



2025

# Committee Toolkit



**ASHA**  
American  
Speech-Language-Hearing  
Association

Dear Committee Volunteer:

Thank you for taking time out of your personal and professional life to provide your talent and expertise in service to the Association. Through your volunteer service, everyone benefits: the Association, your colleagues, the individuals you serve, and you!

You were selected to serve for a reason. Perhaps you have made an outstanding contribution to the profession, or maybe you bring an objective perspective to a controversial subject. But above all, you are a member who inspires colleagues and can get the “job” done!

Committee work can be demanding and complex while at the same time being productive, enjoyable, and rewarding. Your contribution is vital to the work of the Association and has a direct impact on the professional lives of your colleagues. Many ASHA members say that as a result of their volunteer service they gained access to professional and personal networking opportunities, enhanced their performance in their job, and established lifelong friendships.

Please familiarize yourself with the contents of this *Committee Toolkit*, which contains information on ASHA’s mission and vision, the [history of the Association](#), volunteer opportunities, and much, much more.

The following online resources also will be helpful in getting you oriented:

- [Modules](#) to help you accomplish your committee’s work within the governance structure of the Association.
- A comprehensive [listing](#) of ASHA’s standing committees/boards/councils, including each committee’s charge and a link to the ex officio.
- A diagram of ASHA’s [Governance Organizational Structure](#) to give you a visual of how your committee “fits” into the overall structure of the Association.

ASHA looks forward to working with you this year! If you have any questions, please don’t hesitate to contact your staff liaison or ex officio.

Sincerely,

*A. Bernadette Mayfield-Clarke, PhD, CCC-SLP*  
2025 ASHA President

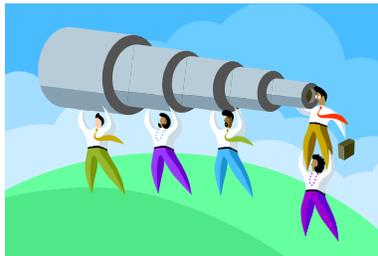


## **Mission of the American Speech-Language-Hearing Association (ASHA)**

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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.

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## **ASHA's Vision**

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

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# ASHA's Governance Structure

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The [Board of Directors](#) (BOD) is the governing body of the American Speech-Language-Hearing Association (ASHA). The Bylaws give policy-making authority to the BOD. Any actions or decisions proposed by committees that may establish or modify Association policy must be reviewed and acted upon by the BOD. The [governance chart](#) demonstrates how committees fit into the overall structure of the Association.

## EXCEPTIONS

The Council for Clinical Certification in Audiology and Speech-Language Pathology ([CFCC](#)) and the Council on Academic Accreditation in Audiology and Speech-Language Pathology ([CAA](#)) are autonomous in setting standards. The CFCC makes final decisions in setting standards for [certification](#) of individuals; the CAA makes final decisions in setting standards for [accreditation](#) of graduate education programs.

## Legal Responsibilities of Members of the Boards of Nonprofit Associations

Serving on a committee of a nonprofit association carries with it the following fiduciary responsibilities:

- **Duty of Care** focuses on the level of diligence exercised by a committee member in carrying out his or her duties.
- **Duty of Loyalty** states that committee members are obligated to act in the association's best interests and not to use their authority to advance personal interests or the interests of related third parties.
- **Duty of Fidelity** to purpose states that the board of a nonprofit association must follow the association's purposes and goals as set out in the association's articles, bylaws, and mission statements.

## Role of the ASHA BOD in Committee Work

Article 4.9 of the [ASHA Bylaws](#) state that the BOD may establish and dissolve standing committees, boards, councils, ad hoc committees, working groups, and other entities necessary to conduct the Association's business and designate and change their charges and determine their size, member qualifications, and terms.

All [committees](#) are accountable to the BOD. Each committee has a BOD liaison and an ex officio (a National Office staff member who serves as a fully participating member without vote). All committee decisions are advisory to the BOD. The BOD must approve any final action or any public statement made by a committee chair/member on behalf of the Association.

[Special Interest Groups](#) (SIGs) exchange professional and scientific information. The SIGs function as integral parts of the Association. The Board of SIG Coordinators is composed of all of the SIG coordinators, a chair, two BOD liaisons (one representing each profession), a NSSLHA representative, and a National Office ex officio.

Detailed information on the [BOD's responsibilities](#) and the responsibilities associated with specific offices on the BOD can be found on ASHA's website.

## Role of the Committee on Committees in Committee Work

The [Committee on Committees](#) (CoC) appoints members to standing boards, committees, and councils. The CoC also appoints nonmembers to committees (e.g., public members and related professionals). Three individuals—the BOD liaison, the committee chair, and the National Office ex officio—work together to identify potential committee appointees. **Chairs may not appoint members on their own initiative.** Prospective appointments must be channeled through the BOD liaison to the CoC. Prior to submitting a name for consideration by the CoC, the BOD liaison, committee chair, or ex officio may contact the prospective appointee to determine his or her interest and availability to serve should the CoC approve the appointment.

## Role of the National Office

The National Office conducts the day-to-day business of the Association. The Bylaws (Article 7.2) stipulate that the Chief Executive Officer:

- Serves as an ex officio member of all BOD committees
- Is authorized to appoint National Office staff members to serve as their designees
- Oversees all staff and operations of the National Office
- Coordinates the direction of the National Office work

Staff members work to implement the decisions and directions set for the Association by the BOD and to facilitate implementation of the committees' charges and projects.

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***The term “committee” throughout this handbook refers to committees, boards, councils, and ad hoc committees. Below are the definitions of these organizational units.***

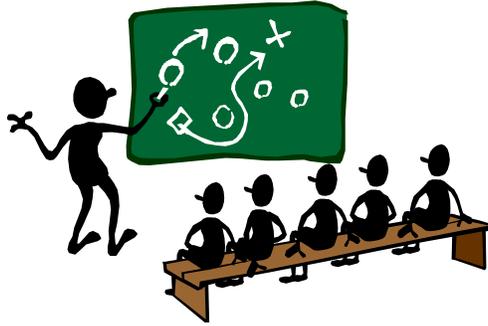
**Advisory Boards/Councils** are deliberative bodies without autonomous or judicial responsibilities. Their function is to identify issues on which action by the Association is needed and to recommend actions for implementation by the Association.

**Ad Hoc Committees** address single-focused issues needing a timely response and cannot be handled expeditiously by standing committees: Ad hoc committee members are appointed by the Committee on Committees. Ad hoc committees are committees of volunteers whose charges, as a rule, do not exceed one year.

**Joint Committees** consist of appointed or elected persons from several organizations who exchange information, conduct cooperative activities, and recommend actions regarding mutual concern.

**Standing Committees, Boards, and Councils** recommend policies or execute specific undertakings as approved by the BOD. Members are appointed by the Committee on Committees.

**Councils** are convened by the BOD to advise and plan and may have semi-autonomous, judicial and/or advisory responsibilities. Councils also may advise the BOD by proposing board policies, standards and/or directions, and may carry out delegated responsibilities.



## Strategic Pathway to Excellence

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ASHA developed its strategic plan, the [\*Strategic Pathway to Excellence\*](#), through a comprehensive strategic planning process. This effort relied on participation by members and volunteer leaders, and as a result, ASHA has developed a strategic management process that will guide its activities for the next several years.

### Three Steps to Excellence

**Step 1: Vision and Mission** – The vision and mission statements reflect the Association’s purpose.

**Step 2: Core Values** – These serve as the Association’s guiding principles and beliefs, and form the foundation on which staff and members acting on behalf of the Association complete its work:

- Excellence
- Integrity
- Diversity
- Commitment
- Responsiveness
- Member-centricity
- Research-based practice

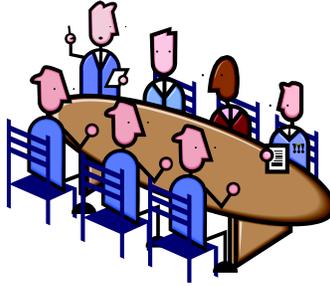
**Step 3: Four Themes or “Pillars”** – These are the main areas of focus in which the Association must excel to achieve its vision, mission, and strategy:

- Two Professions, One Vision
- Scientifically Based Professional Practices
- Advocacy
- The Member Experience

## Implementation

ASHA is committed to making our journey along this Pathway a successful one. To learn more about the [Strategic Pathway to Excellence](#), contact [Rozsa Felix](#), Senior Director, Office of Business Excellence

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## Committee Position Descriptions

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Three individuals—the BOD liaison, the chair, and the National Office ex officio—work as a team to coordinate the work of each committee. The BOD liaison sets the direction, the chair orchestrates the development of the product and elicits the group’s creativity and participation, and the National Office ex officio ensures planning in harmony with existing policies and procedures and coordination with ASHA operations.

### **BOD Liaison**

The BOD liaison helps to facilitate, via the chair, the work of the group in alignment with the Strategic Pathway; clarifies the charge to the chair; attends meetings (optional); request minutes; responds to work in progress; and posts summaries of committee work in various ASHA communication vehicles, when appropriate.

### **Chair**

The chair is responsible for directing the members and activities of the committee to ensure that goals and objectives are met.

### **Primary Responsibilities**

- *Determines* methods by which the committee charge will be met
- *Prepares* agendas for meetings/conference calls and distributes required resources prior to meetings/conference calls
- *Sets* expectations around members’ contributions and responsibilities
- *Delegates and monitors* work assignments
- *Exercises* fiduciary responsibility to facilitate committee work being completed in an efficient and cost-effective manner
- *Assists* the BOD liaison in recommending committee appointments and developing the committee’s annual budget
- *Reports* to the BOD liaison as appropriate
- *Ensures* that meeting notes are taken and that the minutes are produced
- *Distributes* minutes of meetings

- *Advocates* on behalf of the professions by providing time for committee members to visit their representatives on Capitol Hill when attending meetings at the National Office
- *Acquires* knowledge of the Association's governance structure, including ASHA's [Strategic Pathway to Excellence](#).

## Committee Members

Committee members participate in all meetings of the committee, complete assignments, and work toward the fulfillment of the group's objectives.

### Primary Responsibilities

- *Participate* in all in person and virtual meetings of the committee
- *Complete* assignments assigned by the chair
- *Acknowledge* all communications concerning committee work by requested deadline
- *Inform* employer of the responsibilities/commitments required
- *Review* all relevant material/background information prior to committee meeting
- *Participate* in all discussions
- *Maintain* a professional demeanor
- *Advocate* on behalf of the professions.

## National Office Ex Officio

The National Office ex officio serves as a fully participating member of the committee without vote. As a staff member, the ex officio presents information and conveys various viewpoints from the membership and/or other staff and serves as resources on existing policies and products. The ex officio's job is to bridge leadership changes in governance groups, provide policy/procedures and programmatic history, and ensure coordination of work with the overall governance structure and other National Office units. There is only one ex officio; however, additional staff may be designated to assist in carrying out specific functions (e.g., liaison, recorder, or consultant to provide special expertise).

### Primary Responsibilities

- *Serves* as fully participating committee member (without vote) and participates in in person and virtual meetings
- *Provides* logistical and operational support to facilitate the committee's ongoing work
- *Serves* as resource to the committee on ASHA policies, products, procedures, and programmatic and policy history
- *Completes* assignments made by the chair
- *Assists* the chair and BOD liaison in identifying potential committee members
- *Prepares* an annual budget, in collaboration with the chair

- *Collaborates* with the committee chair and the BOD liaison to ensure ongoing communication about the work of the committee
- *Prepares and submits* documents for select and widespread peer review
- *Disseminates* committee product(s) as specified in the enabling resolution
- *Implements* the committee recommendations, as appropriate

## Public Members

Individuals outside of the professions may be appointed to serve as voting members on one or more of ASHA's committees because they possess special knowledge, expertise, or perspectives that enable them to make valuable contributions. If the functioning of a committee would be greatly enhanced by the addition of a public member on an ongoing basis, a change in the composition of the committee/board/council needs to be requested via a Board resolution.

### Primary Responsibilities

Three categories of public members are represented on Association committees:

#### 1. Public Representative

- a. represents the interests of the general public;
- b. demonstrates dedication and commitment to human service programs, the needs of persons with disabilities, and the general welfare of the community;
- c. does not have a financial or personal interest in other agencies, organizations, or activities that would place the person's loyalties or interests in conflict with the goals or functions of the Association body to which the person has been appointed or to the Association in general.

#### 2. Consumer Representative

- a. represents the consumers of the services provided by the Association;
- b. demonstrates dedication and commitment to human service programs, the needs of persons with disabilities, and the general welfare of the community;
- c. does not have a financial or personal interest in other agencies, organizations, or activities that would place the person's loyalties or interests in conflict with the goals or functions of the Association body to which the person has been appointed or to the Association in general.

#### 3. Special Representative

- a. represents special sectors of the community, such as business; special populations, such as the elderly; and particular organizations, such as educational or civic organizations;
- b. has specific knowledge and skills that are vital to the Association;
- c. does not have a financial or personal interest in other agencies, organizations, or activities that would place the person's loyalties or interests in conflict with the

- goals or functions of the Association body to which the person has been appointed or to the Association in general;
- d. can function to solicit support from the sector(s) they represent.

## Liaison Representatives

ASHA established formal and informal liaison relationships with individuals, groups, and organizations via an Executive Board resolution (BR 54-99). Liaisons serve as official representatives of ASHA and advocate for ASHA's policies, interests, and needs.

### Primary Responsibilities

- *Promote* ASHA policies and interests
- *Serve* as content experts in the area(s) of representation
- *Are familiar* with past actions of the group/organization to which they have been appointed
- *Abide* by ASHA policies and established procedures
- *Are knowledgeable* about Association policies specific to the area(s) of representation
- *Communicate* with the BOD liaison and designated National Office staff person
- *Maintain* a written record of all liaison interactions and *file* timely written reports of all decisions. In the absence of any information to report, liaisons maintain at least quarterly contact with the BOD liaison/National Office ex officio.

## Consultants

Consultants are persons outside the professions who possess knowledge and skills that can be used to advise various committees; these individuals serve on an as-needed basis and do not have voting privileges.

### Primary Responsibilities

- *Bring* the added value of a broader base of experience to the committee
- *Provide* benchmarking and best practices as well as insights into potential pitfalls
- *Give* feedback
- *Help* the committee address problems and improve business and organizational results
- *Support* development of strategies or *facilitate* initiatives or key priorities

## General Information

**Time Commitment:** Typically, most committees hold all of their meetings virtually. At times there is a need to meet in person for a one 2-day meeting at the ASHA National Office (if approved). All expenses for this meeting are paid per ASHA's Volunteer Travel Policy. Another 1-day meeting is often held on Committee Day at the ASHA Convention (if needed). For this meeting, all expenses are paid by the volunteer. In addition, most

committees have virtual meetings, online meetings, or use other means of electronic communication (e.g., a community site) for ongoing collaboration throughout the year.

**Orientation:** An orientation for committee members is facilitated by the committee chair and the National Office ex officio. Committee members are also encouraged to review this *Committee Toolkit* and review the [online modules](#). An orientation for new committee chairs is held virtually in the fourth quarter of the year.

**Support:** Each committee is assigned a National Office ex officio to facilitate the work of the group. In addition, the chair and BOD liaison are available to respond to questions or concerns about your volunteer service. ASHA's National Office has a comfortable volunteer lounge to help you stay connected to your job during your volunteer time at the National Office.

**Contact Information:** Contact information for the National Office ex officio for each [committee](#) may be found on ASHA's website. A roster for your committee may be obtained from the committee ex officio.



## Committee Appointments

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### Appointing ASHA Members

Appointments to the following groups are made by the [CoC](#) and are included in the “**one committee appointment rule**”:

- Ad hoc and standing committees
- Boards
- Task Forces
- Working Groups (Note: Special Interest Group Working Groups are excluded from the “one committee appointment rule”)
- Liaison representatives (except for a liaison for a one-time event/meeting, who is appointed by the President)

The BOD liaison, chair, and National Office ex officio work together to identify potential appointees. Chairs may not appoint members on their own initiative. Prospective appointments must be channeled through the BOD liaison to the CoC. Prior to submitting a name for consideration by the CoC, the BOD liaison, committee chair, or ex officio may contact the prospective appointee to determine their interest and availability to serve should the CoC approve the appointment.

### Exceptions to the CoC Appointment Process

Appointments to the following groups are approved by the BOD not the CoC and are exempt from the “one committee appointment rule”:

- American Speech-Language-Hearing Foundation Board of Trustees
- ASHA’s Political Action Committee
- ASHA members serving on the Council for Clinical Certification (CFCC) and selected individuals serving on the CFCC Nominating Committees
- Special Interest Groups (SIGs) except for the Chair of the Board of SIG Coordinators (BSIGC)

## **Appointing Public Members**

Individuals outside of the professions may be appointed to serve as voting members on one or more of ASHA's committees because they possess special knowledge, expertise, or perspectives that enable them to make valuable contributions. If the functioning of a committee would be greatly enhanced by the addition of a public member on an ongoing basis, a change in the composition of the committee/board/council needs to be requested via a BOD resolution.

## **Appointing ASHA Liaisons**

Liaisons for a one-time event/meeting are appointed by the ASHA President, who informs the BOD of the appointment and designates the amount and source of funding.

- Liaisons for specific terms beyond one-time events/meetings are appointed by the CoC.
- Ongoing liaisons (i.e., those that are not for a specific term) are established by BOD motion or resolution. The individual serving as ASHA's liaison may be determined by office or title (e.g., ASHA's liaisons to the TriAlliance are always the President and Chief Executive Officer).
- A BOD liaison and a National Office staff contact person are designated, and the level of ASHA funding is specified.

## **Appointing External Consultants**

An external consultant is a person outside the professions who possesses knowledge and skills that can be used to advise various committees on an as-needed basis. External consultants do not have voting privileges. While committee work requiring the use of an external consultant may be identified and recommended by a Board Liaison, committee chair, or National Office ex officio, the use of an external consultant's services may not be initiated without first having a contract reviewed and approved by ASHA's Chief Staff Officer for Operations and Chief Executive Officer.



# Resolutions

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## The Resolutions Process

Resolutions proposed must be compatible with the Association's purposes as stated in the Association's [Bylaws](#) and, as appropriate, any applicable Strategic Objectives/Strategic Initiatives in ASHA's *Strategic Pathway to Excellence*. The development of a resolution is appropriate only when the proposed actions are possible and practical within the Association's current structure or policy.

## Sources of Resolutions

Resolutions may be developed by:

- Association committees/boards/councils
- Special Interest Groups
- National Office staff
- Other ad hoc committees

## Procedures for Submitting and Processing Resolutions

All resolutions are submitted to an internal review team before being considered by the BOD. The BOD acts on resolutions electronically throughout the year. If the BOD determines that the resolution should be discussed in person, it will be held for the BOD's next in person meeting.

All resolutions requesting changes to the ASHA bylaws will be posted online one month before the next BOD in person meeting for public comment. The BOD will discuss the resolution at the in person meeting before voting on the resolution(s).



# Finance

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Financial support for activities of ASHA committees is designated as “Officers-Committees-Boards” (OCB) within the Association’s annual budget.

## Managing the Budget for Expenses

**Spending of any Committee Budget Excess:** Committees may spend funds *only* for the level of activities approved (e.g., number of in person meetings) and for the purpose for which the funds were originally budgeted (e.g., unused funds cannot be used for committee gifts or luncheons). Committees may request of the Vice President for Finance and the Chief Executive Officer permission to repurpose under-spent funds.

**Board Liaison’s Role in Monitoring Budgets and Spending:** Members of the ASHA budget staff provide the BOD liaison with a quarterly report summarizing the budget and year-to-date expenditures for the committee(s) that they monitor.

**Travel to Other Than Committee Meetings (Budgeted):** Committee chairs, with approval of the BOD liaison, may request funding for travel to board-related meetings through the budget process (e.g., CAA Chair to attend meetings of the Council of Academic Programs in Communication Sciences and Disorders).

**Unbudgeted Travel to Other-Than-Committee Meetings and/or Other Unbudgeted Expenses:** If a critical need arises that has not been budgeted for, the chair must obtain permission from the BOD liaison, Vice President for Finance, and ASHA President.

**Who Is Approved for Committee Travel:** Only appointed or elected members and the BOD liaison are authorized to travel on committee funds. Members must adhere to ASHA’s volunteer travel and expense reimbursement policies.

– ***Liaison Travel***

Liaisons abide by established ASHA policies and procedures.

– **Convention Travel**

There is no reimbursement of travel expenses associated with the ASHA Convention for any member of the Association, including BOD members, with the following exceptions. This policy applies to the day(s) before, during, and after Convention travel and for attendance at pre-Convention ASHA committee meetings.

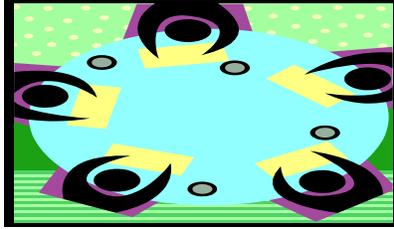
- **BOD members** are provided complimentary hotel rooms.
- **Executive Board resolution (EB 13-2005)**. When circumstances dictate that the Board of Ethics must schedule a second Convention meeting date in order to conduct “Further Consideration Hearings,” expenses will be covered in accordance with the travel policy.
- **Public Members** attending meetings on Committee Day at Convention. If the public member cannot attend the meeting remotely (via Zoom or other video conferencing platform), ASHA will arrange housing for 1 or 2 nights (as needed, depending on travel scheduled) to be billed back to ASHA and cover travel expenses according to ASHA’s travel policy.

**Committee Non-Travel Operating Expense**

Consultants will be paid fees as stated in a contract or letter of agreement and their costs must be reflected in the approved budget.

**Committee and Board-Related Personnel Expense**

Requests for personnel support are initiated by the committee chair. The amount of support required is determined by the chair, in consultation with the ex officio and BOD liaison. The request, with appropriate documentation, is then forwarded for inclusion in the budget process.



# In Person and Virtual Meetings

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## In Person Meetings

While most CBC meetings are held virtually, some committees hold an in person meeting at the National Office (expenses paid) and another the day prior to the Association's Annual Convention (at the volunteers' expense).

To be considered, an in person meeting requires at least a full 2-day agenda. In person meetings must be approved by the BOD liaison and the Chief Staff Officer at least **8 weeks** prior to a proposed meeting. Only the Vice President for Finance, in conjunction with the Chief Executive Officer, is authorized to choose the sites for in person meetings. Most often, the National Office will be selected as the site. Sites other than the National Office are selected primarily on the basis of cost savings.

The Vice President for Finance and the Chief Executive Officer must sign the travel authorization form if the committee meeting:

- will be held some place other than the National Office;
- will be held in conjunction with a conference; or
- expenses exceed the approved budget.

Approval by the Vice President for Finance and the Chief Executive Officer is *not* required for joint committees that propose to meet at a location other than the National Office.

## Virtual Meetings

Most committee business is handled by virtual meetings. Any expenses associated with a virtual meeting must be included in the annual budget for the committee.

## **Requests for Additional Funds**

Additional funds for face-to-face meetings for either the full committee or a subcommittee will be considered by the BOD. Each request for an additional meeting must

- include a description of workload requested compared with the workload that served as the basis for the original budget allocation;
- demonstrate/justify the time-sensitive nature of the request by stating why the additional workload has occurred and why it could not be incorporated into the next regularly scheduled meeting or conducted via subcommittee work or conference call.

## **National Student Speech Language Hearing Association (NSSLHA)**

NSSLHA members may attend ASHA committee meetings as observers and at their own expense. The BOD is authorized, via resolution, to appoint a NSSLHA member to any committee and to pay the person's expenses for attendance at the committee meeting. A NSSLHA representative serves as a member without vote on the Academic Affairs Board, Financial Planning Board, Government Affairs and Public Policy Board, Multicultural Issues Board, Scientific and Professional Education Board, and Special Interest Groups Board of Groups Coordinators, with ASHA paying the student's expenses to participate in these meetings except those held on Committee Day at Convention.

## **Attendance of Non-Committee Members at Committee Meetings**

Except for designated executive sessions, ASHA committee meetings can be observed by members of the Association. Members may participate in committee meeting activities, without vote, only by prior invitation of the chair.

# Survey, Evaluation, Focus Group, Peer Review, and Other Data Gathering Policy

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Any data gathering effort conducted on behalf of the Association, including that by any affiliated committee, board, or council, and directed to current or potential ASHA constituents, students, faculty, academic programs, licensing boards, etc., must be reviewed by ASHA's Surveys and Analysis unit prior to fielding. This is to ensure that initiatives do not overlap with any currently available or anticipated data, that instruments are compliant with standard response categories and designed under best research practices, and that projects do not present any unnecessary response burden on survey populations. Contact ASHA's Surveys and Analysis unit at the onset of any discussion of a potential data gathering project.



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In any given year, ASHA volunteers give in-kind work equivalent to **100 full-time employees!** That's one fifth of the current paid staff! You can see why volunteers are the key to success in nonprofit associations such as ASHA. Like other associations, ASHA relies on effective volunteers and leaders to fulfill its mission. At the end of the year, volunteers are acknowledged on the Association's website and receive a certificate and gift of appreciation. Upon request, a letter may be sent to the member's employer acknowledging the contributions made and thanking the employer for their support of the employee's volunteer service.

Annually, ASHA bestows the Dorothy Dreyer Award for Volunteerism to one individual who has made significant and outstanding volunteer contributions to ASHA and serves as a model of volunteerism to others. Any member can be nominated for this award.