

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 145,000 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, 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

ASHA's Pillars of Excellence

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/Pillars of Excellence and corresponding results as indicated below:

Strategic Theme: Two Professions, One Vision

Strategic Result: ASHA will be the Association of choice for professionals in human communication sciences and disorders. 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

Strategic Objective 1	Enhance Member Satisfaction
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Objective Outcome	Members, associates, and students are highly satisfied with their affiliation with ASHA and its programs, products, and services.
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NOTE: This Strategic Objective will be met as a result of accomplishments achieved in all other Strategic Objectives included in ASHA’s Pathway.

Strategic Objective 2	Advance Efforts That Safeguard the Discipline, Professions, and the Association
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Objective Outcome	ASHA effectively foresees and addresses challenges and opportunities for the discipline, professions, and the Association, and protects and advances the interests of its members.
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Strategic Objective 3	Increase Reimbursement and Funding in Health Care and Schools
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Objective Outcome	Maintain and expand appropriate coverage (procedures and eligible diagnostic codes), reimbursement rates, and funding streams for services in health care and education settings.
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Strategic Objective 4	Increase Accessibility and Use of Research
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Objective Outcome	Members access research and integrate scientific evidence in clinical practice.
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Strategic Objective 5	Increase the Diversity and Cultural Competence of the Membership
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Objective Outcome	A more culturally and linguistically diverse ASHA membership that is equipped to prepare professionals and provide services to individuals from all backgrounds.
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Strategic Objective 6	Enhance Advocacy Efforts
Objective Outcome	Progress is made toward accomplishing the objectives in ASHA's Public Policy Agenda.

Strategic Objective 7	Increase the Number of Students and Associates
Objective Outcome	Increased number of associates and students who join and interact with the Association.

Perspective: Financial

Strategic Objective 8	Enhance Responsible Financial Management
Objective Outcome	Maintain and enhance ASHA's healthy financial position.

Perspective: Internal Processes

Strategic Objective 9	Improve the Science Base
Objective Outcome	The science base of the discipline is supported by a sufficient pipeline of scientists, and the advancement of the professions is based on a comprehensive foundation of scientific evidence.

Strategic Objective 10	Improve Communication to Members
Objective Outcome	Efficient, timely, and high-quality communications that better inform members' understanding of Association resources, increase members' use of those resources, and increase participation in Association activities.

Strategic Objective 11	Improve Data Collection and Decision Making
Objective Outcome	Evidence-based business decisions by ASHA National Office staff and volunteers.

Strategic Objective 12	Improve the Use and Effectiveness of Technology and Infrastructure
Objective Outcome	ASHA's technology, intellectual capital, and infrastructure provide a strong foundation that facilitates effective and efficient support for members, volunteer leaders, and staff.

Strategic Objective 13	Strengthen Strategic Relationships
Objective Outcome	ASHA has relationships with targeted organizations that provide mutual benefit, increase ASHA's influence, and further ASHA's mission.

NOTE: Specific Performance Measures and Strategic Initiatives for each Strategic Objective have been 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.