

STRATEGIC PLAN 2025-2029



November 28, 2024

Background

As part of its process to create a new five-year strategy, the Acoustical Society of America (ASA) conducted a 1.5-day strategy development Think Tank with its strategy engagement partners—including valued members, groups, key leadership, and staff members.

The Think Tank objectives included a multi-dimensional approach and engagement to best position the ASA as it seeks to bring greater value to its members and communities over the next five years (2025-2029).

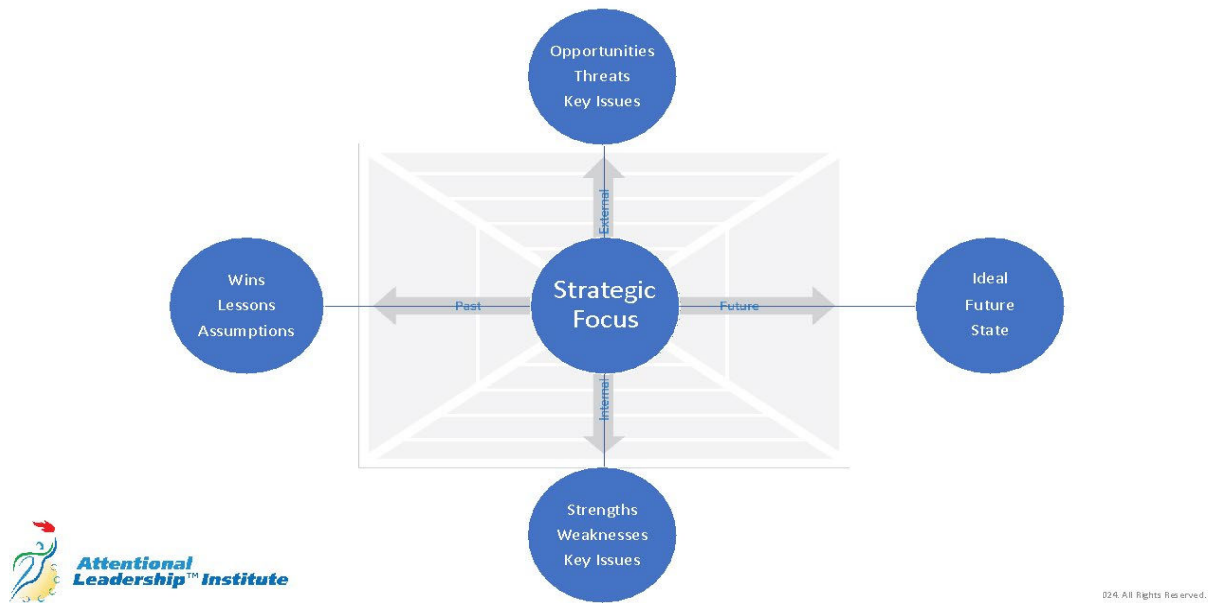
Process

Before the strategic planning retreat, qualitative research was conducted through interviews and focus groups. This process included preliminary surveys, followed by discussions with 14 individuals—including members of the Executive Council (EC), Technical Council (TC), and select staff—via Zoom or phone. Insights from these initial conversations helped shape a comprehensive Member Survey, which gathered both qualitative feedback (broad opinions/suggestions) and quantitative data (opinion ratings) across a wide range of member and non-member groups.

Between April 3 and April 26, we conducted a survey among current ASA members, as well as select former members and never-member professionals. The survey reached over 5,111 active members, 1,164 former members, and 812 never-members. A total of 2,157 individuals responded, comprising 1,886 members, 141 former members, and 130 never-members with an overall response rate of 31.6%. The response rate was highest among members at 37.2%, while former members and never-members had response rates of 13.4% and 16.6%, respectively.

Moreover, the ASA staff undertook an analysis that identified ASA's top three competitors. ASA staff mapped the Society's strengths and weaknesses. The strengths were recognized as internal organizational attributes or product and service qualities that could be capitalized on or further developed. Weaknesses were identified as areas within the organization or in activities and service offerings that required improvement.

The Attentional Leadership Institute's ALI Five Alignments™ framework guided both qualitative (interviews/focus groups) and quantitative (survey instruments) data gathering from proximal ("Inner Circle Stakeholders") and distal (broader member/non-member) perspectives. This approach aimed to capture diverse insights through multidimensional inquiry exercises designed to engage discussion, with the goal of identifying historical, future, internal, and external issues and dynamics that are relevant to ASA strategic themes and potential activities.



Throughout this process a continuous review of previous strategic plans and internal documents supported the foundational analysis leading up to the Strategic Think Tank on July 30-31, 2024 in Itasca, IL.

In preparation for the 1.5-day meeting, offsite participants were provided with a briefing book. This book included the competitor analysis, an inventory of strengths and weaknesses, qualitative and quantitative research findings, and an industry issues worksheet, among other preparatory documents. Sixty-two individuals participated in the Think Tank, led by a facilitator, including ASA Executive and Technical Council members, other leaders and key members, and staff.

On October 17-18, 2024, the Executive Council met to discuss action planning, metrics development, and communication planning. The focus was on identifying operational elements and exploring ways to engage ASA stakeholders more intentionally in developing the strategies and tactics needed to achieve the desired outcomes.

ASA Core Purpose

The mission of the Society is to generate, disseminate, and promote the knowledge and practical applications of acoustics.

Foundational Strategic Behaviors

As ASA implements its strategic plan over the next five years, three Foundational Strategic Behaviors have been proposed as a guiding thread and commitment. These behaviors will support the strategic initiatives, goals, strategies, and tactics. They include:

1. Diversity and Inclusivity

- **We aim to:** Ensure that all voices are heard and that all members and groups are represented equitably within our organization and its initiatives.
- **We do this by:** Actively monitoring and addressing our own implicit biases, recognizing patterns and trends in our decision-making processes. We ensure that everyone has equal opportunities to engage, participate, and lead, regardless of demographic or technical background. This commitment permeates all our strategies and interactions, ensuring no group is marginalized or underrepresented.

2. Optimize Internal and External Communications

- **We aim to:** Foster clear, transparent, and proactive communication channels within and outside the organization, ensuring information flows seamlessly and reaches all necessary individuals and groups.
- **We do this by:** Utilizing the most effective communication methods— written, verbal, or digital— to suit the audience. Additionally, we ensure strong lateral (peer-to-peer) and vertical (organizational hierarchy) connectivity to keep communication consistent across all levels.

3. Fiscal Stewardship

- **We aim to:** Ensure long-term financial health through responsible management, oversight, and sustainability planning.
- **We do this by:** Regularly assessing the cost-benefit ratio of our activities, ensuring they align with the ASA mission and provide clear value. We maintain transparency in all financial decision-making, with ongoing oversight to ensure long-term sustainability. We prioritize stability in budgeting and accountability, while actively seeking to diversify and increase revenue sources.

Ongoing Commitment:

These foundational behaviors are continuously evolving to meet the needs of the ASA. We are committed to regularly reassessing and refining these behaviors, ensuring we remain dedicated to inclusivity, communication excellence, and fiscal responsibility.

ASA 5-Year Ideal Future State

The Acoustical Society of America (ASA) will emerge as the pre-eminent global association for both theoretical and practical acousticians, distinguished by its relevance, opportunities, and appeal across all career stages. As a hub of interdisciplinary innovation, ASA will foster a global community that supports research and practice across fields, connecting the sciences through a shared belief that “Sound is the Solution” to many of today’s challenges.

By leveraging sound as a tool for exploration and decision-making, ASA will advance the field of acoustics and impact a wide range of industries and public policies. The Society will be a welcoming home for all acousticians, where the young and the wise collaborate, bringing possibility and new perspectives to the field. We will communicate the breadth of acoustics to the public, ensuring that the world understands and makes use of the inherent capacity of sound to make our world a better place.

Through world-class meetings, education programs, and publications relevant to members across their career, ASA will empower its members to drive advancements in acoustics and unlock sound’s potential to improve the world. Our commitment to environmental consciousness and global inclusivity will keep ASA relevant to the next generation of acousticians. We will embrace change and evolve to stay at the forefront of the field, ensuring ASA’s long-term impact.

Financial stability and diversified income streams will sustain our programs, while our strategic initiatives will optimize meetings, enhance member growth and engagement, and expand our regional, national, and global presence. ASA will set the standards for sound, becoming a trusted primary source of acoustical knowledge and a place where members can thrive, building meaningful professional and personal relationships that last throughout their careers. By supporting students and early to mid-career professionals and increasing global reach, ASA will ensure its programs meet members academically, professionally, and geographically. We will also monetize educational content, expand foundation giving, and optimize meeting formats to adapt to the evolving needs of our members, ensuring long-term sustainability and relevance.

ASA will set the standards for sound and ensure its relevance and impact for decades to come, remaining a place where members are fully engaged in advancing the field and collaborating to create a better world through the science and practical applications of sound.

Strategic Initiatives:

Our three strategic initiatives aim to:

- **Enhance Meetings, Engagement and Networking**
- **Involve, Support and Attract Members**
- **Promote Outreach and Advocacy in Acoustics**

These strategic initiatives, supported by an ongoing commitment to diversity and inclusivity, continuous and transparent internal and external communication, and ongoing fiscal stewardship, will ensure ASA’s success as it engages its strategic plan.

Strategic Initiative: Enhance Meetings, Engagement and Networking

Strategic Issue: ASA faces challenges regarding accessibility, regional representation, knowledge sharing, and networking opportunities to meet the needs of its members across demographic, social, scientific, and industry sectors. These challenges limit ASA's ability to deliver impactful, engaging experiences for acoustical professionals at all career stages. To remain relevant and valuable, ASA must optimize meeting structures and extend meeting formats, diversify locations, enhance accessibility and inclusivity, and ensure financial sustainability.

Goals:

1. **Enhance the relevance, value, and impact of ASA's meetings**
2. **Improve accessibility and inclusivity of meetings**
3. **Expand offerings and opportunities for different member/group interactions and networking combinations**
4. **Ensure the long-term financial sustainability of meetings**

Vision for Success: ASA will continue to be recognized as the leading association for world-class educational programming, conferences, and regional meetings in the field of acoustics. Every member segment, from students to early-career professionals to senior academics and professionals—as well as interested non-members—will find substantial value in engaging with interdisciplinary colleagues, advancing theoretical and practical research. Through a commitment to diversity and continuous innovation, ASA will enrich its members and contribute meaningful solutions that benefit society.

Strategic Initiative: Involve, Support and Attract Members

Strategic Issue: Challenges with membership growth, retention, and engagement hinder ASA's ability to fully involve, support, and attract and retain members across all specialty orientations, career stages, and regions. To remain relevant and impactful, ASA must clarify its day-to-day value; enhance membership offerings, resources and experiences; and continually foster an inclusive and supportive culture ensuring that all members feel engaged, supported, and connected throughout their careers.

Goals:

1. **Improve member experience and engagement**
2. **Foster a more inclusive and supportive culture**
3. **Attract new members and improve retention**

Vision for Success: ASA will become a vibrant, inclusive community that fully engages and supports members at every career stage. Through clear and compelling values ASA will attract and retain a diverse membership, fostering an environment where all members feel valued, recognized, and empowered. The society will create a welcoming space for interdisciplinary collaboration, mentorship, and professional growth, helping members build lasting connections across disciplines, academia, practitioners, industry, and beyond.

Strategic Initiative: Promote Outreach and Advocacy in Acoustics

Strategic Issue: ASA's current communication strategies and outreach efforts can more effectively convey the association's value to members and non-members alike—including emerging acousticians. A more cohesive and targeted outreach to communication can improve ASA's visibility, influence, and ability to engage the scientific community, the public, and the emerging generation. To enhance its impact and relevance, ASA can develop a more comprehensive communication strategy, including digital presence and branding, strengthen external advocacy, and expand its outreach to its diverse audiences.

Goals:

1. Enhance ASA's public visibility and advocacy
2. Promote the knowledge and practical applications of acoustics
3. Develop a framework for expanding educational outreach

Vision for Success: ASA will be recognized as a dynamic and influential voice by the scientific community, practitioners, industry, government, and the public. Through modern, cohesive, and targeted communication strategies, ASA will elevate its visibility and impact, ensuring that its value and relevance are clearly understood by every individual and group affiliated, engaged, and served by ASA. The society will effectively advocate for the importance of acoustics across industries and disciplines, while expanding its outreach to diverse audiences—from early education to professionals in the field. ASA's enhanced communication efforts will strengthen its external influence, foster public engagement, and build lasting connections with industry, the public, and the broader global community.

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