

EXECUTIVE SEARCH

ORGANIZATION NAME: American Academy of Audiology

POSITION TITLE: Executive Director

REPORTS TO: Board of Directors

LOCATION: Reston, VA

THE ORGANIZATION:

The American Academy of Audiology is the world's largest professional organization of, by and for audiologists. Representing the interests of approximately 11,000 audiologists, the Academy is dedicated to providing quality hearing care services through professional development, education, research, and increased public awareness of hearing and balance disorders. The Academy includes two essential embedded entities: the Student Academy of Audiology (audiology student governance) and the American Board of Audiology (professional certification). Additionally, the Academy provides oversight to the American Academy of Audiology Foundation (philanthropy) and the Accreditation Commission for Audiology Education (academic standards).

The AAA Mission Statement:

The American Academy of Audiology promotes quality hearing and balance care by advancing the profession of audiology through leadership, advocacy, education, public awareness, and support of research.

AAA's Core Values:

The American Academy of Audiology supports the following core values, which are aligned with the Academy's pillars of advocacy, education, leadership, public awareness, and research. These core values are both for the Academy as an organization and for the individual members and represent the tenets that govern our professional behavior.

- **Advocacy:**
 - **Patient advocacy:** To advocate for the hearing and balance health care of all persons by speaking on their behalf, furthering their treatment progress, protecting their rights, helping them obtain information, and promoting accessible, individualized, understandable, and cost-effective hearing care.
 - **Activism:** To commit to the greater community on issues related to hearing health care through clinical service, education, research, and input on public policy.

- Legislation and regulation: To identify necessary actions related to public policy, legislative initiatives, and regulatory requirements that will improve hearing and balance health care for patients and the ability of clinical providers to deliver care and be reimbursed for their services within their full scope of practice.
- Cultural sensitivity and diversity: To value diversity and to treat all patients fairly and equally without discrimination on the basis of race, ethnicity, creed, religion, disability, sex, age, sexual orientation, or national origin.
- Education:
 - Evidence-Based Practice: To practice according to best clinical practices for making decisions about the diagnosis, treatment, and management of persons with hearing and balance disorders, based on the integration of individual clinical expertise and the best available research evidence.
 - Accountability and Competency: To accept the responsibility and obligation of the profession to produce research, to apply theoretical knowledge to practice, and to display competence in a specialized body of knowledge and skills.
 - Knowledge: To strive to continually enhance and improve knowledge within the specialty and to continuously modify and update care delivery accordingly.
- Leadership:
 - Integrity: To behave in a trustworthy manner, adhering to ethical conduct, and acting honestly and responsibly in interactions with patients.
 - Quality: To provide consistent, cost-effective, high-quality care that is compliant with professional standards, applicable laws, and regulations for individuals with hearing and balance disorders.
 - Professionalism: To practice so that one's behaviors, attitudes, actions, and inactions demonstrate respect for patients, colleagues, and other professionals, to ensure a team approach in the provision of hearing and balance health-care services.
 - Succession planning: To focus on building a stronger future for audiologists via the development of collaborative relationships, fostering of awareness and appropriate utilization of hearing and balance services, and contributions to the foundational evidence-base of the profession.
- Public Awareness:
 - Public Relationships: To be involved in community and professional organizations to improve access to information, quality of services, and quality of life while adhering to our professional Code of Ethics.
 - Outreach: To be essential in the lives of individuals with hearing and balance care through our unique qualifications and interprofessional collaboration.
- Research:
 - Innovation: To support innovative research and to implement new or modified technology, diagnostic/treatment methods, or practice management processes as a means for improving audiological services and care.
 - Distribution: To ensure documentation and distribution of established best practices as a resource for clinicians, legislators/regulators, interdisciplinary colleagues and the public.

AAA History:

The American Academy of Audiology was founded in January of 1988 when a group of audiology leaders met at the invitation of Dr. James Jerger at the Baylor College of Medicine in Houston, Texas. The purpose of the study group was to establish an independent, freestanding national organization run by and for audiologists. The new organization would be uniquely sensitive to the professional issues and the professional concerns affecting all audiologists. A Charter Advisory Committee was formed to elect officers, adopt bylaws, establish membership requirements and set up a national office. Jerger was elected the first President. The Charter of Incorporation for the Academy was filed in Nashville, Tennessee, in June 1988. The first national convention of the Academy was held in Kiawah Island, South Carolina in April 1989 with some 600 attendees. As an indication of the phenomenal growth of the Academy, the 31st Annual Convention was held in Columbus during April 2019 with more than 4,000 attendees.

The American Academy of Audiology Foundation was founded in 1990 and is recognized by the Internal Revenue Service as a 501(c)(3) nonprofit organization. Its mission is to promote philanthropy in support of research, education, and public awareness of hearing and balance disorders and the audiology profession.

Founded in 1999, the American Board of Audiology® (ABA) creates, administers, and promotes rigorous credentialing programs that elevate professional practice and advance patient care.

Founded in 2002, the mission of the Accreditation Commission for Audiology Education (ACAE) is to serve the public by establishing, maintaining and applying standards to ensure the academic quality and continuous improvement of audiology education, reflecting the evolving practice of audiology. The purpose of ACAE accreditation is to recognize, reinforce, and promote high quality performance in Au.D. education programs through a rigorous verification process.

The Student Academy of Audiology is the national student organization of the AAA that serves as a collective voice for students and advances the rights, interests, and welfare of students pursuing careers in audiology. The SAA introduces students to lifelong involvement in activities that promote and advance the profession of audiology, and provides services, information, education, representation and advocacy for the profession and the public we serve. The SAA was founded in 2009 when the National Association of Future Doctors of Audiology (NAFDA) moved under the AAA umbrella and is led by a student board of directors with support from AAA leadership.

In July 2017, the Academy Board of Directors approved a new organizational structure that integrates the partners across the Enterprise and aligns the work of the organization. The new structure includes councils, a new layer in the governance of the organization: Leadership, Academic & Professional Standards, Professional Development, Scientific Advisory & Research, Advocacy, and Outreach. The 32 committees and many task forces that do much of the work of the organization report to the councils or, in some instances, directly to the Academy Board of Directors.

You can learn more about the AAA at www.audiology.org

LEADERSHIP EXPECTATIONS:

The Executive Director will be responsible for association management/operations, development and implementation of the strategic plan (in partnership with the Board of Directors), and building a culture of inclusion, innovation, and achievement. In executing these duties, the AAA employees, Board of Directors and Committee Leaders have the following expectations, in line with the mission and core values:

Model Integrity, Quality and Professionalism – The ED will clarify and embody the Academy values as an example.

Inspire and Motivate – the ED will work with the AAA BOD to envision the future for the Academy and participate in articulating and realizing the vision. The ED will inspire and motivate the BOD and staff in achieving the common vision.

Innovative and Entrepreneurial Spirit – The ED will strive to improve the Academy, including seeking creative solutions and inspiring and encouraging innovation in the BOD and staff.

Collaborate and Communicate – The ED will demonstrate strong communication skills and use these to foster and encourage collaboration within the staff, BOD, membership and other stakeholders.

Build relationships – The ED will build trusting, inclusive and respectful relationships both internally and externally, aimed toward furthering the mission of the Academy.

Financial savvy – The ED will ensure that all Academy assets and liabilities are managed in a fiscally responsible manner with a focus on both short- and long-term financial viability for the organization.

POSITION OVERVIEW:

The Executive Director is the Chief Executive Officer of the American Academy of Audiology and serves as the senior staff person of the organization. Primary strategic and operational responsibilities of the Executive Director include consistently maintaining and facilitating the Academy's achievement of its mission with accountability to the Board of Directors who set the strategic direction for the Academy. In addition, the Executive Director oversees and manages the daily administrative, operational, and financial affairs and activities of the Academy. This new leader will lead a small, nimble operation (27 member staff), promote and foster diversity and inclusion, instill a culture of member service, and position the AAA to serve in a leadership position in navigating the always-shifting politics and policies of health care.

The Executive Director is responsible for ensuring that the Academy effectively facilitates and serves the needs and interests of its membership as stated in the mission statement, strategic plan (Preferred Futures), by-laws, and policies and procedures manual, and as reflected by the initiatives developed with the Board of Directors'. The Executive Director focuses both externally and internally to enhance and promote the Academy's global brand and effectiveness while also ensuring optimal staff productivity and competency.

The Executive Director is responsible for assisting in the development of innovative initiatives to facilitate the goals and policies inherent to the Academy's strategic plan as established by the Board of Directors. The Executive Director and the Board President are the primary representatives of the Academy in its relationships with legislators, related professional organizations, and other stakeholders. The Executive Director assists in promoting the Academy's viewpoints, goals, and objectives in negotiations with the representatives of the media, related professional organizations, business and industry, the public, and other government or non-government organizations. The Executive Director is ultimately responsible for the financial solvency of the organization and will be expected to develop both short- and long-term strategies to accomplish this goal.

The Executive Director appoints and supervises other senior managers to assist in carrying out the operational responsibilities of the Academy, and serves as the liaison between the Board of Directors and the Academy's National Office. Finally, the Executive Director provides stable, consistent, executive leadership across successive volunteer administrations and boards.

Primary Duties and Responsibilities:

The Executive Director of the AAA will lead the overall activities of the Academy, including:

- *Academy Operations:* Oversee and implement appropriate resources to ensure that the operations of the Academy are appropriate.
 - Assure ethical and effective business practices, legal and regulatory compliance.
 - Hire and retain competent, qualified staff.
 - Promote and foster a diverse and inclusive workplace.
 - Establish, maintain and regularly evaluate all critical business contracts for goods and services, legal services and insurance portfolios required for effective and efficient business operations.
 - Sign all notes, agreements, and other instruments made and entered into and on behalf of the organization.
 - Develop, maintain and assure compliance with all critical operating policies, procedures and practices. Conduct regular reviews to ensure relevance and alignment with current practice and revise as needed.

- Ensure that the Academy has the tools, resources, infrastructure and work environments (physical, remote, virtual and electronic) required for effective and efficient operations.
- Oversee development and maintenance of adequate and secure technology for all organization operations considering necessary growth in alignment with priority initiatives.
- Minimize organization risk, assure the filing of all legal and regulatory documents, and monitor compliance with relevant laws and regulations
- *Governance:* Work with the board in order to fulfill the Academy's mission
 - In collaboration with the Board of Directors (BOD), senior staff members, Committee and Council Chairpersons, create, articulate, implement and communicate the AAA mission, goals and strategic plan.
 - Provide executive level leadership for the AAA staff, Committee and Council Chairpersons in the development and execution of operating plans, including resource allocation, budgets, member-focused communication plans and measurable goals in alignment with the strategic plan.
 - Build alliances and partnerships with related professional groups, associations, government bodies, agencies and the greater community in furtherance of the AAA mission.
 - Effectively communicate with the Board and provide, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions. Coordinate and facilitate regular meetings with the AAA Board of Directors, providing operational information across all service lines and operational functions with complete transparency.
- *Financial performance and viability:* Develop and maintain resources sufficient to ensure the financial health of the Academy.
 - Ensure integrity of all financial activity, including budgeting, reporting, auditing and investments of the Academy. Responsibility includes submission to the Board of a proposed annual budget and monthly financial statements, which accurately reflect the financial condition of the organization, as well as operating within the approved budget, ensuring maximum resource utilization, and maintaining the organization in a positive financial position.
 - Utilize appropriate accounting practices and management guidelines so as to retain ongoing non-profit status for and minimize risk to the organization
 - Oversee fundraising and development of other revenues necessary to support the Academy's mission.
- *Academy mission and strategy:* Work with board and staff to ensure that the mission is fulfilled through programs, strategic planning and community outreach.

- Represent the Academy at various industry meetings, legislative forums, public events and regulatory meetings. The Executive Director will be expected to provide technical, advocacy and policy expertise in these settings, or delegate the responsibility to an appropriate counterpart.
- Enhance the Academy's visibility and effectiveness by being active and visible in the community and by creating impactful collaborations with other professional organizations.
- Implement actions based on decisions made by the Board of Directors as well as offer guidance regarding high-level strategic planning, operational needs, feasible tactics, and opportunities for maximizing impact.
- *Academy Culture and Environment:* Foster an environment that prioritizes innovation, collegiality, and achievement.
 - Provide inspired leadership by creating an inclusive, positive and collaborative environment with a commitment to excellence and transparency.
 - Establish and maintain an organizational culture of service excellence that exceeds the expectations of the AAA membership and other stakeholders.
 - Lead by example in developing a work environment that is positive, kind, inclusive, innovative, purposeful and collaborative, exceeding the expectations of AAA staff.

Current Position Priorities:

High level goals include improving organizational operational efficiency and effectiveness with an eye toward long-term sustainability; improving member service, satisfaction, engagement and recruitment; increasing regulatory and government affairs engagement and achievement; increasing revenue stream through non-member and donor frameworks; and ensuring the AAA business model is sustainable.

- Organizational stability and growth
 - Participate fully in a collaborative and well-informed leadership transition and engage in process to prioritize ongoing seamless succession planning
 - Effectively communicate with the AAA President and Board of Directors to lead the implementation of AAA's strategic planning efforts and establish specific and measurable long and short-term objectives and goals for the Academy.
 - Foster a culture that values critical thinking and problem solving, and encourages constructive feedback, engagement, inclusion and diversity at all levels.
- Achievement for legislative and regulatory advocacy priorities
 - Prioritize identification and implementation of initiatives that educate policy makers, regulators and other key stakeholders on the value of Audiology services, promote consistent messaging regarding AAA and our members, and build the AAA brand.

- Enhance membership value with a focus on membership retention and growth
 - Prioritize strategic implementation of those activities that enhance member value, with the goal of increasing sustained membership in the Academy
 - Prioritize activities that promise tangible deliverables to membership and future success of the profession and organization, including advocacy, search engine optimization, and website restructuring.
- Ensure ongoing financial solvency and regulatory compliance
 - Facilitate successful expansion of the American Academy of Audiology Foundation donor base, resulting in increased unrestricted funds to support the Academy mission
 - Identify and create non-membership revenue streams and look for ways to support AAA's members through innovative programs or services.
 - Oversee successful preparation for and implementation of annual national conference, with both in-person and virtual components

QUALIFICATIONS:

The successful candidate will have deep experience in the healthcare or healthcare association industry and will understand the issues that face the AAA membership and the industry's broader impact in the healthcare community. The Executive Director will be a dynamic, highly credible leader who has shown progressive responsibility throughout his/her career and will have demonstrable success in previous leadership roles. S/He will possess the leadership skills and gravitas necessary to represent AAA's membership base while bringing industry stakeholders together to present a unified voice on public policy matters. AAA's next Executive Director will be a politically sophisticated leader with extensive knowledge of the healthcare industry, policy development, and legislative and regulatory processes.

We seek a strong organizational leader who has had experience leading transformations within organizations that drive efficiency, effectiveness and results in increased member engagement and satisfaction. The next Executive Director should have experience developing and implementing strategic plans within organizations and creating systems to set goals, assign responsibility and measure and report impact. S/He will be able to demonstrate sufficient skill and experience with fundraising/development, financial acumen, and operational optimization. Experience leading a similarly sized organization is highly desired. The American Academy of Audiology is committed to creating a diverse environment and is proud to be an equal opportunity employer.

Additional qualifications include:

- A minimum of 10 years of progressive leadership experience.
- A minimum of 10 years of experience working with medical associations, non-profit and/or association management (preferred).
- Current experience in a regulated healthcare, life science, or medical industry.

- Superior fiscal management and oversight skills, including budgeting, cost accounting, profit and loss, balance sheet reporting, cash flow management and general accounting practices. Familiarity with non-profit financial management preferred.
- Strong understanding of non-profit regulations and management.
- High level strategic thinking and planning and ability to envision and convey the organization's strategic future to the staff, board, volunteers and donors.
- Previous success in establishing relationships with individuals and organizations of influence including funders, partner agencies and volunteers.
- Strong written and verbal communications skills that underscore an ability to serve as a spokesperson for the Academy and the industry.
- Demonstrated ability to attract, encourage, motivate and lead skilled, qualified staff as well as volunteer members.
- Demonstrated ability to establish and maintain working relationships and cooperative arrangements, effectively identifying and understanding the needs of relevant agencies, industry representatives, professional leaders and organizations.
- Demonstrated ability to effectively delegate responsibilities, solve problems quickly, build consensus and resolve interpersonal conflicts internally and externally.
- Demonstrated ability to participate in or facilitate effective communication between two or more parties where the stakes are high, opinions vary and emotions run strong.
- Strong relationship building and diplomacy skills.
- Strong work ethic and self-motivated to achieve optimal outcomes for the organization. Goal-driven, action-oriented, and able to translate broad vision in achievable tactics.
- Experience leading complex organizations and managing group dynamics.
- Transparent and high integrity leadership.

EDUCATION:

Bachelor's Degree required, advanced degree highly preferred. CAE certification preferred.