious of the fact that NYSNA stationery does not include the name of the current president. This awareness has occurred as NYSNA members have asked me for a reason for this omission. I have also noted that ANA stationery as well as other SNA stationery does acknowledge the current president.

I believe that member identification with the volunteer leadership of their organization is vital to their support and involvement in that organization. Therefore, I will be bringing this matter to the attention of the board of directors at their May 17-18 meeting. In preparation for that discussion I am requesting from you the approximate cost of adding the president's name to the NYSNA stationery every two years.

Thank you for consideration of this matter.

Sincerely,

Juanita K. Hunter, R.N., Ed.D.

Juanita K. Hunter, R.N., Ed.D.
President

JKH:bb

Juanita K. Hunter, R.N., Ed.D, President
THE NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518)456-5371

May 3, 1988

Martha Orr, R.N., M.N., Executive Director
New York State Nurses Association
2113 Western Avenue
Albany, NY 12084

Dear Martha,

During our March 18 meeting as directed by the board of directors, I requested you to distinguish between the mail which should appropriately be answered by the president and that which should be answered by the executive director. You have responded positively to that request.

However, I continue to receive copies of correspondence already mailed which for me has continued to raise the question of appropriate signatory. Two examples are the April 4 letter to Denise Deppoliti and the April 26 letter to Dr. Lucille Joell.

As per our agreement, even before the board meeting, correspondence which relates to staff matters, financial and administrative issues of the organization and collective bargaining are to be acknowledged and responded to by the executive director. Letters which relate to professional issues or volunteer to volunteer matters are to be answered by the president. We further agreed that, discussion would occur between us when questions arise regarding implementation of this verbal policy. It may now be appropriate for the board to consider a written policy on official communications. I would appreciate your response to this idea.

Thank you for consideration of this matter.

Sincerely,

Juanita K. Hunter, R.N., Ed.D.
President

JKH:mb

cc:
Members of the Board of Directors

#51

M. ORR CORRESPONDENCE

Juanita K. Hunter, R.N., Ed.D, President
THE NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518)456-5371

May 3, 1988

Martha Orr, R.N., M.N., Executive Director
New York State Nurses Association
2113 Western Avenue
Albany, NY 12084

Dear Martha,

As you are aware one of my goals for this first year of my presidency is to improve communication with the membership. However, achievement of this goal depends upon expeditious transfer of official communications from the president to NYSNA staff.

There have been several occasions when letters I have sent for typing and other messages have not been received by the responsible persons. The latest incident involved several important items which I mailed on April 24 and received at NYSNA on April 27. Each important item was clearly marked for a specific staff person. The envelope was addressed with attention to Kim Roberts.

On Friday, April 27 Karen Maune informed me that she had not received a list of names which she urgently needed to complete preparation of award certificates for the May 6 Reception at the Hyatt Regency. That list was in the envelope.

I do appreciate all of the efforts which staff expend for the effective functioning of the association. I do however, feel this matter requires some attention. I request a response.

Sincerely,

Juanita K. Hunter, R.N., Ed.D.
President

JKH:mb

cc: Maggie Jacobs, Secretary
Madeleine A. Naegle, President-Elect

Juanita K. Hunter, R.N., Ed.D, President
THE NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518)456-5371

May 11, 1988

Martha L. Orr, M.N., R.N.
Executive Director
New York State Nurses Association
2113 Western Avenue
Guilderland, NY 12084

Dear Marty,

It has been brought to my attention that some staff continue to be unclear about my activities and the effect of those activities on the association's programs. In the past, we have discussed role differentiation between the chief elected officer and chief executive officer on several occasions and most recently at the ASAE conference. It seems apparent however, that the perceptions of some staff need clarification

Therefore, I will include the agenda item president/staff working relationship to our pre-board meeting.

Sincerely,

Juanita K. Hunter, R.N., Ed.D.
President

JKH:mb

cc:
Madeline A. Naegle, President-Elect
Maggie Jacobs, Secretary, Board of Directors

#51

M. ORR CORRESPONDENCE

Juanita K. Hunter, R.N., Ed.D, President
THE NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518)456-5371

May 11, 1988

Martha L. Orr, M.N., R.N.
Executive Director
New York State Nurses Association
2113 Western Avenue
Guilderland, NY 12084

Dear Marty,

It has been brought to my attention that some staff continue to be unclear about my activities and the effect of those activities on the association's programs. In the past, we have discussed role differentiation between the chief elected officer and chief executive officer on several occasions and most recently at the ASAE conference. It seems apparent however, that the perceptions of some staff need clarification

Therefore, I will include the agenda item president/ staff working relationship to our pre-board meeting.

Sincerely,

Juanita K. Hunter, R.N., Ed.D.
President

JKH:mb

cc:
Madeline A. Naegle, President-Elect
Maggie Jacobs, Secretary, Board of Directors

Juanita K. Hunter, R.N., Ed.D, President
THE NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518)456-5371

May 11, 1988

Martha L. Orr, M.N., R.N.
Executive Director
New York State Nurses Association
2113 Western Avenue
Guilderland, NY 12084

Dear Marty,

It has been brought to my attention that some staff continue to be unclear about my activities and the effect of those activities on the association's programs. In the past, we have discussed role differentiation between the chief elected officer and chief executive officer on several occasions and most recently at the ASAE conference. It seems apparent however, that the perceptions of some staff need clarification

Therefore, I will include the agenda item president/ staff working relationship to our pre-board meeting.

Sincerely,

Juanita K. Hunter, R.N., Ed.D.
President

JKH:mb

cc:
Madeline A. Naegle, President-Elect
✓Maggie Jacobs, Secretary, Board of Directors

#51

M. ORR CORRESPONDENCE

Juanita K. Hunter, R.N., Ed.D, President
THE NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518)456-5371

May 11, 1988

Martha L. Orr, M.N., R.N.
Executive Director
New York State Nurses Association
2113 Western Avenue
Guilderland, NY 12084

Dear Marty,

It has been brought to my attention that some staff continue to be unclear about my activities and the effect of those activities on the association's programs. In the past, we have discussed role differentiation between the chief elected officer and chief executive officer on several occasions and most recently at the ASAE conference. It seems apparent however, that the perceptions of some staff need clarification

Therefore, I will include the agenda item president/staff working relationship to our pre-board meeting.

Sincerely,

Juanita K. Hunter, R.N., Ed.D.
President

JKH:mb

cc:
Madeline A. Naegle, President-Elect
Maggie Jacobs, Secretary, Board of Directors