

**The Ohio  
State  
Chiropractic  
Association**

**2015-2019**

---

The OSCA Strategic Plan is systematic process of envisioning the association's desired future, and translating the OSCA's vision into broadly defined goals or objectives and a sequence of steps to achieve them.

**STRATEGIC  
PLAN**

# Forward

*Dr. Kreg Huffer, President, Ohio State Chiropractic Association*

The following strategic plan is the product of 12 months of discussion and work from your Board of Directors. It is a culmination of ideas brought forth to ensure the chiropractic profession in Ohio is positioned appropriately to foster better health outcomes to the citizens. The foundation of this project was fostered with "audacious idealism" and fueled by a passion and deep understanding of the truths that lie within the science, art and philosophy of chiropractic.

Twenty elected board members of the state association, over a dozen appointed volunteers, and some of the OSCA's past leadership came together, representing multiple practice styles and philosophies that consist within this natural healing art of Chiropractic. The purpose of creating a strategic plan like this is to provide long term guidance for current and future leaders. This plan creates a road map for the next five years; it will provide a foundation that should not be altered by incoming or outgoing leadership. Rather, this will help our profession to finally have a clear direction to put our effort and resources in alignment with rather than continuing to reinvent itself. Our leadership team recognizes that all too often personal agendas and or varying philosophies have steered the OSCA in a direction that not all agreed with. To avoid repeating history and having limited effectiveness the following strategic plan would be the agreed-upon compass for future leaders to follow, regardless of their own personal philosophies/agendas.

Bodies of work like this do not just happen overnight. It is important to recognize those that have come before us to provide the opportunities we currently have. It is also important to celebrate the great minds that currently serve with no regard for personal gain. And finally may we pray for the future leaders that will carry out these herculean tasks. Our professions future success will always be hinged on our ability to make decisions based on faith rather than fear. We are excited to provide our membership a road map that shares the vision and allows us to come together. The future is bright, the soil is fertile for growth, and all we need are those willing to plant the seeds, continue to tend the soil while remaining focused on the bountiful harvest that is in our further.

Please know whatever hurdle that is in front of you as you read this is just that, a hurdle. You simply need to jump over it to the other side and claim your victory. There has never been a better time to be a chiropractor. Thank you in advance for celebrating the truth that chiropractic so rightfully deserves, but more importantly the people we serve.

Sincerely,

Dr. Kreg Huffer

President, Ohio State Chiropractic Association

April 2015

# Table of Contents

Vision .....4  
Mission.....4  
Values .....4

## STRATEGIC PLAN AND STRUCTURE (ALIGNMENT MODEL)

Strategic Initiatives .....5  
Membership Growth .....5  
Advocacy .....5  
Organizational Development .....5  
Secondary Initiatives.....5  
Membership Outreach.....5  
Healthcare Community Collaboration .....5  
Institutional Priorities.....5  
Board Development .....5  
Professional Perception.....5  
Financial Management.....5

## GOAL AREAS AND ACTION PLAN

Membership Growth ..... 6-7  
Advocacy ..... 8-10  
Organizational Development ..... 11-12  
Membership Outreach ..... 13-14  
Healthcare Community Collaboration .....15  
Board Development ..... 16-18  
Professional Perception .....19  
Financial Management..... 20-21

# OSCA Mission, Vision & Values

## MISSION

To promote the science, philosophy and art of the chiropractic profession by advocating the highest standard of ethics in practice; by working united to advance the profession; by developing close cooperation among the doctors within this association for the welfare of all Doctors of Chiropractic and the public we serve; and by promoting desirable relationships with other entities for the benefit of the chiropractic profession.

## VISION

Empowering Ohio chiropractic physicians as the preferred choice for health care needs, specializing in spinal care, neuromuscular care and/or nervous system function; and educating the general public and policymakers on the importance of chiropractic in reaching one's full human potential.

## VALUES

The OSCA values focus on:

- Education of chiropractic care to the general public
- The unification of Ohio's chiropractic physicians to speak with one voice
- Collaborating with other healthcare professions to achieve similar goals
- Promoting conservative care as the preferred choice of healthcare

# Strategic Plan and Structure

## Strategic Initiatives

OSCA will endeavor to achieve strategic intent, realization of importance of OSCA members and transformation of the association. These initiatives will require a significant amount of focus and resources from 2015-2019:

- Membership Growth
- Advocacy
- Organizational Staff Development

## Secondary Initiatives

These initiatives will receive focus and resources only after appropriate time and focus is dedicated towards the execution of the OSCA strategic initiatives:

- Membership Outreach
- Healthcare Community Collaboration

## Institutional Priorities

These OSCA priorities will receive continuous attention to ensure ongoing success of the association. OSCA resources will be dedicated to ensure these priorities are consistently being evaluated:

- Board Development
- Professional Perception
- Financial Stability

## Strategic Initiative #1: Membership Growth

### Goal

**Current Status:** The Ohio State Chiropractic Association's trend analysis from years 2005-2013 shows an average membership income growth rate of 10% each year.

**Desired Status:** Achieved a minimum of 6-10% membership growth each year to stay congruent with the association's strategic plan. Maintain an average 90% member retention rate, which would rank us among the top 30% of associations nationwide.

### Action Plan

STRATEGY	TIME FRAME	STAFF	PARTNER	MEASURES OF SUCCESS
1.1 – Seek membership retention levels averaging 90% or higher each year	Annually	<u>Primary Contact:</u> Director of Member Engagement  <u>Secondary Contact:</u> Executive Director	OSCA Board Membership Committee	-Creation of an effective communication plan for reinstating lapsed members -Quarterly written documentation with specific details on membership development -Evaluation of ROI of recruitment and retention methods
1.2 – Create positive member experiences	Continually	<u>Primary Contact:</u> Director of Member Engagement  <u>Secondary Contact:</u> Director of Administration	OSCA Board Membership Committee	-Create positive memories with well-planned events and fellowship -Be responsive to member needs -Provide personal and customized assistance -Implement annual membership survey
1.3 – Seek new member acquisition rates of 6-10% each year	Continually	<u>Primary Contact:</u> Director of Member Engagement  <u>Secondary Contact:</u> Executive Director	OSCA Board Membership Committee	-Exceeded 1,000 members by year end 2015 -Exceed 50% market penetration by end of 2018

1.4 – Develop an annual membership drive/campaign	Annually	<u>Primary Contact:</u> Director of Member Engagement  <u>Secondary Contact:</u> Executive Director	OSCA Board Membership Committee	-Non-member recruitment events -‘Welcome to OH’ program for newly licensed DCs -Strategy for communicating benefits to non-members
1.5 – Continue to develop CE, supplemental education, discounts, and other membership benefits	Continually	<u>Primary Contact:</u> Director of Member Engagement  <u>Secondary Contact:</u> Executive Director	OSCA Board Membership Committee	-Explore creation of additional educational offerings such as jurisprudence, CPR, and CA certifications -Continue to work with benefit providers

## Strategic Initiative #2: Advocacy

### Goal

**Current Status:** The association's advocacy strategy in the political, professional and public arena has created nominal return on efforts in recent years. The OSCA's KEY DC Program is the association's most powerful tool in the political arena. Perception is improving.

**Desired Status:** Created similar strategies like the KEY DC Program to engage Ohio's healthcare constituents in the professional and public arena. Additionally, continued engagement of legislative and regulatory bodies, advocating for positive change in the chiropractic profession.

### Action Plan

STRATEGY	TIME FRAME	STAFF	PARTNER	MEASURES OF SUCCESS
2.1 – Develop and implement advocacy initiatives to effectively address state and federal legislative issues	As needed	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA political action committee	-Engaged KEY DC's regarding legislative or regulatory rules affecting their district
2.2 – Seek legislation to develop a chiropractic study committee that studies the positive effects chiropractic healthcare can have on human welfare and on healthcare costs	2016-2017	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA political action committee	-Written legislation with specific recommendations and outcomes for the study committee -An effective communication plan for members is operationalized -Published and distributed communication plan
2.3 – Develop legislation naming the month of September as Chiropractic Awareness Month	2015	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA political action committee	-Legislation and plans have already been established to meet this strategy

STRATEGY	TIME FRAME	STAFF	PARTNER	MEASURES OF SUCCESS
2.4 – Seek legislation to recodify a chiropractic physician’s scope of practice	2016-2017	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA political action committee	-Written legislation with specific recommendations and outcomes. -An effective communication plan for members is operationalized -Published and distributed communication plan
2.5 – Develop grassroots strategy advocating before professional associations outside of healthcare-related groups such as Chambers of Commerce	2016	<u>Primary Contact:</u> Executive Director  <u>Secondary Contact:</u> Chief Operating Officer	OSCA political action committee	-Written legislation with specific recommendations and outcomes for the study committee -An effective communication plan for members is operationalized -Published and distributed communication plan
2.6 - Develop a program that preps chiropractors to run for office	2016	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA political action committee	-Core committee is operational by 2016
2.7 – Seek legislation that provides fair co-pays to chiropractors	2017-2018	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA political action committee	-Written legislation with specific recommendations and outcomes. -An effective communication plan for members is operationalized -Published and distributed communication plan
2.8 – Seek legislation or rule that allows chiropractors to treat boy scouts and be considered a physician within the Amateur Boxing Association	2018-2019	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA political action committee	-Written legislation with specific recommendations and outcomes. -Communication plan is operationalized

STRATEGY	TIME FRAME	STAFF	PARTNER	MEASURES OF SUCCESS
2.9 – Develop and distribute legislative candidate surveys and make legislative endorsements	Even numbered years	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA political action committee	-Every May send out candidate endorsement surveys to all state legislative candidates -By June C-PAC screens all legislator's surveys -By July letters go out to all legislative candidates who are being endorsed by the OSCA
2.10 – Communicate to legislators once a month by Key DC's via single message	Annually starting 2016	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Director of Member Engagement	OSCA political action committee	-By 2016 Key DC's communicate with legislators about a single issue -Message comes from OSCA executive office
2.11 – Increase the association's PAC by 15% for new members giving each year	Annually	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Director of Member Engagement	OSCA political action committee	-Each year those who are giving to the association's PAC increases 15% each year

## Strategic Initiative #3: Organizational Development

### Goal

**Current Status:** The association's staff has maintained nominal results for its members while maintaining a well-below average personnel cost ratio (PCR) of 33% for the last several years. Additionally, retention of the association's staff has proved problematic in recent years.

**Desired Status:** To carry out the association's strategic and staff development plan the association expanded its capacity to employ additional administrative and professional staff. Additionally, the association stayed congruent with external salary and benefit scales to remain competitive and retain staff. While maintaining a personnel cost ratio below 45% through 2019, added the following administrative and professional staff members through 2019: Deputy Executive Director & Chief Operating Officer, Director of Legal Services, Director of Healthcare Payment Policy, Director of Government Affairs. With the hiring of a new Director of Member Engagement and by looking at historic membership levels from 2005 - 2013, it is projected that each year the association will grow membership at minimum of 6-10% or higher.

### Action Plan

STRATEGY	TIME FRAME	STAFF	PARTNER	MEASURES OF SUCCESS
3.1 - Grow membership 6-10% and/or to keep PCR below 45% in 2015 to achieve the professional position of Director of Legal Services.	End of 2015	<u>Primary Contact:</u> Executive Director  <u>Secondary Contact:</u> Chief Operating Officer	OSCA Budget and Finance Committee	-Membership has grown 6-10% -PCR stays below 45% -Director of Legal Services is hired by the end of 2015.
3.2 - Grow membership 6-10% and/or to keep PCR below 45% in 2016 to achieve the administrative position of Director of Healthcare Payment Policy.	End of 2016	<u>Primary Contact:</u> Executive Director  <u>Secondary Contact:</u> Chief Operating Officer	OSCA Budget and Finance Committee	-Membership has grown 6-10% -PCR stays below 45% -Director of Professional Development and Medical Services is hired by the end of 2016.

STRATEGY	TIME FRAME	STAFF	PARTNER	MEASURES OF SUCCESS
3.3 - Grow membership 6-10% and/or to keep PCR below 45% in 2017 to achieve the administrative position of Director of Government Affairs	End of 2017	<u>Primary Contact:</u> Executive Director  <u>Secondary Contact:</u> Chief Operating Officer	OSCA Budget and Finance Committee	-Membership has grown 6-10% -PCR stays below 45% -Director of Government Affairs is hired by the end of 2017.

## Secondary Initiative #1: Membership Outreach

### Goal

**Current Status:** Regular members of the association possess minimal information on the normal day-to-day operations of the OSCA and question the value of their membership to the association.

**Desired Status:** The association communicates frequently to regular members through different mediums. OSCA members are satisfied by the executive offices' communication plan.

### Action Plan

STRATEGY	TIME FRAME	STAFF	PARTNER	MEASURES OF SUCCESS
4.1 – Roll out specific metrics that measure return on investment for members' dues	2015	<u>Primary Contact:</u> Director of Member Engagement  <u>Secondary Contact:</u> Executive Director	OSCA Membership Committee	-Realization the economy and rising healthcare costs applies increased pressure on OSCA members -Developed metric system to track OSCA's effectiveness at providing value-added services -Developed platform to effectively communicate across the state of the value of being a member
4.2 – Establish a communication plan for OSCA members	2015	<u>Primary Contact:</u> Director of Member Engagement  <u>Secondary Contact:</u> Director of Administration	OSCA Membership Committee	-Determined most effective way to convey critical information to members -OSCA members clearly understand issues affecting their practice and the chiropractic profession -Increased in-person visits from the OSCA to discuss issues affecting members
4.3 – Establish more proactive channels of communication	2015	<u>Primary Contact:</u> Director of Member Engagement  <u>Secondary Contact:</u> Director of Administration	OSCA Membership Committee	- OSCA blog -Active and engaging social media presence

<p>4.4 – Creation of a membership-focused On Target to go to all DCs in state</p>	<p>Annually</p>	<p><u>Primary Contact:</u> Director of Member Engagement</p> <p><u>Secondary Contact:</u> Director of Administration</p>	<p>OSCA Board Membership Committee</p>	<p>-Issue will highlight the benefits of membership -May/June issue</p>
---	-----------------	--	--	---

## Secondary Initiative #2: Healthcare Community Collaboration

### Goal

**Current Status:** Association maintains respectable relationships with multiple Ohio provider types and stakeholders in the healthcare arena.

**Desired Status:** Increased collaboration with different provider types and stakeholders in the healthcare arena.

### Action Plan

STRATEGY	TIME FRAME	STAFF	PARTNER	MEASURES OF SUCCESS
5.1 - Creation of Conservative Healthcare study committee	2017	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA political action committee	-Written legislation with specific recommendations and outcomes. -Communication plan is operationalized
5.2 – Creation of a Conservative healthcare provider coalition	2016	<u>Primary Contact:</u> Executive Director  <u>Secondary Contact:</u> Chief Operating Officer	OSCA political action committee	-Coalition is operational and includes conservative and preventable healthcare providers
5.3 - Develop relationships with family physicians and bridge the gap between DC's and PCP's	2019	<u>Primary Contact:</u> Executive Director  <u>Secondary Contact:</u> Chief Operating Officer	OSCA political action committee	-Relationships have been developed
5.4 - Creation of a pain management CE with MD's and non-narcotic based healthcare providers	2017	<u>Primary Contact:</u> Executive Director  <u>Secondary Contact:</u> Chief Operating Officer	TBD	-Medical and Chiropractic licensing boards develop a pain management CE that requires collaboration between MD and DC

# Institutional Priorities #1: Board Development

## Goal

**Current Status:** The OSCA struggles to maintain consistent involvement from board members as well as lacks the infrastructure to create a leadership training model for current and new board members.

**Desired Status:** Created a committee structure in which committees requires quarterly communication with OSCA staff about association business. Additionally, a leadership training model has been developed and implemented.

## Action Plan

STRATEGY	TIME FRAME	STAFF	PARTNER	MEASURES OF SUCCESS
6.1 - Creation of a Budget & Finance Committee which shall be a standing committee of the board	April 2015	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA Budget and Finance Committee	<ul style="list-style-type: none"> <li>-President appoints committee members and chair</li> <li>-Meets quarterly with primary contact prior to each OSCA board of directors meetings</li> <li>-Committee Chair submits to full board the recommended annual operating budget</li> <li>-Committee approves expenditures not in the annual operating budget except for CPAC donations</li> <li>-Seven committee members</li> <li>-Committee given updates on OSCA's financial condition</li> <li>-Committee participates in policy formulation and investment discussions</li> </ul>

<p>6.2 - Creation of a Governance Committee in place of the Bylaws Committee which shall be a standing committee of the board</p>	<p>April 2015</p>	<p><u>Primary Contact:</u> Executive Director</p> <p><u>Secondary Contact:</u> Chief Operating Officer</p>	<p>OSCA Governance Committee</p>	<ul style="list-style-type: none"> <li>-Meets quarterly with primary contact prior to each OSCA board of directors meetings</li> <li>-Seven committee members appointed by the President</li> <li>-Chair appointed by the President and may be the association's parliamentarian</li> <li>- Recommends governance principles, structures and bylaws to the OSCA Board</li> <li>-The Committee also oversees the association's strategic plan and measures its effectiveness</li> <li>-Additionally, the committee shall evaluate the overall board's effectiveness</li> </ul>
<p>6.3 - Creation of a leadership training model</p>	<p>2016</p>	<p><u>Primary Contact:</u> Executive Director</p> <p><u>Secondary Contact:</u> Chief Operating Officer</p>	<p>OSCA Executive Committee</p>	<ul style="list-style-type: none"> <li>-Annual or semi-annual leadership training seminar facilitated by the OSCA Executive Office</li> <li>-Subject areas of study include association's finances, political affairs, association's history, public speaking, and member and non-member engagement</li> </ul>
<p>6.4 - Full evaluation of the effectiveness of the board and committee structure</p>	<p>End of 2016</p>	<p><u>Primary Contact:</u> Executive Director</p> <p><u>Secondary Contact:</u> Chief Operating Officer</p>	<p>OSCA Governance Committee</p>	<ul style="list-style-type: none"> <li>- OSCA executive office conducts a survey in conjunction with the Chair of the Governance Committee amongst all board and committee members</li> </ul>
<p>6.5 – Continuation and more activity from the OSCA Insurance Committee. This committee shall be a permanent select committee of the board</p>	<p>Annually</p>	<p><u>Primary Contact:</u> Executive Director</p> <p><u>Secondary Contact:</u> Chief Operating Officer</p>	<p>OSCA Insurance Committee</p>	<ul style="list-style-type: none"> <li>-FAQ section operational on the OSCA website by end of 2015</li> <li>-Facebook group creates notifications on activity</li> <li>-Requested ideas from committee members on topics the committee should study</li> <li>-Creation of a 'why' list from each committee member</li> <li>-Creation of a mechanism that sends</li> </ul>

				<p>member questions to committee chair by mid-2016</p> <ul style="list-style-type: none"> <li>-Attained one contract with Secure Care</li> <li>-Letters are sent to insurance companies on what is working and what is not</li> <li>-DC is appointed to all payer panels by 2020</li> <li>- Full scope within Medicare and Medicaid</li> <li>- Chirocode is operational by end of 2015</li> </ul>
<p>6.6 – Continuation and more activity from the OSCA Membership Committee. This committee shall be a permanent select committee of the board</p>	<p>Annually</p>	<p><u>Primary Contact:</u> Director of Member Engagement</p> <p><u>Secondary Contact:</u> Director of Administration</p>	<p>OSCA Membership Committee</p>	<ul style="list-style-type: none"> <li>-Membership events are operational by 2016</li> <li>-Hardship policy is operational by mid-2016</li> <li>-Member videos are communicated by 2017</li> <li>-Collaboration with local groups is successful by 2016</li> <li>-New DC – practice management</li> </ul>
<p>6.7 – Continuation and more activity from the OSCA Workers Compensation Committee. This committee shall be a permanent select committee of the board</p>	<p>Annually</p>	<p><u>Primary Contact:</u> Executive Director</p> <p><u>Secondary Contact:</u> Chief Operating Officer</p>	<p>OSCA Workers Compensation Committee</p>	<ul style="list-style-type: none"> <li>2016-Creation of WC educational program</li> <li>2017-Legislative Contact</li> <li>2017-Educational Mailer</li> <li>2018-Chronic Care Guidelines</li> </ul>
<p>6.8– Continuation and more activity from the OSCA Ohio Public Health Committee. This committee shall be a permanent select committee of the board</p>	<p>Annually</p>	<p><u>Primary Contact:</u> Executive Director</p> <p><u>Secondary Contact:</u> Chief Operating Officer</p>	<p>OSCA Ohio Public Health Committee</p>	<ul style="list-style-type: none"> <li>-Created ‘Public Health Week’ during the month of September</li> <li>-Committee meets with each OSCA district by 2016</li> <li>-Committee participates and develops a ‘back to school day’</li> <li>-Chiropractic articles have been circulated throughout OPHA</li> <li>-Committee has a member from each Ohio county by 2016</li> </ul>

## Institutional Priorities #2: Professional Perception

### Goal

#### Current Status:

Ohio's general public and corporate community has minimal knowledge on the value chiropractic physicians have on the public and work place.

#### Desired Status:

The Ohio Chiropractic Foundation educated the public and used philanthropy to create a positive perception to Ohio's chiropractic physicians.

### Action Plan

STRATEGY	TIME FRAME	STAFF	PARTNER	MEASURES OF SUCCESS
7.1 – Organize the Ohio Chiropractic Foundation	2015	To be determined by the foundation	To be determined	-The Ohio Chiropractic Foundation is operational
7.2 – Creation of a development campaign to support the Ohio Chiropractic Foundation	2015-2016	To be determined by the foundation	OSCA Marketing and Public Relations Committee	-A fundraising plan is in place to support the OCF
7.3 – Actively use the chiropractic website	2015 - 2016	<u>Primary Contact:</u> Director of Member Engagement  <u>Secondary Contact:</u> Executive Director	OSCA Marketing and Public Relations Committee	-The OSCA in partnership with the OCF utilizes the chiropractic website to further educate Ohio's general population.
7.4 – Creation of Marketing and Public Relations OSCA Standing Committee	2015	<u>Primary Contact:</u> Executive Director  <u>Secondary Contact:</u> Chief Operating Officer	OSCA Board of Directors	-An OSCA Marketing and Public Relations Committee chaired by an OSCA District Director is organized and operating.
7.5 – A chiropractic public event is held in each OSCA District	2018	<u>Primary Contact:</u> Director of Member Engagement  <u>Secondary Contact:</u> Executive Director	OSCA Marketing and Public Relations Committee	-By 2018 a public event is held in each OSCA district educating the public about chiropractic

## Institutional Priorities #3: Financial Management

### Goal

**Current Status:** The association is in a stable financial condition but without proper safeguards in place to diversify its monies from a potential risk. Association's board is minimally educated on the OSCA's finances.

**Desired Status:** OSCA Budget and Finance Committee and OSCA Board of Directors are provided the following:

- Statement of Position (Balance Sheet)
- Statement of Activities (consolidated) showing budget to actual information
- Membership Reports and status report on all foundation proposals
- Cash flow projections
- Annual Federal forms, including 990 and Schedule A; State Reports
- Income Statement for each program
- Aggregated financial statements with narrative showing key trends

Additionally, the Association's reliance ratio decreases to 60% or below. Association invests in financial securities to offset and decrease the association's reliance ratio. Association is provided a financial forecast bi-annually. Association maintains a personnel cost ratio at or below 45%.

### Action Plan

STRATEGY	TIME FRAME	STAFF	PARTNER	MEASURES OF SUCCESS
8.1- Developed annually a financial and operational analysis report for the OSCA Budget and Finance Committee	Annually	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA Budget and Finance Committee	-Industry comparison reports are included -Trend analysis reports are included -Financial ratios are included in the report -Balance sheet, statement of revenues and expenses are included
8.2 – Examines ways to decrease the association's reliance ratio	2015	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA Budget and Finance Committee	-Established metrics and controls to implement a strategy to bring in non-membership revenue

STRATEGY	TIME FRAME	STAFF	PARTNER	MEASURES OF SUCCESS
8.3 – OSCA creates an investment strategy to ensure financial longevity for the association	2016	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA Budget and Finance Committee	-By 2016 an investment strategy is proposed to the OSCA Budget and Finance Committee
8.4 – Creation of an asset management plan	2016	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA Budget and Finance Committee	-By 2016 an asset management plan is proposed to the OSCA Budget and Finance Committee
8.5 – Study of creating a capital campaign plan for a building	2017	<u>Primary Contact:</u> Chief Operating Officer  <u>Secondary Contact:</u> Executive Director	OSCA Budget and Finance Committee	-By 2017 a capital campaign plan for a building is proposed to the OSCA Budget and Finance Committee

OHIO STATE CHIROPRACTIC ASSOCIATION'S BOARD OF DIRECTORS

President  
Dr. Kreg Huffer

---

Vice President of External  
Affairs  
Dr. Mickey Frame

---

Vice President of Internal Affairs  
Dr. Jerry Simon

---

Vice President of Financial  
Affairs  
Dr. Steve Lehmann

---

Vice President of Administrative  
Affairs  
Dr. Rusty Meyers

---

Chairman of the Board  
Dr. Terry McCoskey

---

District One Director  
Dr. Bryan Royer

---

District Two Director  
Dr. Ty Tracy

---

District Three Director  
Dr. Monda Waked

---

District Four Director  
Dr. Jim Krumpak

---

District Five Director  
Dr. Robert Ault

---

District Six Director  
Dr. Scot Gray

---

District Seven Director  
Dr. Darla Lammers

---

District Eight Director  
Dr. Kent Long

---

District Nine Co-Director  
Dr. Scott Gosselin

---

District Nine Co-Director  
Dr. Luke Reinhart

---

District Ten Director  
Dr. Ryan Saling

---

District Twelve Director  
Dr. Brandy Spaulding

---

District Thirteen Co-Director  
Dr. Steven Boyd

---

District Thirteen Co-Director  
Dr. Stacy Chidester

---

District Fourteen Director  
Dr. Tim Weir

---