

Ballot Question 1: What makes you qualified for this position? Why are you interested in this position?

I am qualified for the Treasurer position as I bring a unique combination of skills. I have been a midwifery clinician and educator for 40+ years, and an involved member of ACNM for my whole career. I developed and led a large midwifery division, always profitable, and now use that expertise as a consultant to health systems in developing midwifery clinical practices and education programs. And most importantly, I have the fiscal knowledge and Board experience needed for the Treasurer role. I brought this skill set to the ACNM Foundation, where I recently served as Treasurer. During my tenure, I chaired the Finance and Audit Committee, which included developing continuing fiscal education for the Board; oversaw the transition to new accounting and auditing firms that better met the organization's needs; and led revision of policies and processes for budgeting and fiscal management.

I am interested in the Treasurer position as I now would have the time to devote to it, which I did not have while I was in clinical leadership. I also think I could help the ACNM evolve into a fiscally stable organization by bringing the skills I have to the Board.

Ballot Question 2: Visit ACNM's Strategic Plan [HERE](#). What part of the strategic plan embodies your personal philosophy?

The 2 areas of the strategic plan that resonate with me at this point in the organization's development are (2) Member Engagement & Support and (6) Organizational Capacity & Operational Excellence.

ACNM is a member-supported organization so a significant amount of time and resources should be devoted to getting and keeping members. Whatever actions have been taken in this area over the last 10 years have not been successful, and membership continues to fall. The ACNM's efficient operation depends on adequate income (mostly from adequate membership), the right people as staff and volunteers, and the right Board oversight and operational processes. There is significant work to be done here as evidenced by the organization's downward businesses trend.

There is a truism in business: 'There is no mission without margin'. In other words, if you don't make a profit, if your income does not exceed your expenses, you are out of business and you can't do whatever it was you were trying to do. These 2 areas of the strategic plan should focus on ACNM as a business entity, and that should be the focus of the Treasurer.

Ballot Question 3: Visit the Diversity, Equity, Inclusion, and Belonging (DEIB) [HERE](#). What ideas do you have for enhancing diversity, equity, inclusion, and belonging?

As Treasurer, I would first evaluate if/how the ACNM's DEI strategy is reflected in the fiscal policies and procedures of the organization, and in its choice of fiscal partners (accounting, bookkeeping, auditing firms). I would then look at the Finance Committee, making sure membership is diverse. If there is opportunity to have 'fiscal advisors' to the Board, I would seek out advisors who represent diverse groups of people.

Ballot Question 4: What is your vision for innovation and improvement within ACNM?

The ACNM's expenses have been greater than its income for ~ 10 years, and the organization has spent down its reserves, which totaled \$2.5 million 10 years ago, to \$0. Improvement needs to primarily focus on improving fiscal accountability of the Board, appropriate leadership, internal financial processes, and increasing membership. We cannot continue to do what has been done in the past, as it obviously hasn't worked. The organization is failing. I would focus on improving Board fiscal knowledge through adequate orientation and continuing education; creating policies and processes that mandate disciplined budgeting; and developing membership marketing goals, objectives and metrics, in collaboration with our partner organizations (ACME, ACNM Foundation, DOME).

Ballot Question 5: What are two improvements that ACNM should prioritize and how would you help address them in your role?

Same answer as Ballot Question 4