



NOMINATION TERM 2027-2028 ELECTION DEADLINE August 25th, 2026, 11:59 PM (PST)

Dear BAINA members,

The election officers are glad to inform the BAINA Governing Board of the nomination procedure and processes for the upcoming election term 2027-2028.

The following documents are attached for your information. Please complete the nomination form provided below with the required documents. **Incomplete forms with missing documents will not be accepted.**

1. Call for BAINA Governing Board Positions
2. BAINA Nomination & Election Procedure

Required documents:

1. [Nomination form](#)
2. [Exemplar Position Statement](#)
3. [Chapter President support letter \(OPTIONAL\)](#)
4. [Authorization and Consent Form](#)
5. Curriculum Vitae (CV)

If you have any questions, please contact the election officers. Thank You!
Sincerely,

Davinder Lell (Election chair)

E-mail: Bainabylawselection@gmail.com; bainanurses@baina.org



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Call for BAINA Governing Board Positions (2027-2028)

As a member of the BAINA community, one of the responsibilities and privileges is electing the organization's next leaders. You do this when you vote in the BAINA election and nominate colleagues for leadership positions. Currently, BAINA accepts nominations for leadership positions on the BAINA Governing Board (Executive Board and the BAINA Committee Chairs). The competencies for these positions have been defined in the BAINA framework for Executive leadership positions in BAINA bylaws. We request that you carefully consider the defined competencies and submit nominations for colleagues who demonstrate the competencies and who you believe would provide strong leadership in moving BAINA towards achieving its mission and vision. You may also nominate yourself.

Complete the required documents and submit them by **August 25th, 2026, 11:59 PM (PST) deadline. *No nominations will be accepted after the deadline.***

Following are the positions for which nominations are being sought. Terms for all positions will begin on **January 1, 2027 –Dec 31, 2028**

Executive Board

- President
- Executive Vice President
- Vice President
- Secretary
- Treasurer

Committee Chairs

- Advance Practice (AP) Committee
- Advocacy and Policy Committee
- Awards, Recognition and Scholarship Committee
- Bylaws and Election Committee



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- Communication and Editorial Committee
- Fundraising and Membership Committee
- Evidence Based Practice and Research Committee
- Professional Development Committee

Qualifications of the Executive Board members

To be eligible for acceptance of nomination to the **EB of BAINA**, following criteria must be met:

- Have a total of four years (2 terms) of leadership experience.
- BAINA as a new chapter, will count leadership experience in a formal or informal role in other professional organizations towards the 2 years.
- Served 1-2 years on BAINA Governing board.
- Active member of BAINA chapter or other NAINA chapter
- Served for two years on local Chapter GB (BAINA or other NAINA chapter) prior to the term listed on the election ballot for Executive Board Positions.
- Eligible candidates should be in good standing and must be approved of having 80% attendance at EB & GB meetings for the term. (To be verified by election officers with the attendance roster received from the BAINA secretary at the time of the election process and chapter president to confirm the attendance at chapter meetings). The attendance will be calculated until June of the second year (18 months).
- Members of the BAINA Executive Board shall not concurrently serve as Executive Board members, officers, or in any key governance capacity for the National Association of Indian Nurses of America (NAINA), or any other constituent, overlapping, or competing professional non-profit nursing organization.

Qualifications of the BAINA Committee Chairs

To be eligible to submit a nomination for the BAINA Committee chair position, the following criteria must be met:

- BAINA as a new chapter, will count leadership experience in a formal or informal role in other professional organizations towards the 2 years.
- Active member of BAINA chapter or another NAINA chapter



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- Have a minimum of two (2) years of leadership experience in the chapter GB completed prior to the term specified in the election ballot (to be verified by the BAINA secretary and confirmed by the chapter President).
- Served as a member of the constituent chapter GB.
- Eligible candidates must be approved of having 80% attendance at chapter GB meetings and Committee meetings if required (to be verified by Election Committee using with the attendance roster provided by received from the BAINA secretary at the time of the election process along with confirmation of attendance at meetings from Committee Chair & Chapter President as applicable).

Eligibility to receive election ballot for voting

GB members who have a minimum of 80% attendance inclusive of three excused absences will receive a voting ballot.

Strong understanding and commitment to the roles and responsibilities of Governing Board members (**Appendix I BAINA Bylaws - provided below**)

Competencies as defined in the **BAINA Framework for Executive Leadership Positions (Appendix II BAINA Bylaws - provided below)**

Accountabilities of Elected/ Appointed Officers:

- Define and support the association's vision, mission, and values statement.
- Active commitment to and understanding of NAINA and its mission, vision, and values
- Ensure effective organizational planning.
- Effectively manage the association's resources.
- Determine, monitor, evaluate and strengthen the association's programs and services.
- Uphold legal requirements and ethical integrity.
- Assess Board performance and ensure Board succession.
- Ensure effective communication between BAINA & at national level NAINA



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BAINA NOMINATION & ELECTION PROCEDURE

The Election Committee will be formed by the chair and the Co-chair of the committee. A non-BAINA member may be called upon to serve on this committee to serve as a third committee member. The Co-chair will be a member of the chapter election committee.

Both members will not nominate themselves to the Executive Board or committee chairperson during the election term.

Accountabilities of the BAINA Election Committee

1. The Election Committee Chair oversees the execution of the nomination and election process of BAINA.
2. The Election Committee Chair is solely responsible for the safekeeping of the ballot box, ballots, and voter registry.
3. The Election Committee members work together to preserve the integrity of the election process.
4. Reviews and amends election policies and procedures to follow current trends including in the instances of contested elections.
5. Informs the Governing Board of the candidate's eligibility, nomination, and election policies and procedures and ensures that they are strictly followed.
6. Compiles a voter registry of all eligible voters of the given election.
7. Reviews nominations and notifies nominees if ineligibility to contest is obvious.
8. Compiles and counts both paper and online ballots.
9. Presents to the GB the names of the winners of the elections and selections 30 days prior to the installation date of the officers.
10. Assists Chapter Presidents to inform winners of the election/selection.
11. Assists the Executive Board with the installation of new officers.
12. To receive a voting ballot, the GB members should demonstrate 80 percent of attendance inclusive of three excused absences at regularly scheduled BAINA GB meetings, and be in good standing with both BAINA and NAINA
13. A nomination process will be instituted during which all members will have an opportunity to nominate names of individuals for eligible Governing Board positions or self-nominate.



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Election Procedure

The call for nominations for BAINA Executive Board Members and Committee Chairs will start on **July 15th, 2026**. Nomination forms must be completed and submitted online by **August 25th, 2026, 11:59 PM (PST)**.

1. The election committee will compile the list of eligible candidates for various positions. If a candidate is found not eligible as per the established qualifications, the name will be deleted from the list. The decision of the election committee will be final and binding. The final eligible candidates for the executive board position will be presented to BAINA Governing Board
2. The position statement of each candidate will be made available to the governing board by or before **September 10th, 2026**
3. All candidates for the Executive Board: The governing board will interview the candidates before the election (**September 18th, 2026**).
4. The election (voting) process will begin on **September 19th, 2026**; the votes will be in electronic format. Voting will be allowed only for seven days, beginning at **midnight on September 19th, 2026, and ending at 11:59 PM (PST) on September 25th, 2026**. Instructions for casting votes will be available during that time.
5. In the event of contested elections resulting in ties, the projection of the software shall be honored as the outcome. The decision of the election committee will be final and binding. Results of the election will be announced by **September 30th, 2026**.
6. The list of nominated committee chairs will be prepared by the election committee and presented to the Board of Directors for final selection and approval. The committee chairs will not go through an election process. The appointment of committee chairs will be completed by **October 9th, 2026**.
7. Newly elected Executive Board Members will participate with the current BOD to select the committee chairs.
8. Voting ballots will only be sent to GB members who attended BAINA meetings. Members who have less than **80%** attendance at BAINA GB meetings will not receive a ballot for voting.



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Appendix I

ROLES AND RESPONSIBILITIES OF THE GOVERNING BOARD MEMBERS

Section I

Executive Board:

The officers of the BAINA Executive Board shall be President, Executive Vice-President, Vice-President, Secretary, Co-Chair Secretary, Treasurer and Co-Treasurer.

Note: The term, ***Meeting***, is designated for face-to-face meetings and other various forms including but not limited to web and zoom meetings.

A. President:

- Provides leadership to the Association in accordance with the bylaws.
- Presides at all business meetings of the Executive Board, Board of Directors, and the Governing Board.
- Assures integrity of the Boards
- Represents BAINA at other organizations or appoint representatives as needed to serve .as the principal liaison between the Association and other organizations
- Delegates duties and responsibilities to Executive Vice President when unable to attend
- Terminates non-functioning committees and positions and noncompliant board members with the approval of the Governing Board and with proper notification
- Develops and leads the strategic plan of the Association.
- Oversees the financial status of the Association and issues checks/ payments for authorized transactions in absence of the BAINA treasurer
- President is the ex-officio member of all committees except the election committee

B. Executive Vice President:

- Performs the duties of the President in the absence/vacancy or at the request of the President and the Governing Board.



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- Performs other duties as may be delegated by the President or with the consensus of the Executive Board.
- Assists boards and committees in developing and executing a strategic plan for the Association.
- Collaborates with the Fundraising committee to develop a strategic plan for fundraising
- May be commissioned by the Governing board to complete the responsibilities of the office of the President in case the president fails to follow the bylaws or steps down from the office.

C. Vice President:

- Performs tasks as assigned by the President and or requested by the Governing Board.
- Identifies areas for progress in the association and makes recommendations to the responsible boards and chairs of the Committees.
- Performs the duties of the secretary in her/his absence and or at the request of the President.
- Oversees and plans the fundraising committee activities with the committee chair

D. Secretary

- Performs responsibilities of the secretary including all record-keeping for the elected term
- Facilitates communications within the Governing Board and the members and public with the approval of the president, including preparing and disseminating correspondence, memos and announcements.
- Prepares and distributes the current BAINA Board Directory to Governing Board members at the beginning of the term.
- Prepares/ updates centralized BAINA calendar to reconcile all BAINA activities for which GB attendance is needed
- Prepares/updates templates for meetings/teleconferences, attendance roster, agenda and minutes.
- Informs all participants of upcoming GB meeting with agenda, financial reports, committee reports, and minutes to include attendance record to be approved at least three business days prior to the meeting



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- Maintains articles of incorporation and permanent documents; reports, records including bylaws, bylaw appendices, and other standing rules of the association in permanent files.
- Maintains all records including projects, activities, and programs submitted by each committee chair and project leaders' hands over archived secretary's report each year to preserve continuity for the organization annually.
- Conducts general correspondence of the Association and maintains records.
- Disseminates information promptly to the Governing board and members regarding projects, programs, and activities.

E. Treasurer

- Performs responsibilities of the treasurer and maintains the financial integrity of the Association
- Executes authorized banking transactions up to \$500.00 and will require a co-signer above this amount
- Maintains records of all financial transactions including all receivables, expenses, receipts, and disbursement, including routine operations and any special events.
- Releases association checks for approved payments and secures President's approval when above \$500.00
- Presents financial records to the Governing board during monthly meetings.
- Presents financial records for examination by designated internal and external auditors annually
- Completes all tax filing requirements annually
- Advises the President and EB on budgetary considerations including the proposed budget, identifies incoming streams, approves expenditure line items and standard operating expenses
- Sends current financial reports to the secretary at least five (5) days prior to the scheduled Governing Board meetings.
- In collaboration with the Membership Committee Chair, sends out renewal notices to chapter presidents and virtual members in advance of the due dates and follows through until renewals are completed.
- Coordinates with Membership Committee Chair to process new membership applications and ensure collection of fees.
- Keeps on file an accurate record of the new and renewed membership.



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- Keeps a record of BAINA's current various memberships including honorary membership.

Section II

Advisory Board

- The Advisory Board consists of the five (5) immediate past presidents. The immediate past president will be the chairperson of this Board.
- The primary responsibility of this board is to ensure that the activities and the code of conduct of the Association and its members are in accordance with the established mission, vision, and goals of BAINA and as specified in the bylaws.
- The Advisory Board must meet at least once a year. The board may meet and recommend to the Governing Board, resolutions to conflicts affecting the operation of the Association, such as major issues or significant deviations identified and verified in the activities and the conduct of any Board member.
- The Advisory Board members can be called upon by the President to assist the Executive Board to function as mentors to other BAINA committees /Chairs, if necessary.
- Members of the Executive Board and Advisory Board together will be known as the Board of Directors of BAINA
- This board will meet at least annually and as needed when called upon by the President to address any major concerns or decisions that need to be made with the collective input and majority consensus of the whole membership of the Board.

Governing Board

The Executive Board, the Advisory Board, the Committee Chairs, and the Chapter Presidents will constitute the Governing Board.

In addition, a non-nurse professional, preferably an attorney or a CPA from the at large community may serve the Association as a guest in an advisory capacity only. This individual will not have voting and decision-making rights.



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Section III

BAINA Committees & Committee Chair Responsibilities

- Committee chairs are members of the GB.
- Each committee will have a Co-chair.
- The Committee co-chair will be selected from members of the committees by consensus of the committee chair and committee members to assist the chair with committee responsibilities.
- Co-chairs will not have a vote.
- The Chair shall designate the Co-chair to attend the GB meetings with prior notification to the President and or the Secretary.
- The Chairperson sets goals, holds monthly meetings, and makes recommendations for strategic planning and budget with the President.
- The Chairpersons must present quarterly reports to the GB and written annual reports to the BAINA secretary.
- All new committee initiatives must be communicated to and sanctioned by the GB.
- Committee chairs are responsible for timely submission of reports, documents, and any intellectual properties to the secretary for document retention and handing over the required documents to the incoming chair before the end of the term.
- Associations have combined certain committees to support the coordination and collaboration although the function of each committee is outlined.

Professional Development

- Continuously assesses, identifies, plans, implements, and evaluates educational programs to meet membership needs.
- Acts as a resource for local chapters collaborates with chapter presidents, chapter education committee chairs, and other professional agencies for the development and implementation of educational programs.
- Recommends educational content for all BAINA & NAINA conferences.
- Prepares and publishes conference brochures, handbooks, and other relevant materials.
- Identifies national healthcare trends that need to be presented in regional, national, and international conferences.



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Editorial & Communication Committee

Editorial

- Makes recommendations toward a strategic plan
- Solicit and publish news and articles for the peer-reviewed journals – electronic version every odd year and in addition to the electronic, a commemorative journal to be released at the biennial conference.
- Sends publication materials to the website committee

Communication

- Chooses committee members with language knowledge and proficiency that reflects and represents various languages/dialects of the BAINA membership
- Explores and evaluates means of promoting the Association's interests.
- Gathers and submits newsworthy materials to various news media with the approval of the Executive Board.
- Disseminates information to chapters and members-at-large regarding programs and activities the Association undertakes.
- Assumes responsibility for website maintenance, social media, newsletter, and public relations
- Updates BAINA website periodically as needed
- Solicits and posts content, including news, articles, and photos
- Ensures posting of the Association Bylaws, Appendices, on the website

Awards, Recognition and Scholarship Committee

1. Initiates, reviews, and updates awards/recognition, scholarship program criteria.
2. Ensures publishing of the selection criteria on BAINA and chapter websites to select deserving awards/ scholarship recipients.
3. Selects the awards/recognition, scholarship recipients with the approval of the executive board.
4. Collaborate with NAINA to actively participate in opportunities to showcase and recognize recipients and BAINA members in various offerings and opportunities.



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Evidence Based and Research Committee

1. Initiates, reviews, and reviews and publishes research studies based on research/grant criteria
2. Updates and publishes research/grant criteria.
 1. Assists with fundraising activities related to Research/Grant funds.
 2. Publishes criteria locally and nationally to select suitable research/grant recipients.
 3. Select recipients based on merit Criteria determined by the Research and Grant Committee.
 4. Applies for suitable research and other type of grant opportunities
 5. Conducts/coordinates research and creates, submits reports as required by donors and grantees.
 6. Contributes to publication in peer-reviewed journals

Advance Practice (AP) Committee

1. Research reviews and analyzes practice issues affecting APNs and makes recommendations to BAINA
2. Serves as a liaison to represent BAINA in clinical practice projects
3. Implements annual APN clinical excellence conferences
4. Serves as a resource to chapter APN committee

Fundraising and Membership Committee

The Fundraising Committee is a standing committee with the goal of raising funds to ensure the financial viability and stability of the organization. The Fundraising Committee Chair, Committee Members, and the BAINA Executive Vice President will work together to determine committee needs. Members of this committee will be local chapter committee chairs.

Membership

- Initiates programs for membership recruitment for the Association
- Provides assistance and guidance to develop prospective chapters
- Maintains a copy of the membership roster and fee collection



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- Maintains membership categories, membership fee structure, membership status, and
- demographic data
- Updates the virtual membership list and updates any expiring membership fees with a notice to
- the expiring member.

Responsibilities include

- Reviews all previous years' fundraising activity and makes recommendations for improvements for the new fiscal year.
- Develops an annual calendar for the committee's activities, including critical dates, milestones, and required board actions
- Finds, creates and implements fundraising opportunities throughout the term.
- Focuses on raising the number of funds needed to meet the organization's budget.
- Tracks and presents reports on proposed fundraising activities at board and Association meetings for approval.
- Conducts meetings with all committee members at least once a quarter
- Actively participates in meetings, contributing to the discussion, brainstorming, and sharing innovative ideas
- Stay in regular communication with BAINA Executive Vice President
- Analyze relationships with current and prospective major donors and funders and develop individualized strategies to cultivate or strengthen those relationships.
- Along with BAINA, Executive Vice President, meets with current and prospective major donors and funders (foundations and corporations).
- Tap respective networks for potential donors of money, time, and in-kind support
- Monitor & support fundraising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective
- Analyze relationships with current and prospective corporate sponsors, devise sponsorship packages, and work with committee members and the BAINA governing board to develop relationships.



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Advocacy and Policy Committee

Monitor, research and provide comments and recommendations on federal, state, and local policy issues and trends of interest to BAINA.

Responsibilities Include

The Policy Committee ensures that the board has policies and procedures in place to guide the operation of the organization in a legal and ethical manner.

- Evaluate lobbying issues of like organizations over email and assess whether BAINA should support the issue. This requires a quick response on behalf of the committee chair and members.
- Evaluate issues in alignment with BAINA's mission and goals to determine if appropriate
- Develop awareness of current healthcare issues and opportunities for BAINA to be represented to (1) support an issue already in discussion in public arenas; (2) anticipate an issue to be on the agenda of national decision-makers; or (3) initiate an issue in a public policy debate.
- Writes position statements as of and when called by the president
- May be requested to represent BAINA before legislators in Washington, DC.
- Build relationships with legislators and lobbyists to support BAINA's position on an appropriate cause.
- Build relationships with other healthcare organizations to collaboratively advocate for opportunities that promote BAINA
- Discuss advocacy visions and or advocacy opportunities with the BAINA Board of Directors and obtain the approval of the BOD on advocacy issues that require BAINA action.

Bylaws and Election Committee

Bylaws

- Initiates amendments/Reviews/recommendations to the bylaws for review by the Governing Board
- Presents the proposed amendments to the Governing Board.



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- Serves as a resource to the chapter bylaw committee chairs and presidents and assists to ensure that the chapter bylaws are aligned with NAINA bylaws so that members understand and achieve the goals and missions collectively.
- Ensures that the bylaws are reviewed/amended and revised as needed on an ongoing basis and provides 30 days comment period
- Ensures that the bylaws are posted and accessible to members on the BAINA website

Election

The Election Committee will be formed by the chair and the Co-chair of the Bylaws committee. A non- BAINA member may be called upon to serve on this committee to serve as a third committee member. The Co-chair will be a member of the chapter election committee.

Both members will not nominate themselves to the Executive Board or committee chairperson during the election term.

- The Election Committee Chairperson oversees the execution of the nomination and election process of BAINA.
- The Election Committee Chairperson is solely responsible for the safekeeping of the ballot box, ballots, and voter registry.
- The Election Committee members work together to preserve the integrity of the election process.
- Reviews and amends election policies and procedures to follow current trends including in the instances of contested elections.
- Informs Governing Board of the candidate eligibility, nomination, and election policies and procedures and ensures that they are strictly followed.
- Compiles a voter registry of all eligible voters of the given election.
- Reviews nominations and notifies nominees if ineligibility to contest is obvious.
- Compiles and counts both paper and online ballots.
- Present the Governing Board the names of the winners of the elections and selections 30 days prior to the installation date of the officers.
- Assists Chapter Presidents to inform winners of the election/selection.
- Assists the Executive Board with the installation of new officers
- To receive a voting ballot the GB members should demonstrate 80 percent of attendance at all BAINA GB meetings.



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Section IV

NAINA Governing Board

Chapter Presidents

Presidents of state chapters are members of the NAINA GB.

- Adopts and abides by the NAINA Bylaws.
- Ensures that their chapter Bylaws are consistent with and aligned with the NAINA Bylaws.
 - Actively participates in the Association to achieve the goals and mission collectively.
 - Attends all NAINA GB meetings or designates representatives in case of absence.
Excused absence with representation greater than three times in the first 18 months of the term will disqualify voting privileges.
- Disseminates relevant information promptly to the chapter memberships.
- Presents chapter activity and event updates during GB meetings/teleconferences.
- Submits written chapter activity and accomplishment reports to NAINA secretary annually.



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Appendix II

BAINA Framework for Executive Leadership Positions

In response to feedback from members that the competencies for executive leadership positions were not clearly articulated in the *BAINA Executive Leadership Framework*, the BAINA Board of Directors initiated a deliberate process to prioritize and clarify the needed competencies.

The results of this work are detailed below in the *BAINA Framework for Executive Leadership Positions*. The Nominating Committee will use this framework as the basis of their evaluation as executive leadership nominees; therefore, nominees should demonstrate evidence of these competencies in their application materials.

Highly qualified and committed executive leaders are essential to the continuing progress of BAINA. In partnership with members, and constituents, these leaders ensure that the organization's mission, values and strategies are achieved.

Executive leadership positions are:

1. President
2. Executive Vice President
3. Vice President
4. Secretary
5. Treasurer

Each competency is accompanied by an operational definition, which includes examples of skills that would be evident in an individual with the competency. This is not intended to be an all-inclusive list of skills, but it is hoped that these examples provide additional context to the definition.

The competencies serve to:



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- Clearly communicate to stakeholders the qualities desired in candidates for BAINA executive leadership positions.
- Assist members in assessing their readiness for BAINA executive leadership positions.
- Assist BAINA in identifying, recruiting and developing potential candidates for executive leadership positions in the Association.
- Guide the BAINA Election/ Nominating Committee in evaluating candidate qualifications and selecting future executive leaders.

Essential Competencies for Executive Leadership

- Self-Leadership
- Global Thinking
- Visioning
- Consensus Building
- Effective communication
- Commitment to BAINA

Self-Leadership

The ability to assess, manage and develop oneself to preserve and optimize relationships and add value to the outcomes of one's organization. Inherent in this competency is the ability to:

- Promote trust and confidence in one's own intentions and those of the organization.
- Invite, seek, value, and use feedback, even if it is difficult to hear.
- Clearly articulate one's own point of view and be open to having it challenged by others.
- Validate one's own self-assessment with others and through various forms of communication, including spoken and unspoken cues and clues.
- Be self-reliant in directing one's own development based on feedback and lessons learned from mistakes and successes.
- Assess and recognize the value one personally brings to one's organization.
- Ensure that one's own emotions and passions do not hinder group relationships and outcomes.

Global Thinking

The ability to think beyond one's current role and practice and apply new perspectives that will improve and optimize one's role and practice. Inherent in this competency is the ability to:



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- Analyze national professional issues, trends, events and standards, and integrate this knowledge to form new perspectives.
- Use these new perspectives to advance solutions and positive change.
- Measure the progress of change.

Visioning

The ability to create a clear view of the preferred future resulting from global analysis in order to lead other people and the organization to this preferred future. Inherent in this competency is the ability to:

- Integrate lessons from the past, the realities of the present and the likely future consequences of a decision.
- Foresee the outcome of a situation.
- Translate for others how they can get to the vision of the preferred future from their current situation.

Consensus Building

The ability to achieve practical consensus within groups to promote strong teamwork and garner commitment and participation of others to achieve solutions and effect positive change. Inherent in this competency is the ability to:

- Create a safe environment to keep people in dialogue.
- Articulate one's own point of view even if it is the minority view.
- Recognize and overcome personal bias.
- Suspend judgment to avoid premature closure of dialogue.
- Invite and incorporate the perspectives of others.
- Surface and address values conflicts.
- Achieve shared understanding that everything is not "black and white".
- Identify a common ground among stakeholders.
- Manage conflict effectively.
- Support the consensus decision of the group, even if it is not, one's personal viewpoint.



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Delivering Effective Messages

The ability to deliver effective messages to others to motivate thought and action. Inherent in this competency is the ability to:

- Translate complex issues into relevant and meaningful explanations.
- Clearly convey (verbally and in writing) the multiple dimensions of an issue to individuals and groups in a manner that engages them and helps them understand.
- Convey messages that are congruent with one's own actions.
- Align messages to one's organization, division or unit's mission, goals and priorities.

Knowing and Commitment to BAINA

The ability to demonstrate knowledge and commitment to the mission, values and work of BAINA to optimize outcomes. Inherent in this competency is the ability to:

- Integrate BAINA mission into one's current role and practice.
- Inform others about BAINA and advocate for its issues and value.

Davinder

Fatima

Davinder Lell

Fatima Arastu

BAINA Election Chair

President

Approved & signed, Davinder Lell and Fatima Arastu, July 14th, 2026