

To: Amr Abouleish, MD
President, TSA

From: Scott Kercheville, MD
Chair, Ad Hoc Search Committee on Executive Director

RE: Final Decision on Executive Director

The search committee recommends that the Executive Committee make the final decision on hiring the next executive director, rather than presenting a finalist to the Board of Directors for a vote. We believe this approach streamlines the process and ensures a more efficient decision-making process.

Therefore, we are requesting Board approval for this proposed process and an amendment to the charge of our ad hoc committee, as outlined in the attached document.

TSA Executive Director Search Committee

Members:

Scott Kercheville, Chair

Carin Hagberg

C. Nicholas Lee

Jeremie Perry

Debbie Plagenhoef

Elizabeth Rebello

Ex Officio: Clayton Devin, George Williams

Consultant: Paul Pomerantz

Charge: Provide a recommendation to the TSA ~~Board of Directors (BOD)~~[Executive Committee](#) for the next Executive Director, set to assume the role following the TSA 2025 Annual Meeting. The committee is tasked with developing a comprehensive job description, identifying potential candidates, and evaluating applicants to make a final recommendation.

Responsibilities and Process

A. Confidential Process.

1. The search committee will ensure confidentiality throughout the search process, including protecting the privacy of applicants, interview proceedings, and deliberations.
2. When recommending finalist(s), the committee will supply relevant supporting information, which may include details from interviews, background checks, and reference conversations.

B. Job Description Development

1. Develop a detailed and compelling job description outlining the key responsibilities, required qualifications, and desired leadership competencies for the Executive Director role.
2. Engage relevant stakeholders across TSA to gather insights and ensure the job description aligns with organizational needs and strategic goals.

C. Candidate Identification

1. Advertise the role broadly across nonprofit job boards, professional leadership networks, and platforms such as LinkedIn to attract a diverse and highly qualified candidate pool.

D. Candidate Evaluation and Recommendation

1. Design a structured, multi-phase selection process, including:

- Initial application screenings
 - Comprehensive interviews
 - Thorough reference and background checks
2. Evaluate candidates based on their leadership experience, alignment with TSA's mission and values, and their ability to drive organizational success.
 3. Present the final recommendation to Executive Committee [who will make final decision and who will](#) then [present to the inform the](#) BOD.

Special Notes

Timing and Transition

- The hiring timeline and transition period will be determined collaboratively. The objective is to have the new Executive Director assume the role shortly after the TSA 2025 Annual Meeting.
- A transition phase may involve the new hire joining TSA in a pre-meeting capacity. Chris Bacak may continue as a full-time or per-diem employee for 2–3 months to support the transition.

Conflict of Interest

- The search process must remain transparent, open, and competitive, welcoming both internal and external candidates.
- To prevent any conflicts of interest, Chris Bacak will serve as an advisor to the committee but will not participate in the search committee or interview process. Administrative support will be provided by Paul Pomerantz Consulting.

Texas Society of Anesthesiologists
Executive Director
Position Description

TITLE: Executive Director

LOCATION: Austin, Texas

REPORTING RELATIONSHIP: The Executive Director reports to the President and is accountable to the Board of Directors.

PRINCIPAL RESPONSIBILITIES: The Executive Director provides executive and operational management consistent with the strategic plan and the direction of the board. Manages and leads the professional staff (up to 5.5 FTEs) and the association's contractors to achieve the association's mission. Advances the mission and works to achieve financial and operational objectives. Specifically, the Executive Director will:

- Advise and support the board of directors in governing the organization; participates in deliberations of the board, supports development and implementation of the strategic plan.
- Develop and propose: the annual Plan of Work and Budget; Board and Operational Policies; New program and service opportunities; amendments to the by-laws and other governing documents.
- Execute the annual plan of work and budget as adopted by the board.
- Hire, develop, review, and terminate the professional staff.
- Establish a customer-focused staff culture that supports innovation, continuous improvement, career-long learning and professional development within a safe, welcoming, and diverse workplace.
- Works with legal and financial counsel to assure TSA meets all state and federal filings including IRS Form 990.
- Provide thoughtful stewardship of the association's

assets, including cash, investments, tangible property and intellectual property.

- As a component society of the American Society of Anesthesiologists, maintains regular communications, helps coordinate unified billing program, and collaborates on joint marketing and communications. Participates in ASA sponsored component executive director meetings, schedule permitting.
- Produce the annual meeting, maintaining its stature as the association's premier conference; deliver outstanding attendee experiences and achieve budget targets. Oversees, with board approval, site selection. Manages registration, sponsorship and exhibit program. With program committee, facilitates scheduling of meeting events and coordinates speaker arrangements. Facilitates planning of special events such as the Past President's reception.
- Produce other conferences and meetings as scheduled to deliver outstanding attendee experiences and achieve budget targets. Develop, implement, and market other products, programs, and services.
- Oversees association's communications programs including its website, social media, and member emails.
- Under the direction of the Executive and Government Affairs Committees, coordinates with advocacy and lobbying staff. Assures proper resources and coordinates efforts with society officers and staff.
- Works with Administrative Affairs Committee to coordinate the activities of the society and staff and to make recommendations to the board of Directors and House of Delegates regarding the present and future administration of the affairs of the society.
- Select, engage, and supervise vendors and contractors and other service providers.
- Evaluate and sign contracts and other agreements.
- Work closely with professional advisors to the Board, such as the general counsel and official auditor.

- Develop and manage relationships with sponsors, partners, advertisers, strategic allies, and others.
- Inform the board regarding the condition and operations of the organization and trends, events, or emerging issues that can impact the association's success.
- Manage the office, infrastructure, systems, policies and procedures necessary to administer the headquarters operation, serve members and ensure consistent, high-quality, professional operations.

EDUCATION: Bachelor's degree. Certified Association Executive desired.

QUALIFICATIONS: Minimum of 10 years of work experience with at least 5 years in a senior executive management position. Medical society experience preferred.

Maintains proficiency and skill in association technology.

Working knowledge of non-profit accounting.

**PERSONAL
CHARACTERISTICS:**

- A leader able to develop credibility with the membership, staff, board and ASA.
- Maintains appropriate skills in project management and supervision.
- Personable, self-confident, and positive.
- Self-reflective and excellent communicator.
- Trustworthy; operates with the highest level of integrity and ethical behavior.
- Open, candid management style