

# ASHA's Strategic Pathway to Excellence (2026–2028)

*How ASHA aligns strategy, priorities, and actions to deliver value for members and the professions.*

## Overview

The American Speech-Language-Hearing Association (ASHA) is the professional, scientific, and credentialing association for more than **241,000 members and affiliates** who are audiologists, speech-language pathologists, and speech, language, and hearing scientists.

ASHA's **Strategic Pathway to Excellence** is the Association's strategic planning and execution framework. It connects ASHA's long-term vision with clear priorities, measurable outcomes, and the day-to-day work of the organization - ensuring that resources, initiatives, and decisions remain focused on delivering meaningful value for members and advancing the professions.

At the heart of the Pathway is ASHA's **Envisioned Future (2026–2028)** - a forward-looking view of what the Association seeks to achieve for members, the professions, and the individuals and communities they serve in a rapidly changing environment. The Pathway translates this vision into action through a disciplined, member-centric approach to strategy execution.

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## Our Foundation: Vision, Mission, Core Values & Strategy Execution

### Vision

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

## Mission

We are a dynamic community of audiologists, speech-language pathologists, scientists, assistants, and other affiliated professionals, dedicated to transforming lives. Through partnership and collaboration, we advance science, foster excellence in education and professional practice, establish standards, and advocate for accessible and quality care for all.

## Core Values

- We are two professions, with a shared purpose, that are stronger together.
- Scientifically based professional practice advances the discipline of human communication sciences and disorders.
- Collaboration, diversity, equity, inclusion, innovation, and integrity are essential and indispensable in our work.
- We are member-centric and people-focused at our core.

## How ASHA Executes Strategy

ASHA uses a **Balanced Scorecard-based strategic management system**, customized to reflect the Association's member-centric principles. This approach ensures alignment between strategy, performance measures, initiatives, and resources - supporting transparency, accountability, and continuous improvement across the organization.

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## From Strategy to Action: Strategic Objectives & Operational Priorities

To move the Envisioned Future forward, ASHA organizes and prioritizes work using the **Run-Grow-Transform model**:

- **Run:** Sustains essential operations and services members rely on
- **Grow:** Improves, strengthens, and expands existing programs and capabilities
- **Transform:** Drives innovation and bold change that reshapes the Association and the professions

## Strategic Objectives (Transform)

These objectives define where ASHA must lead transformative change during 2026-2028:

1. **Members and affiliates are actively engaged with ASHA (Association)**  
Members and affiliates are connected to ASHA and the CSD community in ways that are relevant and meaningful to them.
2. **ASHA-certified professionals are competent to work in the future (Discipline)**  
ASHA provides frameworks and resources that advance knowledge and skills for professional growth and high-impact outcomes.
3. **The professions are highly visible and respected (Professions)**  
People understand what CSD professionals do and recognize the value they provide.

## Operational Priorities (Run-Grow)

Operational Priorities strengthen ASHA's foundation and create the capacity needed to achieve the Strategic Objectives:

- **OP1: Optimize Organizational Capacity**  
Enhance staff learning, technology, financial capacity, and operational processes to support transparency, collaboration, and disciplined execution.
- **OP2: Enhance Opportunities and Processes for Engaging Volunteers**  
Expand and improve volunteer opportunities; streamline processes for awareness, recruitment, representation, and recognition.

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## Why This Matters to Members

Together, the Strategic Objectives and Operational Priorities ensure that ASHA can both **deliver excellence today** and **prepare for the future** - aligning daily work with long-term impact, strengthening the professions, and keeping members at the center of everything the Association does.

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