BOD Subcommittee on the 2015 Organizational Review

September 2015

Final Report

2015 Organizational Review

Chuck Cochran, Chief Staff Officer for Operations
Jaynee A. Handelsman, President-Elect
Yvonne Kankam-Boadu, Director of Finance
Arlene A. Pietranton, ASHA Chief Executive Officer
Judy B. Rudebusch, Vice President for Finance
Background

As a not-for-profit 501(c)(6) corporate entity, the American Speech-Language-Hearing Association (ASHA) enjoys and values long-standing and closely aligned relationships with the following four entities, each of which has a particular legal relationship to the Association:

- Political Action Committee of the American Speech-Language-Hearing Association (ASHA-PAC)
- American Speech-Language-Hearing Foundation (ASHFoundation)
- National Association for Hearing and Speech Action (NAHSA)
- National Student Speech Language Hearing Association (NSSLHA)

For details regarding the year in which each of these entities was established, its tax status, legal relationship to ASHA, volunteer and staff leadership, ASHA liaison(s), purpose(s), primary audiences, 2014 operating budget, sources and uses of funds, assets, and other key information, please see each entity’s respective “Organizational Profile”:

- ASHA-PAC – page 4
- ASHFoundation – page 16
- NAHSA – page 26
- NSSLHA – page 32

As ASHA’s business officer, ASHA Chief Executive Officer (CEO) Arlene A. Pietranton has a specific leadership role with each of these entities:

- ASHA-PAC – Treasurer
- ASHFoundation – ex officio member, Board of Trustees
- NAHSA – President
- NSSLHA – Treasurer, NSSLHA Governing Board

One of Dr. Pietranton’s 2015 CEO Goals is to develop a framework and conduct a series of interorganizational reviews and provide recommendations by the October 2015 ASHA Board of Directors (BOD) meeting regarding any proposed changes to the operational, financial, or legal relationships between ASHA and each of these entities.

The framework included the establishment of a BOD Subcommittee composed of:

- Chuck Cochran, Chief Staff Officer for Operations
- Jaynee A. Handelsman, President-Elect
- Yvonne Kankam-Boadu, Director of Finance
- Arlene A. Pietranton, ASHA CEO
- Judy B. Rudebusch, Vice President for Finance

The subcommittee held separate meetings with representatives of each entity, during which opportunities to enhance and further leverage each of these relationships to the benefit of the professions in audiology, speech-language pathology, and speech, language, and hearing science and/or to the benefit of consumers of services from those professionals were discussed. Following each of the meetings, the representatives of each entity were asked to submit a summary of the opportunities they had proposed. The unedited versions of those summaries follow each of the organizational profiles.

The subcommittee gave thoughtful consideration to each of the opportunities and, in light of anticipated ASHA resources (outlined on pp. 37–41), has summarized its recommendations regarding opportunities the Subcommittee recommends the ASHA BOD approve for implementation.
Political Action Committee of the American Speech-Language-Hearing Association (ASHA-PAC)
### ASHA-PAC

<table>
<thead>
<tr>
<th>Year Established:</th>
<th>Incorporated in 1984</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRS Tax Status:</td>
<td>Political Action Organization</td>
</tr>
<tr>
<td>Legal Relationship to ASHA:</td>
<td>Separate Segregated Fund of ASHA</td>
</tr>
</tbody>
</table>

#### Current Volunteer & Staff Leadership:

- Gregg J. Altobella, Chair
- Arlene A. Pietranton, Treasurer
- Sam Hewitt, ex-officio/PAC Director

#### ASHA Liaison(s):

- Sam Hewitt
- Ingrida Lusis

#### Purposes(s):

The Central Purposes of the Committee are

1) to influence or attempt to influence the nomination or election of individuals to national office in order to promote the interests and needs of the speech-language pathology and audiology professions and of persons with disabilities;

2) to raise funds in order to influence the nomination or election of such individuals;

3) to encourage speech-language pathologists and audiologists to understand the institutions and procedures of government and the public issues acted upon by governmental officials that affect the professions and those they serve;

4) to promote the interests of the Professions and of those served by facilitating the participation of speech-language pathologists and audiologists in the political process;

5) to do all of the above in order to promote public policies that result in accessible and appropriate services in the areas of education and health care, in the training of qualified personnel to deliver these services, and in research that leads to more effective, quality services and more benefits to persons with communication disorders.
Primary Audience(s) Served:

Candidates for Congress and current members of Congress

<table>
<thead>
<tr>
<th>2014 Annual Operating Budget Revenue:</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A. The PAC does not generate revenue for ASHA, nor is it legally allowed to. It generates PAC contributions from ASHA members.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2014 Annual Operating Budget Expense:</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2014 Est. Sources &amp; Amounts of Funds (major revenue groupings):</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Contributions: $169,000</td>
</tr>
<tr>
<td>• ASHA-PAC Administration (ASHA budget): $66,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2014 Est. Usages &amp; Amounts of Funds (major expenditure groupings):</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Contributions to candidates: $222,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2014 Total Assets:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• $184,000</td>
</tr>
</tbody>
</table>

*Please note: This is ASHA-PAC’s cash-on-hand and fluctuates significantly throughout the election cycle. Every PAC operates differently and based on size, legislative calendars, and events, will prioritize how big of a minimum cash reserve they want on hand.*

Other Key Information:

- In total, for this election cycle, we spent $336,250.  
  —In 2013, we spent $113,750.  
  —In 2014, we spent $222,500.
Although not a rule, PACs often distribute more money to the campaigns of candidates and members of Congress in the second year of an election cycle.

Contributions from ASHA-PAC to Campaigns and Other Political Committees, by Year:
- 2010 – $103,500
- 2011 – $90,500
- 2012 – $128,500
- 2013 – $113,750
- 2014 – $222,500

ASHA Admin Support, by Year:
- 2010 – $9,000
- 2011 – $13,930
- 2012 – $25,000
- 2013 – $50,000

Contributions, by Calendar Year:
- Contributions, by Calendar Year (Rounded):
  - 2010 $132,000
  - 2011 $136,000
  - 2012 $156,000
  - 2013 $143,000
  - 2014 $169,000

Contributions, by Fundraising Cycle (Rounded) (Fiscal Year [FY] September 1 – August 31):
- 2011 – $130,500 from 4,500 individual donors
- 2012 – $142,000 from 4,900 individual donors
- 2013 – $153,000 from 5,300 individual donors
- 2014 – $162,000 from 5,500 individual donors
- 2015 – $147,509 as of March 6, 2015, from 5,436 individual donors (not rounded). In the same period in 2014 (September 1, 2013 – March 6, 2014), the PAC raised $137,132 from 5,076 individual donors.

*In November 2013, the ASHA-PAC Board of Directors voted to change the fundraising cycle from a calendar year to a fiscal year; the fiscal year starts on September 1 and ends on August 31. The purpose of this change is to better reflect performance and coincide with the distribution of the ASHA Dues Notice that contains an opportunity to make a voluntary donation to the ASHA-PAC.*
DATE: May 14, 2015

TO: ASHA Organizational Review BOD Subcommittee

- Jaynee Handelsman
- Judy Rudebusch
- Yvonne Kankam-Boadu
- Chuck Cochran
- Arlene Pietranton

CC: ASHA-PAC Board of Directors

Ingrid Lusis, Director of Federal and Political Advocacy
Sam Hewitt, ASHA-PAC ex-officio

FROM: Gregg J. Altobella, MS, CCC-SLP, Chair, ASHA-PAC

RE: ASHA-PAC Organizational Review

Dear ASHA Organizational Review BOD Subcommittee members:

ASHA-PAC appreciates the opportunity to participate in the ASHA organizational review process with a presentation made by myself and Sam Hewitt, ASHA-PAC’s ex-officio, on March 12, 2015 outlining core concepts for consideration to enhance and optimize ASHA-PAC’s ability to bolster and align its performance with the increasing membership of the organization and advocacy needs of the professions. The following further outlines these concepts as a requested follow-up to aforementioned positive discussion.

Introduction

Having a successful PAC is vital to achieving ASHA’s Strategic Pathway 5: Increase Influence and Demonstrated Value of Audiology and Speech-Language Pathology Services. In order to heighten ASHA’s influence on Capitol Hill, ASHA-PAC needs to increase its outreach to both ASHA members and have more opportunities to build and maintain relationships with members of Congress. The additional funds would be used to contact members through more direct mail, telemarketing and administrative costs associated with offering expanded recognition levels and benefits.
Building a successful PAC takes years of education, member engagement, and investment. Rarely will your future donor understand the importance of the PAC the first time, or even the fifth time, they receive a solicitation or understand how the PAC helps ASHA accomplish its legislative priorities. Further, adding approximately 5,000 new ASHA members and affiliates per year on average requires more member engagement and communications from ASHA-PAC. Operating a successful PAC is not a short-term investment. It takes years of ongoing committed resources.

In advocacy, success builds success. The more money we can raise, the more relationships we can build with members of Congress, the more legislative victories we can accomplish, the more money we can raise because of our success(es).

**ASHA-PAC Overview**

It is typical for many professional trade associations, such as ASHA, to have an advocacy arm within its organizational structure. Subsequently, the advocacy functions of most associations consist of three “pillars” that are considered necessary to achieve positive outcomes for their legislative priorities; grassroots, direct lobbying, and a political action committee. ASHA-PAC is an integral part of the advocacy efforts; it’s primary purpose and objectives are:

1) To influence the nomination or election of individuals to national office in order to promote the interests and needs of the audiology and speech-language pathology professions and of persons with disabilities;
2) To raise funds in order to influence the nomination or election of such individuals;
3) To encourage audiologists and speech-language pathologists to understand the institutions and procedures of government and the public issues acted upon by governmental officials that affect the professions and those they serve;
4) To promote the interests of the professions and of those they serve by facilitating the participation of audiologists and speech-language pathologists in the political process; and
5) To do all of the above in order to promote public policies that result in accessible and appropriate services in the areas of education and health care, in the training of qualified personnel to deliver these services, and in research that leads to more effective and quality services and benefits to persons with communication disorders.

In order to achieve the above noted primary objectives, ASHA-PAC solicits contributions from ASHA members to support the political campaigns of candidates and members of Congress who are favorable to our organizational goals. ASHA-PAC is essential because it helps build and maintain relationships with members of Congress.
These relationships increase the visibility and awareness of ASHA as well as provide critical access to meeting members of Congress by attending and participating in political fundraising events. Ultimately, ASHA is able to provide education to legislators on its key issues. Further, establishment of these relationships and the provision of education promotes and instills a sense of confidence for ASHA being the expert source of information when members of Congress and key policymakers have questions about legislation that affects audiologists and speech-language pathologists.

**Current State of ASHA-PAC; Funds Raised by Election Cycle**

ASHA-PAC has been fairly consistent in how much money it has raised over the years, with the exception of 2006, which is explained later within this document. Nevertheless, over the last several years, the number of ASHA-PAC contributors and total donations have shown a steady annual increase ranging from five to eight percent over the last four calendar years.

- 2002: $231,000
- 2004: $325,000
- 2006: $497,000
- 2008: $278,000
- 2010: $257,000
- 2012: $295,000
- 2014: $313,000

**ASHA-PAC Compared to Similar PACs**

Although there are many professional associations, particularly within healthcare, it is important to put into context the past, current, and potential future impact of ASHA-PAC by comparative analysis with other similar PACs. More specifically, within the rehabilitation therapy industry, the American Physical Therapy Association (APTA) and American Occupational Therapy Association (AOTA). Albeit the dynamics and particulars of each of these associations, including ASHA, differ, past and current legislative activity, as well as future activity, view the services of and reimbursement of these services in a combined manner, (i.e. Therapy Cap and the Affordable Care Act’s bundled payment initiatives). Further, the specific legislative key issues in which ASHA’s advocacy efforts are focused continue to increase in the number and relevance, not to mention ASHA also concentrates on federal education, student loans and higher education issues. ASHA also represents two professions each of which work in multiple practice settings. Therefore, it is recommended that the capability of ASHA-PAC should increase commensurately. The following compares recent annual data published by the aforementioned associations in regards to total members within the organization, annual dollars raised by the respective PACs, and analytical perspective in relation to the amount of PAC monetary contributions with the size of membership:
APTA: 90,000 Members  
$1.3 Million Raised  
$82.10 Average per Individual Donor  
$14.44 Average for the Entire Membership

AOTA: 50,000 Members  
$399,000 Raised  
$76.90 Average per Individual Donor  
$7.98 Average for the Entire Membership

ASHA: 173,000 Members (2014)  
$313,000 Raised  
$40.01 Average per Individual Donor  
$1.82 Average for the Entire Membership

ASHA’s membership is 48% and 71% larger than that of the APTA and AOTA respectively, while its number of total PAC funds donated are 76% and 22% less than the APTA and AOTA respectively.

**Recommended ASHA-PAC Enhancements / Changes**

Regardless of the size of a membership of an association, we believe that the three key areas of focus to build a successful PAC are **messaging, member contact,** and **infrastructure**. Therefore, the following highlights recommendations in these respective areas.

**Messaging – Branding**

Throughout the years, ASHA-PAC has had several tag lines, themes, and campaigns, but they haven’t been carried throughout or evolved with a consistent brand that is complemented by the Government Relations and Public Policy department or the association as a whole. Many ASHA members are unaware of ASHA-PAC, and if they are aware of it, some still do not understand its purpose.

Originally, we had proposed a brand consultant to help the PAC become more fluid with ASHA. This suggestion has changed now that ASHA has hired a new Chief Staff Officer for Communications. Once the new Chief Staff Officer for Communications starts, ASHA-PAC would like to be involved in any discussions or reviews of ASHA’s branding so that it can better compliment the organization and ASHA members will understand that ASHA-PAC is another necessary arm of ASHA and its advocacy efforts.
Member Contact – Direct Mail

ASHA-PAC regularly contacts ASHA members via email to solicit donations. Unfortunately, the open and click-through rates for email is low and this results in raising less money. We have noticed, however, that when we have used direct mail with our telemarketing operations, we get a much better response rate than email alone. Traditional mail has many advantages over email:

- Traditional mail is more tangible and less likely to be lost in a crowded inbox;
- More difficult to discard a piece of mail than it is to delete an email; and
- Allows increased options for creativity in formatting and presentation.

ASHA-PAC believes, and therefore, recommends and requests consideration for a direct mail budget of $70,000. This amount will not allow contact to every member, however, it will allow the necessary support to reach out to a sizable number of individual members who meet specific criteria in a focused and targeted manner, who are more likely to donate to ASHA-PAC.

Member Contact – Telemarketing

In reference to the above noted ASHA-PAC donations per election cycle, there is a considerably significant decrease in ASHA-PAC donations after 2006. This substantial decrease correlates with the decision for ASHA-PAC to stop telemarketing activity. For additional perspective, at the time, ASHA was funding the PAC’s administrative budget for more than $100,000 a year for telemarketing alone. In 2013, ASHA-PAC began telemarketing again, but on a smaller more limited scale: only to members who have not renewed their ASHA-PAC donation. This effort has been raising $70 per hour on average at a cost of $33 per hour. We are also starting to see more consistency in membership donations to the PAC because of the telemarketing efforts. Therefore, in planning for 2016, we are recommending and requesting a return to the telemarketing model of 2006, which means an expansion of current telemarketing efforts that will require an additional $38,000 annually in budgetary resources.

Member Contact - Propensity Model

In order to find better targets when we solicit members via direct mail and telemarketing, ASHA-PAC has elected to become one of the ASHA programs to participate in the propensity modeling. This model will allow us to learn what demographics of our membership are more likely to donate to ASHA-PAC and potentially what messages to direct toward them to make them more likely to donate.
Member Contact & Infrastructure - Monthly Installments

As with most other PACs and charities, ASHA-PAC believes that by making payment options more flexible and less daunting, we will increase the amount of money raised. For example, within the extensive membership of ASHA, we believe that there are individuals who prefer and/or better respond to the option of making monthly installments as opposed to a lump-sum donation, which is therefore likely to be less than the total of 12 monthly installments. Having a monthly installment option also has the advantage of reminding a member about ASHA-PAC because they will see it on their bank or credit card statement each month. Allowing a monthly installment option has become common practice for most PACs and charities.

ASHA-PAC is asking for the ability to both accept monthly installments online and through the dues statement. The ASHA Foundation also has this as a goal of theirs. We don’t believe that this recommendation to the ASHA-PAC operations / infrastructure will require significant operational impact.

Infrastructure - Student Members

Presently, NSSLHA’s bylaws say their student members are associated with ASHA, but ASHA’s bylaws do not have a student member category, as would be required by the Federal Election Commission for ASHA-PAC to solicit students for a donation. ASHA-PAC is requesting the BOD to change ASHA’s bylaws so that we can solicit donations from NSSLHA members. This change will not require a specific budgetary allocation, however, will likely expand the ASHA-PAC donor base considerably, and will likely allow for the ASHA-PAC to increase its number of ongoing / recurring donors. The average revenue per donor is modestly projected for a 10% increase, (an average of $44.00 per donor), as the increase in membership giving via students (projected to be approximately 5% of the 20% 2016 increase) is expected to be within the $5.00 to $20.00 range.

Messaging & Infrastructure – Additional Membership Levels

Throughout this process, ASHA-PAC’s Board of Directors has received valuable input from a variety of membership sectors. One of the themes of the feedback was that there was a lack of messaging and subsequently understanding to the benefits of donating, particularly beyond the $250.00 level. The ASHA-PAC board has come to the conclusion that by adding two new membership levels (names to be determined later), that we can increase the average donor amount by both upselling donors above the Champion Circle donation level and by setting different benchmarks for appropriate donation amounts. To assist in the messaging of these efforts, the ASHA-PAC Board has initially agreed upon the levels indicated below that are aligned with articulated benefits regarding access to information and networking opportunities (the names of the levels below are placeholders). The modest budgetary allocations are noted later within this document in the areas of ASHA-PAC Administrative materials and ASHA-PAC Events.
Please note: the names of the levels above are placeholders. The names have not been finalized.

Infrastructure – ASHA-PAC Board Structure

The PAC Board structure was changed a number of years ago to reflect the way a large majority of other ASHA boards and steering committees look: Past-Chair, Chair, Chair-Elect, and four other members, and everyone rotates off within four years. Unfortunately, this may not be an ideal structure for the PAC Board in that there is a steep learning curve for most first-time PAC Board members, as well as retention of high performing and passionate board members that compliment, support, and drive an optimal PAC model. This is similar to the reason HCEC is structured differently. Additionally, given the recommendations contained here, the ASHA-PAC Board believes that it is necessary to have consistent leadership to ensure continuity in implementing the strategic plan for the PAC which will likely increase the chance for success in achieving a favorable return on investment. Therefore, after extensive discussion, ASHA-PAC recommends and requests consideration for changing the board structure to the following:

- The positions of Treasurer and VP of GRPP will remain as they are;
- All four ASHA-PAC Board members and the new-ASHA member would be individually re-appointed every two years. After eight years, the board members must rotate off the PAC Board completely for at least one year before they can be re-appointed;
The Chair of the PAC Board is elected and may be re-elected one additional term consecutively (four years total) before they are not eligible for re-election for a total of four years as Chair;

- Add a NSLHA member to the PAC Board.

Budgetary Implications

In consideration of the above, the following current budgetary line items are aligned with the recommendations and requests associated within this document. The assumptions are noted below. Essentially, non-labor / staff expenses, or ASHA-PAC operating expenses, are currently at approximately $72,000 annually, and requested to be adjusted to approximately $180,000 for 2016. These requests in additional expenditures are as follows:

- $70,000 to support Direct Mailing Efforts / Initiatives
- $38,000 to support Increased Telemarketing Efforts / Initiatives

With the assumption that the recent 3 year annual trend of a 5 – 6% increase in number of donors and donation dollars will continue, we anticipate that the increased effort in specific messaging, increased contacts, and membership giving options, in combination with the proposed the addition of a student level of giving, will increase the number of donors by 20% over the next two years. More significantly, it is anticipated that there will be a long-term impact of student giving via the development of consistent, long-term member giving that will originate from the proposed student level program. Further, the current average donation amount is projected to increase as a result of adding higher member levels combined with additional student members and the ability to collect donations in monthly installments leading to higher overall donation amounts per member.

Conclusion

Thank you for taking the time to review the suggestions in this memo and for the wonderful opportunity to participate in the organizational review. The ASHA-PAC Board of Directors took much time and effort considering and discussing these recommendations and didn’t take them lightly. We believe that currently our professions are facing an unprecedented need for advocacy efforts, and subsequently, a robust PAC that is commensurate with other similar organizations.

Please do not hesitate to contact me or Sam Hewitt, ASHA-PAC’s ex-officio, if you have any questions or comments.

Respectfully,

Gregg J. Altobella, MS, CCC-SLP
Chair, ASHA-PAC
ASHA – American Speech-Language-Hearing Foundation (ASHF)
### American Speech-Language-Hearing Foundation

<table>
<thead>
<tr>
<th>Year Established:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1946</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IRS Tax Status:</th>
</tr>
</thead>
<tbody>
<tr>
<td>501(c)(3)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Legal Relationship to ASHA:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separately incorporated 501(c)(3) charitable organization affiliated with 501(c)(6) professional membership organization. ASHFoundation is incorporated with a sole member, which is ASHA.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current Volunteer &amp; Staff Leadership:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Alex Johnson, ASHFoundation President</td>
</tr>
<tr>
<td>• Nancy Minghetti, ASHFoundation Executive Director</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASHA Liaison(s):</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASHFoundation Board relationship:</td>
</tr>
</tbody>
</table>

The ASHA President-Elect serves as a full voting member of the ASHFoundation Board of Trustees during the year of service.

The ASHA CEO serves as an ex officio (without vote) member of the ASHFoundation Board of Trustees.

<table>
<thead>
<tr>
<th>Current:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Jaynee A. Handelsman, ASHA President-Elect</td>
</tr>
<tr>
<td>• Arlene A. Pietranton, ASHA CEO</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Purpose(s):</th>
</tr>
</thead>
</table>

Advance knowledge and improve practices in serving children and adults with communication disorders through support of research, education, clinical achievement, and innovative initiatives.
Primary Audience(s) Served:

1. Individuals (ASHA members and nonmembers)
   - Special target segments include donors, researchers, and students

2013 Annual Operating Budget **Revenue:**

$1.8 M

2013 Annual Operating Budget **Expense:**

$1.5 M

2014 Est. Sources & Amounts of Funds (major revenue groupings):

- Individual, corporate, organization, and event fundraising: $630,000
- ASHA contribution 2% of member dues: $1,497,000***
- ASHA in-kind contribution: $253,000 (for 2014)
- ASHA contribution to ASHFoundation golf tournament: $10,000 (for the 2015 event)
- 2014 Implementation Science Summit: $98,395

***Represents commitment made for years 2017 and 2018 in the amounts of $738,000 and $759,000, respectively.

2014 Est. Usages & Amounts of Funds (major expenditure groupings):

- Scholarships, research, clinical awards, and awards administration: $764,000
- Convention and communications programs: $166,000
- Fundraising: $306,000
- General administrative expenditures: $232,000
- 2014 Implementation Science Summit: $98,192

2014 Total Assets:

$12,000,000
Other Key Information:

Effective 2014, ASHA’s conditional contribution of member dues increased from 1% to up to 2% for an additional $242,000 in 2014. Those additional funds are being used for the following purposes:

- ASHA’s financial support is allocated to the operations and programs of the ASHFoundation and is aligned with the objectives to strengthen strategic relationships and enhance commitment to research leadership. This includes operational activities—such as costs related to program administration, fundraising, and personnel—and for future execution of plans for communications and infrastructure needs.

- With ASHA providing this annual base funding for the ASHFoundation, external charitable contributions to the Foundation from individuals, corporations, and organizations can exclusively be distributed for funding talented scholars. Thus, the ASHFoundation fundraising can focus on donor giving that supports programmatic grants, scholarships, and awards rather than on giving that supports infrastructure.

Historical Sources of Funds:

<table>
<thead>
<tr>
<th>Source</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual and corporate fundraising</td>
<td>$764,000</td>
<td>$618,000</td>
<td>$567,000</td>
<td>$599,000</td>
</tr>
<tr>
<td>ASHA % of member dues contributions</td>
<td>$699,000</td>
<td>$277,000</td>
<td>$1,013,000</td>
<td>$1,005,000</td>
</tr>
<tr>
<td>ASHA special support</td>
<td></td>
<td></td>
<td></td>
<td>$600,000</td>
</tr>
<tr>
<td>ASHA in-kind contributions</td>
<td>$246,000</td>
<td>$233,000</td>
<td>$226,000</td>
<td>$218,000</td>
</tr>
<tr>
<td>ASHA contributions to golf event</td>
<td></td>
<td>$10,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ASHA Contributions, by Year, in Detail:

<table>
<thead>
<tr>
<th>ASHA Contribution</th>
<th>Amount</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>1% contribution for 2011, per ASHA Motion 53-2009</td>
<td>$290,000</td>
<td>Accrued in 2010</td>
</tr>
<tr>
<td>1% contribution for 2013, per BOD Resolution 33-2010</td>
<td>$315,000</td>
<td>Accrued in 2010</td>
</tr>
<tr>
<td>1% contribution for 2014, per BOD Resolution 33-2010</td>
<td>$400,000</td>
<td>Accrued in 2010</td>
</tr>
<tr>
<td>1% contribution for 2012, per ASHA 2011 budget</td>
<td>$314,000</td>
<td>Accrued in 2011</td>
</tr>
<tr>
<td>1% contribution for 2015, per BOD Resolution 43-2011</td>
<td>$346,000</td>
<td>Accrued in 2011</td>
</tr>
<tr>
<td>1% contribution for 2016, per BOD Resolution 43-2011</td>
<td>$353,000</td>
<td>Accrued in 2011</td>
</tr>
<tr>
<td>Special support for 2011, per BOD Resolution 44-2011</td>
<td>$600,000</td>
<td>Accrued in 2011</td>
</tr>
<tr>
<td>Additional 1% contribution for 2014, per BOD Resolution 34-2012</td>
<td>$277,000</td>
<td>Accrued in 2012</td>
</tr>
<tr>
<td>Additional 1% contribution for 2015, per BOD Resolution 30-2013</td>
<td>$346,000</td>
<td>Accrued in 2013</td>
</tr>
<tr>
<td>Additional 1% contribution for 2016, per BOD Resolution 30-2013</td>
<td>$353,000</td>
<td>Accrued in 2013</td>
</tr>
<tr>
<td>2% contribution for 2017, per BOD 40-2014</td>
<td>$737,922</td>
<td>Accrued in 2014</td>
</tr>
<tr>
<td>2% contribution for 2018, per BOD 40-2014</td>
<td>$758,944</td>
<td>Accrued in 2014</td>
</tr>
</tbody>
</table>
Date: June 8, 2015

To: Arlene Pietranton, ASHA CEO  
    Jaynee Handelsman, ASHA President-Elect  
    Judy Rudebusch, ASHA VP for Finance  
    Chuck Cochran, ASHA Chief Staff Officer for Operations  
    Yvonne Kankam-Boadu, ASHA Director of Finance

From: Alex Johnson, ASHFoundation President

cc: Nancy Minghetti, ASHFoundation Executive Director

**Executive Summary**

Based on our joint interest in advancing science and research, in supporting the development of investigators and scholars, and advancing organizational capacity, the ASHFoundation requests consideration of the following items, which were initially discussed at the Organizational Review meeting held on April 30:

1. Ongoing joint strategic discussions between Board leaders from ASHA and the ASHFoundation to discuss topics of mutual concern and interest, including but not limited to:
   a. Identification of joint priorities and research projects.
   b. Review of special initiatives and projects (outlined in this document).
   c. Review of operational efficiencies and activities around the annual convention and other meetings, communications, and other public activities.

2. Support for a gift of $600,000 to be dispensed over the next three years (2016-2018) such that the Clinical Research Grants can be continued through 2018, with consideration of renewal for a second installment (2019-2021).

3. Increased opportunity for advanced coordination and priority of ASHFoundation activities with ASHA staff and those who supervise them on topics (outlined in the document) related to corporate partnerships and marketing, communications (electronic and print), Convention activities and promotion of the ASHFoundation.

4. Support for working together to pilot a joint fund raising activity of significance at an upcoming Association Convention.

The details of the context and these requests are discussed in the accompanying document.
Meeting Summary and Follow-Up

I am writing in response to our discussion at the very helpful organizational review meeting on April 30. We appreciated the opportunity to calibrate leaders from the respective organizations on the nature and components of the organizational relationships between the American Speech-Language-Hearing Foundation and ASHA.

At that meeting, Arlene, you encouraged us to explore additional opportunities of mutual benefit and requested that we provide you with a detailed follow up to our suggested requests from ASHA. The context for the ASHFoundation requests is embedded in our mutual loyalty to our discipline, our understanding that almost 100% of the ASHA and ASHFoundation stakeholders are the same, and that ASHA has been an extremely successful organization in its outreach, its growth, and its impact on the professions. Thus, alignment between the Association and its related philanthropic entity (the ASHFoundation) is a high priority for all of us. It is in this context---shared purpose and values---that we respond to the specifics raised at the calibration meeting last month.

Overarching Profile

Over the next 5 years, if the ASHFoundation intends to succeed in “living into” its growth strategy to meet priority objectives developed through its future planning process, it will be necessary to identify approximately $1.7 to 2 million in new revenue. The ASHFoundation is examining in 2015 its capacity to close this revenue gap to meet the proposed goals. Beyond the generous annual ASHA contribution which supports current operations and initiatives, a part of this equation is to assess the potential for other sources of revenue. This includes defining the feasibility of new donor fundraising and considering the risks/advantages of applying a spending scenario for our long-term investment portfolio. With this in mind, the following areas are in need of resource allocation and constitute a list of opportunities for ASHA’s consideration, in terms of both strategy and special project funding.

- Research Opportunities
  
  Context:

  Research advancement is critical to the future of the discipline, to practitioners, and to the clients we serve. ASHA’s infrastructure to support research has grown exponentially over many years and serves the membership by facilitating development of investigators, providing mentoring opportunities, fostering evidence based practice, educating practitioners, and monitoring the research landscape. The ASHFoundation works to support researchers early in their careers or at the onset of a new idea or project. There is considerable evidence that early success with ASHFoundation grants and support is one element of a launch into a successful research career and a pathway to new funding. The volume of grants offered by the ASHFoundation over the past has been focused on small projects, but because of the commitment from ASHA we have also been able to add larger grants ($50,000-$75,000) over the past several years. It is critical that the ASHFoundation and ASHA continue to
coordinate efforts, work together to identify research needs, promote collaborations across the discipline and across settings. When ASHA recognizes scientific needs, topics, opportunities, or critical concerns (or vice versa), we need continued open conversation at the highest levels to activate energy and resources to address the problem.

Request:

The first request is that we continue to have ongoing discussions between ASHA and ASHFoundation leadership, on strategic issues (mission, direction, financing) that allow for a shared perspective on future planning. We currently achieve this through participation by the ASHA CEO and ASHA President-elect who serve on the ASHFoundation Board of Trustees. We would like to arrange regular (prefer annual) strategic discussion to include the ASHA CEO, ASHFoundation Executive Director and ASHFoundation President, ASHFoundation VP for Organization, ASHA VP for Research, ASHA VP for Finance, ASHA President-elect and ASHA President. The focus of this periodic event would be to highlight major initiatives from either group and strategically discuss opportunities for joint collaborative projects that address future (multi-year) concerns or issues. One possible outcome would be to identify special joint research projects or other initiatives, with planned funding coming from ASHA.

Request:

The second request is consideration for ASHA to renew special project funding for the Clinical Research Grant initiative in the amount of an initial contribution of $600,000, renewable for a second installment to allow continuity of impact.

Of note, the Program Committee will present (at the ASHFoundation Board meeting) a proposal to fund a Researcher-Practitioner Collaboration Research Grant mechanism. More details will be available post-meeting.

- Fund Raising Opportunities
  Context:

The key drivers that will propel the ASHFoundation to its next level of fundraising capability parallel global fundraising trends in philanthropy. Accordingly, the ASHFoundation must ramp up its visibility and awareness, develop strategy based on demographic and donor trends, leverage communications and marketing, and have upgraded technology support systems. The ASHFoundation can likely accelerate this fundraising path if opportunities exist within ASHA to leverage resources.

The ASHFoundation has committed $15,000 to join the Propensity Modeling and Segmentation project currently underway at ASHA with the vendor Merkle. This project involves licensing supplemental data that includes wealth indicators, and one outcome of this participation will result in an ASHFoundation model for propensity to donate, a step that will build on our earlier pilot project with predictive modeling.
The following three areas are in need of further resources to enhance fundraising:

- **Convention and National Meeting Fundraising Events**
  
  **Context:**
  
  This discussion is one that focuses on enhanced collaboration, planning and execution. The ASHA Convention and the Schools/Healthcare meetings provide large forums that contain our combined stakeholders: ASHA members and business partners. From the perspective of the ASHFoundation it is highly desirable to move as “close to the heart” of ASHA as is possible. Developing leveraged and partnered events, and using the “power of ASHA” to shine a light on the work of the ASHFoundation seems to be of mutual benefit. The benefit to ASHA is that members see alignment of our efforts and also benefit from the good will that comes from supporting the work of students and young scholars and scientists. We currently have wonderful relationships with the Conventions and Meetings Staff. Having said that, we see an opportunity for more joint long range planning about effective ways to highlight the ASHFoundation at the Convention and other national meetings and also ways to better (and more efficiently) plan, integrate, and execute important events, and finally an opportunity to explore the establishment of a large scale fundraising activity at future national Conventions.

  **Request:**
  
  *Develop a joint planning opportunity, with in-kind support from ASHA via the meetings staff as well as ASHA’s direct financial support, to plan and execute activities (joint goals) at upcoming national meetings.*

- **Corporate Development Expansion**
  
  **Context:** This discussion centers on leveraging ASHA assets to enhance the recognition given to ASHFoundation corporate donors and to increase new corporate donor acquisition. Stewardship of gifts is a critical component of fundraising. The ASHFoundation has implemented numerous ways to acknowledge its philanthropic donors and appreciates the opportunity in the larger ASHA context. Based on more recent history, there seems to be an unintended consequence of ASHA moving to a higher level of exclusivity for its corporate marketing partners. Some examples include: the ASHFoundation has now been restricted by email blast procedures in accessing the ASHA audience for online recognition of corporate donors, with feedback that this is permissible only for ASHA corporate marketing partners; ASHFoundation signage and announcements at the ASHA Convention are framed as secondary recognition after corporate marketing partners. We acknowledge that benefits attributed to charitable donors and marketing partners have distinct characteristics and submit that both are important. Many corporations participate in both programs, and relationships could be enhanced if there was a greater coordinated effort to showcase these relationships with parity. Additionally, the ASHFoundation has a great relationship with ASHA Marketing Staff and it appears that the opportunity to jointly attract new donors and new corporations could be more fully exploited with some coordinated planning, while respecting the identity and uniqueness of each program.
Request:

Facilitate access to email recognition of corporate donors, thereby access to ASHA membership/constituents in stewarding gifts.

Seek in-kind and direct financial support for expanded promotion (signage/announcements) of philanthropic donors, especially at the ASHA Convention.

Develop a joint planning opportunity to discuss enhancing acquisition of new donors and new marketing partners.

- Volunteer Leadership Ambassadorship
  Context:
  How can we infuse ASHFoundation charitable ambassadorship throughout the leadership circle of Boards, Committees, and Volunteers? Is there something we can jointly do to create an increased culture of giving to our own professions’ charity, thereby setting the example for members? What opportunities are there to interact and influence through access to the governance structure?

Request:

Add this item to the strategy discussion.

- Communications Opportunities
  Print and Online Communications:
  Context: ASHA’s communications with its members is constant and deep. The ASHA website is dynamic and engaging. The Leader is being read by more and more members. The ASHFoundation is happy to have our established page in the Leader. As we enter our communications strategy discussion in June, it would be helpful to know what avenues are open to us for advancing our cause using existing association mechanisms. Our publications, our website, and our other communications should be as effective, frequent, dynamic and engaging as ASHA’s in order to appeal to members.

Request:

Again, a strategy meeting focused on how to better leverage the relationship and help members easily make gifts to the ASHFoundation is our goal. A follow up to the strategy meeting would be to work with the ASHA N.O. staff to help them clarify, understand and appreciate the importance of the Foundation work. Joint messaging from ASHA leadership along with ASHFoundation staff and leadership is needed to accomplish this. Of particular priority, as we focus on communication with our members, will be attention to the Leader platform and to online and social media strategies.
Conclusion

We sincerely appreciate the opportunity to calibrate and to communicate perspectives on shared interests. The spirit of these ASHFoundation requests is aligned with the goal of leveraging our important and continuing partnership with ASHA, in recognition of:

- Ongoing operations and the need to continuously improve processes and functions and infrastructure;
- Expansion and evolution of programs and fundraising to meet discipline-wide needs; and,
- Innovation and Impact that will profoundly change the landscape in serving those with communication disorders.
ASHA – National Association for Hearing and Speech Action (ASHA – NAHSA)
### National Association for Hearing and Speech Action (NAHSA)

<table>
<thead>
<tr>
<th><strong>Year Established:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1988*</td>
</tr>
</tbody>
</table>

*NAHSA became ASHA’s consumer affiliate in 1988. The original predecessor to NAHSA, the American Association for the Hard of Hearing, was organized in 1919.

<table>
<thead>
<tr>
<th><strong>IRS Tax Status:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>501(c)(3)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Legal Relationship to ASHA:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Related Party – Affiliate</td>
</tr>
</tbody>
</table>

NAHSA is currently incorporated with a sole member, which is ASHA.

<table>
<thead>
<tr>
<th><strong>Current Volunteer &amp; Staff Leadership:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Arlene A. Pietranton, President</td>
</tr>
<tr>
<td>• Joe Cerquone, Executive Director</td>
</tr>
<tr>
<td>• Three public members</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>ASHA Liaison(s):</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Joe Cerquone, Chief Staff Officer for Communication</td>
</tr>
<tr>
<td>• Yvonne Kankam-Boadu, Director of Finance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Purposes (s):</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote the interests of persons with hearing, speech, and language disabilities by means of increasing public understanding and stimulating consumer advocacy.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Primary Audience(s) Served:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumers</td>
</tr>
</tbody>
</table>
2014 Annual Operating Budget **Revenue:**
$96,000

2014 Annual Operating Budget **Expense:**
$310,000

2014 Est. Sources & Amounts of Funds (major *revenue* groupings):

- Brochure Sales: $42,000  
- Investment Revenue: $54,900  
- Contributions: $48,000 (in-kind)

2014 Est. Usages & Amounts of Funds (major *expenditure* groupings):

- Special projects (consumer campaigns, trade shows): $158,000  
- General operating expenses (brochures): $33,000

2014 Total Assets:
$1,969,530

Other Key Information:

The current balance of ASHA's supplemental funding to NAHSA is approximately $301,000.

ASHA Contributions by Year:

- 2010 – $400,000  
- 2012 – $400,000  
- 2013 – $150,000

Historical Sources of Funds:

<table>
<thead>
<tr>
<th>Source</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brochure sales</td>
<td>$43,000</td>
<td>$48,000</td>
<td>$54,000</td>
<td>$68,000</td>
</tr>
<tr>
<td>Investment revenue</td>
<td>$29,000</td>
<td>$24,000</td>
<td>$34,000</td>
<td>$33,000</td>
</tr>
<tr>
<td>Contributions (includes ASHA in-kind)</td>
<td>$200,000</td>
<td>$455,000</td>
<td>$49,000</td>
<td>$450,000</td>
</tr>
</tbody>
</table>
The National Association for Hearing and Speech Action (NAHSA) is ASHA's 501c (3) consumer affiliate. Its mission is to strengthen public understanding of communication disorders.

**Governance**

The NAHSA board is appointed by ASHA. By design, the ASHA CEO serves as President. The current board has five members. They include the ASHA Chief Staff Officer for Communications, an ASHA member, and two consumer representatives. The NAHSA Executive Director, also appointed by ASHA, serves ex officio.

NAHSA is governed by a three-year strategic plan. It also has policies in several key areas (i.e. Conflict of Interest). NAHSA was not established as a membership organization and thus it has no individual members; ASHA is NAHSA's sole member.

**Operation**

The ASHA Director of Public Relations serves as NAHSA Executive Director and manages the association from the ASHA Public Relations unit. The ASHA Director of Finance provides financial oversight for NAHSA.

NAHSA's net worth is $1.9 million. Since 2007, it has received four grants of supplemental funds from ASHA totaling $1.45 million. Those funds have a remaining balance of approximately $120K. NAHA's budget for 2015 is $272.4K.

NAHSA undergoes an audit review annually and a full audit every three years. The NAHSA board reviews NAHSA's investment portfolio twice annually and is in regular communication with NAHSA's investment advisor.

**Areas for Measuring NAHSA Outreach**

NAHSA's outreach is measured in three basic areas:

--ASHA members, or the professions, or related interests are showcased

--the scope and quality of the outreach
What NAHSA Has Funded*

**Leading Campaigns**

**Identify the Signs** [www.identifythesigns.org](http://www.identifythesigns.org)

Launched September 2013, this campaign, which educates about the warning signs of communication disorders, is approaching an audience reach of one billion.

**Listen To Your Buds** [www.listentoyourbuds.org](http://www.listentoyourbuds.org)

Among the first national efforts to educate the public about safe usage of personal audio tech, this effort has been covered by every type and level of media. It is a leader in terms of putting the profession of audiology and audiologists in the news. The World Health Organization (WHO) recognizes the campaign as an effective public education tool, recognition that paved the way for ASHA to collaborate with WHO on the international health agency’s new “Make Listening Safe” campaign.

**International Communication Project (ICP)** [www.communication2014.com](http://www.communication2014.com)

NAHSA funds have played an influential role in this unprecedented collaborative effort that aims to raise the profile of communication disorders in the global health sphere. A February 2014 Google Hangout announcing the debut of the ICP drew an audience of nearly one million. NAHSA also funded other outreach that helped result in approximately 10,000 signatories to the Universal Declaration of Communication Rights on the ICP site.

**Better Hearing and Speech Month (BHSM) 2015**

Through a comprehensive set of tactics, this year’s BHSM had an audience reach of at least 42.5 million, an increase of 15% from last year, and the largest in recent history. More than 800 stories appeared in consumer and trade media. They included a *USA Today* op ed, at the time the most popular social media post in the history of ASHA’s Facebook account, reaching more than 650,000 people alone (4,327 likes, 3,663 shares).

Additionally, more than 2,200 ASHA members actively engaged as ambassadors for *Speaking Up For Communication*, a month long social media initiative. BHSM resource page traffic increased 14% over last year; traffic to the Identify the Signs site doubled. Fifteen ASHA members were sources for local TV and radio interviews in Washington, DC, Charlotte, Dallas, and Phoenix, among other cities. A satellite broadcast media tour (36 airings/interviews) reached a combined audience of 3.5 million. A Twitter initiative recorded 13.6 million Twitter impressions

*The Identify the Signs, Listen To Your Buds, and Better Hearing and Speech Month campaigns have won awards over the years, in several cases for General Excellence.*

The Outlook for NAHSA

To help sustain such initiatives, NAHSA could fund:

**Track 1: Programmatic Opportunities**

- **Better Hearing and Speech Month**: would sustain the momentum associated with significant recent growth in BHSM outreach and member engagement
- **Identify the Signs**: would periodically refresh this effort that has been well received by the public and ASHA members alike
- **Listen To Your Buds**: would build a new “Buds Schools Program” that would leverage the relationships struck with schools and schools systems nationwide that have already engaged with the campaign
- **International Communication Project**: would sustain participation in this groundbreaking collaborative global project
ASHA Strategic Pathway Objectives 6 & 7: would continue complementary efforts to increase bilingual professionals and enhance international collaborations

- **National Health Council (NHC) related activities:** NAHSA became a NHC member this year; would launch activities to educate/engage the public to further ASHA advocacy priorities
- **Share Your Stories Project:** would promote this effort that aims to elicit and promote consumer media friendly stories of audiologists and speech-language pathologists making positive differences in the lives of persons with communication disorders

**Track 2: Other Opportunities**

- **Value of the CCCs campaign:** using designated funds from ASHA, NASHA would conduct this campaign in 2016-17; as approved by the ASHA board, this three-year effort will promote individuals who hold the Certificate of Clinical Competence (CCC) to key professional audiences; the campaign is scheduled to launch this year (2015) with support from ASHA’s Special Opportunities Fund
- **ASHA 2025 Centennial:** NAHSA might be a potential funding source for public outreach around ASHA’s Centennial; planning should begin in 2022 with a target to launch outreach in 2024; tactics to be determined

**Track 3: Tactics**

- **Social Media:** For a reasonable investment social media makes a wide reach possible; would increase support for current and future tactics; in terms of current tactics fund podcasts, infographics, Twitter parties, Face Book ads, digital press releases, and digital campaigns via programs like Social Toaster that foster member engagement
- **Polling:** would increase investment in polling; survey-based outreach has proven to be a highly effective tool for attracting media attention in a number of cases (i.e. collaboration with AARP, Identify the Signs, BHSM 2015)
- **Member Engagement:** would build media outreach champion award program and keep members equipped with the latest grassroots outreach tools as digital communication continues to change what is available with ever increasing frequency

**Funding Estimates**

**Value of the CCCs campaign**
- For 2016: not to exceed $1.6 million
- For 2017: not to exceed $1.6 million

**To sustain the initiatives outlined in this presentation:**
- At end of 2015, receive new grant of $300,000 in supplemental funds

**To not only sustain but also enhance the initiatives outlined:**
- At end of 2015, receive new grant of $500,000 in supplemental funds
ASHA – National Student Speech Language Hearing Association (ASHA – NSSLHA)
# National Student Speech Language Hearing Association (NSSLHA)

<table>
<thead>
<tr>
<th>Year Established:</th>
<th>1972</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRS Tax Status:</td>
<td>501(c)(3)</td>
</tr>
<tr>
<td>Legal Relationship to ASHA:</td>
<td>Related Party – Affiliate (Consolidated with ASHA Financial Statements)</td>
</tr>
</tbody>
</table>
| Current Volunteer & Staff Leadership: | Ronella Rosenberg, Council President  
   Chelsea Franzluebbers, Council Past President  
   Marie Severson, Vice President  
   Kathy Shapley PhD, NSSLHA National Advisor  
   Vacant, NSSLHA Director of Operations |
| ASHA Liaison (s): | Chuck Cochran |

## Purpose(s):

- **A.** To encourage professional interest in the study of communication sciences and disorders.
- **B.** To provide services and resources to stakeholders: Those who have an interest in communication sciences and disorders.
- **C.** To be a source of information to prepare students and pre-professionals for practice in communication sciences and disorders.
- **D.** To provide leadership development and a vehicle for student representation in matters of professional concern.
- **E.** To support the individual and collective interests of the members of the Association.

## Mission:
NSSLHA inspires, empowers, and supports students in the field of communication sciences and disorders to engage in leadership opportunities, grow professionally, and excel in their future careers.
Primary Audience(s) Served:

12,000+ Students

2014 Annual Operating Budget **Revenue:**

$861,028

2014 Annual Operating Budget **Expense:**

$890,453

2014 Est. Sources & Amounts of Funds (major **revenue** groupings):

- Member Dues: $776,000

2014 Est. Usages & Amounts of Funds (major **expenditure** groupings):

- Meeting Function/The NSSLHA Experience (NSSLHA Day): $211,000
- ASHA Staff Service Expenses: $327,000

2014 Total Assets:

$1,007,000

Other Key Information:

New corporate structure effective 2014 – the NSSLHA Board of Directors, which manages the legal and fiduciary affairs of the organization. The programmatic responsibility for NSSLHA is delegated to the NSSLHA Executive Council.

There are 325 chapters domestically and internationally.

NSSLHA has a long-standing operating agreement with ASHA for services.
The national Student Speech Language hearing Association (NSSLHA) is a 501c (3) organization. Our mission statement is: NSSLHA inspires, empowers, and supports students in the field of communication sciences and disorders to engage in leadership opportunities, grow professionally, and excel in their future careers.

**Strategic Plan**

NSSLHA approved a new strategic plan for 2016-2018. NSSLHA core values include Leadership, collaboration, integrity, education, service and diversity. The council identified four goals that map onto those values.

**Goal 1:** To optimize operational performance, with the objectives of improving communication across our 10 regions to ensure consistent experiences for all students, chapters and the RCs/RDs themselves. Continuing to address the budget and being mindful of our resources and strategically allocating funds for programs. The bottom line is want to have a balanced budget.

**Goal 2:** To facilitate collaboration and growth: We want to assess opportunities with other organizations: ASHA, ASHFoundation, CSAP, etc. We want to increase service commitments at local chapters and state associations ultimately this will create professional networking opportunities.

**Goal 3:** To deepen member understanding and engagement: we want to improve communication and marketing efforts; ensure consistent branding across NSSLHA local chapters to distinguish from the national organization; work to develop programs to create effective advocates for NSSLHA, this includes both student advocates as well as faculty advocates. We are interested in targeting audiology professors we think this will strengthen the pipeline of future ASHA audiology members.

**Goal 4:** To build a strong and diverse membership community. We want to increase membership recruitment and students who participate in the conversion program; again we want to better engage audiology students. As an aside we are happy to report we currently have five audiology students serving on the council.

**Opportunities for Growth**

In order to meet our objectives there are two main issues the council needs to address. The first is membership and the second is budget.

For the past several years NSSLHA membership has ranged from 11,000 to 13,000 students. Based on the 2013 CSD Education survey there are approximately 58,000 CSD students with the majority of those in undergraduate programs. To date we hold approximately 20% of that market share. We believe this is a huge opportunity for growth. As of 2015 we current have 3,793 undergraduate members (9% of the market share) and 7,761 graduate members (41% of the market share).
There was an increase in the number of introductory members in the past year 2014 (n=729) and 2015 (n=896). Introductory memberships are $30 a year compared to $60 a year for a full NSSLHA membership. If the number of introductory memberships was to continue on this trend it would negatively impact our budget. One option we would like to consider is offering an “undergraduate” membership at the $30 rate and then $60 for graduate students. However this is something that needs further discussion among all stakeholders (NSSLHA and ASHA) to ensure any changes are in the best interest of our members and the organization.

While we see lots of opportunity for growth within the area of membership we have some real challenges in terms of the budget. Since 2011 National NSSLHA has operated in a budget deficit. Ranging from 60K-110K from 2011-2013. However, in the fall of 2014 the council began working with NSSLHA and ASHA leadership to better understand the budget. In addition the council took a hard look at ways to cut the existing budget at the fall 2014 meeting at convention. As a result of some of those cuts we reduced the budget deficit in 2014 to approximately $29,000 and our current 2015 budget has approximately $2500 surplus.

So we are making progress. It’s challenging for seasoned SLPs and AuDs to understand budgets and is even more challenging for students. However the council members are committed to understanding the process. We now review budgets at each of our council meetings utilizing the PowerPoint template that is used by the ASHA board of directors (Spring, Summer, and Fall).

Possible Cuts for 2016
The council has not voted on these however these are some of the ideas Committee A (Executive Committee) is discussing and will put to a vote at the fall meeting. Our goal is to have a budget with a $25,000 surplus knowing that might not all be realized each year but should provide enough to keep us out of a deficit situation.

The first is to produce the NSSLHA newsletter in-house. This would be a $12,000 savings. This would be covered through our current operational agreement with ASHA.

The second is to turn the CICSD journal over to pub board and allow them to manage the publication however they see fit. While this is not our preference or an easy cut to make we believe it might be the most fiscally responsible thing to do at this time. Additionally, students are not reviewing, editing or most of the time publishing in CICSD so ultimately it does not fit with our strategic plan. We simply cannot maintain this journal and balance our budget at the same time.

These two cuts alone should help our current situation and keep us out of a deficit situation. However, budget cuts are only part of the equation. We also realize we need to strengthen existing revenue streams and identify new revenue streams.

Revenue Streams
NSSLHA dues are currently $60 a year and we have no intention of raising that fee especially given the rising cost of tuition. Currently 51% of our membership dues revenue goes to ASHA to cover operating expenses: building, chairs, computers, IT, phone, and some services to help us do business: access to Facilities Management (Al Kolan) for meeting space/snacks, access to Convention and Meetings (Ellen Shorthill) for convention planning, access to the call center to help us with member renewal, etc. The council sees the value of and understands the cost of operation. We think the current operational agreement is a value to our organization.
However, there are only two main revenue streams for membership organizations: membership dues and convention. Currently we realize 49% of our membership dues for staff salaries and programming. However, we do not realize any revenue from convention. Our convention costs average approximately $80-100K. We believe it is a value to our members and to ASHA to have NSSLHA at convention and while we have streamlined the program, we do not feel we can make further cuts and keep our members or sponsors satisfied with the experience.

Currently we do not realize any revenue from convention. We pay for the costs of convention out of the 49% of the membership dues we collect. So of the $300K or so we collect in dues roughly 1/3 goes to pay for convention. The sponsorship we have for convention only offsets the cost for us leaving us with no convention revenue stream as a membership organization.

Proposal
The NSSLHA council would like to propose an extension of our integration agreement. Using the same percentage split 49/51 we would like to apply that split to student registration fees for convention. We believe this would be a fair extension of our relationship and will allow us to expand our programming for our members. We know this is a shift in thinking but we see this as a viable way of strengthening NSSLHA and creating a financially healthy organization.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of NSSLHA members</th>
<th>Total revenue from dues</th>
<th>49% of NSSLHA Dues</th>
<th>51% of NSSLHA Dues to ASHA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>11,554</td>
<td>$693,240</td>
<td>$339,688</td>
<td>$353,552</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Numbers of Students Registered at $200 pp</th>
<th>Total revenue from student registration</th>
<th>49% of student registration</th>
<th>51% of Student Registration to ASHA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2293</td>
<td>$458,600</td>
<td>$224,714</td>
<td>$233,886</td>
</tr>
<tr>
<td>2013</td>
<td>3292</td>
<td>$658,400</td>
<td>$322,616</td>
<td>$335,784</td>
</tr>
<tr>
<td>2014</td>
<td>2546</td>
<td>$509,200</td>
<td>$249,508</td>
<td>$259,692</td>
</tr>
</tbody>
</table>
Potential ASHA Funding Sources

There are three potential funding sources for the opportunities that have been identified:

2016 Operating Budget
The proposed 2016 Operating Budget as developed by the Facilitating Team and recommended by the Financial Planning Board includes $180,000 that can be committed to recommendations that come out of the Organizational Review. This funding source would be appropriate for the ASHA-PAC and NSSLHA proposed opportunities as described in the following table.

2016 Special Opportunities Fund
This is a portion of ASHA’s reserves that is funded at 5% of the current year’s operating budget. For 2016 it will be approximately $2.75 million. The Board can approve use of these funds for one-time or time-limited initiatives that create value for members. 2016 funding commitments from the Special Opportunities Fund include the: Practice Portal, Associates Program (which will be funded out of the operating budget beginning in 2017), Specialty Certification Grants and Value of the CCCs Campaign ... which, in the aggregate, will effectively max out this funding source in 2016.

2015 Year-end Revenue over Expenses
Accounting guidelines allow for transfer of funds from a 501(c)(6) entity to a 501(c)(3) entity, which can use the transferred funds at a designated future date. This is the funding mechanism we typically use for ASHA’s contributions to the ASHFoundation and NAHSA. This funding source would be appropriate for the $600,000 special gift to the ASHFoundation to continue the Clinical Research Grant in the years 2016–2018 and the $300,000 sustaining support for NAHSA for the years 2016–2018 as described in the following table. At this time, our best estimate is that ASHA will have $900,000 to $1.1 million in year-end revenue over expenses for 2015, so those uses if approved would, in the aggregate, effectively max out this funding source.

NOTE:
At its September 11–12, 2015 meeting, the Financial Planning Board voted unanimously in support of recommending ASHA Board of Directors’ approval of the financial recommendations in this report.
<table>
<thead>
<tr>
<th>Organizational Entity</th>
<th>Opportunities</th>
<th>Current Funding (If Applicable)</th>
<th>Requested Additional Funds</th>
<th>ASHA Funding Source</th>
<th>Subcommittee’s Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASHA-PAC</td>
<td>PAC #1</td>
<td>N/A</td>
<td>N/A (staff time)</td>
<td></td>
<td>Support the PAC working on branding with ASHA’s CSO for Communications.</td>
</tr>
<tr>
<td></td>
<td>Messaging – Branding</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PAC #2</td>
<td>2014 – $7,209</td>
<td>$70,000.00</td>
<td>2016 operating budget</td>
<td>Allocate an additional $50,000 in the 2016 operating budget to enhance PAC fundraising efforts (direct mail, telemarketing, etc.), pending development of a 2016 PAC fundraising plan.</td>
</tr>
<tr>
<td></td>
<td>Member Contact – Direct Mail</td>
<td>2015 YTD (August) – $5,928.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PAC #3</td>
<td>2014 – $24,156.00</td>
<td>$38,000.00</td>
<td>2016 operating budget</td>
<td>Would be included in the additional $50,000 described above.</td>
</tr>
<tr>
<td></td>
<td>Member Contact – Telemarketing</td>
<td>2015 YTD (August) – $36,024.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PAC #4</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td>Underway – due to be completed in 2015. Will inform the enhanced PAC fundraising efforts noted above.</td>
</tr>
<tr>
<td></td>
<td>Member Contact – Propensity Model</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PAC #5</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td>Should be in place in 2016 (2017 at the latest) as part of the upgrade to netFORUM (ASHA’s association management system).</td>
</tr>
<tr>
<td></td>
<td>Member Contact and Infrastructure – Functionality to allow donors to pay via monthly installments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PAC #6</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td>Support this change (pending NSSLHA’s agreement).</td>
</tr>
<tr>
<td></td>
<td>Change ASHA’s bylaws to acknowledge NSSLHA members as ASHA Student Members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PAC #7</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td>Support this change (within the purview of the PAC Board; does not require ASHA BOD approval). Subcommittee encourages further consideration of the proposed use of “Ambassador Level” and “Ambassador Club” in order to be more distinct.</td>
</tr>
<tr>
<td></td>
<td>Messaging and Infrastructure – Additional PAC Donor Levels</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PAC #8</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td>Support exploring such a change; PAC Board should submit a proposal to the ASHA BOD via a Resolution.</td>
</tr>
<tr>
<td></td>
<td>Infrastructure – ASHA-PAC Board Structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Entity</td>
<td>Opportunities</td>
<td>Current Funding (If Applicable)</td>
<td>Requested Additional Funds</td>
<td>ASHA Funding Source</td>
<td>Subcommittee’s Recommendation</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------</td>
<td>--------------------------------</td>
<td>----------------------------</td>
<td>---------------------</td>
<td>--------------------------------</td>
</tr>
</tbody>
</table>
| ASHFoundation         | ASHFoundation #1 | N/A                            | N/A                        | N/A                 | The subcommittee appreciates the intent of this request and recognizes the potential value to both the ASHFoundation and ASHA; however, given the number of entities with which the Association needs and wants to maintain strategic and collaborative relationships, the subcommittee does not see this as an equitably sustainable model—and, thus, does not support this opportunity. The subcommittee supports:  
  - continued participation of two ASHA BOD members on the ASHFoundation Board of Trustees—one volunteer BOD member and the CEO;  
  - exploration of whether the volunteer BOD member should be ASHA’s President-Elect or the Vice President for Science and Research;  
  - continued exchange of mutual priorities via those ongoing liaisons;  
  - continued presentation of the ASHFoundation Annual Report to the ASHA BOD by the ASHFoundation President;  
  - continued organizational reviews roughly every 5 years. |

Ongoing joint strategic discussions between Board leaders from ASHA and from the ASHFoundation to discuss topics of mutual concern and interest, including but not limited to:  
   a) identification of joint priorities and research projects;  
   b) review of special initiatives and projects (outlined in this document);  
   c) review of operational efficiencies and activities around the annual ASHA Convention and other meetings, communications, and public activities.
<table>
<thead>
<tr>
<th>Organizational Entity</th>
<th>Opportunities</th>
<th>Current Funding (If Applicable)</th>
<th>Requested Additional Funds</th>
<th>ASHA Funding Source</th>
<th>Subcommittee’s Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASHFoundation #2</td>
<td>Support for a gift of $600,000 to be dispensed over the next 3 years (2016–2018) such that the Clinical Research Grants (CRG) can be continued through 2018, with consideration of renewal for a second installment (2019–2021).</td>
<td>None at this time – there were two previous gifts (2006 and 2011) of $600,000 each for this purpose.</td>
<td>$600,000.00</td>
<td>2015 year-end revenue over expenses</td>
<td>Support a year-end contribution to the ASHFoundation of $600,000 in additional funds specifically for the purpose of continuing the CRG for the years 2016–2018, with the stipulation that the ASHFoundation assume responsibility for funding the CRG from its budget by 2019. NOTE: ASHA currently has year-end commitments (2% of ASHA’s member dues revenues) to the ASHFoundation booked through 2018.</td>
</tr>
<tr>
<td>ASHFoundation #3</td>
<td>Support for working together to pilot a joint fundraising activity of significance at an upcoming Association Convention. (With in-kind support from ASHA via the Meetings staff as well as ASHA’s direct financial support.)</td>
<td>N/A</td>
<td>Unknown, but potentially significant</td>
<td>2016 operating budget</td>
<td>ASHA’s operating budget (personnel and operating funds) does not have such capacity at this time. The subcommittee encourages the ASHFoundation to consider using some of the additional 1% increase in annual support from ASHA to the ASHFoundation for such an event.</td>
</tr>
<tr>
<td>ASHFoundation #4</td>
<td>Increased opportunity for advanced coordination and priority of ASHFoundation activities with ASHA staff and those who supervise them on topics (outlined in the document) related to corporate partnerships and marketing, communications (electronic and print), Convention activities, and promotion of the ASHFoundation.</td>
<td>N/A</td>
<td>N/A</td>
<td>2016 operating budget</td>
<td>This has implications of how ASHA manages its corporate assets to deliver value to ASHA members and to meet its financial and operational needs. Nancy Minghetti and Arlene A. Pietranton are collaborating so that the ASHFoundation and ASHA can put a planning cycle in place to more proactively identify opportunities where ASHA processes and activities can be more effectively leveraged to benefit the ASHFoundation without substantial additional costs to ASHA.</td>
</tr>
<tr>
<td>Organizational Entity</td>
<td>Opportunities</td>
<td>Current Funding (If Applicable)</td>
<td>Requested Additional Funds</td>
<td>ASHA Funding Source</td>
<td>Subcommittee’s Recommendation</td>
</tr>
<tr>
<td>-----------------------</td>
<td>--------------</td>
<td>---------------------------------</td>
<td>---------------------------</td>
<td>-------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>NAHSA</td>
<td>NAHSA #1</td>
<td></td>
<td>$1.6 M</td>
<td>Special Opportunities Fund (Or 2015 year-end revenue over expenses, if there are sufficient funds for some or all of this amount.)</td>
<td>Support this commitment for 2016 and 2017. NOTE: These commitments have already been made via the enabling Resolution (BOD9-2015) that approved the Value of the CCCs campaign.</td>
</tr>
<tr>
<td></td>
<td>Value of the CCCs campaign</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• For 2016 – not to exceed $1.6 M</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• For 2017 – not to exceed $1.6 M</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>NAHSA #2</td>
<td></td>
<td>$300,000</td>
<td>2015 year-end revenue over expenses</td>
<td>Support making this commitment to sustain NAHSA’s 2016–2018 activities.</td>
</tr>
<tr>
<td></td>
<td>Alternative #1:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To sustain the initiative outlined in this presentation: At the end of 2015, receive new grant in supplement funds.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>NAHSA #2</td>
<td></td>
<td>$500,000</td>
<td>2015 year-end revenue over expenses</td>
<td>Support in concept, but it is not likely that there will be sufficient ASHA funds to support enhancement of NAHSA activities at this time.</td>
</tr>
<tr>
<td></td>
<td>Alternative #2:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To not only sustain but also enhance the initiatives outlined: At the end of 2015, receive new grant in supplement funds.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Entity</td>
<td>Opportunities</td>
<td>Current Funding (If Applicable)</td>
<td>Requested Additional Funds</td>
<td>ASHA Funding Source</td>
<td>Subcommittee’s Recommendation</td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------</td>
<td>---------------------------------</td>
<td>---------------------------</td>
<td>-------------------</td>
<td>------------------------------</td>
</tr>
</tbody>
</table>
| NSSSLHA | **NSSSLHA #1**  
The NSSSLHA Council would like to propose an extension of its integration agreement. Using the same percentage split (49/51), we would like to apply that split to student registration fees for Convention. We believe that this would be a fair extension of the NSSSLHA/ASHA relationship and will allow NSSSLHA to expand its programming for members. NSSSLHA knows that this is a shift in thinking, but this is seen as a viable way of strengthening NSSSLHA and creating a financially healthy organization. | $225,000 – $323,000 | 2016 operating budget | Support the logic of this extension of the operating agreement split. However, the student Convention registration rate is “at cost” to ASHA—there is no “margin/profit,” so there is no revenue to split. |
| NSSSLHA | **NSSSLHA #2**  
Following further discussion with NSSSLHA, the opportunity to help support NSSSLHA’s newly approved strategic plan was added for consideration. | $60,000 | 2016 operating budget | Allocate $60,000 in ASHA’s 2016 operating budget for NSSSLHA initiatives in support of NSSSLHA’s newly approved strategic plan (with encouragement to address Goal 4 in particular, given its revenue-generating potential), pending development of a 2016 plan for such an initiative(s). |
| NSSSLHA | **NSSSLHA #3**  
Following further discussion with NSSSLHA, the opportunity to help support NSSSLHA’s newly approved strategic plan was added for consideration. | | | Given that NSSSLHA’s new strategic plan was recently approved and that the NSSSLHA–ASHA integration is still in the early stages, it is recommended that the opportunity for such allocations from ASHA’s operating budget also be considered for 2017 and 2018. |