

**California Association of
Marriage and Family Therapists**

**Executive Director
Position Profile
November 2010**

This profile provides information about the California Association of Marriage and Family Therapists (CAMFT) and the position of Executive Director. The profile is designed to assist individuals in assessing their interest in and qualifications for the position.

The search for the Executive Director of CAMFT is being conducted by Pamela Kaul, President, Association Strategies, Inc., 1111 North Fairfax Street, Alexandria, VA 22314. Applicants should submit a cover letter and resume to the Association Strategies, Inc., website: www.assnstrategies.com. The deadline for applications is January 3, 2011.

Executive Director Position Profile **For the California Association of Marriage and Family Therapists**

Profile Methodology

The profile for the position of Executive Director of the California Association of Marriage and Family Therapists (CAMFT) was developed using organizational data, discussions with key stakeholders, and responses to an online survey of current and past committee members, chapter leaders, members of the Board of Directors and Search Committee, staff and representatives of related organizations. The survey was conducted to identify and prioritize the skills, knowledge, experience, qualifications and qualities required and desired in an Executive Director. Information regarding programs and services considered most effective, organizational and cultural factors, and challenges and opportunities for CAMFT was also developed from the survey responses.

About the Organization

CAMFT is an independent professional association representing the interests of licensed marriage and family therapists in the state of California. A 501(c)(6) organization located in San Diego, it has nearly 30,000 members and is dedicated to advancing the profession as an art and a science; to maintaining high standards of professional ethics; to upholding the qualifications for the profession; and to expanding the recognition and awareness of the profession.

Mission Statement: The association is dedicated to the advancement of the mental health profession by strengthening qualifications and maintaining high standards of professional ethics and accountability, in order to enhance recognition and utilization of the profession.

Vision Statement: Through leadership, education and advocacy, the association and its members strive to be exemplary professional resources for mental health professionals and people seeking their services.

Founded in 1964 as the California State Marriage Counseling Association, the organization's name was changed to the California Association of Marriage and Family Therapists in 1979.

Marriage and family therapists (MFTs) are licensed mental health professionals, in private practice or a variety of other settings, who work with individuals, couples, families and groups to cure or relieve mental, emotional and relational concerns of all kinds. They have, at a minimum, acquired two-year masters degrees; have 3,000 hours of supervised experience; and have passed two rigorous exams. In addition, an associate membership is available to licensed professionals or students in a related field.

CAMFT has 29 chapters throughout the state to serve the interests of marriage and family therapists in various geographic areas. The chapters have interests similar to those of CAMFT but are autonomous entities. The association's activities revolve around two interrelated themes: (1) the advancement of marriage and family therapy as an art, a science and a mental health profession, and (2) the advancement of the common business interests of its members.

Structure, Governance and Staff: CAMFT is governed by a 12-member Board of Directors. Under the direction of the Executive Director, the 19-member professional staff administers the programs, services and activities of the organization within a \$4 million operating budget and supports the work of numerous committees.

Key External Interactions: In addition to working closely with the Board of Directors, staff and chapter leaders, the Executive Director represents CAMFT interests through interaction with a wide range of related organizations. These include community-based organizations that provide the learning ground for pre-licensed members; public and governmental mental health agencies, departments and institutions that are a part of the mental health system of care; universities and other educational institutions; state and federal legislators; and other related state and federal legislative and/or advocacy organizations. Specifically, these entities include:

- Access Coalition;
- American Association of Marriage and Family Therapy (AAMFT);
- AAMFT-CA;
- American Counseling Association and its related organizations;
- Association of Marriage and Family Therapy Regulatory Boards;
- Board of Behavioral Sciences (BBS), the state regulatory agency responsible for licensing and examination of MFTs, Licensed Clinical Social Workers, Licensed Educational Psychologists, and professional clinical counselors;
- California Association of Licensed Professional Clinical Counselors;
- California Coalition for Mental Health;
- California Council of Community Mental Health Agencies;
- California Department of Alcohol and Drug Programs;
- California Department of Corrections and Rehabilitation;
- California Department of Insurance;
- California Department of Managed Health Care;
- California Department of Mental Health;
- California Hospital Association;
- California Mental Health Directors Association;
- California Mental Health Planning Council;
- California Psychiatric Association;
- California Psychological Association;

- California Society for Clinical Social Work;
- MFT Consortia of California;
- Mental Health Association of California;
- Mental Health Irregulars;
- Mental Health Services Oversight and Accountability Commission;
- MSHA MFT State Stipend Program;
- National Alliance for the Mentally Ill, California;
- National Association of Social Workers, California Chapter; and
- Office of Statewide Health Planning and Development.

Programs and Services

CAMFT's premier event is the Annual Conference, a four-day event featuring presentations by nationally renowned scholars, practitioners and speakers; workshops; social and networking events; and continuing education opportunities. CAMFT also conducts a Fall and Winter Workshop series each year, three-day events held in Northern and Southern California.

In addition, CAMFT offers the following programs, services and benefits to its members:

1. **Representation and Advocacy:** CAMFT represents and advocates on behalf of its members' professional goals and interests at both the state and federal levels. It actively monitors and influences legislation that affects the profession directly and indirectly by sponsoring, supporting or opposing issues before the state legislature and U.S. Congress.
2. **Professional Consultations:** Members can obtain prompt, accurate and reliable answers to legal, business, practice and ethical issues.
3. ***The Therapist:*** The association's bi-monthly magazine is dedicated to providing information relevant to the profession and serves as a forum for ideas, trends, legislative updates and commentary pertinent to marriage and family therapists.
4. **Continuing Education:** Numerous educational opportunities encourage individuals to stay on the cutting edge of the mental health field and to gain hours of continuing education. In addition to such opportunities at the Annual Conference and the Fall and Winter Workshops, the association provides on-learning activities and numerous self-study programs. Through its Continuing Education Registry, CAMFT will assist members by tracking and maintaining records of CE courses in a consistent, professional and understandable format. CAMFT also provides members an extensive list of non-CAMFT workshops, training and courses through its CE Finder.
5. **CAMFT Community:** Multiple email listserves allow for live discussion forums tailored to general members, students, educators, chapters, board, committees and other self-forming groups.
6. **CounselingCalifornia.com (previously TherapistFinder):** This is a comprehensive electronic directory of licensed mental health professionals, a resource that is geared toward

consumers seeking professional assistance and allows members to self-market their services throughout California in order to reach potential clients.

7. **Topical Brochures:** CAMFT develops and produces a series of informative, consumer-oriented mental health topic brochures, a marketing tool that members can use to educate consumers and other mental health professionals. The 24 different brochures cover topics such as divorce and family issues, recovery, depression, addiction, child and adolescent issues, and self-inflicted harm, among others.
8. **Scholarships:** Various scholarships and grants are offered through CAMFT's Educational Foundation each year. Membership in CAMFT is one of the factors considered in the scholarship and grant-selection process.
9. **Job Board:** The Job Board, both on-line and in *The Therapist* magazine, connects members with daily job postings for employment and internships throughout California.
10. **Mentor Program:** The Mentor Program is intended to bring together members who are willing to serve as mentors with members who are seeking guidance as they pursue the practice of the profession.
11. **Credentialing:** CAMFT offers a voluntary Certified Supervisor Program, recognizing that therapists who undertake the responsibility of supervising interns, trainees and associates should be prepared with the knowledge, skills and abilities necessary to provide competent supervision.
12. **Professional Liability and Malpractice Insurance:** The association endorses state-of-the-art professional liability coverage for its members at very competitive rates, as well as provides resources to acquire health, dental, life, disability, long-term care, cancer indemnity, homeowner's or automobile insurance.

To learn more about CAMFT, go to www.camft.org.

Organizational Culture

Stakeholders describe the CAMFT staff as one of the most valued and critical components of the organization's success. They are described in very positive terms as dedicated, efficient and responsive to the membership, with a strong sense of customer service. Members place a high value on the competence, professionalism and collaborative nature of the staff, noting that they appear to be a harmonious, cohesive unit with the best interests of the members at heart.

The volunteer leadership of the organization is viewed as dedicated, hard-working, forward-thinking and strong advocates on behalf of the association. While many described them as receptive and transparent, there was a sense among other respondents the association would benefit from greater connection with and engagement between volunteer leaders and members; and that whether due to job and time demands or other forces, at times the volunteer leadership appears somewhat disconnected from grassroots levels of the organization.

The membership in general is described as passionate about the profession and loyal to the organization and supportive of one another. However, the diversity among members tends, at times and on certain issues, to be quite challenging as members' passionate beliefs and the mission statement are often interpreted very differently and can lead to disagreement. Members are extremely appreciative of the many programs, services and resources that the association provides, but some express a sense of frustration regarding the difficulty of making a living in the current economy.

Challenges and Opportunities

CAMFT members and marriage and family therapists are facing an increasingly complex and uncertain healthcare environment. As a group, they are exceptionally complimentary of the what they describe as key strengths of the association, among them the legal consultation services; the value of *The Therapist* magazine; the educational programs, especially the Annual Conference and Fall/Winter Workshops; the achievements in legislative and policy advocacy efforts; representation of the association to government entities and related organizations; and the continuing education opportunities.

At the same time, stakeholders note that there is a strong need to raise the profile of the profession in the public arena and to communicate the value of MFTs as an integral and respected component of the mental health environment. Others note the significant opportunity that exists to strengthen and unify the profession through stronger relationships and partnerships with related organizations.

Gaining complete equality with other licensed disciplines in terms of employment access and Medicare reimbursement is an ongoing challenge, as well as an opportunity to demonstrate the value of CAMFT to prospective members.

The growing needs of chapters for additional support and engagement will require that CAMFT continue to explore ways to meet these needs with available resources, thereby maintaining chapters as an integral part of CAMFT. Many note that involvement of chapters in all aspects of the association at the local level will only serve to strengthen the state-wide voice of the organization. In addition, there are opportunities to enhance the diversity and multicultural aspects of the organization at all levels and on a number of issues, and to develop leadership at the chapter level for the long-term health and advancement of the organization.

In order to maintain the support and involvement of the membership, it is suggested that greater attention be paid to transparency in governance and to the encouragement of greater participation by members and particularly former leaders.

Some stakeholders also suggested that the editing, content and publications standards for *The Therapist* magazine could be strengthened and improved by the hiring of a subject expert or clinical journalist in the editor position.

Additional challenges and opportunities include:

1. Addressing diversity within the membership on such issues as Proposition 8 and social issues such as gay/lesbian support and involvement;
2. Attracting licensed individuals to the profession and membership in the organization;
3. The use of technology to attract new members and communicate more effectively with diverse members in an increasingly “technology-driven world;”
4. Addressing potential competition from and possible collaborations with related licensing (e.g., drug and alcohol abuse counselors, licensed social workers, psychologists, etc.); and
5. Increasing graduate school enrollment and job availability/higher salaries for MFTs.

Executive Director Position

Responsibilities: The Executive Director reports to the Board of Directors and is responsible for managing the professional staff; directing the organization’s daily operations, programs and activities; overseeing the development of the annual operating budget and financial resources; and developing and maintaining alliances with key stakeholders and partners. In addition, the Executive Director will:

1. Represent CAMFT’s mission and activities to the public and key stakeholders, as directed by the Board of Directors, and enhance the visibility of the organization and the profession;
2. Monitor proposed legislation and public policy that may either positively or negatively impact the profession and our clients;
3. Hire, manage and develop talented professional staff to implement activities, programs and initiatives; and communicate effectively with staff to ensure their understanding of CAMFT’s mission, goals and objectives;
4. Maintain and manage the financial integrity of the organization, its funds and assets; and align the annual operating budget with the Board’s strategic goals and objectives while maintaining the highest standards of legal and fiscal responsibility.
5. Assist the Board of Directors in determining the long-term strategic direction of CAMFT; and
6. Encourage and build effective relationships with related organizations.

Education and Experience: The ideal candidate will have a minimum of six to 10 years of executive/management experience in and/or demonstrated knowledge and understanding of human services, behavioral sciences or related organizations. A master's degree is preferred. Previous experience as a chief executive officer and experience in the association/nonprofit sector is desirable, as is previous experience in legislative and regulatory matters. An understanding of or training in the mental health disciplines and/or certification as a CAE are considered a plus.

The successful candidate will demonstrate experience in the following areas:

1. Effectively serving as the public voice of and spokesperson for an organization;
2. Working with legislative processes, advocacy, public policy and regulatory agencies;
3. Developing and managing a high-functioning professional staff;
4. Developing, supporting and managing a Board of Directors and relationships with other key volunteers;
5. On-going development and delivery of association services, programs and resources to advance the profession through effective education and advocacy;
6. Developing and implementing strategic plans and initiatives, and identifying and prioritizing short- and long-term organizational goals, needs and resources;
7. Expertise in association/nonprofit management;
8. Working with and supporting state chapters; and
9. Building and maintaining strong alliances and relationships with related organizations.

Skills and Abilities: The following skills and abilities are important to the candidate's success in the position of Executive Director:

1. Strong written and oral communications skills, with the ability to deliver clear and effective messages to all stakeholders;
2. Visionary leadership, in order to capitalize on opportunities and to identify challenges and the resources necessary to meet those challenges;
3. Ability to build consensus among diverse constituencies and organizations in order to further common goals and objectives;
4. Ability to build and strengthen the appropriate organizational culture, both internally and externally;
5. Demonstrated financial and business acumen to ensure short- and long-term stability of an organization's assets, including development and diversification of sustainable revenue sources; and
6. Ability to honor the past without being intimidated by it, and to continue to build for the future.

Personal Characteristics and Behaviors: The Executive Director will possess the following personal characteristics and behaviors:

1. Unquestioned honesty, integrity and ethics;
2. Inclusive, collaborative and a team-builder by nature;
3. An articulate, skilled communicator; a strong listener who actively invites input from a variety of areas, but who can act decisively and confidently;
4. Organized, attentive to operational detail, and responsive to the membership and staff;
5. Tactful, diplomatic, personable and accessible; respectful of others' views and experience and open to new ideas;
6. Effective and results-oriented in overseeing daily operations and implementing Board decisions;
7. Respectful; mindful of the appropriate role of the Executive Director vis-à-vis the Board of Directors and volunteer leaders;
8. Inspirational and optimistic demeanor, with the ability to motivate and engage others in effectively articulating the organization's vision; and
9. Open to working with and learning from others who have skill sets different from his/her own.

Measures of Success

The Executive Director's success in the position during the first year will be measured by demonstrated progress in the following areas:

1. Advancement of significant legislative, policy and advocacy issues on behalf of the membership;
2. Successful integration into the culture of the association and the quality of relationships with volunteer leaders, members and related organizations;
2. Stability and morale of the professional staff;
3. Quality of communication with and responsiveness to and accessibility to the membership;
4. Continued financial stability and membership recruitment/retention;
5. Solid understanding and advancement of the association's strategic plan;
6. Continuity of member services, programs and resources during the transition to new leadership;
7. Continued growth of the organization in terms of public profile, membership and financial stability;
8. Enhancement of support for and assistance to local chapters; and
9. Demonstration of the ability to listen carefully to all constituencies and develop an understanding of their concerns, issues and needs.

In the longer term (i.e., after three years in the position), the Executive Director will have made progress toward raising the public profile of the association and the value of MFTs to the mental health community throughout the state; increased the transparency of the association and further

engaged and involved the membership, particularly chapters, in support of the organization; and gained the support and trust of the leadership of allied organizations.

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