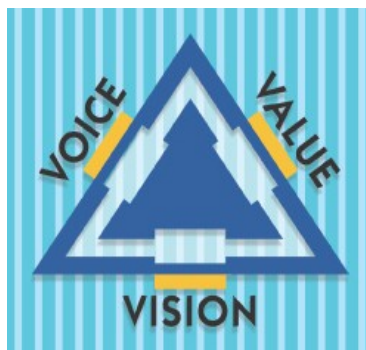


ASCLS



Membership Development Manual

Revised July, 2003 – TH

ASCLS: VOICE – VALUE – VISION!!!

ASCLS strives to be the VOICE for the laboratory practitioner in the workplace, in the classroom, in the legislative arena, and all for the good of the public! ASCLS promotes the VALUE of the clinical laboratory science profession in all arenas possible.

ASCLS is actively defining the VISION of our future!

ASCLS Membership Manual
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FORWARD

Membership development is the most vital activity of any professional organization. The success or failure of membership development extends beyond the recruitment and retention of members—it has as its end goal the professional and personal development of the members of our profession. The role of the individuals charged with the Membership Development responsibility can never be taken lightly.

Membership Development Chairs have the responsibility to help guide the growth of the Society both in numbers and professionalism. This is not an easy task nor is it anything less than an exciting challenge.

This manual is designed to assist the State and Local Society Membership Development Chairs and their committees in the decisions and actions to be taken during the course of their tenure. Its aim is to review the scope of membership activities for the development and growth of each society's unique recruitment and retention program. This manual is intended to be an information resource. Please see that your Membership Chair receives this manual and uses and shares it with others.

INTRODUCTION

The American Society for Clinical Laboratory Science is the national professional society dedicated to:

- Promoting standards in clinical laboratory methods and research in affiliated fields;
- Enhancing the professional status and image of its members;
- Creating mutual understanding and cooperation among the Society and its members and all others who are engaged in the interests of individual and public health;
- Providing educational programs in the clinical laboratory and related sciences and defining standards of competence at all levels;
- Determining entry level requirements and appropriate credentialing;
- Representing the interests of the clinical laboratory and affiliated professions and the members of the Society in all government and other forums that affect those interests;
- Establishing and promoting ethical standards for the professions represented; and
- Providing aid and benefits to all members of said professions.

This manual has been prepared to assist the constituent societies in their membership recruitment and retention activities.

Given the differences in resources and needs among the constituent societies, the usefulness of this manual will vary. It should serve as an "aid" to membership development committees. No two states will utilize this manual in the same way, but the manual's usefulness will be enhanced when states share the ideas and add them to the already present information. Please see that the appropriate leaders review this manual and share it as a resource.

ASCLS Vision Statement

The American Society for Clinical Laboratory Science (ASCLS), as the preeminent organization for clinical laboratory science practitioners, provides dynamic leadership and vigorously promotes all aspects of clinical laboratory science practice, education and management to ensure excellent, accessible cost-effective laboratory services for the consumers of health care.

ASCLS Mission Statement

The mission of the American Society for Clinical Laboratory Science (ASCLS) is to promote the profession of clinical laboratory science and provide beneficial services to those who practice it. To enable its members to provide quality services for all consumers, the society is committed to the continuous quest for excellence in all its activities, and:

- Promotes high standards of practice in the workplace
- Advocates professional autonomy
- Ensures professional competence
- Supports worthy educational efforts at all levels
- Encourages laboratories in their pursuit of expanded roles and responsibilities
- Enhances the public's understanding and respect for the profession and its practitioners

ASCLS IDENTITY STATEMENT

ASCLS strives to be the **VOICE** of each laboratory practitioner in the workplace, classroom, community, and the legislative and regulatory arenas. ASCLS promotes the **VALUE** of our profession as the predominant source of objective health data, as knowledgeable members of the health care team, and as competent contributors to quality patient care. ASCLS defines the **VISION** of our future by preparing both the profession and its practitioners for exciting new and expanded roles.

ASCLS Code of Ethics

Preamble

The Code of Ethics of the American Society for Clinical Laboratory Science (ASCLS) sets forth the principles and standards by which clinical laboratory professionals practice their profession.

I. Duty to the Patient

Clinical laboratory professionals are accountable for the quality and integrity of the laboratory services they provide. This obligation includes maintaining individual competence in judgment and performance and striving to safeguard the patient from incompetent or illegal practice by others.

Clinical laboratory professionals maintain high standards of practice. They exercise sound judgment in establishing, performing and evaluating laboratory testing.

Clinical laboratory professionals maintain strict confidentiality of patient information and test results. They safeguard the dignity and privacy of patients and provide accurate information to other health care professionals about the services they provide.

II. Duty to Colleagues and the Profession

Clinical laboratory professionals uphold and maintain the dignity and respect of our profession and strive to maintain a reputation of honesty, integrity and reliability. They contribute to the advancement of the profession by improving the body of knowledge, adopting scientific advances that benefit the patient, maintaining high standards of practice and education, and seeking fair socioeconomic working conditions for members of the profession.

Clinical laboratory professionals actively strive to establish cooperative and respectful working relationships with other health care professionals with the primary objective of ensuring a high standard of care for the patients they serve.

III. Duty to Society

As practitioners of an autonomous profession, clinical laboratory professionals have the responsibility to contribute from their sphere of professional competence to the general well being of the community.

Clinical laboratory professionals comply with relevant laws and regulations pertaining to the practice of clinical laboratory science and actively seek, within the dictates of their consciences, to change those which do not meet the high standards of care and practice to which the profession is committed.

Pledge to the Profession

As a clinical laboratory professional, I strive to:

- Maintain and promote standards of excellence in performing and advancing the art and science of my profession
- Preserve the dignity and privacy of others
- Uphold and maintain the dignity and respect of our profession
- Seek to establish cooperative and respectful working relationships with other health professionals
- Contribute to the general well being of the community.

I will actively demonstrate my commitment to these responsibilities throughout my professional life.

NATIONAL MEMBERSHIP DEVELOPMENT COMMITTEE

I. OBJECTIVES OF THE COMMITTEE

The Membership Development Committee under the leadership of its Chair, is responsible for recruitment of new members, retention of current members and reactivation of lapsed members. Committee members initiate, coordinate, participate, and evaluate various campaigns; i.e. membership booths at national, regional, state, and local meetings. They serve as communications links among constituent societies and the National Membership Development Committee, the ASCLS Executive Office, and the ASCLS Board of Directors. The Committee may initiate Bylaws changes that relate to qualifications for membership, privileges of membership and place of membership.

II. COMPOSITION

The Membership Development Committee is composed of up to twelve (12) members, with ten (10) members being regional membership development chairs appointed by their respective regional directors for a term of three (3) years. The Chair is appointed by the President and with Board approval. The Chair and Vice-Chair or Co-Vice Chairs are appointed for a one (1) year term. In addition, a student representative is appointed by the Student Forum Chair, and serves a one (1) year term. An ASCLS member who works in industry may be appointed, by the President, to serve a one-year term.

The co-vice chairs may include the past Membership Development Committee Chair and a newly appointed co-vice chair. The co-vice chair position will provide that individual a period of training for possible appointment to the chair position at the following Annual Meeting.

III. RESPONSIBILITIES OF/AND OBJECTIVES FOR THE COMMITTEE MEMBERS

1. Provide dynamic leadership to accomplish growth in the ASCLS membership.
2. Accomplish the described purposes of the Committee and implement charges assigned by the President and the ASCLS Board of Directors.
3. Assist in planning campaigns and projects designed to accomplish goals, objectives and functions of the committee.
4. Prepare and provide committee reports as required by the National Membership Development Chair and/or Regional Directors.
5. Share with the Executive Office Staff the responsibility of staffing the membership booth at the Annual Meeting.

6. Be familiar with available resources to answer questions and solve membership problems for the general membership, and for prospective members.

IV. RESPONSIBILITIES OF THE CHAIR

1. Provide dynamic leadership to accomplish growth in the ASCLS membership.
2. Initiate and oversee projects that accomplish the goals and functions of the Committee.
3. Interface with the Board of Directors, and other ASCLS committees, as well as the ASCLS staff.
4. Determine the need for Bylaws updates regarding membership, and initiate processes for change.
5. Disseminate membership-related information and/or directions from the Board of Directors to members of the Committee and to constituent (state and regional) society membership chairs.
6. Plan and assist with membership activities associated with the Annual Meeting, including staffing the membership booth.

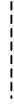
V. ACTIVITIES

Throughout the year, membership committees at the national, regional, state and local levels implement activities directed to their members' needs. The formation of focus groups at state meetings, non-member and member surveys, and seminars are some of the tools used in membership development. Together with *creativity and imagination*, they serve as resources for current and future activities.

At the Annual Meeting, the in-coming Chair and incoming committee members meet to formulate their recommendations, for the coming year. The out-going Chair and all committee members should attend this meeting to share insights and suggestions based on the past year's activities, and suggestions for the future. This is the best way to maintain continuity from year to year.

**ORGANIZATIONAL CHART FOR ASCLS
MEMBERSHIP DEVELOPMENT COMMITTEES**

ASCLS BOARD OF DIRECTORS



NATIONAL MEMBERSHIP
DEVELOPMENT COMMITTEE
Consists of Chair, Vice Chair(s), ten
Regional Membership Development
Chairs (MD Chairs) and Others as
Appropriate



REGIONAL MEMBERSHIP
DEVELOPMENT COMMITTEES
Each of the ten Regional MDC Chairs,
who will form their own committees.



STATE MEMBERSHIP
DEVELOPMENT COMMITTEES
Each constituent state society Membership
Development Chair forms his/her own committee.
They report directly to their Regional MDC
Chair.



LOCAL MEMBERSHIP
DEVELOPMENT COMMITTEES
If appropriate each state may divide itself into districts,
areas or chapters, having its own Membership Development
Chair and Committee. They report directly to the state
MDC Chair, and the state president.

REGIONAL MEMBERSHIP DEVELOPMENT COMMITTEE CHAIR

I. OBJECTIVES

To establish a working relationship between the National Membership Development Committee and the state and local committees within the region. If no active state or local committees exist, then the chair will work directly with the individual members of that constituent society.

II. RECOMMENDED QUALIFICATIONS

1. Two to five years of professional (active) membership.
2. Previous experience with other committees or offices within the state societies or with other similar professional organizations.
3. Knowledge of the national, regional and state membership activities and geographical complexities.
4. Available and accessible, particularly with respect to educational endeavors such as regional meetings.
5. A record of involvement with societal activities.
6. Enjoyment working with people and an expertise or a love for motivating others.

Note: A relatively “new” member can accomplish much, based on his/her enthusiasm and commitment. Reinforce this individual in his/her efforts!

III. RESPONSIBILITIES

1. Provides a mechanism for the implementation of membership programs consistent with the objectives and goals of the ASCLS National Membership Development Committee.
2. Encourages regional and state societies to promote current membership programs and objectives.
3. Participates with state officers in developing and promoting viable membership incentives and tools, such as new member discounts at state meetings, dissemination of membership literature, application forms, etc.
4. Is visible and accessible to the regional and state officers and committee chairs, and the membership in general. This visibility is essential for the purpose of communication and implementation of requests for information and printed materials associated with membership.
5. Communicates frequently with national, regional and state officers and membership chairs, especially for nationally and regionally initiated programs.

6. Develops and implements programs suited to the constituent society's membership.
7. Solicits feedback from state membership chairs as to the areas of concern, program development, and outcomes of national and regional programs within that state. Forwards this information to the National Membership Development Committee as requested.
8. Is available and responsible to the ASCLS Regional Director and National Membership Development Committee for all national and regional membership activities, and provides a report of these activities.
9. Establishes and staffs a membership booth at all regional meetings using state chairs, and encourage state chairs to do the same at all state meetings.
10. Acts as a reference person for all regional members and state membership committees and officers.
11. Writes timely reports for Regional Council meetings.
12. Maintains storage of membership booth materials and supplies. Coordinates shipping and receiving of booth and supplies between state or regional meeting.

Note: Above all, if one is overwhelmed and having difficulty meeting responsibilities, contact the National Committee Chair for assistance. Do not hesitate to do this. Any delay can be detrimental to our recruitment and retention programs, as well as your own self confidence.

IV. TERM OF OFFICE

To coincide with that of the Regional Director and/or dependent upon the discretion of the Regional Director. A three year term is suggested. (*Note: Terms of office are currently under consideration for revision.*)

STATE MEMBERSHIP DEVELOPMENT COMMITTEE CHAIR

I. OBJECTIVES

1. To provide dynamic leadership in enhancing/increasing membership in ASCLS and its state/local societies.
2. To provide mechanisms for the implementation of membership programs consistent with the national Society's direction, goals, and objectives.
3. To act as a communications channel for members to voice their needs and concerns.
4. To evaluate current membership programs as they relate to state society needs. To provide feedback of state membership development programs.
5. To participate with state society officers in developing and promoting viable membership tools.
6. To create innovative statewide programs that appeal to members whom we know and/or reside within our state borders.

II. RECOMMENDED QUALIFICATIONS

1. Two or three years active membership within the state society.
2. A working knowledge of the state society's activities and geographical complexities.
3. Experience working on other committees or offices within the constituent society (desired but not essential).
4. Enjoyment working with people and experience motivating others.
5. Effective communication skills

III. DUTIES AND RESPONSIBILITIES

The state chair is one of the most important links in the membership development committee structure because he/she is closest geographically to state members. Regional and national leaders depend on their state leaders to represent such members and to communicate their needs and concerns. Because of this proximity to grassroots members, it is crucial that the state membership development chair establish a committee to assist with his/her duties and responsibilities.

Responsibilities of the State Membership Development Chair:

1. Maintains all state membership records. (These should be coordinated with the National Office.)

2. Maintains communication with the local societies, the regional membership chair, and national Membership Development Committee.
3. Initiates, maintains and oversees all membership recruitment programs in the state.
4. Maintains and distributes a supply of membership applications and other materials for recruitment efforts.
5. Designs, staffs, directs and monitors a membership recruitment area at each annual state society meeting.
6. Proposes new mechanisms for membership recruitment and retention.
7. Prepares a written report of activities to the State Board of Directors.
8. Prepares a written report of activities to the Regional Membership Chair.
9. Submits the names of new members and renewing members to the state newsletter editor for publication.
10. Submits articles concerning membership activities and benefits to the newsletter editor as often as appropriate.
11. Drafts and sends letters to lapsed members, renewed members, new members and students in a timely manner.
12. Establishes a mentoring system so that a change in committee members and/or chair can be accomplished smoothly and without interruption in the state's membership goals. (A Vice Chair can address this situation. By establishing a Vice Chair, the Chair will have the opportunity to pass on committee knowledge throughout the year while the Vice Chair will have time to get accustomed to the responsibilities and duties of the Chair.)
13. Is available to communicate with other state officers, state chairs and handle requests for supplies, printed material, etc., pertinent to membership.

Note: Above all, if one is overwhelmed and having difficulty meeting responsibilities, contact the National Committee Chair for assistance. Do not hesitate to do this. Any delay can be detrimental to our recruitment and retention programs, as well as you own self confidence.

THE STATE MEMBERSHIP DEVELOPMENT COMMITTEE

The Society draws its resources, both human and financial, from its membership. The main focus of the Membership Development Committee is increase membership and membership satisfaction. The greater number of members that ASCLS has, the greater number of programs and services it can provide.

The commitment to membership development cannot be the responsibility of the chair alone. The success of membership development is easier and more achievable when using the coordinated efforts of a committee.

The committee's responsibility is to plan and implement the membership development program for the state. These programs should include renewing of current members, reclaiming lapsed members and recruiting new members. The plan should focus on the state's needs and be consistent with that at the national level. The implementation depends on the state's leadership and members' commitment to the program

I. COMMITTEE ESTABLISHMENT

A membership development chair should first form a committee to assist in recruitment activities. The objective should be to have members that are representative of the general membership, both in talent and geography; involve a mix of "thinkers and doers," who believe in ASCLS, and want to see it grow and prosper.

The by-laws of each of the constituent societies specify the composition of the Committee and the mechanism of members' election or appointment. Choosing committee members may be undertaken in person, by phone or by mail. Do not overlook the help of local leadership and their suggestions. Keep in mind that you are looking for someone who can motivate and lead your membership team. A student should also serve on the committee in order to obtain input from students and to mentor them into the society.

II. STATE MEMBERSHIP DEVELOPMENT COMMITTEE DUTIES

1. Set goals for your committee and yourself. Ask committee members to participate in formulating objectives. One of the goals should be the selection of target groups, a desired percentage increase in recruitment and percentage decrease in lapsing members. (Reminder, every organization has some members who do not renew.)
2. Read the ASCLS Membership Development Manual to find ideas and helpful hints.

3. Plan several types of form letters to use during the year. Sample letters are included in the *Idea Exchange* section of this manual. Types of letters to include are:

Welcome/New Member Letters
Recruitment Letters
Lapsed Member Letters
Follow-up to problem letters

Renewing Member Letters
Student Letters
Follow-up to invitation
Letter to educ. program director

The letter to program directors/educational coordinators should highlight student activities, societal activities and benefits. Student Forum members may wish to have input in this letter. Be sure to point out that ASCLS dues for the first active year after graduation (First Year Professional member, FYP) are half price. (State dues are additional.)

If possible, use a word processor to produce personalized letters to each individual. If you do not have access to a computer, form letters can be used, but should present a professional image. Type the original on state letterhead stationery. A print shop would produce the best copies but if finances prohibit this, copying will suffice. Be sure your copies are clean and clear. Avoid a product that looks mass produced.

4. Orient your committee members by either having a meeting or sending a letter to let them know what is expected of them including deadlines, goals and objectives and any other information that may help the committee function properly.
5. Plan a recruitment campaign in addition to the one that is held during the annual state meetings. There are examples of campaigns in the Marketing Section of this manual. Delegate the work to the committee. The local level usually functions more successfully during campaigns since local members know the non-members who are being contacted. Set deadlines and goals. Follow up on these deadlines.
6. The state mailing lists must be kept up to date using the member rosters that each state's designated point of contact person can generate directly from the ASCLS website. These membership rosters will be discussed in more detail in the subsection: ASCLS Services Provided to Constituent Society Membership Development Committees.
7. Keep a good supply of membership materials on hand. At the beginning of your term, supply the district societies with materials they need. Have supplies available at board meetings.
8. The Membership Development Chair or the committee should submit an article for the state newsletter each time it is published. Check with your newsletter editor for spacing requirements. If the state can possibly fund a special edition of the newsletter, publish a special membership edition and mail it to members and non-members. Include benefits, activities, different members viewpoints and testimonials.
9. At annual state meetings there should be a membership booth of some type. A membership table in the registration area or other high traffic areas with some type of attention getter will

suffice. Keep the booth staffed at all times, especially during breaks and peak registration times. Have a sufficient supply of membership handouts. Have a membership roster available for people to check and verify their personal information. Have individuals with complaints record all problems and/or complaints on a ready made, easy to use form (see suggested forms section). Remember not to take problems or complaints personally. Try to solve these problems and notify the people of the solutions. It is also important to notify the national office, in writing, if the problem was a result of any procedures or practices the national office did. We can only improve mistakes if we know when and to whom they happened.

10. Send reports to the regional membership development chair as set forth by deadlines.
11. The membership development committee chair should attend as many state board meetings as possible. If the chair or a committee member cannot go to the meeting to deliver a report, send a written report to the president prior to the board meeting. Include activities, membership counts, goals concerns and requests for action in the report.

ASCLS MEMBERSHIP SERVICES PROVIDED TO EACH CONSTITUENT SOCIETY

I. MEMBERSHIP ROSTERS

Membership Rosters:
New Member Rosters
Current Member Rosters
Lapsed Member Rosters

Membership rosters can be generated on an as-needed basis directly from the ASCLS website: www.ascls.org. Each state society designates a point-of-contact person (usually the state MDC or state president) who is given a society unique password to generate membership rosters. This allows each society to have up-to-date rosters when needed. *In turn, state societies should distribute new reports to its own chapters or districts as well as the state newsletter editor.* It is recommended that New Member Rosters be generated on a frequent basis (such as every two weeks) so that new members can be welcomed by their state or local MD committee in a timely manner.

The rosters can be sorted by name, member number, or member type.

The rosters contain the following data:

Member number
Name
Home address (city, state, and zip code)
Home phone number
Email address
Organization and dept. (work)
Work address (city, state, and zip code)
Work phone number
Member category

Date of joining, i.e. 1975.
Date of last membership dues renewal.
Expiration date of membership
Primary and secondary scientific assembly interests

II. TREASURERS' MEMBERSHIP LIST

Twice a year the constituent state treasurer receives a printout listing of renewals and new members, and the amount paid. A reimbursement check accompanies this list.

The national office provides these reports (either on paper or disk) as a complimentary service. However, each state society has the option of purchasing additional copies of any of the reports to be sent to an individual of their choice.

III. WATCH for LEADERSHIP MAILINGS

Each Leadership Mailing will have a current total number member count and new member count for better information and feedback on MDC's progress when appropriate. Check the "members section" of the ASCLS webpage (www.ascls.org) periodically for postings of current leadership mailings.

THE RENEWAL AND JOINING PROCESS

I. THE INVOICING CYCLE

A sample renewal notice/invoice is attached for your review (see page 32). Please note that members have the opportunity to review for accuracy, information regarding their name, address, employment status, job position, educational background and scientific assembly choices. National dues as well as appropriate state dues are sub-totaled; contributions for PAC and E & R are requested and included in the total. Please note: it is clearly noted on the invoice that these contributions are optional and the member is not obligated to contribute.

Renewal forms sent to student members of the previous year are automatically upgraded to renew at the First Year Professional category based on the graduation date that is on file in the student member record. If a student member is still a student at the time of renewal, they may renew at the Student Member rate.

The payment on the invoice can be made either by check or by credit card. Space has been designated on the form for credit card payments.

Responding to the late renewal returns of passed years, the July 31 deadline has been added on the renewal notice. The invoice cycles for those members who have not selected the autorenewal option:

1. FIRST INVOICE

Members receive their first renewal notice in May/June with the July 31st deadline clearly stated.

2. SECOND NOTICE

A second invoice is mailed to the member around the first of August with the July 31st deadline again stated.

3. A third/final notice is mailed in mid September. *A third/final notice has been mailed previously, but its necessity is under consideration at this time.*

4. All membership benefits will be dropped, for non-renewals if no response is received within 30 days of the third/final notice.

II. TIMELINE FOR RENEWALS/APPLICATIONS SENT VIA MAIL (payment → benefits).

1. DAY ONE: Member/Prospective mails renewal/application and payment to the ASCLS' lockbox.

2. DAY TWO-SIX: (depending from where mailing took place) ASCLS' bank receives and deposits payments and totals them. Each "batch" is coded for future tracking, if necessary.
3. DAY SEVEN: ASCLS' membership department picks-up the batch from the bank. (In an effort to reduce processing time, personnel make a daily stop at the bank to retrieve the batches.)
4. DAY EIGHT: The batch is received by the membership. Each individual renewal/application is entered into the database system. All pertinent information on the member is recorded at the time payment is entered.
5. Once each week, both renewal and new membership cards are processed. Renewal cards are mailed as is; the new member cards are placed into a new member packet and then mailed (For a description of the information contained in the kits, see *New Member Packet* section of this manual. The new member packets are mailed out within the next week.
6. Depending on when the member's payment is received, the new member should begin receiving journals, newsletters and other ASCLS mailings within four to six weeks of sending the application. Renewing members should not experience any delays in receipt of any ASCLS mailing providing the membership was renewed on time.

BYLAWS ARTICLE III – MEMBERSHIP

A. Membership.

Membership in this Society is open to all persons interested in the clinical laboratory sciences and shall consist of the following classes: professional, collaborative, emeritus, student and honorary. The Board of Directors of the Society shall from time to time review the classes of membership with the qualifications and the rights and privileges of each.

B. Membership Classes.

The general qualifications for each class of membership are as follows: Each category of membership requires that the individual be a member of a constituent society. (A new At-Large member may be added with details to be worked out yet.) For each category of membership:

1. Professional.

Professional membership shall be open to all persons certified or engaged in the education process and/or the practice of the clinical laboratory sciences, including those with an active interest supporting the goals of this Society;

2. Collaborative.

Collaborative membership shall be open to all persons who currently hold membership in any other health-related national organization, and who have never been a member of ASCLS;

3. Emeritus.

Emeritus membership shall be open to any member who has retired from gainful employment and meets the criteria described below on page 22, B. 3.;

4. Student.

Student membership shall be open to any person enrolled in a program of clinical laboratory studies or to full-time graduate students in a related science area;

5. Honorary.

Honorary membership shall be awarded by vote of the House of Delegates in recognition of outstanding service or contributions to the field of clinical laboratory science.

C. Rights and Privileges.

Professional members are entitled to all rights and privileges to include voting, holding office and serving in any formal capacity recognized by the Society. Emeritus members are entitled to all the rights and privileges of the Society associated with that class of membership held at the time of application for emeritus membership. Student members are entitled to serve as voting members of the House of Delegates when serving as official delegates from a constituent society, and to have all other rights and privileges of the Society with the exception of holding elective positions. Collaborative and honorary members are entitled to all the rights and privileges of the Society with the exception of holding elective or appointive positions and serving as voting members of the House of Delegates. Any member

of the Society may serve as consultant or advisor to any board or committee of the Society. Benefits for each category of membership will be outlined in the Standard Operating Procedures, and will be the basis for the dues structure for the category.

Membership with all rights and privileges shall be forfeited by any member who is in arrears in the payment of dues, as defined by the Board of Directors.

D. Dues.

Annual dues for membership in the Society shall be based on the applicable class of membership. The amount of dues for each class and the procedures for paying dues shall be determined by the Board of Directors. No more than a ten (10) percent increase may be initiated in any given year without the approval of the House of Delegates.

STANDARD OPERATING PROCEDURES ARTICLE III – MEMBERSHIP

A. Membership

1. Application for Membership.

- a. Individuals seeking membership in the Society will be considered for membership in the class appropriate to the maximum qualifications he/she possesses. An exception will be made for the professional member who requests student membership while enrolled full-time in a graduate program.
- b. Ambiguous applications will be referred by the Executive Office either to a designated official of a constituent society or to the Membership Development Committee of the Society. If disagreement ensues, the Judicial Committee of the Society will affect a resolution. The Membership Development Committee of the Society will examine qualifications of applicants from areas where no constituent society exists.

2. Place of Membership.

A member maintains membership in the Society through the constituent society either of place of residency or employment.

- a. Special privilege of place of membership may be granted by the Society when special conditions exist.
 - 1) Any person eligible for membership in the Society residing or employed in an area where no constituent society exists will have the option of maintaining membership in the Society in the class appropriate to the maximum qualifications possessed. They may apply for such membership through another constituent society.
 - 2) When a member desires membership in an adjacent state other than that of residence and/or employment, special privilege may be granted. With a statement of good and sufficient reason, the chair of the Membership Development Committee, in consultation with the Executive Office, will grant the application. This special privilege will be exercised only upon initial application or time of renewal, except when a transfer is requested as the result of the disaffiliation of a constituent society.

3) When question or disagreement arises relative to place of constituent society membership, the Judicial Committee will affect a resolution of appropriate affiliation.

b. Transfer of membership from one constituent society to another will require neither payment of additional dues nor receipt of a refund for the remainder of the membership year. Members who change their place of residence or employment are responsible for notifying the Executive Office of such change.

B. Membership Classes.

The membership classes and qualifications for this Society are as follows.

1. Professional membership.

Levels I and II shall be open to all persons certified or engaged in the education process and/or the practice of the clinical laboratory sciences. This includes those with an active interest in supporting the purposes and goals of this Society.

2. Collaborative member.

This member is an individual belonging to a health care oriented national organization. The ASCLS Executive office may offer a one year Collaborative membership to an unemployed member one time only. Documentation of employment status will be required.

3. Emeritus member.

This is an individual who has retired from gainful employment and who has been a professional member of this Society for a total of 20 years. In the event exceptions to these time limit qualifications are requested (not to be less than a total of 15 years of membership) by a state or member, the said state will provide historical documentation of ASCLS activities to the Board of Directors who will determine if Emeritus membership is granted. Individuals meeting membership qualifications for the emeritus member are to make application and pay dues assessment equivalent to the student dues assessment directly to the Executive Office. The dues assessment applies only to membership after September 1987. Emeritus members who return to active employment shall be able to reapply for emeritus status after holding current membership for one year.

4. Student member.

An individual is eligible for this class of membership for a total period of five years. After five years, the student may petition the Membership Development Committee for permission to remain in the student category with provisions that the member is a full-time student. The student member is to be enrolled in one of the following:

a. a structured program of clinical education conducted by agencies recognized by this Society, or

- b. a program recognized by this Society at an accredited college or university. Accredited colleges or universities include properly accredited academic institutions that offer graduate programs or programs that include clinical education and lead to associate or baccalaureate degrees. A graduate program is defined as any course of study subsequent to the receipt by the individual of an initial degree or certificate relevant to this profession.

5. Honorary member.

An honorary member is an individual elected to membership by the House of Delegates. This is in recognition of outstanding service or contribution to the field of clinical laboratory science. Honorary membership shall not exceed one percent of the total professional membership of the Society. Recommendations for honorary membership may be made each year. Each constituent society and the Board of Directors of this Society may present no more than one candidate for this honor in any one year. A recommendation accompanied by qualifications is to be sent to the secretary/treasurer of the Society not less than 30 days before the annual session. Election to honorary membership requires a majority vote of the House of Delegates. An honorary member is to be informed of election by the secretary/treasurer and receive a certification of honorary membership signed by the president and the secretary/treasurer.

C. Rights and Privileges.

Each category of membership is entitled to the rights and privileges as defined in the Bylaws.

1. Change in Membership Status.

Professional members who enroll as full-time students and holding student membership will not forfeit continuity of professional membership privileges upon resuming professional membership.

2. Membership Benefits.

a. General Benefits

The following benefits are available to all levels of membership within the Society. A member may serve the Society in an advisory role.

1) Continuing education and maintaining professional competency.

a) National, regional, state, and local continuing education seminars available at member rates.

b) Various scholarships and funds available at several levels (national and state). The funds range from undergraduate study through higher education and research.

2) Newsletters and publications.

- a) A newsletter (published 10x/year) is sent to all membership categories with national and regional news. State dues include local publications and announcements of continuing education.
- b) ASCLS publications covering many professional topics are available to members at a considerable discount.

3) Professional and legislative advocacy.

- a) A constant vigil is maintained by the national office as to matters affecting clinical laboratory science. Involvement leads to partnering with other groups within the laboratory profession to promote strong professional standards.
- b) A legislative consultant monitors activities within Congress that will impact the practice of laboratory medicine. A Legislative Symposium is held in the spring to allow members an opportunity to discuss professional concerns with members of Congress.

4) Special services for individual members.

- a) An insurance program offering liability and other forms of personal insurance.
- b) Many discounted services offered on group rates for credit cards, travel, and health care supplies.
- c) Personal improvement through participation in activities that enhance leadership or political skills.

b. Categorical Benefits

1) Professional I.

- a) Receive the journal, *Clinical Laboratory Science*.
- b) Rights and privileges as outlined in the Bylaws: voting, holding office and serving in any formal capacity for the Society.

2) Professional II.

Rights and privileges as outlined in the Bylaws: voting, holding office and serving in any formal capacity for the Society.

3) Collaborative member.

Entitled to general benefits of membership and rights and privileges as outlined in the Bylaws.

4) Emeritus member.

Rights and privileges are outlined in the Bylaws and are the same level as the membership category when applied for Emeritus classification.

5) Student member.

a) Receive the journal, *Clinical Laboratory Science*.

b) Rights and privileges as outlined in the Bylaws

6) Honorary member.

Entitled to general benefits of membership and rights and privileges as outlined in the Bylaws.

D. Dues.

Annual dues for membership in the Society will be based on the class of membership for which the applicant is eligible.

1. The amount due for each class will be defined by the Board of Directors and based on the following schedule:

Professional member (Amount on current membership application)

Emeritus member (Call ASCLS Membership Department for current dues.)

Student member (Amount on current membership application)

Collaborative member (Amount on current membership application)

Honorary member (None)

Dues exception: A First Year Professional membership (FYP) special dues rate will be offered to any student member or individual eligible for student membership, upon completion of requirements for professional membership. The FYP member will pay 50% of Professional I dues for the first year of professional membership following eligibility date. This dues structure is applicable if that person has not held previous professional membership in the Society.

2. A member is to remit the dues of the Society and of the constituent society to the Executive Office.

- a. The annual dues of a constituent society, not to exceed thirty (\$30) dollars, are to be added to the dues of the Society and the total amount is to be remitted to the Executive Office.
- b. The Executive Office will retain the appropriate amount for membership in the Society and will remit the remainder to the treasurer of the constituent society.
- c. Under extraordinary circumstances the payment schedule can be altered. This must be declared by resolution of the Board of Directors of the Society.
- d. The dues of a constituent society may include the dues of its branch societies provided such dues are uniform within that constituent society. The constituent society shall provide in its constitutional codes for the remittance of the branch society dues by its treasurer.
- e. Constituent society dues changes will be implemented in the operation of the Society one time annually, with the annual date determined by the chief administrative officer.

3. Annual dues are due and payable on the date and at a time specified by the Board of Directors of the Society. Membership is to be renewed in the same category provided that the member has not in the interim become eligible for a different class of membership. Membership with all rights, benefits and privileges will be forfeited by any member who is in arrears in the payment of dues for a period of thirty (30) days following the due date of payment.

E. Expulsion of Members .

This process is defined in the Bylaws.

F. Impeachment of Officials

This process is defined in the Bylaws.

G. Incapacitation.

The procedures regarding incapacitation (mental or physical) will be drawn from Robert's Rules of Order, Newly Revised and/or upon advice from legal counsel.

QUESTIONS AND ANSWERS PERTAINING TO MEMBERSHIP

1. Q. Am I eligible for Membership in ASCLS?

ASCLS is a generalist organization representing *all* clinical laboratory science professions. Qualifications for membership require that the individual be interested in the clinical laboratory sciences and have an active interest in supporting the purposes and goals of this Society.

2. Q. What Category?

Are You?	Prof. I/II	Student	FYP	Collab.	Ret./Emeritus
Degreed in the Clinical Laboratory Sciences?	Yes	No	(4)	(1)	(2)
An Educator in the fields of CLS?	Yes	No	No	(1)	(2)
A Phlebotomist?	Yes	No	No	(1)	(2)
A Student of CLS?	No	(3)	(4)	No	No
A First Year Professional?	Yes	No	Yes	No	No
A sales representative for CLS products?	(5)	No	No	(1)	(2)
In R&D of CLS products	—Same As Above—				
A member of an allied healthcare-related national organization?	(5)	No	No	(1)	(2)

- (1) The **Collaborative Member** is an individual belonging to an allied health care national organization and for seven years (7) has not been a member of ASCLS.
 - Individuals who qualify are encouraged to apply for membership in one of the Professional categories. The benefits from the Professional categories would better serve them professionally and personally.
- (2) The **Retired Member** is an individual who has retired from gainful employment and who has been a professional member of ASCLS.
- (3) The **Student Member** is eligible for this class of membership for a total period of five years. After five years, the student may petition the Membership Development Committee for permission to remain in this category with provisions that the member is a full time student. The student member is to be enrolled in one of the following:
 - a. a structured program of clinical education conducted by agencies recognized by ASCLS.*
 - b. a program recognized by ASCLS at an accredited college or university. Accredited colleges or universities include properly accredited academic institutions that offer graduate programs or programs which include clinical education and lead to associate or baccalaureate degrees. A graduate program is defined as any course of study subsequent to the receipt by the individual of an initial degree or certificate relevant to this profession.*

* Proprietary institutions are not recognized by ASCLS.
- (4) **First Year Professional (FYP)**. Any student member or individual eligible for student membership, upon completion of requirements for professional membership will for 12 months following the date of such eligibility be offered a First Year Professional dues rate (providing such a person has not held previous professional membership in ASCLS).
- (5) **Professional Membership** is open to all persons certified or engaged in the education process and/or the practice of the clinical laboratory sciences, including those with an active interest in supporting the purposes and goals of ASCLS.

ASCLS Membership Categories and Eligibility Requirements

(ASCLS membership is from the date of payment to the next July 31.)



PROFESSIONAL (*full voting privileges*) is open to all persons certified or engaged in the practice and/or education process of the clinical laboratory science, including those with an active interest in supporting the purposes and goals of this Society. Membership benefits are dependent on level of membership:

PROFESSIONAL I includes basic benefits plus the award winning journal, CLS.

PROFESSIONAL II includes basic benefits only.

National Dues: Professional I - \$90; Professional II - \$68; **plus** State Dues: (see attached schedule)

COLLABORATIVE (*Non-voting privileges*) is available to any individual who currently holds membership in any other *health related national organization* **AND HAS NEVER BEEN A MEMBER OF ASCLS.**

National Dues only: \$35

FIRST YEAR PROFESSIONAL* (*full voting privileges*) Open to persons who have graduated within the last twelve months from an accredited program in laboratory science. Prior student membership with ASCLS is not a prerequisite. This membership status is valid for only one year to assist recent graduates. After one year in this category, members are upgraded to Professional membership.

National Dues: \$40.00 State Dues: (*see schedule below)

STUDENT*(*non-voting privileges*) Open to persons enrolled in a structured program of training or academic instruction in clinical laboratory science, or to full-time graduate students in related science area.

National Dues: \$25.00 States Dues: (see schedule below)

*Persons residing in foreign countries are not eligible for these categories--only the Professional categories.

I wish to join ASCLS as a _____ member.

(Students, please list your expected date of graduation: _____ Mo/Yr.)

Membership dues: _____ + **State dues:** _____ = **Total payment enclosed** _____

Method of Payment: (U.S. Funds Only)

Check (payable to ASCLS) **Visa** **MasterCard** **Amex**

Exp. date _____ **Card #** _____

Name on card _____ **Signature** _____

STATE DUES SCHEDULE

Professional I & II		Student	
CA	\$25	CA, CT, FL, HI, IL, IN, IA, LA, MA, MS, NE, NH, NJ, NM, NY, NC, PR, RI, VA, WI	\$5
CO, NY	\$20	AL	\$4
TX	\$18	OH, OK	\$3
FL, HI, LA, MI, MN, MO, MT, NC, NE, NJ	\$15	AZ, GA, KY, MI, NV, SC, TN, UT, WV	\$2
AL, AK, AZ, AR, CT, GA, ID, IL, IN, IA, KS, KY, MA, MS, NV, NH, OH, OK, OR, PA, PR, RI, SC, SD, TN, UT, VA, WA, WI, WV, WY	\$10	STATES NOT LISTED	\$0
DC, MD	\$6	* First Year Professional (state dues schedule same as Professional I & II except for the states listed below) CA - \$0, NY - \$10, TX - \$9	
DE, ME, NM, ND, VT	\$5		

RENEWAL INVOICE

For a sample copy of the renewal invoice, view the pdf file (renewal form 2003) located as a separate file on the this CD.

STUDENT MEMBERSHIP

IMPORTANCE OF STUDENT MEMBERSHIP

Student members have an integral role in shaping the Society's future. They provide a reservoir of new talent, fresh ideas and energy. These members must be encouraged to participate in all activities at the national, regional, state and local levels in order to learn, contribute and assist in establishing future goals for the Society and the profession. ASCLS, in turn, is responsible for creating, directing and providing programs and guidance that will be of benefit to its student members.

STUDENT MEMBER QUALIFICATIONS

Student membership shall be open to any person enrolled in a program of clinical laboratory science. The student member is to be enrolled in one of the following:

1. A structured program of clinical education by agencies recognized by this Society (see Article III, 1, d of the Standard Operating Procedures in the Member Qualifications Section of this manual.)
2. A program recognized by this Society at an accredited college or university (see, Article III, 4, b of the Standard Operating Procedures in the Member Qualifications Section of this manual.)

The student member is eligible for this class of membership for a total period of 5 years. After 5 years, the student may petition the Membership Development Committee for permission to remain in the student category if the individual is still a full-time student.

STUDENT FORUM AND STUDENT LIAISON

All students who qualify for student membership belong to the Student Forum. It provides a mechanism through which student members can interact and express their needs, concerns and opinions to all levels of Society governance while increasing student awareness of the philosophies, policies and procedures of the ASCLS. The Student Forum coordinates the involvement and interests of students in this Society. The Student Forum is governed by guidelines which are approved by the ASCLS Board of Directors. An active or emeritus member of this Society serves as an advisor to the Student Forum. The advisor is appointed by the President of ASCLS with the approval of the Board of Directors. In addition, the interests of student members are represented on the ASCLS Board of Directors by a Student Liaison, a voting member of the Board.

DUES

Annual dues for student membership will be defined by the Board of Directors. The dues are printed on the current membership application.

FIRST YEAR PROFESSIONAL

Any student member, upon completion their academic studies will pay 50% of active dues for the first year of active membership (plus appropriate state dues).

The FYP category is also available to non-member students in their first year after graduating- prior student membership in ASCLS is not a requirement to obtaining a FYP membership. Contact your state's Program Directors to help you pass the word!

BENEFITS

Student members receive all of the membership services offered to full ASCLS Professional I members, but at a fraction of the cost. These include subscriptions to *Clinical Laboratory Science (CLS)*, *ASCLS Today*, and publications from their respective state and local societies; reduced fees at Society sponsored continuing education programs; and scholarship opportunities through ASCLS's Education and Research Fund. Students will also benefit from networking opportunities and professional contact with leaders/active members of the profession. (These networking contacts often result in employment for the student following their graduation.)

STUDENT RECRUITMENT

Prospective student members can be identified using the following sources:

1. Healthcare facilities and academic institutions which have clinical laboratory education programs. (Contact ASCLS at the National Office or NAACLS at 8410 W Bryn Mawr, Suite 670, Chicago, IL 60631-3415 for a list of accredited programs.)
2. Lists of registrants at Society-sponsored events.

Once prospect lists are developed, a recruitment campaign should be initiated. Some suggestions include:

1. On-site recruitment by student members and/or active members. (Using students to recruit new students serves a twofold purpose: (a) students often relate better to one another; and, (b) involving student members keeps them involved and thus they are more likely to convert to Professional membership.)
2. Local or state societies hosting receptions for students where they can meet the local and state leadership.
3. Invite a student to spend time with an active member at his workplace.
4. See other recruitment ideas in the Recruitment and Marketing sections of this manual.

STUDENT RETENTION

Once students become members, it is critical that they be encouraged to be actively involved. Doing so will insure that the student members will retain membership and understand its importance. Some suggestions include:

1. Assign students to serve on committees. Get them involved in governance activities.
2. Have students participate in career awareness fairs at high schools or other community settings.
3. Contact high school counselors or science instructors and offer to have student members give presentations on career opportunities in the clinical laboratory field.
4. Have students organize lab tours for elementary, middle school, and high school students.
5. Have the students get involved in judging at science fairs.
6. Students should be included in all societal activities and communications. Special correspondence may be sent to them regarding topics of specific interest to students.

Congratulatory letters should be sent to student members upon their graduation. Prior to their membership renewal date, correspondence should be sent to them reminding them of the discounted First Year Professional (FYP) dues and all the benefits that ASCLS has to offer. It is important to retain students as FYPs as they are leaving school. FYP dues are specifically tailored to bridge their membership from student to professional membership.

CONGRATULATORY LETTERS TO CLT AND CLS GRADUATES

ASCLS mails out letters of CONGRATULATIONS to all CLT and CLS graduates only if Program directors respond to the request for addresses from ASCLS in April. States should encourage all schools to comply. States or regions could also send out letters and encourage graduates to join as First Year Professionals (FYP's).

BENEFITS OF ASCLS MEMBERSHIP

ASCLS is the national organization of clinical laboratorians whose members are involved in all scientific, technical, educational, consulting, managerial and industry related aspects of the profession. ASCLS strengthens professional bonds and promotes the future security of the profession and its practitioners.

There are both tangible (direct) and intangible (indirect) benefits to membership in the ASCLS. Following are lists of some of the benefits to membership in ASCLS.

For recruitment use these benefits as selling points to prospective members. The lists may be used in recruitment brochures, journals, newsletters, speeches, and the like.

TANGIBLE FEATURES OF ASCLS MEMBERSHIP

ACCESSIBLE CONTINUING EDUCATION AT REDUCED RATES

1. Conferences, meetings and workshops featuring up-to-date information affecting our practice, education, management, and government regulations related to the clinical laboratory. Visit the Conferences section of the ASCLS website (www.ascls.org) to view the current listing.
2. P.A.C.E.® approved continuing education.
3. Discounts available on myriad publications on laboratory topics.
4. FOCUS, the self-examination section found in each issue of *Clinical Laboratory Science*, is a convenient mail-in continuing education program. The *Learning Scope* section of *ADVANCE* also provides continuing education units.
5. On-line courses with discounts to members. Registration through the ASCLS Website at www.ascls.org.

LEGISLATIVE INFLUENCE

1. ASCLS provides liaisons with Congress, federal, and state agencies to monitor and influence laws and regulations that affect clinical laboratory science.
2. We have a legislative consultant in Washington D.C. who monitors issues concerning the profession. The Society's interest in congressional, federal and state agency matters are addressed through the Key Contact Network as well.
3. Responsiveness to health care legislation. Through ethical financial contributions to various election campaigns the ASCLS-PAC (American Society for Clinical Laboratory Science-Political Action Committee) provides support.

4. ASCLS monitors and influences state legislation (e.g. licensure) that would establish standards for laboratory personnel to ensure high quality laboratory testing and information.

PUBLICATIONS

1. *Clinical Laboratory Science* (\$40 VALUE): A ~~bi-monthly~~, peer reviewed journal that provides up-to-date and concise information about rapidly changing, new techniques, systems and insights into our profession. The Journal includes scholarly research-oriented articles, and practical applications in clinical practice. FOCUS is an at-home continuing education feature.
2. *ASCLS Today*: Published ten times each year, *ASCLS Today* is the Societal newsletter that provides news of its members, editorials, relevant articles of interest, and the society's legislative positions.
3. Regional and/or state newsletters that feature grassroots professional and societal information.
4. Textbooks, references and manuals are published to offer relevant and up-to-date information on a variety of professional subjects designed to assist the professional concerned with keeping current in the field. ASCLS has published texts, CD-ROMs, and online courses on a variety of topics. Visit the Education section at our website www.ascls.org to view current offerings.

SPECIAL MEMBER FEATURES

1. Group rates on life, professional liability, disability, and automobile insurance.
2. Financial programs that include Mastercard.
3. Discounts on rental cars and hotel registrations.
4. A Virtual Bookstore with special discounts.

PUBLIC AWARENESS ACTIVITIES

1. *National Medical Laboratory Week*, typically the second full week in April (check leadership schedule for actual dates) is devoted to promoting public awareness of the clinical laboratory profession.
2. Public Relations activities to develop and promote a positive professional image. Objectives include:
 - Achieving recognition by the public and other health care professionals.
 - Motivating young people and workforce re-entry individuals to become clinical laboratory practitioners.

- Educating the public concerning laboratory testing for wellness, disease detection, diagnosis and appropriate therapeutic monitoring.
3. A Media Response Team that enables the Society to respond to media articles on a national and local level.
 4. “Returning something to our communities,” via contributions to the Children’s Miracle Network.

PROFESSIONAL RECOGNITION

1. Scholarships and grants are awarded for financial assistance to attend education programs and/or conduct research projects.
2. Awards are given for outstanding achievement or service.
3. ASCLS promotes the increase of clinical laboratory professionals' salaries.
4. ASCLS believes that clinical laboratory practitioners can climb a career ladder.
5. ASCLS believes that through licensure--at the state level--individuals are recognized as competent practitioners who will safeguard the public in laboratory testing.

ASCLS ANNUAL MEETING AND EXPOSITION

1. The ASCLS Annual Meeting, held in the summer, is an intensive four day educational program offering scientific sessions, an extensive Exhibition Hall of the latest technology (and shared with the AACC), issue-oriented interdisciplinary symposia, as well as professional development workshops.
2. The meeting offers time and expertise to discuss ideas and issues, as well as to formulate strategies for the future, with leaders in the clinical laboratory profession from all over the country.
3. At the meeting there are over 600 manufacturers and vendors gathered together to offer "one-stop" shopping. Participants can meet with representatives from the leading companies servicing laboratory professionals.

SPECIAL STUDENT PROGRAMS

1. Student Forum-the official body through which students express opinions and become involved in ASCLS on state, regional, and national levels.
2. Special rates for national and state dues.

3. Substantial savings on workshops, seminars and meeting fees at state, regional and national levels.

INTANGIBLE BENEFITS OF MEMBERSHIP

While there are a wide range of tangible features, many members find the intangible benefits the greatest reason for belonging. These intangible benefits may be the most difficult to communicate to prospective members, because they are not easily evident and differ from individual to individual. The following is a list of some of ASCLS's intangible features:

NETWORKING

1. Opportunities to interact with colleagues from different geographic areas of the country, as well as with peers in the regional, state and local communities.
2. Building professional contacts and broadening professional perspectives with other healthcare professionals.
3. The exchange of information (trends in health care, governmental regulations, in addition to scientific information).
4. Contacts and referrals regarding positions that are new or even expected.

REWARDS

1. Working with fellow professionals to achieve goals and objectives and to advance the profession.
2. Having a voice in the advancement of the profession and thereby advancing one's own career.
3. Holding a professional identity (who and what we are all about is affirmed and confirmed by our association with peer group professionals).

OPPORTUNITIES

1. Developing leadership skills that can be transferred to a member's employment, profession and also his/her personal life.
2. Sharing one's expertise in the clinical laboratory sciences with other personnel (Health Fairs, Career Days, and Legislative Days).
3. Opportunities for national leadership positions provide the means to develop and hone administrative skills.

COLLABORATION

ASCLS is at the forefront of collaborative efforts with other healthcare organizations, including those in industry. The Laboratory Health Care Partnership, currently comprised of ASCLS and eleven other laboratory groups is working on proving the value of laboratory in the managed care environment. These collaborative efforts enhance every benefit category mentioned previously. When ASCLS benefits are enhanced all of the clinical laboratory professions are enhanced as well. It follows then that with the strengthening of the clinical laboratory professions comes improved healthcare for the public as well.

RECRUITMENT

I. RECRUITMENT IDEAS

A. CAMPAIGNS

1. The National Membership Development Committee is responsible for developing National recruitment and/or retention campaigns.
2. Campaign ideas may come from the ASCLS Board of Directors, MDC task forces, individual committee members, state and local MDCs.
3. State Membership Development Committees are responsible for developing strategies for implementing the National Campaigns within the state. No National campaign has to be done exactly in the manner outlined by National (as long as any contest rules are followed). The important issue is to institute a campaign that works in your area taking note of suggestions from National and the Local societies.
4. Additional campaigns may be developed within the State in addition to the state annual meeting and the National Campaigns.
5. Select a target group of potential members that you will focus on and the method of contact you will use.
6. Set goals for the state and districts (i.e., monthly, yearly).

B. MEETINGS

1. Sponsor "EACH ONE – REACH ONE – TEACH ONE" meetings: Meetings with an educational, legislative and/or social emphasis. Have membership materials prominently displayed. Invite interested guests to think about joining.
2. Present a membership recruitment program and invite prospective members.
3. Provide brief announcements of membership information following educational sessions sponsored by the society.

C. LETTERS

Letters can be effective to reach large numbers of potential members. The letter can include a "facts sheet" or a survey sheet. Surveys included in recruitment letters may be a useful means of tracking trends for or against legislative/licensure activities in your area. The letter should include:

- a) Membership features and advantages.
- b) Goals of the state society.
- c) The name of someone to contact for further information.
- d) Comparison of other professional organizations' dues.
- e) Individuals' need for professional networking.
- f) Breakdown of ASCLS dues categories and how ASCLS allocates use of these resources.

D. DIRECT MEMBER CONTACTS

Personal contacts made by current members to colleagues are the most effective means of recruiting. This can be done in person or by telephone. Invite your lab peers to attend a meeting with you and share your personal story about ASCLS.

II. RECRUITMENT TOOLS AND TECHNIQUES

A. RECRUITMENT PACKETS

Preparing packets for recruiters ensures that they have all the materials they will need when they make a personal contact. Packets should include:

1. Membership Recruitment Brochures and Applications (Contact the National Office for supplies).
2. Hand-outs pertinent to the Society and your local area. These might include: a business card listing member benefits; a fact sheet of recent national, regional and state activities; a contact person for concerns or further information; a fact sheet of organizational goals; a listing of organizational activities for which interested people can sign-up to participate; etc.
3. Extra copies of ASCLS Today and CLS (Contact the National Office).
4. Reminder list of recruitment tips.

B. IDENTIFYING PROSPECTIVE MEMBERS

To recruit prospective members, one must first know who they are and where they can be found. Development of prospect lists is essential. The following are possible resources for prospective members:

1. Non-members at professional/state meetings and activities.
2. Non-member workshop registrants.
3. Students in clinical and academic programs.
4. Lists of past students as well.

5. College faculty. Recruit the faculty and they may in turn help in student member recruitment.
6. Professionals new to the field.
7. Laboratory Administrators and newly appointed Supervisors.
8. Members of other associations.
9. Leads from commercial representatives.
10. Industry representative recruits are valuable in recruiting members from their ranks.
11. Lists members develop of employees in their labs.
12. New employees in your institution.
13. Former members.

You may wish to develop a listing of hospital and independent laboratories. Assign members associated with the facilities to provide lists of prospective members. Also, include diagnostic and supply manufacturers, educational institutions, and physician office laboratories.

As the prospect lists are developed, be sure to include each prospect's name, address, place of employment, job position, etc. Assign prospective members to local societies for contacts and inclusion in area activities.

Periodically review, revise and add to your lists.

III. RECRUITER TRAINING AND DEVELOPMENT

A. GUIDELINES

Recruiters should be selected from members who are active, enthusiastic and willing to recruit. Select recruiters from as many geographical areas of the state as possible. Within local societies, recruiters should be identified from each laboratory.

1. General Approach

- a) The recruiter should be thoroughly familiar with ASCLS member benefits, both tangible and intangible (see benefits of membership)

- b) Contacts can be made in person, by phone or by mail. Recruiters should discuss member benefits, give a personal assessment based on their own experience, leave the brochures, fact sheets and applications with the prospect, and keep a record of the prospect's responses.
- c) Follow-up the initial contact. Check to see if there are further questions or concerns that need to be addressed. Invite the prospect to go with you to the next meeting or activity.

2. Basic Salesmanship Principles.

- a) Call attention to specific benefits or programs that would be important to this prospect. It is important to meet a prospect's needs.
- b) Recruit with a friendly, helpful attitude. Regardless of what is said be enthusiastic and confident. Sell yourself - be professional and confident.
- c) Use criticism to your advantage. Either answer the criticism or find someone else in the Society who can answer the prospect's concern. DO NOT ARGUE. People's opinions are very genuine to them. Be patient.
- d) Work in pairs when possible. An enthusiastic back up member can be a big plus.
- e) Make appointments when necessary. Be on time.
- f) Ask questions that encourage the prospect's thinking about the situation. Listen carefully to what they say.
- g) Be prepared to answer predictable questions.
- h) Do not criticize other organizations. Members are obtained through positive comments about your organization and not by negative comments about others.
- i) Do not be afraid to ask.
- j) Application checklist.
 - i) Check to see that the application is correctly filled out including name, address, phone number, professional credentials, appropriate membership category, correct dues assessment, payment is included (check is signed, credit card expiration date noted) and the amount is correct.

- ii) Send a copy of the application to the state membership chair to speed the inclusion on the state mailing lists.

B. RECRUITER INCENTIVES

Incentives are helpful in identifying recruiters or in conducting campaigns where the entire membership participates. Some ideas include:

1. Reduction of dues for recruiting "X" number of new members within a certain time frame.
2. Reduction of registration fees at state meetings for recruiting "X" number of new members within a certain time frame.
3. Offer a gift certificate for seminar fees based on recruitment efforts.
4. Conduct a contest with prizes for recruitment efforts.

C. SAMPLE DIALOGUE TELEPHONE SCRIPT

Try this sample script for prospecting seminar attendees as new membership recruits.

First gather a list of all registrants that attend or have attended the regional/state/local meetings. Cross-reference and sort out all the non-members from that list. Organize and save all telephone contact information. Have pages 41-45 of the ASCLS Membership Handbook that deals with handling objections out in front of you, as well as a list of ASCLS membership benefits and the following phone script. Please adapt this for your use and ease.



“Hello! This is (your name). May I speak with (person’s name)?”

“(person’s name), I’m calling on behalf of the (your state) Society for Clinical Laboratory Science. I’m showing here that you recently attended one of our (regional/state/local) meetings. May I take a moment of your time to get some feedback from you that will help our professional society?” *(most will answer yes)*

“Great! Thank you (person’s name). I just have a few short questions to ask of you.

1. Are you currently a member of the American Society for Clinical Laboratory Science?

(answer = no, otherwise, you wouldn’t be calling them in the first place)

2. Do you value continuing education and specifically the educational programs that our Society offers?

(answer = yes, otherwise, they would not have attended the meeting to begin with if they were from an attendee list)

3. Do you attend our meetings regularly every year?

(if answer = yes) "So, being a non-member, you have been paying the higher registration fees all this time than your colleagues that are members. Is that correct?"

4. Do you think it's important for a society to represent you as a professional in Washington D.C. concerning healthcare legislative matters?

(variety of answers here) "There's a lot of legislation being worked on right now that most people probably aren't even aware of, let alone realize how it directly affects our profession. ASCLS monitors this through our lobbyist."

5. Do you value opportunities to network with other professionals in your field?

(variety of answers here) "I know every time I go to a meeting I end up making new acquaintances and hearing inside information about other institutions with similar problems and also learn of upcoming job opportunities that people know about even before they're posted."

6. Do you currently read or would like to read any publications such as journals/newsletters or magazines related to your profession?

(if answer = yes) Which ones?

(I love to read our CLS Journal to keep myself current on all the latest information and technology, plus all the society news and events. There's so much rapid change in our field, I don't know how I'd keep up otherwise!"

7. Is there any reason why you wouldn't at least consider becoming a member of ASCLS after investigating the benefits that our professional society can provide for you?

(refer to the objection pages 44-48 while waiting for answer...then handle any objections using professional tact and the provided sample scripts.)

You may end the conversation by saying:

(person's name), I'd like to send you a small packet of information about ASCLS for you to review so you can make an educated decision about becoming a member. I'll enclose a membership application with it that I encourage you to complete and send back soon. I think you'll find that ASCLS has a lot to offer, and I really appreciate the time you've taken to answer my questions. Thank you so much!

All quotes in italics after each question are optional comments that can be added to help the person become more aware of the benefits of membership while you are completing the survey. Depending on the person surveyed, they may decrease the number of objections that you receive on question 7 because you may have overcome some of their concerns already. Best Wishes!

This script can be adapted for use in several ways. Take from it what you can use to help survey non-members that are potential ASCLS members. This is a great way to learn more about the needs and desires of the 25 - 35 year old age group that ASCLS needs and wants to increase numbers in our membership roster. Run a telephone campaign at a local, state or regional meeting or have a phonathon during National Medical Laboratory Week.. Remember to send out membership packets soon to all that have responded favorably from the telephone survey.

Remember to tabulate all results and summarize all comments and forward the information to your state society President and/or Membership Chair and to the ASCLS Membership Development Chair. This will greatly help to **"EACH ONE - REACH ONE - TEACH ONE"**.

D. PROFESSIONAL FOCUS GROUP

TIPS for PLANNING A SUCCESSFUL FOCUS GROUP

1. Discuss with your state or local group of lab professionals and plan the venture together so all get involved from the beginning.
2. Decide if you are hosting a separate day of continuing education or inviting guests to a local or state meeting function/day.
3. Plan the details of cost to hopefully allow the guests to come free of charge and experience a day in the life of an ASCLS professional member. (States or regions can split the costs of the lunches and registration was free for the day for all guests or contact industry for sponsorships.)
4. Gather names and addresses and e-mails or phone numbers from throughout the region or state of potential laboratory professionals that should become ASCLS members for your guest list. Focus on the 25 – 35 year old age group, but do not exclude any potential member. Decide how many invitations you will mail out. (FYI – IL-MO mailed 63 invitations for 15 attendees.) We mailed to a few major hospitals in the state where we had no names for guests nor ASCLS members. Invitations were mailed to the Lab Administrator with suggestions on whom to give them to as a reward for hard work. This could be the best way to invite professionals---through their Lab Administrator, and invite the Lab Administrator, also---if not a member!
5. Mail invitations with meeting brochures one to two months prior to the event. Make sure the invitation lets them know they were selected because of their professionalism! Be sure and place RSVP information and date on the invitation for planning of any meals, etc.
6. Plan the day and make sure there is a time that you specifically set aside to welcome and talk to the guests about professionalism, leadership potential, legislative advocacy, continuing education, and the many other benefits of ASCLS membership, etc. Use your State Presidents, the local branch Presidents, State Meeting Chair people, and Membership and Leadership Development Chairs involved in the lunch to help with the welcome and informal discussion. A survey was completed by all in attendance. Keep it very informal and social so all have a great time. Distribute ASCLS information and a membership application.
7. Send a follow-up letter later with another ASCLS membership application enclosed. Refer to sample attached.
8. Use the information gleaned from the survey to help in additional recruitment ventures.
9. Do not forget to mentor the new members brought in by this means! **EACH ONE---REACH ONE---TEACH ONE!!!** Have fun!

IV. COUNTERACTING OBJECTIONS TO MEMBERSHIP

The following are a list of common objections to joining ASCLS. By being prepared in advance for these possible objections, the recruiter will be ready to discuss these points if they should come up.

As you try to recruit new members, you will inevitably be confronted by some preconceived, but erroneous, ideas about ASCLS. If people decide not to join, there is little we can do. But if their reluctance is based on inadequate or misleading information, they may become more interested in joining after they realize what ASCLS really does.

Q. But I work full-time and have a family--I don't have time to join organizations!

A. Involvement in ASCLS does not necessarily mean a time commitment for its members. ASCLS is structured to provide its members with many avenues to attain the level of benefits desired. A member can take advantage of ASCLS's membership benefits without ever attending a society activity. Members can earn valuable CEUs at home through *Clinical Laboratory Science*, take advantage of reduced rates on hotel registrations or car rentals whenever it is convenient. And of course, ASCLS lobbying efforts, although not as effective without the member's personal involvement, continue as an ever vigilant watchdog for the profession. The Society encourages all members to be as active as they can for their own personal benefit. Remember, by joining ASCLS, the member has already made a statement of support for the profession.

Q. I joined ASCLS several weeks ago, but I have not received anything but my canceled check.

A. Reassure this member that ASCLS's strives to have a new member packet delivered within four weeks of the applicant mailing payment. There are many factors that may delay this packet and membership card. It is suggested that we encourage applicants to make two photocopies of their application, making notes as to mode of payment (record check number if applicable.) One copy is for the applicants files and one goes to the state Membership Development Chair. State chairs should make sure that their contact information is readily available to applicants. If the member has waited longer than the four weeks, offer to personally investigate the situation. Ask for the following information:

1. The date the payment was sent to ASCLS.
2. The method of payment and delivery to ASCLS.
3. Has the member received notification that payment was received by ASCLS (bank statement showing a check was cashed; a credit card statement)? If so what was that date?
4. Has the member received any mailings from ASCLS (newsletters, informational flyers)?

After obtaining this information, contact the national office to determine whether national has any more details. **DON'T FORGET TO GET BACK TO THE MEMBER WITH ANY INFORMATION YOU DISCOVER.**

Q. Do I really have anything to gain by joining ASCLS?

A. YES! (This is the type of question you should be waiting for!). Inform the prospect of the tangible and intangible benefits (see benefits section).

Relate your personal reasons for being a member and discuss how ASCLS works to improve both the prospect's future and the profession as a whole.

Point out:

- the educational opportunities ASCLS offers for continued professional growth.
- the gains both professionally and personally by belonging to a network of top laboratory professionals.
- *To accomplish any of our profession's goals, the clinical laboratory scientist must be perceived as a professional first by ourselves and secondly by the public.* Joining a professional society is a great step towards that recognition. ASCLS has a committee which exists solely to promote professional and public recognition.

Q. What does ASCLS do for staff technologists/technicians? I think it is an elitist organization representing educators and managers?

A. Statistics indicate that only 10% of the members are educators and only 20% are managers. This means that 70% are neither. The Society and its members share a common goal of representing and improving the profession.

ASCLS's strength is in our numbers -- we represent *all* levels of the profession and provide professional unity to benefit the profession.

Q. I prefer to belong to other clinical laboratory organizations so why should I join ASCLS too?

A. ASCLS represents clinical laboratory professionals only. As an independent organization it provides you full voting rights not afforded to you in, for example, ASCP. ASCLS is run by clinical laboratory professionals with similar goals and objectives for the profession.

It is also imperative to recognize that only a broad-based association of clinical laboratory professionals can provide the scope of services and representation that the profession requires today. *Divided we will achieve much less than we can united.* ASCLS offers all-inclusive services which other state and national organizations do not offer. The dues rate

/benefits ratio is very low for ASCLS members. In other words, ASCLS offers many more benefits relative to the membership dues.

Remember: One may belong to any number of organizations; membership in any organization is not mutually exclusive of others.

Q. All of what you say is good, but I just don't believe in joining anyway.

A. You need to probe; What doesn't the prospect "believe" in? Joining organizations? or joining ASCLS? Always try to get a specific comment-then you'll know what complaints you're answering. As a professional, you need to maintain some sort of involvement in your career outside of your day-to-day activities. Throughout the years, the profession has derived benefit from the commitment of other clinical laboratory professionals who supported ASCLS. We cannot accomplish needed reforms alone, but the likelihood is much better if we join together -- there is strength in numbers. For too long, clinical laboratory professionals have been waiting for someone else to do the job. The clinical laboratory profession will never achieve the recognition and support it deserves until we are willing to take charge and control our destiny.

Q. There isn't any reason for me to join. I'll get all the benefits anyway.

A. If the benefits are worth taking advantage of, aren't they worth paying for? By tapping into the results of your colleagues' work, you effectively diminish those results. ASCLS benefits would be more effective and bountiful if all clinical laboratory professionals who benefited from them supported the Society. Think of what we might achieve if we represented all of the clinical laboratory professionals in our country. Our legislators, for example, are becoming increasingly sophisticated; they want to know how many clinical laboratory professionals the Society represents.

Frankly, the history of our profession is that clinical laboratory professionals in the country have not been united enough to exert any real influence. Hopefully that trend is changing. We're showing others that we do care about our future and we're willing to be involved in mapping the direction the profession takes.

Q. Why are dues so expensive? I can't afford it! (I don't get enough to justify the cost of membership.)

A. We all have to prioritize how we choose to spend money. Look at it this way... who is more important to you than you? Where do YOU rate on your priority list? Do you value your own profession? Of course, you value it and you expect others to. Join your colleagues in protecting and advancing the practice of clinical laboratory professionals.

Belonging to ASCLS is a small price to pay for professional representation. National dues (including state dues) are only about twenty-five cents a day. That is pretty *inexpensive* considering the returns in benefits.

Q. I don't have a voice in what the Society does.

- A. The Society prides itself on being democratic and guarantees fair representation for all its members. ASCLS is divided into ten geographical regions, each having its own representative to the Board of Directors. Within each region, each state maintains its own leadership, and depending on the size of the state, many break-down further into districts. Your voice can be as loud or soft as you wish. It depends on you.

You can choose to become involved in any one of the numerous committees on the national, regional, state or local level. There is always a way to be heard, the leaders in the society are available to any member to voice their concerns or comments.

(Make your leadership contact information available to all the clinical laboratory professionals within your state.)

Q. I do not agree with a lot of things that the Society does.

- A. ASCLS is not a one issue organization and it does not try to be all things to all people--most members, however, agree with most issues. The Society is a broad-based, democratic organization in which the majority rules. In order to be heard, you must participate, voice your opinion and contribute to the decision-making process. Members effect change from within. Any member who strongly disagrees with a position held by the organization is free to submit a resolution to our House of Delegates, which could change that position. History proves that individuals have brought about changes in ASCLS positions. ASCLS strongly encourages involvement of its members in this manner.

By the way, what specifically do you dislike? We'll get you in touch with an active member in that area who will get you involved.

Q. I don't like going to meetings.

- A. We all have demands on our time. Professional meetings give us an opportunity to exchange ideas about current clinical laboratory issues.

While all meetings are optional, there are a few meetings you should attend. By not attending the meeting, you miss the interaction among your colleagues and they miss the value of your contributions. But remember, your membership is recognized as a sign of support for others who are able to take a more active role in the association.

Q. I don't see what ASCLS does that the state society can't do...I'd rather spend my money on the local level.

- A. The state and national societies offer all-inclusive services to their members. State constituent societies cannot provide a federal legislative voice, a powerful presence on Capitol Hill is essential to accomplish this.

A great deal of the information used by the constituencies is obtained from ASCLS. Monthly newsletters and the Journal are generated by the national organization because the states do not have the resources.

And then one must consider the coordination of national conferences, legal counsel on the federal level, publications, special services, etceteras. It would be very costly to duplicate these at a state level.

Most importantly, we need to present a united coordinated front.

Q. I don't believe that clinical laboratory professionals should be involved in politics.

A. There is nothing bad or wrong about getting into politics. It's part of the democratic process. Many of the inroads made in our profession have resulted from legislation. Whether or not we like clinical laboratory professionals in politics, it is making a difference. Staying out of the political system means you are ignored by those in the system. ASCLS/PAC is proving that *things improve only when you make them better.*

Q. I write my legislator about important bills. Why do I need association lobbyists?

A. As a citizen, you should continue to make your thoughts known to your elected officials. However, not all clinical laboratory professional are as informed and proactive as you. One voice doesn't mean as much to a legislator as the united voice of thousands of the nation's clinical laboratory professionals. *Moreover there are many bills which have an indirect impact on clinical laboratory science of which an individual may not be aware.* ASCLS' legislative consultant is invaluable in monitoring legislation that has an impact on clinical laboratory science.

Membership Development Committee Recruitment Tools – PowerPoint Presentation

What's in it for You?

The American Society for Clinical Laboratory Science

- Promotes the VALUE of the clinical laboratory science profession in all arenas possible
- Strives to be the VOICE for the laboratory practitioner in the workplace, the classroom, the community, the legislative arena, and all for the good health of the public
- Is actively defining the VISION of the future of the profession

Have you been searching for a tool that can help you recruit new members? Well, look no further! The Membership Development Committee (MDC) has created an informative PowerPoint presentation for your use.

This presentation can be used by anyone wanting to share the reasons and benefits of joining ASCLS. Whether you are recruiting a large group or just one individual, this presentation can be tailored to meet your needs.

Inside, the slides are packed with information to help you recruit. What has ASCLS done for you? Why is it important to be a member of ASCLS? How much does it cost to be a member of ASCLS? What are the top ten reasons to join ASCLS? You will be able to answer all of these questions for the inquisitive professional. Included are photos of the heart and soul of ASCLS, IT'S MEMBERS! The photos are of professionals in various environments that are promoting Clinical Laboratory Science.

Do you want to add some local flavor? This PowerPoint presentation can be adapted to reflect your state or local chapter. You can customize the presentation by adding local/state photos, local contact information, or information about state meetings. It can be modified in any fashion to reflect the 'grassroots' of ASCLS.

How can you get this PowerPoint presentation? The Membership Development Committee has made the presentation available for download at the ASCLS MDC webpage (<http://www.ascls.org/leadership/mdc/index.asp>). Simply click on the link and follow the prompts (The presentation is 3MB in size, so it may take a while to download depending on your internet connection). The presentation will also be included in the MDC Manual given to each State MDC Chair at the Annual Meeting. If you have difficulties downloading the presentation, you may contact Tim Henry, MDC Chair (timghenry@cs.com), or Lynn Ingram, MDC Liaison & Region III Director (Lr Ingram@utm.edu), to request a CD containing the presentation.

This presentation is included on the MDC Manual CD as a separate file.

RETENTION

INTRODUCTION

The future of ASCLS depends on retaining members. Retained members are the future leaders, creative thinkers and motivators who make ASCLS function as a professional organization. The answer to ASCLS's retention problem lies in functioning assertively on the local and state level.

There are other obvious reasons that retention must be a priority:

1. It costs more to recruit a new member than to retain one.
2. The retained members may have entered under a reduced dues structure but will now pay the full rate (i.e. student/FYP rates, membership discount sales).
3. Retaining members is the Society's wealth and strength.
4. More time is needed to recruit than to retain.
5. The Society loses the expertise that members gain while in the organization.

Members fail to renew for a variety of reasons. Some of these reasons can be dealt with while others cannot. Membership development should focus on the reasons that can be addressed. The following are reasons for failure to renew:

1. Financial or personal problems.
2. Lack of perceived personal benefit; perceptions are reality to the person who has them.
3. Perceived or real lack of coordinated comprehensive communication.
4. Lack of a sense of involvement.
5. Dues seem too high.
6. Benefits realized without personal commitment to Society.
7. Poor Society leadership.
8. Local or state society's losing touch.
9. Personality conflicts.
10. Change in location or field of employment.
11. Retirement.

On the other side of the coin, members renew for a vast variety of reasons:

1. Benefits received are perceived to be advantageous.
2. Competent leadership.
3. A sense of involvement
4. Loyalty.
5. A change in perceived personal status resulting from membership.
6. A need for the information received from the organization.
7. Positive perception of the societal activities.

How can the state and local organization encourage members to renew? The member must consider himself a beneficiary from involvement in the Society. Having one's name on a mailing list and receiving a monthly newsletter is not going to keep a member active.

A retention program must be assertively maintained. Such a program should have several characteristics:

1. A functioning team or committee.
2. Integration of members into the Society.
3. Information dissemination.
4. Reinforcement of goals and purposes.
5. Timing.
6. ASSERTIVENESS -- once a member has lapsed, ASCLS has lost.

A retention program exists to; 1) involve members, 2) determine the needs of those members, and 3) see that the organization meets those needs.

ORIENTATION

The very beginning of a new member's association with the Society will determine whether that person becomes an active participating member, an inactive member or a disgruntled member who will lapse. The retention effort *begins* with welcoming new members to the Society. Welcome letters from the president, the membership committee, and the local leader provide an excellent start (see IDEA EXCHANGE).

A new member orientation program may include the following:

1. Welcome letters from:
 - A. State president.
 - B. Membership Committee
 - C. Local leaders
2. New member's packet
 - A. List of officers and committees
 - B. State and regional structure
 - C. Governance information
 - D. Survey for new members interest
 - E. Contact person
 - F. Most recent newsletters
3. List of state and local activities for the coming year
4. New membership meetings
 - A. Monthly, bimonthly, quarterly -- to fit the state's needs.
 - B. Include Board and other committee members for remarks.
 - C. Include a social activity for getting acquainted.

The basic new member program should include at least the welcome letters. New members' packets should follow quickly. New members must feel needed. Just as new employees must be oriented, so must new members.

INVOLVEMENT

States and their districts must work to involve new members in their activities. Retention is the foundation of a professional organization. If a member becomes involved, retention is almost guaranteed. Taking part in an organization's activities (committees, workshops, meetings, political action, surveys) gives members a sense of worth and creates a better understanding of the Society's purposes and goals. This makes all the functions of the Society run smoother and creates more potential for the Society.

Every means possible should be used to involve all members, particularly new members. If commuting distances are prohibitive, the member could be involved in ways that do not require attendance. Leadership must be sensitive to those members' limitations. Involvement will be the number one key to retention of membership.

Immediate involvement gives a member a sense of worth and value. A complete description of activities and committees should be provided to new members and they should be asked where their interests lie. Once a preference is indicated, prompt follow-up is an absolute necessity.

Some ideas for involvement are as follows:

1. Surveys to determine members' interests and preferences.
2. Identify new members at meetings -- special ribbon, flower, a different colored tag.
3. Recognition of new members in meetings.
4. Recognition of new members in the newsletter.
5. The use of a "buddy" system. Assign a new member to an existing member. The existing member will serve as a resource and the entrance into the Society's inner workings.

These new members should also be recognized for their involvement in their first year. The modes for recognition may be awards or acknowledgment in newsletters or at meetings. Recognition helps create long-term goals for new members. Anniversary awards also will give evidence that membership has been meaningful.

KEYS TO THE FUTURE

The cultivation of good members, and leaders, depends on recognizing individuals of promise, providing activities that challenge them to develop, rewarding their efforts, and planning for their continued and future growth. With this in mind, ASCLS established "Keys To The Future", a member recognition program. The objectives of this program include:

1. Identify members with leadership promise as recipients of structured mentoring and as participants in developmental activities.

2. Encourage appointment of newly-active members (members with less than three years of membership *or* members previously inactive who recently became more involved) to positions of responsibility within the society. This will permit them to develop and demonstrate leadership skills.
3. Recognize and reward newly-active members who have demonstrated their leadership potential by contributions to the organization.
4. Encourage strategically planned future appointments/nominations of these prospective leaders to activities/offices which will continue their leadership development.

For more information on this program contact your state Leadership Development Chair or your state President.

REINFORCEMENT

Keeping members informed of state, regional, and national actions, programs, services and benefits through newsletters, press releases, and other communication efforts will reinforce membership retention. The need for information in one's profession is one of the main reasons an individual joins an organization.

The state and local organization must assertively seek routes to disseminate information on a regular basis. Committees should be involved in the distribution of information. Members need to know what is going on, what is needed and how they can respond. A feedback system must exist so members can express their opinions and know that those opinions are heard. Access to information is directly related to Society participation. The benefit that must be continuously reinforced is the accessibility of information.

Articles about benefits and what they mean to members should appear on a regular basis in newsletters and other communications.

When the Society is influential in resolving a problem or exerting positive influence in any arena that affects clinical laboratory science, the message should come across -- "This is what your professional organization has done for you!!!" Publicizing the Society's accomplishments is a wonderful to instill pride in the membership and their affiliation with their organization.

TIMING

Timing is critical in retention efforts. The first three months of membership should be spent in getting the new member involved in the organization. New members should be welcomed and encouraged to become actively involved.

About halfway through the first year, a survey of the new member's views of the organization should be done. Find out if the Society is meeting this member's expectations. If it is not, find out why. Even if the member does not want to take a very active part in the Society, his input should not be overlooked.

When members renew, do not overlook the opportunity to thank them. This retention cycle now begins again.

Regardless of the best efforts put forth by the state and local organization, members will still lapse. Losing those members without trying to reclaim them or finding out why only compounds the organization's loss.

Lapsed members should be contacted by letter or phone. A concerted effort should be made to reclaim lapsed members. If the lapsed member is resistant to the reclaiming efforts, a final interview should be requested to find out what happened. A survey should be done to find out the reasons for lapsing. The following questions may be included:

1. Why did you join?
2. What benefits did you like? Dislike?
3. Were you involved in any committee or activities?
4. On a scale of one to ten how do you rate the national organization? State? Local?
5. How could the organization do a better job?
6. What would make you reconsider joining at a later date?
7. Why are you leaving?

NOTE: DO NOT ARGUE OR CONTRADICT THE PERSON YOU ARE INTERVIEWING. THEIR REASONS ARE VALID TO THEM.

If the problem identified in the survey or the interview is correctable, correct it. Notify that member of the correction even if she cannot be reclaimed. The Society's credibility will be protected to some degree. The worst publicity any organization can experience is an unhappy customer. Our members are customers and we have services to offer. That lapsed member is now a target for recruitment and should be placed on a prospect list for later contact.

NOTE: See the *Idea Exchange* section for sample letters submitted by other states.

RETENTION TEAM DEVELOPMENT

Select team members from each district or section of the state. If the state is not divided into districts, geographical distribution should be considered. Large metropolitan areas may need one or more team members. This team may consist of the membership development committee or may be a separate committee. This will depend on the extent of your membership program. At the end of the year, thank the members in a special way that publicly acknowledges their efforts.

The retention team will help the membership development committee with its retention program. A team is needed because one person cannot possibly handle the program that is necessary to adequately maintain retention efforts. Use the ideas in this section and in the Marketing section to develop a retention program. Start with basics and develop from there.

The state Membership Development Chairman has the responsibility for managing the member efforts of the program in his state. The chairman should train the team and be responsible to each team member for the distribution of lists of lapsed members for follow-up.

Team members are responsible for contacting lapsed members and for recording results. Review the list of benefits. Discuss them from a personal viewpoint. Discuss techniques for using the telephone and techniques for good listening if telemarketing is used. (See Marketing Section.)

The National Office will be responsible for generating lapsed members lists, invoicing, maintaining accurate membership lists and for discontinuing services at the appropriate time. To review the National Office's invoice schedule, please turn to the RENEWAL/JOINING PROCESS section.

Using the national schedule as a base, the following is a suggestion for the states:

Proposed State Schedule:

Membership Expiration Management

Three (3) months prior to expiration:	Contact of member by Retention Team.
One (1) month prior to expiration:	Contact by State MDC Chair.
One (1) month after expiration:	Follow-up by chairman and/or board member.
Three (3) months after expiration:	Follow-up by Retention Team.

Each state society is free to set-up a retention program that fits their unique needs and resources. The national office will offer support whenever necessary and feasible.

Also, by utilizing the state chapters or districts, the state may find that less effort is needed to retain the member. The local members are more apt to know each other on a personal basis and can therefore quickly identify the reasons why a particular member did not renew or is in danger of not renewing. By cultivating the development of local membership development committees, the states can maximize the networking aspect of our membership.

MEMBERSHIP MARKETING PLANS

I. INTRODUCTION

The Membership Development Committee and its chair must implement a marketing plan in conjunction with the National Office. The Committee's foremost goals are those focused on recruitment and retention of the Society's membership. Whether those goals are realized is dependent on the marketing plans developed. Marketing plans should focus attention on satisfying the needs of members. Our professional organization truly wishes to identify and meet the needs of its members.

The basics of any marketing plan include:

- A. An analysis of the organization's membership history – historically who made up the membership? -- who makes up the membership now? Who are potential target groups? Where does the organization want to go and with whom?
- B. The objectives of the organization in terms of membership -- goals, potential members, target groups.
- C. A plan for recruitment and retention (should be viewed separately and jointly).
- D. Periodic evaluation and revision of plans with subsequent changes enacted in a timely manner. Any organization committed to growth must be objective in evaluating itself and its efforts.

II. MEMBERSHIP ANALYSIS

A membership analysis may require more than year-to-year statistical information. The organization must examine its membership history, stated purposes, activities and commitment. Such an analysis also includes an evaluation of the Society's opportunities, strengths and weaknesses.

Analysis of our existing membership accomplishes several objectives:

- A. Identifies the needs of the ASCLS and its constituent/district societies.
- B. Identifies target groups for recruitment.
- C. Identifies those features of membership that are of the greatest importance to members.

A membership analysis can be accomplished in several ways:

- A. Membership rosters provide valuable demographic data -- which groups are most represented in the organization, age spread, longevity of membership, and the like.

- B. Surveys also provide information. Sample surveys of the various groups within the Society may yield a high return rate, for example: surveys of students, educators, supervisors, directors, staff laboratorians, industry representatives and the like.
- C. Focus groups are effective methods for generating information. They stimulate conversation. Here, interviewers need to use their best listening skills. If the participants do not object, recording the group's discussion is advantageous; having a series of focus groups will help draw a picture of the membership. (NOTE: Having annual focus groups of members at state meetings will help follow trends and changes in the type of members that the Society is attracting.) See the Marketing Plans Section regarding Focus Groups.

Some questions that should be asked in focus groups and on surveys are:

- What were your primary reasons for joining?
- How long have you been a member?
- Do you recall how you were invited or encouraged to join?
- Who or what persuaded you to join?
- What do you believe is the best membership feature? The least beneficial?
- What benefits best meet your needs? Why?
- What has been your membership involvement?
- Why do you continue to participate in ASCLS?

Analysis of our organization's membership will not only identify trends in members' priorities and preferences, it will also target prospective members.

The approach our organization uses to pursue membership will depend on its goals and its budget. *Funding for recruitment and retention programs must be included in every state's budget.* Member dues contribute to the state's revenue and provide monies for activities like Membership Development. To increase those revenues, membership development must be funded. The financial burden of the marketing plan cannot fall on the volunteer efforts of the membership development chair and the committee. The commitment of the state organization towards membership will be reflected in financing, involvement and commitment of those involved with the program.

III. PROMOTION METHODS

Membership promotion consists of publicity, advertising, direct mail campaigns, and telemarketing. An on-going promotion, one-on-one program for recruitment and retention is essential. Such a program should be spread over the course of the year so volunteers will not "burn out".

It is not advisable to tackle everything at once. What is important is a well-balanced program that meets the needs of the Society. Keys to a well-balanced program are:

- Continuity -- the same objectives, all the time.
- No lapses during changes in leadership.

- Involvement and Commitment -- All members must be concerned with strengthening the Society.
- Efficiency -- Doing what you can, “to the best of your abilities,” with what you have.

A. PERSONAL SELLING

The most effective selling technique is person-to-person contact. Motivating our members to recruit prospective members is a continuing challenge. Our recruiters must be provided with information and materials to help make those contacts successful. (Refer to the RECRUITMENT SECTION.)

B. PUBLICITY

Publicity draws focus to the Society and its activities. This function will often be carried out by the Professional Affairs Committee. An example is National Medical Laboratory Week in April. Positive publicity can help prospects react more favorably to recruiting efforts. Publicity efforts should be coordinated with other committees that might be involved, to avoid duplication of efforts.

C. ADVERTISING

Advertising may be a costly venture. A more cost-effective mechanism is to use the Society's newsletter. *A special membership issue advertising the features and benefits of membership can be produced and distributed to members, non-members and prospective members.* Advertising via other media forms may be too costly for many state organizations.

D. DIRECT MAIL

Several elements must be considered. The printed materials of each direct mail item should create a favorable impression, attract interest and stimulate curiosity. The following questions need to be investigated and answered:

1. Why do we have a great offer?
2. Does the outside envelope dramatically promote our interests?
3. Does the outside envelope motivate reading further?
4. Do the letters/enclosures present a positive picture?
5. Is it readable -- browsable? (people tend to browse through their mail)
6. Is it written in personal, concrete, and readable language?
7. Does it strike a responsive chord?
8. Is it credible?
9. Does it present our most sellable features?
10. Does it provide a strong assurance of satisfaction?
11. Does it repeat key points? Example: “our future”, or “making a difference.”
12. Does it give a reason for immediate response?
13. Does it give a method of response to the offer?

There are four other key components to direct mail/solicitations:

1. Mailing lists
2. Timing
3. Printing – is it professional?
4. A Response Mechanism

1. MAILING LISTS

These lists can come from your lists of prospective members. Such lists are essential to your recruitment program (see the Recruitment Section for developing prospect lists).

2. TIMING

The ASCLS membership year is August 1 to July 31. Timing of a direct mail campaign is essential. For example, holidays are usually not a good time for a mail campaign. The most responsive months appear to be January, February, August, October, and November. Try different mailing cycles and track responses to determine the most responsive times for your area.

Remember that if using bulk rate, mailings can take three to four weeks longer to reach their destinations. One to four weeks after a mail piece reaches its customers, the majority of responses should be received. (People respond immediately or set it aside.)

3. PRINTERS

Obtaining bids from printers is essential because costs fluctuate. Agreements should be spelled out for the organization to be assured of a quality and cost-effective finished product. The printer can also serve as a valuable resource for decisions concerning size, fold mechanism, die cuts, color and paper availability.

4. RESPONSE MECHANISMS

- a. What is the response mechanism?
- b. Decide whether to use a post card or a return envelope.
- c. Both pieces should include some kind of postage – stamps or a postage paid number.
- d. Decide whether to have the response sent to the state first or to the National Office.
- e. Plan some sort of follow-up, such as a phone call of verification from the local/state level, including an affirmation of their membership.

IV. CAMPAIGNS

Campaigns are concerted efforts that involve a large number of members for a time-specific, target-oriented promotion. Obviously, campaigns are a means of generating increased membership numbers. Several decisions must be made prior to a campaign:

- A. Length of the campaign, e.g. 2 months.
- B. Selection of dates.
 - 1. The dates should not conflict with other activities that will weaken the effort.
 - 2. Any time frame has its drawbacks. Use common sense in selecting dates, e.g. not the December holidays, or July 4.
- C. Preparation of members for campaign.
 - 1. Set realistic goals.
 - 2. Train campaign workers.

ASCLS has used several campaigns in the past:

- A. "Member-Get-A-Member", or "Each One---Reach One---Teach One!!!"
- B. ASCLS Annual Campaign.
- C. "Membership Olympics"

The following are suggestions for campaigns that can be used or adapted to meet each state's needs.

ASCLS CAMPAIGNS

Spring Campaign

This membership campaign is usually conducted in conjunction with State Spring Meetings (i.e. 15 months membership for 12 months dues for new members.) **Note: the spring meeting campaign is designed for NEW members, not lapsed members.** *Recruitment however should be a continual activity at all levels -- national, regional and state.*

Fall Campaign

The fall/winter membership campaign has three purposes:

- 1. Recruitment of new members other than at spring meeting.
- 2. Building prospective member lists to target in the future.
- 3. Holding social events to get laboratory professionals together for fun and networking.

States should hold these social events on a number of different levels:

- per city
- per hospital
- per district
- per county

Put your creativity to work and design an event that reflects your society's personality. Do your local societies enjoy friendly competition? If so, your theme could be local pride in the profession with events focusing on the involvement of the members in extra-curricular professional activities. An event at a hospital could focus on continuing education.

If the events go as planned, new ASCLS members will be recruited. If your society projects an image of enthusiasm, friendliness and professionalism, prospective members will be more apt to join your ranks. Much of our members' enthusiasm and desire to become involved is generated at the state and local levels. Utilize these events to identify new leadership prospects also.

EVENT PLANNING

1. DATE: Set convenient dates and deadlines for you and your membership team. By assigning dates for your campaign, volunteers will have a better defined goal.
2. PLACE: Be creative and comfortable. Members' homes are ideal locations for small gatherings.
3. MENU OPTIONS: Pizza, tacos, desserts, salads, baked potato bars.

NOTE: IT SHOULD BE STRESSED THAT WHEREVER ALCOHOL IS SERVED, IT MUST BE IN MODERATE QUANTITIES AND NON-ALCOHOLIC BEVERAGES OFFERED. STATE LAWS ON ALCOHOL CONSUMPTION AND LAWS DEALING WITH MINORS MUST BE OBSERVED ESPECIALLY WHEN STUDENTS ARE PRESENT.

4. INVITATIONS: These can be formal or informal. Invitations are best done informally and in person by members. Enthusiasm and commitment are key attitudes.
5. HOSTS: The hosts may include your regional, state and/or local leadership. It may be appropriate to invite an enthusiastic sales representative or a member of the legislature to show that the society is a valued member of a community. Make sure you have people present who can function as icebreakers and keep the party moving.
6. RESOURCES: Obtain membership brochures and applications; copies of *CLS* and *ASCLS Today*; publication brochures, etc. from the national office.

Obtain state newsletters, press releases or anything else for display that the states have available.

7. DEADLINES: To obtain materials from the National Office, please provide as much notice as possible (at least four weeks). It is important that in your correspondence you prominently mark the date of your event. If a rush order is needed, please follow up your written request with a phone call. Materials will be shipped regular first-class mail unless the state society wishes to pay for alternative shipping.

SOME HELPFUL HINTS:

1. In order to expedite material distribution, the state membership development chair should order the applications and then mail out packets of materials to the individual hosts. In this way, the states may personalize their events to fit their specific needs.
2. Keep it small, if you like. Other people like big groups. But most importantly, keep it FUN.
3. Remember the laboratories located in clinics and the POLs in your area. Often these people are inadvertently left out of professional activities and welcome the chance to interact.
4. Make it simple so the hosts can enjoy it too. Everyone can pitch in.
5. Review your invitations carefully before mailing --You'd be surprised at the number of invitations mailed without the Date, Time or Place noted!
6. Send reports of your events to your Regional Membership Development Chairman so they are aware of the activities in your area. Party Reports should include:
 - a. Number of Parties in your State.
 - b. Names of the Hosts for the Parties.
 - c. Copies of the Prospect Reports.
 - d. Successes, e.g. new members!
7. Have a great time and remember small successes are just as important as big ones!! Little successes add up to a great big one!!!!

V. TELEMARKETING

A. INTRODUCTION

Telemarketing (contacting individuals via telephone) can bring in double the response of a direct mail campaign, although it is not a substitute for direct mail or printed materials. A well-done brochure is an asset, because it is a source of information and reference. Its design should enhance our professional image. When used together, the direct-mail campaign and a telemarketing campaign can be a formidable addition to our marketing efforts.

Costs for a telemarketing program include:

1. Telephone charges
3. Administrative costs and supplies

Telemarketing costs can be kept to a minimum by targeting members in local areas in order to limit long distance expenses

Set objectives for the campaign:

1. Prospects to be contacted and brought into the Society
 - a. New Members
 - b. Lapsed Members
2. Length of the campaign
3. Use of a survey during the campaign

B. TELEMARKETING FOR MEMBERSHIP

1. With today's glut of unwanted telephone calls from various sales personnel, telemarketing may not be the tool for membership recruitment and retention that it once was. However, this method can be highly effective if done professionally.

Telemarketing is personal, efficient, relatively low in cost, and yields immediate results. At first, you may feel a little uncomfortable with telemarketing, but after some experience, the anxiety will fade and you will enjoy your calls. Some pre-planning will make your task more enjoyable.

- Select a time to call when you are not likely to be interrupted.
- Arrange your phone on a table that can be used for writing.
- Arrange your chair into a comfortable position
- Check the room to see that there are no distracting noises.

- Have the call list, a pen and telephone record sheets available.
- Speak clearly and directly into the receiver.
- Make sure you have the correct person on the line.
- *Smile when you are talking.*
- Tell the person who you are and whom you represent.
- Tell the person why you are calling.
- Ask if this is an okay time to call. (Note: nothing is “convenient” – avoid this word)
- To compensate for lack of visual communication, listen carefully to what the person is saying.
- Strive for a conversational tone to your call.
- Speak slightly faster and a little louder than the other person.
- Use the person's name frequently; everyone responds well to the sound of his/her name. However, do not sound artificial.
- Do *not* ask "How are you?" The person may have had a bad day and this will set the tone for the conversation.
- Guide the conversation, trying to advance to positive aspects of membership.
- Keep the call to a reasonable length of time. Do not postpone ending the call, but do not be in a hurry to hang up.
- You should terminate the conversation, but do not hang up until the other person has done so.
- Fill in the telephone log. (Example enclosed.)

2. GOOD LISTENING TECHNIQUES:

- Plan and study prior to the call. Remarks, questions and answers prepared in advance free our minds for listening.

- Put yourself in the other person's shoes. Her/his problems and needs are important. You can understand better and respond appropriately if you keep in mind their point of view.
- Let the other person talk. You cannot listen if you do all the talking.
- Concentrate. Listen to what the person is saying. You want to get the gist of the whole conversation. You can learn a lot from the person's tone of voice and her/his responses.
- Respond. Let her/him know you are listening by occasionally saying "yes", "I see", "uh-huh". This will also encourage her/him to continue talking.
- Do not interrupt. A pause does not mean the person has finished talking.
- Ask questions. If you do not understand, ask the person to repeat their comment. Clearing things up can prevent later embarrassment.
- Use reflective phrases. Such phrases include "you said...", or "you feel that...."
- React to ideas -- not the person. Do not argue, or allow yourself to become irritated.

C. THE TELEPHONE LOG

It is important to keep a record of your conversations and the best time to record is immediately after you hang-up the phone. Pre-printed labels affixed to index cards are one method of keeping track of who was called and what was said. The advantage to this method is that the cards can be easily divided among those calling. Also, the cards can be sorted into different piles after the calls are made depending on their outcomes. If labels cannot be produced from the state records, please contact the National Office. (A fee may be involved.)

If pre-printed labels are not feasible, transferring the information on to index cards prior to the telephone call may still be advisable, depending on the quantity of calls you anticipate making.

Each card should contain the following information:

1. Date and time the call was placed.
2. The name of the person doing the calling.
3. The name, address, phone number, membership category (if a member) of the person being called.
4. A brief summary of the conversation.

D. RETENTION TELEMARKETING SCRIPT

1. *IF THE PERSON HAS RENEWED:*

"Hello! This is (your name). May I speak with (person's name)?"

(person's name), *I'm calling for the (your state) Society for Clinical Laboratory Science. We have just received notice that your membership has lapsed, so I'm checking to see if the records are correct."*

"You have renewed? That's great! I'll check to be sure the records are updated. Sometimes a renewal just misses the cut-off for preparing the lapsed member list. "

"Have you been receiving ASCLS Today our newsletter and the CLS Journal? "

If yes: *"Good! Have you been receiving our state newsletter? Great! If you do have problems, please let me know; I'll be glad to check for you."*

If no: *Do you have a canceled check? "And, what issue did you receive last? I'm making a note of that and I'll call our National Office and have them send you the missing issues."*

"I've enjoyed talking with you. We value and thank you for your support of ASCLS and our profession. Goodbye."

IF THE PERSON HAS NOT RENEWED

"I hope you're planning to renew soon. We need you! It takes a lot of talented people to keep this organization viable. As you know, the organization looks after our interests statewide and in Washington, D.C. It also provides quality education at reduced rates to members. ASCLS also informs members of critical issues. Another really important function is the effort to shape our public image."

"(person's name), ASCLS is the only organization available to professional clinical laboratorians that actively lobbies Congress for us. To me, that's worth more than the cost of the dues, because it's a service I can't get in any other way. I like the idea that a professional legislative consultant is watching out for legislation that can positively or negatively affect the profession and health care, and that we can do something about it."

"Do you like the journal, CLINICAL LABORATORY SCIENCE? We're getting a lot of good comments about it." Many members are taking advantage of the FOCUS section to earn CEUs without having to leave home or work. Continuing education is so important today and ASCLS provides it's members this convenient way to meet licensure or certification requirements. An examination for CEUs is in each issue!"

"ASCLS Today our newsletter, has also been enlarged to cover more of the society activities and member news."

"To make your renewal easier, you can pay your dues by credit card by faxing the renewal and payment information to the National Office (fax 301-657-2909) or by renewing on-line at www.ascls.org."

Thank you, (persons name). I appreciate the opportunity to handle this."

"Are you going to the next state meeting on (specify date, time and location)? Good, we'll be looking for you."

"I've enjoyed talking with you. Thanks for your previous support. We hope you'll renew and be a part of our efforts to make a difference in our profession! Goodbye."

IF THE PERSON CHOOSES TO SEND THE RENEWAL PERSONALLY:

I hope you're planning to renew soon. We need you. It takes a lot of talented people to keep ASCLS moving forward and able to advance our profession. As you know, the organization does look after our interests in Washington, D.C. It also provides quality education at reduced rates to members and it informs members of critical issues. Another important function is the effort to inform the public as to the importance of clinical laboratory professionals to their health care, that we can do something about it."

" (person's name), ASCLS is the only organization available to professional clinical laboratory practitioner's that actively lobbies Congress for us. To me, that's worth more than the cost of the dues, because it's a service I can't get any other way. I like the idea that a professional legislative consultant is watching out for legislation that may positively or negatively effect the profession and health care."

"Do you read the journal, CLINICAL LABORATORY SCIENCE? We're getting a lot of good comments about it."

"If you want to be informed as to what ASCLS is doing, and keep up on member news, read ASCLS Today," our monthly newsletter.

*"Thank you, (person's name). I appreciate the opportunity to handle this for you."
I've enjoyed talking with you, too. Hope to see you soon. Thanks for your support of ASCLS and the advancement of our profession! Goodbye."*

IF THE PERSON FAILS TO RENEW OR TO INDICATE RENEWAL INTEREST:

"I hope you're planning to renew soon. We need you. It takes a lot of talented people to keep this organization moving forward and able to advance the profession. As you know, the organization looks after our interests in Washington, D.C. It also provides quality education at reduced rates to members and it informs us of critical issues. Another important function is the effort to shape our public image."

" (person's name), ASCLS is the only organization available to professional clinical laboratory practitioners that actively lobbies Congress for us. To me, that's worth more than the cost of the dues, because it's a service I can't get any other way. I like the idea that a professional legislative

consultant is watching out for legislation that may positively or negatively affect the profession and public health care."

"Do you read the journal, CLINICAL LABORATORY SCIENCE? We're getting a lot of good comments about it."

"If you want to be informed as to what ASCLS is doing and to keep up on member news, read the ASCLS Today, our monthly newsletter"

"You are dropping your membership? I'm really sorry to hear that. May I ask why? The Society feels it's really important to be aware of and understand your reasons." (Ask for reasons.)

"We believe that ASCLS is the best professional organization for clinical laboratory practitioners to improve our profession and our professional status. We hope this will improve our job situations and our salaries. Also, our members form networks that are really helpful to each other. In addition, the "FOCUS" section of the journal has been designed to be a truly convenient self-study educational program that can help you keep up with new developments in clinical laboratory science."

"You should also check out the ASCLS website at www.ascls.org. There you'll find current information, announcements, and you can also renew using the on-line application.

"(person's name), I hope you'll continue to think about ASCLS membership and reconsider. May I call you again sometime? Thanks. Goodbye."

ASCLS PROSPECT SHEET LOG

Your Last Name: _____ First Name: _____

Date individual was contacted: _____

ABOUT THE PROSPECTIVE NEW MEMBER:

Prospect's Name/Credentials: _____

Prospect's Professional Title: _____

Prospect's Work Address: _____

Telephone: _____ E-mail _____ Fax _____

Prospect's Home Address: _____

Telephone: _____ E-mail _____ Fax _____

Prospect's ASCLS Status:

1. _____ **Former Member** Year of Lapse: _____

Category: Prof. I__ Prof. II__ Collaborative__ FYP__ Student__
Category, if Lapse was before 1996: Active __ Associate __

_____ **Never an ASCLS Member**

2. Recruiter's Comments (Please note any helpful tips on recruiting this prospect. Use reverse side if more space is need):

3. State Membership Development Chair's Remarks (Please add any comments, insights or notes on follow-up efforts):

VI. FOCUS GROUPS

Focus groups may be used as a tool for discovering non-members' reasons for remaining non-members. State meetings are excellent resources of non-members. Make the focus group a social event and generate interest and curiosity. Even a few non-members can provide an enormous wealth of membership information.

Focus groups can help organizations track trends and discover reasons the non-member needs are not being met. Questions that might be asked include:

1. What is the purpose of a professional society?
2. What do you think should be offered by a professional society that would serve you, your needs and interests?
3. What benefit from societal membership would interest you?
 - a. Continuing education?
 - b. Political influence?
 - c. Networking for professional benefits?
 - d. Opportunity to develop leadership and management skills?
 - e. Other? (Ask them)

Add questions that will help the National and State societies find out how the needs of prospective members can be met. Forward any survey information to the ASCLS Executive Office, c/o Membership Development.

VII. INCENTIVE PROGRAM FOR ASCLS INDUSTRY MEMBERSHIP

Use for Your State Annual Meetings or Exhibit-Sponsored Meeting/Workshop:

1. **Include an ASCLS Membership application with your state meeting information and/or invitation to exhibit.** Include a list of reasons in the letter or invitation as identified here.

Reasons for Vendors to Join ASCLS

- Exposure to clinical laboratory practitioners and the profession
- Contacts for future sales and business opportunities
- Experience with clinical laboratory practitioners and their needs
- First notice of ASCLS-sponsored events and meetings
- First-hand knowledge of CLS professional legislative news and efforts
- Additional communication avenues with State Newsletters, ASCLS Today, the CLS Journal, ASCLS website, etc.
- Additional networking opportunities
- Opportunity to enhance communication and leadership skills
- CLS Continuing education programs

2. Include 2 ASCLS PF2 or 2 ASCLS Collaborative memberships within each booth fee.

Adjust your exhibit fee schedule to recoup this amount. One check from your state organization can cover all of these new members. You will need to gather appropriate names and addresses---but that is a matter of collecting business cards of those manning the exhibits! If adjusting your exhibit fee for your 2002 meeting is not possible----try by just offering several collaborative memberships to industry members this year---it is only the cost of several state meeting lunches!

3. Provide ASCLS membership applications at each booth along with the Reasons for Industry Members to Join ASCLS. Make it a member/s task to personally encourage the industry members to join as you talk with them during the meeting.

4. Utilize buttons that members wear that view exhibits at the state meeting. Provide them with ASCLS Membership Benefits and the REASONS FOR INDUSTRY MEMBERS TO JOIN ASCLS. Button suggestions include:

- Are you an ASCLS Member? If Not---Why Not?
- ASCLS – WIIFM? (What’s In It For Me?)
- Any other short question or phrase that enhances/begins conversation about ASCLS

5. Identify laboratory professionals throughout your state that are in contact with industry members. Send them a packet of ASCLS membership applications, the REASONS FOR INDUSTRY MEMBERS TO JOIN ASCLS, and encourage them to share about ASCLS. Make sure they are ASCLS members!

*****A copy of the Industry Member Recruitment Plan and Recruitment Letter is located on the ASCLS web-page under the membership recruitment tools.**

VIII. OTHER PROMOTIONAL METHODS

1. Recruitment or career booths at health fairs, state fairs, student activities, career days, etc.
2. Membership events in which non-members and students are guests.
3. News Releases. One page informational pieces sent to newspapers, TV stations. These will be read/seen by members and non-members.
4. Subtle recruiting at other professional-related groups.
5. An exchange of advertisement arrangements among professional publications.
6. News releases of state/national leaders in local newspapers. (This helps get the “word out”.)
7. Meeting notices and news releases distributed through community service messages.
8. Special newsletters to non-members concerning membership opportunities.

IX. MARKETING PLAN EXAMPLES

Develop marketing plans in a stepwise fashion, selecting and choosing the activities that meet your state's needs and goals. Add to the plans as you see fit, and let us know your successes!

- A. NEW MEMBERS. Tailor this program according to your state's unique situation. (see Retention Section)
 - 1. Welcome letters from the state leadership.
 - 2. State new member packets.
 - 3. Involving new members. Examples:
 - a) An interest survey.
 - b) Assign each a "buddy" or interested colleague to help them understand the Society and its benefits.
 - c) Assign them to committees and activities, if they are willing. If they are satisfied with belonging, but not being actively involved, solicit their opinions about their needs and what the Society can do to help them.
 - 4. Renewal packets.
 - a) A letter reminding the member of their renewal date.
 - b) A fact sheet about accomplishments and activities of the past year.
 - c) Follow-up contact by local society, members

- B. LAPSED MEMBERS
 - 1. Initiate contact via letter or phone -- from the membership committee and the local society.
 - 2. On a quarterly or annual basis, telemarket any lapsed members. If possible, survey them to ascertain their needs within the state and the Society in their eyes. **DO NOT ARGUE WITH THEIR OPINIONS. IF YOU CAN FIND AN ANSWER TO THEIR PROBLEM, DO SO.**
 - 3. Post-lapsed member packets: After 6 months to 1 year, contact lapsed member by phone, and seek their renewal. Persistence pays off!

- C. RENEWALS
 - 1. Acknowledge those that renew in a positive way, e.g. a letter of appreciation.
 - 2. Provide Activity Interest Forms?

- D. ON-GOING RECRUITMENT PROGRAMS

1. Develop prospect lists.
2. Send recruitment information.
3. Send a special recruitment letter or invitation.
4. A local Society member should follow-up initial contacts.
5. Invite persons to special societal activities.
6. Continue contacts until a “sale” is made.

E. MEMBERSHIP BLITZES

1. Conduct a Direct Mail Campaign followed-up by a Telemarketing Campaign.
2. Conduct Membership Campaign prior to a State Meeting. At the meeting include an event to recognize new members.
3. Follow-up after a state meeting. Phone and/or write non-members who attended the meeting, explaining our Society and the benefits of membership.
4. Special Membership Edition or Newsletter to Non-Members, followed by a local membership party. This can be enhanced by telemarketing.

Use the material in the Recruitment, Retention and Marketing sections to develop a state's marketing plan. The crucial term in these plans is *on-going*. A plan must be continuous to be successful. Develop your state's plan into a way of life for the Society, and for all twelve months of the year!

IDEA EXCHANGE

The Idea Exchange section is designed to file ideas compiled from successful constituent societies. Copies of the former *HELPING HAND* or MDC Leadership Mailings or a listing of the ideas gleaned from each issue can be filed here.

This is your region/state's section to add, delete and share membership ideas. Do not be afraid to use creative ideas and try things that have not been used before. The important function is to examine all these ideas and whether they have worked or not. If they didn't work, then analyze why not and file an analysis here, also.

Communicate with the states in your region for other innovative ideas. Add evaluations of the states' activities to determine the activities that work and those that do not.

This section includes sample letters of the following types:

1. Welcome/New Members
2. Lapsed Members
3. Student Members
4. Renewing Members
5. Recruitment Letters

See Recruitment, Retention and Marketing Sections for other ideas.

Cooperation among States and Regions with recruitment and retention efforts is essential. Suggestions to aid in this cooperation are:

1. Maintain a Membership Development Committee activities record, including the recruitment and retention team activities.
2. Evaluate activities.
3. Forward the activities, analysis and how-to's to other State Membership Development Chairs and *especially to your Regional Membership Development Chair*.*
4. If you are not getting activity reports from your Regional Membership Chair, contact her/him by phone for idea exchanges.
5. Report activities in a consistent manner (bimonthly, quarterly, etc.).
6. Set a time-table with your Regional Membership Development Chair.

* If need be, contact your Region Director for contact information.

As a Membership Development Chair or Committee Member, know that you have counterparts in other states. Get to know them so you can exchange ideas and share information.

NATIONAL NEW MEMBER PACKET CONTENTS

The National Office mails New Member Packets out weekly. So that you are aware of its contents—to avoid duplication or to reinforce a topic—information currently in the packet includes:

- 1) A new member's membership card.
- 2) A personalized Certificate of Membership for Student members. (Personalized certificates for Professional or Collaborative members are made available upon request to the national office.)
- 3) A CD-Rom disk containing these files:
 - a. A letter from the ASCLS President welcoming the new member to the Society.
 - b. A welcome letter from the ASCLS Membership Development Chair
 - c. A listing of the National Board of Directors.
 - d. The ASCLS Education & Research Fund, Inc. brochure
 - e. The ASCLS Political Action Committee (PAC) brochure
 - f. Geico car insurance brochures
 - g. Seabury & Smith: Health, Life & Professional Liability Insurance brochure
 - h. Clinical Laboratory Science Career brochure
 - i. Clinical Laboratory Science – Saving Lives brochure
 - j. Education Connections & Order form
 - k. Publications: 3 recent issues of the newsletter *ASCLS Today* and 2 recent issues of *Clinical Laboratory Science* journal

IX. Mentorship SOP

ASCLS LEADERSHIP TRAINING MENTORING SOP

PURPOSE:

This training is designed as a tool for American Society for Clinical Laboratory Science (ASCLS) members to mentor other laboratorians into ASCLS not only as members, but as someone they take under their wing and show the ropes of what it means to be promoting our profession through volunteering our time working on various projects and committees. Introduce them to the various committees that they may have an interest in, set the stage for them to have an active, rewarding and successful experience. That individual mentoring someone else, and so on will measure the success of this process.

MATERIALS SUPPLIED:

- 1) ASCLS
- 2) Yourself

MATERIALS NEEDED BUT NOT SUPPLIED:

- 1) An individual that you enjoy working/being with (member/non-member)

PROCEDURE:

- I. Look around at your place of work, identify someone who works in your lab that you enjoy working with and ask if they are an ASCLS member. Whether they are a member does not matter, as they can always join as they get involved.
- II. Share with the interested person a positive personal anecdote regarding your experiences being a member of ASCLS. This will require some preparation and thought prior to having this conversation. The following are some questions to think about:
 - 1) What ASCLS member has positively impacted me either professionally or personally? How? What took place?
 - 2) What about my relationship with that person really sticks out in my mind that I enjoyed/learned/grew from while with them on an ASCLS committee, or at an ASCLS conference, etc?
 - 3) Is that person my mentor/friend/support?
 - 4) What excites me about being an ASCLS member?

- 5) In the years that I have been a member, what has been the most valuable asset that ASCLS has given me?
 - a) Stability?
 - b) Education?
 - c) Networking?
 - d) Recognition?
 - e) Growth (personal/professional)?
 - f) A Mission?
 - g) Friendship?
 - h) Opportunities?
 - i) Cutting Edge Technology?
 - j) The list goes on!!

III. Invite that person to join you at an ASCLS function. Ask them to help on your committee/project, etc. This can be a committee meeting, conference, scientific assembly, etc., it is not important that they attend a major conference as their first experience – being present in the place where the work gets done has its own strong appeal.

IV. Stay with that person and be there for them. Do not disappear.

V. You will know that you have successfully mentored that person when they take what they have learned and teach another.

NOTES:

This is not a pressuring procedure, as any undue pressure may cause the procedure to fail and thereby not fulfill the purpose.

INTERPRETATION OF DATA:

- 1) Ask yourself the following questions:
 - a) What forms of communication have I been receiving from the interested person? – Verbal/non-verbal? Mail/email?
 - b) Have I interpreted the data/communication correctly? If not, get clarification from that person.

QUALITY CONTROL:

- 1) Weekly checks of self:
 - a) Am I doing what I can to support/communicate with the person that I am mentoring?
 - b) Have I been open-minded to communication from that person?
 - c) Am I allowing that individual to grow and learn to participate on their own?

CRITICAL LIMITS:

Healthy mentoring has just enough contact/communication to help the individual being mentored, with the goal of having that person fly on their own, knowing that you are still there for them to share in the enthusiasm for various ASCLS project/goals.

- 1) Too little contact/communication = Shows lack of support/caring/sincerity
- 2) Too much contact/communication = Can become overbearing/annoying

REFERENCES:

- 1) American Society for Clinical Laboratory Science (ASCLS) Materials, website
- 2) ASCLS-Minnesota Materials, website
- 3) Active members of ASCLS
- 4) Personal experiences related to being mentored

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