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Task Force on Special Interest Divisions Structure, Programs, and Operations

Report

October 2010 Report

31
32 **Task Force on Special Interest Divisions Structure, Programs, and**
33 **Operations**

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35 **Members**

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38 **Board of Division Coordinators**

39 Amy L. Weiss, 2008–2010 Chair

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41 Thomas M. Helfer, 2006-2008 Coordinator,
42 Division 8, Hearing Conservation and Occupational Audiology

43
44 Janet P. Patterson, 2006-2008 Coordinator,
45 Division 2, Neurophysiology and Neurogenic Speech and Language Disorders

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47 Kim S. Schairer, 2007-2009 Coordinator,
48 Division 6, Hearing and Hearing Disorders: Research and Diagnostics

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50 Catriona M. Steele, 2008-2010 Coordinator,
51 Division 13, Swallowing and Swallowing Disorders (Dysphagia)

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53 Carole Zangari, 2006-2008 Coordinator,
54 Division 12, Augmentative and Alternative Communication

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56 **Board of Directors**

57 Patricia A. Prelock, 2008-2010 Vice President for
58 Standards and Ethics in Speech-Language Pathology

59 George O. Purvis, 2009-2011 Chair, Audiology Advisory Council

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62 **Financial Planning Board**

63 Christopher N. Walker, 2007-2010 Chair, Financial Planning Board

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65 **National Office Staff**

66 Michelle M. Ferketic, Director, Special Interest Divisions and International Liasison Programs

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71 Thomas Jelen, Director, Online Communications

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73 Paula Starr (2008-2009)/Yvonne Kankam-Boadu (2010), Director, Finance
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Executive Summary

On June 10, 2010, the Task Force on Special Interest Divisions Structure, Programs, and Operations (hereafter TF) submitted its report to the Board of Directors (hereafter, BOD) of the American Speech-Language-Hearing Association (hereafter, ASHA). In keeping with its standing practices, the BOD discussed the report at its June and October 2010 meetings. In arriving at its decisions regarding whether and how to implement TF recommendations, the BOD carefully considered the feasibility of specific recommendations in light of current and future needs of the ASHA membership, including affiliates of the Special Interest Divisions, as well as the projected fiscal health of the Association. The following report summarizes the recommendations of the TF as reviewed and responded to by the BOD. In addition, background information has been provided to facilitate the reader's understanding of the dynamic nature of the Special Interest Division program review and TF process over the last 3 years.

The Task Force Charge

Between 1986 and 1990, the Special Interest Divisions Program was created primarily as a value-added benefit for ASHA members. Over the years, the program has enjoyed great success in terms of steadily expanding membership and programs that exceed the minimum requirements, offering benefits in many areas (e.g., professional development opportunities, Web events, and financial and other support for ASHA, National Student Speech Language Hearing Association, and ASHFoundation grants, programs). These programs served not only Division affiliates, but the broader membership and its related professional entities (and by extension, the discipline of communication sciences and disorders and its clients).

Despite their benefits, these burgeoning activities sometimes exceeded the envisioned structure and function of the Divisions Program and resulted in inefficient and redundant use of Association and Division staffing, financial, and other resources. Further, in some instances Division volunteer leaders have misinterpreted the intended relationship between ASHA and the Divisions and pressed for initiatives that were/are inconsistent with the Divisions Program's purpose. This misinterpretation has resulted in independent/autonomous actions that would overlap, duplicate, or on occasion even contradict Association goals and/or activities. At times, the result has been counterproductive and sometimes even adversarial, giving rise to a contentious "us-versus-them" perspective.

In October 2008, the Task Force on Division Structure, Programs, and Operations was created and assigned the task of examining and making recommendations to modify the existing program to (a) foster a community-based approach, (b) increase member involvement, (c) align goals with the Association's strategic plans, and (d) fully integrate the Divisions into the Association financially and programmatically.

In the process of fulfilling its mission, the Task Force identified key limitations in the existing structure, including

- lack of integration of Divisions and ASHA activities that would facilitate achieving strategic objectives as delineated by ASHA's strategic plan;
- inadequate mechanisms to increase collaboration of Divisions with ASHA and affiliate involvement in Association activities (objectives requested by Division volunteer leaders);
- failure to accurately reflect/account for Association resources that have supported Division activities for the duration of the Division program (approximately \$333,600 of annual in-kind support);

- 157 • inadequate staffing resources to support Divisions' interest in expanding programs
- 158 and activities;
- 159 • uneven program benefits across Divisions, despite standardized annual fees/dues;
- 160 and
- 161 • accountability/liability issues related to the legal and fiduciary responsibilities of the
- 162 Divisions vis a vis the Association.

164 **Recommendation Highlights: Proposed Model**

165
166 The Divisions (now Special Interest Groups or SIGs) represent unique, though related and
167 interrelated, topics and interest areas within and across the discipline of communication
168 sciences and disorders. Similarly, SIG members have different, but related, interests and needs.
169 Hence, while it would not be appropriate to mandate specific activities and programs, it is
170 appropriate and desirable to identify common programmatic minima and maxima to ensure that
171 the level and quality of offerings are comparable across the program. The minima is the most
172 conservative expectation for what each SIG will produce; the maxima represents the point
173 beyond which resources for SIG activities cannot be operationalized without renegotiation. In
174 other words, this Task Force is petitioning for sufficient financial, staffing, and other resources to
175 enable each SIG to attain the maxima as it sees fit.

176
177 The Task Force developed key components of a restructured program for the Divisions/SIGs
178 from vision and mission statements to leadership roles and responsibilities to program fees and
179 financing. In other ways, however, the restructuring plan is more akin to a recommitment to
180 common goals and full integration of activities—a reminder that the relationship between the
181 Divisions Program and ASHA always was intended to be complementary rather than
182 independent. Key components include

- 183 1. Allowing affiliates of all SIGs to have access to all SIGs' *Perspectives*;
- 184 2. Allowing affiliates of all SIGS to earn CEUs for self-study of all *Perspectives*, but (a) the
185 current exam processing fee of \$5/issue would apply for that SIG's affiliates (e.g.,
186 affiliates of SIG 1, Language Learning and Education would pay \$5 to take an exam for
187 an issue of *Perspectives on Language Learning and Education*) and (b) affiliates of other
188 SIGs would pay a higher fee;
- 189 3. Establishing for each SIG a Coordinating Committee (CC) comprising three to four
190 elected members and one appointed member (*Perspectives* substantive editor);
- 191 4. Retaining current program benefits (*Perspectives* for self-study, e-mail list) and adding
192 new activities, such as recommending affiliates to serve on ASHA advisory committees,
193 participating in ASHA's Leadership Training and Mentoring Programs, and collaborating
194 with appropriate ASHA units (with necessary BOD approval) on conferences,
195 scholarships, products, and Webcasts;
- 196 5. Creation of The Board of SIG Coordinators (BSIGC), made up of SIG coordinators, as a
197 new standing board of the Association to advise the BOD and recommend policies or
198 execute specific undertakings as approved by the BOD; and
- 199 6. In keeping with standard policies and procedures, ending the practice of SIGs' carrying
200 over end-of-year net assets.

201
202 The Task Force specified maxima and minima for operating SIG programs are

- 203 1. CE-bearing *Perspectives*:
 - 204 • Minimum = One issue per year.
 - 205 • Maximum = Four issues per year; 22,000-word limit per issue; editorial calendar
 - 206 required one and one-half year in advance.
- 207 2. Additional CE activity:
 - 208 • Minimum = Convention Short Course and one invited seminar;

- 209 • Maximum = The above plus submission of proposal to the Scientific Publication
210 and Education Board (SPEB) for any additional activities, subject to approval
211 according to SPEB and BOD priorities and personnel availability.
- 212 3. Electronic communication:
 - 213 • Minimum = Affiliates-only e-mail lists and/or other private online community
214 capabilities through the Association;
 - 215 • Maximum = The minimum plus one Web event (non-CE-bearing) per year.
- 216 4. Budget:
217 Submission each spring, similar to the budget process followed by all ASHA committees
218 and boards.
- 219 5. SIG-specific goals to complement ASHA's strategic plan:
220 BSIGC is the conduit between the SIGs and the Board of Directors. Each SIG identifies
221 issues for consideration by the Association and conveys issues to the BSIGC. SIGs can
222 develop activities that are specified in ASHA's strategic plan; the annual report
223 documents that SIG activities are developed *as part of* the Association rather than in
224 parallel with the Association.
- 225 6. Face-to-face or other real-time interactive meetings of CC:
 - 226 • Minimum = One face-to-face at the National Office or other real-time interactive
227 meeting (e.g., conference call, Web-based) per year. Expenses associated with
228 meetings held in conjunction with ASHA's Convention are the responsibility of the
229 individual;
 - 230 • Maximum = Individual CC members or the SIG would finance any additional
231 meetings; the expense must be included in the budget, and approved by the
232 BOD.
- 233 7. SIG CC composition
 - 234 • Minimum = Four members, including a coordinator and an associate coordinator.
235 Three members are elected and one is appointed (i.e., content editor).
 - 236 • Maximum = Five members: four elected and one appointed (i.e., content editor).
- 237 8. Affiliates' meeting
 - 238 • Minimum = One affiliates' meeting at the ASHA Convention or other conference
239 where it is likely that many affiliates can attend; if scheduled outside the
240 Convention, the ex officio or other National Office staff member must be in
241 attendance. A Web-based affiliates' meeting can be scheduled if feasible.
 - 242 • Maximum = Additional meetings would require approval per standard operating
243 procedures.
- 244 9. SIG Standing Committees (in addition to coordinating committees and board)
 - 245 • Minimum = (a) Editorial Board – reviews *Perspectives* content and (b) Continuing
246 Education (identifies and develops *Perspectives* content and other CE activities
247 as appropriate).
 - 248 • Maximum = Additional subcommittees or ad hoc committees per approval of the
249 BOD; must have ex officio assigned.
- 250 10. Alignment with the Association's strategic plan
251 Each SIG is responsible for identifying issues that need to be considered by the
252 Association in its strategic plan. Once the Association determines its activities,
253 the SIGs are responsible for activities specified in the Association's strategic
254 plan.
- 255 11. Submission of an annual report of the SIG's activities:
256 Each coordinator, in consultation with the SIG CC, submits a complete report of
257 SIG activities annually to ex officio as per designated format; the report would
258 include evidence of changes made based on recommendations of previous
259 report.
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Preamble

Growing Pains

The American Speech-Language-Hearing Association (ASHA) Board of Division Coordinators (hereafter BDC) is responsible for oversight and coordination of the work of the Association's Special Interest Divisions. In 1991, a document titled "A Plan for Special Interest Divisions and Study Sections" was disseminated; it described the Divisions Program as "integral to the Association" and stated "shall operate in accord with Association policies, procedures and guidelines" (p. 1). In the years since 1991, the number of Division affiliates (and Divisions) has grown exponentially, and Division programs and activities also have expanded to provide new and valued benefits to both affiliates and the Association as a whole.

Adapting to growth has been a challenge; the structure, programs, operations, and resources to support them that served well at one time have been consistently strained to meet the current needs of the Divisions. The obligation of the BDC, then, is to conduct a systematic review of the Divisions Program and to recommend changes in structure, programs, and operations if warranted.

A Task Force on Special Interest Division Structure, Programs, and Operations was convened and assigned this obligation by the ASHA Board of Directors (BOD).

Change Drivers

The Task Force identified factors indicating a need to change ASHA's current Divisions Program structure, programs, and operations. The following change drivers were identified as most significant in this process:

- The Divisions could more consistently play an essential role in the Association's ability to successfully address its strategic plan objectives. However, these efforts have been hampered by the current structure that limits the Divisions' ability to be seamlessly infused into the Association's programs and activities.
- Division volunteer leaders want an increase in collaboration between the Divisions and the Association.
- Division volunteer leaders want to increase opportunities for their affiliates to become engaged in and with the Association and its programs.
- Financial reporting practices in ASHA have not reflected actual costs to operate the Divisions Program and have allowed for what has appeared to be significant growth in accumulated net assets by some Divisions. For example, as noted above, the Divisions are supported directly by seven staff. Annually, the Association provides additional support. In 2008, it is estimated that general and administrative support cost \$213,806 and costs associated with additional staffing support (e.g., meeting logistics, strategic planning) conservatively cost \$119,813. Combined, these expenses, for which the Divisions are not charged back, accounted for over \$333,600 of annual in-kind Association support. Thus, in actuality, some Divisions were not meeting their financial obligations rather than demonstrating an annual overage.
- The infrastructure is not in place to support projects proposed by volunteer leaders to expand programming (e.g., longer and/or more frequently published *Perspectives*, more sophisticated means of communicating with affiliates, independent databases, frequent and immediate new and updated Web content), resulting in staff appearing to play a

- 312 restrictive role in the operations of the Divisions. In sum, there has not been a
313 corresponding increase in staffing levels to support the expansion of the program.
- 314 • There is disparity in programming and benefits offered by Divisions. For example, some
315 Divisions publish two issues of *Perspectives*/year, while others publish four, resulting in
316 marked differences in tangible benefits offered by individual Divisions.
 - 317 • In a number of cases, Division volunteer leaders have been persistent in their
318 misinterpretation of the intended relationship between ASHA and the Divisions and
319 pressed for independent/autonomous initiatives not fully integrated in, or aligned with,
320 Association priorities, programs, and/or structures. This misinterpretation has resulted in
321 independent/autonomous actions that would overlap, duplicate, or on occasion even
322 contradict Association goals and/or activities. At times, the result has been
323 counterproductive and sometimes even adversarial, giving rise to a contentious “us-
324 versus-them” perspective.

325 326 **Key Principles**

327
328 The Task Force recommended that the Program be modified to reflect the following principles:

- 329 1. **Community-based.** To emphasize collaboration over separation from ASHA
330 (“divisions”), the Special Interest Divisions would be referred to as Special
331 Interest Groups (SIGs).
- 332 2. **Accessible resources.** All SIG affiliates would be given access to all of the
333 SIGs’ *Perspectives*.
- 334 3. **Aligned with the Association’s strategic plan.** The SIGs should support the
335 Association’s goals with distinct activities uniquely offered by SIGs that
336 complement the Association’s activities and not replicate Association activities.
- 337 4. **Integral to the Association.** The SIGs are an important value-added program
338 for ASHA and its members. The goal should be to tap this wealth of expertise
339 and experience to better serve the organization, the professions, and ultimately
340 persons with communication disorders and their families.
- 341 5. **Integrated.** Financially and programmatically, the programs and activities of the
342 SIGs should be integrated within the Association’s committees and boards and in
343 the operations of the National Office, as specified in the original documentation
344 describing the Divisions (1991). The proposed SIGs, like the Divisions described
345 in the 1991 publication, were never designed to be autonomous units separate
346 from ASHA.

347
348 Taking the principles delineated above into consideration, the Task Force’s next goal was to
349 create a structure with programs and operations that would

- 350 • Respond to the Association’s and Divisions’ affiliate members’ wants, needs,
351 and trends;
- 352 • Serve the professions efficiently and effectively;
- 353 • Meet current and future challenges;
- 354 • Recommit to the principle of full integration of the Divisions objectives,
355 structure, and function within ASHA; and
- 356 • Satisfy those who are involved in Divisions’ governance and leadership
357 activities.

358
359 To accomplish this goal, the Task Force first convened key stakeholders to develop
360 recommendations based on consensus and mutual understanding of each group’s unique
361 perspectives of the Divisions Program. Details of the Task Force processes and
362 information/data sources are provided in the section on Work of the Task Force beginning on
363 page 22 in this document.

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Recommendations

Vision and Mission Statements

Vision

To determine the best member/affiliate-based model for ASHA as it moves forward, the Task Force developed the following Vision for the Program:

“Making effective communication, a human right, accessible and achievable for all by engaging ASHA members in communities that foster professional excellence”

Mission

The Association’s mission is empowering and supporting speech-language pathologists, audiologists, and speech, language, and hearing scientists by:

- Advocating on behalf of persons with communication and related disorders
- Advancing communication science
- Promoting effective human communication

The mission of the ASHA Special Interest Groups (SIGs) is to advance the Association mission by engaging members in SIGs that foster the interchange of information among ASHA and NSSLHA members who share common professional interests.

Further, SIGs are integral to and integrated within ASHA, providing the opportunity to exchange content information, expertise, leadership, and professional perspectives among SIG affiliates and the wider Association community.

General Organization of Special Interest Groups (SIGs)

Eligibility/Membership Categories

Affiliation with Special Interest Groups is voluntary and is available to members of the Association for a fee beyond membership dues; Associate Affiliation status (without eligibility to vote or hold office) is available to ASHA International Affiliates and National Student Speech Language Hearing Association (NSSLHA) members of the national NSSLHA. The term "affiliation," as used here, is synonymous with "membership," but is used to avoid confusion with membership in the Association.

Eligible individuals may join or affiliate with any number of Divisions, although an annual membership fee obtains for each affiliation. All SIG affiliates would be given access to all of the SIGs’ *Perspectives*.

Affiliate Status

Affiliates will continue to pay the lowest processing fee to take each CE self-study exam associated with an issue of *Perspectives*. Nonaffiliates may also access the CE self-study for a fee that is commensurate with pricing for ASHA scholarly journals.

413 *Associate Affiliate Status*

414

415 Associate affiliate categories include:

416

417 • **Students:** NSSLHA and other students as defined by ASHA

418 • **International Affiliates:** ASHA International Affiliates

419

420 NSSLHA and ASHA members who are full-time doctoral students may join additional SIGs for
421 \$10 annual fee per SIG. Associate affiliates are ineligible to vote or hold office. (Consumers and
422 individuals who hold only the Certificate of Clinical Competence, but are not ASHA members,
423 are ineligible.)

424

425 Benefits would be extended to future ASHA membership categories not identified above as
426 deemed appropriate by the BOD.

427

428 SIG Coordinating Committee

429

430 The SIG CC is responsible for planning and coordinating the activities of the SIG, including
431 prioritizing initiatives, organizing affiliates, recommending affiliates to ASHA committees and
432 boards as appropriate, overseeing the content and publication of *Perspectives*, responding to
433 requests for input, influencing the Association's strategic initiatives, and communicating with and
434 nurturing affiliates through appropriate channels.

435

436 Each SIG is responsible for

437

438 1. Publishing at least one issue of *Perspectives* annually that includes online CE self-
439 studies;

440 2. Conducting at least one additional CE activity annually;

441 3. Maintaining an e-mail list (and/or other private online community capabilities through
442 the Association);

443 4. Conducting a general meeting at Convention and/or other venue, as approved, where
444 affiliates gather;

445 5. Participating in ASHA's Leadership Training;

446 6. Responding to Association-led mentoring invitations for mentors and other related
447 requests;

448 7. Collaborating with appropriate ASHA units (with necessary BOD approval) on
449 conferences, scholarships, products, and Webcasts;

450 8. Developing and submitting an annual budget;

451 9. Developing a working plan that complements the Association's (SIG activities are
452 consistent with objectives/goals specified in the Association's strategic plan); and

453 10. Submitting an annual report.

454

455 The Board of SIG Coordinators (BSIGC) is one of the standing boards of the Association.
456 Committees and boards advise the BOD and recommend policies or execute specific
457 undertakings as approved by the BOD.

458

459 The SIG CCs may range from four to five persons in total. Each SIG CC would comprise three
460 to four elected members and the substantive editor, who would be appointed from the SIG
461 Coordinating Committee or general membership by the elected members of the SIG CC. All
462 members of the SIG CC would serve for 3 years, with a limit of serving two consecutive terms.

463

464 Consistent with the current five-member Division steering committee, SIG coordinating
465 committees will continue to operate with five members. However, rather than having the editor

466 serve in a consultative role, s/he is to serve as a full voting member of the coordinating
467 committee. Further, editors will continue to be appointed in recognition of the specific knowledge
468 and skills required of the position.

469
470 Because small or new SIGs may have difficulty constituting a five-member coordinating
471 committee, they may operate with a four-member coordinating committee. They could have
472 three elected positions plus a substantive editor (total of four), with the option to expand to an
473 elected membership of four persons.

474
475 All other SIGs could/should fill four elected seats. For example, for a small or developing SIG
476 having four SIG CC members, the position of substantive editor would be included in the four-
477 member SIG CC. The editor would be appointed, and the other SIG CC members would be
478 elected. It is assumed that a SIG that is small/developing has a limited volunteer pool. Because
479 publication of *Perspectives* and the related self-study activity constitute the primary benefits of
480 affiliation, the focus of the SIG CC is to ensure publication of *Perspectives* and conduct of SIG-
481 sponsored self-study in addition to Convention sessions.

482
483 Increasing the number of SIG CC members must be anticipated at least one full election cycle in
484 advance and requires a rationale statement. In addition, any changes would need to remain in
485 place for 3 years.

486
487 For each position, two nominees per vacancy would be placed on the ballot. However, if no one
488 is nominated through the nomination process, the position would remain vacant until the
489 following election cycle. If only one candidate is nominated, the nominee would win by
490 acclamation.

491
492 SIG Coordinating Committee Coordinator: Role

493
494 A Coordinator and an Associate Coordinator are selected by and from the members of the SIG
495 CC. The Coordinator chairs the SIG CC and represents the group on the SIGs Board of
496 Coordinators (described below). If the Coordinator is unable to serve, the Associate Coordinator
497 assumes the responsibilities of the Coordinator, including service on the BSIGC.

498
499 Board of SIG Coordinators

500
501 The Board of SIG Coordinators (BSIGC) is one of the standing boards of the Association.
502 Committees and boards advise the BOD and recommend policies or execute specific
503 undertakings as approved by the BOD. The BSIGC, representing the various SIGs, will function
504 as a recognized Board within the Association's organizational structure and will be responsible
505 for coordinating operations of various SIGs. The BSIGC is responsible for the development of
506 guidelines and operational procedures, as needed, and for oversight and coordination of all SIG
507 activities.

508
509 The BSIGC shall be charged with the following responsibilities:

- 510
- 511 a. Advise the BOD on issues identified by the various SIGs;
 - 512 b. Execute specific actions approved by the BOD;
 - 513 c. Ensure SIGs are operating within the minima and maxima range of activities, and
514 those activities are approved as part of the Association's strategic plan;
 - 515 d. Communicate and cooperate with the various organizational components of the
516 Association to promote the goals and activities of the SIGs as they relate to the
517 Association's strategic plan and related activities and programs;

- 518 e. Coordinate activities and facilitate communication between and among the various
519 SIGs;
520 f. Develop, as necessary, guidelines and operational procedures generally applicable
521 to various SIGs;
522 g. Prepare annual reports of SIG activities, to be submitted in accordance with policies
523 and procedures of the Association;
524 h. Elect representative from the BSIGC to represent the interests of SIGs on other
525 boards/committees of the Association when requested (e.g., CCSR). (In February
526 1995, the BDC approved, by motion, that its representative must have served
527 previously or be serving as a Division [SIG] coordinator); and
528 i. Assume responsibilities for study sections that may be established.
529

530 The BSIGC comprises the Coordinators of the SIG CCs plus a NSSLHA representative, Chair,
531 Monitoring Vice Presidents, and a member of the National Office staff who serves in an ex
532 officio capacity. The Chair is appointed by the Committee on Committees of ASHA. The Chair
533 and SIG Coordinators each serve one 3-year term.
534

535 The BSIGC is monitored by the Vice Presidents for Audiology Practice and Speech-Language
536 Pathology Practice.
537

538 **Maxima and Minima for Operating the SIGs Program**

539

540 The SIGs represent unique, though related and interrelated, topics and interest areas within and
541 across the discipline of communication sciences and disorders. Similarly, SIG members have
542 different, but related, interests and needs. Hence, while it would not be appropriate to mandate
543 specific activities and programs, it is appropriate and desirable to identify common
544 programmatic minima and maxima to ensure the level and quality of offerings are comparable
545 across the program. The minima is the most conservative expectation for what each SIG will
546 produce; the maxima represents the point beyond which resources for SIG activities cannot be
547 operationalized without renegotiation. In other words, this Task Force is petitioning for sufficient
548 financial, staffing, and other resources to enable each SIG to attain the maxima as it sees fit.
549

550 Perspectives Publication offering CEUs

551

- 552 • Minimum = One issue per year;
- 553 • Maximum = Four issues per year. Maintain current production schedule of
554 between one and four issues per year and 26 pages per issue. Publication is
555 limited to four 22,000-word issues per year; SIGs wishing to expand their
556 publication (up to the maximum of four issues per year) will need to plan at least
557 one and one-half years in advance to ensure adequate resources are available.
558

559 Additional CE-bearing activity

560

- 561 • Minimum = Submission of a Short Course for the annual ASHA Convention and
562 one additional invited seminar (note that there will be no revenue sharing);
- 563 • Maximum = The above plus submission of a proposal to the Scientific Publication
564 and Education Board (SPEB) for any additional activities that will be considered
565 for development depending on SPEB and BOD priorities and personnel
566 availability (e.g., development of a Webinar, Pre-Convention Workshop,
567 conference).
568
569

Sponsor electronic forms of communication for affiliates and the larger ASHA community

- Minimum = SIG must offer membership to affiliates on a group-only e-mail list and/or other private online community capabilities through the Association. The SIG Coordinating Committee for the group should disseminate relevant SIG information through these media and other media as appropriate in accordance with standard operating procedures. (Division-only e-mail blasts shall be conducted in accordance with ASHA policies and procedures.)
- Maximum = Sponsor one ASHA Web Event (non-CE-bearing) per year; additional opportunities may be available depending on ASHA priorities in terms of topics proposed (i.e., anticipated attendance, determination of member interest and need for information) and availability of Web staff to moderate said events.

Face-to-face or other real-time interactive meetings of SIG CCs

- Minimum = One face-to-face meeting at the National Office or other real-time interactive meeting per year to facilitate collaboration with appropriate ASHA boards and staff. Face-to-face meetings require a 2-day agenda. Meetings (e.g., conference call, Web-based) should be scheduled considering the SIG CCs and staff in order to accomplish the work of the SIG. (Per Association policy, expenses associated with meetings held in conjunction with ASHA's annual convention are the responsibility of the individual affiliate.)
- Maximum = The SIG CC must finance any additional meetings planned; the expense would need to be included in the budget and approved by the BOD.

Maintain a SIG CC

- Minimum = Each SIG will have a four-member SIG CC, including a Coordinator and an Associate Coordinator. Three members are elected and one is appointed (i.e., substantive editor). At the end of the 2nd year of the current Coordinator's term-of-office, in order to ensure continuity in leadership, the SIG CC would identify from among its eligible members a Coordinator-Elect to succeed the current Coordinator.
- Maximum = The CC could comprise five members: four elected and one appointed (e.g., the substantive editor).

SIG Standing Committees (in addition to coordinating committees and board)

- Minimum = (a) Editorial Board (reviews *Perspectives* content) and (b) Continuing Education (identifies and develops *Perspectives* content and other CE activities as appropriate).
- Maximum = Additional subcommittees or ad hoc committees per approval of the BOD as per standard operating procedure; must have ex officio assigned.

Affiliates' meeting

- Minimum = One affiliates meeting should be scheduled each year at the ASHA Convention or other conference where it is likely that many affiliates will be in attendance; if scheduled outside the ASHA Convention, the ex officio or other National Office staff member must be in attendance per Association operating procedures. A Web-based affiliates meeting also can be scheduled *if* Association

621 support and infrastructure are available (i.e., capacity, format, technology may
622 vary).
623 • Maximum = Additional meetings would require approval from the monitoring vice
624 presidents, appropriate chief staff officers, Executive Director, and vice president
625 for Finance if funding is unnecessary. If additional funding is necessary,
626 approval from the BOD is required.
627

628 **Reports**

629 Annual Budget

630 Each SIG is responsible for submission of an updated budget each spring by the deadline
631 specified by standard operating procedures, similar to the budget process of committees and
632 boards. Additionally, through the association budgetary process, it is recommended that each
633 SIG budget include a small amount of discretionary funds (\$1,000 annually). See appendix for a
634 sample budget.
635
636

637 ASHA and SIG-Specific Working and Strategic Plans

638 Each SIG is responsible for developing a working plan in collaboration with other boards and
639 staff as appropriate to ensure the group and the Association (ASHA) are working in synchrony.
640 Annual reports must include updates of progress toward activities enumerated in the plan.
641
642

643 The BSIGC serves as the conduit between the SIGs and the BOD. Each SIG is responsible for
644 identifying issues that need to be considered by the Association in its strategic plan and for
645 conveying those issues to the BSIGC. The BSIGC then conveys the issues to the BOD or other
646 appropriate Association board or committee. Once the Association determines its activities, the
647 BSIGC conveys information to the SIGs. The SIGs are responsible for those activities. The SIGs
648 cannot develop additional activities that are not specified in the Association's strategic plan. The
649 annual report provides evidence that the SIG has served as a resource, where appropriate, to
650 fulfill the objectives specified in the group's working plan and, by doing so, with the Association's
651 strategic plan. Said another way, each SIG provides evidence that its activities are not
652 developed in parallel with the Association's, but instead *as part of* the Association's. This
653 process is the same one followed by all other programs of the Association.
654
655

656 Annual Report

657 The Coordinator of each SIG, in consultation with the group's Coordinating Committee, is
658 responsible for submitting a complete report (as per approved format) of the SIG's activities for
659 the prior year to the group's ex officio. The due date for submission is December 31. If the
660 previous year's review yielded recommendations for change, evidence of how the change has
661 been incorporated must be included in the report.
662
663

664 **Committees**

665 Rationale/Background

666 Several Special Interest Divisions currently have standing and ad hoc subcommittees or
667 working groups with specific topic area assignments (e.g., research, client advocacy). These
668 subcommittees propose projects and carry out approved tasks, such as presenting sessions at
669 the ASHA Convention or recognizing graduate students interested in research. These
670
671

672 subcommittees have become an integral part of the Special Interest Division structure and part
673 of the identity of individual Divisions.

674
675 Subcommittees are valuable avenues for recruiting and developing volunteer leaders within the
676 Special Interest Divisions Program. Subcommittee members learn about ASHA and the Division
677 structure within ASHA; they network with individuals who have similar professional interests and
678 talents; and, historically, many volunteer leaders were first involved with subcommittees and
679 then became members of the Division Steering Committee or assumed other ASHA offices.
680 Therefore, maintaining this source of leadership development will be important as the program
681 restructure unfolds.

682
683 The future workload of the SIG CC in the restructuring process is difficult to predict, as is the
684 potential membership for an individual SIG. It is possible that, even with the proposed increase
685 in the number of SIG CC members, these volunteer leaders may be unable to manage the
686 workload of a SIG, thus necessitating the use of subcommittees on an ad hoc basis with
687 approval by the BOD.

688
689 For those Divisions that currently have a subcommittee structure (some of which have been in
690 place for 10 or more years), sunsetting the subcommittees may lead to unnecessary tension
691 among the SIG affiliates, the Steering Committee, and/or the National Office Staff, given that the
692 perception may arise of erosion of the ability to engage in activities in support of SIG affiliates.

693
694 At the same time, it will be necessary to identify opportunities for the SIGs to become integral to
695 and integrated into the Association. Otherwise, the Association will run the risk of perpetuating
696 SIGs whose activities are developed and conducted in parallel to, rather than as part of, the
697 Association.

698
699 Responsibilities

- 700
701 1. Coordinating Committee
- 702 a. Oversees operations and activities of a SIG, including standing and BOD-
703 approved ad hoc subcommittees
 - 704 b. Ensures completion of strategic plan objectives assigned to SIG
 - 705 c. In collaboration with the ex officio and BSIGC, submits input for the ASHA
706 strategic plan
 - 707 d. Represents the SIG on relevant ASHA Convention Topic Area Program
708 Committees
 - 709 e. Collaborates with the BOD and the National Office Facilitating team (i.e.,
710 Executive Director and chief staff officers) to determine strategic plan objectives
711 that could be supported by the SIG
 - 712 f. Identifies and shares the Association's mentoring opportunities with affiliates as
713 appropriate
 - 714 g. Maintains SIG e-mail list and Web forum
- 715 2. Standing subcommittees
- 716 a. It is recommended that each SIG maintain two standing subcommittees to
717 accomplish the Core Functions of the SIG (overlap with the Coordinating
718 Committee in terms of subcommittee membership is a possibility)
 - 719 b. Editorial Board
 - 720 i. Serves as peer review committee for *Perspectives*
 - 721 ii. Assists SIG Coordinating Committee in identifying issue editors, authors,
722 and topics for *Perspectives*
 - 723 iii. Members: Content editor, CEA, peer reviewers
 - 724 c. Continuing Education Subcommittee

- 725 i. Via the CEA as the representative of the SIG/CE Provider, registers and
- 726 reports SIG CE activities to the Continuing Education Board
- 727 ii. Provides input to CEB and SPEB, as appropriate
- 728 iii. Identifies CE opportunities for SIG affiliates through Course Search
- 729 iv. Assists in the design of approved SIG-sponsored education projects (both
- 730 CE bearing and non-CE bearing), such as webinars, Convention
- 731 sessions, and Pre-Convention Workshops.
- 732 3. Ad hoc Subcommittees
- 733 a. Must be established in accordance with Association policies and procedures and
- 734 must be aligned with and included in its strategic plan.
- 735 b. That are time or task specific may be created by the BOD in response to a SIG
- 736 request; likewise, the BOD or National Office may request that a SIG develop an
- 737 ad hoc subcommittee that is time or task specific.
- 738 i. Ad hoc subcommittees have different characteristics, as appropriate, on
- 739 continua of size, time, and task
- 740 1. Small (i.e., one or two people)
- 741 2. Large (i.e., 10 or more people)
- 742 3. Immediate response (i.e., providing content expertise input into
- 743 the development of time-sensitive responses to publication or
- 744 policy documents with potential to impact affiliates' practice)
- 745 4. Long term (e.g., preparing draft practice professional issues
- 746 documents, annually submit multiple manuscripts to a publication;
- 747 Division 2 as an example in working with ASHA Health Care
- 748 Services in Speech-Language Pathology unit to submit 3-4
- 749 manuscripts per year to *Stroke Connection*)
- 750 ii. Ad hoc subcommittee structure must be identified in the BOD request
- 751 c. All ad hoc subcommittees must have a National Office (N.O.) representative.
- 752 That individual could be the SIG ex officio (if approved by the chief staff
- 753 officer/executive director) or another N.O. staff member assigned to the
- 754 subcommittee based on the subcommittee charge and the workload.
- 755

756 **Conferences/Sponsorships**

757 Rationale/Background

758 Because the Special Interest Divisions were established to be self-sufficient, ways to

759 generate non-dues revenue were established (e.g., annual and Pre-Convention

760 Workshops). When the Divisions began to accrue net assets, ways to “spend down”

761 money were identified (e.g., support of ASHA-sponsored conferences and

762 ASHFoundation sponsorships) that provided additional value to affiliates and could be

763 administered *within established* infrastructure.

764 Conferences Recommendations

765 During the past decade, it has been common for Special Interest Divisions to provide

766 financial sponsorship to ASHA-sponsored conferences with relevance for the topic

767 area of the Division. Two Divisions have sponsored annual conferences and three to

768 five divisions have sponsored Pre-Convention Workshops prior to ASHA's Annual

769 Convention in November.

770 Sponsorship of ASHA-sponsored conferences has involved the transfer of dollars from the

771 Division budget lines to the budget lines associated with the conference. In return, affiliates of

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777 the sponsoring Divisions have received reduced registration fees to attend these sponsored
778 conferences. In essence, affiliate membership dues in a Division have been used to offer an
779 affiliate benefit of reduced costs to access the CE opportunity provided at the conference.
780

781 It is recommended that conference sponsorship continue, but without any financial transactions.
782 That is, SIGs will continue to play a role in supporting the planning of ASHA-sponsored
783 conferences and workshops relevant to their respective focus area. They will continue to
784 promote these events to their affiliates, who will be eligible to attend and earn any CEUs
785 offered. However, SIGs will no longer have budget lines generated through affiliate dues and
786 will no longer be in a position to provide sponsorship dollars to the budget for these events.
787 ASHA-sponsored conference registration discounts will be offered to all Special Interest Group
788 affiliates attending these events through an early, early bird registration period.
789

790 Similarly, the Special Interest Divisions have coordinated the planning of a Short Course at the
791 Annual Convention. Expenses related to the Short Course have been incurred by the
792 sponsoring Division. Affiliates of the sponsoring Division have received a registration discount to
793 attend the Short Course. Any revenues accrued from the Short Course have been shared by the
794 Association and the sponsoring Division.
795

796 It is recommended that SIGs continue to sponsor Convention Short Courses and other
797 sessions, but without sharing expense or revenue that associated with this activity. Affiliates will
798 continue to receive a 50% discount on registration fees for SIG-sponsored Short Courses.
799

800 Finally, for the two Divisions that have a history of sponsoring conferences and the three to five
801 Divisions that have sponsored Pre-Convention Workshops, the conduct of these
802 conferences/workshops will be under the purview of the Scientific and Professional Education
803 Board and the ASHA Professional Development unit and must be vetted through the prescribed
804 procedures currently followed by all other programs of the Association.
805

806 Grant and Award Sponsorships Recommendations

807

808 *Current Award/Grant Activities*

809

810 Just as conferences were established to help the Divisions generate non-dues revenue and,
811 later, as ways to use net assets to benefit members, Division-sponsored grants and award
812 sponsorships were established to spend net assets. Currently, there are 12 grant and award
813 sponsorships; 5 are administered as part of an ASHFoundation program using existing
814 infrastructure, while the others are administered without such support. Additionally, for the past
815 several years (with the exception of 2009), the Divisions have sponsored a Convention Waiver
816 for students and new researchers receiving the highest review score in each topic area.
817

818 One mechanism for promoting research, which has been popular among the Divisions, has
819 been to create or support award programs related to research. Some Special Interest Divisions
820 have developed their own internal research recognition awards programs, which offer smaller
821 amounts of money or prizes (e.g., in the form of complimentary affiliation for a year) to high-
822 ranking student or new investigator contributions at conferences. The conferences where these
823 awards have been offered include the Annual ASHA Convention and topic-specific conferences
824 such as the annual meeting of the Dysphagia Research Society.
825

826 Since 2007, the ASHFoundation has received a total of \$163,252 in Division organizational
827 contributions. Some of the contributions are directed toward our general research and education
828 mission (general fund), while other contributions are directed to permanently restricted funds
829 with special purposes (e.g., Matkin Fund, Minority Fund, NSSLHA Fund).

830 Division support of the ASHFoundation mission is important to the growth of the field's
831 knowledge base and aligns the Divisions as philanthropic partners.

832
833 Participation by a Division in these activities is directly aligned with the goals of promoting
834 research literacy and awareness among ASHA members, consistent with the ASHA strategic
835 plan goals related to research and evidence-based practice.

836
837 *Continuing Supplemental Grants*

838
839 For a number of years, select Divisions have provided enhancements to ASHFoundation grants
840 that complemented specific SIG areas of practice. Since the infrastructure is currently in place
841 for administration of these supplemental/enhancement grants to the Foundation, additional
842 funding to continue the Division's commitment, and thereby the Association's, to enhance the
843 Foundation's grants should be considered on an annual basis via standard operating
844 procedures. ASHA support of the ASHFoundation mission is important to the growth of the
845 SIG's respective areas of practice and to the field's general knowledge base.

846
847 *Considering Division-Sponsored Awards*

848
849 The SIGs should encourage affiliates to submit nominations for existing ASHA awards to further
850 the principle of integration. With regard to Division-sponsored awards, it is recommended that
851 the Committee on Honors and/or other established Association committee/group review each
852 current or proposed new award to determine whether it should be included in the ASHA awards
853 program, how it could be administered where infrastructure is already in place, and whether the
854 costs associated with its implementation are feasible and justified in terms of Association
855 priorities and resources at the time.

856
857 This recommendation is made (a) to fulfill the goal of eliminating or integrating parallel programs
858 by the Associations and SIGs and (b) to ensure the most economical and efficient use of
859 staffing support/resources needed to operationalize awards programs. Such staff support could
860 include, but would not be limited to, identifying award criteria, developing relevant documents
861 (e.g., application forms, promotional flyers, templates for contact with applicants, award
862 certificates), publicizing/promoting availability via Association print and electronic venues,
863 administering the selection process, notifying awardees, obtaining and processing appropriate
864 IRS forms, processing checks, and announcing and/or otherwise promoting award recipients
865 (e.g., posting announcements on the Web and through social media venues, publishing the
866 submission in the appropriate *Perspectives*, conducting an interview with the recipient for
867 publication in *The ASHA Leader*, etc.).

868
869 **Additions, Modifications, and Dissolution of SIGs**

870

871 The BSIGC is charged with submitting a report to the BOD, outlining criteria for adding,
872 modifying, and dissolving SIGs.

873
874 **Financial Modeling**

875
876 Currently, all ASHA members, including ASHA International Affiliates, NSSLHA members, and
877 consumers (individuals receiving services or family members or nonprofessional caregivers),
878 may join a Division for a \$35 (members) to \$45 (consumers) annual fee. The annual fee to join
879 each SIG will be \$35 for ASHA members and International Affiliate members and \$10 for
880 members of national NSSLHA and ASHA members who are full-time doctoral students. In 2011,
881 associates will also be eligible to join SIGs at the rate of \$35. (Consumers and individuals who
882 hold only the Certificate of Clinical Competence, but are not ASHA members, are ineligible.)
883

884 This document presents the conceptual and practical details associated with restructuring the
885 Special Interest Divisions. The financial model represents the best estimate to determine, as
886 precisely as possible, the operating costs that will be associated with the proposed
887 restructuring. At this point several factors, such as the number of affiliates who will join each
888 SIG, are unclear and may lead to future adjustments to the model, just as any change in
889 operating procedures may result in future financial adjustments. The model estimates operating
890 costs and does not address the funding source which may be a reallocation of funds within the
891 Association, a dues increase, or a combination of both. The table below shows the estimated
892 expenses associated with operationalizing the SIG Program.

893
894 Below Table 1. summarizes the cost of the recommendations proposed in the Task Force
895 Report:

- 896 • Column 1 estimates the current cost of the program
- 897 • Column 2 estimates the cost of operationalizing recommendations at the minima
898 level (i.e., the most conservative level of SIG activity.)
- 899 • Column 3 estimates the cost of operationalizing recommendations at the maxima
900 level (i.e., the uppermost level of activity.)
- 901 • Column 4 estimates the cost of recommendations at the expected level of
902 activity.

903
904 Overall, annual expenses of the Special Interest Division/Group Program are estimated to
905 range between \$1,300,300 and \$1,845,500 and revenues are expected to range between
906 \$1,151,139 and \$1,174,632, resulting in net losses ranging between \$125,756 and \$671,923.
907 In other words, the cost per affiliate is estimated to range between \$42.54 and \$60.41. It is
908 anticipated that the actual costs will be approximately \$1,715,800 (or \$56.14/affiliate) when the
909 program is fully operational. Currently, the program costs approximately \$1,200,200 annually or
910 \$39.40/affiliate. (Please see Appendix B for a detailed analysis of costs.)
911

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Table 1.

	Current	Minima	Maxima	Expected	
a	Total cost for Task Force recommendations				
	708,394	764,928	1,086,209	1,009,342	
	Total cost including other direct and indirect				
	1,204,270	1,300,378	1,846,555	1,715,881	Reflects director, CSO, Action Center support, and indirect; G&A is not reflected.
b	2010 Budgeted Total Revenue				
	1,174,632	1,174,632	1,174,632	1,151,139	
	Net Income/ (loss)				
	(29,638)	(125,746)	(671,923)	(564,742)	
	Cost Per Affiliate				
	\$ 39.40	\$ 42.54	\$ 60.41	\$ 56.14	
Notes:					
a	The total cost for Task Force recommendations does not reflect direct support from director, CSO, other program support, and G&A costs (i.e., executive director, IS, finance, etc.).				
b	Estimated revenue for 2011 may increase or decrease (2009 Actual - \$ 1,196,450); 2010 budget assumes 31,500 affiliates.				
c	Current cost estimates do not reflect current staffing needs.				

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Summary

The Special Interest Divisions Program has grown dramatically in membership and activities since its inception almost 2 decades ago. Increasing numbers of ASHA members have found a “community” in the Divisions Program, where they can focus on specific topics within the discipline of communication sciences and disorders, share common concerns and interests with like-minded colleagues, and explore and enrich the knowledge base through collaborative efforts within the Division and with other Divisions and the Association. Basic benefits have expanded to include earning CEUs through *Perspectives* self-study, reduced fees at ASHA- and Division-sponsored educational forums, and exclusive communication venues (i.e., affiliates-only Web pages and e-mail lists).

As the program has grown in size and member benefits, it has also grown in stature as the Divisions show themselves to be a source of expertise and leadership in their respective topic areas. In this role, they have reached out to the larger professional community of ASHA, including, but not limited to, supporting and advising ASHA professional staff in developing and revising practice policy documents, assisting financially and programmatically in developing professional conferences and other forums, and sponsoring online ASHA Web events with experts on critical issues related to best practices and evidence-based treatment.

Affiliation with the Divisions has shown exponential growth, and Division programs and activities have expanded to provide new and valued benefits to both affiliates and the Association as a whole.

Adapting to growth has been a challenge; the structure, programs, operations, and resources to support them that served well at one time have been consistently strained to meet the current needs of the Divisions. The Association, including the Board of Directors, Financial Planning Board, and Board of Division Coordinators, along with National Office staff, must work together to consider the most effective involvement of the Divisions Program within the Association. Further, they must carefully examine ASHA’s long-standing Division and membership models and consider the possible benefits of other relationships within the Association, recommitting to the principle of full integration of the Divisions within ASHA

Transition

Pending BOD approval of the Task Force Report, a transition team, overseen by the Executive Director, will be responsible for developing and executing a plan to implement recommendations. It is anticipated that these recommendations will need to be phased in over time and that any necessary changes or additions to infrastructure to support recommendations will need to be identified and addressed prior to implementation. Guidelines specific to the operations of the SIGs (i.e., not included in ASHA’s Committee and Board Handbook) will need to be developed to promote understanding among all stakeholders and operational consistency across SIGs.

Work of the Task Force

Introduction

On November 1–2, 2008, a 15-member Task Force on Special Interest Division Structure, Programs, and Operations (Task Force) met at the National Office. The Task Force comprised the following:

- Two representatives from the Board of Directors (Patricia Prelock and George Purvis),
- One representative (of two invited) from the Financial Planning Board (Christopher Walker),
- Six representatives from the 2008 and 2009 Special Interest Division Board of Division Coordinators (BDC; Amy L. Weiss, current BDC chair; Thomas M. Helfer, Janet P. Patterson, Kim S. Schairer, Catriona M. Steele, and Carole Zangari),
- The immediate past 2005–2007 BDC chair (Paula A. Sullivan),
- Four non-Division staff (Michael Guerrieri, Amy L. Hasselkus, Thomas Jelen, and Paula Starr [retired July 2009] and replaced by Yvonne Kankam-Boadu in 2010), and
- Chair of Task Force (Michelle M. Ferketic).

With the goal of creating a representative body reflecting the broad interests of all stakeholders, Task Force members were chosen based on several criteria:

- Representation by experience and association with the program (e.g., former and current Coordinators and BDC chair, Division affiliate);
- Representation by Division, based on Division size and profession;
- Representation by profession (i.e., audiologists and speech-language pathologists);
- Representation by roles (i.e., ASHA and Division volunteer leadership; Division and non-Division staff).

Each body identified its representatives to the Task Force.

Prior to the 2-day Task Force meeting, the following activities took place:

Focus Groups

Facilitated meetings with key stakeholders (i.e., BDC, Executive Board, Financial Planning Board, and staff) have been conducted to discuss Issues 1–3. Between May and December 2007, key stakeholders (i.e., Executive Board, Financial Planning Board, the Board of Division Coordinators, and staff) participated in facilitated sessions to assess each group's perception of the Divisions Program. These sessions were called DiVISIONing. Using SWOT analysis, each group identified perceived strengths, weaknesses, opportunities, and threats. Although common perceptions were shared across all areas (e.g., opportunities to earn CEUs through self-study), issues unique to individual groups were identified as well (e.g., the financial structure of the Divisions Program). A summary of feedback obtained during these DiVISIONing sessions is attached (see Attachment A).

In 2007, ASHA facilitated meetings with key stakeholders in four focus groups:

1. The ASHA Executive Board
2. The Financial Planning Board
3. The Board of Division Coordinators
4. ASHA and Division Staff

1016 Management and Operations of SIGs

1017
 1018 During fall 2008, ASHA was interested in learning how other comparably sized associations
 1019 manage their special interest group programs. State or regional chapters were not to be
 1020 considered in this study (see page 28 of this report).

1021
 1022 Phone Interviews

1023
 1024 In October 2008, Paul D. Meyer of Tecker Consultants conducted 25 thirty-minute phone
 1025 interviews with volunteer leaders of the Association and NSSLHA and select staff of ASHA and
 1026 the ASHFoundation (see page 29 of this report).

1027
 1028 Affiliate Satisfaction Survey

1029
 1030 In August 2008, to assess satisfaction with Division activities and services, the ASHA Surveys
 1031 and Information Team fielded a Web-based survey to all Division affiliates with an e-mail
 1032 address on file. Results were presented for all Divisions combined and for each of the 16
 1033 Divisions (see p. 15 of this report “Affiliate Satisfaction” [combined results]).

1034
 1035 **Desired Outcomes**

1036
 1037 The Task Force reviewed the information and data provided by staff and the outside consultant,
 1038 the comments submitted by survey respondents, and the nonprofit special interest group survey
 1039 information. The Task Force also considered the need to create a structure and process that is
 1040 responsive to ASHA member wants, needs, and trends; serves members and the professions
 1041 more efficiently and effectively; meets current and future Division challenges; fosters
 1042 competence and excellence; and is satisfying to those members who are involved in ASHA
 1043 Division governance and leadership activities. Based on these data and considerations, the
 1044 Task Force identified the following outcomes to be accomplished by any change in ASHA’s
 1045 Special Interest Division structure, programs, and operations:

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The Issue	Recommendations
The term <i>division</i> in Special Interest Division(s) has a negative connotation—that the Special Interest Divisions are separate from ASHA.	Change the name to <i>Special Interest Groups</i> to connote a cooperative spirit and interdependent structure.
Most information produced by Divisions is available only to Division affiliates	Provide open access to all <i>Perspectives</i> to all ASHA members.
Each Division has its own strategic plan that may or may not be aligned with ASHA’s.	In alignment with the Association’s strategic plan, each SIG will develop a working plan. SIGs would be integral/infused into the activities, initiatives, and programs of the Association. This will foster a more collaborative relationship between the Association’s programs and activities and the SIGs.
The Special Interest Divisions are not consistently invited to provide input to the activities of the Association. Therefore, they develop separate resources, programs, and activities that address their respective	Ensure greater integration and responsibility for Association-wide programs. There will be SIG representation and influence on relevant Association committees, boards, programs, and services, with SIGs focusing on

The Issue	Recommendations
affiliates' needs.	content/expertise rather than program implementation (to be determined later).
The Association has provided resources for which the Divisions have not been charged, allowing Divisions to accumulate net assets.	Simplify overhead and administration. Discontinue ability of SIGs to accumulate net assets. Programs and activities will be infused into the Association's programs and activities.

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Concept

To capitalize on the expertise offered by the SIGs, ASHA would rely on the SIGs as a **primary** resource for

- Identifying and providing expertise to committees and boards,
- Suggesting and providing content for ASHA programming and continuing education activities,
- Identifying content experts for ASHA-sponsored conferences and other educational programming,
- Fostering future leaders of the Association,
- Providing input on policy and advocacy matters.

Currently, many of the Special Interest Divisions have developed into organizations resembling associations rather than special interest divisions. This is unfortunate because the goal of the Divisions Program was never to create autonomous professional groups; just the opposite was intended (1991, p. 6). There are probably multiple reasons for this divergence in purpose.

Because affiliates “pay to belong,” there has been a growing sense of urgency noted in the operations of some Steering Committees. In turn, this has fostered the rapid development of more Division-based programming, and larger projects have been undertaken to spend the money that has been shown as accrued through affiliate fees across fiscal years (although, as indicated above, the Divisions actually have not been fully defraying the costs of the resources they have consumed). Furthermore, this misperception has led some Steering Committees to misinterpret their budgets as representing funds they “own,” rather than recognizing that all monies are collected and regulated by the Association. Division subcommittees also have been formed by some Divisions to address matters that a division perceives that the Association is unable to address in a timely way.

All of these happenstances have exponentially increased the demand for staff time. Because of Division growth and program expansion, ASHA staff (in addition to dedicated Division staff) are being asked to administer the work of the Divisions in addition to the work of the Association. Consequently, confusion and frustration are experienced by staff and volunteer leaders when requests cannot be granted.

Further, in the current structure the Association unfortunately does not consistently tap the resources offered by the expertise and creativity of Special Interest Division members.

Because of the infusion of the SIGs within the structure and programs of the Association, staff will be facilitating the work of the Association, with the SIGs directly involved in all relevant aspects of that work, including providing subject-matter expertise.

| October 2010

1092 In completing its charge, the Task Force made a decision to be “revolutionary” by making the
1093 decision to start with a clean slate and to determine the best structure, programs, and
1094 operations that would meet ASHA’s needs now and into the future. Note that the Task Force did
1095 not start with the premise that the current model was broken and that it needed to be fixed.
1096 Instead, by starting with a clean slate, the Task Force was able to consider a variety of new
1097 approaches and new models for this program.

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Special Interest Division Research Summaries

Focus Groups

In March 2007, the Director of the Special Interest Divisions and International Liaison Program arranged for facilitators for a series of meetings designed to discuss the Special Interest Divisions Program. Identified as steps to collect information for its strategic planning initiative, the purpose of the meetings was to gather various perspectives about the following questions:

- What is the purpose of the Special Interest Divisions Program?
- How has this purpose changed since the inception of the program?
- Where are the Divisions heading in their next phase of growth (i.e., where do they want to go and what resources are needed to support that growth)?

Principal Association stakeholder groups were identified and invited to participate in the DiVISIONing process. These groups represented volunteer leaders and National Office staff who are affected by the Special Interest Divisions Program: 2007 Executive Board, 2007 Financial Planning Board, 2007 Board of Division Coordinators, and key National Office staff. The DiVISIONing activity focused on obtaining their perspectives on the growth of the Divisions and their ideas on the benefits and challenges that such growth presented.

Also, an attempt was made to consider the continued expansion of Division affiliation and offerings within the context of “Smart Growth” principles during the Board of Division Coordinators meeting as the primary stakeholder group.

To stimulate discussion and uncover perceptions about the purpose of the Special Interest Divisions Program, the following question was posed to each group: “Why does ASHA have Special Interest Divisions?”

Two meetings were held with ASHA staff in May 2007, with representation from the following units or teams:

- Academic Affairs
- Association Governance
- ASHA Professional Development
- Audiology Practices
- Continuing Education
- Convention & Meetings
- Certification
- Credentialing (includes Academic Accreditation)
- Ethics
- Facilities Management
- Finance
- Foundation
- Government Relations and Public Policy
- Information Systems
- Marketing
- Membership
- National Center for Evidence-Based Practice in CSD (N-CEP)
- Office of Multicultural Affairs
- Planning
- Scientific Programs & Research
- Special Interest Divisions

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- 1153 • Speech-Language Pathology Practices
- 1154 • Surveys & Information
- 1155 • Web & Knowledge Strategy

1156 The Board of Division Coordinators (BDC) met in June and a portion of their meeting was
1157 devoted to this discussion. Facilitated meetings also were held with the ASHA Executive Board
1158 in August and the Financial Planning Board in December.

1159
1160 To provide context, the original purpose statement from the 1988 document *A Plan for Special*
1161 *Interest Divisions and Study Sections* was shared with the groups at the end of their discussion.
1162 For the purpose of continuity in this document, it is being included here:

1163
1164 *“Divisions shall be defined and organized, therefore, to serve two fundamental purposes:*
1165 *1. Offer members of the American Speech-Language-Hearing Association the*
1166 *opportunity to signify formally one or more areas of special interest within the*
1167 *professions.*
1168 *2. Foster interchange of information between and among scientists and/or clinicians who*
1169 *share common professional interests.”*

1170
1171 For the most part, the commonly cited reasons given by each stakeholder group captured this
1172 original intent, but also added to it, reflecting the expanded purpose the Divisions currently
1173 serve to both ASHA and ASHA members. A summary of the most commonly cited reasons
1174 given by each group is listed below.

1175
1176 *Board of Division Coordinators*

- 1177
- 1178 • Networking
 - 1179 • Sense of belonging
 - 1180 • Focus on skills
 - 1181 • Easy access to experts
 - 1182 • Division ability to act more quickly to address issues
 - 1183 • Targeted advocacy
 - 1184 • Keep people as a part of the whole
 - 1185 • Build leaders
 - 1186 • Ease of product creation
 - 1187 • Consumer link
 - 1188 • Specific programming
 - 1189 • Attention to specialization
 - 1190 • More volunteer opportunities
 - 1191 • Outreach to students
 - 1192 • Embodiment of ASHA’s message

1193
1194 *ASHA Staff*

- 1195
- 1196 • Creating professional communities
 - 1197 • Generate revenue
 - 1198 • Networking
 - 1199 • Focused collaboration
 - 1200 • Increased advocacy for certain professional interests
 - 1201 • Member contribution at focused level
 - 1202 • Helps ID experts within area
 - 1203 • Disseminating information
 - 1204 • Educational opportunities

- 1205 • Uniting people with similar practice areas
- 1206 • Providing resources for professionals with similar interest. (e.g., e-mail list,
- 1207 *Perspectives*, etc.)
- 1208 • A new member recruitment tool
- 1209 • Adding prestige to the organization ... when experts are affiliated with us.
- 1210 • Opportunities to present
- 1211
- 1212 *ASHA Executive Board*
- 1213
- 1214 • Networking
- 1215 • Providing home for particular interests—collaboration
- 1216 • Information dissemination
- 1217 • Member satisfaction
- 1218 • Connecting with professional SIG
- 1219 • Customization (services, products)
- 1220 • Engagement pipeline
- 1221 • Advocacy
- 1222 • Contribute/resources → policy documents
- 1223 • Voices to topics
- 1224 • Value added to general ASHA membership
- 1225 • Ready-made focus groups
- 1226 • Opportunity to be a “big fish in a small pond”
- 1227 • Leadership development
- 1228 • Sense of identification
- 1229 • Continuing education
- 1230 • Scientific advancement
- 1231 • Grassroots approach to membership
- 1232 • Keeping members happy—preventing splintering
- 1233 • Opportunities for leadership and participation
- 1234 • New ideas for general membership
- 1235 • Defining specialty recognition characteristics
- 1236 • Student entry
- 1237
- 1238 *ASHA Financial Planning Board*
- 1239
- 1240 • Opportunity for those with similar interests to come together
- 1241 • Networking
- 1242 • Knowledge and specialization
- 1243 • Forward movement toward specialty certification
- 1244 • Members relate in a smaller group/sense of community; future of how ASHA
- 1245 members relate; creating connections in a very large organization
- 1246 • Members feeling they are heard
- 1247 • Allowing members to target time/resources to specific interests or what they need to
- 1248 do for their job
- 1249 • CEUs, professional development opportunities
- 1250 • Value added to the membership at low cost
- 1251 • Developing resource documents with experts

- Collaboration/assumption of some of the ad hoc committee work¹

1253
1254 Other National Special Interest Groups Survey

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1256 ASHA was interested in learning how other comparably sized associations manage their SIG
1257 programs. State or regional chapters were not to be considered in this study.

1258
1259 The survey was fielded on September 25, 2007. Thirty-five associations were invited to
1260 participate in the survey. Eight associations responded to the survey:

1261

AOTA	American Occupational Therapy Association	NEA	National Education Association
ACC	American College of Cardiology	NASP	National Association of School Psychologists
AIA	American Institute of Architects	CEC	Council for Exceptional Children
AFT	American Federation of Teachers	APTA/ORTHOPT	American Physical Therapy Association

1262
1263 *Key Findings*

- 1264
- 1265 1. AIA is most comparable to ASHA in terms of membership/affiliate populations.
 - 1266 2. Five of seven associations offer some degree of SIG membership as a free member benefit.
 - 1267 3. AOTA is unique in that it reserves “voting rights” as the only capped benefit for SIG members; otherwise, content and other member benefits are unlimited.
 - 1268 4. Both AIA and NEA governance structures (both at the larger end of the spectrum regarding member population) allow for some level of autonomy for SIG operations.
 - 1269 5. Operationally, a similarity is observed between ASHA and AIA in that the SIGs are led by volunteers such as advisory groups or steering committees.
 - 1270 6. NEA, AOTA, APTA/ORTHOPT all elect their own officers (similar to ASHA).
 - 1271 7. Fewer than half of the other survey participants offer conferences, discounts, and/or educational opportunities.
 - 1272 8. Half of the associations appear to have dedicated staff: AIA has 18 staff for 28 special interest groups. NEA has 10 staff for 30 special interest groups.
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¹ American Speech-Language-Hearing Association. (2008). *ASHA Special Interest Divisions: DiVISIONing* [Internal document prepared by B. Darrah, A. Hasselkus, & T. Kirsch]. Rockville, MD: Author.

- 1287
1288 9. Approximately half of the associations offer in-kind contributions to their SIGs.²
1289
1290 10. Like ASHA (currently), most do not have a mechanism or formula in place to increase
1291 SIG staff support with an increase in SIG member population.
1292
1293 11. ASHA offered more for \$35.00 than six of the other survey respondents.
1294

1295 *APA as a Model*

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1297 With regard to the American Psychological Association (APA), the structure and function of their
1298 divisions were examined when ASHA initially (approximately 2 decades ago) investigated
1299 models for creating its own Divisions. While the APA division model was not followed
1300 exclusively, certain features were incorporated into the Special Interest Divisions plan (e.g., a
1301 prohibition on creation of a new division that could undermine or compete with an existing
1302 Division).

1303
1304 One feature that specifically was not followed was “divisions are autonomous in all matters
1305 within their fields that are not reserved to the Association and the Council of Representatives by
1306 APA Bylaws or Rules.” Specific restrictions were placed on Divisions’ representing the
1307 Association, entering into contracts with outside entities, and hiring staff to facilitate programs.
1308 ASHA Divisions are to follow the policies and procedures of the Association.
1309

1310 Based on conversations with APA’s director of Division Services earlier this year, ASHA’s
1311 Division Director determined that, by limiting the degree of autonomy of special interest
1312 sections, ASHA avoided many problems now faced by the APA, specifically with regard to legal
1313 and tax issues. In fact, ASHA staff was advised to look at the American College of Cardiology
1314 (ACC) for a model.
1315

1316 The ACC senior director for Membership Strategy and Services was contacted. (Note: The
1317 organization did respond to the 2007 survey of Management and Operations of Special Interest
1318 Groups [attached].). In terms of key member benefits, their member communities
1319 (<http://www.acc.org/membership/community/index.htm>) provide fewer benefits than do ASHA
1320 Divisions (e.g., each puts out a one-page newsletter six times annually and offers no opportunity
1321 to earn CEUs through self-study of that content). However, the ACC communities do serve as
1322 advisory bodies to the organization’s board.
1323

1324 Phone Interviews

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1326 In October, 25 thirty-minute qualitative telephone interviews were conducted with active
1327 members and selected staff. The methodology used and the individuals interviewed were
1328 identified by ASHA.
1329

1330 The objectives of the research were to

- 1331 • engage important stakeholders in the information collection phase of the
- 1332 organization’s assessment of its divisional structure and process,
- 1333 • assess the research participants’ interest in change,
- 1334 • assess current conditions of the organization’s divisional structure and process,

² American Speech-Language-Hearing Association. (2007, Fall). *Survey on the management and operations of Special Interest Groups* [Internal document]. Rockville, MD: Author.

- 1335 • identify considerations for change, and
- 1336 • prepare the Division Assessment Task Force for further discussion and deliberation.

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1338 The following represents the primary themes articulated by telephone interviewees. These
1339 themes represent consistent messages identified by most research participants. In addition to
1340 the themes, this report includes “Illuminating Quotes” providing actual participant comments in
1341 support or against the themes.

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1343 *Research Themes*

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- 1345 • All interviewees agreed that ASHA’s Divisions have been a highly successful addition to
1346 the Association and that they should continue.

- 1347 • All interviewees, either current or past Division affiliates, agreed that the benefits
1348 provided by the Divisions outweigh the cost of dues.

- 1349 • Most interviewees agreed that the primary benefit of Division membership was
1350 connecting with colleagues of like interest, termed broadly as *networking*. Definitions of
1351 networking varied, and several interviewees commented that some Divisions do this
1352 better than others. Close behind networking was the opportunity to receive targeted
1353 (specialized) information. Other benefits mentioned by interviewees included obtaining
1354 CEUs and receiving specialty recognition.

- 1355 • Interviewees’ comments were mixed on the role of Divisions in “policy development.”
1356 Most thought that ASHA should take the lead on developing policies, while some
1357 believed that Divisions could take the lead on topics associated with their specialty.

- 1358 • Most interviewees agreed that Division involvement created greater member
1359 satisfaction. Some interviewees expressed a concern that a small minority of Division
1360 affiliates receive the greatest benefit through their participation.

- 1361 • Most interviewees agreed that some Divisions have outgrown the current guidelines for
1362 Division management and operations.

- 1363 • Most interviewees agreed that, in the future, all Divisions should not have to follow the
1364 same guidelines and that more than one operational/management model is possible.

- 1365 • Most interviewees agreed that Divisions should be able to hire their own staff, but under
1366 the guidance and management support of ASHA.

- 1367 • Most interviewees agreed that it was not necessary to form other Divisions, although
1368 some provided additional areas for continued consideration: international, science,
1369 research, grants, additional audiology Divisions, and evidence-based practice.

- 1370 • Interviewee responses were mixed on how to handle year-end net assets the Divisions
1371 accumulate. There were several options given:

1372

- 1373 1. Make it mandatory for Divisions to spend all accumulated revenue on their affiliates
1374 annually.

- 1375 2. Use accumulated year-end revenues to assist struggling or smaller Divisions.

- 1376 3. Create a “pool” of accumulated revenues to be used for special projects decided by
1377 the Division leadership.

- 1378 4. Contribute accumulated revenue to specific ASHA projects decided by the Division.

- 1379 5. Allow Divisions to maintain a maximum level of accumulated assets to cover
1380 unanticipated future operating losses.

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1386 *Considerations for Change*

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1388 Research participants offered ideas for changing the Divisions' structure and process:

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- 1390 • Consider offering several models for Divisions.
- 1391 • Create a model that allows greater independence from ASHA.
- 1392 • Create a process to share resources between Divisions. The Board of Division
- 1393 Coordinators could decide how the money is divided.
- 1394 • Create additional recognition programs for renewing Division affiliation.
- 1395 • Offer a temporary trial period for all new ASHA members to join Divisions.
- 1396 • Create a central brand/location for Divisions at the ASHA Convention.
- 1397 • Provide a special ribbon at Convention for Division affiliation.
- 1398 • Change name from "Special Interest Divisions" to "Dynamic Learning Groups."
- 1399 • Create a reserve fund to be used for special research projects.
- 1400 • Create a future vision for the Divisions and create the necessary structure to support
- 1401 the vision.³
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³ Meyer, P. (2008, October). *Report on in-depth research results for Division assessment* [Report prepared for the American Speech-Language-Hearing Association Task Force on Special Interest Division Structure, Programs, and Operations]. Rockville, MD: Tecker Consultants, LLC. (Attachment C)

1403
1404 **Affiliate Satisfaction Survey**
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1406 The members of the Division Steering Committees were interested in feedback on specific
1407 services the Division is currently providing to its affiliates. A Web-based survey was fielded on
1408 August 12, 2008, to all Division affiliates with an e-mail address on file. The survey was fielded
1409 and the results were prepared by ASHA's Surveys and Information Team.
1410

1411 Response Rates

Across All Divisions	1	2	3	4	5	6	7	8	9	10	11	12
# invitations sent	4,255	3,638	1,549	1,045	581	261	283	93	592	475	1,087	2,16
# responses	385	329	162	108	51	21	23	17	77	53	126	23
Undeliverable invitations and opt outs	70	50	24	16	9	2	2	1	8	3	11	3
Useable response rate	9.2%	9.2%	10.6%	10.5%	8.9%	8.1%	8.2%	18.5%	13.2%	11.2%	11.7%	11.2%

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1413
1414 1. How likely are you to rejoin Division X next year?
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	Across All Divisions	1	2	3	4	5	6	7	8	9	10
Not at all likely	3.1%	2.7%	2.5%	4.5%	2.9%	2.0%	0%	8.7%	0%	2.7%	0%
Somewhat unlikely	5.2%	5.3%	4.7%	3.8%	1.0%	3.9%	5.3%	13.0%	12.5%	6.8%	1.9%
Somewhat likely	18.9%	21.2%	21.1%	11.5%	10.5%	19.6%	15.8%	8.7%	31.3%	21.6%	26.9%
Very likely	68.8%	63.9%	67.4%	78.3%	81.0%	70.6%	68.4%	65.2%	50.0%	62.2%	65.4%
I do not know.	3.9%	6.9%	4.3%	1.9%	4.8%	3.9%	10.5%	4.3%	6.3%	6.8%	5.8%

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1418 2. If you knew a colleague who did not belong to Division X, how likely would you be to
1419 recommend membership to that individual?
1420

	Across All Divisions	1	2	3	4	5	6	7	8	9	10
Definitely would not	2.0%	1.9%	0.9%	1.9%	1.0%	0%	0%	4.3%	6.3%	0%	0%
Probably would not	8.9%	10.7%	10.9%	9.0%	8.6%	11.8%	5.6%	26.1%	12.5%	16.2%	1.9%
Probably would	41.8%	50.3%	36.3%	35.9%	37.1%	49.0%	33.3%	43.5%	50.0%	47.3%	65.4%
Definitely	37.5%	26.7%	43.5%	51.9%	39.0%	31.4%	44.4%	17.4%	25.0%	23.0%	21.2%

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would												
I don't know.	7.4%	10.4%	8.4%	2.6%	14.3%	9.8%	16.7%	8.7%	6.3%	13.5%	11.5%	

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⁴American Speech-Language-Hearing Association. (2008.) *Special Interest Division Affiliate Satisfaction Survey* [Internal document]. Rockville, MD: Author.

1424 **The Special Interest Divisions Program: Past and Present**

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1426 ***Membership***

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1428 *Original*

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1430 When the program began, 861 individuals affiliated with one or more Divisions. The distribution
1431 of members reflected the relative proportion of individuals practicing in a particular setting (e.g.,
1432 schools) or treating a particular disorder (swallowing).

1433

1434 *Current*

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1436 The pattern of growth is reflected in the following statistics:

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1438 • The number of individual affiliates has grown by more than 21,000, from 861 individuals
1439 in 1991 to 21,897 in 2009, a 2,443% increase.

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1441 • The total number of affiliations has grown by 29,000 individuals, from 1,899 individuals in
1442 1991 to 32,346 in 2009, a 1,603% increase.

1443

1444 • Of the 32,346 total affiliations, 29,276 are ASHA members, 2,772 are students, 154 are
1445 international affiliates, 140 are life members, and 4 are consumers.

1446

1447 • In comparison, the number of ASHA members and international affiliates has grown by
1448 more than 78,000 individuals, from 61,168 in 1991 to 140,039 as of yearend 2009, a
1449 129% increase.

1450

1451 • In 1991, 1.4% of ASHA members were an individual Special Interest Division affiliate. In
1452 2009, the percentage had increased to 15.6% (i.e., about 1 in every 6 ASHA members
1453 was an individual Special Interest Division affiliate).

1454

1455 • For every individual Division affiliate in 1991, there are now approximately 25 individual
1456 Division affiliates. For every ASHA member in 1991, there are now approximately 2
1457 ASHA members.

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1459 ***Mission, Benefits, Fees, and Association Support***

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1461 *Original Mission, Benefits, Fees, and Association Support*

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1463 The Divisions Program was initiated between 1986 and 1990 as a response to the diverse
1464 needs and interests of the ASHA members. Its goals were to promote specific professional
1465 interests among members, develop communication and networking in diverse professional
1466 settings, identify and convey concerns and needs to the Association's governance, and assist in
1467 policy formation. In the early 1990s, 11 interim committees reflecting the diversity of
1468 professional interests were established. By 1997, ASHA had 16 Divisions, each of which, under
1469 the Association bylaw that created them, was mandated to support the following basic
1470 activities/affiliate benefits:

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- 1472 • Publish at least one newsletter/year,
1473 • Offer one continuing education opportunity/year at the annual ASHA Convention,
1474 • Become financially self-sustaining, and
1475 • Make available a Division membership directory.

1476
1477 Originally, affiliation was primarily ASHA members, who could join for an annual fee of \$25.
1478

1479 This fee structure was described as “preliminary” in the original plan for Division development
1480 (1991), and its purpose at that time was to “defray all costs of operating the Divisions” (p. 9).
1481 The Association also provided an initial 3-year subsidy or start-up funds.
1482

1483 *Current Fees*
1484

1485 There are currently 18 Special Interest Divisions (see www.asha.org/members/divs/). As was
1486 originally true, the predominant category of affiliation is ASHA members, whose annual fee is
1487 now \$35. These individuals are considered Affiliates of the Division who receive all member
1488 benefits and may also vote and run for office. “Associate Affiliate” membership is open to ASHA
1489 International Affiliates (\$35 annual fee); Consumers—individuals receiving services, their family
1490 members, and nonprofessional caregivers (\$45); and Students—members of national NSSLHA
1491 and ASHA members who are full-time students pursuing doctoral degrees (\$10). Associate
1492 Affiliates receive all member benefits, but may not vote or run for office. Monies generated from
1493 this fee structure have become the basis of individual Division’s annual budgets.
1494

1495 *Current Benefits*
1496

1497 *Note: Over the past 18 years, the Divisions’ programs have grown to exceed substantially the*
1498 *basic requirements originally mandated for them. These expanded activities were developed to*
1499 *fulfill, and then enhance, the basic charges of the Special Interest Divisions Program. However,*
1500 *at no time was the intention of this noticeable expansion in programming meant to signal*
1501 *growing autonomy on the part of the Divisions, either individually or collectively.*
1502

1503 Affiliate benefits now include

- 1504 • Virtually every Division currently publishes at least one issue of *Perspectives*
1505 (<http://perspectives.asha.org/>) annually. Larger Divisions pursue a reliable publication
1506 schedule, including four Divisions that publish 4 issues annually and five that publish 3
1507 annually. There are 41–43 issues of *Perspectives* published each year, with each issue
1508 capped at 26 pages (the cap was instituted so that existing staff could continue to
1509 facilitate the publication program).
- 1510 • All Divisions are ASHA approved CE Providers that offer their affiliates the opportunity to
1511 earn CEUs through self-study of *Perspectives* (a \$5/issue fee is charged to cover the
1512 cost of exam processing by an outside contractor).
- 1513 • Each Division has public and restricted (members-only) Web pages
1514 (www.asha.org/members/divs/). Staff currently support approximately 325 Web pages of
1515 Division information and materials (e.g., maintenance of more than 150 PDFs).
- 1516 • All Divisions offer their affiliates the opportunity to subscribe to an affiliates-only e-mail
1517 list and affiliates-only forums on the ASHA Web site.
- 1518 • Affiliates receive discounts on ASHA CE events co-sponsored by their Divisions. In
1519 2008, affiliates of Divisions 1, 2, and 16 received a \$40 discount on registration fees for
1520 the Schools Conference; Divisions 1, 2, 3, 11, 13, and 15 received a \$40 discount on
1521 registration fees for the Health Care/Business Institute.
- 1522 • Divisions sponsor Short Courses at the annual ASHA Convention; affiliates receive
1523 discounts of 50% on registration fees for select Division-sponsored Short Courses.
- 1524 • In alternating years, the Divisions host a Leadership and Communications meeting to
1525 ensure the understanding of the roles and responsibilities of Steering Committee
1526 members, *Perspectives* editors, and Continuing Education Administrators.

- 1527 • Annually, three to five Divisions offer Pre-Convention Workshops for CE, providing
1528 discounted registration fees for their affiliates. In 2008, Divisions 1, 4, and 11 sponsored
1529 such workshops.
- 1530 • For the past several years, two Divisions (Divisions 4 and 12) have held annual
1531 conferences for CE, providing a discounted registration fee and opportunities to develop
1532 leadership skills for affiliates.
- 1533 • Several Divisions offer grants or grant supplements for their affiliates.
1534

1535 Benefits to all ASHA members now include the following:

- 1536 • A number of Divisions provide financial support for ASHA meetings, specifically the
1537 Schools Conference and Health Care/Business Institute, and help support
1538 ASHFoundation fundraising events and grants, including the New Investigator and
1539 Minority Student Scholarship Programs. In 2008, five Divisions provided \$19,500 in
1540 support for the Schools Conference and eight Divisions provided \$33,000 of support to
1541 the Health Care/Business Institute.
- 1542 • For the past 2 years, all Divisions have supported the Convention Registration Waiver
1543 program. Each Division pays the Convention registration fee for the two top student
1544 paper submissions in each topic area.
- 1545 • Many Division affiliates and leaders are experts in their special topics and are among the
1546 most active ASHA members. Individually and/or on behalf of their Divisions, they assist
1547 in development and revision of ASHA policy and practice documents and write
1548 authoritative articles for their Division *Perspectives*, ASHA journals, and *The ASHA*
1549 *Leader*.
- 1550 • Collaborative, typically revenue-sharing programs between the Divisions and the
1551 Association include advertising sales in *Perspectives*, Division ads in ASHA vehicles,
1552 *Perspectives*-based CE products (for-sale products created in conjunction with
1553 Professional Development), and subscription sales (pay per view and annual
1554 subscriptions to *Perspectives*). In 2008, the Association realized gross revenue of
1555 \$178,969 on the sale of CE products produced from *Perspectives*. Of that amount, 85%
1556 was credited to ASHA Professional Development and 15% was credited to participating
1557 Divisions in royalties.
- 1558 • Since 2002, Divisions have sponsored 2-hour live Web events on the ASHA Forums on
1559 their topic areas. The events feature subject matter experts who respond to questions
1560 from ASHA/NSSLHA members. In 2008, five Divisions sponsored live events on such
1561 topics as response to intervention for culturally/linguistically diverse students, autism,
1562 esophageal anatomy, and ethical decision making when providing services to older
1563 adults.
1564

1565 Current Association Support

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1567 The Division programs/activities are supported directly by seven staff. Annually, the Association
1568 provides substantial additional support to enable the Divisions to fulfill their obligations to their
1569 affiliates. In 2008, it was estimated that general and administrative support cost \$213,806 and
1570 costs associated with additional staffing support (e.g., meeting logistics, strategic planning)
1571 conservatively cost \$119,813. Combined, these expenses, which were not charged to Division
1572 budgets, represent over \$333,600 of annual in-kind Association support. In addition, the
1573 Association funds two face-to-face meetings of the Board of Division Coordinators, costing
1574 approximately \$19,000 each. Clearly, the Divisions Program has not been meeting its financial
1575 obligations to the Association to defray all costs of their operations.

1576
1577 ***Consensus of the Board of Directors***

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1579 On June 10, 2010, the Task Force on Special Interest Divisions Structure, Programs, and
1580 Operations (hereafter TF) submitted its report to the Board of Directors (hereafter, BOD) of the
1581 American Speech-Language-Hearing Association (hereafter, ASHA). In keeping with its
1582 standing practices, the BOD discussed the report at its June and October 2010 meetings. In
1583 arriving at its decisions regarding whether and how to implement TF recommendations, the
1584 BOD carefully considered the feasibility of specific recommendations in light of current and
1585 future needs of the ASHA membership, including affiliates of the Special Interest Divisions, as
1586 well as the projected fiscal health of the Association. The report summarizes the
1587 recommendations of the Task Force as reviewed and responded to by the BOD.

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AMERICAN SPEECH-LANGUAGE-HEARING ASSOCIATION
OFFICER-COMMITTEE-BOARD (OCB) BUDGET ESTIMATES

TO: Sample SIG Budget DATE: 2012
 FROM: SIG Advisory Panel Coordinator
 COMM/BOARD/COUNCIL/SIG: SIG 25

1. No face-to-face meeting(s) needed in 2012.
 *Face-to-face meeting(s) may be requested in 2012 (complete below). If your meeting will include partial days, reduce the meal budget request accordingly. Include travel for public member in this section.

	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6	COLUMN 7
	Month of Meeting	Number Persons to Attend	Number of Days Meeting Will Run	Airfare (\$550) Ground (\$100) Column 2x \$650	Hotel (\$185) Meals (\$60) Column 2x3x \$245	Other Probable Meeting Expenses	Total Expenses
1	May	7	2	\$4,550	\$3,430	\$	\$7,980
2				\$	\$	\$	\$
3				\$	\$	\$	\$
4				\$	\$	\$	\$

TOTAL TRAVEL: \$7,980

2. No consumable supplies, postage or telephone expense reimbursement needed.
 **Consumable supplies, postage expense and/or telephone expense, conference calls (\$9 per site/per hr.) budget requested for 2010.

Describe: 4 conference calls x \$9 x 7

TOTAL: \$252

3. No personnel expense in 2011.
 **Personnel expense budget requested in 2011.

Describe: _____

TOTAL: \$

4. Other (e.g., honorarium)

Describe: \$1,500 ASHF Enhancement; \$1,000 misc (e.g., Convention give-away)
1 issue of Perspectives (1,300 publishing platform vendor + \$375 CE posting and processing vendor)

TOTAL: \$4,175

TOTAL EXPENSES FOR 2011: \$12,407

COMMENTS: _____

This form was completed by: _____ Contact Information: _____

* This estimate does not constitute approval for face-to-face meetings. The Request/Authorization for Appropriation of OCB Travel Funds (form OCB-2) must be submitted by the chair to the Board Liaison via e-mail at least 5 weeks prior to the requested meeting date. To ensure that adequate time is allowed for obtaining the lowest possible fares, the Board Liaison is authorized to require that the meeting be postponed if the OCB-2 is not received within the specified time frame. Note that Association Travel Concepts cannot honor ticket requests until the authorization has been signed by the appropriate Board Liaison and returned to the National Office.

** The 2011 budget will be considered by the Board of Directors in 2010. You will be advised shortly thereafter of the amounts authorized.

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ASHA Task Force on Special Interest Divisions Structure, Programs, and Operations
October 2010

Legend No shading - BOD reached consensus at its October 2010 meeting.	Gray - BOD consensus reached at its June 2010 meeting.
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	Recommendations	Current	Minima Assumption	Maxima Assumption	Expected Outcome	Comments
1	Integration					Costs are captured under other categories.
2a	<i>Perspectives - access to self-studies (operations)</i>	6,400	36,000	36,000	NA	Current: Each Division pays annual fee to be a CE Provider. Min/Max: Affiliates will continue to pay \$5/respective CE exam to Designing Solution, but non-Division affiliates will be permitted to take exam at higher fee. These costs do not reflect IS support and other G&A. Pricing would be differentiated and commensurate with other ASHA CE products. Expected: ASHA is currently its own CE Provider - SIGs would come under that providership.
2b	<i>Perspectives - CE administration compliance</i>	19,650	65,500	65,500	65,500	Min/Max/Expected: Administration done via APD - I FTE needed.

3a	Perspectives publication					<p>Current: Divisions publish between 1 - 4 issues annually with a 20,000-word limit per issue; (46 issues in total). Min: 1 issue @ 22,000-word limit per issue; (17 issues in total). Max: 4 issues @ 22,000-word limit per issue; (68 issues in total). Expected: 25% increase over current publication;</p>
		89,838	33,201	132,804	113,274	
	Perspectives production editors					<p>Current: (2) .9 FTEs for content editing. Min: (1) .9 FTE and (1) .25 FTE content editors. Max: (2) .9 FTEs, (2) .5 FTE, and (1) .25 FTE content editors. Expected: (2) .9 FTE, (1) .5 FTE, and (1) .25 FTE content editors.</p>
3b		167,680	117,245	216,805	209,600	
4a	Coordinating committees mtgs.					<p>Current: 5-member steering committee (on avg. 6 members attend meetings). Min: 4-member steering committee (3 elected, and 1 appointed). Max: 5-member steering committee (4 elected, and 1 appointed). Expected: (2) 4-member and (15) 5-member coordinating committees).</p>
		101,520	73,440	91,800	89,640	
4b	Coordinating committees conf. calls					See information above.
		16,000	12,852	18,360	14,688	
4c	Ex-Officio support					<p>Current: (2) FTE for 44 subcommittees, plus 17 DIV. Min: .25 FTE per DIV. Max: .25 FTE per DIV. Expected: .25 FTE per DIV.</p>
		188,640	400,860	400,860	400,860	
4d	Sub-committees - Research					<p>Current: 3 research subcommittees. Min: 14 additional subcommittees, 3 FTE under Research. Max: 14 additional subcommittees, 3 FTE under Research. Expected: 3 research subcommittees (.75 FTE). BOD: To be integrated within ASHA; no standing research subcommittees; if necessary, ad hoc committees may be formed with approval.</p>
		NA	-	-	-	

4e	Affiliates meetings at convention & conferences	3,000	-	-	-	Current: 3 Divisions will provide food at affiliates meetings. Min/Max/Expected: All Divisions would host meetings. BOD: No food unless approved.
4f	Affiliates provide give -aways at conventions and conferences	5,200	-	-	-	Current: 8 Divisions provide give-aways @ \$650 each. Min/Max/Expected: All Divisions would provide give-aways @ \$650 each. BOD: No give-aways, unless approved.
5a	Short Courses - Convention	49,500	21,000	21,000	10,700	Current: Cost for non ASHA member speakers and meeting room, AV costs. ~34% of registrants of division-sponsored Short Courses receive a reduced registration rate. (In 2009, 700 discounted tickets sold x \$30 = \$21,000. Min: Affiliates will still receive discount, but the revenue/cost sharing between Convention and Meetings will go away. Max: Stay the same as min. Expected: Assumes lower expenses based upon historical data.
5b	Free-standing conferences and Pre-convention workshops	34,390	NA	NA	NA	Current: 2 DIVs sponsor annual conferences, avg. of 3 DIVs sponsor pre-convention workshops. Min: Conferences will be within ASHA's CE activities. Max: Conferences will be within ASHA's CE activities. Expected: Conferences will be within ASHA's CE activities.
6	Electronic communications	5,240	NA	98,250	98,250	Current: Within ASHA's G&A, we provide email group list, discussion forums, Web events, DIV offering one Web event per month. Each division received its own public and private Web page; .10 FTE. (Because this is a win-win for ASHA, would anticipate continuing to offer Web events.) Min: Email list and web pages; .10 FTE Max: Email list, web pages, and 17 web events per year; 1 FTE to support web page and events. Expected: Email list, web pages, 7 web events per years.

7a	Division grants to Foundation	-	-	-	-	<p>Current: Variable amounts given on awards. Min: Each division provides \$1,500 award plus .25 FTE to support program. Max: Each division provides \$2,000 award plus .25 FTE to support program. Expected: The average between min and max. BOD: No grants unless approved via standard operating procedures.</p>
7b	Division sponsor awards	-	-	-	-	<p>Current: Not provided this past year or two; provided inconsistently in past. Min: Each division provides \$500 per award for 2 people plus .25 FTE to support program and 20 hrs of Convention staff time. Max: Each division provides \$500 per award for 2 people plus .25 FTE to support program and 20 hrs of conv. staff time. Expected: The average between min and max. BOD: No awards unless approved via standard operating procedures.</p>
7c	Division grants to and with other organizations/companies	2,000	-	-	2,000	<p>Current: Conv. Registration, plaque and honoraria (2 Divisions - \$1,000 and \$500) 3 - Other org. pays. Min: 5 Divisions support awardees funding support via - internal/external sources, avg. - \$400 each. Max: Each division provides on average \$1,000 per award. Expected: Seven Divisions support awardees @ \$1,000. BOD: No grants unless approved via standard operating procedures.</p>
8	Division-supported ASHA conferences	19,336	4,830	4,830	4,830	<p>Current: Divisions sponsor Health Care and Schools conferences. From 2004 to 2010 between 38% and 59% of the registrants of the HC conference received an affiliate discount of \$40; Average total cost - 48% of 405 registrants (194x40 = \$7,776/year); Division discounts accounted for approximately \$11,560 to Schools conference. Between 2005 and 2010 31%-42% registrants received a division discount (average attendance 782; 37% of registrants received discounts (289x40=\$11,560). In sum, approximately \$19,336 (11,560 + \$7,776) is provided in discounts. Note: Discounts are provided to affiliates who provided \$5,000 in support to each conference. Min/max/expected reduce discount and offer early, early bird SIG discount of less than \$40 - but available to all affiliates. Used \$10 discount.</p>

9	Accessible/ Eligibility - DIV Fees		-	-		Current/Min/Max: Based on current count - \$35 fee based on 31,500 affiliation = \$1.1 million. Expected: Decrease to 31,000 based on historical two-year trend.
10	Nominations/Elections and Welcome letter	65,100	27,900	27,900	27,342	Current: \$2.10 fee based on 31,000 affiliations. Nominations expenses = \$1.20/affiliate (this cost partially reflects expenses related to the Welcome letter.) Survey and Ballot + \$0.90/affiliate. Exploring feasibility with AGOT to use same election vendor and planning to eliminate paper Welcome letters in future as ways to reduce expenses. Use \$0.90 to calculate min/max/ and expected. Expected: Anticipate a 2% decrease in affiliate members based on the current economy.
11	Name change: Special Interest Groups	NA				Community-based.
12	Formation of a new SIG					Currently 100 ASHA members required to petition; increase to 250 ASHA members. 100 individuals represented approximately .2 percent of the membership in the late 1980s; 250 represents approximately .2% of members eligible to join currently. BOD: BSIGC charged with developing a report recommending criteria for forming, modifying, and dissolving SIG.
13	Dissolution of a SIG					Currently 100 ASHA members required to petition; increase to 250 ASHA members. Both figures represent approximately .2% of membership. BOD: BSIGC charged with developing a report recommending criteria for forming, modifying, and dissolving SIG.
14	Aligned with the Association's strategic plan	NA				Currently divisions develop strategic plans that mirror the Associations. SIGs would provide input to the development of strategic plans and activities would support what is included.

15	Annual reports	NA					Currently due at the end of September; would be due at the end of December.
16	Division no longer allowed to carryover Net Asset reserve; Not included in June - budget process would be consistent with that of other committees and boards.	0	0	0	0		Divisions will no longer carry forward net assets. Divisions will be in compliance with accounting principles. Administrative support reduced to track the reserves. Budgets would be similar to other Association committees' budgets.
a	Total cost for Task Force recommendations		708,394	764,928	1,086,209	1,009,342	
	Total cost including other direct and indirect		1,204,270	1,300,378	1,846,555	1,715,881	Reflects director, CSO, Action Center support, and indirect; G&A is not reflected.

b						
	2010 Budgeted Total Revenue	1,174,632	1,174,632	1,174,632	1,151,139	
	Net Income/ (loss)	-29,638	-125,746	-671,923	-564,742	
	Cost Per Affiliate	\$39.40	\$42.54	\$60.41	\$56.14	

Notes:	
a	The total cost for Task Force recommendations does not reflect direct support from director, CSO, other program support, and G&A costs (i.e., executive director, IS, finance, etc.).
b	Estimated revenue for 2011 may increase or decrease (2009 Actual - \$ 1,196,450); 2010 budget assumes 31,500 affiliates.
c	Current cost estimates do not reflect current staffing needs.

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