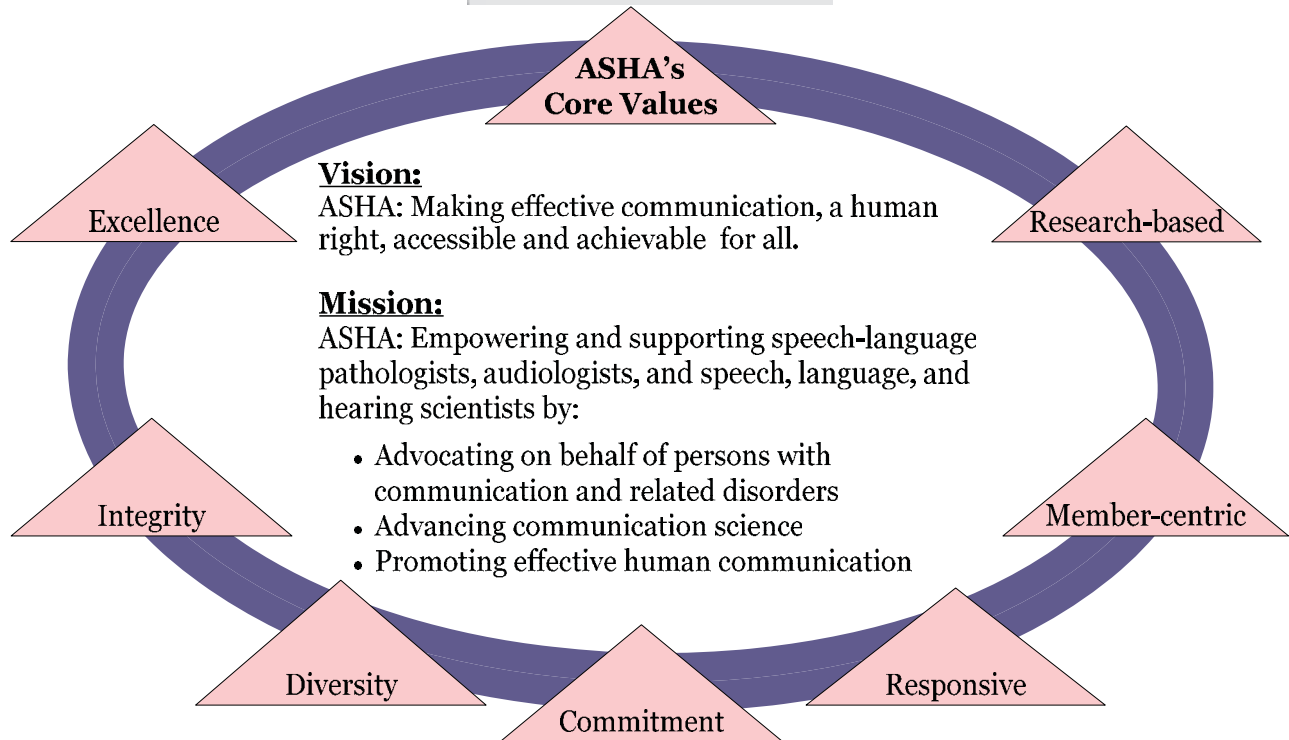


# American Speech-Language-Hearing Association

## Strategic Pathway to Excellence



## Introduction

The American Speech-Language-Hearing Association (ASHA) is the professional, scientific, and credentialing association for more than 130,000 members and affiliates who are audiologists, speech-language pathologists, and speech, language, and hearing scientists. As the Association began to develop its strategic plan for 2008-2010, it was decided that the planning should include a process to align ASHA's budget with its strategic plan. A decision was made to use the Balanced Scorecard as a way to align the strategic plan and budget.

The balanced scorecard is a strategic planning and management system designed to help everyone in an association understand and work towards a shared vision and strategy. The components of the management system are Vision, Mission, Core Values, "Pillars of Excellence," or Strategic Themes, Strategic Objectives, Performance Measures, and Strategic Initiatives.

Following is a description of ASHA's Strategic Pathway to Excellence.

## Vision, Mission, and Core Values

The Association developed its Vision, Mission, and Core Values. A Vision statement is an organization's picture of future success; where we want to be in the future. A Mission statement defines why an organization exists. Core Values are the organization's guiding principles. The ASHA Vision, Mission, and Core Values are listed below:

### Vision Statement

ASHA: Making effective communication, a human right, accessible and achievable for all.

### Mission Statement

ASHA: Empowering and supporting speech-language pathologists, audiologists, and speech, language, and hearing scientists by:

- Advocating on behalf of persons with communication and related disorders
- Advancing communication science
- Promoting effective human communication

# Core Values

- Excellence
- Integrity
- Diversity
- Commitment
- Responsive
- Member-centric
- Research-based

## Pillars of Excellence/Strategic Themes & Results

Strategic Themes were developed that are the main focus areas of the Association's strategy and the key areas in which the Association must excel in order to achieve its vision, mission, and strategy. Strategic Themes are the Association's "Pillars of Excellence." For each theme, an explicit Strategic Result, or a description of the desired outcome, is articulated. ASHA identified four Strategic Themes and corresponding results as indicated below:

### Strategic Theme: Two Professions, One Discipline

Strategic Result: ASHA will be the Association of choice for professionals in human communication sciences and disorders. The relationship among the professions and the discipline will be apparent in ASHA's programs, products and services.

### Strategic Theme: Scientifically Based, Professional Practice

Strategic Result: ASHA strengthens its leadership in the generation, dissemination, and translation of research into the clinical practice of Audiology and Speech-Language Pathology.

### Strategic Theme: Advocacy

Strategic Result: ASHA's organizational and grass-roots advocacy efforts lead to significant change in the promotion and advancement of the interests of the professionals in human communication and those we serve.

### Strategic Theme: The Member Experience

Strategic Result: The value of ASHA membership will be apparent and enhanced member satisfaction will be the rationale for member retention. Close the gap between member retention and member satisfaction; exceed member expectations.

## Strategic Pathway Result

To determine what overall success will look like if ASHA successfully executes its Strategic Themes/Pillars of Excellences an overarching Strategic Pathway Result was developed. Following is ASHA's Strategic pathway to Excellence desired result.

### Strategic Pathway Result

Enhancing the member experience while growing and sustaining the professions and the discipline.

## Strategic Objectives and Outcomes

Strategic Objectives, which are the basic building blocks of strategy and define the organization's strategic intent, were developed. Strategic Objectives are action-oriented statements of what must be done to be successful. For each of the Strategic Objectives included in ASHA's Strategic Pathway to Excellence an Objective Outcome was developed. Following are the Strategic Objectives and desired objective outcomes.

### Perspective: Member

<b>Objective</b>	<b>Enhance Member Satisfaction</b>
Objective Outcome	Members are delighted with their affiliation with ASHA and its programs, products, and services and feel a strong value proposition.
<b>Objective</b>	<b>Enhance Effectiveness Across Professions and Settings</b>
Objective Outcome	Members are more effective in their professional lives and able to collaborate across professions utilizing skills, knowledge and tools they've acquired from ASHA.
<b>Objective</b>	<b>Increase Reimbursement and Funding</b>
Objective Outcome	Reimbursement is increased through expanded reimbursable procedures and eligible diagnostic codes and higher reimbursement rates; funding is increased for educational programs and services and research.
<b>Objective</b>	<b>Increase Research Commitment</b>
Objective Outcome	Members are actively engaged in generating research and using evidence in clinical decision-making.
<b>Objective</b>	<b>Increase the Number, Diversity, and Cultural Competence of the Membership</b>
Objective Outcome	A larger and more culturally and linguistically diverse ASHA membership is equipped to prepare professionals and provide services to individuals from all backgrounds.
<b>Objective</b>	<b>Increase Grassroots Advocacy by Members, Consumers, and Stakeholders</b>
Objective Outcome	Positive progress is made toward accomplishing the objectives in ASHA's advocacy agenda.
<b>Objective</b>	<b>Increase Active Involvement of Members</b>
Objective Outcome	A higher percentage of ASHA members contribute their time and expertise through active engagement in ASHA programs.

**Perspective: Financial**

<b>Objective</b>	<b>Enhance Financial Stewardship</b>
Objective Outcome	Financial stability is maintained and enhanced and member satisfaction improved by keeping member costs as low as possible while identifying ways to responsibly fund programs, products, and services.
<b>Objective</b>	<b>Expand Revenue Streams</b>
Objective Outcome	Additional sources of revenue are realized to minimize increases in member dues and fees.

**Perspective: Internal Processes**

<b>Objective</b>	<b>Improve the Science Base</b>
Objective Outcome	ASHA would have evidence-based programs products and services.
<b>Objective</b>	<b>Improve External Communication</b>
Objective Outcome	Efficient, timely, and quality communications are easily accessed to better inform members, staff, consumers, and stakeholders.
<b>Objective</b>	<b>Improve Data Collection and Decision-Making</b>
Objective Outcome	Business decisions are data-based.
<b>Objective</b>	<b>Improve Targeted Customization of Programs, Products, and Services</b>
Objective Outcome	ASHA's programs, products, and services achieve increased effectiveness across professions and settings.

**Perspective: Association Readiness**

<b>Objective</b>	<b>Increase Knowledge and Internal Communications</b>
Objective Outcome	Staff, Board of Directors, and volunteers are more knowledgeable of current association and state of the science expertise and can efficiently locate and use information and resources to meet their specific professional and scientific needs. Additionally, staff demonstrate the skills needed for workplace success.
<b>Objective</b>	<b>Improve Technology and Infrastructure</b>
Objective Outcome	ASHA's infrastructure (including technology) provides effective and efficient support for members, volunteer leaders, and staff.
<b>Objective</b>	<b>Expand Strategic Relationships</b>
Objective Outcome	ASHA has high quality relationships with targeted organizations that provide mutual benefit and increased influence, and further ASHA's mission.

**NOTE:** The specific Performance Measures and Strategic Initiatives for each Strategic Objective will be developed by ASHA National Office staff.

For additional information relate to ASHA's Strategic Pathway to Excellence, contact Stan Dublinske, Senior Advisor for Planning at: [sdublinske@asha.org](mailto:sdublinske@asha.org).