



2010 Strategic Plan Report to the RID Board of Directors

*Compiled by the national office staff
Staff accomplishments printed in bulleted italics*

I. Standards

Focus on the growth and development of the interpreting profession through enhanced professional standards

A. Promote the development, growth and recognition of the interpreting profession

1. Monitor and evaluate historical, current and future developments and trends impacting the interpreting profession (Resources 4.)

- *Started the RID Government Affairs Program (GAP) which monitors activities at the local, state and federal level (Federal Communications Commission, Department of Labor, Department of Education, Federal Emergency Management Agency, General Accountability Office, Department of Justice, members of congress) impacting the interpreting profession; advocates for the interpreter perspective related to regulations; and collaborates with stakeholder and consumer groups*
- *Participated extensively with stakeholder organizations such as the Deaf and Hard of Hearing Consumer Advocacy Network, the Deaf and Hard of Hearing Alliance, the National Emergency Numbering Association, the E911 Stakeholders Group and the Video Interpreters United on issues directly and indirectly impacting the interpreting profession*
- *GAP attended the 1st North American Summit on Interpreting*
- *Utilized the news service and distributed Interpreting in the News to the membership twice a month; changed to once monthly in May 2010*
- *Representation on the National Coalition on Healthcare Interpreter Certification (NCC)*
- *GAP attended the 1st North American Summit on Interpreting*
- *Held ongoing multiple meetings with stakeholders, which further illuminate salient issues and trends in the field*
- *Produced a nationally recognized conference*
- *Published articles in VIEWS covering topics current and relevant to the interpreting profession as well as Deaf Culture*
- *Served as liaison(s) to the Deaf Advisory Council workgroup to lay the foundation for deaf involvement within all levels of RID*

2. Provide information and materials to promote the value of standards in interpreting

- *Multiple visits to stakeholders – providing exchange of information about activities in the field, gathering input as to the association's activities*
- *Through the RID GAP, provided information related to standards to the Federal Communications Commission as well as various state entities addressing licensure and setting state standards (including Michigan, Wisconsin, Washington, DC)*

- *Worked with committees and task forces for the development of the Educational Interpreting and Video Remote Interpreting Standard Practice Paper*
- *Started the development of the Emergency Preparedness Best Practices paper as per the motion passed at the 2009 RID National Conference*
- *Funded GAP participation at all of the regional conferences to present on the priorities of the program to promote the value of standards in interpreting and to gather feedback from members*
- *Created a translation workgroup which will be reviewing RID publications and materials, both conference and non-conference items, and working with the membership to determine priorities for Spanish translation as well as developing a process*
- *GAP, along with consumer groups, met with Congressman Inslee regarding the “Telecommunications Relay Services Modernization and Integrity Act of 2010”*

3. Educate the public about RID, the field of sign language interpreting, credentials, appropriate use and interpreting as a profession (Relationships 4.)

- *Through GAP, RID provided feedback to the FCC regarding the interpreter workforce within the video relay service program*
- *GAP met with the public officials in Michigan regarding the new, proposed interpreter rules and regulations for interpreters working within the state*
- *GAP presented at each of the regional conferences as well as at Minnesota RID with additional affiliate chapter presentations scheduled*
- *GAP presented at the Video Interpreting Symposium, which was held at Gallaudet University in May 2010.*
- *Developed and the membership approved two new standard practice papers: Educational Interpreting K-12 and Video Remote Interpreting*
- *Working with a workgroup to develop a best practices paper on emergency preparedness*
- *GAP served on the NENA Accessibility Committee providing the interpreter perspective*

4. Support the membership

- *GAP solicited feedback directly from the membership via e-mail blasts, e-NEWS, VIEWS and direct participation and solicitation from the member sections*
- *Conducted surveys to gather member feedback and utilized the feedback in setting priorities for the work of GAP to include certification; advocacy and protection; and service provisions*
- *Cross trained to ensure a high quality of customer service*
- *Solicited articles for VIEWS relevant to the profession*
- *Managed and provided support to the organization and activities of the RID Member Sections*
- *Served on the Committee Workgroup which has initially reviewed the Member Sections to ensure enhanced member involvement at that level*
- *Increased numbers and qualifications of staff members in order to provide increased services to members*
- *Donated RID products and publications to state conference silent auctions, regional conference silent auctions and other fundraising events*
- *Started RID Cares, a program to give back to the community, which 1) donated RID Press books to the Illinois Fingerspelling Bee contest; West Ottawa Public Schools; Books for America; The Cape Coast School for the Deaf in Ghana; The Indiana School for the Deaf and the Deaf Education and Families Project at CSUN; 2) held a clothes drive to donate clothes to residents of Haiti as well as other causes; and 3) coordinated a volunteer group for 9/11 Day of Service and Remembrance*
- *Funded the RID Research Grant and RID NCIEC Mentoring Grants*

- *Implemented new procedures with the new editors of the Journal of Interpretation to provide a more relevant and timely publication for the members and the field*
- *Created an opportunity for professional support, education and networking by producing a national conference*

B. Offer a nationally respected certification program (Standards 1.)

1. Measure and ensure the validity and reliability of the certification exams

- *Created the NIC Task Force to look at all aspects of the certification system and determine if there are psychometrically sound alternative approaches that are feasible, practical and supportable. This task force will analyze the various duties of interpreters in all practice settings and formulate a new, enhanced and refined content outline of the occupation that will be used as the blueprint for future NIC examinations*
- *Investigated and met with several resources within the certification industry to determine the best approach to address the next steps related to the NIC Task Force. Formalized an agreement with the Caviart Group, an organization with over 25 years of experience in creating performance based examinations for national certification and licensure, to work with the task force to develop a vision for future NIC examinations*
- *CDI Task Force – continued work with this task force through NCIEC to review current structure of exam, concerns and plan next steps to ensure exam reflects current standards in the field. Drafted a comprehensive Frequently Asked Questions document for the CDI exam*
- *Castle psychometrician conducted another investigation of validity and reliability statistics for the NIC exam, which were published for membership review*
- *NIC Scoring Meeting – gathered a small panel of subject matter experts (SMEs) to work with RID’s test design expert, Clarence Chaffee, to develop a “proof of concept” for an alternative scoring process. The group tried out new ways of assessing the current NIC Performance Exam. The findings of this meeting were brought back to the NIC Task Force meeting in August for review and recommendations*

2. Administer an efficient and effective Certification Program [National Testing System]

- *Completed a thorough eligibility verification process document and flowchart for interview/performance exams to assist RID’s database vendor in creating new functionalities for the registration process*
- *Implemented new educational requirements for all hearing interpreters*
- *Developed Alternative Pathway to Eligibility system as an alternative to the educational requirement, including application form, sample application, guide to filling out the application, General Education Subject Areas sample of course classifications and FAQs, and posted these resources on the Web site*
- *Produced statistics for the general public to illustrate how many exams RID processes, pass/fail totals and trends*
- *Updated all Supersite and Local Test Administrators (LTAs) applications, manuals and contract documents*
- *Created a committee Welcome Packet for the Certification Council (CC) to orient all CC members into their committee position*
- *Staff participation in Institute for Credentialing Excellence (ICE) and Certification Network Group (CNG) meetings to increase knowledge, keep up with the latest developments and network with other professionals in the certification industry*
- *Completed a report to the California Judicial Council regarding the SC:L examination*

3. Provide comprehensive operational support for an enhanced exam experience

- *Created quarterly bulletins to inform LTAs, raters and sponsors of news regarding their respective areas*
- *Drafted new applications for the Legal, Oral and CDI knowledge (written) and performance examinations*
- *Developed FAQs regarding the new educational requirements and posted to the Web site*
- *Conducted cross-training among staff within the certification and education department for improved customer service and efficiency*
- *Conducted a series of conference calls with LTAs and Test Site Coordinators to discuss the new educational requirements, the eligibility process, the Alternative Pathway to Eligibility system and other pertinent details related to the new educational requirement*
- *Worked with testing service provider to streamline processes and provide better service to examination candidates*

C. Provide and encourage professional development

1. Support professional development and programs that enhance the skill set of interpreters

- *Held a four-hour CMP/ACET Sponsor Training Session at the national conference*
- *Provided an opportunity for all CMP/ACET Sponsors to have an individualized, 20-minute, in-person session with members of the Professional Development Committee (PDC) and the Certification and Education Department at the national conference*
- *The RID Certification Maintenance Program (CMP) manages/supports approximately 125 Approved Sponsors who provide RID CEU opportunities across the country, as well as in a variety of distance learning formats. CEUs can be earned for college coursework, pre-approved and Sponsor-guided independent studies, and a multitude of in-person learning activities, from traditional workshops to mentorships*
- *Modified CEU processing procedures to adapt to distance learning options that more and more CMP/ACET Sponsors are offering to interpreters*
- *Provided electronic barcode label documents free of charge to Sponsors for high-volume conferences.*

2. Administer an efficient and effective Certification Maintenance Program and Associate Continuing Education Tracking Program

- *Created a committee Welcome Packet for the PDC to orient all PDC members into their committee position*
- *Monitor all committee/program e-mail groups and provide policy and procedure guidance in a timely manner*
- *Notify certified interpreters with expiring cycles regularly by postal mail, e-mail, VIEWS, e-News, Facebook, and Twitter notices. Only 4 percent of the 2009 expiring cycles were revoked for insufficient CEUs*
- *The Certification and Education Department works with CMP/ACET Sponsors to ensure that CEUs are entered into CMP and ACET participant transcripts within 60 days of learning activities. If CEU transcript discrepancies are found, RID Approved Sponsors or attendees call the Certification and Education Department and receive polite and timely customer service*
- *Created a simplified and visually-interesting guide sheet for the VIEWS called How to Earn RID CEUs. Added this guide sheet to the Newly Certified Packet*
- *The PDC reviewed eight CMP/ACET Sponsor Applications in FY 2010 and approved five for sponsorship, two of which were approved to process Independent Study CEUs*

- *Created a comprehensive Sponsor Audit tracker that shows all Sponsors who have ever been audited and all audits that have been done*

3. Provide comprehensive operational support to participants

- *Utilized a faster and easier method in which to collect CEU information at conference – bar code scanning – which resulted in conference CEUs being posted to transcripts in a more timely manner*
- *Implemented a temporary suspension of new sponsor applications to allow the PDC to review and evaluate all aspects of the current CMP to determine whether the program is succeeding in its mission, research policies and procedures currently practiced by other certification programs in the industry and make recommendations for improving CMP policies and procedures.*
- *Communicate with members whose cycle is ending via multiple methods, such as mail, e-mail, RID e-NEWS, Web site, etc.*
- *Monitor CMP sponsors Yahoo Group*
- *Served as liaison to the Professional Development Committee*
- *Published articles in VIEWS related to the CMP and ways in which to earn CEUs*

D. Promote a high standard of professional, ethical conduct for interpreters

1. Offer a code of conduct relevant to the interpreting profession

- *Published one scenario from Encounters with Reality: 1,001 Interpreter Scenarios in each issue of VIEWS*
- *Coordinated higher numbers of cases in adjudication and mediation, including extremely sensitive cases*

2. Administer the Ethical Practices System for enforcement of the NAD-RID Code of Professional Conduct

- *Served as liaison to the Ethics Committee*
- *Provided ethics resources to members*
- *Provided member support for ethics and EPS related workshops*
- *EPS Administrator participated in formal mediation training*
- *Observed and participated in mediation sessions to assist in evaluating the program as well as noting more considerations for future mediation training*

3. Provide due process for all parties involved

- *Administer the EPS following all guidelines, policies and procedures*
- *Developed a new, comprehensive adjudication decision letter format*

II. Relationships

Establish and nurture relationships among the association's members and stakeholders to promote and contribute to the growth of the interpreting profession

A. Organize forums that foster meaningful dialogue and networking opportunities for the association's membership

1. Conduct board and committee meetings and other opportunities for leadership interaction

- *Served on board assigned workgroups that included both national office and board liaisons*
- *National office staff liaisons actively served on each committee, task force and workgroup, coordinating and attending conference calls and face to face meetings*
- *Coordinated/arranged for committee face to face meetings for the Strategic Challenges/Bylaws Review Task Force, NIC Task Force, CDI Task Force and 2011 Conference Program Committee*
- *Committee Workgroup developed agenda and program for the Leadership Summit which was comprised of board members, committee chairs and staff liaisons*
- *Committee Workgroup hosted a leadership conference call in January 2010 for board members, committee chairs and staff liaisons*
- *Committee Workgroup planned a leadership conference call to be hosted in September 2010*
- *Worked with the Diversity Committee and the Meetings Department to develop recommendations for improvements to diversity and inclusion at the 2011 RID National Conference*

2. Host conferences and other events that provide networking and professional development opportunities for members

- *Produced a nationally recognized conference*
- *GAP hosted a forum at each of the regional conferences to gather feedback from the members regarding key issues impacting the profession.*
- *Hosted the 2009 RID National Conference in Philadelphia with record-breaking attendance of more than 2,500 attendees, despite economic distress in the nation that saw most events scale back considerably, drastically or completely cancel*
- *Provided an organizational structure that is emulated at all levels in the field, including conferences at the state and region levels as well as local educational and leadership opportunities*
- *Developed conference materials to brand and market the conference theme and program*
- *Began planning of the 2011 RID National Conference to be held in Atlanta, GA*
- *Began planning of the 2012 regional conferences (production organizational plans, site selection, budgeting)*
- *Selected location for the 2013 National Conference (Indianapolis, IN)*
- *Scouted locations for the 2015 National Conference (Dallas, Denver, New Orleans)*
- *Held a PDC and NIC forum at the national conference to inform interpreters about the initiatives related to the exam, gather feedback for next steps, the role and function of the PDC, an overview of the policies for earning the four types of RID CEUs, and address questions and concerns about the Certification and Certification Maintenance Programs*

3. Solicit member participation in, and contribution to, the association's publications and forums

- *Added new features to VIEWS to increase member participation, such as VIEWS about Town, Journey of an Interpreter and Member Spotlight*
- *Added a new feature to the monthly RID e-NEWS with the survey question of the month – a simple 1-5 question survey to get the pulse of the members on a variety of subjects*
- *Post daily to the RID Facebook page with nearly 10,000 Facebook fans to keep the audiences informed. Monitor the discussion on Facebook to provide answers only to program and service questions*
- *Distributed a GAP survey and a SCBRTF membership survey, both in early 2010; conference evaluations were conducted post-conference; and a conference restructure opportunities survey was conducted*
- *Worked with the board to lead six forums at the 2009 conference on current topics of relevance to the membership*
- *Forums were held at each of the regional conferences by the Strategic Challenges/Bylaws Review Task Force and Government Affairs Program*
- *GAP has solicited member participation as content experts in various fields of interpreting so that member feedback can be incorporated into GAP's work and comments*
- *Created a new communication tool for conference through e-blasts and enhanced data available online*
- *Working with the board to develop six relevant, member-driven forums for the 2011 national conference*
- *Through a motion submitted but not heard at the 2009 national conference, enhanced the governance process for members to review and comment on motions prior to the conference*
- *Solicited member feedback through several conference related surveys*

B. Maintain a presence and collaborate with stakeholders (Relationships 4.)

1. Support interpreter education initiatives and programs

- *Provided in-kind support to the Commission on Collegiate Interpreter Education (CCIE)*
- *Hosted a CCIE face to face meeting at the RID national office*
- *Provided desk copies of all RID Press publications to each ITP*
- *RID Press published Team Interpreting As Collaboration and Interdependence*
- *Offered CIT and CCIE space in VIEWS for articles/columns*
- *Provided financial support to Gallaudet University regarding the establishment of a Ph.D. program in interpreting*
- *Wrote a letter of support regarding the UNC-DO-IT Center's Professional Educational Interpreter Project and proposal to the U.S. Department of Education, Office of Special Education Programs (OSEP), for continued sponsorship and funding*
- *Wrote a letter of commitment for a Dean and Pollard grant application to the Occupational Health and Safety Administration (OSHA) regarding the health and safety of interpreters*
- *Wrote a letter of support to the Colorado Educational Interpreter Advisory Board related to qualifications for educational interpreters practicing within the state of Colorado*
- *Made exhibit space available at the conference for research programs to conduct research at the conference*
- *Created a "Research Corner" in RID e-NEWS to promote research projects and solicit input and participation*
- *Created opportunities for networking and education at the conference*
- *Purchased a program book advertisement for the 2010 CIT Conference*

- *Provide RID Press publications in accessible formats*
- *Awarded scholarships to ITP students through scholarships and awards*
- *Executive director served as a guest speaker to a high-level ASL class at Northern Virginia Community College*

2. Collaborate with other interpreter related groups

- *Provided space in VIEWS in the stakeholders section for Deaf-Blind interpreting, NAOBI, CIT, CCIE, NCIEC, Mano a Mano, WASLI*
- *Work in collaboration with NCIEC on the mentoring grant program, CDI task force, etc.*
- *Provided NCIEC space in RID e-NEWS*
- *Worked with CIT regarding the Mary Stotler Award*
- *Extensive visits to various stakeholders, such as NAD, AADB, TDI and more, in an effort to ascertain areas of possible collaboration*
- *Created and executed sponsorship opportunities with partners, which included exhibit space, program book ads, VIEWS advertisements and more*
- *Purchased a program book advertisement for the 2010 CIT Conference*
- *GAP presented at the National Symposium on Video Interpreting: The State of Practice and Implications*
- *GAP attended and participated in the 1st North American Summit on Interpreting*
- *GAP has connected with the Association of Language Companies*
- *GAP met with officials from the BEI*
- *Actively solicited the 2011 national conference call for proposals to like or relevant organizations*

3. Build alliances with deafness related consumer and advocacy groups

- *Provided staff input and support to the Deaf Advisory Council (DAC) Task Force*
- *RID's GAP represented on Deaf and Hard of Hearing Consumer Action Network (DHHCAN)*
- *RID's GAP represented on the Deaf and Hard of Hearing Alliance (DHHA)*
- *RID's GAP represented on the National Emergency Number Association (NENA) and serves on the accessibility committee, which has the responsibility of reviewing interactions between PSAPs and video interpreters*
- *GAP presented on a panel at the NENA annual conference*
- *Provide space in VIEWS for NAD, NBDA and AADB and DHHCAN*
- *Executive Director met (several met with multiple times) with TDI, AADB, NAD, CCIE, NAOBI, NCIEC*
- *Started publishing articles in VIEWS providing the Deaf Culture perspective*
- *Published an ad in the NAD conference program book*
- *Funded the Deaf Advisory Council (DAC) workgroup to exhibit at the NAD conference*

4. Facilitate communication with interpreter related industries

- *GAP met with the FCC regarding issues impacting video interpreters*
- *Executive Director met with representatives from Purple Communication and Sorenson*
- *Executive Director met with several vendors regarding activity within the FCC related to VRS*
- *Provided a venue and support to the FCC to communicate with RID members in relation to an ongoing investigation into the VRS industry*
- *GAP represented RID at the 1st North American Summit on Interpreting, which included both signed and spoken languages*

- *Solicited for the 2011 national conference: program book advertising, exhibit hall sales and enhanced sponsorship program*

C. Develop an ongoing comprehensive communications strategic plan (Relationships 2.)

1. Implement communications protocol for the staff, board, committees, affiliate chapters and member sections (Relationships 3.)

- *Developed the strategic plan which encompasses the strategic challenges approved by the board. Strategic plan was posted on the Web site and distributed to board and committees*
- *Provided template to staff and board regarding e-mail signature lines and updated as necessary*
- *Created and maintained YahooGroups for multiple sections and segments of the membership*
- *Worked on creating a director of all RID-related YahooGroups*
- *Monitored use of RID logo to retain branding efforts*

2. Utilize various communications tools

- *Quarterly VIEWS*
- *Monthly RID e-NEWS*
- *Directed multiple e-mail blast campaigns to specific regions, ITPs, membership categories, conference attendees, etc.*
- *Regularly scheduled conference e-mail blasts*
- *Web site*
- *Facebook and Twitter*
- *Interpreting in the News*
- *E-mails generated automatically from the database*
- *Surveys*
- *Conference Forums*
- *Annual Report to the members*
- *Currently researching YouTube for ASL video clips linked from the RID site*

3. Seek member opinion and feedback

- *Multiple surveys conducted regarding GAP; membership structure, categories and voting rights; membership programs and benefits; and conferences*
- *GAP put out a call for content experts and feedback related to FCC notices*
- *Facebook discussion boards – continued to host, enhance and utilize as a strong marketing tool for the association as a whole*
- *Served as liaison to the Strategic Challenges/Bylaws Review Task Force*
- *Worked with the board to lead six board issue forums held at conference seeking member feedback regarding current and crucial areas*
- *Accepted and printed letters to the editors for VIEWS*
- *Distributed Bylaws referenda and rulemaking opportunities*

III. Resources

Ensure the association has the necessary resources to fulfill its mission and serve its members

A. Ensure the RID organizational structure adequately serves the membership and growth of the profession (Resources 2. & Relationships 1.)

1. Periodically review membership category structure and programs to evaluate their effectiveness (Standards 2.)

- *Served as liaison to the Strategic Challenges Bylaws Review Task Force, Educational Interpreting Task Force, Video Interpreting Task Force, NIC Review Task Force, CDI Task Force, Certification Council, Ethics Committee, Professional Development Committee, Scholarships and Awards, Diversity Committee, Bylaws Committee and multiple conference sub-committees*
- *Conducted a survey seeking feedback related to RID membership categories and voting rights*
- *Held a CMP sponsor forum at conference to discuss effectiveness of the program 15 years later*
- *Served on the Deaf Advisory Council workgroup to develop the structure and scope of work for the DAC.*

2. Address membership and certification connected issues (Standards 2.)

- *Served as liaison to the Strategic Challenges Bylaws Review Task Force*

3. Evaluate effective use of volunteer leadership structure (governance)

- *Served on the Committee Workgroup (CWG) and developed new paradigm of the RID committee structure allowing for growth in the future. Developed fact sheets, volunteer leadership manual, including a new travel policy, and other guiding documents/tools for volunteer leadership. CWG also responsible for the agenda of the Leadership Summit providing incoming leadership with the knowledge and resources to succeed – the CWG is working on a Governance Committee profile, a Finance Committee profile, Member Section Council profiles (for all member sections), a 2nd edition of the volunteer Leadership Manual, creating Phase II of the CWG recommendations for an effective volunteer structure and other leadership related projects and tools*
- *The issue of delineating governance vs. operations activities was re-evaluated by the Certification Council and the Professional Development Committees and the National Office staff. The national office now monitors the CMP/ACET Sponsor e-mail list, sends out Sponsor Application results letters, processes extension requests, etc. The Certification and Education Department office staff now process “routine” requests for test extensions, revocation appeals, and reinstatement requests. Difficult requests are forwarded to the Certification Council for evaluation as SME’s. This change allows the committee members to spend their volunteer time focused on issues that require their expertise as SME’s.*

4. Support a strong and effective national/component structure and collaborate with the affiliate chapter organizations on national and local issues

- *Implemented changes to local affiliate chapter policies to strengthen 501(c)(3) status*
- *Served as liaison to the Affiliate Chapter Relations Committee*
- *GAP worked with the affiliate chapter leadership in Michigan, Wisconsin and Utah as issues of interpreter licensure and rules and regulations arose*

- *GAP developed a presentation, which was piloted at Minnesota RID, to work with members on the local affiliate chapter level to look at GAP and how it can be useful and effective on the state level*
- *Revamped the region reports published in the monthly RID e-NEWS to highlight one affiliate chapter from each of the regions each month.*
- *GAP is seeking to compile all state licensure and regulation information and host as a resource on the RID Web site*
- *Began a project to update the affiliate chapter handbook*
- *ACRC reviewed MO-RID bylaws and made suggestions to strengthen and enhance before board approval*

B. Recruit and retain members

1. Identify and recruit potential members

- *Targeted campaigns to student members*
- *Reached an all new membership record high with 15,332*
- *Developed database technology that will allow for multiple options to recruit new members*

2. Develop marketing materials that demonstrate the value of association membership

- *Targeted e-mail campaigns to various audiences such as associate members, certified members, ITPs, students, individual regions, etc.*
- *Promoted professional development opportunities to members through conference opportunities for presenting, interpreting and attending*

3. Provide products and services that benefit the members

- *Developed and launched the RID Government Affairs Program which focuses on advocacy and interpreting protections; service provisions and certification at the local, state and federal level with a wide spectrum of stakeholders*
- *VIEWS received the 2010 APEX Award for Publication Excellence*
- *Signed up enough interpreters for the health insurance program to warrant our own direct line with the insurance company*
- *Provided discounts on benefits such as D-PAN, health insurance, T-Mobile and professional liability*
- *Produced a new publication, Team Interpreting: As Collaboration and Interdependence*
- *Reprinted Silver Threads*
- *Additional publication in the editing stages related to turn-taking*
- *Developed FAQs related to certification and education policies and procedures*
- *Developed ASL clips related to the EPS; posted on the Web and made available via DVD as well*
- *Worked with the Educational Interpreting Task Force and the Video Interpreting Task Force to finalize, with a member vote, the ED K-12 and Video Remote Interpreting Standards Practice Papers.*
- *Began work with a workgroup to develop an emergency preparedness best practices paper.*
- *Worked with database developer to make the necessary changes related to the educational requirement and to better streamline the application process*
- *Provided significant discounts to RID publications and products for conference attendees*
- *Produced a successful conference*
- *Secured two new Journal of Interpretation (JOI) editors to solicit more articles for submission and enhance the value of the publication.*

- *Used Facebook and Twitter to reach members regarding their renewal and updates to their membership*
- *Created a plan to ensure each new member receives personalized contact from a member of the member services department throughout their first membership year.*
- *Began the process of creating a new award for hearing and Deaf inspiring interpreters*
- *Designed a new eco-friendly membership card, to be implemented the first quarter of 2011*
- *Created new guidelines for conference proposals submissions*
- *GAP committed to responding to inquiries and calls within 24 hours*

4. Recruit, train and encourage new, potential and current leaders

- *Served on the Committee Workgroup which was responsible for the agenda of the Leadership Summit providing incoming leadership with the knowledge and resources to succeed*
- *Hosted a January 2010 leadership conference call to bring leaders together for information sharing, collaboration and training*
- *Currently developing the agenda for the second leadership call in September 2010*

C. Manage financial resources to maximize the association's fiscal stability (Resources 3.)

1. Provide financial security for the association's future

- *Created a Reserve account of \$200,000*
- *Changed checking, money market and investment accounts to a community bank with better service, lower fees and higher interest rates*
- *Began negotiations with a new bank to refinance the RID building at a lower interest rate for significant savings to the organization*
- *Implemented a secure Remote Deposit Control (RDC) deposit function to allow staff to scan and deposit checks in the national office, decreasing the deposit wait time and increasing interest potential*
- *Changed merchant services with lower fees on credit charge transactions*
- *Achieved distribution of record level of monies in fully-insured FDIC accounts*
- *Sought and achieved higher rates of returns on reserves*
- *Coordinated a successful audit of fiscal year 2009*
- *Prepared necessary reports, schedules and documents needed for the FY2010 audit fieldwork*
- *Worked with the RID Audit Committee to thoroughly review the FY2009 audit report and management letter*
- *Worked with the first RID Audit Committee*
- *Enhanced budget format*
- *Enhanced financial reports, including departmental budget/actual reports made available to senior management*

2. Periodically analyze membership structure, categories, fees and benefits

- *Provided new member benefits such as D-PAN, health insurance and T-Mobile*
- *Working with the SCBRTF to review the membership categories structure and voting rights and responsibilities*
- *Strategically analyzing membership structures of like organizations*

3. Conduct long-term financial planning

- *Conducted building, space and technology assessment*
- *Maximizing space utilization in the national office to accommodate two new positions*
- *Set up the Bummy Burstein scholarship investment fund*
- *Ongoing technology assessments and forecasts*
- *Conducted a financial/budget survey of RID leaders (staff managers and directors, committee chairs and board members) and provided analysis of the results*
- *Managed budget scale-backs in light of the impact of the economic downturns*

D. Expand non-dues revenue sources

1. Seek grants for special projects

- *Engaged multiple potential sponsors for conference*

2. Enhance sponsorship and partnership opportunities

- *Created and successfully sold new conference sponsorship packages and levels*
- *Extended and continued work with NCIEC regarding CDI task force, deaf-blind task force, mentoring group*
- *Expanded the 2011 national conference sponsorship program and began sales cycle*

3. Research, identify and utilize all available markets

- *Researched new industry-related businesses for non-dues revenue streams*

E. Recruit, hire and retain a professional staff (Resources 1.)

1. Plan for sufficient staffing requirements to adequately serve the membership

- *Hired Government Affairs Representative*
- *Hired Meetings Specialist*
- *Advertised for a Member Services Manager*
- *Prepared job descriptions for a Communications Assistant*
- *Updated half of the national office staff job descriptions*
- *Coordinated intensive cross-training efforts in the Finance and Administration Department to allow for enhanced support to the national office staff and membership*
- *Sent several staff members to Gallaudet University for a day to meet with Gallaudet Interpreting Services, NCIEC (Mary Lightfoot), the interpreter training program and a university tour*
- *Developed a new hire staff orientation program*

2. Maintain competitive compensation/benefits package

- *Conducted salary survey*
- *Actively researched and monitored association industry trends*
- *Researched new benefits options*
- *Conducted a staff survey of current benefits*

3. Enhanced professional development in association management

- *Support staff with membership dues for American Society of Association Executives (ASAE), Institute for Credentialing Excellence, Society for Human Resources Management and Professional Convention Management Association*
- *Participate in ASAE's Circle Club membership and professional development offerings*
- *Supported staff in their education goals*
- *Provided ASL instruction to national office staff in the weeks leading up to the 2009 RID National Conference*
- *Supported staff in extensive professional development activities – several working toward certification in various professional areas*
- *Conducted staff-wide trainings on a variety of subjects*

F. Maintain state of the art technology and equipment (Resources 1.)

1. Maintain a current and functional Web based association management system

- *Invested in updates and changes to the ACP in all areas, specifically in certification, education, membership and conferences*
- *Continued allocating adequate funds to offset extensive depreciation requirements for ACP in budget*
- *Created a comprehensive document, detailing desired corrections and enhancements to the association management system*
- *Launched a new functionality in the ACP system, allowing the Certification and Education Department to upload CEUs via an Excel spreadsheet, making this process much quicker and easier*
- *Launched a new functionality in the ACP system, allowing the Certification and Education Department to keep a permanent record of candidates' eligibility verification of the educational requirement*

2. Create and sustain a current, relevant, informative and user-friendly Web site

- *Added a Government Affairs Program page*
- *Widened the Web site to meet current standards*
- *Updated and upgraded the content management system for the Web site*

3. Ensure sufficient and adequate technology and equipment for all programs and services

- *Researched an update to technology set-up to include remote access, more secure back-up system, more current e-mail system, shared calendar functionality, etc.*
- *Contracted with an IT consulting firm and secured "managed care" services*
- *Installed remote deposit capability at the national office*

G. Secure the infrastructure of the association

1. Provide for a secure investment of the association's assets

- *Secured several CDs to maximize interest earnings*
- *Decreased "deficit" spending as identified by the audit firm*

2. Maintain appropriate safeguards for all proprietary, intellectual and physical property

- *Certification and Education Department offices that contain confidential testing and/or CEU information are locked after business hours*
- *Developed and updated a records retention policy*

3. Accurately record and maintain all policies and procedures, business practices, historical documentation, etc.

- *Updated Policies and Procedures Manual as applicable. Board passed new version of same*
- *Updated and created extensive new documentation and processes for conference procedures*
- *Created a comprehensive Certification and Education Department Calendar*
- *Created a new Certification and Education Department orientation binder*
- *Developed many policies and procedures documents to provide future RID Certification and Education Department employees information needed to complete the tasks required to run the department, including a comprehensive retention policy*
- *Created a “Who Gets What” document to assist other national office employees in directing inquiries and issues to the person in the Certification and Education Department who most frequently handles that kind of work*