



Council of State Speech-Language-Hearing Association Presidents (CSAP)

# Strategic Plan

2021-2024

## Vision

*CSAP is the premier organization where state leaders meet to cultivate a unique culture of growth and knowledge through collaborative efforts.*

## Mission

The mission of CSAP is to:

1. Provide leadership training for state speech-language-hearing association presidents.
2. Be a forum for collaboration and networking among these leaders.
3. Promote communication of professional matters between state speech-language-hearing associations, ASHA and other related national professional organizations.

## Focus Areas:

1. Leadership Training and Professional Development
2. Technology and Engagement
3. Association Infrastructure

**Review of Plan:** This plan as written is subject to modification and should be reviewed at each spring and fall board meeting. Data relative to the Indicators of Success should be reviewed to determine if/when outcomes were achieved. Strategies may be added or removed as determined by the Executive Board.

## **Focus Area 1: *Leadership Training and Professional Development***

**Issue:** A core mission of CSAP is to provide leadership training for state leaders. Professional development that supports state leaders at each phase, i.e., President-elect, President, and Past President, will foster the development and maintenance of successful state associations. Resources for those serving in leadership positions in state associations and on the executive board for CSAP supports the mission.

### **Outcomes:**

- Participation from multiple leaders for each state association (President-Elect, President, Past President).
- One activity will be offered annually that focuses on one phase of leadership development (President-Elect, President, Past President).
- Resources will be provided to newly elected state leaders when they begin their role.
- Increased consistency in CSAP board transitions with incoming and outgoing elected board members.
- Increased consistency in CSAP board transitions with incoming and outgoing appointed board members (i.e., committee chairs).

### **Indicators of Success:**

- At least 75% of state associations have two or more of the 3P roles in attendance at CSAP activities annually (President-Elect, President, Past President).
- CSAP has one annual activity, within the conference or other professional development events, that focuses on President-Elect, President, or Past President leadership development.
- A resources guide will be shared from the CSAP executive board/CSAP management company to new state leaders within 30 days of notification to CSAP.
- The transition between incoming and outgoing elected board members will occur in a timely and organized manner with consistency year to year.
- The transition between incoming and outgoing appointed board members will occur in a timely and organized manner with consistency year to year.

### **Strategies:**

1. CSAP will develop topics and resources tailored for each of the 3P leadership roles for activities hosted by CSAP.
2. CSAP will develop and host an annual activity, within the conference or other professional development events, that focuses on President-Elect, President, or Past President leadership development.
3. For existing members, when new state leaders are elected as President-Elect or transition to President, or for states that have joined CSAP, once the association has provided the information to CSAP, a resources guide will be shared within 30 days (from the CSAP executive board/CSAP management company).
4. By December 31 of the year elected, each incoming CSAP board member will acknowledge receipt of policies and procedures information, will meet with their relevant outgoing board member, and will attend an introduction meeting with the executive board.
5. Prior to February of each year, incoming committee chairs will acknowledge receipt of policies and procedures information and meet with their respective outgoing committee chair and the CSAP executive board.

## **Focus Area 2: *Technology and Engagement***

**Issue:** A core mission of CSAP is to serve as a forum for collaboration and networking among state leaders and to promote communication. CSAP strives to meet this mission through maximizing ongoing engagement with state associations through timely collaborations and sharing of information. CSAP continues to strive to increase engagement from state associations and to utilize available technology to meet the mission. CSAP seeks to improve the utilization of the website, the role of social media, and the implementation of new platforms in collaboration with other entities (e.g., ASHA).

### **Outcomes:**

- CSAP website is regularly updated.
- CSAP website is accessed by members throughout the year.
- CSAP is using the available features of the website platform for member engagement.
- CSAP provides virtual activities between conferences to maintain active engagement and provide timely opportunities for collaboration.
- CSAP regularly solicits feedback from members throughout the year.
- CSAP maintains guidelines and strategies for the use of social media.

### **Indicators of Success:**

- Website has current and updated information.
- Website activity shows, via analytics, consistent traffic during the year, in addition to the month preceding conferences, as well as use of the available features.
- Member feedback for the website supports its utility including ease of information access and maintenance of current information.
- CSAP has researched available features of its website platform for member engagement (e.g., chat) and has developed strategies that can be implemented.
- CSAP hosts 1-2 virtual events between conferences to engage with members, attended by at least 10 participants in addition to Board members (or attended by more than 30% of those invited).
- Greater than 50% of state associations respond to surveys and feedback questions (e.g., annual survey, short surveys following specific engagement outreach).
- Policies and procedures for social media are in place and implemented consistently. CSAP uses social media to share good news, market CSAP events and merchandise, and solicit feedback from members.

### **Strategies:**

1. The CSAP website will be reviewed for updates on a monthly basis.
2. The analytics of the website will be reviewed at the spring and fall board meetings. Based on data, members will be encouraged to utilize the website in specific ways.
3. CSAP will consistently follow up with state associations 2 weeks to 1 month after conferences and events to solicit more frequent feedback including feedback for the website.
4. CSAP will investigate the tools available in the website platform, such as a chat feature, that can be used by current and alumni members.
5. CSAP will host 1-2 virtual events between conferences to engage with members for a variety of topics based on member feedback and requests.
6. CSAP will solicit members to share success stories from CSAP resources (e.g., newsletter, survey responses).
7. CSAP will include website resources in the resources guide for new state leaders.
8. CSAP will develop strategies and guidelines for the use of social media to benefit the association.

### **Focus Area 3: *Association Infrastructure***

**Issue:** To meet the mission of CSAP, it is incumbent upon CSAP leadership to fulfill the roles and responsibilities of their volunteer-based elected and appointed positions and to work in seamless conjunction with the paid management of the association. Areas of particular relevance for the infrastructure of the association include timely communication for respective responsibilities and task completion, updating and maintenance of the association website, adequate data storage and management to maintain association archives, and strategies to increase financial support via non-dues revenue.

#### **Outcomes:**

- Timely and consistent communication occurs between the CSAP board and association management.
- Systems are in place for data storage/management for current processes and the archives of the association.
- CSAP has established and sustainable strategies for non-dues revenue facilitated by association management.

#### **Indicators of Success:**

- CSAP and the management company have established strategies for timely communication and implementation of action items consistent with the management contract.
- CSAP has strategies and resources for association archives, data storage and management, and real-time document sharing.
- Each year, non-dues revenue brings in a portion of the CSAP annual budget equal to or greater than the prior year.

#### **Strategies:**

1. Meetings with the management company will be held with the CSAP Executive Board, quarterly or more frequently as needed, to review progress on the strategic plan including efficacy of communication.
2. Establish a password-protected real-time document sharing strategy for joint access to key documents.
3. CSAP will add an editable document for ongoing revision to review and revise each position's operational guidelines to improve efficiency and communication for the CSAP elected and appointed board members.
4. Review of strategies for data storage that are secure but easily transferred to each president (advance to more sustainable and secure strategy from 2020-2021 trial with flash drive).
5. Develop materials available to members via the website that are password protected (e.g., member list with contact info, chat/community, conference materials, meeting minutes, newsletter, financials).
6. CSAP will discuss and redesign its prospectus to increase non-dues revenue through sponsorships and review rates for different revenue sources (e.g., offering reduction for webinar packages vs. single webinar).
7. Association management will provide CSAP a quarterly update of sponsorships contacts and outcomes.
8. CSAP, with support from association management, will develop a variety of sources for non-dues revenue (e.g., webinars, sponsorships, advertising, selling merchandise).
9. CSAP will develop an online store for non-dues revenue (e.g., merchandise with CSAP logo).