



June 14, 2016

Dear Friends and Members of the Community:

The Hearing and Speech Agency (HASA) is celebrating its 90th anniversary. It is a huge milestone in our history and I am thrilled to be joining in the celebration. I have had the honor of being a part of our wonderful organization for over 1/3 of its 90 years, first as a speech-language pathologist, and then for 22 years as the executive director. It has been one of the greatest pleasures of my life to serve as executive director. I am honored to work with an accomplished and professional staff, a dedicated and supportive Board and caring members of the community. I am immensely proud of all of the accomplishments that we have achieved together.

After careful consideration, I have announced my plan to retire from HASA. The decision has been well considered, though not easy. I have been well supported in achieving my vision, and I am ready to turn over the position to the next fortunate person who gets what I think is a dream job with an amazing Board and staff, serving a fantastic organization and community.

HASA is in an excellent position financially, both well staffed and well equipped. On May 2, 2016, the Board of Directors approved paying off the mortgage of our beautiful Harry and Jeanette Weinberg facility. On that day, I had the immense pleasure of knowing that I had been able to leave HASA better off than I found it; now many children and adults into the future have a well-located place where programs and services can continue and will grow.

I've worked diligently to plan a fairly comprehensive transition, sharing my knowledge to the best of my ability with a very experienced and passionate management team. The staff and the executive assistant will be an excellent resource to the next leader. I hope that I will also be a good resource, first as the outgoing executive director, and then as a volunteer. I will be available to share any information or provide any assistance desired. I will always treasure The Hearing and Speech Agency and the people I have known.

There is no way to adequately say thank you to the staff, Board, donors, parents and clients for making HASA what it really is – a place where communication for everyone is a reality. I truly love the mission of HASA. Another fortunate executive director will have the opportunity to experience the joy and satisfaction of leading this amazing not-for-profit. I wish them all the best and offer my full support.

Sincerely,

A handwritten signature in cursive script that reads 'Susan H. Glasgow'.

Susan H. Glasgow
Executive Director



June 14, 2016

Dear Hearing and Speech Agency (HASA) Community:

This spring, HASA's Executive Director, Susan Glasgow, informed me of her intention to retire. We will certainly miss her passionate, kind, and diligent leadership of all of HASA's programs and services. We are very happy for Susan that she is able to leave HASA in sound financial condition and as one of the foremost organizations in the Baltimore region for helping families and individuals achieve their communication goals. The HASA board of directors looks forward to building on Susan's legacy.

Susan has served in the role of Executive Director since 1994. At that time, HASA was located on St. Paul Street with limited facilities and a limited budget. Since that time and under Susan's leadership, HASA moved into the newly constructed, accessible, and technology equipped Harry and Jeanette Weinberg Building on Metro Drive (HASA's current home), has grown its budget several-fold, and served countless individuals and families by overseeing the establishment or expansion of HASA's listening and spoken language program, speech-language therapy services, the education program in the Gateway School, and greatly increasing sign language interpreting services throughout Maryland. Each day, Susan demonstrates her passion for serving others, deep care for the management and staff of HASA, boundless optimism, and selfless leadership.

The Board of Directors has no more important role than that of selecting Susan's successor and Susan has provided us with time to ensure that the search process succeeds. We are confident that we will find an exceptional new Executive Director who embraces HASA's belief that clear and effective communication is a necessity and that there is a compelling need to understand and to be understood. HASA is well positioned to continue its success thanks to Susan, her management team and staff, past and present, who help HASA provide services and products that enable effective communication for individuals and families in our region.

Our search committee has been established and is actively working on search activities. The search committee consists of Peter Bosworth, Jeri Hessian, Gail Liss and Tom Huber (past Presidents of the Board of Directors) along with Ted Ochs, Anne Patterson, Miriam Zadek and me. Peter has graciously agreed to serve as the Chair of the search committee. Collectively, these individuals bring a wealth of knowledge about and experience with HASA, have experience participating in other similar searches, and are excellent strategic thinkers. The committee has engaged a leading and highly regarded recruitment consultant in Dr. Jane Snider of Heads-Up Consultants, LLC to assist in identifying candidates, soliciting feedback from the HASA community, and sharing her experiences as an educator, a leader in program development and a search consultant that span a 30-year career.

The committee will make the search as inclusive as possible and will seek input from all of HASA's constituencies. While the entire Board of Directors will ultimately appoint the new Executive Director,

that decision will be guided by the information gathered from the HASA community, including Susan, HASA management and staff (including faculty and clinicians), and families. Further correspondence and updates will follow in the coming months, and I truly hope that you will each take the opportunity to share your perspectives with Dr. Snider. Our intention is to select a new Executive Director during this next fiscal year with Susan graciously available as a resource to HASA and HASA families beyond this transition.

This year, we celebrated HASA's 90th anniversary of supporting and facilitating individual choice in how individuals and families communicate. Please join me in celebrating Susan and her many contributions to HASA while embracing the exciting opportunity to identify our next Executive Director to lead The Hearing and Speech Agency into the future.

Sincerely,

A handwritten signature in cursive script that reads "Aaron T. Marshall".

Aaron T. Marshall. Esq.
President, Board of Directors