

# Strategic Plan 2012-2015

## TEXAS SPEECH-LANGUAGE-HEARING ASSOCIATION (TSHA) STRATEGIC PLAN: JANUARY 1, 2012 - DECEMBER 31, 2015

### GOAL A

**TSHA will support governance that empowers volunteers to engage in leadership activities at all levels of the Association.**

#### OBJECTIVE 1

By May 15, 2012, analyze current governance structure to create a system that supports leaders.

##### Key Activities

1. Evaluate job descriptions of Executive Board (EB) members.
2. Collect data representing membership by work setting.
3. Re-evaluate plans presented to EB in regard to levels with vice president (VP) positions.
4. Identify tasks to be assigned to paid staff or outsourced/contracted positions.
5. Increase leadership opportunities for each VP at the Councilor level.
6. Analyze needs and make recommendations to the EB.
7. Create a process for successful transition and orientation for incoming/outgoing volunteers.
8. Identify and implement ways of recognizing and thanking volunteers.
9. Create the position of TSHA Volunteer Coordinator.
  - a. Identify the tasks/responsibilities to be assigned to this position.
  - b. Determine the amount of time on a weekly or monthly basis needed to complete the tasks/responsibilities.
  - c. Determine whether the position should be a paid position or filled by a volunteer.
  - d. Consider creating an email address specifically for handling volunteer-related activities such as volunteer@txsha.org.
10. Have a volunteer booth at the convention exhibit hall staffed with the Volunteer Coordinator who will identify volunteers and place them within the TSHA volunteer hierarchy. Volunteer coordinator will follow up with volunteers and the Executive Board to make sure that positions are being filled and volunteer workloads are being completed.
11. Evaluate the VP for Educational and Scientific Affairs structure and job description and identify options for allocating workload.

#### OBJECTIVE 2

By December 31, 2012, educate members about the TSHA governance and volunteer opportunities in this governance .

##### Key Activities

1. Develop a database of people who volunteer at convention.
  - a. Send thank you email with a request for further volunteer support.
  - b. Attach volunteer form to the email.
  - c. Contact volunteers from convention database to participate in other association-based activities.
2. Provide a leadership seminar/presentation on the foundation of leadership at the Executive Council (EC) meeting.
3. Schedule time at EC meeting to give an overview of TSHA's structure/procedures as a whole group.

#### OBJECTIVE 3

By December 2012, the TSHA Past Presidents' Powerhouse Chair and a Texas Speech-Language-Hearing Foundation (TSHF) representative will develop a plan to establish mentor/mentee relationships .

##### Key Activities

1. Provide activities/opportunities for relationship development at the Oscar Mauzy Leadership Conference.
2. Provide guidance on continued mentoring opportunities throughout the year between mentor and mentee.
3. Develop activities at the annual TSHA Convention for relationship-building opportunities for mentors/mentees.
4. By December 31, 2012, the TSHA Past Presidents' Powerhouse Chair and a TSHF representative will coordinate the Oscar Mauzy Leadership Conference (OMLC) for 2013.
  - a. Involve the EB Student Reps in the planning process.
  - b. Invite (i.e., fund) the NSSLHA/SAA presidents from each of the 19 universities in Texas with speech-language pathology/audiology

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programs.

c. Invite (i.e., fund) the applicants for the Graduate Student Representative position on the TSHA Executive Board for the current year and previous year (i.e., the applicants from the year during which an OMLC was NOT held).

d. Market to the membership.

e. Provide programming related to developing leadership skills—something to take home.

f. Provide programming related to opportunities for volunteering/leadership in TSHA and TSHF.

g. Provide a survey after OMLC to gather info from participants regarding their area(s) of interest in volunteering/leadership.

h. Develop a spreadsheet to track new volunteers' area(s) of interest in regards to volunteering/leadership.

i. Develop method to disseminate the compiled information to the TSHA EB members and TSHF Board so they can contact those interested in volunteering or leadership opportunities.

j. Follow-up with EB members and TSHF Board regarding progress with getting those people involved.

## GOAL B

**TSHA will maintain fiscal management policies to support the programs and services to benefit the membership.**

### OBJECTIVE 1

By December 2013, develop additional revenue sources from continuing education (CE).

#### Key Activities

1. Explore CE online companies and capabilities.
2. Develop web-based CE opportunities.
3. Market opportunities.

### OBJECTIVE 2

Ongoing: TSHA will continue to maintain a budget posture in which annual income equals or exceeds annual expense.

#### Key Activities

1. If funds are extracted from the Restricted Fund(s), they must be replenished if surplus exists at year-end.
2. If any surplus is not used to replenish Restricted Fund(s), it is to be put in a short-term reserve account(s).
3. Have as members 51% of licensed speech-language pathologists (SLPs) and audiologists in Texas.
4. Explore the possibility of selling the products of some task forces.
5. Establish the baseline number of members of regional associations who are also members of TSHA.
6. Explore ways to cut costs, including EB meeting costs.
7. Increase advertisement and sponsorships.

### OBJECTIVE 3

By August 15, 2012, as TSHA leaders allocate funds during the budget process, they will consider how allocation is representative (or reflective) of membership.

#### Key Activities

1. Analyze the fiscal implications of the various needs of the membership.
2. Take those needs and compare to the percentages of the membership.
3. Provide adequate resources to support the publications of the Association.
4. The Student EB members will be given the opportunity to participate in the University Visits.

### OBJECTIVE 4

By May 1, 2012, TSHA will have a process for evaluating the services outlined in the contract of all contract entities.

#### Key Activities

1. Review the processes already in place.
2. Add a performance review to contracts.
3. Come back to the EB for review/approval.

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4. Review P&P and edit as needed with EB approval

## **OBJECTIVE 5**

By May 15, 2012, TSHA will explore ways to increase the administrative support for TSHF.

### **Key Activities**

1. Create a workgroup; involve the Financial Advisory Committee.
2. Develop options.
3. Present options to the EB.

## **GOAL C**

**TSHA will provide state-of-the-art programming in order to educate members in a dynamic professional climate.**

## **OBJECTIVE 1**

By September 2012, increase variety of programming at 2013 Convention.

### **Key Activities**

1. Develop technical report presentation.
2. Examine strand categories to see if reflective of membership.
3. Examine responses on CE reporting system to evaluate what members are requesting.

## **OBJECTIVE 2**

By June 2013, develop additional traditional programming opportunities.

### **Key Activities**

1. Consider feasibility of a school conference in 2014.
2. Work with regional associations to provide programming across state.
3. Develop areas of expertise that EB members have and can possibly present to regions.

## **OBJECTIVE 3**

By June 2013, examine feasibility and develop alternative methods of CE programming offerings.

### **Key Activities**

1. Investigate options for online CE offerings.
2. Develop online CE offerings.
3. Develop CE modules, record traditional presentations and develop into online offerings.

## **GOAL D**

**TSHA will maintain a well-respected legislative presence and continue to be a resource about speech-language pathology and audiology issues.**

## **OBJECTIVE 1**

By June 2012, the TSHA legislative team will create a legislative strand or focus at the TSHA 2013 Annual Convention.

### **Key Activities**

1. Work with VP for Social and Governmental Affairs to decide what would be the best format to highlight legislative issues.
2. Add to the Call For Papers for 2013 if needed.
3. Work with VP for Social and Governmental Affairs to recruit presentations for this area as appropriate.
4. Evaluate the frequency and effectiveness of this strand/focus

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## **OBJECTIVE 2**

By December 2012, the TSHA legislative team will create forums for members to interact on governmental topics.

### **Key Activities**

1. Work with VP of Educational and Scientific Affairs and the VP of Professional Services to develop the forums.
2. Apply for CE.
3. Market the forums.
4. Hold the forums.
5. Maintain Capital Watch.

## **OBJECTIVE 3**

By March 1, 2012, the TSHA legislative team will develop a grassroots project in which TSHA members are encouraged to participate in legislative candidates' fundraising campaigns in order to promote grassroots advocacy for TSHA.

### **Key Activities**

1. Identify key fundraising activities.
2. Send letters to TSHA members about the fundraising campaign event.
3. Send letters to legislators informing them of the constituents who have been informed of the fundraising campaign event.

## **OBJECTIVE 4**

By December 2012, the TSHA legislative team will increase communication among stakeholder organizations.

### **Key Activities**

1. Identify the current number of organizations.
2. Identify other key players with similar legislative interests and key contacts.
3. Engage the key players in projects related to the discipline.

## **OBJECTIVE 5**

By September 2012, in prep for the 2013 Texas Legislative Session, the TSHA legislative team will identify licensure-related issues.

### **Key Activities**

1. Solicit input from membership.
2. Present proposal to EB.
3. Consistent monitoring of legislation that could infringe upon the discipline.

## **OBJECTIVE 6**

By December 2012, the TSHA legislative team will increase their presence in the following areas: higher education, public schools, healthcare delivery, and third-party reimbursement in order to communicate issues of mutual interest.

### **Key Activities**

1. Identify stakeholder organizations or entities related to the areas of interest.
2. Develop key contacts.
3. Develop legislation of mutual interest in support thereof.

## **GOAL E**

**TSHA will market the professions of speech-language pathology and audiology to consumers, policymakers, members, students, and other professionals in order to provide information about the value of our services.**

## **OBJECTIVE 1**

By March 2013, develop an outreach program to market TSHA's activities to consumers.

### **Key Activities**

1. Develop PSAs and web announcements to get information to consumers.

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2. Work with the Texas Society of Allied Health Professionals (TSAHP) to get information other allied health professional fields.
3. Invite consumers to the convention keynote presentation.
4. Solicit consumer testimonials.

## **OBJECTIVE 2**

By February 2013, educate legislators/policymakers about our discipline.

### **Key Activities**

1. Provide more communication to membership about opportunities.
2. Encourage EC to participate and bring a TSHA friend.
3. Use Capitol Visits, District Legislative Week, and other venues.
4. Complete a Consumer Advocacy Network.

## **OBJECTIVE 3**

By March 2013, develop an outreach program to market TSHA's activities to students.

### **Key Activities**

1. Coordinate University Visits.
2. Provide convention programming advertising volunteer opportunities.
3. Provide convention programming explaining TSHA leadership structure.
4. Continue to provide Praxis Bowl programming at convention.
5. Continue the Leadership Academy.
6. Develop social media and engage audience; create a Praxis Bowl event.
7. Identify incentives for students.
8. Brainstorm face-to-face opportunities for students.
9. Investigate mobile sites and/or apps and market to students.
10. Arrange for students to participate in Legislative Day every two years.

## **OBJECTIVE 4**

By March 2013, develop an outreach program to market TSHA's activities to members.

### **Key Activities**

1. Publicize membership benefits: PIE, MLTR, legislative advocacy, CEs, *Communicologist*, Job Classifieds, Capitol Watch.
2. Publicize volunteer opportunities.
3. Promote leadership scaffolding/opportunities.
4. Continue to offer Shoppe TSHA.
5. Explore networking possibilities.
6. Market job placement.

## **OBJECTIVE 5**

By March 2013, develop an outreach program to market TSHA's activities to other professions.

### **Key Activities**

1. Work with the TSHA legislative team to identify opportunities to promote the professions.

## **OBJECTIVE 6**

By March 2015, TSHA will have as members 51% of licensees in Texas.

### **Key Activities**

1. Determine current number of licensees in Texas.
2. Increase to 51% the number of licensees who are members of TSHA.
3. Promote membership benefits.
4. Promote the legislative impact TSHA has on licensure.
5. Support regional associations through yearly Texas Regional Association Council (TRAC) meetings.
6. Explore new options for marketing to licensees and obtaining membership dues.

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## GOAL F

**TSHA will have dynamic mechanisms to promote the highest quality services for individuals with communication and related disorders.**

### OBJECTIVE 1

By May 2012, TSHA will identify issues unique to particular work settings that impact services to individuals with communication disorders.

#### Key Activities

1. Identify medical issues.
2. Identify public school issues.
3. Identify private practice or business-related issues.
4. Identify audiology issues.
5. Follow responsible protocol, research, and respond to emails, calls, and contact by members/consumers.

### OBJECTIVE 2

By December 2012, TSHA will provide guidance on best practice use of assistive technology for use with individuals with communication disorders.

#### Key Activities

1. Complete the Evidence-based Practice (EBP) Assistive Technology (AT) whitepaper.
2. Provide current resources or guidance on various types of AT services.
3. Advocate for the use of tablet computers in intervention in public schools.

### OBJECTIVE 3

Ongoing: TSHA will continue to educate members on topics related to culturally and linguistically diverse (CLD) clients.

#### Key Activities

1. Continue the CLD corner in *Communicologist*.
2. Continue TSHA Convention presentations.
3. Offer training on "the document."
4. Establish guidelines/standards for bilingual and monolingual culturally competent SLPs.

### OBJECTIVE 4

Ongoing: TSHA will be a resource to all its members and consumers regarding services for professional issues.

#### Key Activities

1. Follow response protocol, research, and respond to emails, phone calls, and contact by members and consumers.
2. Update professional section of the TSHA website.
3. Compile a database of EBOs across the discipline.

### OBJECTIVE 5

Ongoing: TSHA will support university programs in educating and training graduate students in CLD issues (infusing CLD information into university curricula).

#### Key Activities

1. Create voiceover PowerPoint product for university infusion of CLD information.
2. Collaborate with University Task Force to disseminate university-infused CLD information.

### OBJECTIVE 6

By December 2012, TSHA will support and report action-based research in three settings.

#### Key Activities

1. Develop Partners in Action Research program procedures.
2. Identify 3 dyads of university-based mentor and action researchers to engage in specific action research projects.
3. Track action research projects and support reporting results in convention presentation or *Communicologist*.

### OBJECTIVE 7

By December 2012, TSHA will complete the eligibility guidelines for school-based SLP services.

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## Key Activities

1. Complete all 10 manuals.
2. Make webinar training for manual/companion available through education service centers.
3. Develop procedures for periodic update on manuals.

## OBJECTIVE 8

By March 2013, TSHA will provide education to licensed SLP Assistants.

### Key Activities

1. Complete and offer training modules for SLP Assistants in Texas.
2. Complete needs assessment of SLP Assistants.
3. Form a committee of SLP Assistants to analyze needs assessment.
4. Develop a plan for supporting and engaging SLP Assistants.

## OBJECTIVE 9

TSHA will seek research-based and treatment-based resources for the *Communicologist* and will publish at least two articles (or references) per year.

### Key Activities

1. Follow current research or treatment options and reference these for members in publications. Consider keeping an archived list for easy member access on the TSHA website.

## GOAL G

**TSHA will provide state-of-the-art communication practices and informational resources for its members and consumers.**

## OBJECTIVE 1

By June 2012, conduct a needs assessment and/or SWOT analysis of TSHA's current communication practices and publications.

### Key Activities

1. Identify who would conduct and who would participate in the analysis.
2. Identify existing communication channels, vehicles, procedures, personnel involved, and products.
3. Develop needs analysis tool.
4. Consider field analysis to EB, EC, or random sampling of TSHA membership.

## OBJECTIVE 2

By September 2012, identify best method of information delivery for different constituencies/audiences.

### Key Activities

1. Identify TSHA constituencies.
2. Identify current and potential delivery methods (i.e., print and/or electronic).
3. Develop roster of potential informational/communication activities/products (i.e., social media, mobile sites, convention mobile sites, etc.).

## OBJECTIVE 3

By September 2012, address ongoing [www.txsha.org](http://www.txsha.org) concerns.

### Key Activities

1. Determine currency of content currently available on [www.txsha.org](http://www.txsha.org).
2. Review [www.txsha.org](http://www.txsha.org) content organizational format.
3. Review [www.txsha.org](http://www.txsha.org) navigational format.
4. Develop process/procedures to update content on [www.txsha.org](http://www.txsha.org).