ASRT CEO/EXECUTIVE DIRECTOR SEARCH

Partnering Through a Transformational Decade
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OUR VISION

ASRT will be the premier professional association for the medical imaging and radiation therapy community through education, advocacy, research and innovation.

OUR MISSION

To advance and elevate the medical imaging and radiation therapy profession and to enhance the quality and safety of patient care.

OUR VALUES

Commitment -- Leadership -- Integrity
Creativity -- Accountability

while being member-centric, delivering operational excellence, and upholding human rights.
ASRT OVERVIEW

Most of us, or someone we love, have been the beneficiary of care delivered by members of the American Society of Radiologic Technologists. These essential medical professionals perform diagnostic imaging examinations and deliver radiation treatments. They are patient-centric healthcare leaders, who are passionate about their role in delivering quality treatment. One hundred and fifty-seven thousand strong, they are engaged in their professional society through 54 independently affiliated state and local societies, a House of Delegates of 168, and 22 committees.

ASRT was founded to serve this profession in 1920 and has a state-of-the-art office and museum in its stunning headquarters in Albuquerque, New Mexico. Served by a staff of approximately 112 employees with a $25 million budget, ASRT effectively and consistently delivers on its mission to advance and elevate the medical imaging and radiation therapy profession and to enhance the quality and safety of patient care. ASRT’s over-arching vision is to be the premier professional association for the medical imaging and radiation therapy community through education, advocacy, research and innovation.

Members and staff live out their values of commitment, leadership, integrity, creativity and accountability in their engagements with each other and those whom they serve. The Society is also dedicated to diversity, equity, and inclusion through an even broader commitment to the protection of human rights worldwide; demonstrated through their endorsement of the Universal Declaration of Human Rights. As an association, ASRT practices being member-centric, while delivering operational excellence in how they provide value through its many services.

In remaining indispensable to its members, ASRT delivers its value through several key programmatic areas – continuing education, award-winning publications, research, standard-setting, state and federal advocacy and government relations, awards, career development, and a foundation providing scholarships and grants.
ASRT & BOARD PROFILE

BOARD CULTURE & LEADERSHIP

The eight-member Board of Directors, comprised of a Chair of the Board (Immediate Past President), President, President-Elect, Vice President, Secretary, Treasurer, Speaker of the House, and Vice Speaker, has chosen to have a high-performance, strategic culture. The Board invests annually in board development and onboarding, as part of its commitment to transfer the wisdom of leadership and its strategic culture. The Board has described itself as diverse in modality, geography, values and perspective. With trust at the heart, they engage with respect and inquiry, and welcome healthy disagreement. They are intentional, committed, energetic, casual, and enjoy humor. The CEO/Board partnership and speaking with one voice are core to how they operate and to what they attribute much of their success.

The Board confesses it is excited, nervous and energized by the prospect of a new CEO. They see ASRT as a very adaptable association that listens to the needs of the members and evolves to meet those needs, with a staff that is always looking for solutions, while the annual influx of new board members also contributes to ongoing innovation.

The Board wants candidates to know that, "We will extend trust, provide resources, and not micromanage. We want a partner who will communicate well with us, help us think strategically, and operationalize strategies. We’ve got a great Board that will be very welcoming to our new CEO and will no doubt be incredibly supportive. We’ll spend the time and effort to establish a trust-based relationship. We want you to be honest about your expectations of the Board & ASRT and to facilitate an environment for us to do the same with you.”

STRATEGIC APPROACH

ASRT completed a new strategic framework in January 2020, involving the staff and the Board of Directors in multiple planning experiences to collaboratively shape the future. ASRT is focusing on three outcome areas by 2025 and has deployed prioritized strategies in each area.

THE PROFESSION: Our profession is valued, influential and shapes the future of healthcare.

THE PROFESSIONALS: ASRT represents educated, highly skilled healthcare professionals and leaders, whose practice is evidence-based, resulting in optimized patient safety and high quality care.

ASRT is indispensable to an evolving profession; engaging diverse constituencies & providing unparalleled resources and experiences that elevate the profession.
STRATEGIC APPROACH CON’T.

During the strategic process, ASRT also developed storytelling themes around being a protector and promoter of the profession, a diverse enabler of all, the best provider of CEs, relevant and adaptable as the profession and healthcare change, and futuristic, while making data-driven decisions.

The Board annually engages in a strategic renewal process to select new strategic priorities to support the Outcome Statements, continually moving towards the vision, while remaining relevant as new information presents itself. The pandemic, of course, has been impactful to The Society, with regards to meetings and staff operations. However, it remains in sound financial shape with healthy reserves of $71.3 million plus $9.1 million in the Foundation reserves.

LEADERSHIP TRANSITION

After a multi-faceted career as an academic, radiologic technologist, and thirteen years as ASRT’s CEO, Dr. Sal Martino has announced his retirement effective January 3, 2023. Under his entrepreneurial leadership and expertise in the profession, ASRT flourished – growing in reputational impact, membership expansion through an innovative membership model, and financial stability - tripling reserves in ten years with no debt; all of which created the foundation for surviving trials like the recent pandemic. Hallmarks of his leadership include a new learning management system leading to a tenfold increase in annual online education product sales; assembling a team of eLearning developers to create over 500 educational modules, videos, and animations, establishing the award-winning, interactive Museum & Archives funded by $3 million in reserves, increasing Foundation scholarships & grants to over $200,000 annually, establishing a COVID 19 member relief program, implementing strategic governance, undertaking a reserve funded $7 million office expansion, including three new floors for enhanced workflow and collaboration, hiring and developing an accomplished team of professionals, nurturing a thriving Board/CEO partnership, and cultivating key relationships, while also serving as ASAE's Chair of the Board. He attributes his success to being proactive, collaborative, transparent, and communicative.

The Board is deeply appreciative of Dr. Martino's contributions and his partnership with the members, leadership, strategic alliances, and staff. They are keenly aware of the unique circumstances presented for the next CEO, following a tremendously successful, high profile, and beloved leader. Therefore, the Board is creating an onboarding experience to support a successful transition. Board members are committed to making introductions, transferring history, and outlining expectations with regular feedback for successful 90 day, six-month, and one-year milestones. Resources for executive coaching are being designated. As the CEO takes on their role January 4, 2023, the Board is also looking forward to a 90-day assessment from their new partner and a conversation immediately following to jointly realign any expectations. Currently, the Board expects year one to be focused upon deep understanding of ASRT and building key relationships internally and externally before mutually determining the appropriate next strategic moves.
WHY SAY "YES!" TO BECOMING ASRT'S CEO/EXECUTIVE DIRECTOR

Board members shared what they would say to someone considering the CEO position if they were having a cup of coffee together. Here is a compilation of their thoughts.

The ASRT is nothing short of amazing! For anyone considering the ASRT position, know you won’t find a more passionate group of professionals and volunteers. It is powerful to know that almost 157,000 like-minded professionals have made the choice to be involved in their professional association! They value their membership, and it’s exciting to know the Board has an opportunity to add even more value. The ASRT is constantly working for its members! The focus of every decision is its members and the patients we serve. Through teamwork, we can truly make a difference for the medical imaging and radiation therapy community.

Working for the greatest medical imaging association in the nation, if not the world, will be a dream job. We are one of the largest associations in the country, with more than two years of reserves that can be used to help us grow or weather any storm which might come our way. We have a great Board of Directors, a wonderful staff and a spectacular culture at the ASRT. Our senior team is superb, and the whole staff works tirelessly to support our mission and are truly dedicated to the success of The Society. Once the staff sets their mind to a task, they strive to fulfill it as efficiently as possible and monitor progress through matrices, with a successful end goal always on their mind.

If I had the choice to work anywhere right now, my first choice would be the ASRT, because I am in awe of the culture that has been cultivated over the years. Every employee with whom I have interacted has had nothing but great things to say about their job, coworkers, and supervisor. The energy at the ASRT when the entire staff meets together in a room is positive and inspiring. The new CEO will be well-supported by this team, which also includes a fabulous board that is low on ego and made up of caring, enthusiastic individuals who love the organization and the profession! The Board has gone through leadership development training to make sure that we are able to operate at the high level needed to oversee an association of our size and reputation. We appreciate the opportunity to be part of the ASRT family & make connections with many members, enjoying life-long friendships.

We are not looking for a new CEO whose interest is just to advance their career. We want our next CEO to have a love and passion for the profession and the ASRT that would attract them to this position regardless of the title or compensation plan. We are looking for excitement and innovation in a person, who has the necessary soft skills to build strong relationships, that will help us continue to partner with other organizations to advance the profession of the medical imaging and radiation therapy community. Could this be you?
The position of ASRT CEO is a high-profile executive leadership role that requires sophistication in visionary association leadership, entrepreneurial innovation, strategic execution, people development, and governance dynamics. ASRT has been extraordinarily successful through the transitions of the 2010s and is well-positioned for success in the 2020s. The association's leadership seeks an ongoing entrepreneurial approach to its business model so that ASRT remains indispensable to the membership for years to come.

When asked about their preferred qualities for a new CEO partner, it was very clear that being a strategic visionary, who is a transparent communicator, will be key to their success. This must be accompanied by the ability to build relationships and community internally and externally, in order to propel The Society through a very transformative time for its members. Being the spokesperson and face of the association to many audiences, comfortable being challenged one-on-one, and delivering a motivational message before thousands is the degree of versatility required of this position.

The Board seeks a professional leader of integrity, with no hidden agendas, who is not easily distracted from the strategic focus. When communicating, the Board expects their CEO to be authentic, approachable, and a great listener; whose demeanor and actions are trustworthy, thereby building trust. Their behavior is expected to be collaborative and effective, regardless of the medium chosen to share a message.

The Board anticipates that the new CEO will be heavily involved in assisting them to address professional encroachment, which ultimately impacts patient safety. These efforts will require a significant stance that elevates the profession and secures the members’ place as uniquely abled, with specialized expertise that cannot be transferred to other specialties or artificial intelligence. In broadening understanding and undertaking this endeavor, there are relationships that must be fostered, a voice that must continue to expand, and stakeholder trust that must not waiver. Underpinning this focus, ASRT’s financial stability, strategy, and staff team must remain vibrant. Learning the business of ASRT, becoming the respected face of The Society, carving out their own leadership path, and continuing to lead through a pandemic are critical. The CEO is expected to honor the past, build and leverage upon the successes to date, recommend appropriate changes, as opposed to change for change’s sake, and partner with the Board to lead into the future.
CANDIDATE PROFILE

LEADERSHIP STYLE
The Board is seeking a leader, who achieves success for ASRT & the profession by assisting others to become leaders throughout The Society. Being a people developer is essential to continuing a robust culture that defines how members experience their professional home and how staff want to experience their professional lives. A CEO who invests in others’ success will ultimately achieve a higher level of strategic implementation, talent retention and a strong pool of volunteer leaders – all to ensure the long-term relevance and viability of The Society. The Board would look favorably upon a leader who is confident in their abilities, but not arrogant in their delivery; comfortable being challenged and artful in their responses; and adept at inquiring but not accusing when seeking further clarification.

The Board has intentionally created a governance and leadership culture that has resulted in remarkable success, regardless of good or challenging times, and seeks to preserve that hallmark. They are also appropriately aware of the staff team’s excellence that has been fostered by a CEO leadership culture of accountability and professional development. It has resulted in an outstanding relationship with members, strategic execution that creates high value, and a highly desirable work environment. The Board is very clear that their disappointment in a new CEO would be significant if the culture, membership, engagement, or staff retention was negatively impacted by a new leadership style. An ego-driven, self-centered, individualistic approach would not be a good match for ASRT. Change for the sake of staking out new leadership territory would also not be well-received.

PARTNERSHIP EXPECTATIONS
Along with trust, communication excellence, positivity, and open-mindedness, the Board expects help from its partner – to keep them focused on strategy and out of operations and to listen to them and the members, so that constant communication is in evidence on all issues that affect The Society. The Board expects to be well-prepared by the CEO so that fully informed decisions can be made from a place of deep knowledge about the profession. They are looking for a leader who engages for impact; who is willing to take calculated risks and own their decisions; while knowing when to change direction. Functioning from a team mindset with mutual appreciation, seeking continual feedback from the Board, and being open to their advice is essential, while operating from shared values and within established boundaries.

The Board welcomes the evolution of culture, staff, strategy, and vision that will assist ASRT in remaining relevant, exceeding the expectations of members, and creating a workplace for the 2020s that allows the professional staff to thrive. Just as the work environment has been challenged recently and associations have learned how to deliver value and content in new ways, the Board remains open to innovation and expertise with new ways of thinking about the future and looks forward to a robust partnership together.
CANDIDATE PROFILE

LEADERSHIP TEAM

The CEO partners in a collaborative internal culture with an executive team of eight, including two Associate Executive Directors, Chief Communications, HR, Financial & Information Officers, Foundation COO & EVP of Development & Corporate Relations, and an EVP for Executive & Board Operations.

While the Board recognizes that hiring is the purview of the CEO and knows virtual hires may be necessary to acquire and retain top talent, they have determined that the new CEO’s presence at the Albuquerque, NM headquarters is essential to this transition’s success. Relationship building with the staff team will be critical to the next CEO’s leadership and the stellar implementation of the strategic framework. While there is an expectation of significant travel to represent The Society and to visit members, the Board does value the physical presence of the executive at the office when not on the road and looks forward to the leadership synergy that will be created with the staff. The Board is amenable to periodic remote work, while residing in Albuquerque, and expects the CEO to make the appropriate work environment decisions for the staff.

QUALIFICATIONS

The Board seeks a leader invested in ASRT’s mission, who is seeking a professional home that is not a stepping stone, but a place of professional commitment to the issues its members will be addressing. The Board encourages candidates with practitioner, association, and academic career backgrounds to apply and will look favorably upon Radiologic Technologist (RT) or Certified Association Executive (CAE) credentials. An advanced degree is required with five to ten years of significant leadership experience.

With the dynamics of a House of Delegates and complex external relationships, the Board desires a politically savvy leader, who can navigate relationships effectively, and is adept as a public representative and speaker.

As a leader for the times, the CEO should be technologically astute, social media savvy, comfortable on video, and competent in engaging the media.

With regards to perspective, The Society seeks a leader who will embrace diversity, equity and inclusion for members, volunteers and staff; is pro-science and will be an advocate for the profession as shareholders in health.
CEO/EXECUTIVE DIRECTOR
POSITION DESCRIPTION

POSITION OVERVIEW
The ASRT Chief Executive Officer is the primary partner of the Boards of Directors in establishing the vision and strategy of The Society and the Foundation, ensuring high-performance governance, and leading a team of professionals to deliver consistent value to members. The CEO is responsible for shaping the culture of The Society's work environment, for keeping relationships in the broader eco-system and internal association functioning at a high level for deep impact, and for overseeing all facets of a multi-million dollar business and Foundation. The CEO reports to the Board of Directors and leads a team of approximately 112 employees, including supervisory responsibility for eight senior team members. The CEO oversees a $25 million annual budget and approximately $80 million in reserves that serves 157,000 members.

VISION & STRATEGY

- Ensures the Boards engage in a periodic strategic planning process and an annual strategic framework renewal, so that staff can design plans and develop budgets in alignment with strategic priorities

- Provides the Boards of Directors with no less than quarterly updates on the progress of the strategic priorities

- Aligns annual staff performance goals and reviews with the strategic priorities

- Delivers quarterly financial reports in alignment with the strategic priorities

- Hires, develops and evaluates the staff team to ensure that the talent pool for innovation and creativity remains vibrant to match ASRT's and the Foundation's visions, as well as setting compensation and terminations

- Ensures the financial, volunteer, staff, and external resources are available in a timely fashion to accomplish the strategy
CEO/EXECUTIVE DIRECTOR 
POSITION DESCRIPTION

GOVERNANCE

- Provides complete and timely information to serve the Boards of Directors in making data-based, informed decisions

- Delivers an annual Board Orientation and onboarding for new Board members to keep a highly effective governance culture intact and knowledge transfer consistent

- Engages the Boards in an annual self-evaluation process to continue its high-performance governance

- Ensures that the Board and CEO maintain an annual and agreed upon CEO evaluation process to facilitate their partnership & clearly communicate expectations

- Identifies talent throughout the association that can be developed through appropriate volunteer channels to keep a thriving volunteer leadership pool available for a variety of positions

- Supports the annual House of Delegates meeting and the leadership in preparing for issues, discussions and votes that are essential for The Society's impact on the profession

- Keeps the Boards and self apprised of best association leadership and Foundation practices and provides the resources for all, including the staff, to stay current

RELATIONSHIPS

- Establishes a robust, transparent communication culture with the Boards, staff, members, and external partners to promote trust and knowledge sharing

- Invests in relationships external to The Society that enhance the scope of impact, advance the reputational brand, and increase the voice of ASRT on issues of substance to the profession

- Creates a dynamism within the membership that leverages the expertise within The Society to further the mission

- Builds and develops an innovative, diverse, and creative staff team that calls ASRT and the Foundation their professional home of choice and can see career pathways within the association
CEO/EXECUTIVE DIRECTOR
POSITION DESCRIPTION

OPERATIONS & FINANCE

- Leads and oversees the research and design, launch, maintenance, and messaging of The Society's and Foundation's key programs and services through the senior leadership team, including membership, marketing and communications, government relations, research, meetings, standard setting, continuing education, publications, career paths, ASRT Museum, advertising and sponsorships, scholarships and grants, and donor relations

- Oversees the infrastructure and technology necessary to deliver value in a digitized environment

- Maintains financial systems and processes appropriate for a multi-million dollar business and Foundation of this scope and size, including any future subsidiaries that may be formed

- Ensures an annual audit, fraud prevention, and cybersecurity reviews are undertaken and appropriate insurances maintained for the protection of The Society, the Foundation, the Boards, staff, members, and donors

- Provides, reviews, and maintains a benefits package for staff that encourages retention

- Engages appropriate legal counsel regarding issues that may impact The Society, the Foundation, the profession, or the members

- Protects The Society, the Foundation, the Board & staff by keeping all articles of incorporation, bylaws, HR processes, Board policies, and association procedures current with state, federal, and IRS statutes and guidance

IMPACT

- Represents the ASRT, its brand, and the Foundation as the public spokesperson to affiliated organizations, through media, and targeted messaging

- Identifies opportunities for stakeholders in medical imaging and radiation therapy to further ASRT's and the Foundation's mission

- Partners with the Associate Executive Director to set standards of practice for the radiologic science profession

- Oversees government relations and public policy activities, including contractual relationships

- Develops the ASRT Foundation's strategic framework & fundraising road map
SEARCH PROCESS

The Search Consultant will begin reviewing resumes in March 2022. A Search Committee, comprised of the Board and one senior staff person, will conduct finalist interviews by June 2022. We anticipate July 2022 will see the completion of negotiations, legal review, and a signed contract; followed by announcements in August 2022. This timetable provides four to five months of notice for the successful candidate, with a start date of January 4, 2023.

COMPENSATION

The Board of Directors intends to compensate its CEO within the appropriate range of a professional society of ASRT’s size and scope, taking into account experience and credentials. Compensation will include a highly-competitive, comprehensive benefits package.

Should the successful candidate be moving from a radius outside of a 45-minute commute, ASRT will cover moving expenses up to a fixed amount, to be discussed during negotiations.

APPLICATION SUBMISSION

When considering whether to apply for this leadership opportunity, please review the ASRT & Board Profile, the Candidate Profile, the Position Description and ASRT’s website at https://www.asrt.org/CEOSearch and www.asrt.org.

Submission requirements:

• Author a cover letter detailing your leadership experience’s relevance to ASRT’s strategic focus, your ability to lead through this vital CEO transition, and your vision for a transformational decade.

• Ensure the accompanying resume includes more than a list of responsibilities by position and details specific accomplishments and their impact, while holding the positions.

• Include your required notice period and earliest availability to begin employment.

Submission Deadline: April 3, 2022

Submit to: The Leaders’ Haven: CynthiaMills@TheLeadersHaven.com