<table>
<thead>
<tr>
<th>UNIVERSAL COMPETENCIES (Required for all board members)</th>
<th>DEFINITION/CRITICAL BEHAVIORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strategic Thinking and Strategic Planning</td>
<td>The ability to be future thinking and formulate a vision of what the organization should look like and how to get there within a changing environment.</td>
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<td></td>
<td>• Participates in strategic thinking by using insight and intuition to develop unique opportunities that create value for certificants and the organization.</td>
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<td>• Demonstrates knowledge and understanding of the key internal and external factors shaping the future of medical-surgical nursing practice and certification.</td>
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<td>• Articulates legislative and regulatory changes that effect nursing practice and health care delivery.</td>
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<td>• Sets strategic priorities that position the organization for long-term success.</td>
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<td>• Aligns strategies with resource allocation.</td>
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<td>• Supports the strategic plan and uses it as a blueprint for the organization’s work.</td>
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<td></td>
<td>• Communicates the strategic direction/plan to certificants and other stakeholders.</td>
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<td>• Demonstrates confidence in the benefits of change and provides direction for overcoming resistance to change.</td>
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<td></td>
<td>• Continually reevaluates strategic initiatives and objectives within the context of the environment.</td>
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<tr>
<td>2. Governance</td>
<td>The ability to align the strategic priorities of MSNCB with the needs and values of the medical-surgical nurse and other stakeholders to accomplish the mission of the organization.</td>
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<td>• Demonstrates a commitment to the mission, vision, values, and goals of MSNCB.</td>
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<td></td>
<td>• Demonstrates and understanding of and adheres to MSNCB’s governance documents, e.g., bylaws, policies, and charters.</td>
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<td>• Demonstrates an understanding of the needs of the clinical nurse, employers, health care consumers, and other stakeholders.</td>
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<td>• Seeks input from stakeholders and integrates knowledge into promoting certification.</td>
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<td></td>
<td>• Engages in activities to promote certification and recertification.</td>
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<td></td>
<td>• Serves as an advocate for the medical-surgical nurse in all areas of the health care environment.</td>
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| 3. Decision Making                                      | The ability to use a systematic approach to reach a decision using both critical and creative thinking.  
- Incorporates a strategic approach to decision making.  
- Understands the various types of decision making and the benefits/limitations of each.  
- Recognizes and respects the contributions of all members of the group.  
- Able to synthesize diverse elements to reach a conclusion.  
- Demonstrates an understanding of the importance of using data, information and insight for knowledge-based decision making.  
- Embraces the concept of decision by consensus to foster collaboration and “whole group thinking”.  
- Shares responsibility for decisions and demonstrates loyalty to Board decisions.  
- Communicates decisions effectively to certificants and other stakeholders. |
| 4. Financial Literacy and Stewardship                   | Understands the basic principles of business and finance to allow responsible planning and management of resources.  
- Able to read and interpret basic financial reports and budgets.  
- Aligns the allocation of resources with the strategic plan.  
- Influences long-term financial plans to fund organizational growth.  
- Oversees the development of revenue sources and understands their implications. |
| 5. Effective Communication and Information Management   | The ability to clearly and concisely articulate information both orally and in writing to a variety of audiences, and the ability to listen and comprehend in a non-judgmental manner. The capacity to use appropriate tools to facilitate communication.  
- Makes clear and convincing oral presentations.  
- Conveys information, ideas, and positions in writing in a clear and organized manner.  
- Adapts communications to the intended audience.  
- Responds to others in a manner that reflects an understanding of the content.  
- Is well prepared for board meetings.  
- Adds value to the discussion and is able to focus at the governance level of issues.  
- Uses verbal and non-verbal communication for respectful exchange of information. |
### UNIVERSAL COMPETENCIES
(Required for all board members)

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<th>DEFINITION/CRITICAL BEHAVIORS</th>
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<tr>
<td>• Possesses basic computer competency including e-mail, document management, and common word, spreadsheet and presentation programs.</td>
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### 6. Relationship Building
The ability to build trusting, collaborative relationships grounded in mutual respect.
- Builds and maintains relationships with stakeholders.
- Has the ability to relate to a wide range of people and establish mutually beneficial relationships.
- Engages in networking behavior at professional meetings and professional or social events.
- Builds networks of individuals with similar goals.

### 7. Mentoring/Team Building
Develops others in a manner that is intentional and utilizes appropriate needs assessments and methods. Able to form and develop highly functioning teams to accomplish a set of goals and objectives.
- Possesses strong interpersonal and leadership skills.
- Willing to assist new board members and other volunteer leaders to learn their role and the culture of the organization.
- Articulates the value of succession planning and puts appropriate strategies in place to assure continued maturation of the organization.
- Seeks opportunities to develop leadership attributes in others.
- Focuses on leading the organization and supports the staff’s role in managing it.
- Promotes positive working relationships with staff and internal teams.
- Demonstrates awareness of how personal behaviors contribute to and effect the team (e.g., preparation for and participation in board meetings, responsibility and accountability for assigned roles/tasks).
- Serves as liaison to MSNCB Committees/Task Forces as assigned. Assists group to establish goals, objectives and priorities, and directs communication to/from the board.
- Role models leadership behavior and takes responsibility for the success of the group.
- Promotes inclusiveness and diversity of ideas; encourages or facilitates conflict resolution.
- Builds cooperation and cohesiveness.
- Sets realistic expectations and holds team members accountable for results.
- Removes or reduces barriers to success.
# Medical-Surgical Nursing Certification Board
## BOARD COMPETENCIES

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| 8. Lifelong Learning                                                                     | Possesses a curiosity and desire to continually increase knowledge, learn more about issues, and remain current with professional topics.  
|                                                                                         | • Establishes ongoing processes to gather information.  
|                                                                                         | • Shows evidence of scanning written, electronic, and other communication venues for information that may be of use to the organization.  
|                                                                                         | • Shares relevant information in a timely manner.  
|                                                                                         | • Actively participates in board development activities.  
|                                                                                         | • Advocates for adoption of best practice and evidence-based information related to certification, leadership, nursing practice, and other relevant topics. |
| 9. Personal Integrity/Ethics                                                              | Possesses personal values that promote ethical behavior to do the right thing.  
|                                                                                         | • Uses the organization’s core values to guide communication, planning and operations.  
|                                                                                         | • Sets aside personal agenda in deference to achieving the greater good.  
|                                                                                         | • Declares all potential or actual conflicts of interest.  
|                                                                                         | • Demonstrates the courage to act on morals and values even in the face of opposition.  
|                                                                                         | • Models ethical practice.  
|                                                                                         | • Understands the fiduciary responsibilities of a board and conducts all business in a legal manner.  
|                                                                                         | • Maintains confidentiality in the conduct of organizational business.  
<p>|                                                                                         | • Demonstrates a value and respect for diversity.  |</p>
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<thead>
<tr>
<th>ESSENTIAL COLLECTIVE COMPETENCIES (To be held by one or more board members)</th>
<th>DEFINITION/CRITICAL BEHAVIORS</th>
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</table>
| 1. Financial Business Acumen | The ability to develop and monitor budgets, interpret financial statements, and make sound judgments related to financial decisions.  
  - Has experience and success in a role with considerable financial responsibility.  
  - Possesses academic and/or continuing education in business and/or finance.  
  - Understands the effects of environmental forces on nonprofit organizational finances.  
  - Demonstrates financial acumen in developing and/or monitoring MSNCB budgets and financial reports.  
  - Effectively serves as the link between the board and the financial records/processes. |
| 2. Board/Team Leader | The ability to effectively lead the board and the organization to implement its strategic initiatives achieve its strategic goals.  
  - Understands board responsibilities in a non-profit situation.  
  - Active participation in and contributions to a board.  
  - Held a leadership position on an organizational board or committee.  
  - Effectively serves as a leadership role model and resource for other board members. |
| 3. Test Development Knowledge | An understanding of the test development process including role delineation, item writing and review, item statistics, passing score methodology, validity and reliability.  
  - Able to interpret these processes to others.  
  - Has experience on a test development committee, preferably with MSNCB.  
  - Has experience on a task force for item writing, role delineation, and/or passing score setting. |
Resources for Board Competencies/Evaluation (MSNCB)