Handbook for Candidates for the 2018 CBIC Board of Directors
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INTRODUCTION

Thank you for your interest in serving on the CBIC Board of Directors. In reading this handbook you are embarking on a new journey in leadership for CBIC, a voluntary, autonomous, multidisciplinary organization which provides direction for and administers the certification process for infection prevention and control and applied epidemiology.

This handbook will give you a better understanding of the opportunity to serve on the CBIC Board of Directors. It is intended as a guide to help you determine how your knowledge, skills and expertise may contribute to the advancement of CBIC and the degree to which an appointment to the CBIC Board would fit with your plans, professional goals and experiences.

The Association for Professionals in Infection Control and Epidemiology, Inc. (APIC), serves as the sole member of CBIC.

Each year the APIC Nominating and Awards Committee (NAC) compiles a slate of candidates for APIC elected positions and a slate of candidates for the Certification Board of Infection Control (CBIC) Board of Directors. Candidates for the CBIC Board of Directors are approved by the APIC Board of Directors and do not appear on an election ballot. NAC utilizes an evaluation and scoring process for initial ranking of potential candidates. Candidates are assessed on a combination of professional accomplishments and expertise as well as leadership skills and potential.

Specific requirements, duties, and responsibilities are listed in this handbook. If reapplying for a position on the CBIC Board of Directors, it is expected that you will update and resubmit your application in order that all of your experiences and qualifications are current. If, after review of this handbook, you have additional questions, or would like to learn more about serving on the CBIC Board, we encourage you to contact the chair of the CBIC or APIC Nominating and Awards Committee.
The Certification Board of Infection Control & Epidemiology, Inc. (CBIC) develops and administers the examination for certifying infection prevention and control professionals. CBIC is independent and separate from any other infection control-related organization or association.

Mission Statement

The mission of CBIC is to protect the public through the development, administration and promotion of an accredited certification in infection prevention and control. CBIC maintains and promotes professional certification of the highest quality through the accomplishments of key objectives.

Accredited Certification Program

CBIC’s certification program is accredited by the National Commission on Certifying Agencies (NCCA). The NCCA accredits certifying agencies that meet or exceed their standards. NCCA accreditation signifies the highest standards for establishing a valid, reliable and secure certification process has been fulfilled.

CBIC Board of Directors

The CBIC Board meets in person two times a year. In addition, one or two board conference calls may be held each year. Members of the CBIC Board serve on 4 board committees: Executive, Budget and Finance, Judicial and Ethics, Marketing, Policy and Bylaws, Strategic Planning and Test Committee. Ad hoc working groups/committees may be formed by the President, as required. Most committees meet by conference call with the exception of the Test Committee.

The Test Committee meets in person 2-3 times per year. The Test Committee directs and coordinates with the testing agency all activities related to the development of the proctored computer-based examination and the Self-Achievement Recertification Examination.
<table>
<thead>
<tr>
<th>Term Expires</th>
<th>Name &amp; Preferred Contact Information</th>
<th>Position According To ByLaws</th>
</tr>
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<tbody>
<tr>
<td>President 2017</td>
<td>Lita Jo Henman, MPH, CIC OhioHealth 155 East Broad Street 18th Floor Columbus, OH 43215 Ph: 614-544-4338 Cell: 740-248-1716 Email: <a href="mailto:jo.henman@ohiohealth.com">jo.henman@ohiohealth.com</a></td>
<td>Medical Technologist Second term ending: 12/31/2018</td>
</tr>
<tr>
<td>President-Elect 2017</td>
<td>Joann Andrews, DNP, RN, CIC Lee Memorial Health System P. O. Box 2218 Fort Myers, FL 33902 Ph: (239) 343-3599 Fax: (239) 343-3150 Cell: (239) 851-6690 Email: <a href="mailto:joann.andrews@leehealth.org">joann.andrews@leehealth.org</a></td>
<td>Registered Nurse Second term ending: 12/31/2019</td>
</tr>
<tr>
<td>Secretary 2017</td>
<td>Linda Goss, BS, MSN, APRN, NP-C, CIC, FAPIC University of Louisville Global Health Center 550 South Jackson Louisville, KY 40202 Ph: (502) 562-2822 Email: <a href="mailto:linda.goss@louisville.edu">linda.goss@louisville.edu</a></td>
<td>Registered Nurse First term ending: 12/31/2017</td>
</tr>
<tr>
<td>Treasurer 2017 B&amp;F Committee Chair</td>
<td>Constance J. Cutler, MS CIC FSHEA FAPIC 3249 Oak Park Ave Berwyn, IL 60402 Ph: (708) 783-3389 Cell: (847) 624-1521 Email: <a href="mailto:concutler@gmail.com">concutler@gmail.com</a></td>
<td>Registered Nurse; Acute Care; LTC Second term ending 12/31/2017</td>
</tr>
<tr>
<td>Past President 2017</td>
<td>Ruth M. Carrico, PhD, RN, CIC Division of Infectious Diseases School of Medicine University of Louisville 501 E. Broadway, suite 140C Louisville, KY 40202 Ph: (502) 852-6485 Cell: (502) 640-8026 Fax: (502) 852-3291 Email: <a href="mailto:ruth.carrico@louisville.edu">ruth.carrico@louisville.edu</a></td>
<td>Registered Nurse; Acute Care; LTC; Ambulatory Care Second term ending: 12/31/2017</td>
</tr>
</tbody>
</table>
| Director | 2017 | Roy Boukidjian RN, BSN, PHN, CIC, NE-BC | Registered Nurse  
Second term ending: 12/31/2019 |
|---|---|---|---|
|  |  | Dignity Health  
185 Berry Street, Suite 300  
San Francisco, CA 94107  
Ph: (818) 921-0380  
Cell: (818) 921-0380  
Fax:  
Email: Roy.Boukidjian@DignityHealth.org |  |
| Director | 2017 | Karen G. Anderson, MT, MPH, CIC | Medical Technologist  
First term ending: 12/31/2017 |
|  |  | P.O. Box 177  
Olema, CA 94950-0177  
Ph: (415) 600-2739  
Email: Karen.anderson@ucsf.edu |  |
| Director | 2017 | Sandra Callery, RN, MHSc, CIC | Registered Nurse  
First term ending: 12/21/2018 |
|  |  | Public Health Ontario  
Suite 300  
480 University Avenue  
Toronto, ON M5G 1V2  
CANADA  
Ph: (647) 260-7410  
Email: sandra.callery@oahpp.ca |  |
| Director | 2017 | Vincent Hsu, MD, MPH, FACP, CIC | Physician  
Second term ending: 12/31/2019 |
|  |  | Florida Hospital  
2501 N. Orange Avenue  
Suite 235  
Orlando, FL 32804  
Cell: (407) 286-8426  
Fax:  
Email: vincent.hsu.md@flhosp.org |  |
| Director | 2017 | James F. Marx, PhD, RN, CIC | Registered Nurse  
First term ending: 12/31/2018 |
|  |  | Broad Street Solutions  
P.O. Box 16557  
San Diego, CA 92176-6557  
Ph: (619) 656-7887  
Home: (619) 507-6279  
Fax: (619) 656-7887  
Email: broadstreetsolutions@icloud.com |  |
| Director | 2017 | Christopher L. Olson, BS, M(ASCP), MLT, CIC | Medical Technologist; Acute care; LTC  
First term ending: 12/31/2019 |
|  |  | University of Colorado Hospital  
Mail Stop C300, Leprino Building  
12401 E. 17th Ave  
Cubicle 9-040  
Aurora, CO 80045  
Ph: (720) 848-6980  
Cell: (503) 580-6699  
Email: christopher.olson@uchealth.org |  |
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<tr>
<th>Role</th>
<th>Name</th>
<th>Address</th>
<th>Email</th>
<th>Term Ending</th>
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<tbody>
<tr>
<td>Director 2017</td>
<td>Jacie Colyn Volkman, MPH, CIC</td>
<td>Mission Health System 2 Pine Meadow Asheville, NC 28804</td>
<td><a href="mailto:jacie.volkman@msj.org">jacie.volkman@msj.org</a></td>
<td>12/31/2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cell: (817) 658-9402 Ph: (828) 213-5464</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 Pine Meadow Asheville, NC 28804 Cell: (817) 658-9402 Ph: (828) 213-5464 Email: <a href="mailto:jacie.volkman@msj.org">jacie.volkman@msj.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director 2017</td>
<td>Christine C. Zirges, RN, ACNS-BS, CIC</td>
<td>SSM Health Care 10101 Woodfield Lane St. Louis, MO 63132</td>
<td><a href="mailto:zirges@sbcglobal.net">zirges@sbcglobal.net</a> <a href="mailto:Christina.zirges@ssmhealth.com">Christina.zirges@ssmhealth.com</a></td>
<td>12/31/2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cell: (314) 452-9012 Fax: (314) 286-0475</td>
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<tr>
<td></td>
<td></td>
<td>Ph: (314) 989-3096</td>
<td></td>
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<tr>
<td>Consumer Director 2017</td>
<td>Steven M. (Steve) Langan</td>
<td>5635 Emile Street Omaha, NE 68106 Ph: (402) 659-6343 Email: <a href="mailto:slangan60@gmail.com">slangan60@gmail.com</a></td>
<td></td>
<td>12/31/2018</td>
</tr>
<tr>
<td>APIC Liaison 2017</td>
<td>Karen K. Hoffmann, CIC</td>
<td>UNC, School of Medicine 2621 Winningham RD Chapel Hill, NC 27516 Ph: (919) 967-1039 Email: <a href="mailto:khoffman@med.unc.edu">khoffman@med.unc.edu</a></td>
<td></td>
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<tr>
<td>IPAC Liaison 2017</td>
<td>Molly Blake, RN BN MHS GNC(C) CIC</td>
<td>Winnipeg Regional Health Authority 232a North Pav, 2109 Portage Ave Winnipeg, MB R3J 0L3 CANADA 204-833-1742 <a href="mailto:mblake@wrha.mb.ca">mblake@wrha.mb.ca</a></td>
<td></td>
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</tr>
<tr>
<td>Executive Director</td>
<td>Anne N. Krolikowski, CAE</td>
<td>555 East Wells Street Suite 1100 Milwaukee, WI 53202 Ph: (414) 918-9796 Fax: (414) 276-3349 Email: <a href="mailto:akrolikowski@cbic.org">akrolikowski@cbic.org</a> E-mail: <a href="mailto:info@cbic.org">info@cbic.org</a></td>
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CBIC BOARD COMPOSITION

The CBIC Board of Directors shall be composed of no less than fourteen (14) (including the Consumer Director) but no more than fifteen (15) Directors who shall be nominated by the APIC Board of Directors.

(a) At least one (1) Director shall at all times be a medical doctor.

(b) At least one (1) Director shall at all times be a medical technologist or medical microbiologist with a baccalaureate and a laboratory medicine background.

(c) At least four (4) Directors shall at all times be registered nurses.

(d) At least one (1) Director shall practice infection control in Canada.

(e) At least one (1) Director shall practice infection control in a non-acute care setting defined as community health, home health, ambulatory care or others, including consultants.

(f) At least one (1) Director shall practice infection control in the long-term care setting defined as long-term care, rehabilitation care, skilled care facility, mental health or correctional facility, or nursing home.

(g) At least one (1) Director shall have four (4) or less years’ experience in infection prevention and control practice at the time of appointment.

(h) At least one (1) Director shall at all times be a public consumer (hereinafter Consumer Director).

(i) All Directors other than the Consumer Director shall be certified in infection control.

Any director may fulfill one or more of these criteria set forth in this section.

Directors of the CBIC cannot serve on the APIC Board of Directors at the same time. The CBIC Board of Directors is appointed no later than two (2) months prior to the beginning of the CBIC Board of Directors’ terms of office.
Governance Excellence in Certifying Organizations

Leadership Qualities of a Board Member:

1. Puts his/her agenda aside and does what’s best for the organization
2. Builds a sense of fellowship among those with whom he/she works
3. Sees the big picture
4. Is trusted by the other members of the Board and staff
5. Communicates well, in writing and verbally
6. Works well on a team
7. Is accepting of people with opinions different than his/hers
8. Asks questions which challenge the status quo
9. Understands the organization’s finances and takes fiscal responsibility
10. Has a strong commitment to the mission of the organization

Talents of the Perfect Board Member:

1. Listens well
2. Effectively solves problems
3. Makes decisions based upon data
4. Is passionate about the organization
5. Understands the finances of the organization
6. Focuses on the mission of the organization in all decision making
7. Has a sense of vision and wants the organization to be more than it is today
8. Understands the needs of the constituents
9. Works as a team member but offers respectful dissent
10. Asks probing questions, especially on matters that are unfamiliar
11. Makes decisions based upon the organization’s strategic plan
Board of Directors Job Description

The CBIC Board of Directors shall be composed of no less than fourteen (14) (including the Consumer Director) but no more than fifteen (15) Directors. Each Director serves a term of three (3) years or until their successor is duly appointed and qualified. Directors shall assume office beginning January 1 of the first year of their term. After completing one term as a Director, reappointment to the position for a second three-year term is possible.

All members of the CBIC Board shall:

- Attend and participate in Board meetings and conference calls
- Serve on committees when asked by the President
- Support and understand the organization’s mission and purposes
- Support the President and Executive Committee
- Support the management staff
- Determine, monitor and strengthen programs and services
- Help recruit new leaders
- Treat all information learned or shared at meetings as CBIC intellectual property and confidential, including conversations and discussions
- Promote the organization and credential to others
- Participate in the strategic planning process
Board of Directors
Conflict of Interest Form

1. During their term of office and for one (1) year after leaving the Board, the CBIC Board members are not permitted to endorse, assist or participate in any educational endeavor which has as its primary purpose the preparation of individuals for passing a certification examination.

2. Any possible conflict of interest on the part of any board member shall be disclosed to other members of the board and recorded in the minutes.

3. Any board member having duality of interest or possible conflict of interest on any matter shall not vote on the matter. The minutes of the meeting shall reflect that a disclosure was made, and the abstention from voting occurred.

4. All new Board members are advised of this policy upon entering office.

5. This policy shall not be construed as preventing Board members from briefly stating a personal position in any matter or from answering pertinent questions by other Board members, since the personal knowledge of a Board member may be of great assistance.

6. Current Board members who participate in educational programs must request (a) that advertisement and printed materials for such programs not include reference to the fact that the participant is a Board member of the Certification Board of Infection Control and Epidemiology, Inc., and (b) that there be no reference to their membership on CBIC Board before, during or after the program. The exception to this clause would be an educational session sponsored by APIC or any other professional organization whose educational goal is to endorse or explain the CBIC certification process.

I agree to abide by the above CBIC Conflict of Interest Policy

__________________________________________
(Signed)

__________________________________________
(Date)
DIRECTIONS FOR COMPLETING APPLICATION

A member of the APIC Nominating and Awards Committee will work with each potential candidate to assure applications are correct and complete. Please read and follow directions carefully. Incomplete and/or illegible applications will not be considered.

1. Completed application must be received by the deadline indicated on the application. Send:
   - Completed application
   - CV
   - Photograph (.jpg file format; 300 dpi)
   - Conflict of Interest Declaration Statement
   - References may be sent under separate cover, directly to APIC Headquarters.

   Start the process early so you have time to submit all required elements by the due date.

2. Describe how your leadership experience would be an asset to the CBIC Board. Include a philosophy statement clearly describing your philosophy on certification and specific strategies and goals to help CBIC achieve its vision and mission.

5. Identify four references. Provide each individual with the link to the candidate leadership competency survey. The link can be obtained by sending an email to blong@apic.org. We strongly encourage your references to electronically submit their completed survey to the person named at the bottom of the survey. Allow yourself plenty of time so the survey can reach the committee by the deadline provided. Please identify one reference from four of the following categories:

   a. Current APIC/CBIC/IPAC Canada officer, board of directors member, or committee chair/member
   b. Current employer or someone from your workplace setting who can describe and affirm your leadership skills
   c. APIC or IPAC Canada chapter officer, board of directors members, or committee chair/member or equivalent
   d. Current APIC/CBIC/IPAC Canada staff member who can describe your leadership skills
   e. Member of other professional volunteer organization who can describe your leadership skills
DEADLINE FOR SUBMISSION:  May 15, 2017

NOTE: This is the required format.
You may complete this computerized form and submit electronically (preferred), fax or postal mail.
SIGNATURE REQUIRED (electronic signature acceptable)

For your information, the scoring criteria used are listed in the gray box below each section.

Name (with credentials): _______________________________________________________________

Current Title:  ______________________________________________________________________

Name of Facility/Institution:  ___________________________________________________________

Work Address: ___________________________________________ Work Phone: _______________

_________________________ Work Fax: ____________________

_________________________ Work E-mail: ____________________

Home Address: ___________________________________________ Home Phone: _______________

_________________________ Home Fax: ____________________

_________________________ Home E-mail: ____________________

CIC® Certification: date of initial certification: _________________________________
date of expiry: _________________________________

APIC / IPAC–Canada member?  ID No.: _________________________________

Number of years APIC / IPAC-Canada member: _________________________________
I. PHILOSOPHY STATEMENT:

CBIC Candidates: Describe how your leadership experience would help the CBIC Board fulfill its vision and mission. Include a philosophy statement clearly describing your philosophy on certification and specific strategies and goals to help CBIC achieve its vision and mission. Please limit your statement to 250 words or less.

CBIC Vision: CBIC is the leading provider of professional certification for infection prevention and control. Certification by CBIC is the standard of excellence that Infection Prevention and Control professionals will seek in order to ensure quality care that the public expects, demands, and deserves. Our mission: The mission of CBIC is to protect the public through the development, administration, and promotion of an accredited certification in infection prevention and control. CBIC maintains and promotes professional certification of the highest quality through the accomplishment of key objectives.

II. EXPERIENCE IN INFECTION PREVENTION AND CONTROL & EPIDEMIOLOGY:

A. Number of years in infection prevention and control: __________________________

(1-4 years = 1 point) (5-10 years = 2 points) (More than 10 years = 3 points)

B. Certification in another healthcare-related professional area:  □ Yes  □ No

If yes, please list:

Certified in another healthcare-related professional area = 2 points
C. Diversity of Professional Disciplines/Direct Program Accountability: Indicate areas of prior or current infection prevention and control experience. Then, for each discipline/program area, indicate whether you had oversight responsibility or participation. Please choose one box for each discipline/program area as applicable.

<table>
<thead>
<tr>
<th>DISCIPLINE/PROGRAM AREA</th>
<th>Oversight Responsibility</th>
<th>Participation</th>
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<tbody>
<tr>
<td>Acute Care</td>
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<td>Behavioral Health</td>
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<td>Child Care</td>
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<td>Community Health/Public Health</td>
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<td>Correctional Health</td>
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<td>Home Health</td>
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<td>Long-Term Care</td>
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<td>Ambulatory Care (office, clinics, surgery, etc.)</td>
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<td>Rehabilitation</td>
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<td>Occupational Health/ Environmental Safety</td>
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<tr>
<td>Quality Mgmt./Performance Improvement/ Risk Management/ Patient Safety</td>
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<td>Other</td>
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Oversight Responsibility = 1 point each; Participation = 0.5 points each

Max of 4 points

III. EDUCATIONAL EXPERIENCE:
Indicate highest degree held:
☐ Associates or equivalent = 1 point
☐ Certificate Courses (Provide Description)
☐ Diplomas (Provide Description)
☐ Bachelors = 2 points
☐ Masters = 3 points
☐ Doctorate (Clinical/Academic) = 4 points

Max of 4 points
IV. ORGANIZATIONAL LEADERSHIP EXPERIENCE:
Place an X in box for each leadership positions held in organizations. If you held the same position for more than one year, you must list each year under the year(s) served to receive points.

<table>
<thead>
<tr>
<th>Title</th>
<th>Year(s) Served (Example: 1983-1984)</th>
<th>APIC/IPAC-Canada/CBIC/SHEA/IFIC</th>
<th>APIC/IPAC-Canada Chapter, State, Regional or International</th>
<th>International Activity</th>
<th>Other Healthcare Related</th>
<th>Other (non-healthcare related)</th>
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<tbody>
<tr>
<td>President</td>
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<td>President-Elect/</td>
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<tr>
<td>Vice-President</td>
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<td>Treasurer</td>
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<td>Secretary</td>
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<td>Board Member</td>
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<td>Nominating Comm.</td>
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<td>Comm./Council/Program Chair or Co-Chair</td>
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<td>Committee/Council Member</td>
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<td>Task Force Chair</td>
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<td>Task Force Member</td>
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<td>Section Chair</td>
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<td>Focus Group Leader</td>
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<td>Special Projects</td>
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Max of 50 points for section
V. **LEADERSHIP CHARACTERISTICS**

The CBIC and APIC Nominating (and Awards) Committees have identified various leadership competencies individual board members must possess in order for the association to achieve its mission and vision. Leadership competencies are collections of skills and knowledge that individuals must demonstrate to effectively perform their jobs. Skills are an individual’s personal capability to do something, such as think strategically or communicate effectively. Knowledge is the information and understanding an individual must have in order to be effective, such as principles of accounting.

For each leadership competency listed, please provide a brief description (narrative or bullets) of how your previous/current experience has helped you achieve this competency. Your examples should highlight your previous organizational experiences, outcomes, and lessons learned in the organizations listed in section IV.

A. **Developing Self and Others**—the ability to continuously learn and grow, and promote the development of others *(no more than 150 words)*

B. **Foster Collaboration and Teamwork**—the ability to manage relationships, build consensus and promote strong teamwork and garner commitment and participation of others to achieve and effect positive change *(no more than 150 words)*

C. **Representing and Advancing the Profession**—the ability to professionally and positively represent, advocate for and advance the infection prevention and control profession *(no more than 150 words)*

D. **Performance Improvement & Innovation**—the ability to inspire confidence and action to lead and implement change *(no more than 150 words)*
E. **Critical Thinking Skills** — the ability to make astute decisions and communicate sound, fact-based and timely choices and decisions that reflect the long and short-term interests of the profession (*no more than 150 words*)

F. **Leveraging Technology** — the ability to embrace and leverage technology to enable analysis and decision making related to infection prevention and control (*no more than 150 words*)
G. **Financial Management**—the ability to interpret and appropriately use data within financial statements to promote the financial position of CBIC *(no more than 150 words)*

H. **Communication** —the ability to openly, efficiently and compellingly express ideas as a representative of CBIC *(no more than 150 words)*

*(Max of 24 points for section)*
VI. **CANDIDATE REFERENCES (4)**

References listed will be asked to complete the APIC/CBIC Candidate Leadership Competency Survey on your behalf. (*Note: The Candidate Leadership Competency Survey is now available as an online survey. Please contact blong@apic.org to obtain the link which you can send directly to your references.*)

A. Facility/Institution/Agency:
   Title or professional relationship:
   Name:
   Address:
   Phone:
   Email:

B. Facility/Institution/Agency:
   Title or professional relationship:
   Name:
   Address:
   Phone:
   Email:

C. Facility/Institution/Agency:
   Title or professional relationship:
   Name:
   Address:
   Phone:
   Email:

D. Facility/Institution/Agency:
   Title or professional relationship:
   Name:
   Address:
   Phone:
   Email:

---

**Evaluation of Leadership Scale:**

Each candidate leadership competency survey is reviewed for the leadership competencies listed in section V. Points awarded are derived from the examples and scale scores of responses.

Leadership Competencies Scale includes:

- Developing self and others
- Foster collaboration and teamwork
- Representing and advancing the profession
- Performance improvement and innovation
- Critical Thinking
- Leveraging technology
- Financial management
- Communicating for results

Each characteristic is evaluated using Likert scale.
NON-SCORED ESSENTIAL INFORMATION BELOW

1. **Biographical Profile:**
   This should be written in the third person. Indicate achievements and accomplishments in infection prevention and control and APIC/IPAC –Canada and/or CBIC. *(Please limit your bio to 250 words or less – see sample profile and preferred format provided in candidate handbook).*

2. **Employer Notification:**
   If elected and you would like someone at your place of employment notified, please indicate below.

   Name:       Title:

   Address:       Phone:

   Email:

3. **MANDATORY Attachments to this Application:**
   The documents listed below should accompany this application when submitted for evaluation by the committee:

   **Curriculum Vitae:** Enclose a copy of your current CV. Your CV should include the following items:
   
   - Education
   - Faculty or academic appointments
   - Certifications *(include dates)*
   - Work Experience *(describe any leadership positions held)*
   - Publications *(authored by you – include dates)*
   - Presentations *(regional, state, national, international)*
   - Abstracts *(poster and oral at national or international meetings)*
   - Awards *(include dates)*
   - Skills & Interests *(related to your occupation)*
I AFFIRM THE INFORMATION INCLUDED IN THIS APPLICATION IS TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE.

For E-Mail Submission, Click Here to Insert Your Digital Signature

Date

For FAX or Postal Mail Submission, Please Sign Here

Printed Name

Title:

Facility:

Address:

Return Completed Application

By regular or overnight mail to: Nominating & Awards Committee
c/o APIC
1400 Crystal Drive, Suite 900
Arlington, VA  22202
Or
By Email: blong@apic.org
CANDIDATE LEADERSHIP COMPETENCY SURVEY

This survey is now available online by contacting Barbara Long at blong@apic.org. You will be provided with a link to share with individuals you have selected to serve as references.

NAME OF CANDIDATE: ___________________________  DATE: ______________________

Overview: The individual who provided you this survey has expressed interest in serving on the either the Board of Directors of the Association for Professionals in Infection Control and Epidemiology (APIC) or the Certification Board of Infection Control and Epidemiology (CBIC). The purpose of this survey is to gather feedback from you on the extent to which this individual demonstrates the leadership competencies required to advance and govern in a leading organization.

Directions: Please write the name of the individual who provided this survey to you in the space provided above. Carefully read the leadership competencies and behaviors listed on the next few pages. These are the some of the most critical competencies and behaviors APIC and CBIC believe Board members must demonstrate to be highly successful. Please place a check mark (√) in the square that best reflects the extent to which you believe, based on your direct observation of this individual’s behavior, that the person above demonstrates the behavior. If you do not have enough information to rate the behavior, please select Do Not Know. Your response to this survey will be kept completely confidential and will not be shared with the candidate. Please complete the online survey by May 22, 2015. Shown below are the questions from the online survey. Thank you in advance for your time.

<table>
<thead>
<tr>
<th>DEVELOPING SELF AND OTHERS – The ability to continuously learn and grow, and promote the development of others</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sets high standards of self performance and works hard to achieve these standards</td>
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<tr>
<td>2. Admits mistakes and takes responsibility for failures</td>
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Seldom/ Never  Frequently  Always  Do Not Know
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<td>3. Learns from mistakes, experiences, and feedback and moves forward while modifying behaviors and actions accordingly</td>
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<tr>
<td>4. Identifies future leaders who can contribute effectively to the organization</td>
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<tr>
<td>5. Mentors new leaders to promote their development</td>
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<thead>
<tr>
<th>Seldom/ Never</th>
<th>Frequently</th>
<th>Always</th>
<th>Do Not Know</th>
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**RELATIONSHIP AND CONSENSUS BUILDING** – The ability to promote strong teamwork and garner commitment and participation of others to achieve and effect positive change

<p>| | | | |</p>
<table>
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<tr>
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<tbody>
<tr>
<td>6. Demonstrates respect for the opinions of others</td>
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<tr>
<td>7. Collaboratively works with individuals toward solutions which benefit all involved individuals</td>
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<tr>
<td>8. Works to build consensus while demonstrating a willingness to make tough decisions</td>
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<tr>
<td>9. Shares differences of opinion at appropriate time and place</td>
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<tr>
<td>10. Focuses on resolving conflict with a win-win solution rather than assigning blame</td>
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<tr>
<td>11. Follows through on commitments and promises</td>
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<tr>
<td>12. Treats people with diverse backgrounds with dignity and respect</td>
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<tr>
<td>Representing and Advancing the Organization – The ability to professionally and positively represent, advocate for and advance the organization</td>
<td>Seldom/Never</td>
<td>Frequently</td>
<td>Always</td>
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<td>---------------------------------------------------------------</td>
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<tr>
<td>13. Stays informed about national issues, trends, events and standards affecting the organization</td>
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<tr>
<td>14. Anticipates changes in the industry and the potential impact of these changes on the organization</td>
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<tr>
<td>15. Proactively shares current issues, trends, events, standards and anticipated changes with key stakeholders</td>
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<tr>
<td>16. Provides strategic input/guidance and explores options for advancing and shaping the future direction of the organization</td>
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<tr>
<td>17. Clearly and passionately communicates the vision/direction of the organization in a way that inspires others</td>
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<tr>
<td>18. Takes actions that support the organization’s strategy and goals</td>
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<tr>
<td>19. Comes to meetings prepared for discussions</td>
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<tr>
<td>Performance Improvement – The ability to inspire confidence and action to implement and support change</td>
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<tr>
<td>20. Is open to change and new information</td>
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<tr>
<td>21. Accepts and adjusts rapidly to change</td>
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<tr>
<td>22. Builds confidence that organizational changes can be achieved</td>
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<tr>
<td>23. Helps identify the opportunity in changes and challenges</td>
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</tbody>
</table>
**MAKING ASTUTE DECISIONS** – The ability to make and communicate sound, fact-based and timely choices and decisions that reflect the long and short-term interests of the organization

<table>
<thead>
<tr>
<th></th>
<th>Seldom/ Never</th>
<th>Frequently</th>
<th>Always</th>
<th>Do Not Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>24.</td>
<td>Consults with and/or involves relevant others in decision making activities</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>25.</td>
<td>Integrates information from all relevant sources to make sound decisions</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>26.</td>
<td>Considers how choices and decisions will impact the organization and others</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>27.</td>
<td>Makes decisions that are in the best interests of the organization even if they are unpopular</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>28.</td>
<td>Makes decisions in a timely manner to enable others to effectively implement necessary actions</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>29.</td>
<td>Puts best interest of the organization ahead of personal interests</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>30.</td>
<td>Knows when to be creative and take calculated risks</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>LEVERAGING TECHNOLOGY – The ability to embrace and leverage technology to elevate the organization</td>
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<tr>
<td>31. Keeps current with technological advances that may impact the organization</td>
<td>Seldom/ Never</td>
<td>Frequently</td>
<td>Always</td>
<td>Do Not Know</td>
</tr>
<tr>
<td>32. Considers and shares how technological advances may impact the organization</td>
<td>Seldom/ Never</td>
<td>Frequently</td>
<td>Always</td>
<td>Do Not Know</td>
</tr>
<tr>
<td>33. Develops strategies that leverage technological advances to improve processes and elevate the organization</td>
<td>Seldom/ Never</td>
<td>Frequently</td>
<td>Always</td>
<td>Do Not Know</td>
</tr>
<tr>
<td>34. Uses electronic media to build relationships and conduct business</td>
<td>Seldom/ Never</td>
<td>Frequently</td>
<td>Always</td>
<td>Do Not Know</td>
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</tbody>
</table>
**FINANCIAL MANAGEMENT** – The ability to interpret and appropriately use data within financial statements to promote the financial position of the Organization

<table>
<thead>
<tr>
<th></th>
<th>Seldom/ Never</th>
<th>Frequently</th>
<th>Always</th>
<th>Do Not Know</th>
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<tbody>
<tr>
<td>35. Demonstrates an understanding of the organization’s financial position</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>36. Demonstrates an understanding of the financial tools that drive strategic planning and business decisions</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>37. Considers financial consequences of decisions</td>
<td>☐</td>
<td>☐</td>
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</tbody>
</table>
**COMMUNICATING FOR RESULTS** – The ability to openly, efficiently and compellingly express ideas as a representative of the organization

<table>
<thead>
<tr>
<th></th>
<th>Seldom/ Never</th>
<th>Frequently</th>
<th>Always</th>
<th>Do Not Know</th>
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<tbody>
<tr>
<td>38. Clearly, concisely and directly communicates ideas, information and directions</td>
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<tr>
<td>39. Invites questions, comments, and suggestions about own ideas and assumptions</td>
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<tr>
<td>40. Encourages others to share their ideas, opinions and the reasons and assumptions that underlie their opinions</td>
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<tr>
<td>41. Takes the time to listen, paraphrase, and fully understand other’s messages</td>
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<tr>
<td>42. Adapts communication skills to make people feel comfortable and maximize communication and productivity</td>
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<tr>
<td>43. Projects credibility and poise even in highly visible and/or adversarial situations</td>
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</tbody>
</table>

**OPTIONAL COMMENTS:** Please provide any additional comments regarding the candidate in this section. *(150 word limit)*
CANDIDATE CHECKLIST

To be completed by candidate prior to submitting application package. The application packet should contain the following four items. There is no need to include this checklist with your packet.

☐ Original of signed Candidate Application

☐ Photograph (Original 5x7 color) or digital file

☐ Current completed CV

☐ CBIC conflict of interest disclosure statement

Date submitted: ____________________
2017 Nominating and Awards Committee

Co-chair, Awards
Doramarie Arocha, MS, MT(ASCP)SM, CIC, FAPIC
Director, Infection Prevention
University of Texas - Southwestern Medical Ctr.
Dallas, TX
doramarie.arocha@UTsouthwestern.edu

Co-chair, Nominating
Jo Micek, RN, CIC
Infection Prevention Manager
Liberty Hospital
Liberty, MO
jmicek@libertyhospital.org

Members

Marcia R. Patrick, MSN, RN, CIC
Infection Prevention Consultant
Tacoma, WA
marcia.patrickip@gmail.com

Norma A. Atienza, RN, BSN, MPA, CIC, CPHQ
Director, Infection Control
St. Joseph Medical Center
Houston, TX
Norma.Atienza@sjmctx.com

Michelle Farber, RN, CIC
Infection Prevention Consultant
McGregor, MN
shanindoa@msn.com

Elizabeth Monsees, RN, MSN, MBA, CIC, FAPIC
Infection Control Practitioner
Children's Mercy Hospitals & Clinics
Kansas City, MO
eamonsees@cmh.edu

Senior Advisor
Susan A. Dolan, RN, MS, CIC, FAPIC
Hospital Epidemiologist
Children’s Hospital Colorado
Aurora, CO

Staff Liaisons
Artesha C. Moore, CAE (Awards)
Vice President, Membership, Education and Technology Services

Barbara Long, CAE (Nominating)
Senior Director, Governance and Executive Affairs
2017 Nominating Committee

Ruth M. Carrico, PhD, RN, CIC (Chair)
Division of Infectious Diseases
School of Medicine
University of Louisville
Louisville, KY
E-mail: ruth.carrico@louisville.edu

Joann Andrews, DNP, RN, CIC
Lee Memorial Health System
Fort Myers, FL
E-mail: joann.andrews@leehealth.org

Constance J. Cutler, MS, CIC, FSHEA, FAPIC
Manager, Infection Prevention
MacNeal Hospital
Berwyn, IL
Email: concutler@gmail.com

Christine C. Zirges, RN, ACNS-BS, CIC
SSM Health Care
St. Louis, MO
Email: zirges@sbcglobal.net
Email: Christina.zirges@ssmhealth.com
## Important Dates
### Fall 2017 Call for Candidates

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 15 – May 15</td>
<td>Call for nominations open</td>
</tr>
<tr>
<td>May 13 – June 12</td>
<td>Candidate applications under review and scoring process.</td>
</tr>
<tr>
<td>June 14</td>
<td>Nominating &amp; Awards Committee meets to review applications</td>
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<tr>
<td></td>
<td>Meet and greet with candidates during APIC Annual Conference</td>
</tr>
<tr>
<td>August 7</td>
<td>Nominating chair presents the slate of candidates to the APIC Board for approval.</td>
</tr>
<tr>
<td>August 7-12</td>
<td>Candidates notified of their status with regard to appearing on the ballot.</td>
</tr>
<tr>
<td>August 13-25</td>
<td>Candidate bios and photos prepared for the electronic ballot.</td>
</tr>
<tr>
<td>September 22</td>
<td>APIC elections open to members.</td>
</tr>
<tr>
<td>October 23</td>
<td>APIC elections close.</td>
</tr>
<tr>
<td>October 26-30</td>
<td>Candidates appearing on the ballot notified of election results.</td>
</tr>
<tr>
<td>January 2017</td>
<td>Term beings for newly elected candidates.</td>
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