

## CSAP STRATEGIC PLAN (2010-2014)

### Vision Statement:

CSAP is the premier organization where state leaders meet to cultivate a unique culture of growth and knowledge through collaborative efforts.

### Mission Statement:

The mission of CSAP is to:

- (1) Provide leadership training for state speech-language-hearing association presidents.
- (2) Be a forum for collaboration and networking among these leaders.
- (3) Promote communication of professional matters between state speech language hearing associations, ASHA and other related national professional organizations.

### FOCUS AREAS:

1. Leadership Training/Professional Development
2. Communication and Collaboration
3. Membership (recruitment, retention, and participation)
4. Organizational governance, management, finances

### REVIEW OF PLAN

This plan as written is subject to modification via its annual review, which should be completed by December 31<sup>st</sup> of each calendar year (See Focus Area 4, Strategy 6). Data relative to the Indicators of Success (e.g., number of members, attendance at meetings, etc.) should be reviewed to determine if outcomes were achieved. Strategies may be added or deleted as determined by the Executive Board.

### **I. FOCUS AREA: LEADERSHIP TRAINING/PROFESSIONAL DEVELOPMENT**

#### **ISSUE:**

Availability of a variety of Council sponsored leadership training/professional development activities results in increased non-dues revenue and in visibility for the Council as a provider of knowledge and information related to developing state association leaders and providing association management information that can be used to develop and maintain a successful state association.

#### **OUTCOMES:**

Increased participation by CSAP member representatives in Council sponsored leadership training/professional development activities.

Increased Council sponsored state-of-the art leadership training/professional development activities.

## **INDICATORS OF SUCCESS:**

Increase # of participants in the CSAP Spring and Fall meetings

Increase # of participants in other CSAP conducted professional development activities  
(e.g., teleseminars, webinars)

Provide at least one new leadership training/professional development activity per year

Increase number of member positive responses on surveys regarding CSAP Conference  
Programs

## **STRATEGIES:**

(1) Within 1 month following the Spring and Fall meetings, the Commissioner on Issues and Planning, the President, and the President-Elect will begin to plan the following CSAP meetings (Fall and Spring, respectively) including content based on information obtained from CSAP member representatives on the important information they need to manage their state association. [Note that surveys distributed at the conference should also include additional question re the CSAP organization including its website, communications to members, office response to member inquiries, teleseminar topics upcoming session ideas, etc.]

(2) The CSAP Executive Board will plan and conduct at least one new leadership training activity annually for CSAP member representatives.

(3) The CSAP Executive Board will develop and begin to implement a plan for broadening the pool of conference attendees (e.g., inviting presidents of state chapters of AAA, student associations—NSSLHA & SAA and/or state licensure boards) by May 2011.

## **II. FOCUS AREA:**

### **COMMUNICATION & COLLABORATION**

**ISSUE:** The increased need for exchanging information related to managing state associations, developing leaders for state and national association positions, and advocating at the state and federal level for the provision of quality services in all employment settings will require a variety of collaborative efforts among CSAP, ASHA, and other allied and related professional organizations.

### **OUTCOMES**

Increased ongoing collaboration between CSAP and ASHA

Clarification of the roles of CSAP and ASHA as related to providing programs and services for state associations

Increased collaboration between CSAP and other allied and related professional organizations

Use of at least one new means of communication with members annually.[Note: communication may be either electronic or non-electronic (e.g., phone call to incoming presidents, CSAP Facebook )

Semi-Annual updates by CSAP Executive Board and Committee members posted on the Web site

Updates on Web site of basic information relating to members (e.g., names, contact information) and upcoming conferences posted in a timely manner (e.g., weekly/monthly)

#### **INDICATOR OF SUCCESS:**

At least one-two collaborative projects initiated by or participated in by CSAP annually

At least 20% increase in hits to the CSAP website

Get a baseline of number of hits on CSAP website (fall 2010) and compare hits in following fall meeting (2011).

#### **STRATEGIES**

(1) Annually the President/President-Elect will meet with ASHA Liaisons to discuss and determine possible programming for the Spring and Fall meetings.

(2) Twice per year, in conjunction with the Spring and Fall meetings, CSAP will provide information to its members relative to the ASHA resources (examples follow):

(a) the "Members...In Touch with ASHA" Web site (<http://www.asha.org/about/leadership-projects/MembersInTouch>) where information to the ASHA Board of Directors on issues of concern related to state associations may be provided;

(b) how they can get involved in ASHA governance activities (e.g., nominations for BOD positions, nominations for Advisory Council members, respond to peer reviews. volunteers for ASHA committees and boards).

(3) By November 2011, the Executive Board members will be assigned to contact other allied and related professional organizations ( e.g. NSSHLA, CAPCSD, AAA, Student organization of AAA, Chair of SLPAC Advisory Councils) to develop a mechanism to exchange and disseminate information between the groups.

(4) By May of 2011, the Executive Board will identify new ways to communicate with CSAP members and determined the feasibility of implementing them (e.g., cost, time,return on investment).

(5) By August 2011, the past President will present/develop a plan to market CSAP activities (leadership training/professional development, Spring and Fall meetings, conferences, teleseminars, electronic forums and communications, etc.) to current and past CSAP member representatives (alumni).

(6) Annually, by March of each year, the Commissioner on Technology will review the CSAP Web site (e.g., content, accessibility, user friendliness, etc.) and make recommendations to the Executive Board for changes that need to be made to enhance its value to CSAP members.

(7) Annually, by March of each year, the Commissioner on Technology will review all of the CSAP communication vehicles (e.g., email list, Web site, e-newsletter, discussion list, broadcast) to determine current usage and utility in meeting the needs of CSAP members and providing a resource for the Executive Board to communicate with CSAP member representatives and to conduct CSAP business and recommend any changes, if needed.

(8) On an ongoing basis throughout the year, the Commissioner on Technology and the President, in conjunction with the management firm and/or web site support, will maintain CSAP's electronic communication vehicles and ensure that new information is posted in a timely manner (time frame TBD, consideration for quarterly, monthly or biweekly changes,).

(9) Annually, after the November Conference, a brief summary including a standard agenda of the conference will be added to the CSAP website as well as the date and location announced for the next CSAP meeting in the spring. The CSAP website will include a listing of current information on all the future meeting dates and places when available.

### **III. FOCUS AREA: Membership Recruitment, Retention & Participation**

**ISSUE:** Continuous growth in the membership of CSAP results in an increased number of members who can support the Council, get involved in Council activities and the conduct of its business, and assume leadership positions.

#### **OUTCOMES**

Maintain and/or increase the number of State Associations that become members of the Council.

Maintain and/or increase the number of State Associations who annually renew their Council membership (in a timely manner).

Increased number of CSAP member representatives who participate in Council operations/committee activities, meetings, and/or vote in elections.

#### **INDICATORS OF SUCCESS**

Greater than 90% of State Associations who are members of CSAP

Greater than 90% of State Association that annually renew their CSAP membership (in a timely manner)

A slate of Executive Board positions to be elected that includes at least two members for each position to be filled.

## **STRATEGIES**

(1) Annually, by September 30th, the Past President (and his/her designees) will contact (e.g., call, survey, email, etc.) CSAP member and nonmember state associations to obtain information on how CSAP can provide programs and services that will increase value to CSAP members, why they do or do not become a member of CSAP, and why they do or do not participate in CSAP meetings and prepare a report for the Executive Board on the results of the contacts.

(2) By January 2011, the Commissioner on Communication will develop information (e.g., brochure, document, Web posting, etc) on the importance and benefits of becoming a member of CSAP that can be shared with all state associations.

(3) To follow-up on state associations which do not join/rejoin CSAP, the following protocol will be carried out annually:  
(a) By March 1, the management company will provide the President and Treasurer with information re the paid/nonpaid states.  
(b) By March 31, the Treasurer (with knowledge of the President) will contact all state associations that have not joined CSAP to provide them with information on the importance and benefits of becoming a member of CSAP, the unique culture of CSAP, and finding out why they have not joined.

(4) The CSAP Executive Board will provide sessions during the May CSAP meeting/business meeting and at the November and May newcomer sessions (breakfasts, luncheons, face to face introductions, welcome packets) to discuss CSAP the organization and its programs and services, to promote the importance and benefits of being a CSAP member, and to obtain information from meeting participants on how CSAP can enhance its programs and services for members..

## **IV. FOCUS AREA: Organizational Governance, Management, and Fiduciary Responsibility**

Efficient governance, management, operations, and adequate financing of the Council results in a Council that can meet and exceed its members' expectations for an efficiently run and financed organization that provides them with value-added programs and services.

## **OUTCOMES:**

Increased efficiency in the Council's governance structure and process.

Increased efficiency in the management of the Council's business.

Increased efficiency of Management Company/ Office Staff

#### **INDICATORS OF SUCCESS:**

The CSAP budget is aligned with the Council's Strategic Plan.

Updated CSAP organizational structure as needed.

#### **STRATEGIES**

- (1) By May of 2010, the President will appoint individuals to a CSAP Advisory Board that includes current and past CSAP member representatives and/or CSAP Executive Board members; these advisory board members will provide advice to the Executive Board on retaining current programs and services, initiating new programs and services, and on issues brought before them by the Executive Board.
- (2) By November of each year, the President and Past President will develop an orientation program and associated materials for new CSAP officers that includes information related to their specific duties, roles, and responsibilities, mentoring by current officers, and face-to-face orientation meetings.
- (3) Annually at the November Executive Board meeting, the Executive Board will approve an annual budget that is aligned with the CSAP Strategic Plan.
- (4) Annually by December 31, the Executive Board will conduct a review of the current CSAP organizational structure (e.g., composition and responsibilities of the Executive Board and committees), committee charges, bylaws, and policies and procedures to determine if they are appropriate for implementation of the CSAP strategic plan, the future growth of the Council and its member's needs and recommend any revisions, if needed.
- (5) Annually at the November Executive Board meeting, the Treasurer, Executive Board and the Management Company will review the Council's financial status, including dues and non-dues revenue sources, and determine if current revenue sources are adequate to finance the Council's current and future programs and services and submit recommendations for increasing revenue, if necessary.
- (6) Annually by December 31, the Executive Board will review the Strategic Plan and make adjustments as needed.
- (7) By December 31, 2010, the president in conjunction with the executive board and the management company will assemble a comprehensive list of procedures and time lines involved in the running of all functions of CSAP, including specific tasks involved with membership billing, website management, electronic newsletter distribution,

and then develop a metric for evaluating the efficiency/ effectiveness of these procedures, which can be used to improve CSAPs functioning.