



Summer 2024

# HORIZONS

## President's Message

### *WONL Celebrates 45 Years*

The summer has been focused on continuing to advance our strategic plan while planning our fall conference where we will celebrate 45 YEARS of nursing leadership and creation of the Wisconsin Organization of Nurse Leaders organization. Core to the WONL strategic plan is the development of nurse leaders.



For the 20,000 nurse leaders in Wisconsin, much has changed in nursing leadership while at the same time so much has remained the same.

In recognition of this historical year of 45 years since WONL's inception, we are reaching out to you to join us as we honor the legacy of the almost five decades of nursing leadership through your pictures and stories to share your/our journey on social media and reminisce at our WONL Fall Conference at the Osthoff Resort in Elkhart Lake September 18-20.

Our BIG ASK to nurse leader colleagues across Wisconsin is to send us a picture and/or short story that highlights key leadership topics or stories during your tenure that reflect the decade or decades that you have led. What are/were the critical issues that you faced?

As a 1985 Graduate from Marian College (now University), nursing leadership in the 1980s required some of us to wear these nice white uniforms, hats and pins with great pride. Key issues in nursing leadership included the transition to a smoke-free environment for staff, patients and visitors and implementation of computerized charting. Primary nursing was our model of care; however, we were beginning to consider team-based nursing models.

WONL will be posting these stories and pictures in 10-year segments: 1980s, 1990s, 2000s, 2010s and 2020s.

Our goal is to collate pictures and stories in advance of the conference and share these during our time together and on our social media.

As we kick off the conference Wednesday night, please wear your uniform or bring the uniform, hat, pin, name tags, and or anything that represented the decade that you were a nurse leader, and most importantly, bring your STORIES!!!!

If you can send in advance to WONL Historian Leilani Mazzone at [LMazzone@childrenswi.org](mailto:LMazzone@childrenswi.org), we will be share them on a rolling slideshow during our celebration.

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If you haven't already signed up for the conference, you will NOT want to miss this epic stroll down memory lane for nurse leaders. Click [this link](#) to learn about our incredible speaker lineup.


Hope to see you at the 2024 Fall WONL Conference to share some laughs and your journey in nursing leadership.

In partnership,

Dennise Lavrenz, WONL President  
[denniselavrenz@wi.rr.com](mailto:denniselavrenz@wi.rr.com)



## Calming Your Mind

1. Take a couple deep breath to quiet your mind
  2. Pay special attention to your thoughts. Are they all over the place? Distracting you? Hard to turn off? This happens often with such busy lives.
  3. It is time to challenge yourself into calming these thoughts and caring for your mind.
  4. Imagine you are relaxed and floating on a crystal-clear lake and these thoughts are temporarily submerged under the water, quiet and waiting for their turn to resurface.
  5. Enjoy this peace for as long as you can and slowly let the thoughts resurface as you are ready for them.
- 



Dear Nurse Leader:

Each year, the Wisconsin Organization of Nurse Leaders (WONL) honors an outstanding Wisconsin nurse leader. The selected individual contributes significantly to the nursing profession and the health care field. We are currently seeking nominations for this award for 2024.

I am writing to invite you to submit a nomination for this award. One of the responsibilities of an individual nominating a candidate for the award is to elicit letters of recommendation from colleagues who can attest to the candidate's excellent work. Letters should be sent to the address below by August 16, 2024. Should you desire to nominate an individual for consideration as Nurse Leader of the Year, please review the enclosed criteria and nomination form and return the form by August 16, 2024 to:

WONL  
P. O. Box 259038  
Madison, WI 53725-9038

The Committee on Nominations will notify the person you have nominated. The candidate will then be sent a form to complete, which will request the required professional information.

The following are recommended sources for potential reference letters:

- CEO or CNO
- Physician (s)
- Nurse leader or nurse colleague
- Peer from another discipline

The award will be presented at the WONL Fall Conference September 18-20, 2024.

Thank you very much for your support of this recognition program.

Sincerely,

Laura Hieb  
Chair, Committee on Nominations



## WONL Nurse Leader Award Levels and Criteria

Category	WONL Rising Star	WONL Nurse Executive	WONL Nurse Leader
Definition	For Leaders in a role other than the CNO, in any practice setting, who have been in a formal leadership role for less than three years.	For the CNO in any practice setting.	For Leaders in a role other than the CNO, in any practice setting, who have been in a formal leadership role for more than three years.
Criteria 1	<p>WONL member for at least one year (1 point per year)</p> <p>Provided or provides service to WONL (at any time during WONL membership):</p> <ul style="list-style-type: none"> <li>• President, President Elect, Past President (6 points per term)</li> <li>• Secretary or Treasurer (5 points per term)</li> <li>• Board Member (3 points per term)</li> <li>• Committee Chair/Co-Chair (2 points per term)</li> <li>• Committee Member (1 point per term)</li> <li>• WONL conference attendee (1 point per conference)</li> <li>• Nursing Leadership Academy attendee (2 points)</li> </ul> <p>Maximum Points=10</p>	<p>WONL member for at least two years (1 point per year)</p> <p>Provided or provides service to WONL (at any time during WONL membership):</p> <ul style="list-style-type: none"> <li>• President, President Elect, Past President (6 points per term)</li> <li>• Secretary or Treasurer (5 points per term)</li> <li>• Board Member (3 points per term)</li> <li>• Committee Chair/Co-Chair (2 points per term)</li> <li>• Committee Member (1 point per term)</li> </ul> <p>Maximum Points=20</p>	<p>WONL member for at least one year (1 point per year)</p> <p>Provided or provides service to WONL (at any time during WONL membership):</p> <ul style="list-style-type: none"> <li>• President, President Elect, Past President (6 points per term)</li> <li>• Secretary or Treasurer (5 points per term)</li> <li>• Board Member (3 points per term)</li> <li>• Committee Chair/Co-Chair (2 points per term)</li> <li>• Committee Member (1 point per term)</li> </ul> <p>Maximum Points=20</p>
Criteria 2	<p>Demonstrates creativity in nursing leadership.</p> <p>Examples of relevant activities (up to 5 points each):</p> <ul style="list-style-type: none"> <li>• Patient care delivery model</li> <li>• Process Improvement Initiatives</li> <li>• Communication Strategies</li> <li>• New Programs/Processes/Workflows/Roles</li> <li>• Other innovative ideas</li> </ul> <p>Up to 5 of these points may be applied for measurable outcomes of activities implemented.</p> <p>Maximum Points=25</p>	<p>Demonstrates creativity in nursing leadership.</p> <p>Examples of relevant activities: (up to 5 points each):</p> <ul style="list-style-type: none"> <li>• Patient care delivery model</li> <li>• Process Improvement Initiatives</li> <li>• Communication Strategies</li> <li>• New Programs/Processes/Workflows/Roles</li> <li>• Other Innovative Ideas</li> </ul> <p>Up to 5 of these points may be applied for measurable outcomes of activities implemented.</p> <p>Maximum Points=20</p>	<p>Demonstrates creativity in nursing leadership.</p> <p>Examples of relevant activities (up to 5 points each):</p> <ul style="list-style-type: none"> <li>• Patient care delivery model</li> <li>• Process Improvement Initiatives</li> <li>• Communication Strategies</li> <li>• New Programs/Processes/Workflows/Roles</li> <li>• Other Innovative Ideas</li> </ul> <p>Up to 5 of these points may be applied for measurable outcomes of activities implemented.</p> <p>Maximum Points=20</p>

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Category	WONL Rising Star	WONL Nurse Executive	WONL Nurse Leader
Criteria 3	<p>Promotes the profession of nursing and nursing leadership within the organization and community.</p> <p>Examples of relevant activities: (up to 5 point each):</p> <ul style="list-style-type: none"> <li>Promotes nursing in community setting</li> <li>Interdepartmental and/or interdisciplinary collaboration</li> <li>Program development</li> <li>Implementation of a best practice</li> <li>Cross-continuum initiatives</li> <li>Other professional activities</li> </ul> <p>Maximum Points=20</p>	<p>Promotes the profession of nursing and nursing leadership within the institution and community.</p> <p>Examples of relevant activities: (up to 5 points each):</p> <ul style="list-style-type: none"> <li>Promotes nursing in community setting</li> <li>Interdepartmental and/or interdisciplinary collaboration</li> <li>Program development</li> <li>Implementation of a best practice</li> <li>Cross-continuum initiatives</li> <li>Other professional activities</li> </ul> <p>Maximum Points=20</p>	<p>Promotes the profession of nursing and nursing leadership within the institution and community.</p> <p>Examples of relevant activities (up to 5 points each):</p> <ul style="list-style-type: none"> <li>Promotes nursing in community setting</li> <li>Interdepartmental and/or interdisciplinary collaboration</li> <li>Program development</li> <li>Implementation of a best practice</li> <li>Cross-continuum initiatives</li> <li>Other professional activities</li> </ul> <p>Maximum Points=20</p>
Criteria 4	<p>Demonstrates nursing leadership through self-development and by sharing knowledge and expertise.</p> <p><b>Development of others:</b> (5 points if within candidate's organization, 10 points if outside of candidate's organization)</p> <ul style="list-style-type: none"> <li>Presentations - podium or poster (within last 6 years)</li> <li>Seminars led (within last 6 years)</li> <li>Formal Courses (serving as faculty) (within last 6 years)</li> <li>Publications-journals, newsletters</li> <li>Serves as role model and/or coach</li> </ul> <p><b>Self-development:</b> Educational advancement</p> <ul style="list-style-type: none"> <li>Formal education <ul style="list-style-type: none"> <li>BSN (1 point)</li> <li>Master's Program (2 points)</li> <li>Doctoral Program (2 points)</li> </ul> </li> <li>Certification (1 point)</li> <li>Continuing Education (1 point)</li> </ul> <p>Maximum Points=20</p>	<p>Demonstrates nursing leadership through self-development and by sharing knowledge and expertise.</p> <p><b>Development of others:</b> (5 points if within candidate's organization, 10 points if outside of candidate's organization)</p> <ul style="list-style-type: none"> <li>Presentations - podium or poster (within last 6 years)</li> <li>Seminars led (within last 6 years)</li> <li>Formal Courses (serving as faculty) (within last 6 years)</li> <li>Publications-journals, newsletters</li> <li>Serves as role model and/or coach</li> </ul> <p><b>Self-development:</b> Educational advancement</p> <ul style="list-style-type: none"> <li>Formal education <ul style="list-style-type: none"> <li>BSN (1 point)</li> <li>Master's Program (2 points)</li> <li>Doctoral Program (2 points)</li> </ul> </li> <li>Certification (1 point)</li> <li>Continuing Education (1 point)</li> </ul> <p>Maximum Points=15</p>	<p>Demonstrates nursing leadership through self-development and by sharing knowledge and expertise.</p> <p><b>Development of others:</b> (5 points if within candidate's organization, 10 points if outside of candidate's organization)</p> <ul style="list-style-type: none"> <li>Presentations - podium or poster (within last 6 years)</li> <li>Seminars led (within last 6 years)</li> <li>Formal Courses (serving as faculty) (within last 6 years)</li> <li>Publications-journals, newsletters</li> <li>Serves as role model and/or coach</li> </ul> <p><b>Self-development:</b> Educational advancement</p> <ul style="list-style-type: none"> <li>Formal education <ul style="list-style-type: none"> <li>BSN (1 point)</li> <li>Master's Program (2 points)</li> <li>Doctoral Program (2 points)</li> </ul> </li> <li>Certification (1 point)</li> <li>Continuing Education (1 point)</li> </ul> <p>Maximum Points=15</p>

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Category	WONL Rising Star	WONL Nurse Executive	WONL Nurse Leader
Criteria 5	<p>Demonstrates positive relationships with other disciplines, including administration and medicine as evidenced by references from (up to 5 points each):</p> <ul style="list-style-type: none"> <li>• CEO or nurse executive</li> <li>• Staff nurse</li> <li>• Direct supervisor</li> <li>• Physician</li> <li>• Peer in other discipline</li> </ul> <p>Maximum Points=15</p>	<p>Demonstrates positive relationships with other disciplines, including administration and medicine as evidenced by references from (up to 5 points each):</p> <ul style="list-style-type: none"> <li>• CEO or nurse executive</li> <li>• Staff nurse</li> <li>• Direct supervisor</li> <li>• Physician</li> <li>• Peer in other discipline</li> </ul> <p>Maximum Points=15</p>	<p>Demonstrates positive relationships with other disciplines, including administration and medicine as evidenced by references from (up to 5 points each):</p> <ul style="list-style-type: none"> <li>• CEO or nurse executive</li> <li>• Staff nurse</li> <li>• Direct supervisor</li> <li>• Physician</li> <li>• Peer in other discipline</li> </ul> <p>Maximum Points=15</p>
Criteria 6	<p>Participates in civic and health care related organizations</p> <ul style="list-style-type: none"> <li>• Community activities</li> <li>• Political activities</li> </ul> <p>Maximum Points = 10</p>	<p>Participates in civic and health care related organizations</p> <ul style="list-style-type: none"> <li>• Community activities</li> <li>• Political activities</li> </ul> <p>Maximum Points = 10</p>	<p>Participates in civic and health care related organizations</p> <ul style="list-style-type: none"> <li>• Community activities</li> <li>• Political activities</li> </ul> <p>Maximum Points = 10</p>



Order your Nursing License Plate by visiting  
<https://wisconsin.gov/pages/dmv/vehicles/title-plates/nurses.aspx>

**WONL is the voice of nursing leadership in the state of Wisconsin.**



We are an affiliate of the American Organization of Nurse Leaders, and our impact is present each day in Wisconsin. We are seeking nurse leaders across different practice types and tenures to join our organization.

Please visit our website at [wonl.nursingnetwork.com](http://wonl.nursingnetwork.com) to learn about upcoming opportunities with Wisconsin's best and brightest nurse leaders. Membership offers special access to content, educational sessions, and a forum to share best practices. Together, we will influence the future of healthcare in Wisconsin and beyond!

**Join today at: [wonl.nursingnetwork.com](http://wonl.nursingnetwork.com)**

# EDUCATION/COMMUNITY

## AONL Conference

The 2024 AONL Conference, *Inspiring Leaders*, was held in New Orleans in May. It was a pleasure to network with over 3,000 nurse leaders across the country and catch up with nurse leaders of Wisconsin.

One of the highlights of the conference was an opportunity to recognize one of Wisconsin's nurse leaders with the AONL Lifetime Achievement Award: **Mary Beth Kingston, PhD, RN, FAAN, Executive Vice President, CNO, Advocate Health.**

Mary Beth is the executive vice president and chief nursing officer (CNO) at Advocate Health headquartered in Charlotte, NC, and was appointed to this role following the combination of Atrium Health and Advocate Aurora Health. She previously held roles as CNO for Advocate Aurora Health and Aurora Health where she served as a member of the executive leadership team and was responsible for nursing practice and standards, as well as patient experience. Mary Beth served on the board of trustees of the American Hospital Association where she chaired the Hospitals Against Violence Advisory Board. She currently serves on the boards of Providence Saint Joseph's Health and Main Line Health. Prior board experience includes the American Organization of Nurse Executives, now AONL, where she was president in 2019. She was a Robert Wood Johnson Executive Nurse Fellow (2009-2012) and was listed in Modern Healthcare's 50 Most Influential Clinical Executives in 2021, 2023 and 2024. Mary Beth was inducted as a fellow in the American Academy of Nursing in 2020. She earned a bachelor's degree in nursing at West Chester University, a master's degree in nursing at the University of Pennsylvania and PhD in health policy at the University of Sciences in Philadelphia.



Mary Beth also presented "Creating a Safe, Healing Environment for All: A Nursing Leadership Imperative."

WONL will be recognizing Mary Beth at our fall conference at the Osthoff Resort September 18-20 in honor of this prestigious award. Mary Beth will also be highlighting a few lessons learned over her very successful career and in honor of celebrating 45 years of nursing leadership. For those of you who have worked with Mary Beth, please join us as we celebrate our very own nurse leader from Wisconsin.

There is still time to register at [www.wha.org/AboutWHA/CalendarofEvents/Conference/WONL-2024](http://www.wha.org/AboutWHA/CalendarofEvents/Conference/WONL-2024).



I was also able to connect with our Wisconsin-based EPIC partners, Melanie Schuman (picture). Through this discussion, our EPIC colleagues will also be presenting at our fall conference on *Supporting Nurses with AI and Technology Innovation*. With technology and AI as critical topics for nurse leaders, we are excited to learn more from our local experts.

Exhibitors at this year's AONL conference were WONL Board Members Nikki Gruebling, vice president of member services with Vizient and April Hanson, group president with Aya Healthcare and speaker at the fall conference on the topic, "The Growth Game Plan: Courageous Leadership in Times of Change."

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In addition, I attended another presentation from one of our Wisconsin nurse leaders—Charlotte Sortedahl, professor at UW Eau Claire on “The Leadership Journey: Essential Professional Behavioral New Nurses Need.” Stay tuned for a possible upcoming webinar featuring this informative presentation.



Overall, the gift of attending AONL is to continue to strengthen partnerships with our Wisconsin leaders such as Leanne Roggemann (pictured with me at left) from Westfields Hospital, as well as colleagues from UW Health and ThedaCare to name only a few. This relationship has resulted in a meeting with over 20 nurse leaders in Northwest Wisconsin in early August.

It also allowed time to connect with our region 5 nurse leaders and to forge new relationships with nurses across the nation as we work together to achieve our goals.

At the end of the day, it is all about relationships, having fun and sharing our unique but similar challenges along the way. What a blessing it is to be your WONL president and have this incredible honor to represent Wisconsin where as our license plate proudly displays: NURSES CHANGE LIVES!!!!!!



# ADVOCACY/COMMUNITY

## Wisconsin Nurses Summit

As part of WONL strategic plan to leverage and scale impact through strategic partnerships and innovation, Dennise Lavrenz represented WONL as a member of the WNA affiliates to coordinate the first Wisconsin Nurses Summit on June 21. Nurses of Wisconsin came together to address the current nurse shortage through the exchange of knowledge, experiences and ideas; to form solutions to increase the supply of nurses; and affirm nurses' value, visibility and vital role in the delivery of health care in Wisconsin. The photos reflect four sites of participation.



Gail Brenner, president of WNA and Dr. Kerri Kliminski, president of Wisconsin Center for Nursing, along with Gina Dennik-Champion, executive director for WNA framed up the following five key priorities, and nurse leaders presented these topics for discussion in person and virtually across Wisconsin:

1. **Visible, Valued, & Vital: Growing our Wisconsin nursing workforce:** Susan Zahner Professor and Associate Dean for Faculty Affairs, University of Wisconsin- Madison School of Nursing
2. **The role of nursing education in supporting nursing workforce and faculty development:** Dr. Kerri Kliminski, Dean, school of Nursing, Madison College and President WCN, Linda Young, Dean/ Professor Emeritus, University of Wisconsin -Eau Claire, College of Nursing and Health Sciences
3. **Supporting nurse well-being:** Dennise Lavrenz, President of WONL, joined also by President of WisPAN, Kristin Waite-Labott and Aurora Healthcare RN, Chris Wojnar
4. **Supporting Public Health Initiatives across the continuum of nursing practice:** Michael Jaeps, co-chair, Wisconsin Public Health association, public health nursing section
5. **Innovative nursing care delivery models across the continuum of care:** Kelly Kruse Nelles, Executive Director, National Registered Nurse Practice Development Center

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Barbara Nichols, executive director of the Wisconsin Center for Nursing provided closing comments and next step strategies to develop key action plans.



Special guest appearance by Lieutenant Governor Sara Rodriguez who provided an overview of the Governors' Health Care Workforce Task Force. (Pictured on left above, L to R: Gina Dennik-Champion, Dennise Lavrenz, Sara Rodriguez, Kerri Kliminski, Gail Brenner)

## Love & Compassion

1. Take a few deep breaths to relax your mind and body
2. As you inhale, picture your heart opening like a flower in the sun
3. Rub your palms together for a few seconds then place them over your heart, feel your heart beating, surround yourself with the energy of love and life, notice how that makes you feel
4. Keep opening up the energy as wide as you can
5. Exhale out a feeling of love and compassion to those close to you

# COMMUNITY

## WONL Strategic Plan Six-month Update

WONL is excited to provide a mid-year update on the strategic plan that we had unveiled earlier in the year that aligns with our AONL national association to outline our value to our members and impact on healthcare in Wisconsin.

The WONL Board (pictured below) in partnership with each of you as our WONL leaders, as well as our Wisconsin and National nursing and healthcare organizations are working together to transform healthcare in Wisconsin through our collective strength as nurse leaders.



### Leverage and scale impact through strategic partnerships and innovation

**Mission:** Transform health care through expert and influential nursing leadership

**Vision:** Nursing leadership—one voice advancing health for all

### Core Focus:

- Education
- Advocacy
- Community

## 2024-2026 Strategic Priorities

### 5 Key priorities:

#### 1. Workforce

- Partner with WCN on 2024 RN Survey Action Steps to be announced 4th quarter 2024
- Partner with WisPAN and StressPal to support mental wellness and resilience.
- Create mentorships through WONL networking, toolkits and well-being presentation at WNA Summit
- Partner with ANEW to support excellence in clinical academic partnerships, July webinar
- Participate on Governors Healthcare Workforce Taskforce: WONL Board Member Sharon Cox, VP/CNO Beloit Health System

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## 2. Advocacy

- Participate in Nurses Day at the Capitol and the Wisconsin Hospital Association Advocacy Days, BON, ANEW Legislative Committee
- Participate in affiliate collaboratives focused on one voice advocacy.
- Achieve advocacy outcomes with AONL partnerships.



## 3. Nurse Leader Development

- Support leadership competencies through monthly webinars; Nash, ANEW, WisPAN
- Create and deliver innovative leadership development through annual conference
- Recognize leadership through nominations for three Nurse Leaders of the Year open now
- Promote sale of nursing license plate to invest in education and scholarships for nurses

## 4. Value of Nursing

- Define and quantify the economic value of nursing through partnership with WHA.
- Articulate nursing's role in improving efficiency and effectiveness of health care through WHA Quality Impact and Nurse Sensitive Indicator leadership
- Catalyze the design and application of emerging care delivery models for breakthroughs in value: Mayo Health will share at fall conference



## 5. Diversity, Inclusion, Equity

- Develop equity-minded leaders with skills to build inclusive workplaces in partnership with the Wisconsin Center for Nursing.
- Champion diversity and belonging of nursing leaders and the overall workforce through use of AONL Diversity, Equity, Belonging and Inclusion toolkit.

Our goal is to continue to connect the dots, not reinvent the wheel as we support each other as nurse leaders to achieve a common mission and vision.

As your new President, I am committed to bringing nurse leaders across Wisconsin together to share these priorities and listen to your feedback for what is most important in your scope of leadership.



I am also excited to continue to share with you directly what I am learning from AONL as I have been appointed to the AONL Strategic Planning Committee where we have been meeting over the past several months to craft the future of nursing leadership priorities. Pictured is President of AONL Deb Zimmerman.

I have just returned from a two-day AONL strategic planning workout at the American Hospital Association headquarters where I was able to meet with nurse leaders across the nation to brainstorm key priorities for nursing leadership. I am excited to share some of these ideas with our Wisconsin nurse leaders.

We welcome an opportunity to engage in a conversation with you and or your organization to learn more about WONL and provide us ideas for how we can strengthen our membership value to you as a nurse leader.

Visit our website (<https://wonl.nursingnetwork.com>) to set up a time for a presentation or meeting at your healthcare organization. You can also contact me directly at [denniselavrenz@wi.rr.com](mailto:denniselavrenz@wi.rr.com). Thanks for your interest.



WONL is a proud partner with the President of Wisconsin Peer Alliance for Nurses Kristin Waite-Labott, president and founder of WisPAN, focused on supporting nurses' mental well-being through offering complimentary weekly nurse-led support groups. It was only fitting to celebrate during Nurses Week with a benefit gala. Representing WONL were President Dennise Lavrenz and Historian Board Member Leilanni Mazzone.

Partnering with the Wisconsin League of Nursing and Administrators for Nursing Education and Wisconsin health systems across the state, WONL continues to focus on the importance of mental wellness for nurse leaders of Wisconsin.



## Peer support for nurse mental wellness

Peer support connections: nurse to nurse

Open to any nurse who would like to connect with  
other nurses. Come to listen, share, learn, and explore

**EVERY WEDNESDAY**  
7:00-8:00 PM CST  
VIRTUAL, FREE  
CONFIDENTIAL

Contact WisPAN at  
[wispan2021@gmail.com](mailto:wispan2021@gmail.com)  
for the meeting link  
or call 414-376-7002



**BROUGHT TO YOU IN PARTNERSHIP WITH:**  
WISPAN, WLN, WNA, WONL



## WONL Board of Directors 2024

### President

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## WONL Committee Chairs 2024

### License Plate Committee

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- Please contact Erika Quamme whenever you have a change in either employment or residential address to guarantee timely mailings. E-mail [equamme@wha.org](mailto:equamme@wha.org) or 608/268-1806.
- Submit articles for publication in the next issue of Horizons to Annye Graff, 920-433-7406, [annye.graff@bellin.org](mailto:annye.graff@bellin.org)
- If you are interested in being a part of a specific committee, contact the committee chair.

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