

**WESTERN INSTITUTE OF NURSING
BOARD OF GOVERNORS**
Friday, October 3, 2025
8:00 AM to 5:00 PM Pacific
Hilton San Francisco Union Square

MINUTES

Call to Order and Welcome:	The meeting was called to order at 8:05 AM Pacific by WIN President, Lauren Clark.
Attendees:	Lauren Clark, Heather Coats, Patti Daly, Kimberly Kassab, Annette Nasr, Austin Nation, Joanne Noone, Andrea Wallace
Staff:	Kelly McGrath, Bo Perry

Agenda Topic:	Aspirational Topic and Discussion
	<p>Dr. Clark posted two questions to the Board:</p> <p>1) If you could change a single thing about the conference as it moves into its seventh decade, what would it be?</p> <p>Responses:</p> <ul style="list-style-type: none"> • Using app for positive social media infiltration • Shortening the conference • Add lunch to conference to encourage networking • Increase clinical agency participation/membership • Make WIN the conference of choice for researchers/educators in the West • Focus on innovation and connection • On-demand recordings available following the conference • Hybrid or every-other-year in-person conference • For the 60th conference: celebration, increased networking, engagement beyond the conference <p>2) If you could change or add one compelling thing that would entice a rising generation of nurses in the West into enthusiastic participation in WIN, what would it be?</p> <p>Responses:</p> <ul style="list-style-type: none"> • Embrace AI / AI as a resource – Students can lead us • Cross-generational conversations – learning from newer generations • Integration of robotics into nursing (in the acute care setting) • Connect and collaborate across SIGs • SIGs must host one webinar each year

Agenda Topic:	Consent Agenda
	Dr. Coats moved to approve the Consent Agenda as circulated, including Minutes from the meeting on July 30, 2025. Dr. Nasr seconded the motion, and the Consent Agenda was approved unanimously.

Agenda Topic:	Report of the President
	<p>Dr. Clark reported that the CANS National Advisory Council (NAC) is being restructured, and the new composition may not include the regional societies. The regional society presidents continue to meet quarterly and have drafted a response to CANS regarding exclusion from the NAC.</p> <p>Goal 1: Structure opportunities to advance health equity in the West.</p>

	<p><u>Accomplished</u></p> <p>Conference</p> <ul style="list-style-type: none"> • Preconference sessions that advance health equity • Abstracts of Distinction • Sustainability and Accessibility <p>Structure</p> <ul style="list-style-type: none"> • Governance and Highly Effective Practices (Vernetta Walker) • Membership Assembly <p>Communication</p> <ul style="list-style-type: none"> • Quarterly President’s Message <p><u>Growth</u></p> <ul style="list-style-type: none"> • Mid-year WIN meeting • Leadership Academy • Practice Award • Policy <p>Goal 2: Advance health by connecting, unifying, and supporting researchers, clinicians, and educators.</p> <p><u>Accomplished</u></p> <ul style="list-style-type: none"> • Stabilizing: membership, conference attendance, finances • Thriving: governance for the future, Listening and Learning Together • Partnering: ENRS, SNRS, MNRS and CANS NAC participation <p><u>Growth</u></p> <ul style="list-style-type: none"> • Strategic plan • Policy • National Collaboration • DEI framing <p>Goal 3: Build capacity for nursing scholarship in research, practice, and education.</p> <p><u>Accomplished</u></p> <ul style="list-style-type: none"> • Capital campaign • WAN fellowship <p><u>Growth</u></p> <ul style="list-style-type: none"> • Practice Award • Leadership Academy
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Agenda Topic:	Report of the Treasurer
	Dr. Daly presented a five-year review of bank/investment balances (assets) as of September 30 for both WIN and NEXus. WIN’s overall assets as of September 30, 2025 (\$1,247,623) were \$117,102 greater than on September 30, 2024. The NEXus overall assets as of September 30, 2025 (\$329,256) were \$253 greater than on September 30, 2024.

Agenda Topic:	Report of the Director
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	<p>Five organizational members (Mayo Clinic, New Mexico State, Weber State, San Diego State, Rocky Mountain) did not renew membership for FY25-26. University of San Francisco and University of the Pacific joined WIN this year.</p> <p>As of the meeting, WIN has received three nominations for WIN Governor of Nursing Education. The nomination deadline is November 1.</p> <p>NEXus fall enrollment was seven students, and NEXus organizational membership has declined to fourteen institutions. NEXus may need to draw from its investment account in early 2026 to cover operating expenses for the remainder of the 25-26 fiscal year. Forecasts indicate that, without a reversal in NEXus membership or enrollments, the NEXus project will expend all assets by 2030. The Board acknowledged the NEXus must identify an innovative path forward or begin to wind down the project. In 2026, NEXus will vote on its lead organization for the next five years. The Board considered whether other organizations, particularly NLN, would be interested in serving as the lead organization going forward.</p> <p>Conference sponsorships currently total \$40,000, although UCSF School of Nursing is exploring a sponsorship.</p> <p>The Hilton has given WIN until October 22 to decide on a room block reduction.</p>
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Agenda Topic:	Review Proposed Revisions to WIN Bylaws
	<p>The Board supported the ad hoc Governance Committee’s recommended revisions to the WIN Bylaws and made the following amendments:</p> <p>Article V. Section B. Insert “or attend school” to introductory sentence: “Officers must be individual members and reside, work, or attend school in one of the states designated as within the WIN geographic boundaries.”</p> <p>Article V. Section B. Update language for Governors of Research, Practice, and Education as follows:</p> <ul style="list-style-type: none"> • Governor Representative of Nursing Research: Requires active engagement and demonstrated expertise in nursing research. Serves a three-year term. • Governor Representative of Nursing Practice: Requires active engagement and demonstrated expertise in nursing practice. Serves a three-year term. • Governor Representative of Nursing Education: Requires active engagement and demonstrated expertise in nursing education. Serves a three-year term. <p>Article V. Add Section G to Article V outlining the functions of the Board of Governors.</p> <p>Article IX. Section A. Update the definition in Section A as follows: “Special Interest Groups (SIGs) are self-forming groups of members motivated to collectively address specific topics in nursing research, practice, and/or education and to promote the mission, vision, and goals of WIN.”</p>

	<p>Article IX. Section B. 3. Insert “approved” and “charter” as follows: “Any SIG activities that impact the organization beyond the approved SIG charter require approval by the Board of Governors.”</p>
MOTION:	<p>Dr. Noone moved to accept the revisions to the Bylaws with the Board’s amendments. Dr. Nasr accepted the motion, and the Bylaws were approved unanimously.</p>
ACTION:	<p>In the months ahead, WIN members will be invited to attend a virtual session to discuss the changes to the Bylaws.</p>

Agenda Topic:	Review Draft of Board Duties
MOTION:	<p>The Board reviewed a proposed draft of Board duties. Dr. Noone moved to:</p> <ul style="list-style-type: none"> • Rename “duties” to “functions” and include in revised Bylaws; • Add “Serve as Board liaison to 1-2 committees as related to Board position;” • Add “Prepare for” to the function related to attending Board meetings; • Add “Coordinate succession planning with incoming Board members.” <p>Dr. Nation seconded the motion, and it carried unanimously.</p> <p>The Board discussed the importance of providing a hand-off to incoming Board members and the need to establish a structure for the hand-off. The Board considered requiring each Board member write a job description including specific functions of their respective position.</p>
MOTION:	<p>Dr. Wallace moved to require Board members to outline key responsibilities and qualifications of their respective Board positions on a provided template by December 1.</p>
ACTION:	<p>Board members will review and provide feedback on each template prior to the January 13 meeting.</p> <p>Dr. Daly seconded the motion, and it carried unanimously.</p>

Agenda Topic:	Review Draft of WIN Special Interest Group (SIG) Charter
MOTION:	<p>The Board reviewed the proposed SIG charter and made the following amendments:</p> <ul style="list-style-type: none"> • Revise the SIG Purpose as follows: “Special Interest Groups (SIGs) are self-forming groups of members motivated to collectively address specific topics in nursing research, practice, and/or education and to promote the mission, vision, and goals of WIN;” • Add “Coordinate efforts to disseminate scholarly work” under potential events; • Add “Each SIG shall submit an annual report to the Board” under key responsibilities. <p>Dr. Noone moved to approve the SIG charter as amended. Dr. Nation seconded the motion, and it carried unanimously.</p>

MOTION:	The Board reviewed the proposal for a Filipino-American Nurse Scholars (FANS) Special Interest Group. Dr. Nation moved to approve the FANS Special Interest Group. Dr. Nasr seconded the motion, and it was approved unanimously.
ACTION:	A SIG template form will be developed for future proposals. Other ideas related to SIGs included moving SIG meetings to earlier in the conference, convening SIG chairs at the conference, offering an annual SIG fair, and more frequent SIG meetings.

Agenda Topic:	WIN Leadership Academy
MOTION:	The Board reviewed the Leadership Academy (LA) proposal, which is based on the Leadership Academies at SNRS and MNRS. There was concern regarding the amount of time an LA will require from members of the Board and the cost of supporting travel for participants to the in-person Board meetings. Discussion included whether LA participants would leave WIN after participating in the program and concern over the appearance of hand-picked succession planning for service on the Board. The Board discussed forming a task force to develop the charter and if WAN should be involved or serve as the task force. The Board also considered surveying the members to gauge interest in the LA.
ACTION:	Dr. Nasr moved to organize a Leadership Academy task force to focus on the Board's concerns and to recruit WAN members who have served on the Board for a WIN/WAN task force, reporting back to the Board at the January meeting. Dr. Daly seconded the motion, and it carried unanimously.

Agenda Topic:	Review of Board Conflict of Interest (COI) Policy
ACTION:	The Board reviewed the COI that was provided by consultant Venetta Walker and agreed that it contained inconsistencies and was too lengthy. Staff will continue to research an updated COI policy for WIN. Board members were invited to share COI policies from other associations.

Agenda Topic:	Collaborate with Deans to publish a paper demonstrating the value of a regional nursing society shaping the direction of nursing research, practice, and education in the West
	The Board discussed developing a follow-up article to “The Best Is Yet to Come” article that was published in 2017. Ideas for the article included reflecting on the past decade, highlighting what WIN and the schools of nursing in the West have done well, and imagining the next chapter. Other potential topics discussed included threats to the environment, AI, DEI initiatives, violence, policy, what is nursing do to advocate for EBP, AACN Essentials, ANA Code of Ethics, academic/practice partnerships, opportunities and challenges of distance education. The Board agreed that leaders in research, practice, and education should be identified for the article and considered including Susan Bakewell-Sachs, Linda Sarna, and Heather Young—authors of the 2017 article—in drafting the publication. Other potential authors discussed included Mary Koithan, Paula Meek, Annette Nasr, and Anna Shannon. The Board discussed engaging members at the next conference, potentially through a Delphi study. The article could be published in 2027, the year of the 60 th anniversary of WIN’s Communicating Nursing Research conference.

ACTION:	Dr. Clark, Dr. Coats, Kim Kassab, Dr. Nasr, and Dr. Wallace offered to form a task force to explore next steps and will share an update at the January meeting.
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Agenda Topic:	WIN Committee Restructuring
MOTION:	<p>The Board reviewed the list of WIN committees, noting that many committees have no chair and have not received new member volunteers in several years.</p> <p>Dr. Clark moved to make inactive the Bylaws Committee, Membership Committee, Past Presidents’ Council, and Student Engagement Committee. Dr. Noone seconded the motion, and it carried unanimously.</p> <p>The Development Committee will be charged with developing the 60x60 endowment fund campaign. There was discussion about renaming the Research Committee to “Research and Awards Committee” and revising the charge of the Research Committee. Further discussion was tabled to a future meeting.</p>

Agenda Topic:	WIN Fundraising Efforts
MOTION:	<p>The Board discussed eliminating the Annual Fund campaign to focus all fundraising efforts on building the Endowment. Once the Endowment Fund, currently at \$83k, reaches the \$250k/\$300k goal, the annual interest will support WIN’s joint grants and awards. The Board considered launching a 60x60 campaign as WIN approaches the 60th anniversary of the conference (2027) and matching all gifts up to \$60k. WAN could be asked to jumpstart the effort.</p> <p>Dr. Coats moved to transition the Annual Fund campaign to a 60x60 Grow-the-Endowment fund/initiative, which includes WIN matching combined gifts up to \$60k. Dr. Nation seconded the motion, and it carried unanimously.</p>
ACTION:	Bo will connect with the Development Committee regarding this change, and the Development Committee will be tasked with spearheading the campaign.

Agenda Topic:	Membership Assembly Proposal
MOTION: ACTION:	<p>The Board discussed moving the annual Membership Assembly business meeting to a virtual meeting to be held before or after the conference and to incorporate elements of the annual meeting into the Opening Session of the conference and/or other plenary sessions. A virtual session in advance of the conference could be used to orient students and new members, to preview conference sessions, and to engage members and generate enthusiasm. The virtual Membership Assembly could be recorded for those unable to attend.</p> <p>Dr. Nasr moved to change the annual Membership Assembly business meeting to a virtual meeting to be held at least one month prior to the conference. Dr. Wallace seconded that motion, and it carried unanimously.</p> <p>The Board briefly discussed holding “office hours” at the conference to provide members and participants an opportunity to ask questions.</p>

Agenda Topic:	Executive Session
	The Board held its annual Executive Session from 3:30 to 5 PM.

Next Meeting:	Tuesday, January 13, 9 AM to 12 PM Pacific
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Adjourn:	The meeting was adjourned at 5 PM Pacific.
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