

## Recommendations from the Ad Hoc Committee on Governance Review (Ad Hoc GR)

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## Disclosures for Arlene A. Pietranton

- **Financial Disclosure**
  - Paid ASHA employee
- **Non-Financial Disclosure**
  - Broad and extensive association governance experience & expertise
    - Past Chair of the American Society of Association Executives (ASAE)
    - Current Chair-Elect of the Council of Engineering and Scientific Society Executives (CESSE)
    - Current Public Member of the Certified Financial Planners (CFP) Board of Directors
      - Chair of the CFP Board's Governance Committee (2017 – present)

## Ad Hoc GR Committee Composition

<ul style="list-style-type: none"> <li>◦ Chair, Committee on Leadership Cultivation</li> <li>◦ Chair, Audiology Advisory Council</li> <li>◦ Chair, Speech-Language Pathology Advisory Council</li> <li>◦ Member, Audiology Advisory Council</li> <li>◦ Member, Speech-Language Pathology Advisory Council</li> <li>◦ Member, Committee on Nominations &amp; Elections – Aud</li> <li>◦ Member, Committee on Nominations &amp; Elections – SLP</li> <li>◦ Past Member, NSSLHA Executive Board and Advisory Council</li> <li>◦ Past Board of Directors and Advisory Council</li> </ul>	<p>Robert Augustine Charles Bishop Melanie Hudson Tena McNamara Regina Lemmon Jennifer Simpson Wren Newman Chelsea Werner Wayne Foster **</p>
<p>**Committee Chair External Consultant, Tecker International Internal Consultant to Committee Board of Directors Liaison ASHA Director of Association Governance Operations, Ex Officio</p>	<p>Paul Meyer Arlene Pietranton Gail Richard Andrea Falzarano</p>

## Ad Hoc GR Charge

- Conduct a review and evaluation of aspects of ASHA's governance structure and processes to determine if they meet the Association's current governance needs.
- Experts in association governance recommend associations review governance periodically to determine if
  - Meeting needs of members
  - Efficient
  - Effective
- Ten years since review of ASHA's governance structure
- Appropriate time to conduct evaluation and, if warranted, recommend changes to current model

## Elements in Scope of the Review

- Nominations and Elections Process
  - Role of CNE in slating candidates; composition of CNE
  - Voting process for members
  - Insuring diversity
- Role of Advisory Council
- Role of BOD in succession planning
- Existing working relationship of other entities with BOD
- Cultivation of Leaders – tracking
- ASHA's provision of opportunities for meaningful membership engagement

## Considerations for Success in Review Process & Recommendations

- Knowledge-based: Extensive review of data– e.g., ASHA surveys, phone interviews, other association processes, ASHA mission/vision, budget
- Aligns with ASHA's Strategic Pathway and Envisioned Future
- Commitment to diversity
- Fiscally efficient; consideration of resources – cost versus value
- Responsive to changing volunteer preferences
- Meaningful opportunities for member engagement and communication
- Greater confidence in process for cultivating leaders

## Current Status

- Committee conducted review and submitted a final report to the Board of Directors.
- The BOD discussed the recommendations at their February 2019 meeting. Decision made to “move forward to explore” implementation.
- Member Advisory Group formed to provide guidance to ASHA staff on communicating recommendations to stakeholders for awareness and understanding.
- Communication efforts are underway to inform members and receive feedback that will be provided to the BOD

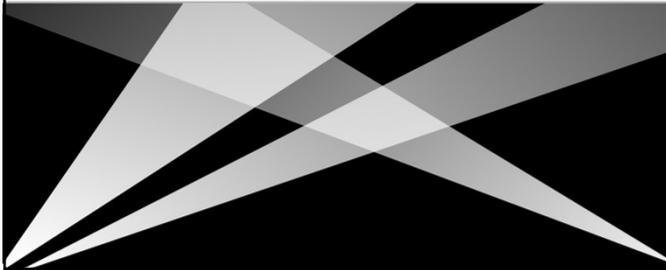


## Member Advisory Group Members

<ul style="list-style-type: none"> <li>◦ Past Chair, Committee on Leadership Cultivation</li> <li>◦ Current Chair, Committee on Leadership Cultivation</li> <li>◦ Current Chair, Speech-Language Pathology Advisory Council</li> <li>◦ Past Member, Committee on Nominations &amp; Elections</li> <li>◦ Current Chair, Committee on Nominations &amp; Elections; BOD Liaison</li> <li>◦ Past Board of Directors, Advisory Council Chair, and GR Chair</li> <li>◦ Past CNE Chair and BOD Liaison for GRC</li> </ul>	<table border="0"> <tr><td>Robert Augustine</td><td>SLP</td></tr> <tr><td>Donna Fisher Smiley</td><td>AUD</td></tr> <tr><td>Barbara Goodson</td><td>SLP</td></tr> <tr><td>Jennifer Simpson</td><td>AUD</td></tr> <tr><td>Elise Davis McFarland</td><td>SLP</td></tr> <tr><td>Wayne Foster</td><td>AUD</td></tr> <tr><td>Gail Richard, MAG Chair</td><td>SLP</td></tr> </table>	Robert Augustine	SLP	Donna Fisher Smiley	AUD	Barbara Goodson	SLP	Jennifer Simpson	AUD	Elise Davis McFarland	SLP	Wayne Foster	AUD	Gail Richard, MAG Chair	SLP
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<p>CEO and internal Consultant Chief Staff Officer for Communication Director of Association Governance Operations</p>	<table border="0"> <tr><td>Arlene Pietrantoni</td></tr> <tr><td>Lisa Cole</td></tr> <tr><td>Andrea Falzarano</td></tr> </table>	Arlene Pietrantoni	Lisa Cole	Andrea Falzarano											
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## Recommendations



## Issue: Leadership, Cultivation, Tracking, & Pipeline

### Multiple vehicles in place

- Committee on Leadership Cultivation
- Leadership Academy
- Mentoring Programs
- Leadership Development Programs
- Minority Student Leadership
- Committee Volunteer Pool



## Recommendation #1: Create a Leadership Profile and Tracking System

- Create Leadership Profiles
- Enable search options
- Advantages
  - Members have clearer understanding of how to advance on leadership pathway
  - Eliminate frustration of Volunteer Committee Pool
  - Improve identification of necessary competencies for positions and allow members to provide evidence to support their candidacy
  - Create additional micro-volunteering opportunities
  - Create more diversity for the CBC appointments
- \*\*\* Committee on Leadership Cultivation will assist to develop specifics



## Issue: Member Engagement and Input “Crowd Source” Opportunities

- Informed BOD for decision-making
- Vehicles to hear members’ voice
- Enhanced member engagement




## Recommendation # 2: Create Member “Crowd Source” Opportunities

- Enhanced use of social media
- Explore more active use of contemporary alternative and emerging technologies

CONNECT WITH ASHA



\*\*\* Internal Staff Operations to explore specifics



## Issue: Role of Advisory Councils

Bylaws description regarding purpose of ACs is being met in multiple ways

### Current Charge:

- Identify, analyze, discuss, and prioritize issues of concern to members.
- Advise the Board of Directors on issues that need to be considered as the Association engages in planning to advance the purposes of the Association.
- Provide advice to the Board of Directors on issues the Board of Directors brings to the Advisory Councils.



## Issue: Role of Advisory Councils

### Current charge cont'd:

- Review ASHA's approved budget and forecasts and provide input and recommendations on budget items to consider in the development of the next year's budget, including the need for any dues increase.
- Participate in the peer review of all ASHA policy documents.
- Review and comment on policy documents prior to final approval by the Board of Directors.



## ASHA's Robust Input & Feedback Ecosystem



## Advisory Councils Challenges

- Lack of AC Engagement outside of March Meeting
  - # who participated in Budget Review Jeopardy - 16 SLP posts/ 9 AUD posts.
  - # Peer Review of Documents – 7 SLP posts in 2018/ 2 AUD Posts in 2018.
  - Confusion regarding AC role in regard to state representation.
  - Number of seats unfilled in AC nomination process for election.



## Recommendation # 3: Sunset the Audiology And Speech-Language Pathology Advisory Councils

- Maintaining the ACs is no longer well-substantiated by need or purpose
- BOD positions held by AC Chairs should transition to 'Members-at large'
- Develop an annual ASHA Legislative Advocacy Day



## If Recommendation Accepted

- Shortened terms for newly elected AC members
- Open positions can remain vacant or go through an appointment process during the year
- Bylaws change would be introduced with a period for member input prior to BOD consideration.

Possible One Year Transition

## Issue: Nomination and Election Process

### Multiple issues to consider

- Lack of BOD involvement in succession planning
- Composition of CNE limits knowledge of BOD responsibilities and necessary qualifications as preparing slate
- Difficulty securing nominations in all positions for contested election
- Difficulty ensuring diverse representation on the BOD – “load the ballot”
- Lack of BOD involvement in succession planning
- Poor member participation in election process ~ 4% of members vote
- Complex election process – over 160 different ballots
- Members abdicate election participation to “those who know”

## Leadership Responsibility to Association

- 204,000 ASHA members whose needs must be met
- Important to have right people in right leadership positions
- BOD members must be able to immediately understand and lead current initiatives of their CBC as well as association as a whole
- Some consultants suggest that leaving the association leadership up to chance in an election is irresponsible
- Board of Directors diversity should be reflective of the association membership
- Imperative that transparency, member input to nominees, and independent CNE decisions be maintained

## Recommendation # 4: Implement a Hybrid Election Process for BOD

### Combination of contested / uncontested election process for BOD

- President-Elect and Vice-President positions on the Board of Directors would be appointed
  - Open nomination process to full membership for input
  - Maintain CNE to slate nominees for independent review of candidates for appointment
  - CNE currently slates up to 3 candidates per position
  - Not statistically significant to go from slating three to slating one candidate per position

## Recommendation # 4: Implement a Hybrid Election Process for BOD

- Match qualifications of leaders to specific initiatives within positions
- Ensure diversity representation on the BOD to reflect membership
- Ratification or approval process to full membership of the slate
- AUD and SLP At-large positions elected by the membership
  - CNE identify three candidates for each position
  - Maintains opportunity for membership to elect discipline specific representative
- Modify composition of CNE to include President-elect, Past-President, and additional past BOD members.

### Advantages

- BOD involvement in succession planning
- Opportunity to enhance BOD diversity and qualifications specific to ongoing initiatives
- Less complex election process

## Recommendation # 4: Implement a Hybrid Election Process for BOD

\*\*\* Committee on Nominations and Elections to develop specifics

## Summary Comments



- Comprehensive, careful process
- Candid and exhaustive discussion considering all aspects of each recommendation
- Commend the committee for their deliberate, respectful and provocative discussions
- Appreciate the BOD's commitment to this endeavor to further the effectiveness of the association for being better positioned for the future



## Summary Comments



**COMMENTS**  
NEXT EXIT ➔

- If you wish to provide the BOD feedback on any of these recommendations, please use:

- ASHA's [InTouch Form](#).
- (<https://www.asha.org/Form/Board-of-Directors-Feedback/>)

