

**MORE “NUTS & BOLTS”:
ASSOCIATION INFRASTRUCTURE**
DEBBIE BURNETT, 2019 CSAP PRESIDENT



DISCLOSURES

- No relevant financial relationships
- Nonfinancial disclosure: I am currently serving on the CSAP Board as President



**BOARD STRUCTURE – HOW DO POSITIONS
SERVE THE VISION/MISSION?**

- Executive Board Structure
 - President, President-Elect, and Past President

**BOARD STRUCTURE – HOW DO POSITIONS
SERVE THE VISION/MISSION?**

- Executive Board Structure
 - Finance (Treasurer or VP)
 - Many states include a committee for budget/finance (Oregon, California, North Dakota, Oklahoma, Minnesota, Kansas, North Carolina, New Jersey)

**BOARD STRUCTURE – HOW DO POSITIONS
SERVE THE VISION/MISSION?**

- Executive Board Structure
 - Secretary (32)
 - Some associations combined the Treasurer & Secretary (Wisconsin, Tennessee, Florida)
 - Some embed the “recording role” into other positions like VP of Communications (Kansas)

BOARD STRUCTURE – HOW DO POSITIONS SERVE THE VISION/MISSION?

- Executive Board Structure
 - General “VP” to manage conferences or other administrative association business (2 – Nevada and Oklahoma)
 - Most divide VP/Chair roles based on primary roles & responsibilities

VP/CHAIR – SPEECH-LANGUAGE PATHOLOGY

- SLP: Kansas, Arizona, Arkansas, Indiana, Alabama, New York, Pennsylvania, Virginia, Idaho
- Educational/Schools SLP: Washington, Nebraska, Minnesota, Iowa, Missouri, Louisiana, Mississippi, Michigan, Kentucky, Alabama, Florida, Vermont
- Clinical/Medical SLP: Washington, Nebraska, Minnesota, Iowa, Missouri, Louisiana, Mississippi, Michigan, Kentucky
- Adult SLP and Pediatric SLP: Maryland

SLP – AT LARGE/REP/OTHER

- SLP Rep: Montana, Wisconsin
- Clinic/Private Practice SLP: Oregon, Ohio, New Hampshire, New York
- School SLP: Oregon, Ohio, New Hampshire, New York, Rhode Island
- El: Oregon
- Healthcare/Medical SLP: Oregon, Ohio, New Hampshire, New York, Rhode Island

“SLP” COMMITTEES

- Education/Schools
 - Washington, North Dakota, Minnesota, Oklahoma, Missouri, Georgia, Delaware, New Jersey

VP/CHAIR - AUDIOLOGY

- Kansas, Arizona, New Mexico, Texas, Minnesota, Iowa, Missouri, Arkansas, Louisiana, Illinois, Mississippi, Michigan, Indiana, Alabama, Florida, New York, Pennsylvania, Virginia, Idaho, South Carolina
- At Large or Rep: Oregon, Montana, Wisconsin, Ohio, New Hampshire
- Educ of Deaf/HOH Rep: Oregon

AUDIOLOGY COMMITTEE

- Arizona, New Mexico, North Dakota, Oklahoma, Minnesota, Missouri, Kentucky, New Jersey, Delaware, Washington DC

VP/CHAIR – COMMUNICATIONS OR “PR”

- Kansas, Arizona, Colorado, New Mexico, Minnesota, Iowa, Missouri, Wisconsin, Illinois, Tennessee, Mississippi, Michigan, Indiana, Florida, New Hampshire, Vermont, Massachusetts, Pennsylvania, West Virginia, Virginia, Connecticut, Hawaii, Arizona
- Marketing – Indiana
- Social Media – New Mexico

COMMUNICATIONS COMMITTEE

- Washington, Oregon, Arizona, Utah, Alaska, Nebraska, Oklahoma, Texas, Minnesota, Missouri, Arkansas, Kentucky, Georgia, Delaware, Washington DC
- Community Relations/Public Awareness: Arizona, Wyoming, Alabama

VP/CHAIR – GOVERNMENT AFFAIRS/
ETHICS/PROFESSIONAL PRACTICE/ADVOCACY

- Kansas, Oregon, California, Arizona, Utah, Colorado, New Mexico, Hawaii, Nebraska, Texas, Iowa, Missouri, Wisconsin, Illinois, Michigan, Alabama, Florida, Georgia, New Hampshire, Vermont, Massachusetts, Pennsylvania, West Virginia, Virginia, South Carolina, Rhode Island, Connecticut, Maryland

ETHICS/STANDARDS/BYLAWS/ADVOCACY
COMMITTEE

- Washington, Oregon, Arizona, Utah, Alaska, Nebraska, Arizona, Oklahoma, Minnesota, (also Peer Standards Review), Missouri, Mississippi, Kentucky, Alabama, North Carolina, New Jersey

VP/CHAIR – MEMBERSHIP

- Colorado, Nebraska, Texas, Tennessee, Michigan, Alabama, Florida, Ohio, New Hampshire, Vermont, Pennsylvania, West Virginia, Virginia, South Carolina

MEMBERSHIP/RECRUITMENT COMMITTEE

- Washington, Oregon, Arizona, Utah, Alaska, North Dakota, Minnesota, Missouri, Arkansas, Mississippi, Kentucky, Alabama, Georgia, North Carolina, New Jersey, Delaware, Washington DC

NOMINATIONS/HONORS COMMITTEE

- Washington, Kansas, Oregon, Utah, Wyoming, Alaska, North Dakota, Nebraska, Oklahoma, Minnesota, Missouri, Arkansas, Mississippi, Indiana, Kentucky, Alabama, New Jersey, Washington DC

VP/CHAIR – PROFESSIONAL DEVELOPMENT & CONTINUING EDUCATION

- California, Arizona, Colorado, New Mexico, Nebraska, Minnesota, Iowa, Arkansas, Illinois, Mississippi, Michigan, Indiana, Florida, Ohio, New Hampshire, Massachusetts, Pennsylvania, West Virginia, Virginia, Connecticut, Maryland
- Science & Education: Oregon, Texas

CONTINUING ED COMMITTEE (PROF DEV)

- Washington, Oregon, Arizona, Utah, Alaska, Nebraska, Oklahoma, Minnesota, Arkansas, Georgia, New Jersey, Washington DC

VP/CHAIR – COLLEGE/UNIVERSITY/HIGHER ED

- Louisiana, Kentucky, South Carolina, Maryland
- Higher Ed Rep: Oregon, Montana, Nebraska, Ohio, New Hampshire, Massachusetts, New York
- Included in another VP/Chair role: Iowa
- Committee: Minnesota, Washington DC

STUDENT REPS

- One student: Kansas, Utah, Montana, Kentucky, Georgia, New Hampshire, New York, Pennsylvania, New Jersey, Delaware, Louisiana, Illinois, Tennessee, Michigan, Missouri
- Two students: Wisconsin, Texas, Virginia
- One from each institution: Oregon (3), Colorado, (3), New Mexico (3), Iowa (3), Nebraska (4), Arizona (5)
- One “north” and one “south”: California
- Three students: Oklahoma
- Six openings (none filled): Massachusetts
- Adding student reps: Idaho

VP/CHAIR - MISCELLANEOUS

- Association Services: California, Georgia
- Admin & Planning: New Mexico, Connecticut
- Foundation: Hawaii
- Research & Development: Texas
- Multicultural Affairs: Maryland

OTHER "AT LARGE" OR REP POSITIONS

- Member at Large: Washington, Wyoming, Oklahoma (2), Tennessee (5), Michigan (5), North Carolina (5)
- SLPA/Paraprofessional: Oregon, California, New Hampshire
- Supervision Practice: Ohio
- CLD Practice: Ohio
- Telehealth: Ohio

REGIONAL REPS

- Oregon – 4 regions
- California – 10 districts
- Nebraska – 6 regions
- Minnesota – Policy Council with 8 regions

OTHER COMMITTEES

- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ Related to Clinical Practice: <ul style="list-style-type: none"> ▪ Clinical Practice ▪ Insurance & Reimbursement ▪ Private Practice ▪ Healthcare ▪ Rehab/clinical settings | <ul style="list-style-type: none"> ▪ Others: <ul style="list-style-type: none"> ▪ Advertising ▪ Telehealth ▪ Long range planning/strategic planning ▪ Scholarship ▪ AAC |
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CSAP

- Elected Roles: President (Pres-Elect and Past Pres), Secretary, Treasurer
- Appointed Roles: Commissioner on Issues & Planning, Commissioner on Communication & Technology, Newsletter, Time and Place Committee, Nominations Committee
- Local Arrangements (Host State)

INFRASTRUCTURE + PEOPLE

- Cooperation is smart, not weak
- You're always sending out signals
- Put relationships before tasks
- Your time is valuable, so use it wisely
- Take care of yourself

Source: Pinero, B. (2016). What I've Learned About Leadership. Retrieved from: <https://www.councilofnonprofits.org/thought-leadership/what-ive-learned-about-leadership>

GENERAL TIPS

- Meetings: Parliamentary Procedure (Robert's Rules)
- All board members understand the finances
- Orientation/Mentoring for Incoming Leaders
- Strategic Planning
- Evaluations of Association Management (Executive Directors and Management Firms)

MANAGEMENT REVIEW

BOBBIE KAY TURKETT, M.S., CCC-SLP
TEXAS SPEECH-LANGUAGE & HEARING ASSOCIATION
(TSHA)
MAY 17, 2019

5/17/2019

DISCLOSURE STATEMENT

- **Relevant Financial**
 - None
- **Relevant nonfinancial relationship(s)**
 - President of the Texas Speech-Language & Hearing Association (TSHA)
 - SLP for Professional Imaging, LLC
 - SLP for Kindred at Home

5/17/2019

IMPORTANCE OF REVIEW OF MANAGEMENT

- **Purpose of Management Review**
 - To take a regular and systematic assessment of management aside from the day to day processes.
 - Review the performance of the management systems
 - Continued suitability
 - Effectiveness
 - Adequacy
 - Management systems are aligned with strategic plan of the organization.

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IMPORTANCE OF REVIEW OF MANAGEMENT

- **Results related to performance of systems.**
- **Learning from what has gone wrong.**
- **Looking at trends of problems.**
 - Plan for improvement of practices.
- **Critically evaluate the systems and plans for improvements.**

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WHO IS INVOLVED

- **Association Executive Board**
- **Association Financial Chair**
- **Management Executive Director**
- **Management Staff**
- **Vice President of Management Company**

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SURVEY

- **Association Excellence Program**
 - Designed to help TSHA become better aligned with staff on priorities and progress.
 - Identify opportunities for improvement.
 - Assessing and maximizing organizational performance.
 - Bring new value to the association.
 - Conduct meaningful and focused conversations about priorities, progress and opportunities for continuous improvement.
 - Help with team alignment in order to achieve the association's mission and vision.

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SURVEY

- Strongly disagree
 - Somewhat disagree
 - Undecided
 - Somewhat agree
 - Strongly agree
-
- Open ended questions

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SURVEY QUESTIONS

- Management gives team members a clear picture of the direction TSHA is headed.
- I am satisfied with the strategic direction of the association.
- Management is willing to invest in the development of new team members.
- Management is willing to accept mistakes made in the process of trying new things.
- Management treats volunteers with respect.
- Management is innovative with new ideas to grow the organization.
- Management is supporting TSHA and it's strategic plan.
- Overall, how satisfied are you with management?

5/17/2019

SURVEY

- The results are reviewed between the participants of the survey.
 - Discussion of the positives and encouragement to continue to move forward.
 - Action plan to improve areas of concern.
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- Usually completed after the budget is approved.
 - Review with all members who completed the survey.
 - Review of the results before the end of the 2nd quarter.
 - Continue to monitor and follow-up

5/17/2019

REVIEW

- TSHA decided to conduct a review of management firms every 5 years.
 - Assess if there are other management firms who could provide more services/better services.
 - Assess cost for management company.
 - Assess other options for management of the association.
-
- What is in the best interest for TSHA at that time?

5/17/2019

EXECUTIVE DIRECTOR

- Formative Appraisal
 - Qualitative
 - Intended to be a continuous improvement activity
 - Combined comments from all Executive Board members.
 - First review for the year – completed 6 months into the year.
 - Reviewed with the Executive Director and President.

5/17/2019

TSHA Executive Director Annual Appraisal
Formative Assessment

EE Member: _____ Date: _____

Complete with ratings and comments for any Executive Director/Under the Director role with EE title

STRATEGIC VISION AND CHANGE MANAGEMENT
Describe how well you completed, exceeded, met goals and objectives, and how well you managed risk and growth within the organization in the past year. Include TSHA's vision, values and strategic plan in your response. Provide a brief description of the organization's mission and goals, and how the TSHA strategic plan

Strengths: _____

Growth Targets: _____

FINANCES
Manage TSHA's operations and resources, including staff and contracts. Perform the CFO function, with responsibility for TSHA's operating budget, non-operating budget and all financial activities and reporting

Strengths: _____

Growth Targets: _____

COMMUNICATIONS
Assess the effectiveness of TSHA's communication, including the TSHA website, social media, and other TSHA communication tools. Provide a brief description of the communication plan and how it is implemented, and how it is used to support the organization's mission and goals.

Strengths: _____

Growth Targets: _____

5/17/2019

EXECUTIVE DIRECTOR

- **Summative Appraisal**

- Includes a quantitative Rating Scale.
- Intended to assess the Executive Director's strengths and weaknesses.
- Second review for the year – completed at the end of the year.
- Reviewed with the Executive Director and President.

5/17/2019

Executive Director Performance Review
Texas Speech-Language-Hearing Association
Summative Review
Review Period: 2018

Executive Director:

Rating Scale:

1. **Above Expectation:** exceptional performance that consistently exceeds the requirements of the position. Provide specific comments and examples.
2. **At Expectation:** performance that consistently meets the requirements of the position. This category is used to describe performance of high quality which meets and occasionally exceeds the high standards.
3. **Below Expectation:** performance that requires improvement for the person to reach optimum performance in the position. Performance is below that which is normally expected of a person with this individual's level of experience in this position. Provide specific comments and examples.
4. **No Basis:** Used when the evaluator is unable to form a judgment on performance in this area.

Check the overall descriptor rating. Provide comments for ratings of 1, Above Expectation or 3, Below Expectation.

	1	2	3	4	Comment
Strategic Leadership and Change Management					
Communicate with EB, committees, membership, staff, public and other stakeholders, and focus on TSHA's strategic vision and goals; facilitate all parts of the organization work in harmony to support TSHA's overall mission and objectives; monitor the					

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QUESTIONS

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