

STUDENT NATIONAL MEDICAL ASSOCIATION



House of Delegates Workbook

45th Annual Medical Education Conference

April 8-12, 2009
New Orleans, Louisiana

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SNMA

SPEAKER OF THE HOUSE OF DELEGATES

Melanie Crutchfield, Speaker of the House
Christopher Jones, Parliamentarian

Greetings SNMA Delegates,

As 2009 marks the Student National Medical Association's (SNMA) 45th Anniversary, it is appropriate to begin something new to you. With great pleasure, we present the first SNMA House of Delegates (HOD) Workbook. This new product is designed to assist you in making informed decisions on key items that will be discussed during current and future House of Delegates sessions. In addition, it can be used as an ongoing historical reference for looking back at SNMA's rich history, so that we might reflect on how we all can sustain our place in SNMA's continuing mission. In doing so, we acknowledge and honor the organization's past, while at the same time contributing to its future.

In developing this guide, it was interesting to find—from a historical perspective—that the conduct of the HOD had somewhat rocky beginnings in the 1970's, but that its activities and performance have not changed remarkably in the ensuing thirty-some years. This is a testament to the solid foundation set forth by SNMA's initial officers and previous HOD assemblies. As SNMA is always moving forward, though, it is our hope that you will utilize this guide not only at the Annual Medical Education Conference (AMEC) this year, but as an aid as well in conducting your chapters' business throughout the year, since it will help in explaining the mission, vision, and policies of SNMA. Although the document is a "first" within our organization, it is our expectation that future SNMA administrations will enhance and build upon the work introduced here, so feel free to offer your suggestions to future Speakers of the House or to the SNMA National Headquarters.

We extend thanks to staff members at the SNMA National Headquarters who researched and compiled some of the archival records contained in the guide. And, we extend a special thank you to *you*, whose hard work and devotion to the SNMA has made this 45th year possible.

Sincerely,

Melanie Crutchfield
2008-2009 Speaker of the House of Delegates

Christopher Jones
2008-2009 National Parliamentarian

Student National Medical Association

CONSTITUTION

As amended by the 2007 House of Delegates

ARTICLE I

Name

The name of this organization shall be the Student National Medical Association.

ARTICLE II

Purpose

The purposes of the Student National Medical Association are:

1. To create an atmosphere wherein professional excellence and moral principles can find fullest expression;
2. To promote the dissemination of information relative to minority issues in the field of medical education;
3. To take necessary and proper steps to eradicate practices in the field of health profession education that compromise the goal of providing a quality education to minorities and women;
4. To promote the development of workable programs for the implementation of better urban and rural health care;
5. To provide national leadership in the promulgation of legislative policies for the provision of enhanced access to better health care;
6. To promote the sponsorship of programs for minority youth to encourage their entrance into the health professions;
7. To promote increases in the levels of minority student recruitment, admissions, and retention in schools training health professionals.
8. To encourage and promote the development of minority faculty in order to increase the presence of minority mentors and biomedical researchers in academic health centers.

Mission

The Student National Medical Association (SNMA) is committed to supporting current and future underrepresented minority medical students, addressing the needs of underserved communities, and increasing the number of clinically excellent, culturally competent and socially conscious physicians.

Vision

The SNMA commits to the empowerment of its members to take proactive steps to address minority health issues through advocacy and community service. As such, SNMA works to promote the professional development of its members, so that they may have the potential for being the underrepresented minority (URM) health leaders of tomorrow.

SNMA commits to providing URM pre-health students with knowledge, skills and experiences that are both pre-requisite and concomitant to professional participation in the health care industry.

SNMA commits to actively engaging in health advocacy to address inequities in medical education; racial/ethnic health disparities; and injustices in U.S. domestic and foreign health policy. SNMA will work to ensure equity in health care, serve as community health advocates, succeed as leaders in academic medicine, and direct health policy change.

We encourage our membership to embody the ideals of the organization while maintaining leadership roles within SNMA; other professional organizations; and minority and underserved communities. We continue to advance the culturally competent URM medical student and future physician to achieve equal opportunity and health care for all.

ARTICLE III Relation to Other Organizations

Section 1. Relation to the National Medical Association

Realizing that the Student National Medical Association (SNMA) will, in all probability, be the National Medical Association (NMA) of tomorrow, the SNMA:

- A. Establishes equitable affiliation through its Board of Directors with the NMA;
- B. Recognizes informed counsel from, to and/or with the NMA while maintaining internal integrity to deliberate that counsel; and

Allows official SNMA representation on the Board of Directors, and all other positions open in the NMA where this participation: (1) does not endanger the integrity of SNMA and (2) facilitates the proper delivery of health care, the education of health professionals, the status of health as these items relate to minorities and other medically undeserved groups.

Establishes an Official Delegate to the NMA House of Delegates subject to certifying credentials to be issued by the appropriate Official(s) of the National Medical Association. Said Delegate shall:

- i. Represent official positions of the SNMA within the NMA House of Delegates;
- ii. Be appointed by the President of the SNMA;
- iii. Provide a report to the President within thirty (30) days of the close of the NMA's House of Delegates; and
- iv. Be restricted to a two-year term as Official Delegate.

Section 2. The SNMA reserves the following rights:

- A. The right of self-government;
- B. The right to shape and/or reshape the aims, objectives and priorities of the SNMA;
- C. The right to define, publish and influence the spirit and direction of medicine consistent with its purpose and objectives; and
- D. All other rights not mentioned or prohibited above.

ARTICLE IV Membership

Section 1. The Members of the SNMA shall be Active, Associate, Supporting Physician/Patron, Honorary, and Organizational/Institutional.

Section 2. Active Membership shall be granted, upon payment of prescribed Dues, to any medical student (any student matriculating at a medical school in ultimate pursuit of an M.D. or D.O.), resident, or fellow who recognizes the need for existence of the SNMA, and who believes in the ideas, aims and purposes upon which it was founded.

Section 3. Associate Membership shall be defined as:

1. Any pre-medical student (any student matriculating at an undergraduate institution or a post baccalaureate program who is enrolled in a pre-health professions curriculum).
2. Any undergraduate or graduate allied health student, health professions student or anyone who is interested in the mission and understands the purpose of the SNMA who does not fit into any other membership category of Article IV of the SNMA Constitution.

Such membership shall be granted, upon payment of prescribed Dues, to any student belonging to the aforementioned categories who recognizes the need for existence of the SNMA, and who believes in the ideas, aims and purposes upon which it was founded.

Section 4. Honorary Membership shall be granted to persons having made notable and outstanding contributions to enhance the purpose and objectives of SNMA, upon recommendation of the Board of Directors or the House of Delegates at the Annual Medical Education Conference.

Section 5. Any organization/institution which chooses to enhance the purposes and objectives of the SNMA through the payment of Dues shall be granted Organizational/Institutional Membership. Membership in this category shall be elected by the House of Delegates or the Board of Directors.

Section 6. Supporting Physician Membership shall be granted, upon payment of prescribed Dues, to any individual holding a doctorate in allopathic or osteopathic medicine who recognizes the need for the existence of the SNMA and who believes in the ideas, aims and purposes upon which it was founded. Patron Membership shall be granted, upon payment of prescribed Dues, to any professional or other individual who recognizes the need for the existence of the SNMA and who believes in the ideas, aims and purposes upon which it was founded.

Section 7. Any corporation which chooses to enhance the purposes and objectives of the SNMA through the payment of Dues shall be granted Corporate Membership. Membership in this category shall be elected by the Board of Directors or the Executive Committee.

Section 8. The honor of “emeritus” shall be awarded to distinguished past members of the National Board of Directors who, in the opinion of the House of Delegates or the Board of Directors, have made outstanding and notable contributions to the Student National Medical Association. These individuals should have exhibited exemplary service to the organization in their position and embody and promote the ideals and mission of the Student National Medical Association.

Section 9. Lifetime Membership shall be granted, upon payment of prescribed dues to any medical student, resident, or fellow who recognizes the need for the existence of the Student National Medical Association, and who believes in the ideas, aims and purposes upon which it was founded.

ARTICLE V
Governance

Section 1. This Constitution is the supreme governing document of the SNMA. All members, chapters, regions, and staff shall be governed by this document. No policy or activity of any SNMA member, committee, chapter, region, or of the BOD shall conflict with the articles of this Constitution.

Section 2. All chapters and regions shall adopt self-governing constitutions which shall not conflict with that of the national organization. All chapter and regional constitutions and policies are subject to review by the SNMA BOD.

ARTICLE VI
Organization

Section 1. House of Delegates

- A. The House of Delegates shall reflect the Active Members of each SNMA Chapter in proportion to the number of each chapter's Active Members.
- B. The House of Delegates shall transact the business of the SNMA not otherwise specifically provided for in the Constitution and Bylaws and it shall elect the Executive Officers.
- C. The House of Delegates shall receive and have the power to act upon the various reports and recommendations of the Board of Directors, Committees and Officials of the SNMA.
- D. The House of Delegates shall have the power to rescind any policy of the Board of Directors upon a two-thirds (2/3) vote of the present voting delegates.
- E. The House of Delegates shall have the power to rescind any action of the Board of Directors and Executive Committee upon approval of two-thirds (2/3) of the present voting delegates.
- F. A quorum of the HOD shall consist of two-thirds (2/3) of the present voting delegates.

Section 2. Board of Directors

Board of Directors (BOD) shall serve as the supreme judicial and policy-making body of the SNMA during those times at which the HOD is not in session.

- A. The Board of Directors shall be comprised of the following:
 - i. Voting Members
 - a. The Regional Board Member (Regional Director) of each region
 - b. The nationally elected President
 - c. The nationally elected Vice-President
 - d. The Premedical Board Member
 - e. Up to four (4) Professional Board Members
 - ii. Nonvoting Members
 - a. President-Elect
 - b. Executive Director
 - c. Immediate Past Chairperson and Immediate Past President, serving immediately following his/her expired term
 - d. Chairpersons of National Committees
 - e. The Chairperson of the Board of Directors
 - f. Treasurer
 - g. Secretary
 - h. Parliamentarian

- B. A quorum of the BOD shall consist of the National President (or his/her duly appointed representative), the Chairperson of the BOD (or his/her duly appointed representative), and a simple majority of the voting Active Members of the BOD.
- C. In the event of a tie in voting, the Chairperson of the BOD shall make the deciding vote.

Section 3. Executive Committee

Executive Committee (EC) shall be empowered to oversee the daily business operations of the SNMA, including supervision and management of the National Headquarters staff and other personnel. All decisions of the Executive Committee shall be subject to approval by the BOD and/or the HOD.

- A.. The Executive Committee shall be comprised of the following Members of the Board of Directors:
 - i. Voting Members
 - a. The President
 - b. The Vice-President
 - c. A Professional Board Member
 - d. A Regional Director
 - e. Pre-medical Board Member
 - ii. Non-voting Members
 - a. The Chairperson (he/she may vote to create or break a tie in the voting)
 - b. The President-Elect
 - c. The Treasurer
 - d. Executive Director
 - iii. The Treasurer and the President- Elect may vote by proxy for one of the other Members of the Executive Committee.
- B. The selection of the Professional Board Member and Regional Director to serve as Members of the Executive Committee shall be by simple majority vote of the Board of Directors. These Representatives to the Executive Committee shall represent the concerns of the other Professional Board Members and Regional Directors, respectively.
- C. The Executive Committee shall have the authority and responsibility to delegate certain responsibilities to the Executive Director and National Headquarters Staff, as appropriate, for the successful conduct of organizational affairs but not in conflict with this Constitution.
- D. A quorum of the Executive Committee shall consist of three (3) Voting Members.

Section 4 Strategic Planning Council

Strategic Planning Council (SPC) shall be responsible for the strategic planning and the continuity and accountability of the leadership of the SNMA. The SPC shall present an annual report to the HOD which shall outline the completion of short-term goals by the outgoing BOD and officers and any progress made towards completing long-term goals.

Section 5 Regions

- A. Region I shall be: Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington
- B. Region II shall be: Illinois, Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota, Wisconsin, Wyoming.
- C. Region III shall be: Arkansas, Colorado, Louisiana, Mississippi, New Mexico, Oklahoma, Texas.
- D. Region IV shall be: Alabama, Florida, Georgia, North Carolina, South Carolina and the Caribbean.
- E. Region V shall be: Indiana, Michigan, Ohio.
- F. Region VI shall be: District of Columbia, Maryland, Virginia.
- G. Region VII shall be: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont.

- H. Region VIII shall be: Delaware, Pennsylvania, West Virginia.
- I. Region IX shall be: New Jersey, New York.
- J. Region X shall be: Kentucky, Tennessee.

ARTICLE VII

Chapters

Section 1. SNMA Chapters may be granted charter at any allopathic or osteopathic accredited medical school campus at which there is at least one Medical Student or Lifetime member enrolled, upon approval by the House of Delegates.

- A. There shall be only one SNMA Chapter per medical school campus.
- B. All officers and members of SNMA Chapters shall be national dues-paying members of the SNMA.
- C. Each SNMA Chapter shall be represented in the House of Delegates by a number of delegates in proportion to the number of the said chapter's Active Members.
- D. Each SNMA Chapter shall submit all proper and required documentation to secure the said Chapter's specified number of delegates at least four (4) weeks prior to the annual meeting of the House of Delegates.

Section 2. Minority Association of Pre-medical Students (MAPS) chapters may be granted charter at any post-secondary institution or program at which there are at least two Associate members enrolled, upon approval by the House of Delegates.

- A. There shall be only one MAPS Chapter per institution or program.
- B. All officers and members of MAPS Chapters shall be national dues-paying Associate Members of the SNMA.
- C. MAPS Chapters, upon proscribed annual registration, shall receive one vote each in the election of the Pre-medical Board Member.

ARTICLE VIII

Meetings

- A. There shall be an Annual Medical Education Conference (AMEC).
- B. There shall be an annual convening of the House of Delegates, taking place at the Annual Medical Education Conference.
- C. There shall be an annual Regional Conference in each of the regions of the SNMA.
- D. There shall be quarterly meetings of the Board of Directors.
- E. There shall be quarterly meetings of the Strategic Planning Committee
- F. There shall be regular meetings of the Executive Committee, at least once a month.

ARTICLE IX

Officers

Section 1. The BOD shall, during their first regularly scheduled business meeting, elect a Chairperson of the BOD; procedure for said election to be at the option of the Members of the BOD.

- A. To be eligible for the Office of Chairperson of the BOD a candidate must:
 - i. Have served a year as a Voting Member of the BOD;
 - ii. Be an Active Medical Student Member.

- B. In the event that a Regional Director is elected Chairperson before completing his/her term, he/she shall be relieved of all regional duties. The affected region shall select a replacement who shall carry out the duties and powers granted by the vacated position.
- C. To be eligible for the office of Chairperson of the BOD a candidate should ideally:
 - i. Submit a letter of intent prior to the Annual Medical Education Conference;
 - ii. Present a platform to an open session of the House of Delegates.

Section 2. President-Elect, Vice-President and Premedical Board Member

- A. Only Active Medical Student Members of SNMA are eligible for the Offices of President-Elect, President and Vice-President. Associate Members are eligible for the Office of Premedical Board Member.
- B. The election of the President Elect, Vice-President and Premedical Board Member will be held at the Annual Medical Education Conference. Each candidate will present to the Board of Directors, each Region separately and to the House of Delegates.
- C. The President-Elect shall assume the Office of President after having served in the former for a period of one (1) year.
- D. Only Official Delegates at the Annual Medical Education Conference may vote for candidates for the respective positions, with the exception of the pre-medical board member, in which each MAPS chapter may carry one vote as stipulated by the MAPS by-laws.
- E. Voting must be by roll call, voice vote, or by secret ballot.
- F. Fifty percent (50%) plus one (1) vote will determine an election provided that two-thirds (2/3) of the House of Delegates are present. If no candidate receives fifty percent (50%) plus one (1) vote a runoff, for that position between the two (2) top candidates is required.
- G. Candidates must submit a Letter of Intent, Curriculum Vitae, and Letter of Good Academic Standing from the Dean, Registrar, or other official of their University at least four (4) weeks prior to the opening of the Annual Medical Education Conference. If less than four (4) Curriculum Vitae per office have been received by the deadline, other candidates' credentials will be accepted until the close of the first session of the House of Delegates.

Section 3. Regional Directors

- A. Only Active Medical Student Members shall be eligible for the Office of Regional Director.
- B. The Regional Directors of the SNMA will be elected by their respective Regional constituents. New Regional Directors must be elected by the close of the last session of the House of Delegates at the Annual Medical Education Conference.
- C. The procedures to be followed in the election of the Director shall be determined by their respective Regional Bylaws.
- D. The Directors of Regions I, V, VII, IX, and X assume Office in odd-numbered years and the Directors of Regions II, III, IV, VI, and VIII assume Office in even-numbered years.
- E. Regional Directors must submit a Curriculum Vitae and Letter of Good Academic Standing from the Dean, Registrar, or other University Official within four (4) weeks after their election.
- F. Each Regional Director shall provide the National Headquarters with the names and addresses of all Regional Officers within four (4) weeks after their installation.

Section 4. Professional Board Members

- A. Professional Board Members will be elected at the Annual Medical Education Conference.
- B. Procedure for selection will be as follows:
 - i. Candidates may be submitted to the Board of Directors by any Member, Chapter, or Region of the SNMA.
 - ii. Each candidate must submit to the Board of Directors:
 - a. A complete Curriculum Vitae detailing biographical data, education, career milestones, community service activities, organizational memberships and/or citations;

- b. A descriptive account of his/her perceptions of SNMA and its goals and directions.
- iii. Efforts should be made to select Professional Board Members, including but not limited to physicians, with expertise in the following areas: health policy, legal affairs, medicine, and business/finance.
- iv. The Elections committee will review and compile formal recommendations to the Board of Directors.
- v. The candidates receiving recommendation by the Elections committee will present to the Board of Directors, each Region separately and to the House of Delegates.
- vi. Only Official Delegates at the Annual Medical Education Conference may vote for candidates for the respective positions. Each official delegate shall vote to fill up to the number of positions available.
- vii. Voting may be by roll call, by voice vote, or by secret ballot.
- viii. Fifty percent (50%) plus one (1) vote will determine an election provided that two-thirds (2/3) of the House of Delegates are present.
- ix. The Board of Directors and the House of Delegates reserves the right to remove Professional Board Member status from any individual.

Section 5. Speaker of the HOD

- A. The Speaker of the House shall be elected at the Annual Medical Education Conference, by the House of Delegates, and shall serve as Chairperson of the House of Delegates during the Annual Medical Education Conference one year later.
- B. Candidates will submit the proper credentials to the Elections Committee, and present to the Board of Directors, each Region separately and the House of Delegates.
- C. In the event that a Speaker is not elected prior to the Annual Medical Education Conference, the Speaker shall be elected at the Opening Session of the Annual Medical Education Conference.
- D. Members of the Board of Directors shall not be eligible for the Office of Speaker of the House.
- E. If the elected Speaker cannot carry out his/her duties, for some reason, there will be a special election to be held at the next House of Delegates meeting.

Section 6. Parliamentarian

- A. The Parliamentarian shall be elected at the Annual Medical Education Conference, by the House of Delegates, and shall serve as Parliamentarian throughout the following academic year as well as at the Annual Medical Education Conference one year later. The Parliamentarian shall also oversee the Constitution, Constitutional amendments adopted by the House of Delegates, and all proposed amendments during term of office.
- B. Candidates will submit the proper credentials to the Elections Committee, and present to the Board of Directors, each Region separately and the House of Delegates.
- C. In the event that a Parliamentarian is not elected prior to the Annual Medical Education Conference, the Parliamentarian shall be elected at the Opening Session of the Annual Medical Education Conference
- D. If the Parliamentarian cannot carry out his/her duties, for some reason, there will be a special election to be held at the next meeting of the House of Delegates.
- E. The Parliamentarian will serve as the Alternate Speaker for the Speaker of the House in his/her absence as the need arises.

Section 7. Terms of Office/Removal

- A. Members of the Executive Committee shall serve terms of Office of one (1) year's duration and shall not serve more than two (2) terms in the same position, unless the Professional Board Member position would otherwise go unfilled.
- B. Board of Directors:
 - i. The Chairperson of the BOD shall serve a term of one year, with no more than two (2) terms in succession.
 - ii. The President, Vice-President, President-Elect, and the Premedical Board Member shall serve terms of Office of one year's duration.

- iii. The Professional Board Members shall serve alternating terms of two (2) years' duration and shall not serve more than two (2) terms of Office in succession (provided no vacancy remains in any of the four [4] Professional Board Member positions).
 - iv. The Regional Board Members shall serve terms of two (2) years' duration and shall not serve more than two (2) terms of Office in succession. Terms of Office begin at alternate times as prescribed in Article VIII, Section 2, Paragraph D.
- C. Removal of Members of the Board of Directors:
- i. Removal of nationally elected Officers prior to the end of their terms of Office shall be accomplished according to Article XI (Impeachment) of the Constitution.
 - ii. Regional Directors are subject to removal from Office by and under the procedures established by Active Members of the SNMA within their respective Regions or by three-fourths (3/4) majority vote of the House of Delegates in the Annual Medical Education Conference.
 - iii. Officers of the Board of Directors may be removed by majority vote of seven (7) of the ten (10) Regional Directors.
- D. The Chairpersons of National or Special Committees, or other appointees of the BOD, may be removed by their appointing Officer or by a simple majority vote of the Members of the BOD that are present at a BOD meeting.

Section 8. Vacancies

- A. Any vacancy of office elected by the House of Delegates, excluding the Speaker of the House and Parliamentarian, shall be appointed by the National President. The selected individual will serve in an acting capacity once ratified by a two-thirds vote by the Board of Directors.
- B. The Chairperson of the BOD shall appoint any vacancy of office elected by the Board of Directors. The selected individual will serve in the appointed office once ratified by a two-thirds vote of the Board of Directors.
- C. Appointees must meet qualifications for office in question.
- D. Appropriate notice of nominee for office is to be given prior to the Board of Directors meeting in which they are to be ratified.
- E. Notice of appointment shall be distributed to all chapters within two weeks.

ARTICLE X
National and Special Committees

Section 1. The SNMA shall have the following National Committees, namely:

- A. Academic Affairs
- B. Community Service
- C. Convention
- D. Diversity Research Committee
- E. Elections
- F. External Affairs
- G. Finance
- H. Health Policy and Legislative Affairs
- I. Internal Affairs
- J. International Affairs Committee
- K. Membership
- L. Minority Association of Pre-Medical Students
- M. Osteopathic Schools
- N. Publications

Section 2. All National Committee Chairpersons and subcommittee coordinators, excluding the Elections, Finance and MAPS committees, shall be appointed by the President-Elect (or the President if such appointments are made after the installation of the new officers) and ratified by the Board of Directors, after a formal presentation to the Board of

Directors. Each newly appointed national committee chairperson will provide a rank list of committee members whenever possible.

Section 3. The National Committees, excluding the Elections Committee, shall have such powers and responsibilities as designated by the President, subject to the approval of the Board of Directors, and/or the House of Delegates in the Annual Medical Education Conference.

Section 4. The Elections Committee shall consist of the President-Elect, President, Vice-President, Speaker of the House, and Immediate-Past President. It shall be empowered to certify that all candidates' credentials are in order before the elections and to certify the results of national elections as delineated by the Constitution and Bylaws, subject to the approval of the House of Delegates and/or the Board of Directors.

Section 5. The Elections Committee shall be responsible for announcing openings in HOD and BOD elected positions through communications, such as chapter mailings, newsletters, and the national website. The chair of the Elections Committee shall be responsible for obtaining and verifying the credentials of all candidates for National Headquarters.

Section 6. The Chair of the Elections Committee shall:

- A. Collect credentials for candidates running for Board-elected positions and forward them to the Chairperson of the Board of Directors upon receipt.

Section 7. Special Committees may be created by the Board of Directors and/or the House of Delegates. The Chairpersons of such committees shall be appointed by the President in consultation with, and subject to the approval of, the Board of Directors and/or the House of Delegates.

Section 8. All actions of Committees, National or Special, shall require review by the President, and approval by the Board of Directors, or the House of Delegates.

Section 9. The National Treasurer shall serve as chairperson of the Finance Committee. The Premedical Board Member shall serve as Chairperson of the MAPS committee.

ARTICLE XI Amendments

- A. Proposed amendments to this Constitution must be forwarded to the National Headquarters no later than two (2) weeks prior to the meeting of the BOD at least eight (8) weeks prior to the annual meeting of the HOD.
- B. Within fourteen (14) days of consideration for endorsement by the BOD, the proposals shall then be forwarded to all Chapters.
- C. Before an amendment is presented to the HOD, it must be endorsed by the BOD, a Chapter or Region; a Chapter or Regional endorsement must be received by National Headquarters at least four (4) weeks prior to the annual meeting of the HOD.
- D. An amendment must receive approval of two-thirds (2/3) of the votes of the HOD.
- E. Amendments to this Constitution go into effect immediately upon their adoption.

ARTICLE XII Impeachment

Section 1. Failure to perform the duties of Office as prescribed in the Constitution and Bylaws or conduct detrimental to the good of the SNMA shall constitute grounds for impeachment.

Section 2. Impeachment proceedings are in order upon submission of a petition by eight (8) of the ten (10) Regional Directors or two-thirds (2/3) of the Chapter Presidents.

ARTICLE XIII National Headquarters and Subsections

Section 1. There shall be a National Headquarters.

- A. This headquarters shall be located in Washington, DC.

Section 2. Function of the National Headquarters

- A. Maintain official files and records of the SNMA's business activities.
- B. The National Headquarters shall receive and distribute all official correspondence of the SNMA.
- C. To serve as a clearinghouse for all information pertinent to the Membership of the SNMA.
- D. Disseminate information relating to proceedings and actions of the Board of Directors and Executive Committee.
- E. To inform Chapters of time and place of the Annual Medical Education Conference of the SNMA.
- F. To implement official business of the Board of Directors, National Committees, and Executive Committee.

Section 3. Staffing

- A. There shall be an Executive Director who may be an employee of the SNMA or a consultant to the SNMA.
- B. The National Headquarters shall be charged with the responsibility of insuring implementation of the SNMA's purpose and functions as outlined in Article XII, Section 2.
- C. The Executive Director shall be empowered to obtain a staff commensurate to his/her needs subject to the Board of Directors' approval of those needs.
- D. All contractual arrangements between the Executive Director and the SNMA shall be negotiated by the Board of Directors.

ARTICLE XIV SNMA Publications

Section 1. The Official Publications of the SNMA shall be a National Newsletter and the SNMA Journal.

Section 2. The National Newsletter shall provide a vehicle:

- A. For reporting of current activities by Local Chapters and National activities; and
- B. To introduce the philosophy and programs of the SNMA.

Section 3. The SNMA Journal shall provide a vehicle:

- A. For the interchange of ideas on medicine and other related aspects of health care and delivery; and
- B. To expound on the philosophy and programs of the SNMA; e.g., report progress.

Section 4. The Editor of the National Newsletter shall be appointed by the National President subject to the approval of the Board of Directors and shall perform his/her duties subject to the review of the President and the approval of the Board of Directors.

Section 5. The Editors shall be empowered to select his/her immediate staff and shall be provided with adequate funds to fulfill the responsibilities of this office, subject to approval by the Board of Directors.

Section 6. The Editor of the Newsletter shall have the responsibility for publication of:

- A. All judicial proceeding pending before the Board of Directors;
- B. Notification of enrollment of new Chapters; and
- C. All other such matters as prescribed by the various Articles and Chapters of the SNMA Constitution and Bylaws.

Section 7. The Editor of the SNMA Journal shall be appointed by the National President or be contracted out to an independent publisher who publishes:

- A. The proceedings of the Annual Medical Education Conference and reports thereto;
- B. All other notice of general interest to the Membership as may be deemed necessary by the Board of Directors; and
- C. All other such matters as prescribed by the various Articles and Chapters of the SNMA Constitution and Bylaws.

ARTICLE XV Resolutions

Section 1. Definition of a Resolution

A resolution is the vehicle through which the House of Delegates or the Board of Directors establishes SNMA policies and regulations.

Section 2. Proposed Resolutions

- A. Proposed resolutions may only be submitted by Active Members of SNMA.
- B. Proposed resolutions may be submitted at any time for consideration by the Board of Directors.
- C. To be considered by the House of Delegates:
 - i. Proposed resolutions should be submitted to the National Headquarters at any time up to 15th of December prior to the Annual Medical Education Conference. Such proposed resolutions shall then be recorded and sent to all Members of the Board of Directors. Such proposals shall then be reviewed for consideration at the next meeting of the Board of Directors. Within fifteen (15) days of consideration by the Board of Directors, the proposals shall then be forwarded to all Chapter Presidents.
 - ii. The House of Delegates reserves the right to consider emergency resolutions provided that such proposals are submitted at least sixty (60) days in advance of the Annual Medical Education Conference and are approved for consideration by a two-thirds (2/3) vote from a quorum of two-thirds (2/3) of the Registered Delegates. Such emergency resolutions must be sent to all Members of the Board of Directors and Chapter Presidents at least thirty (30) days in advance of the Annual Medical Education Conference.
 - iii. To vote on a resolution, a quorum of no less than two-thirds (2/3) of the Registered Delegates must be present. For adoption of a resolution, it must receive at least two-thirds (2/3) of the votes cast by the Voting Delegates.

Section 3. Policies and Procedures Manual

- A. The Board of Directors shall establish a Policies and Procedures Manual with explicit instruction for the performance of duties for all Members of the Board of Directors and all regular functions of the SNMA.
- B. No decision of the Executive Committee or Board of Directors shall contradict the Policies and Procedures Manual except through the formal Amendment process.
- C. The Policies and Procedures Manual shall be amended upon approval of two-thirds (2/3) of the BOD.

Section 4. Governing Rules

For smooth operation of the organization, all items not accounted for in this Constitution shall be referred to Robert's Rules of Order.

ARTICLE XVI
Finances

Section 1. Dues

- A. Each Active, Associate, and Patron member of the SNMA shall be assessed national annual dues in an amount reflecting the financial situation of the organization, to be determined by the HOD.
- B. The assessment, method of collection, and disposition of regional and local dues is at the discretion of the Regions and Chapters, respectively.

Section 2. An operating budget shall be approved by the BOD by a simple majority vote.

Section 3. The Treasurer, Chairperson of the BOD, and Executive Director shall have the authority to establish and close deposit accounts and to withdraw funds from such accounts within the constraints of the operating budget.

Section 4. The SNMA shall make no general distribution of monetary or property assets to officers or members of the SNMA. All gains realized shall be devoted solely to the implementation of the mission, vision, and purpose of the organization

ARTICLE XVII
Limitations of Liability

No officer or member of the SNMA shall have authority or power to obligate legally the SNMA without the express authorization of the BOD. No officer or member shall be personally liable to the creditors of the SNMA for indebtedness incurred through the SNMA; and any and all creditors shall address only the assets of the SNMA for payment. SNMA shall indemnify any officer of the SNMA for actions taken during performance of duties on behalf of the SNMA whenever said actions are in accordance with the mission, vision, and purpose of the SNMA as determined by the BOD. The SNMA shall not be responsible for indebtedness nor obligation of any Chapter or any member without express prior authorization by the BOD.

Article XVIII
Dissolution

Recommendation for dissolution must be brought to the HOD by a two-thirds (2/3) vote of the BOD. The SNMA shall be dissolved by three-quarters (3/4) vote of the HOD provided quorum is met. Should the SNMA be dissolved, the property of the SNMA shall be distributed to such non-profit, tax exempt organization as may be selected by the membership. The assets of the SNMA shall in no event be distributed to any of its officers or members.

HOUSE OF DELEGATES RULES

1. Regarding Quorum:
Quorum will be determined precisely at the appointed hour. All registered delegates must be present on time or a penalty will be assessed to the regions of the late delegates. In the event that the HOD does not meet quorum at the beginning of a session, the following SNMA policy will be followed: “In the event that a quorum has not been reached [in the HOD] by fifteen minutes after the set time for the meeting, there will be a fine of \$1 placed on each region in accordance with the number of members missing, the proceeds of which should go to the SNMA treasury” (1992).
2. Regarding presentation of reports:
 - a. There will be no presentation of committee reports; only recommendations will be heard.
 - b. Fifteen minutes is allowed to discuss any action item. If the House wishes additional discussion on an item, it may be permitted through an appropriate motion to the floor.
3. Addressing the Speaker and/or the House:
 - a. Microphones will be the only means by which the speaker and/or the House may voice an address. No outbursts will be recognized or tolerated!
 - b. Prior to speaking, each speaker must identify her/himself and the chapter to which she/he belongs.
 - c. As each point on the agenda is brought forth for discussion, those who wish to speak to that particular point must approach the microphone in a reasonable period of time, which will be determined and announced by the Speaker of the House. Only those recognized at that time will be allowed to discuss the question (or item), unless an appropriate motion or privileged motion comes forth.
 - d. Each individual will be permitted to speak a maximum of three minutes on a given question.
 - e. No individual will be able to offer general discussion more than twice on a given question; a second question will be allowed only after all others wishing to speak have done so.
4. Maintaining the schedule:
Hours scheduled for House sessions including breaks will be honored faithfully, since over-extending the schedule impacts negatively on other scheduled activities.
5. We kindly ask that all cellular phones and other electronic communication devices not be used during HOD sessions unless explicit permission has been received from the Speaker of the House and/or the SNMA Chairperson of the Board of Directors.
6. Failure to follow the above rules (#3-#5) will result in the following:
 - a. A warning will be issued after the first occurrence.
 - b. After the second occurrence, the forewarned Delegate/Member will not be allowed access to a microphone for the remainder of that particular House of Delegates session.
 - c. After the third such occurrence, the forewarned Delegate will not be allowed microphone access for the remainder of the convention.

House of Delegates Notes – *The Early Years*

August 1971, quoting SNMA President, Leonard M. Randolph, Jr.: “The first meeting of the Board of Directors of the SNMA in history took place in Philadelphia. The Constitution was now a structural reality; the entire country was represented by ten Regional Directors. ... in November at the very site of the 1972 Convention in Detroit, the second Board of Directors (combined with the Executive Committee) took place. [This was] an interim meeting of the Board is a constitutional mandate...”
(Randolph)

In 1972, “Standing Committees” in the SNMA structure were: Student Affairs, Grants and Proposals, Constitution and Legislative [sic], Community Affairs, and Credentials. “Special Committees” were Financial Aid, Budget, Insurance, and Historian. “Special Projects” were Sickle Cell—G6PD Deficiency Program, Vacation Preceptorship, and Study of Recruitment and Progress of Minority Group Medical Students.
(Committees)

Source: In **October 1972**, National office holders included: President, President-Elect, Vice President, Executive Secretary, Recording Secretary and ten Regional Directors.
(The Black Bag)

In **1975**, member counts for Delegate Apportionment were conducted on January 1.
(SNMA News Bulletin)

In **April 1976**, at the SNMA “Annual Conference,” in Washington, DC, Dr. Frank L. Douglas, new president of the organization, addressed over 1,000 attendees., including in his remarks that, ““Not only have we failed to attain the AAMC projected **12.0%** enrollment of Black students by 1975, but for the first time since 1969, there has been a decrease in the first year enrollment of minority students.”
(SNMA News Bulletin)

In **April 1976**, then U.S. Presidential candidate, Jimmy Carter, addressed the SNMA assembly. At the time that Mr. Carter proposed to address the SNMA body, there was some controversy that Mr. Carter, supported by the media, was using the SNMA as a platform for advancing his Presidential candidacy, by showing visible outreach to minorities. As a result of Mr. Carter’s appearance and subsequent “slanted” reporting, the SNMA mandated that the Board of Directors issue an immediate press release stating the SNMA’s position with respect to Mr. Carter’s appearance and his candidacy. The press release reads, in part:

We in the Student National Medical Association do not support the concept of housing restrictions based on race, religion, or national origin. We do not support any individual who espouses such a concept.

As a non-profit corporation, we can not support political candidates. Therefore Mr. Jimmy Carter’s appearance before the Formal Opening Session of the Student National Medical Association should not be construed as an endorsement of his candidacy for the presidency of the United States. His appearance should be construed as a part of our effort to be informed on health relate issues and the position s of presidential candidates.
(SNMA National Office Communique)

In **October 1978**, SNMA offices included a Chairman, Secretary, Vice-Chairman, Chairperson-Elect, 10 Regional Directors. The SNMA membership year began on September 1. Standing Committees of the Board of Directors were: International Affairs, Grants & Proposals, Student Affairs, Community Affairs, Conference, and Legislative Affairs. Dr. Mae Jemison headed Grants and Proposals (was keynote speaker twice, following her term as an astronaut); Javette Orgain (later, a Professional Board Member) headed Community Affairs. Professional Board Members represented three specific professional areas: Health, Finance, and Law.
(SNMA News)

In **1979**, the SNMA Board was comprised a Chairman, President, Vice-President, President-Elect, Secretary, Treasurer and Pre-Medical Representative, 10 Regional Directors, and four Professional Board Members.
(SNMA News)

On Saturday, **April 2, 1983** ... at the House of Delegates’ meeting, the resolution calling for a reorganization of the S.N.M.A.’s nation office [...referring to officers] was adopted. This resolution, presented by the Duke chapter was readily accepted by the majority of delegates present.

Upon the appointment of Stan Berry as Chairman of the Board of Directors, the formation of a committee to study possibilities for a restructuring of S.N.M.A. was decided upon. Immediately afterwards Miguel Elie, the newly elected Vice President, and Osbert Blow, Duke chapter member were appointed co-chairpersons of this yet to be established committee. It is however, the intention of this committee to design a structure wherein no one person or group of people has overly abundant amounts of power as has been the case in the past.

In order to accomplish this task, the committee will seek out both legal and experienced advise in order to establish the appropriate checks and balances in the new structure, so as to afford the House of Delegates with the power to decide upon important issue of the S.N.M.A. and not merely the elections of the officers (President and Vice President only) and the adoption of resolutions, but to have input into the selection of every officer and every important issue. This should be logical to the organization members, since these decisions affect all the members and should be determined by majority vote.

We anticipate having a complete plan of action within the next month, subsequently to be presented to the Board for its approval. Regardless, each chapter president should receive a correspondence no later than September of 1983. If you are interested in working on this committee, please contact Osbert Blow at (919) 286-1637.
(Osbert Blow)

House of Delegates Notes References

Blow, Osbert. SNMA News. Vol 1:1. June 1983.

SNMA News Bulletin. 1975.

SNMA News. Vol 1:2. June 1983.

"SNMA National Office Communique." May 1976.

Student National Medical Association. Detroit AMEC. 1972.

Randolph, Leonard. The Black Bag. 1972.

PARLIAMENTARY PROCEDURES

I. The Purpose of Parliamentary Law

A. Purpose

1. Parliamentary Procedure is based on the principle that there must be a careful balance of the rights of the organization as a whole, the rights of subgroups, and the rights of individual members.
 - a. Knowledge of Parliamentary Procedures provides a means of arriving at opinion of those present, accurately, impartially, and in a minimum amount of time, and makes for the orderly transaction of business.

B. Protection

1. Parliamentary procedure protects:
 - a. the right of the majority to decide
 - b. the right of the minority to be heard
 - c. the rights of individual members
 - d. the rights of absentees

C. Basic Rules

1. To achieve these purposes, always consider the ten basic rules of parliamentary procedure:

- a. The rights of the organization supersede the rights of individual members.
- b. All members are equal and their rights are equal.
- c. A quorum must be present to do business.
- d. The will of the majority must be carried out, and the rights of the minority must be preserved.
- e. Those members who do not vote agree to go along with the decision of the majority by their silence.
- f. A two-thirds vote is necessary whenever you are limiting or taking away the rights of members or whenever you are changing something that has already been decided.
- g. Only one subject and one speaker may claim the attention of the assembly at one time.
- h. Debatable motions presented for consideration are entitled to full debate.
- i. Once an issue is decided it is not in order to bring up the same motion or one essentially like it at the same meeting.
- j. Personal remarks in debate are always out of order.

II. Preparing an Agenda

A. Definition and Guidelines

1. An agenda is an outline of a meeting. It is a list of things to be acted upon or information to be given.
2. Officers and committees to report are listed in the order in which they appear in the bylaws. Special committees follow standing committees.
3. List only those officers or chairmen whom you know to have reports.
 - a. Omitting committees with no reports not only saves time but also prevents the organization from appearing to have little activity going on.
4. Check the bylaws for requirements that certain business be conducted at specific meetings of the years.
 - a. An example would be the election of delegates and alternates to National Convention
5. Check the minutes of the last meeting for any business that was postponed.

B. Order of Business

1. Call to order
2. Reading and approval of the minutes
3. Report of Officers
 - a. Treasurer's Report
4. Report of Standing Committees-state what these are
5. Report of Special Committees-state what these are
6. Unfinished Business-state what it is
7. New Business-state what it is
8. Program-if desired
9. Adjournment

III. Motions

A. Types of Motions

1. There are two general kinds of motions: **main motions** and **secondary motions**. These motions are ranked in a special order. Rank means that a motion of higher rank can be made at the time that a motion of lower rank is on the floor (i.e. a motion of higher rank takes precedence over a motion of lower rank).
 - a. A **main motion** is defined as a proposal that certain action be taken or an opinion be expressed by the group. All main motions **MUST** be stated in the affirmative. A main motion takes precedence over nothing and is the lowest form of motion (see below).
 - i. Example of main motion

- 1) Main Motion: Used to introduce business. Member states, "I move that. . ."
- b. A **secondary motion** is one that can be made while the main motion is on the floor and before it has been voted upon. Secondary motions are divided into three classes which relate to their use in parliamentary procedure: subsidiary motions, privileged motions, and incidental motions.
- i. **Subsidiary motions** have rank among themselves with some motions taking precedence over others. They relate directly to the motion on the floor.
 - 1) Examples of Subsidiary Motions (from highest to lowest)
 - a) Lay on the table: Used to set aside a motion with the intent of redressing the motion at a later time. Member states, "I move to table the motion until tomorrow." (not debatable, not amendable)
 - b) Previous Question: Used to end debate. Member states, "I move the previous question." (not debatable, not amendable-2/3 vote)
 - c) Limit Debate: Used to limit debate. Member states, "I move that debate be limited to (1) speech of (2) minutes for each member." (not debatable, amendable-2/3 vote)
 - d) Postpone definitely: Used to delay action on a motion until later in the same meeting or until the next meeting. Member states, "I move to postpone the motion until . ." (debatable, amendable)
 - e) Refer: Used to send a matter to a committee when all facts are not known, thereby preventing pointless debate. Member states, "I move to refer the matter to a committee." (debatable, amendable)
 - f) Amend: Used to change the wording of a motion. Member states, "I move to amend the motion by. . ." (adding, striking out, or substituting). (debatable, amendable)
 please refer to Appendix One for more details**
 - ii. **Incidental motions** have no rank among themselves and take precedence over subsidiary and main motions. They relate to procedure and not directly to the question on the floor.
 - 1) Examples of Incidental Motions
 - a) Division: Used to demand a verification of a voice vote. Member states, "I call for a division." (not debatable, not amendable, no vote)
 - b) Point of Order: Used to enforce rules. Member states, "I rise to a point of order" and then states the point. (not debatable, not amendable, no vote)
 - c) Point of information: Used to request information only. Member states, "I rise to a point of information" and then states the question. (not debatable, not amendable, no vote)
 - d) Parliamentary Inquiry: Used to request parliamentary help. Member states, "I rise to a parliamentary question" and then states the question. (not debatable, not amendable, no vote)
 - iii. **Privileged motions** have rank among themselves and take precedence over all other motions. They are motions of an emergency nature and must be acted upon before any other business that is pending. They do not relate to the motion on the floor, but to welfare of the entire group.
 - 1) Example of Privileged Motions (from highest to lowest)
 - a) Adjourn: Member states, "I move that we adjourn."
 - b) Recess: Member states, "I move that we recess."
 - c) Questions of Privilege: May be used to interrupt business on the floor to state an urgent request. In order only when the comfort, dignity, safety, or reputation

of the organization or any individual member is at stake. Member states, "I rise to a question of privilege. . ."

B. How A Motion should Progress

1. **Gain Recognition from the floor:** Member rises and awaits recognition from the chair.
2. **Floor is Assigned:** Chair recognizes member by saying member's name or by nodding and member states name and region.
3. **State motion:** Member introduces motion by saying "I move that. . ."
4. **Second motion:** Another member obtains the floor, states name and region, and says, "I second the motion."
Why second? Because, a motion can only be considered if two people are in favor of its coming before the floor.
5. **Debate:** Members await to be recognized. Once recognized, the member states name and region and then comments.
Debate must be related to the motion only and not to motives, principles, or personalities.
6. **Vote:** Members hold up their voting cards to vote in the affirmative, negative, or to abstain.

IV. Voting

A. Types of Votes

1. A **majority vote** is more than half of the votes cast.
2. A **two-thirds vote** is one in which two thirds of the votes cast must be cast in the affirmative to adopt.
3. A **plurality vote** is the largest number of votes given any candidate or proposition when there are three or more choices.

B. Methods of Voting

1. **Voice vote** is the usual method of voting when the motion does not require more than a majority.
 - a. The chair makes the decision regarding the vote by what he hears.
 - b. Since a voice vote may be difficult to judge, it is important to verify the vote by taking a second vote with a rising vote or in a small group by a show of hands.
2. A **rising vote** or show of hands should be taken for all motions requiring a two-thirds vote.
3. A **counted rising vote** is the clearest way for the Chair to determine an inconclusive rising vote.
 - a. Any member may move that the vote be counted.
 - b. This motion requires a second and a majority to adopt.
4. A **ballot vote** is a secret vote, written on a piece of paper.
 - a. Used only if specified in the bylaws or ordered by the group.
 - b. A vote by ballot can be ordered by a majority vote and may be the best means of voting when the issue is a divisive one.
 - c. In all methods of voting abstentions are not counted. Only the number of votes cast is counted in determining a majority or two-thirds vote unless a special rule is stated in the bylaws.
5. **General consent** is an informal agreement of the group, the method in which action is taken without a formal vote or on occasion without a motion.
 - a. The Chair initiates the procedure.
 - b. It is a valuable technique in expediting business by quickly disposing of matters of routine business or those matters where the Chair senses the group is in agreement.
 - i. The approval and correction of minutes is an example of business that can be handled by general consent.

Amendments

I. General Information About Amendments

- a. Amend is the most frequently used and most important of the subsidiary motions. It can also cause the most confusion in groups. To amend a motion means to change the wording of a motion to make it clearer, more complete, or more acceptable before the motion is voted upon. There are three ways to amend a motion:
 - i. Adding words or phrases
 - ii. Striking out words or phrases
 - iii. Substituting by
 1. Striking out and inserting words;
 2. Substituting an entire motion or paragraph.
- b. An amendment must be germane to the motion on the floor to be in order. Germane means that the amendment must relate to the pending motion. No new business may be introduced under the pretext of an amendment.
- c. A frequent point of confusion in the amending process is the misconception that there can be only one motion on the floor at a time. The rule is: There can be only one question on the floor at a time.
- d. Adoption of the amendment does not adopt the motion. The group has simply changed the motion on the floor. The motion may be amended further. If the group votes “no” on the amendment, the motion is on the floor as it was originally worded.

II. Amending an Amendment

- a. An amendment may also be amended. The first amendment is called a **primary amendment** and the amendment to the amendment is called a **secondary amendment**. Only two amendments may be pending at any one time. In other words, an amendment to an amendment to an amendment is not in order; otherwise, the group would become hopelessly confused.
- b. To amend an amendment you would first vote on the secondary amendment and then vote on the original or primary amendment. Lastly, you would vote on the main motion (which may or may not have been amended depending on the results of the amending process).

III. Other types of Amendments

- a. A **friendly amendment** may be defined as a change in the wording that enhances and strengthens the original motion. When such a change is proposed and no one objects, the amendment is adopted by general consent.
- b. A **hostile amendment** may be defined as one which gives a very different meaning to a motion. The amendment may defeat the intent of the main motion.

IV. Parliamentary Rules of an Amendment

- a. A member must obtain the floor to offer an amendment; a speaker cannot be interrupted.
- b. An amendment must be seconded.
- c. It is debatable, if the amendment is made to a debatable motion.
- d. It can be amended. (A secondary amendment cannot be amended.)
- e. It requires a majority vote even if it is applied to a motion that requires a two-thirds vote.

V. Amendments which are Out of Order

- f. Those amendments are out of order which:
 - i. Do not relate to the motion (are not germane);
 - ii. Are the same as a negative vote on the motion;
 - iii. Are dilatory or foolish;
 - iv. Would make the motion incoherent.

Official Guide to Creating & Amending Bylaws and Drafting Resolutions

Introduction

For each level within the Student National Medical Association, constitution and bylaws are needed to legislate and mandate activity. The SNMA national constitution and bylaws are the standing rules of the organization that may be referred to whenever any concern arises about the rights of members, duties of officers, or a procedural standard for a particular activity or ruling. Regions also have bylaws that regulate and guide chapters that are tailored to specific practices of the region and needs of its member chapters. Similarly, it is important for chapters to have bylaws as well. Individual members may need guidance or have questions during a meeting that require knowledge of the chapter's rules. Chapter bylaws outline the offices, committees, and meetings so that members are aware of their rights and responsibilities within the chapter. Thus, it is essential that chapters as well as regions have up-to-date rules explaining how the organization is governed. For a copy of a current SNMA constitution or a copy of your regional bylaws please contact your regional director.

Creating Bylaws

Bylaws should contain all rules of the chapter or region for which they are made. They should always provide for their amendment and also for a quorum. Suspension of bylaws should be specifically provided for within the document if chapters or regions desire to use this special rule during any meeting. Bylaws should define the duties of the presiding and recording officers of the organization. They should also contain a statement that defines Robert's Rules of Order as the parliamentary manual of authority for reference (note: This is because the SNMA National Constitution defines Robert's Rules of Order as the standard reference of the organization). Without such a rule, anyone so inclined could cause great trouble at a meeting.

An easy way for an SNMA chapter/region to write bylaws is to obtain a copy of another region/chapter bylaws and analyze the document to determine what is liked and disliked about the contents. The bylaws could then be tailored to reflect that particular chapter/region's organizational needs and practices. Once the document has been completed then a committee should review it before presentation to the chapter/region for adoption.

Bylaws before adoption are in every respect main motions and may be amended by majority vote. After adoption they require previous notice and two-thirds vote for amendment. Once the bylaws are adopted no member who voted on the affirmative side can reconsider the adoption. A region should forward a copy of newly adopted or amended bylaws to the national SNMA office and to the national parliamentarian to be placed on file. Similarly, newly adopted chapter bylaws should be forwarded to the regional parliamentarian to be placed on file.

A suggested form of bylaws is as follows:

Chapter 1: Membership

Chapter 2: Dues

Chapter 3. Interim Regional Meetings

Chapter 4: Regional Convention

Chapter 5: Voting in Regional Meetings

Chapter 6: Regional Elections

Chapter 7: Regional Officers

Chapter 8: National Convention

Chapter 9: Resolutions

Chapter 10: Chapter Responsibilities

Chapter 11: Governing Rules

Changing Constitution and Bylaws

The SNMA constitution and bylaws should be reviewed periodically to determine if they reflect the current needs and practices of the SNMA. Constitution and bylaws may be changed by either amendment or revision. An amendment opens only specific sections to change for which notice has been given. A revision opens the whole document to review and change. It requires rewriting the entire document and submitting a newly written document. When changing bylaws it is important to specify whether the proposed change is for amendments or a revision.

Bylaws that have been adopted and contain no rule for their amendment may be amended at any regular business meeting by a majority vote of the entire membership. This is why chapters/regions should adopt rules for the amendment of bylaws by requiring previous notice (such as a committee review) and a two-thirds vote.

There are three ways to create an amendment. An amendment may be made by: inserting (or adding) words or paragraphs; striking out certain words and inserting others; or substituting by striking out and inserting words or one or more paragraphs for others.

The general membership may not be familiar with the bylaws. Thus it is important that the written notice be worded in as clear language as possible, indicating the suggested change and the reasons for the changes. The standard format for submitting SNMA amendments is to state the rule to be amended and its location within the document, how the amendment will read if adopted, and the rationale for the change. Within SNMA amendments are submitted in writing usually in the standard resolution format (please see next section for example). Any amendments to the National Constitution must be forwarded to the National Office by November 15th prior to the National Convention.

Drafting Resolutions

A resolution is a main motion submitted in writing. Resolutions are generally used when organizations publish policy and principles or when more formality is desired. There are two parts to a resolution. The first part is the preamble, which begins with “Whereas.” The preamble should be limited to providing the reason and any background information related to the resolution that might strengthen it. The second part of the resolution, known as the resolves, begins with “Resolved” and contains the motion to be amended. Brief well written resolutions are usually more effective than long windy ones.

The punctuation of a resolution is very important. It is written in paragraph format and each clause is punctuated with a semicolon. The only period appears at the end always. The beginning word in each preamble and “That” in the resolved section is always capitalized. The following is an example of an amendment submitted in resolution format:

Whereas, state rationale; and

Whereas, continue rationale (optional); therefore be it

Resolved, That (location is given) be deleted as currently stated: write rule in its original form; furthermore be it

Resolved, That (location is given) reads as follows: write amended rule;

A practical example of the above may be helpful to illustrate the format used.

Whereas, The 34th National Convention of the SNMA approved the proposed

Thirty Year Business Plan; and
Whereas, Professional Board Members should bring diverse knowledge and experience to the SNMA; therefore be it
Resolved, That Article VIII Section 3Biii. be amended to insert : Efforts should be made to select Professional Board Members, including but not limited to physicians, with expertise in the following areas: health policy, legal affairs, medicine, and business/finance.

Glossary of Standard Terms of Parliamentary Procedure

1. Amend. To change a motion either by adding to it, taking from it, or by altering it in some other way.
2. Blanks, Filling. "Filling blanks" is a term used to indicate a method of decision regarding a matter where several different courses of action are possible. The term "blank" is used because usually his method is applied in motions where an exact amount, a name, a date, or some other essential, specific information is left blank.
3. Business, Order of. The regular program of procedure of a society.
4. Chair; the Chairman. "Addressing the chair," means speaking to the chairman or president. This is done by rising to one's feet when no one else is speaking (with some exceptions) and saying, "Mr. Chairman." Being "recognized by the chair" means being given permission from the chair to speak further.
5. Power of the Chair. The Chairman has the following authority:
 - a. He may decide in what order speakers shall be recognized.
 - b. He may refuse to recognize members offering dilatory, absurd or frivolous motions or motions intended, in his judgment, to obstruct business.
 - c. He may restrain speakers within limits of the rules.
 - d. He may enforce good decorum.
 - e. He may appoint committees.
 - f. He may decide points of order.
 - g. He may vote in cases where his vote would change the result.
 - h. He should avoid influencing a vote by his own comment on a motion under consideration. (Actions of the chairman are, of course, subject to appeal.)
6. Commit. To refer to a committee.
7. Committee of the Whole. Sometimes certain matters come up which can be properly studied and digested only as a committee would go into them, but which, because of their importance, should be considered by all members, and therefore should not be referred to a small committee. Then the meeting, on motion duly made, may "resolve itself into a committee of the whole." This means that the meeting officially is discontinued while everyone remains and becomes a member of a large special committee including everyone present. The chairman of the regular meeting does not preside over a committee of the whole; a special chairman is appointed.
8. Consideration, Informal. When a member moves "informal consideration," and the motion is adopted, the meeting lays aside formal rules, allowing each man present to speak once on the subject under consideration.
9. Debate. Discussion or argument over a motion.
10. Dilatory tactic. The misuse of a parliamentary procedure to deliberately delay or prevent action in a meeting. Examples include: members who constantly demand a recount using division, (which requires a revote) on every vote when the results are perfectly clear to all the members; a small group of members who repeatedly raise points of order or appeal the Chair's decision; or motions that are foolish.

11. Division. "Division" in parliamentary law means simply a vote whereby all who are in favor and all who opposed to a motion stand separately in groups as chairman calls for "ayes" and "nays".
12. Floor. The privilege of speaking before the assembly. Thus, when one "obtains the floor," he is granted the opportunity to speak.
13. Motion. A formal proposal to a meeting that it takes a certain action. A motion is a "motion" when stated by its proponent and until repeated by the chairman when presented by him for acceptance or rejection, at which time it becomes a "question," a "proposition," or "measure".
14. Motion, Incidental. An incidental motion is one grossing out of another already under consideration, why a secondary motion must be disposed of before the original motion may be proceeded with.
15. Motion, Main. A main motion is one, which is so vital in character that it takes precedence over others.
16. Motion, Privileged. A privileged motion is one, which is so vital in character that it takes precedence over others.
17. Motion, Subsidiary. A subsidiary motion is one grossing out of and applied to another already under consideration, which is made use of "to enable the assembly to dispose of it in the most appropriate manner," by which need not necessarily be decided before the question out of which it has arisen.
18. Order. When this term is applied to an act of an assembly it means an expression of a will of the assembly in the form of a command. An "order" differs from a "resolution" in that the latter is not a command, but a declaration of fact or an expression of opinion or purpose.
19. Order, General. "Making a general order" is setting future time for the discussion of a special matter. Making a general order differs from making a special order in that the former does not involve the breaking of any rules.
20. Orders of the Day. Regular order or program of business. A motion "calling for the orders of the day" is a motion demanding that the present discussion be dropped and that the chairman announce the next matter to be taken up in accordance with the organization's customary and established business routine. The term "orders of the day" has more specific meaning when a certain time has been set aside for the consideration of a given matter. Then a demand for the "orders of the day" is a request that this specific thing be taken up at the time set for it.
21. Order, Special. "Making a special order" is setting aside all rules for the consideration of some important question at a future time.
22. Postponement, Indefinite. This term is clear in the ordinary meaning of the words included in it except that the object of indefinite postponement is not merely to postpone, but in effect, to reject.
23. Privilege. This term in parliamentary law has a restricted meaning and refers specifically to the privileges or rights of the meeting or those attending chiefly in connection with matters of physical noises and other disturbances, etc., and the ineligibility or misconduct of a member in a meeting at the time. These "questions of privilege" should not be confused with "privileged motions." Questions of privilege may be involved in motions, but privileged motions include other matters.
24. Question. The question in parliamentary law is the proposition or motion after it has been placed before the meeting of action by the chairman. To "move the previous question" is to demand that the chairman take a vote on a motion, which is being discussed. A question, when adopted becomes an "order," "resolution," or "vote."
25. Question, Division of. To separate a motion so that different parts of it may be considered individually.

26. Refer. To refer to a committee.

27. Resolution. To act of an assembly, the purpose of which is to declare facts or express opinions or purposes, and not to command.

28. Rules, Suspension of. "When the assembly wishes to do something that cannot be done without violating its own rules, and yet is not in conflict with its constitution or bylaws, or with the fundamental principles of parliamentary law, it "suspends the rules that interfere with: the proposed action." -Robert

29. Second. A motion in order to be considered by the meeting, must have a "second;" i.e., a sponsor in the form of a second member who indicates that he will support the motion by saying, "I second the motion."

30. Sine de. Latin meaning "without day." Meetings frequently adjourn "sine de." This means that no date is set for a future meeting.

31. Table. The "table" in parliamentary law literally the speaker's table, but to "lay on the table" or "to table" a motion means to delay action on it.

Robert's Rules of Order Motions Chart

Based on Robert's Rules of Order Newly Revised (10th Edition)

The motions below are listed in order of precedence. A motion can be introduced if it is higher on the chart than the pending motion.							
§	YOU WANT:	YOU SAY:	INTERRUPT?	2 ND ?	DEBATE?	AMEND?	VOTE?
§21	Close meeting	I move to adjourn	No	Yes	No	No	Majority
§20	Take break	I move to recess for ...	No	Yes	No	Yes	Majority
§19	Register complaint	I rise to a question of privilege	Yes	No	No	No	None
§18	Make follow agenda	I call for the orders of the day	Yes	No	No	No	None
§17	Lay aside temporarily	I move to lay the question on the table	No	Yes	No	No	Majority
§16	Close debate	I move the previous question	No	Yes	No	No	2/3
§15	Limit or extend debate	I move that debate be limited to ...	No	Yes	No	Yes	2/3
§14	Postpone to a certain time	I move to postpone the motion to ...	No	Yes	Yes	Yes	Majority
§13	Refer to committee	I move to refer the motion to ...	No	Yes	Yes	Yes	Majority
§12	Modify wording of motion	I move to amend the motion by ...	No	Yes	Yes	Yes	Majority
§11	Kill main motion	I move that the motion be postponed indefinitely	No	Yes	Yes	No	Majority
§10	Bring business before	I move that [or "to"] ...	No	Yes	Yes	Yes	Majority

assembly (a main motion)							
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Incidental Motions - no order of precedence. Arise incidentally and are decided immediately.

§	YOU WANT:	YOU SAY:	INTERRUPT?	2 ND ?	DEBATE?	AMEND?	VOTE?
§23	Enforce rules	Point of Order	Yes	No	No	No	None
§24	Submit matter to assembly	I appeal from the decision of the chair	Yes	Yes	Varies	No	Majority
§25	Suspend rules	I move to suspend the rules	No	Yes	No	No	2/3
§26	Avoid main motion altogether	I object to the consideration of the question	Yes	No	No	No	2/3
§27	Divide motion	I move to divide the question	No	Yes	No	Yes	Majority
§29	Demand a rising vote	Division	Yes	No	No	No	None
§33	Parliamentary law question	Parliamentary inquiry	Yes	No	No	No	None
§33	Request for information	Point of information	Yes	No	No	No	None

Motions That Bring a Question Again Before the Assembly -
no order of precedence. Introduce only when nothing else is pending.

§	YOU WANT:	YOU SAY:	INTERRUPT?	2 ND ?	DEBATE?	AMEND?	VOTE?
§34	Take matter from table	I move to take from the table ...	No	Yes	No	No	Majority
§35	Cancel previous action	I move to rescind ...	No	Yes	Yes	Yes	2/3 or Majority with notice
§37	Reconsider motion	I move to reconsider ...	No	Yes	Varies	No	Majority

Parliamentary Workbook References

Parliamentary Procedures Booklet. Student National Medical Association. Winter 2001 Edition.

Slaughter, Jim. Robert's Rules of Order Chart. <http://www.jimslaughter.com/robertsrules.htm>

Sherman, John. The New Robert's Rules of Order. Barnes & Noble. New York. 1993

Zimmerman, Doris P. Robert's Rules in Plain English. Harper Perrenial. New York, New York. 1997

2009 SNMA HOUSE OF DELEGATES AGENDA

- Call to Order
 - Roll Call by Region 1-10
- Call for Quorum
- Approval of Agenda
- Approval of 2008 HOD Minutes
- Nominations of National Officer Candidates
 - President-Elect
 - Vice President
 - Pre-medical Board Members
 - Strategic Planning Council Members
 - Professional Board Members
 - Speaker of the House
 - Parliamentarian
- Officer and Special Reports

• Board of Directors	Errol Fields
• Chairperson of the Board of Directors	Errol Fields
• National President	Lisa Green
• Vice President	Janell Hill
• President-Elect	Travelle Franklin-Ford
• Pre-medical Board Member	Landon Williams
• Strategic Planning Council Member	TBA
• Executive Director	Wallace Davenport
• State of the National Medical Association Address	Dr. Carolyn Barley Britton
- Recognition of new Chapters
- HBCU medical schools annual reports:
 - Howard University School of Medicine
 - Meharry Medical College
 - UCLA-Charles Drew University of Medicine and Science
- NMA Address – Dr. Carolyn Barley Britton
- Candidate Speeches
- Electronic Voting
- Old Business
- New Business
 - TBD
- Adjournment

*indicates a closed session

NATIONAL PRESIDENTS OF THE STUDENT NATIONAL MEDICAL ASSOCIATION

1970-1971	Alyce C. Gullatee	Howard University School of Medicine
1971-1972	Leonard M. Randolph	Meharry Medical College
1972-1973	Richard Green	Howard University School of Medicine
1973-1974	Donald R. Ware	University of California San Francisco
1974-1975	William H. Hall	University of Virginia School of Medicine
1975-1976	Virginia C. Davis	Howard University College of Medicine
1976-1977	Frank L. Douglas	Weill Medical College of Cornell University
1977-1978	William Lightfoot	University of Alabama School of Medicine
1978-1979	Adewale Troutman	University of Medicine and Dentistry of New Jersey
1979-1980	Jewel Crawford	Howard University School of Medicine
1980-1981	Harry S. Strothers, III	University of Maryland School of Medicine
1981-1982	Robert T.M. Phillips	Mayo Medical School
1982-1983	Cheryl Lynn Walker	Duke University School of Medicine
1984-1985	Migel Elie	Tulane University School of Medicine
1985-1986	Billy H. Ford	Albert Einstein College of Medicine
1986-1987	Maria Gordian	Tufts University School of Medicine
1987-1988	C. Redding Edwards	Morehouse School of Medicine
1988-1989	Cassandra L. Tribble	University of Michigan Medical School
1989-1990	Victor G. Freeman	Stanford University School of Medicine
1990-1991	Marty Ellington	University of Michigan Medical School
1991-1992	Edward E. Diverson, IV	Morehouse School of Medicine
1992-1993	Loretta Jackson-Williams	Boston University School of Medicine
1993-1994	Alexander R. D. Johnson	Medical University of South Carolina
1994-1995	Christopher T. Conti	University of Maryland School of Medicine
1995-1996	Rachel Villanueva	Yale University School of Medicine
1996-1997	C. Emmanuel Ayers	Meharry Medical College
1997-1998	Regina M. Hampton	Drexel University College of Medicine
1998-1999	Charles A. Peters, Jr.	University of Pennsylvania School of Medicine
1999-2000	Bradley C. Carthon	Harvard University School of Medicine
2000-2001	J. Nadine Garcia	University of Pittsburgh School of Medicine
2001-2002	Rachel L. Johnson	Johns Hopkins University School of Medicine
2002-2003	Aderonke Omotade	University of Pittsburgh School of Medicine
2003-2004	Kara L. Odom	Thomas Jefferson University Jefferson Medical College
2004-2005	Aaron Horne, Jr.	University of Chicago Pritzker School of Medicine
2005-2006	Kameron Matthews	Johns Hopkins University School of Medicine
2006-2007	Brandy Kaye Freeman	Baylor College of Medicine
2007-2008	C. Rory Goodwin	Johns Hopkins University School of Medicine
2008-2009	Lisa Green	University of Maryland School of Medicine
2009-2010	Travelle Franklin-Ford	University of Wisconsin School of Medicine and Public Health

**CHAIRPERSON OF THE BOARD OF DIRECTORS
OF THE STUDENT NATIONAL MEDICAL ASSOCIATION**

1970-1971	Gilbert R. Parks	William Jefferson University/Jefferson Medical College
1971-1973	Vernon C. Smith	Howard University College of Medicine
1973-1974	Jesse S. Chandler, Jr.	University of Florida College of Medicine
1974-1975	Thomas I. Brantley, Jr.	Louisiana State University School of Medicine
1975-1976	Norman Silas	Wayne State University School of Medicine
1976-1977	James Tate	Howard University College of Medicine
1977-1978	Eugene Wright, Jr	Duke University School of Medicine
1978-1979	Lawrence S. Brown	
1979-1980	Jewel L. Crawford	Howard University College of Medicine
1980-1981	Helene Gayle	Howard University College of Medicine
1981-1982	Warren J. Strudwick, Jr.	University of Pennsylvania School of Medicine
1982-1983	Alexis A. Thompson	Tulane University School of Medicine
1983-1984	Stanley M. Berry	Mayo Medical School
1985-1987	Robert G. Splawn	Boston University School of Medicine
1987-1988	Lonnie Fuller, Jr.	University of Texas Medical Branch
1988-1989	Eric Brown	University of Minnesota Medical School
1989-1991	Jeffery E. Sterling	University of Illinois School of Medicine
1991-1992	Donald R. Parker	Meharry Medical College
1992-1994	Colin C. Ottey	University of Illinois School of Medicine
1994-1995	Sharon D. Allison-Ottey	East Carolina School of Medicine
1995-1996	Jason Denny	Mount Sinai School of Medicine
1996-1997	Imo P. Aisiku	University of Massachusetts School of Medicine
1997-1998	Jeannine E. Hogg	Rosalind Franklin University Chicago Medical School
1998-1999	Imo P. Aisiku	University of Massachusetts School of Medicine
1999-2000	Patrick C. Hines	University of North Carolina School of Medicine
2000-2001	Nia D. Banks	Johns Hopkins University School of Medicine
2001-2002	Francine E. Garrett	Albert Einstein College of Medicine
2002-2003	Danielle L. Smith	Yale University School of Medicine
2003-2004	Spencer G. Nabors	SUNY Downstate Medical Center
2004-2005	Leon McCrea	University of Pittsburgh School of Medicine
2005-2006	Renee Volny	Kansas City University of Medicine and Biosciences
2006-2007	Tyeese Gaines-Reid	Nova Southeastern University College of Osteopathic Medicine
2007-2008	Brooke Mobley	Philadelphia College of Osteopathic Medicine
2008-2009	Errol Fields	Johns Hopkins University School of Medicine

**SPEAKER OF THE HOUSE OF DELEGATES
OF THE STUDENT NATIONAL MEDICAL ASSOCIATION**

1981	Neil Winston	Rush Medical College
1990	William Ross	
1991	Olethia E. Chisolm	Hahnemann University School of Medicine
1992	Olethia E. Chisolm	Hahnemann University School of Medicine
1993	Olethia E. Chisolm	Hahnemann University School of Medicine
1994	Michael Durry	Meharry Medical College
1995	Rick Gill	Eastern Virginia Medical School
1996	Jeannine E. Hogg	Rosalind Franklin University Chicago Medical School
1997	Hassan A. Tetteh	SUNY Downstate Medical Center
1998	Hassan A. Tetteh	SUNY Downstate Medical Center
1999	Timothy Benson	University of Rochester School of Medicine
2000	Timothy Benson	University of Rochester School of Medicine
2002	Mill Etienne	New York Medical College
2003	Edmondo Robinson	UCLA-Drew University of Medicine and Science
2004	Stephanie Marshall	University of North Carolina School of Medicine
2005	C. Rory Goodwin	Johns Hopkins School of Medicine
2006	Ladonna Hendricks	Meharry Medical College
2007	Melva Pinn	Eastern Carolina University, Brody School of Medicine
2008	Nathan Lott	Ohio University of Osteopathic Medicine
2009	Melanie Crutchfield	Rosalind Franklin University Chicago Medical School

CHRONOLOGY OF THE ANNUAL MEDICAL EDUCATION CONFERENCE

1972	Detroit, MI	The Physician in the 70's: The Utilization of Health Manpower and Health Facilities
1973	Philadelphia, PA	Dynamics of Communication
1974	Atlanta, GA	(unknown conference theme) – 10th Anniversary of the SNMA –
1975	New Orleans, LA	(unknown conference theme)
1976	Washington, DC	A Perspective of Minorities in Medicine
1977	New York, NY	(unknown conference theme)
1978	Nashville, TN	(unknown conference theme)
1979	Los Angeles, CA	Affirmative Action in Medical Education: Implications for Recruitment, Admission, and Retention of Minorities – 15th Anniversary of the SNMA –
1980	Hartford, CT	The Profession as an Agent of Social Change
1981	Chicago, IL	(unknown conference theme)
1982	New York, NY	(unknown conference theme)
1983	Atlanta, GA	(unknown conference theme)
1984	Dearborn, MI	(unknown conference theme) – 20th Anniversary of the SNMA –
1985	King of Prussia, PA	Addressing the Inequities of the Health Care System
1986	Houston, TX	The Evolving Role of the Minority Physician: Struggles of the Past, Challenges of the Present, and Visions of the Future
1987	Baltimore, MD	Educating Towards a Healthier Lifestyle
1988	Los Angeles, CA	Minority Physicians Healing America: A Commitment to Excellence, A Commitment to Care
1989	Chicago, IL	Caring for the Future: A Prescription for the 90's – 25th Silver Anniversary of the SNMA –
1990	Atlanta, GA	Comprehensive Health Care A Right or A Privilege in the 90's?
1991	Philadelphia, PA	Physicians of Color, Youth of Color: Bridging the Gap
1992	New Orleans, LA	Medicine 2000: The Business of Medicine
1993	Oakland, CA	Health Care for People of Color: The Doctor's Office and Beyond
1994	Atlanta, GA	Health Care Reform: Addressing the Needs of People of Color – 30th Anniversary of the SNMA –
1995	Washington, DC	A New Generation of Physicians: Reconnecting with the Art of Healing
1996	Nashville, TN	The Enterprising of Medicine: Managed Care & The Effects on Physicians of Color

1997	New Orleans, LA	The Changing Faces of Health Care: SNMA Committed to a Total State of Health
1998	Chicago, IL	Medicine on the Move: Reinventing Health Care in the Face of New Technology
1999	Miami, FL	Diversity in Medicine: The LIFELINE to Culturally Sensitive Health Care – <i>35th Anniversary of the SNMA</i> –
2000	Los Angeles, CA	The Millennium Mission: Healing, Educating, and Advocating for Our Communities
2001	Atlanta, GA	Expanding the Mission: Ambassadors of Health Policy, Global Awareness, and Healthy Lifestyles
2002	Houston, TX	Closing the Gap: Achieving Social Balance in Health
2003	Washington, DC	Mind, Body and Soul: The Role of Mental Health in Physical Well-Being
2004	New Orleans, LA	Unmasking the Faces of Health and Longevity: 40 Years of Advocacy – <i>40th Anniversary of the SNMA</i> –
2005	St Louis, MO	Show Me Success: Transforming Healthcare Through Prevention, Intervention, and Education
2006	Atlanta, GA	Changing Our State-of-Mind: Empowerment Through Literacy, Business, Education, Prevention and PRIDE
2007	San Francisco, CA	Achieving Wellness: Building Bridges to the Future
2008	New York, NY	Leadership in Medicine: Science to Service
2009	New Orleans, LA	Healthcare Advocacy: From Practice to Politics – <i>45th Anniversary of the SNMA</i> –

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