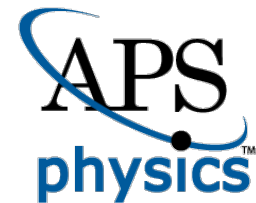


Strategic Planning

Kate Kirby, Chief Executive Officer
Leadership Convocation, February 3, 2018



Aims for This Session

- 1) Emphasize importance of an APS-wide Strategic Plan
- 2) Put forward a straw-man concept
- 3) Lay out a rough timeline for strategic planning process
- 4) Introduce consultant, Dr. Laurie Moret
- 5) Solicit initial thoughts/input from Unit Leaders and the APS Board

What Is Strategic Planning?

Organizational management activity – used to:

- a) Set priorities
- b) Focus energy and resources
- c) Ensure that we are all working toward common goals
- d) Establish agreement around intended outcomes/results
- e) Assess and adjust APS's direction in response to a changing environment

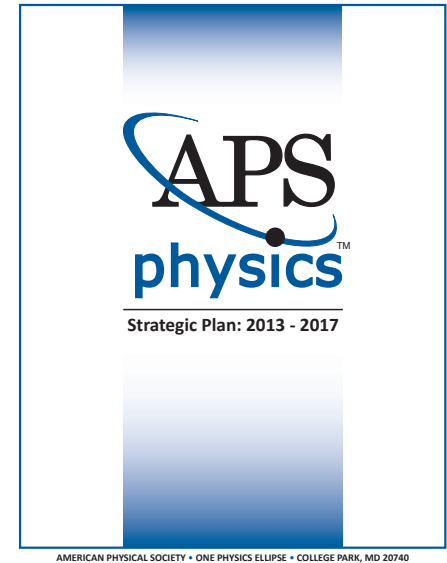
What Is a Strategic Plan?

A document used to communicate both internally and externally the organization's goals, potential actions, and metrics for measuring success/impact

Background

- ▶ APS Strategic Plan 2013 – 2017
 - ▶ An artifact of the triumvirate leadership structure
 - ▶ Focus mainly on membership/programmatic areas (Education & Diversity, Outreach, International Affairs, Public Affairs (Government Relations), Industry, and Careers)

- ▶ Goals emphasized serving communities:
 - 1) To better serve our members
 - 2) To better serve the physics community
 - 3) To better serve society
 - 4) To increase our organizational excellence



Background (cont.)

- ▶ APS Strategic Plan 2013 – 2017 has been a very valuable roadmap, but it lacks thoughtful attention to
 - ▶ APS scientific publishing
 - ▶ APS financial health and sustainability
- ▶ Without these vital components, we have an incomplete plan
- ▶ To communicate, implement “One-APS” effectively, we need a strategic plan for the whole organization
- ▶ The goals in the current plan are still relevant
- ▶ Future strategic plan: broader focus and continuity

What Type of Plan?

- ▶ Don't want a “traditional” strategic plan, 200 pages or more, sitting on a shelf
- ▶ Do need a dynamic, nimble plan that is easy for everyone to understand, reflects who we are and what we aspire to, and is actively used as a guide for APS to respond to opportunities and challenges
- ▶ Our vision and strategy should create alignment across the organization

From APS Constitution & Bylaws

Section 2. Authority and Duties. The Board shall have overall responsibility for the governance and affairs of the Society, including:

- a. **determining strategy for the Society;**
- b. overseeing the financial affairs of the Society;
- c. overseeing the publishing and other operations of the Society;
- d. all other responsibilities given to the Board by the Constitution and Bylaws; and
- e. all other responsibilities necessary to govern the affairs of the Society.

Strategic Planning Model

Co-creation work involving Senior Management Team/APS Staff and Volunteer Leaders – involvement with subcommittees; facilitated by consultant

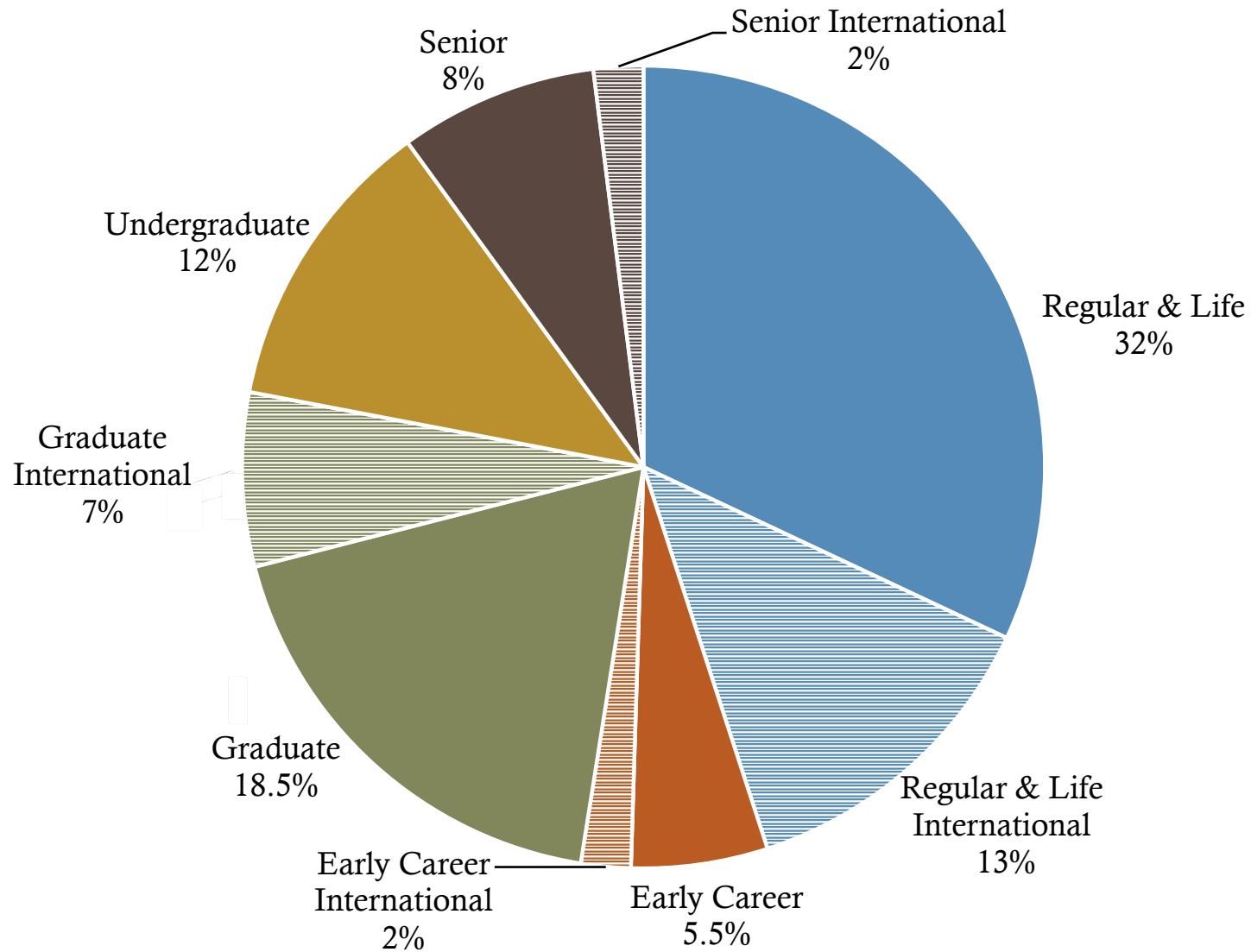
Getting the balance right:

- ▶ Setting an aggressive timeline
- ▶ Involving the right people
- ▶ Guiding the process to get input from constituencies
- ▶ Staying at a consistently high level

A Changing Landscape

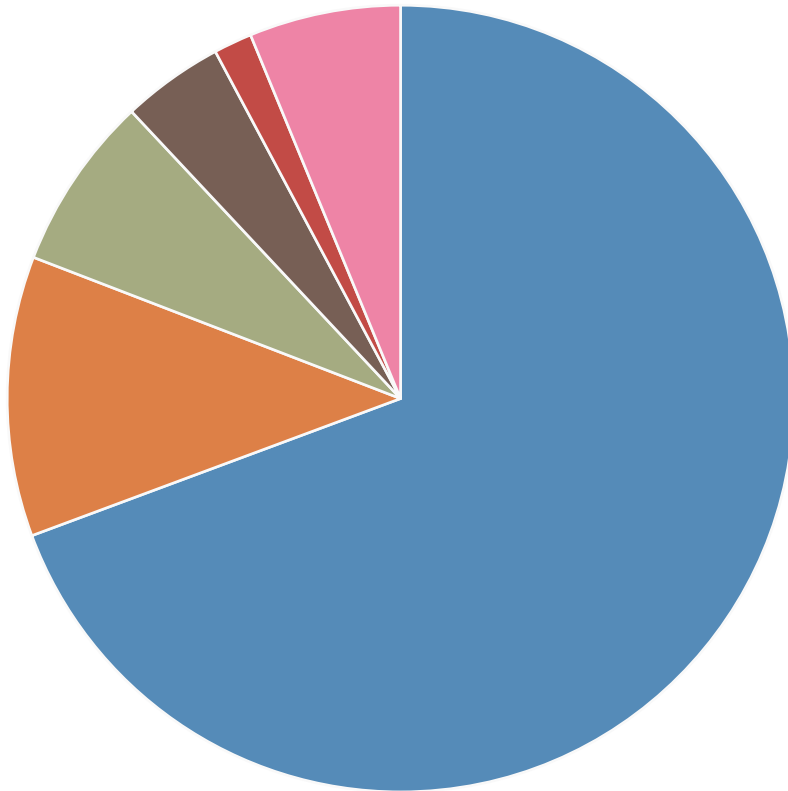
- ▶ Membership demographics
- ▶ Publishing – rapidly evolving
 - ▶ Open Access
 - ▶ Intense competition in scholarly publishing

Official 2018 Membership Count: 55,368

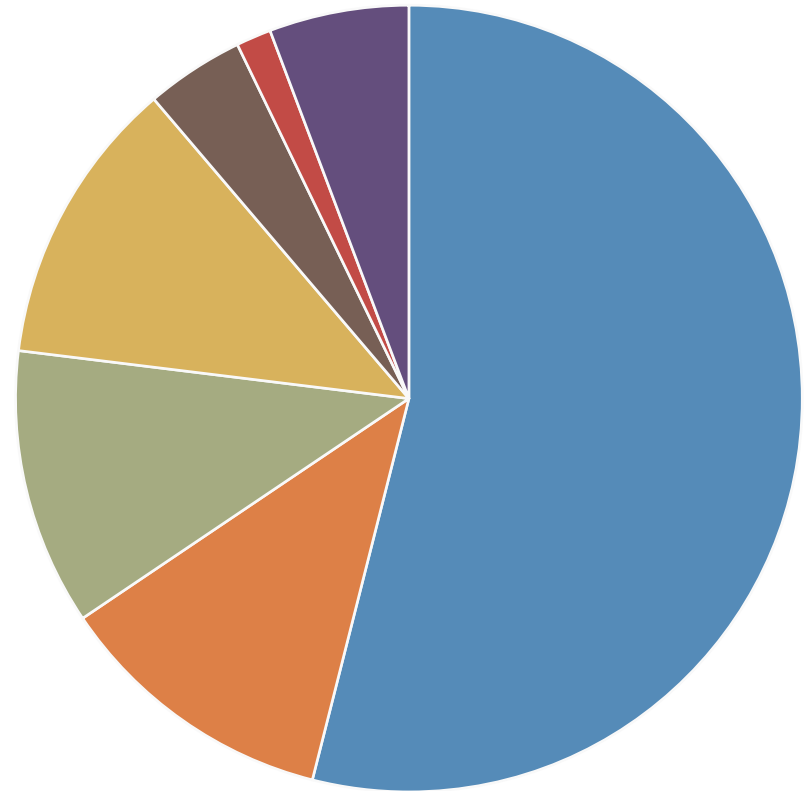


2018 Budget: \$59M

Revenue



Expenses



- Research Publications ■ Scientific Meetings
- Public Affairs and Programs ■ Grants and Contracts
- General and Administrative ■ From Reserves

- Membership Operations
- Fundraising Activities

***In 2017, an additional \$1,691,271 from Fundraising Activities was added to Restricted Funds**

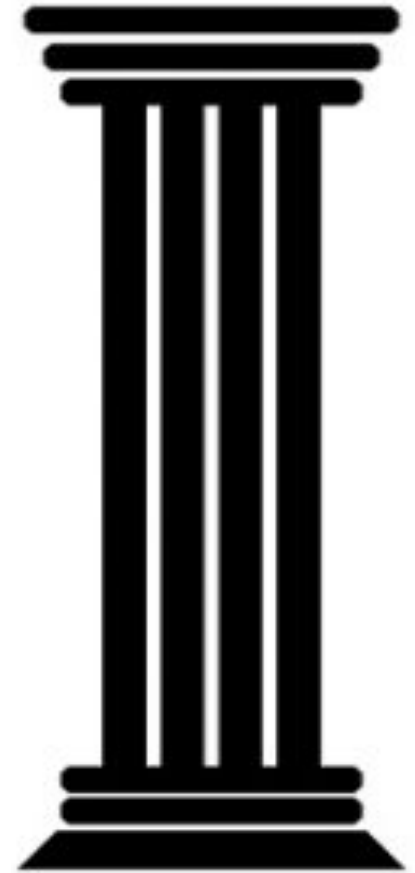
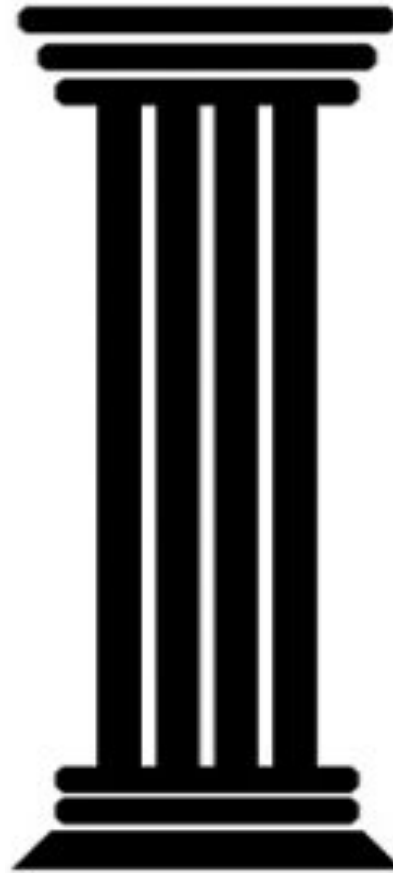
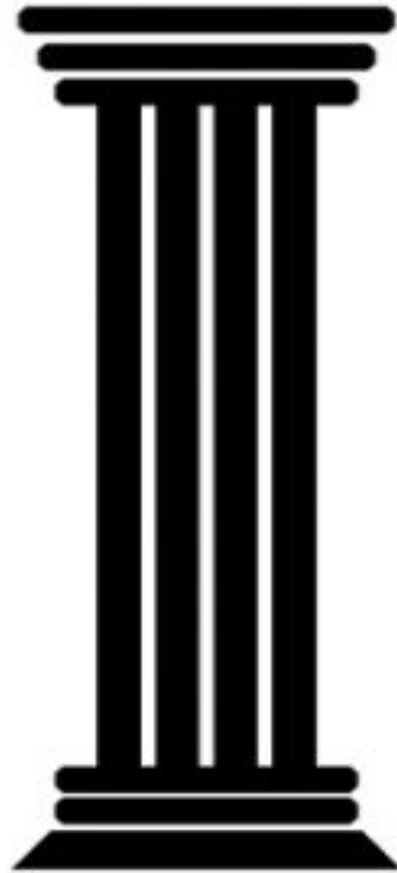
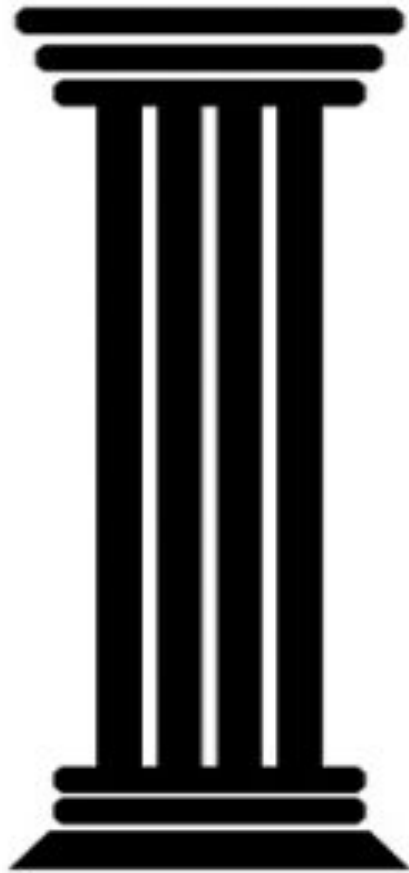
Straw-man Construct

Ensuring a
Meaningful Role
in Scientific
Research
Dissemination

Serving
Communities

Securing
Financial
Sustainability

Increasing
Organizational
Excellence



Strategic Planning Steering Committee

Presidential Line Members: Roger Falcone (2018 APS President), David Gross (2019 APS President)

Speaker of the Council: Tim Gay

Kate Kirby, CEO

James Taylor, COO

Other Members – TBD

APS Consultant: Laurie Moret

Responsibilities

Oversight/Steering of Process (Coordination of subcommittees)

Review of Mission Statement

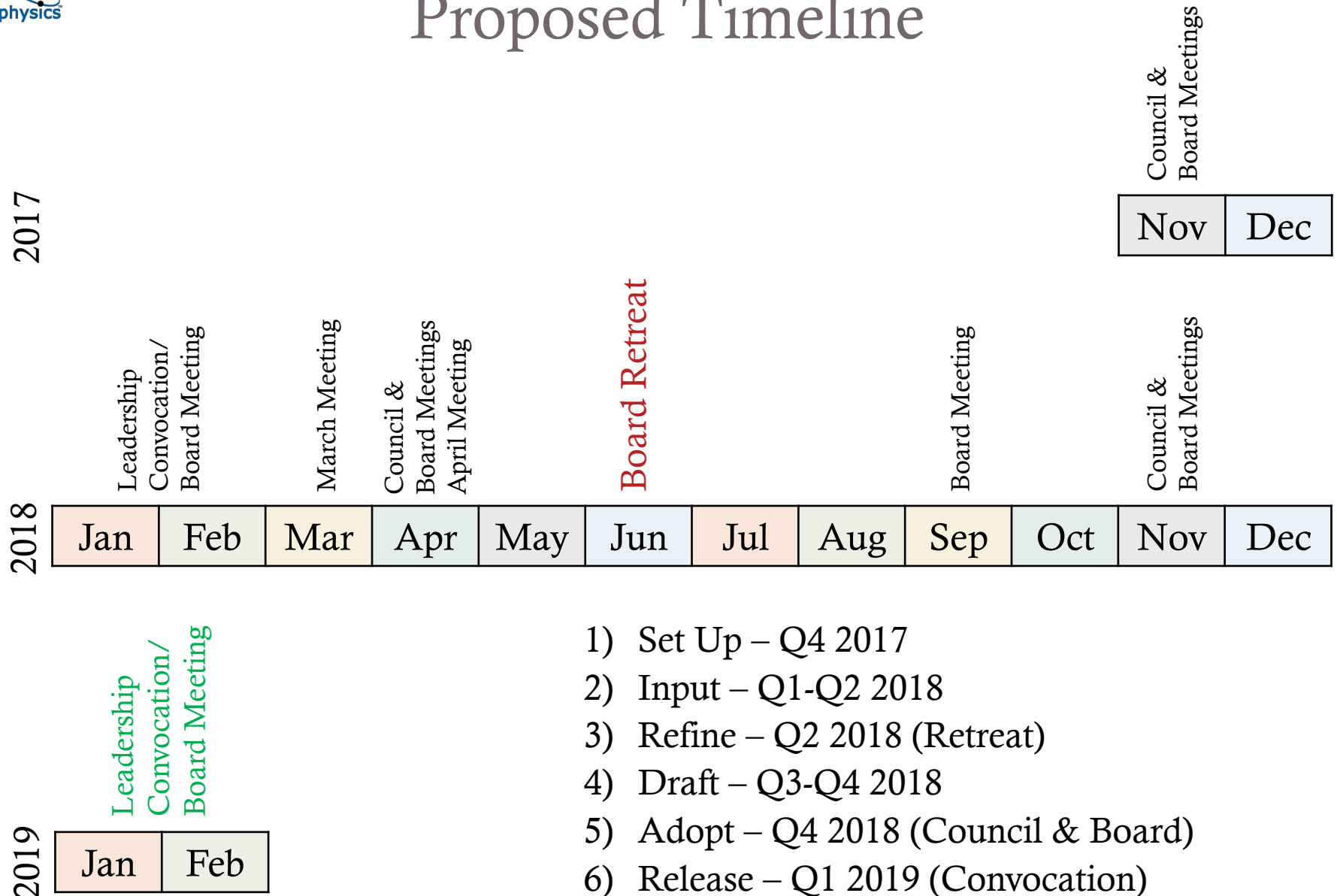
Development of Values Statement

“Writing” of Strategic Plan

Plans for Soliciting Member Input

- ▶ Town Halls to be held at APS March and April Meetings
- ▶ Announcement inviting member input at the Annual Business Meeting, to be held in Columbus, OH before APS April Meeting
- ▶ Information and opportunity for members to give input on the web will be communicated through *APS News*, emails, and social media

Proposed Timeline



We've Hired a Consultant

- ▶ Why?
 - a) Important in coordinating/facilitating/driving the process
 - b) Provides valuable expertise and perspective
 - c) Keeps the process honest – addressing uncomfortable truths, helping to articulate problems

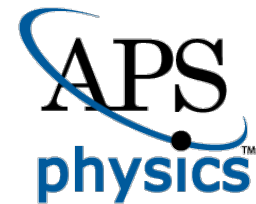
Strategic Planning Consultant: Laurie Moret

- ▶ Laurie Moret received a PhD in counseling psychology from the Arizona State University. She has worked as an organizational consultant for over 20 years.
- ▶ She was highly recommended by the American Society for Microbiology.
- ▶ Laurie will organize and facilitate the discussions this morning.



Strategic Planning Overview and Discussion

Laurie Moret, PhD



Objectives

- Introduce and orient to the strategic planning process
- Include unit leaders in strategic planning discussions and promote unity and sense of inclusion
- Sensitize leaders to the types of topics that will be considered and learn of additional areas that leaders would like to see addressed
- Solicit feedback to validate areas of strategic focus

Agenda

- 9:35 AM – Small group discussion Round 1
- 10:30 AM – Break
- 10:45 AM – Small group discussion Round 2
- 11:30 AM – Q/A
- 12:00 PM – Adjourn for lunch

Roles

- Discussion Facilitator– Assures that each person who wants to speak is heard within time available.
- Timekeeper – Keeps group aware of time left. Helps ensure time to discuss both questions.
- Scribe – Captures key points on Post-It notes. Asks people to restate long ideas briefly.
- Potential Reporter– Records highlights of group conversation for potential report out, time permitting.

Guidelines

Clarify roles

No right answer

All participate – watch talk time and distractions

Use of “Parking lot”

Introductions

- Your name
- Where you are from
- Your APS role(s)

Questions – Round 1

1. What 1-2 high-level issues do you want to make sure get addressed in our strategic planning process and discussions?

2. Publication of scholarly journals and organization of meetings are primary ways that APS fulfills its core objective "advancing and diffusing the knowledge of physics". In a rapidly changing and competitive landscape, what risks do we face in publications and meetings and what ways do you suggest we evolve to meet them?

Break

Questions – Round 2

3. APS activities and programs, such as advocacy and government relations, education, diversity, outreach, and international affairs are also sources of value. **How can APS leverage these activities and programs to make the greatest impact?** Which are of primary value and where do you see potential risk?

4. In an ideal world, **who should be members of APS?** How should APS attract and retain them as members? If they're not members, why not?

Final Questions

5. What do you see as the **most essential strategic imperative or organizational goal** for APS in the next 3-5 years?

6. As APS looks forward, what is **one primary accomplishment you hope to see APS celebrate by the year 2025?**

Questions and Answers

Pillars

Straw-man Construct

Ensuring a
Meaningful Role in
Scientific Research
Dissemination

Serving
Communities

Securing
Financial
Sustainability

Increasing
Organizational
Excellence

Next Steps

- Inputs will be recorded, summarized, and shared with Board as contributions to the process
- Continued opportunities to share – early stages
- Subcommittees to be launched

Thank you!