



## Executive Search



# Chief Executive Officer

# Table of Contents

The Opportunity.....	3
AACC: An Overview .....	4
About Laboratory Medicine .....	4
Structure of AACC .....	4
CEO Role and Responsibilities.....	6
Mission Achievement.....	7
Critical Competencies for Success.....	7
Professional Qualifications and Personal Qualities .....	9
Compensation.....	10
To Apply .....	10
Additional Information.....	10

## The Opportunity

AACC, located in Washington, DC, is conducting a search for its Chief Executive Officer (CEO). Founded in 1948, AACC is a global scientific and medical professional organization dedicated to clinical laboratory science and its application to healthcare.

AACC brings together clinical laboratory professionals, physicians, research scientists, and business leaders focused on clinical chemistry, molecular diagnostics, mass spectrometry, translational medicine, lab management, and other areas of laboratory medicine and science. AACC has more than 7,500 members who come from 110 countries and hold a range of professional degrees, certifications, and credentials.

The CEO of AACC will report directly to the association's Board of Directors and be responsible for guiding the development and implementation of the Strategic Plan, programs, policies, and practices of AACC. S/he will be responsible for the management and development of the employees and the annual budget. The CEO will ensure that AACC offers a strong value proposition for its members, which includes overseeing an annual scientific meeting that features the Clinical Lab Expo—the world's largest and most influential exhibition of clinical laboratory products and services. The CEO will also focus on diversifying revenue streams and fostering relationships with other associations, industry representatives, government bodies, and the media, all with the goal of raising awareness of the value of laboratory medicine and positioning AACC as a global leader in the field.

## AACC: An Overview

AACC has more than 7,500 members, 65 staff, and a \$22,000,000 operating budget. AACC’s vision is “Better health and healthcare through laboratory medicine,” and its mission is “AACC provides global leadership in advancing the practice and profession of clinical laboratory science and medicine.”

## About Laboratory Medicine

Whether it is measuring cholesterol levels to determine risk for cardiovascular disease, sequencing the DNA of tumors to help decide the best choice of chemotherapy, or culturing specimens to pinpoint the cause of a gastrointestinal infection, laboratory medicine is a partner to patients and clinicians in improving their health and healthcare. From simple to complex tests, in hospitals and clinics, at the bedside or at specialized reference facilities, laboratory medicine is a major hub in the healthcare system, with the majority of treatment decisions based on lab test results.

Most lab tests are performed on blood specimens taken from fingerpricks or venipuncture. But clinical laboratories also analyze many other types of samples: urine, saliva, breath, sweat, cerebrospinal fluid, stool, and hair. Lab tests detect the microscopic molecules and infectious agents in these body tissues: proteins, enzymes, DNA, RNA, bacteria, viruses, and more.

Laboratory medicine also is about metrology—the science of measurement. Clinical laboratorians want test results to be the same regardless of where, when, and by which method the testing occurs. They adhere to rigorous quality control and proficiency testing standards to ensure accurate, consistent testing, day-in and day-out.

Beyond routine patient care, laboratory medicine is a leader in medical research, innovating new devices and measurement methods, identifying and conducting further analysis on new biomarkers of health and disease, and ensuring that testing performed in clinical trials meets the highest standards.

## Structure of AACC

In 2015, AACC undertook a [comprehensive review of its governance structure](#), in order to ensure that the organization was positioned to support its members as they continue to drive the field of laboratory medicine. The organization made some adjustments and role clarifications based on that process, resulting in the governance structure that is in place today:

- **AACC Nominating Committee:** The Nominating Committee ensures that AACC recruits, from among its members, the best individuals to lead and shape the future trajectory of AACC.
- **Board of Directors:** The Board of Directors provides strategic leadership for AACC and the field of laboratory medicine and ensures that member needs are met.
- **Standing Committees**
  - **Executive Committee:** The Executive Committee advises and acts as a sounding board for the CEO; acts for the Board of Directors between meetings, when issues must be resolved quickly; and serves as the Performance & Compensation Committee, conducting the annual review of the CEO.

- **Finance Committee:** The Finance Committee provides fiscal oversight for the association and ensures that the Board is informed of the association’s financial situation and any issues or opportunities that may arise. It also provides checks and balances in overall financial management.
- **AACC Awards Committee:** The AACC Awards Committee articulates the view of association leadership on the overall AACC awards program and provides a framework for future awards.
- **Five Core Committees:** The five core committees listed below ensure that AACC provides the highest quality programs and services in the field of laboratory medicine, and that AACC programs, products and services meet the evolving needs of its members and the field.
  - **Science and Practice Core Committee:** Serves as the focus of AACC’s activities in research, science, and the translation of science into practice; provides opportunities for members to come together around issues of common interest and work together to advance the field and its sub-specialties; and ensures that Divisions are appropriately involved in shaping the association’s science and practice agenda.
  - **Education Core Committee:** Provides oversight and guidance to all AACC educational programs and activities, ensuring a cohesive and coordinated educational program.
  - **Publications Core Committee:** Sets direction for the AACC publications program, based on the strategic vision of the Board, and ensures a coherent publications strategy for the association.
  - **Policy and External Affairs Core Committee:** Sets direction for AACC’s government relations, advocacy, and public relations functions, ensuring that they support the Strategic Plan and member needs.
  - **SYCL Core Committee:** Ensures that AACC has comprehensive and coordinated programs that help develop and meet the needs of the next generation of leaders.
- **AACC Academy Council:** The AACC Academy Council is the representative/governing body of the AACC Academy, which provides an opportunity to recognize PhD and MD members who have already made significant academic/professional contributions in the field of laboratory medicine, while also providing a structured forum to enable them to further advance the field.
- **Clinical Laboratory Scientists Council:** The Clinical Laboratory Scientists Council engages the many members and potential members who are laboratory management and operational staff, in support of AACC’s Strategic Plan.
- **Corporate Advisory Board:** The Corporate Advisory Board connects AACC with industry leaders for mutual benefit.
- **Divisions:** AACC Divisions support the development of expertise in a wide variety of disciplines across the breadth of laboratory medicine. They provide forums for members with similar interests to convene, collaborate, and advance the science.
- **Sections:** The Sections meet the needs of AACC members on a local level, providing them with opportunities for education, knowledge transfer, and networking. Although the sections are not directly part of AACC’s governance structure, they are linked to the Board and other entities through enhanced communication mechanisms, including involvement in regular face-to-face leadership meetings.

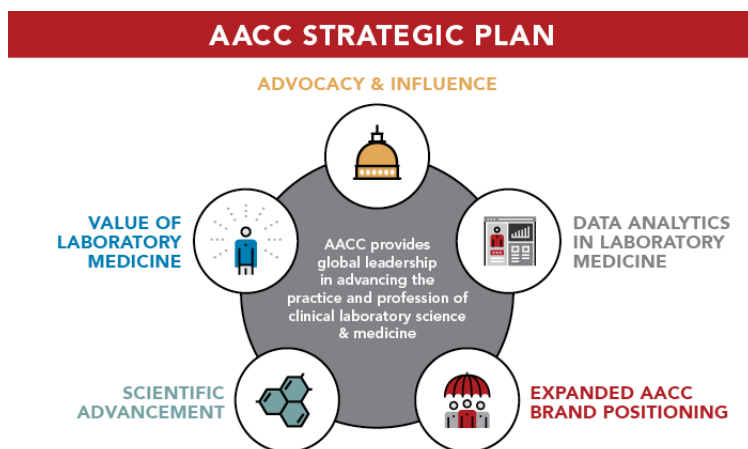
## CEO Role and Responsibilities

The Chief Executive Officer reports to the Board of Directors of AACC (the “Board”). S/he is responsible for guiding the development and implementation of the Strategic Plan, programs, policies, and practices of AACC. S/he is responsible for building and managing a high-performance staff team, as well as an annual budget that supports the overall health and well-being of the organization. Principal duties and responsibilities of the CEO include:

- **Board Management:** Acts as the principal liaison between Board and staff, coordinating the flow of information and leading the implementation of Board decisions.
- **Strategic Thinking and Leadership:** Leads the implementation of AACC’s new Strategic Plan. Fosters a culture of continuous growth and improvement and guides the association toward expanding its brand and constituencies.
- **Administration, Operations, and Financial Management:** Oversees all staff and operational matters of the organization. Provides financial oversight and guides development of new revenue-generating programs.
- **Member Resources and Annual Meeting:** Ensures that AACC’s programs are meeting members’ needs. Hosts an annual meeting that maintains its reputation as a must-attend event for professionals in the field.
- **External Relations and Communication:** Builds effective relationships with related organizations and fosters strong communication both inside and outside the organization.
- **Advocacy:** Oversees AACC’s advocacy efforts in support of an Annual Advocacy Agenda that currently includes children’s health, laboratory regulations, patient access to quality testing, and reimbursement and the changing healthcare environment.
- **Global Outreach:** Guide’s AACC’s involvement in international events and initiatives that position AACC as a global leader in clinical laboratory medicine.

## Mission Achievement

To achieve its mission and vision, AACC has developed a [Strategic Plan](#). The goals below will represent some primary areas of focus for the new CEO.



## Critical Competencies for Success

The following areas have been defined as critical competencies for the AACC CEO:

### *Board Management*

- Serves as principal liaison between AACC staff and the Board.
- Implements the Strategic Plan in concert with the Board.
- Ensures that Board members have the information they need to make decisions.
- Provides guidance to the Board and committee leadership on governance, policies, and historical perspective.
- Communicates important staffing and membership matters to the Board in a timely manner.

### *Strategic Thinking and Leadership*

- Leads organization development and continually revisits the AACC Strategic Plan, reviews its underlying assumptions, and develops course corrections as appropriate.
- Fosters an innovative culture within the organization. Seeks new methods and approaches for achieving AACC goals.
- Looks for opportunities to expand the organization's influence and/or market and brings these to the attention of the Board for review.
- Supports a culture of honesty, diversity, and transparency that inspires staff and member volunteers to contribute their expertise, effort, and enthusiasm to create a high-performing, positive, team environment.

### *Administration, Operations, and Financial Management*

- Administers the business and programs of AACC.
- Establishes the organizational structure for staff.

- Recruits, develops, and directs qualified staff to manage AACC’s programs and services.
- Serves as the individual solely responsible for the hiring, supervision, termination, deployment, promotion, and compensation of the employees of AACC (except the Executive), within budgetary constraints determined by the Board. The Executive may delegate such authority, in whole or in part, to one or more other employees of AACC.
- Establishes administrative and personnel policies.
- Ensures ongoing training and professional development of staff members.
- Prepares an annual budget for review and approval by the Board. Can articulate the rationale for costs and ensures staff can provide detail when appropriate.
- Manages the organization to meet budget requirements.
- Assists Board in developing and maintaining appropriate reserves and reserve policies.
- Assists Board in developing and maintaining appropriate investment policies, involving experts as appropriate.
- Ensures the legal and regulatory integrity of AACC. Understands the requirement for a 501(c)(3) non-profit organization.
- Effectively utilizes information technology to implement AACC’s operations and programs.

#### *Member Resources and Annual Meeting*

- Ensures that AACC offers a strong value proposition for its members.
- Recommends member benefits and develops marketing strategies to recruit and retain members.
- Guides the growth of AACC’s Point of Care Testing Certification Program, as well as a suite of 12 complimentary certificate programs in the areas of laboratory management, testing, and technology.
- Ensures that the organization offers continuing education resources that meet the needs of all aspects of the membership, ranging from those new to the profession to those established in the field who are seeking expertise in a particular area.
- Fosters the creation of—and programming for—special interest groups within the membership, such as the Society for Young Clinical Laboratorians (programming directed to members under the age of 40, as well as trainee members) and the Clinical Laboratory Scientists Community (programming for laboratory management and operational staff).
- Oversees a multi-faceted publications and content program, which includes two journals (Clinical Chemistry and The Journal of Applied Laboratory Medicine), a monthly magazine, and online media.
- Organizes and conducts a world-class annual meeting, which includes advanced educational sessions, exhibits, and other events consistent with the objectives of AACC.
- Maintains the Clinical Lab Expo at the annual meeting as the largest and most influential exhibition of clinical laboratory products and services.

#### *External Relationships and Communication*

- Acts as the face of the organization, always providing members and staff with timely, relevant communications.



- Builds and maintains appropriate relationships with other domestic and international associations, as well as industry, government, and public service organizations.
- Maintains effective relationships with media.
- As defined in the Strategic Plan’s “Value of Laboratory Medicine” section, advances AACC’s efforts to raise awareness of the important role that laboratory medicine plays in patient care.

#### *Advocacy*

- As defined in the Strategic Plan’s “Advocacy & Influence” section, acts as the public face of AACC’s advocacy efforts in four focus areas: children’s health, laboratory regulations, patient access to quality testing, and reimbursement and the changing healthcare environment.
- Develops relationships with local, national, and international stakeholders and constituencies.
- Represents AACC with elected and appointed officials, at hearings and other events.
- Inspires members to support advocacy efforts at the state and national levels.

#### *Global Outreach*

- Implements a strategy to advance the global role of AACC as a leader in clinical laboratory medicine.
- Works collaboratively with other organizations on joint efforts to improve laboratory medicine worldwide.
- Continues to develop partnerships for joint international conferences and workshops.

#### **Professional Qualifications and Personal Qualities**

- 10-plus years of executive-level experience in non-profit professional societies/associations, preferably in organizations representing scientific or medical fields.
- Proven track record of working with boards and committees to build consensus and achieve organizational goals.
- Extensive experience with building, leading, and managing teams as an organization implements a new Strategic Plan.
- Results-driven, with the ability to motivate members and staff to function at their best.
- An inclusive, approachable communicator who’s comfortable speaking with members, interacting with the media, and presenting at conferences and other events.
- Superb listener with the ability to hire, motivate, and retain exceptional talent and foster a culture of collaboration and empowerment.
- Demonstrated success in diversifying revenue and effective resource management.
- Financial and staff management expertise, preferably gained while serving a diverse international membership organization.
- Knowledge of laboratory medicine (or a related scientific discipline) gained from an academic, medical, corporate, or nonprofit role is desirable.

## Compensation

A competitive compensation package will be offered to attract an outstanding candidate.

## To Apply

To apply, please send a cover letter and current résumé (Microsoft Word® format preferred) to [aacc@smartinsearch.com](mailto:aacc@smartinsearch.com). The cover letter should outline how your experience fits the requirements of the position as this will be an important factor in considering your candidacy.

*AACC is an equal opportunity / affirmative action employer committed to inclusion and cultural diversity in the workplace. Employment selection and related decisions are made without regard to sex, race, color, age, disability, religion, national origin, sexual preference, genetic information, or any other protected class.*

## Additional Information

For more information, contact:

### Sterling Martin Associates

1025 Connecticut Avenue | Suite 1000  
Washington, DC 20036

#### David S. Martin | Managing Partner

[aacc@smartinsearch.com](mailto:aacc@smartinsearch.com)

(202) 257-1627

#### Leigh Beal | VP of Executive Recruiting

[aacc@smartinsearch.com](mailto:aacc@smartinsearch.com)

(347) 804-4237