AAA Strategic Implementation Plan

This Strategic Implementation Plan (SIP) sets near-term, measurable objectives toward achieving the larger strategic goals of the Association as outlined in AAA’s Long Range Plan (LRP). The Long Range Plan (LRP) sets the overarching framework for this Strategic Implementation Plan (SIP), but remains distinct from the SIP. The Long Range Plan will be reviewed by the Executive Board (EB) or a sub-committee of the EB every five years, or exceptionally, on an as-needed basis. A Strategic Planning Committee (SPC) of the Executive Board was the original body responsible for reviewing the SIP, monitoring progress on action items and recommending modifications as appropriate. It is now reviewed and revised annually by the President-Elect and Executive Director, and approved by the Executive Board.

Action items in the SIP are expected to be aligned, as appropriate, with AAA department work plans and budgets. The SIP will be distributed to staff, committee chairs, and any other relevant party whose tasks and responsibilities are indicated in the SIP.

Please note that in the text below, we have reproduced the wording of the Long-Range Plan for each objective; the wording and sequence, having been accepted by the EB, cannot now be modified without voting to review the LRP. For convenience of distinguishing the LRP from the SIP, this original LRP text is in italics.

Objective 1: Publishing

The AAA will have a publications program that disseminates the most current anthropological research, expertise, and interpretation to its members, the discipline, and broader society. The American Anthropologist will continue to publish broadly across the fields, subfields, and emerging scholarly communities that constitute anthropology today.

The Association will undertake the following to achieve this objective:

1.1 Sustainable Publishing Program

1.1.1 Operate a Publishing Futures Committee (PFC) to monitor the AAA publishing program, which fosters the intellectual and public goals of the discipline, and which contributes to the financial viability of the Association and its sections; on an ongoing basis, PFC should examine in particular the sustainability of the program over the short, medium, and long term, and the degree to which the program advances the four core publishing values of quality, breadth, accessibility, and sustainability. It will consult with the AAA Publications Department, Section Assembly, AAA officers, EB members, and others on a regular basis.

1.1.2 PFC will report annually to the EB the status of publishing initiatives and directions, including the Open Anthropology Research Repository, the AAA book/monograph series, new developments with Anthropology News, and
proposed responses to open access laws and regulations. The annual report will include specific goals to be achieved in the next reporting period.

1.1.3 The AAA staff will evaluate annually (each May) the publishing relationship with AAA’s publishing partner, including an evaluation of the financial status of each AAA publication, and an assessment of the relationship between individual editorial offices, the AAA staff, and publishing partner representatives.

1.1.4 The AAA will obtain annually from our publishing partner quantitative “impact” information on each AAA publication, including a variety of quantitative metrics (e.g., citation counts, impact factor, H-index, downloads), and report them to the EB.

1.1.5 AAA staff will prepare an as-needed summary of U.S. federal and other legislative and regulatory actions that may have an impact on the publishing program.

1.1.6 AAA staff will administer, in consultation with PFC and our publishing partner, the Strategic Innovation Fund, inviting proposals from sections and the general membership, from the American Anthropologist, and from staff for investments in innovation(s) that promise to be of long-term benefit to the entire portfolio and to the Association.

1.1.7 AAA staff, together with a qualified subject matter expert, with the advice of a small working group appointed by the President, will prepare a reference guide to copyright as a basic primer for anthropologists.

1.1.8 AAA staff will seek out opportunities to establish partnerships with other scholarly societies to clarify and make concrete the concept of “fair use” as it applies to scholarly communications, including new and emerging forms of such scholarly communications.

1.2 Publish the American Anthropologist (AA)

1.2.1 The editorial office of AA will continue to produce at least four annual issues of AAA’s flagship journal that represent the breadth of the discipline while maintaining the highest levels of quality.

1.2.2 The Editor-in-Chief will prepare an annual report to the EB including the average time from submission to notification and publication, and an assessment of the journal’s impact using a variety of metrics (e.g., citation counts, impact factor, H-index, downloads).

1.3 Publish Anthropology News

1.3.1 The AAA will continue to produce Anthropology News (AN) as a means to reach the membership and beyond. It will be published on an ongoing basis online and in six print issues per year. The ability to comment on AN online content will remain a member privilege.

1.3.2 The AAA staff will prepare an annual report to the EB, including an assessment of AN’s impact and summarizing the page views for www.Anthropology–News.org, re-tweets of Twitter posts, and “shares” on social media.

1.4 Publish Open Anthropology (OA)
1.4.1 The editorial office of *OA* will continue to produce three annual issues of *OA*.
1.4.2 The *OA* Editor(s)-in-Chief will prepare an annual report to the EB, including an assessment of *OA*'s impact through examination of incremental downloads of featured articles (i.e., downloads via *OA* over and above downloads from the original source) and standard web traffic measures).

1.5 **Produce and Maintain AnthroSource**
1.5.1 The AAA will operate on an ongoing basis an online repository of published materials that contains AAA’s entire publishing portfolio, going back to Volume I, Issue 1 of each title. The AAA staff will prepare an annual report to the EB, including an assessment of the number and kinds of digital objects published in AnthroSource.
1.5.2 AAA staff, together with the Publishing Futures Committee, will recommend to the Executive Board an explicit set of criteria for evaluating the potential for new journals to add to the portfolio, as well as criteria for evaluating the potential for consolidating existing journals.

1.6 **Use of Social Media and Digital Communications**
1.6.1 AAA staff will operate on an ongoing basis an online blog for the AAA and provide an annual report to the EB on page views and other use metrics.
1.6.2 AAA staff will develop on an ongoing basis various social media outlets (e.g., Facebook, Twitter, LinkedIn) to highlight breaking Association news, feature members’ accomplishments, and promote discussion of events and activities of interest to members. Standard metrics of social media reach (e.g., postings, tweets and re-tweets, LinkedIn members, FB "likes") will be reported to the EB annually.
1.6.3 AAA staff will work with MPAAC to develop and maintain social media and online communities focusing on, but not limited to, Ethics, Human Rights, Minority Issues, Labor Relations, Gender Equity, Public Policy, and World Anthropologies, among others.

1.7 **Discoverability of and Open Access to Anthropological Scholarship**
1.7.1 AAA staff, working with the Publishing Futures Committee, and an International Advisory Group, will develop and maintain a repository for preprint materials, teaching materials, conference papers, and other forms of scholarly communication, after creating a specific set of features and functional specifications.
1.7.2 AAA will continue to experiment with mechanisms for offering affordable access to research collections, especially for practitioners who do not have institutional subscriptions. The current mechanism is a deeply discounted subscription to JPASS. Annual evaluation of uptake will be used to guide such offerings.
1.7.3 AAA staff will work with AAA’s publishing partner, in consultation with ACC, to develop broadly applicable subject taxonomies, keywords and indexing conventions to make anthropological content more immediately and intuitively discoverable and accessible to the broadest range of users.
Objective 2: Policy

The AAA will foster the discussion and dissemination of research on social and policy issues in the society at large, and respond in a timely fashion when events call for the application of relevant anthropological knowledge, expertise, and interpretation.

The Association will undertake the following to achieve this objective:

2.1 MPAAC: With AAA staff support,
   2.1.1 MPAAC will include broad member representation regarding policy, advocacy and advisory issues to ensure association engagement with public policy issues, educate association members on public policy concerns and advocacy needs, and to promote participation in public policy debates.
   2.1.2 MPAAC will complete a process and outcome evaluation of its first two years of operations by November 2019, including recommendations for operational improvements. This self-evaluation will be reviewed by two senior reviewers (e.g., past Presidents) before submitting for EB action on these recommendations.
   2.1.3 MPAAC will provide the EB with information, when appropriate, about labor conditions relevant to the employment of anthropologists and to advise them about possible positions and actions they might consider with respect to that information.
   2.1.4 MPAAC will consult with the EB regarding cases of alleged human rights abuse and the development of educational fora regarding human rights issues, and advise the EB regarding possible positions and actions they might consider with respect to that information.
   2.1.5 MPAAC will consult with the EB regarding gender equity in the discipline of Anthropology and in the Association, and recommend possible positions and actions they might consider.

2.2 Policy Outreach
   2.2.1 MPAAC will recommend to the EB programs or events designed to create opportunities for anthropologists to interact with policy makers in a variety of settings, including but not limited to events at the annual meeting, via the internet or social media, through face-to-face meetings and advocacy events, or through the creation of policy statements.
   2.2.2 AAA staff will organize plans and events for the annual Anthropology Day celebration, held in February. Anthropology Day is designed, in part, to raise awareness of the relevance of anthropology to public policy.
   2.2.3 The AAA President will maintain an ad hoc advisory body of anthropologists willing to advise on urgent policy issues, whose membership will be left to the President’s discretion.
   2.2.4 The President may appoint a Task Force or Working Group, or request that MPAAC suggest prioritized activities, to further develop AAA presence at the
2.2.5 AAA will maintain its memberships in the Consortium of Social Science Associations (COSSA), the National Humanities Alliance (NHA), the American Council of Learned Societies, the AAAS Science and Human Rights Coalition, and the Cultural Heritage Partners-led Coalition for American Heritage to join forces with sister societies in public policy outreach and education activities of these groups.

2.3 Public Engagement: The AAA will respond to needs for anthropological knowledge, expertise, and interpretation in the wider society by identifying and using effective mechanisms for making resources available through print, broadcast, electronic and other media.

2.3.1 Leadership and member media training
2.3.1.1 AAA staff will offer professionally led media coaching to AAA elected and appointed leadership on demand.
2.3.1.2 AAA staff will offer media training workshops at the Annual Meeting or through virtual media on a registration basis.

2.3.2 Member expertise database
2.3.2.1 AAA staff will maintain a searchable, up-to-date database of membership expertise for rapid response to emerging issues.
2.3.2.2 AAA staff will build, publish and maintain online an “expert profile” series of members willing to be contacted by the press.

2.3.3 This Is Anthropology and Anthropology-News.org
2.3.3.1 AAA staff will maintain and update the content of This Is Anthropology and Anthropology News websites, and ensure that they are widely publicized.

2.3.4 Enhance AAA’s visibility and credibility among policymakers
2.3.4.1 The Executive Director will establish and maintain relationships with representatives of key federal agencies that fund anthropological research, employ anthropologists, and/or have social, health, education, and environmental policymaking responsibilities.
2.3.4.2 AAA staff will regularly coordinate AAA participation in the National Humanities Alliance’s National Humanities Day, and in the Consortium of Social Science Association’s annual advocacy day, along with other Alliance and Consortium public awareness and educational activities.
2.3.4.3 AAA staff will regularly identify members from a range of sub-disciplinary backgrounds and specialties whose work could be featured on the AAA website and in other social media; AAA will selectively "pitch" stories to press outlets.
2.3.4.4 AAA staff will maintain an updated toolkit for Anthropology Day initiatives where universities and colleges host events promoting disciplinary activities and accomplishments, working with students and anthropology clubs and gaining federal endorsement of the program.
2.3.4.5 The Editor(s) of Open Anthropology, in conjunction with AAA staff, will develop a plan to ensure wide distribution and use of OA by identifying
organizations, foundations, policymakers and politicians relevant to each theme issue to which links to those issues should be sent by AAA staff.

2.3.4.6 The EB and Executive Director will routinely undertake activities to enhance the visibility of anthropological contributions to public policy to audiences outside of the Association. AAA staff will report to the EB and publish an annual compilation of successful public policy efforts on the AAA website and a summary of the efforts in Anthropology News.

2.3.5 Enhance and extend RACE Project

2.3.5.1 The Executive Director will identify opportunities for extending the use and impact of the RACE project exhibition.

2.3.5.2 AAA will support the production of the second edition of the Moses et al. book to be published by Wiley in 2020.

2.3.5.3 Pending extramural funding, AAA staff will convene subject matter experts including scholars and museum educators to assess RACE Project activities in need of updates.

2.3.5.4 Pending extramural funding and the completion of the exhibition purchase, AAA staff will develop a plan for refreshing the virtual exhibit and associated educational materials.

2.3.6 World on the Move Public Education initiative

2.3.6.1 AAA staff will continue its fund-raising efforts on the Public Education Initiative's behalf, with help from the advisory committee, when asked, to support AAA's engagement on issues of migration, displacement, and mobilities through the “World on the Move” initiative.

2.3.6.2 The Executive Director will continue to honor the terms of its MOU with the Smithsonian Institution for the collaborative projects on migration.

2.3.6.3 Pending extramural funding, AAA will identify and convene professional partners to continue formal planning and organization of the “World on the Move” public education initiative, with the goal of creating a traveling exhibition by 2020.

2.3.7 Produce AAA Annual Report

2.3.7.1 The AAA will continue to produce a report featuring Association highlights, finances, and accomplishments, acknowledging supporters.

2.4 Writing of Advocacy and Policy Statements

2.4.1 AAA staff will maintain, update as needed, and make available to the membership a statement of procedures for the development of advocacy and policy statements, and support the implementation of these procedures, as requested by the EB.

2.5 Policy-Related Events at the Annual Meeting

2.5.1 The Executive Program Committee and MPAAC will collaborate annually to organize a series of timely public policy events and forums at the annual meeting in which anthropologists and policy makers can interact.

2.5.2 MPAAC and the Executive Board will decide on the number of membership exemptions and registration waivers that can be budgeted for the 2020 and subsequent Annual Meetings to accommodate Annual Meeting attendance by
non-anthropologists whose policy-relevant contributions to the program are deemed important.

2.5.3 AAA staff will assess previous workshops and other training events in which anthropologists can gain relevant public policy skills on an annual basis. Based on this assessment, they will recommend to the Executive Program Committee appropriate adjustments in the form and content of these annual activities if necessary, for implementation in subsequent Annual Meeting.

2.6 Other Relevant Working Groups or Task Forces

2.6.1 The EB will establish or maintain other working groups or task forces on matters relevant to public policy, such as human rights, ethics, education, labor issues, involvement in intelligence and security issues, racialized police brutality, environmental issues, and knowledge dissemination. Where appropriate, the EB will charge these working groups and task forces with scheduling and hosting a variety of events at the annual meeting and reaching out to the Editor to publish articles via Anthropology News.

2.6.2 The Awards Committee will act on the biennial recommendations of the designated special selection panel by submitting for EB approval the selection of winner(s) of the Solon T. Kimball Award to honor exemplary anthropologists for outstanding recent achievements that have contributed to the development of anthropology as an applied science and have had important effects on public policy.

2.6.3 In alternating years with the Kimball Award, the Awards Committee will recommend an individual or organization for EB approval regarding the biennial AAA Anthropology and Public Engagement Award to honor AAA members whose work has had a significant and demonstrated contribution to enhancing public engagement with anthropological scholarship and its applications in the private, public, and/or non-governmental sectors.

Objective 3: Teaching

The AAA will promote quality and effectiveness in the teaching of anthropology and anthropological research at all levels.

The Association will undertake the following to achieve this objective:

3.1 Strengthen AAA’s Education and Outreach Capacity and Outcomes: The following are based on the recommendations of the Anthropology Education Task Force.

3.1.1 AAA staff will reorganize website content and coordinate with relevant state and national organizations to provide anthropology resources to K–12 and nonformal educators.

3.1.2 AAA staff will develop Anthropology Day activities and tool kits, designed to motivate student campus clubs to reach out to nearby high schools and raise anthropology’s profile in grades K-12.
3.1.3 AAA staff will develop and post on a regular basis links to appropriate resources for educators and K-12 students in AAA’s website.

3.1.4 AAA staff will support an “Anthropologists Go Back to School” event, regularly featured at the Annual Meeting, strengthening AAA ties with the local public school districts in the cities where we hold our Annual Meetings.

3.2 University and Community College Teaching

3.2.1 AAA staff will annually update a list of anthropologists and their areas of specialization, and post it on the AAA website as a roster of potential external reviewers for use by departments for program review and by faculty in the tenure and promotion process.

3.2.2 AAA will continue to make available resources to assist promotion and tenure committees in assessing anthropological scholarship based on applied scholarship, public scholarship, new media, digital products or other emerging platforms for scholarly productivity.

3.2.3 AAA staff will survey department chairs every two years to identify key topics of concern regarding the teaching of anthropology. The next survey is scheduled for Fall, 2019. Survey items will also help monitor the status of non-tenure-track faculty.

3.2.4 Staff will update, with input from MPAAC and the Working Group on Anthropology Non-Tenure Track Faculty Employment, a compilation of “best” and/or “promising” practices to enhance employment stability and career advancement opportunities for non-tenure-track faculty by November 2019.

3.2.5 AAA will become a more welcoming organizational home for community college instructors by organizing special events at the annual meeting, promoting the Society for Anthropology in Community Colleges publication, Perspectives: An Open Invitation to Cultural Anthropology, assuring that community college instructors are included in the nomination pool for Teaching Excellence awards, and supporting community college student campus-based clubs.

3.2.6 AAA staff will explore opportunities to document and increase the consistency of discipline-wide learning outcomes to better communicate the character and benefits of Anthropology as a course of study. AAA will facilitate the efforts of departments wishing to exchange clear and consistent stories about the value of an anthropology degree.

3.3 Teaching anthropology around the world

3.3.1 Staff will regularly update, with input from MPAAC, new and promising developments in the teaching of anthropology around the world.

3.4 Teaching Resources

3.4.1 The AN Editor will produce a regular column in Anthropology News aimed at teachers with varying levels of experience and with regular contributions on teaching of ethics.

3.4.2 Post-secondary teaching-related events will be incorporated into the Annual Meeting and promoted through appropriate internal and external groups.
3.5 Teaching Materials Exchange Web Database

3.5.1 AAA staff will plan for the migration of the teaching materials exchange web database to the Open Anthropology Research Repository. Once the repository is launched in 2019, actively publicize the availability of this database, and will annually assess the effectiveness of the use of the database using web analytic tools.

3.5.2 Pending extramural support, AAA staff will make efforts to increase the total number of submissions to the teaching materials exchange from 180 to 300 by 2019, either by collecting these materials from volunteers or developing an interface with the “Open Syllabus” project. Collected materials should include materials specific to the teaching of ethics in anthropology. Such materials will also be posted to the AAA Ethics Forum, with MPAAC assistance.

3.6 Annual AAA Teaching Award

3.6.1 The AAA Awards Committee will offer annually the AAA Award for Excellence in Undergraduate Teaching (currently sponsored by Oxford University Press).

3.7 AnthroGuide

3.7.1 AAA staff will publish AnthroGuide annually, and aim to increase its coverage to include a higher proportion of two- and four-year degree-granting departments in the US and Canada, as well as non-academic organizations employing anthropologists.

Objective 4: Ethics

The AAA will foster the discussion and dissemination of ethical principles and ethical issues in anthropological research, teaching, and practice, and promote ethical conduct in anthropologists’ work.

The Association will undertake the following to achieve this objective:

4.1 Statement on Ethics: Principles of Professional Responsibility

4.1.1 Maintain a statement on ethics on an on-going basis, stewarded by MPAAC with potential consultation from the Friends of Ethics. The statement should be reviewed and updated on an “as needed” basis determined by the membership, AAA leadership, MPAAC, or the Executive Board, with the understanding that the Statement on Ethics should be viewed as a living document.

4.2 Addressing Ethical Issues and Concerns

4.2.1 MPAAC will continue to submit to the Editor of AN a regular column in Anthropology News called “Ethical Currents.”

4.2.2 MPAAC will develop appropriate roles and practices for soliciting and responding to ethical questions from the membership, exploring collaboration with an ad hoc advisory body composed of past presidents of the Committee on Ethics (Friends of Ethics) and others as deemed appropriate.
4.2.2.1 MPAAC, in potential consultation with the Friends of Ethics, will operate an online Ethics Forum for anthropological discussions on ethics (see also 2.3.8).

4.2.2.2 The Friends of Ethics, in potential consultation with MPAAC, will continue to build and curate an online library of ethical case studies for use in teaching.

4.2.3 MPAAC, in conjunction with AAA staff, will coordinate appropriate sessions and workshops at the Annual Meeting with the objective of increasing the number of anthropologists with appropriate training in ethics and ethics-related issues, assess what is currently offered, and propose any modifications on an annual basis.

Objective 5: Diversity

The AAA will foster inclusion in the discipline of persons from socially underrepresented categories; advocate improved understanding of diversity in society; and promote the equitable treatment of all anthropologists. It understands diversity to include categories of class, race, gender, ethnicity, sexual orientation, gender expression, disability, language, nationality, national origin, citizenship, caste, descent group, and religion.

The Association will undertake the following to achieve this objective:

5.1 Promote diversity and equity in Association structures and activities

5.1.1 The AAA will maintain a commitment to social inclusion in the Association's own hiring practices, conference programs, publishing program, and other endeavors. The Executive Director will report annually to the EB at its Spring meeting on efforts to maintain the diversity of AAA staff and membership.

5.1.2 AAA hiring activities will include a statement of commitment to social inclusion and the promotion of diversity in all advertisements of new positions at the Association Office. The Executive Director will ensure that specific attention is paid to this commitment when reviewing applications for AAA staff positions by ensuring a staff member acting as equity officer reviews all hiring actions.

5.1.5 AAA staff will report annually to the EB on the diversity of AAA membership, governance, meeting attendance, and department of anthropology faculties and graduate students in the United States, and internationally to the extent that available data permit.

5.1.6 The AAA will continue the policy of providing information about institutions’ diversity policies to entries in the job database on the Association website and in *Anthropology News*. Staff will update the information provided as legislative and regulatory mandates regarding these policies are revised.

5.1.7 By May 2020, the EB will make recommendations for further action to overcome impediments to diversity in specific contexts of practice. The EB may consult with Association task forces, workgroups, MPAAC and sections, as well as other bodies or individuals, at its discretion.

5.1.8 AAA will hire an accessibility and meetings management coordinator to assist in setting a tone for an ethos of disability access informed by disability culture,
develop communication plans, delivery processes, and evaluation and success tracking for accessibility programs across the association.

5.2 Role of AAA Entities

5.2.1 The AOC and MPAAC will work together with AAA staff to design a plan for evaluating the impact of the AAA Minority Dissertation Award by collecting and assessing information on the subsequent careers of previous recipients.

5.2.2 The EB, in consultation with appropriate sections (e.g., ABA, AIA, ALLA, AQA, etc.), will create and promote awareness of the issues identified by MPAAC and Task Forces regarding challenges facing socially underrepresented groups, both in the United States and internationally, by featuring these issues in the Association’s ongoing work. (See also Objectives 2 and 11).

Objective 6: Governance

The AAA will strengthen internal working relationships among its Sections and Committees and the Association Office by effectively communicating its organizational structure, its Long-Range Plan, and its financial and programmatic activities, and integrating those changes into the larger whole.

The Association will undertake the following to advance this objective:

6.1 Communication

6.1.1 AAA staff will post the Long-Range Plan (LRP), the Strategic Implementation Plan (SIP), the governance structure, and the organizational structure of the AAA Office on the Association's website. The strategic plan will be announced (publicized, with links to its text on the AAA site), updated with accompanying announcements whenever changes are made, sent to relevant committee chairs and other relevant parties and at least annually, in Anthropology News. Lists of staff and officers, and their contact information, will be published in each issue of AN.

6.1.2 The AAA Secretary will communicate to the membership how to participate in AAA governance annually. They will work with the section leadership structure to encourage broad participation in the democratic process (i.e., nominations and voting) and encourage a diverse and representative leadership.

6.1.3 The AAA Secretary will submit proposals to the EB for specific strategies to increase membership and participation in AAA governance, involvement of practitioners and greater diversity of general members and candidates for elected office for consideration at the November EB meeting.

6.1.4 The AAA Treasurer will develop a brief annual report on AAA finances and publish this report in the AAA Annual Report, which is available on the Association website.

6.2 Section Communication
6.2.1 The Association will continue to hold section assemblies at the Annual Meeting, including opportunities for reports from the President or her/his delegate, MPAAC, and AAA staff, recognizing that such assemblies are an important forum for communication between the AAA leadership and leadership of the Association’s diverse sections and interest groups.

6.2.2 The Association's President and the Section Convener will communicate on a regular basis through the Executive Board and regular consultation.

6.2.3 AAA will maintain an online collaborative workspace for all section presidents (or their delegates) to facilitate timely communication and discussion, as well as a publishing section workspace for presidents, treasurers and editors of all publishing sections, in order to facilitate communication regarding publication-related issues, and a workspace for student members in section leadership, to facilitate communication regarding leadership development, mentoring, and professionalization offerings.

6.2.3 AAA staff will create a forum for idea exchange among the student section representatives and MPAAC student representatives, and hold an event at the Annual Meeting for these representatives.

6.3 Long-Range and Strategic Planning
6.3.1 The Executive Board will maintain a Long-Range Plan, which will be reviewed as needed.

6.3.2 The Vice-President/President-Elect and the Executive Director are charged with the following: advising annually in January on whether a review of the Long-Range Plan is required; updating a Strategic Implementation Plan setting out the specific actions to be undertaken in the short, medium and long term to achieve LRP objectives in coordination with staff work plans; evaluating AAA’s success in achieving the goals set out in the previous year’s SIP.

6.3.2.1 VP/PE and ED will submit a report each spring regarding progress in SIP implementation for discussion at the EB spring meeting, and a revised SIP reflecting coming-year priorities and plans.

6.3.2.2 The Vice-President/President-Elect and Executive Director will consult with the officers (President, Treasurer, Secretary), Section Convener, and staff, as appropriate, regarding ongoing adjustments or additions to the SIP based on changing circumstances.

6.4 MPAAC
6.4.1 MPAAC will continue routine operations that serve the ongoing programmatic areas, such as regular columns for the online Anthropology News, events at the Annual Meeting, blog posts and other forms of communication with the members (see 1.6.3 above).

6.4.2 MPAAC will update its annual work plan, and in so doing, identify a select number of high priority activities to focus its efforts, such as

6.4.3.1 Developing recommendations to the Board on an updated AAA Statement on Human Rights

6.4.3.2 Teaching, learning, and professional development to support
prepare for diverse careers

6.5 Executive Board Self-Appraisal and Development

6.5.1 The Executive Director, in consultation with the officers, will organize an orientation workshop for new EB members, to take place at the Spring EB meeting. This workshop will focus on the shared roles and responsibilities of the EB and staff, the fiduciary responsibilities and other duties of EB members, and will introduce the new EB members to key AAA office operations.

6.5.2 The Vice-President/President-Elect will lead the EB through a self-evaluation exercise annually, to provide information for assessing the effectiveness of the AAA Executive Board and improve effectiveness going forward.

Objective 7: Annual Meeting

The AAA will organize the Annual Meeting to meet the Association's objectives of disseminating anthropological knowledge and understanding and encouraging the broadest possible participation in the production of this knowledge and understanding.

The AAA will undertake the following to achieve this goal:

7.1 Increase participation in the Annual Meeting

7.1.1 AAA staff will periodically review relevant online content to reflect the increasingly international composition of the Association and the Annual Meeting.

7.1.2 The Executive Program Committee and AAA staff will work to ensure that the Annual Meetings are open to and welcoming of all member constituencies, with an emphasis on increasing the participation of marginalized groups within the membership, such as undergraduate and graduate students, anthropologists with Master’s degrees (whether or not in doctoral programs), non-tenure track faculty, anthropologists employed outside academia, and anthropologists living and working outside the United States.

7.1.3 AAA staff and Executive Program Committee will liaise with the Society for Anthropology in Community Colleges to explore ways of increasing annual meeting participation by community college professionals and students.

7.1.4 The EB will periodically review options for discounted rates or waivers for members with limited financial resources.

7.1.5 The EB and AAA staff will explore the possibility of holding future annual meetings outside of the United States, and ensure close partnership takes place with national or regional associations of locations where meetings may be held including CASCA, ABA, EASA, and others.

7.1.6 AAA staff will work with EPC, AOC, ACC, and the Section Assembly regarding scheduling parameters for the annual meeting, balancing AAA’s financial interests, the desire for consistency of schedule, adequacy of time to plan, varying constraints of different contractually-obligated venues, and the changing needs of the membership and the Association.
7.1.7 MPAAC will periodically review the AAA’s methods for operationalizing its commitment to fair labor practices in Annual Meeting site selection and purchasing practices, comparing AAA practices with those of sister societies, and balancing the premium paid for services provided by union-staffed facilities with the demand to make meeting attendance more affordable.

7.1.8 MPAAC will periodically review AAA’s methods for operationalizing its commitment to reducing the Annual Meeting’s carbon footprint through site and facility selection, purchasing practices, and other means, comparing AAA practices with those of sister societies.

7.1.9 AAA meeting staff will periodically inform MPAAC of potential annual meeting sites to facilitate review of meeting site labor practices, human rights concerns, and other factors to be considered by the EB in selecting future meeting site locations.

7.1.10 AAA staff and EPC will work with Native communities to arrange an indigenous welcome ceremony appropriate for each annual meeting venue.

7.2 Promoting members’ professional development and careers

7.2.1 AAA staff, with the support of the Executive Program Committee, will work to ensure that the Annual Meeting provides access to academic and business/government/non-profit sector career development opportunities including job advertising, interviewing, skill development, and other forms of career-related training.

7.2.2 AAA staff will work with exhibitors to encourage program activities that bring together journal editors and publishers' acquisition editors with graduate students, scholars, and practicing anthropologists in the early stages of their careers.

7.3 Promoting the teaching and learning of anthropology

7.3.1 AAA staff, with the support of the Executive Program Committee, will work to include events centered on teaching and learning at the Annual Meetings to supplement the Association’s ongoing teaching material exchange efforts.

7.4 Engaging the media and public audiences

7.4.1 The EB will charge the Executive Program Committee with ensuring that the Annual Meeting includes events that showcase the general relevance of anthropology to the understanding of the human condition; promote anthropology’s relevance to contemporary ethical, social, cultural, and policy issues; and work with the Section Assembly to encourage section programming that similarly showcases the relevance of anthropological inquiry.

7.4.2 AAA staff will implement strategies for assuring Annual Meeting participation by journalists, policymakers, educators, and other non-anthropologist stakeholders.

7.4.3 AAA staff will identify events in the Annual Meeting program that are likely to be of interest to the broader public and publicize them to potentially interested journalists and other stakeholders. Staff will report to the EB at the spring meeting the number of journalists and other stakeholders engaged through these efforts.

7.4.4 AAA staff will provide a Press Room at the Annual Meeting where anthropologists can meet journalists for interviews and other interactions.

7.4.5 AAA staff will explore other avenues to promote the visibility of anthropological
research in the media.

**Objective 8: Professional, Practicing and Applied Anthropology**

*The AAA will continue support for the career development of professional, applied, and practicing anthropologists in all sub-fields, and encourage the development of a vibrant professional practice sector. AAA will focus on the integration of professional, applied, and practicing anthropologists into the life and leadership of the AAA.*

The Association will undertake the following to achieve this goal:

8.1  Increase recognition, integration, and support of anthropologists employed in the business, government, and non-profit sectors across the subdisciplines

8.1.1 MPAAC will periodically develop recommendations for the EB to consider to actively encourage the engagement of professional, practicing, and applied members within the Association and across its sections, and to increase the visibility of the contribution of anthropologists employed in business, government, and nonprofit sectors to the discipline.

8.1.2 MPAAC and NAPA (National Association of Practicing Anthropologists) will maintain updated strategies in concert with AAA staff to encourage the membership to nominate anthropologists for the Solon T. Kimball Award for Public and Applied Anthropology.

8.2 Increase involvement of professional, practicing, and applied anthropologists in Sections and on committees

8.2.1 The AAA will work through the Section Assembly to encourage sections and committees that are not specifically oriented to professional, practicing, and applied anthropologists to involve them more integrally in their activities programs and governance.

8.2.2 The AAA will work through the EPC, Section Assembly, and MPAAC to encourage professional, practicing, and applied anthropologists to submit panel proposals, participate in special events, and become involved in advocacy and governance activities.

8.2.3 AAA will support and encourage mentoring programs by AAA sections (including NAPA), MPAAC, or other AAA entities aimed at fostering professional growth and engagement of professional, practicing, and applied anthropologists (*see also Objective 11.1*)

8.3 Undertake efforts to reach more anthropologists employed in the business, government, and non-profit sectors who are not currently involved in AAA

8.3.1 AAA staff will gather data on the proportion of recent graduates employed in the business, government, and non-profit sectors, and monitor these changes over time. Reports on these trends will be reported to the EB biennially in the context of results of departmental surveys (*see also Objective 9.1.1*).
8.3.2 AAA staff will continue to seek NAPA and MPAAC input on specific opportunities to enhance professional networking activities among professional, practicing, and applied anthropologists in the context of the Annual Meeting and at other points across the annual calendar.

8.3.3 The AAA President, President-Elect, and Executive Director will coordinate with leadership of sister societies (including the Society for Applied Anthropology) regarding joint projects and initiatives to better serve the needs and interests of anthropologists employed in business, government, and non-profit sectors (see also Objective 11).

8.3.4 AAA leadership and MPAAC will work with anthropologists employed (or aspiring to be) in business, government, and non-profit sectors to seek concrete, practical ways to make AAA a more welcoming organizational home to these anthropologists.

Objective 9: Academic Relations

The AAA will support and work with anthropology departments and programs to develop resources to assist them to meet their objectives.

The Association will undertake the following to achieve this goal:

9.1 Strengthen support for departments and graduate students

9.1.1 AAA staff will organize a meeting of department leaders (chairs and directors of graduate / undergraduate studies) at the Annual Meeting and offer chairs other timely and meaningful opportunities for information exchange.

9.1.2 AAA staff will organize Saturday events for students at the Annual Meeting, including a graduate school fair, social networking events, and workshops focused on social networking, skill building, and job seeking.

9.1.3 AAA staff, with input from Department Services Program partners and MPAAC, will promote the exchange of information on best practices in department leadership, including:

9.1.3.1 Tracking undergraduate and graduate alumni’s careers post-graduation, to better understand career patterns among graduates

9.1.3.2 Offering career launcher courses that expose undergraduate students to a range of professional opportunities

9.1.3.3 Articulating undergraduate degree program outcomes, to better communicate the value of an anthropology degree (see also 3.2.6)

9.1.4 AAA staff, with input from Department Services Program partners, will offer on a biennial basis a summer retreat for department leaders (e.g., chairs and directors of graduate studies)

9.1.5 AAA will continue to offer a one-year complimentary membership to students from DSP Partner organizations who complete their doctoral degree, or, masters degree in the case of DSP partners whose highest degree offered is a masters degree.
9.2 Assist departments in meeting their faculty recruitment needs
AAA staff will:
9.2.1 Operate on an ongoing basis an online recruitment portal whose content is timely, searchable, user-friendly, and optimized for career aggregator websites.
9.2.2 Produce semiannual analytics that monitor portal utilization patterns and help AAA staff assess needs for improvement.
9.2.3 Produce annual reports on the state of the academic job market for anthropologists, based in part on records from the portal.
9.2.4 Continue to institute innovative Career Center activities to proactively support placement of anthropologists in interdisciplinary departments and allied research centers, as well as business, government, and nonprofit workplaces.
9.2.5 Stage placement services and a Careers Expo at the Annual Meeting.

9.3 Assist departments with their needs for external reviews of programs/departments and of faculty for tenure/promotions
AAA staff will:
9.3.1 Maintain and publicize an online database for Departments to use to identify qualified individuals willing to serve as external reviewers for program/department evaluation, hiring and tenure/promotion cases.
9.3.2 Report periodically to EB on the use of this form of assistance, along with feedback received.
9.3.3 Develop and distribute appropriate guidelines for assessing scholarly anthropological contributions in new or emerging formats, as well as applied and public scholarship, to inform departments and promotion committees regarding how to judge the merit of these works.
9.3.4 Monitor and report as appropriate on assessment needs of professional training programs and non-academic programs, and recommend initiatives to address these needs.

9.4 Enhance and expand fellowship opportunities for members
9.4.1 Maintain and publicize an online application process for Minority Dissertation and AAA Leadership Fellowships.
9.4.2 AAA staff will prepare, in consultation with the Resource Development Committee and other key stakeholders, by November 2019, a grant application and/or sponsorship solicitations to support maintenance and expansion of the Fellowship Program.

9.5 Facilitate access to research funding
9.5.1 AAA staff will monitor and publicize funding sources for anthropologists on an ongoing basis.
9.5.2 AN will continue to publish a calendar of funding deadlines of agencies and foundations that fund anthropological research.
9.5.3 AAA staff and officers will actively advocate for the continuation and expansion of peer-reviewed research grants from the National Science Foundation, National Endowment for the Humanities, and other public sources (see also Objective 2).
Objective 10: **International and Interdisciplinary Collaboration**

The AAA will expand collegial and organizational collaboration across international and disciplinary boundaries.

The Association will undertake the following to achieve this objective:

10.1 **The Association will maintain its active membership in international and collaborative organizations**

AAA staff will:

10.1.1 Renew annually membership in the World Anthropological Union, the bicameral organization formed by the union of the World Council of Anthropological Associations and the International Union of Anthropological and Ethnological Sciences.

10.1.2 Renew annually membership in the American Council of Learned Societies.

10.1.3 Renew annually membership in the American Association for the Advancement of Science; ensure that the AAA delegate reports back regularly to the President on matters of interest or concern.

10.1.4 Renew annually membership in the Council of Engineering and Social Science Executives.

10.1.5 Renew annually membership in the American Society of Association Executives.

10.1.6 Continue to work with the Consortium of Social Science Associations (COSSA), the American Council of Learned Societies (ACLS), the Coalition for National Science Funding, the Disciplinary Associations Network for Sustainability, the National Humanities Alliance, the Coalition for the Academic Workforce, and the American Association for the Advancement of Science Coalition for Science and Human Rights.

10.1.7 An External Relations working group of the AOC will regularly review memberships, agreements and consortia to determine the extent to which existing relationships advance the Association’s strategic agenda, and whether AAA should establish any new relationships to advance these goals.

The President and Executive Director will:

10.1.8 Determine annually in accordance with the budget year whether to send a AAA representative to the meetings of relevant sister associations, such as, but not limited to: the Society for American Archaeology, American Association of Physical Anthropologists, Society for Applied Anthropology, Ethnographic Praxis in Industry Conference, European Association of Social Anthropologists, European Association of Archaeologists, Brazilian Association of Anthropology, and the Canadian Anthropology Society/Société canadienne d'anthropologie, as well as meetings of relevant sister disciplines, such as the Linguistic Society of America, the American Association for Applied Linguistics, the American...
Alliance of Museums, the American Educational Research Association (AERA), the American Meteorological Association, the American Geophysical Union, the Ecological Society of America, the American Sociological Association, the American Political Science Association, the American Economic Association, the American Association of Geographers or the American Psychological Association, or umbrella associations such as the American Association for the Advancement of Science or the American Council of Learned Societies. Where the AAA appoints a delegate, that delegate will report to the Executive Director and the President at least annually, as well as when there are issues which should be brought to their attention.

10.1.9 Send (a) AAA representative(s) to conferences of the World Anthropological Union on a regular basis.

10.1.10 Have representatives to these meetings and conferences report to EB about their meeting visits.

10.2 Encourage and develop international initiatives and joint programs

10.2.1 MPAAC will propose an annual program of internationally focused activities to the EB that includes, but is not limited to, sponsorship of panels and events at the Annual Meeting, development of joint activities with sister organizations around the world, encouragement of joint research, encouragement of exchange among editors of anthropological journals around the world, establishment of joint training and teaching activities, and consideration and development of means to manage linguistic pluralism. These proposals may include requests for facilitation of international mobility or technological mediation, or participation in World Anthropological Union-sponsored activities.

10.2.2 MPAAC will report to the EB by November 2019 on the feasibility of developing a platform for virtual international activities.

10.2.3 AAA staff, in consultation with MPAAC, will work with AAA journal editors and publishers to encourage additional contributions from scholars based outside the US.

10.2.3.1 AAA, together with its publishing partner, will maintain its participation in Research4Life and similar philanthropic initiatives to provide no- and low-cost access to AnthroSource publications to scholars and students in eligible countries, and to make AnthroSource available upon request at no cost to Tribal Colleges, Historically Black Colleges and Universities, and Palestinian institutions of higher education.

10.2.3.2 AAA will continue its partnership with the World Anthropological Union to achieve these goals.

10.3 Enter into strategic partnerships with social science and humanities associations for collaborative press/public information efforts

10.3.1 The Executive Director, in consultation with the AAA officers and chairs of the AOC and ACC, will identify on an ongoing basis associations, including international organizations, with which strategic partnerships will be sought.

10.3.2 The Executive Director, in consultation with the AAA officers and chairs of the
AOC and ACC will review the template for Memorandum of Understanding (MOU) articulating mutual roles and responsibilities for collaboration with such associations, on an as needed basis.

10.3.3 The EB will direct the Executive Director to execute any relevant MOUs.

10.3.4 The EB will evaluate strengths and limitations of these collaborations on an annual basis through the AOC (see 10.1.7)

**Objective 11: Increase the Association’s Value to Members**

_The AAA will increase the value of Association membership to anthropologists in their daily work, and their perception of the value of the Association to their personal success and professional identity._

11.1 Increase available data on academic departments, faculty, and students

11.1.1 AAA staff will continue to develop and maintain Anthropology Information Central (AIC), an initiative to bring together all the information needed to monitor and evaluate the health of the discipline, respond to public inquiries, and plan for anthropology’s future. AIC will also offer guidance on how primary data are collected in the form of a handbook for survey operations and ethnographic investigations of trends in the discipline. AICentral is derived from two main resources: (1) primary data that the American Anthropological Association collects, either on a routine basis or as part of special projects; and (2) secondary data collected or compiled by the Federal statistical agencies and other organizations. Our information is organized into seven main areas:

- K-12 Education
- Higher Education
- Workforce and Job Market
- Funding and Research
- Organizations and Associations
- AAA Member Services
- Publication Services

11.1.2 AAA staff will supplement requests for information for the AAA AnthroGuide with a survey every two years of anthropology programs at community colleges, 4-year colleges, and research universities on faculty, enrollments, degrees granted, student demographics, department resources, courses, staffing, and information on departments under threat.

11.1.3 AAA staff will include information from primary and secondary sources that help characterize the distribution of anthropology MA and PhD graduates’ post-graduation employment (see also 8.3.1).

**Mentoring**

11.2.1 AAA will maintain the Leadership Fellows program to provide mentoring for early career professionals regarding AAA governance (see also 9.5.1), and the Summer Interns Program to offer mentoring to students entering the field.
11.2.2 AAA will continue funding mentoring grants to sections through the Section Assembly Executive Committee (SAEC).
   11.2.2.1 The SAEC will provide recommendations to the EB regarding how to strengthen or improve the existing grants program by May 2019.

11.2.3 SAEC will review the EB Work Group report on mentoring and recommend ways of implementing promising approaches to mentoring within sections, and appropriate means of evaluating the success of mentoring programs, by May 2019.

11.3 Refresh online content to better meet member needs
   11.3.1 AAA staff will regularly review existing online content and plan appropriate changes to make continuous improvements in resource discoverability
   11.3.2 AAA staff, in collaboration with suitable ad hoc advisors appointed by the EB, will develop an online dashboard offering indicators of engagement and AAA resource utilization.

11.4 Professional development
   11.4.1 The Executive Board will establish a Work Group to investigate increased member opportunities for professional development (see also Objective 7.1.2, 7.1.3)

   11.4.2 AAA staff and MPAAC will report to the EB by November 2019 regarding options, opportunities, and costs for establishing virtual events and meetings (see also 10.2.2)

11.5 Member Products and Services Needs Assessment
   11.5.1 AAA staff will develop a more structured needs-assessment as part of biennial surveys of all members and all U.S. departments that grant anthropology degrees.

   11.5.2 AAA staff will work with sections through the Section Assembly, Student Section Leaders group, and SAEC to encourage needs assessments by individual sections, in order to better understand member needs at the section level

Objective 12: Finance and Organization

The AAA will develop and periodically revise its long-term financial plans and goals, including but not limited to its investment policy, its annual fundraising targets, and the endowment's growth and size. Financial goals and funding decisions will be based upon articulated objectives and priorities of the Association, the size and diversity of our membership, and costs to members and others consumers of AAA's services.

The AAA will undertake the following to achieve this objective:

12.1 Investment Policy Statement
   12.1.1 AAA staff will continue to recommend “opportunity projects” with EB input, one-time investments with the potential for long-term benefit, using Operating
Reserve funds that are in excess of 200% of the annual operating budget.

12.1.2 The Treasurer will report to the EB twice a year, and will provide an annual summary of the managed portfolio’s financial performance, and will work with the Investment Management Advisor to make minor adjustments that keep the portfolio aligned with stated policy.

12.1.3 Beginning in January 2014, and every 5 years thereafter, the Finance Committee will prepare for the EB a comprehensive financial review and forward-looking assessment of financial challenges and prospects.

12.2 Fundraising Program

12.2.1 Annual Giving Campaign

12.2.1.1 The Resource Development Committee (RDC) will continue its annual giving campaign’s focus with a goal of increasing the breadth of participation at any level (a ‘culture of support’) for the internship program and of building the AAA Endowment Fund.

12.2.1.2 Leadership Circle: The RDC will continue to enlist the EB Members’ support to the RDC in personally cultivating participation in the Leadership Circle. Cultivation means invitations to current donors to increase their giving level, quarterly mailings highlighting internship accomplishments, cultivation and recognition events at the Annual Meeting and, with section approval, at section-sponsored meetings.

12.2.1.3 Planned Giving: The Resource Development Committee and AAA staff will continue to offer members the opportunity to include AAA in their planned gifts.

12.2.2 Fundraising for Public Education Initiative

12.2.2.1 AAA staff, with input from the advisory group, will identify qualified prospects for support of the public programming and events, collaboration with the Smithsonian, and development and fabrication of a traveling museum exhibition.

12.2.2.2 AAA staff, with the possible assistance of a professional grant-writing consultant, will apply for grant support to these qualified prospects, and use extramural support to fund a project manager position as well as specific planning and development activities.

12.2.3 Additional Development Capacity

12.2.3.1 AAA staff, with the VP/PE, will explore options for adding development capacity, by staff additions and/or expert consultant partnerships, for significant fundraising goals to build a career pipeline, support continuous learning and professional development, and inspire a new level of public awareness about anthropology. A report to the Board will be presented by May 2019.

12.3 Budget Process Improvements

12.3.1 The Treasurer will annually submit to the EB, in advance of the fall Board Meeting, a report on the alignment of the Association's annual operating budget with priorities established by the EB at its spring meeting.
12.3.2 At the Annual Meeting, the Treasurer will provide an orientation to new Section Treasurers concerning the budgeting process and accounting procedures.

12.3.3 Association staff will annually canvass Association department heads and Section Treasurers for recommendations to improve the annual budget process, and, when relevant, make recommendations to the EB based on these suggestions.

12.4 Membership Dues Review

12.4.1 The Executive Board will complete its review of recommended changes to the AAA and section dues structures in time to incorporate these changes in the 2020 annual budget, in response to long-term concerns about the price and value of AAA membership.
**Background:** AAA established a Long-Range Planning Committee (LRPC) which proposed a broad set of objectives, adopted by the Executive Board as the AAA Long-Range Plan in January 2011. In January 2012, President Leith Mullings charged the LRPC with elaborating this text by specifying actions to be undertaken to accomplish each objective. The 2011-2012 LRPC (chair: Monica Heller; members: Ed Liebow (Treasurer, *ex-officio*); Jason Miller; Niko Besnier; and after May 2012, Fran Mascia-Lees; staff: Bill Davis) produced an initial draft in October 2012. The 2012-2013 committee (chair: Monica Heller; members: Edmund (Ted) Hamann (Treasurer, *ex-officio*); Alex Barker (Section Convener, *ex-officio*); Karen Williams; Niko Besnier; Fran Mascia-Lees; staff: Ed Liebow) completed a full draft that was approved in principle by the Executive Board at the May 2013 meeting. The 2014-2015 committee (chair: Alisse Waterston; members: Edmund (Ted) Hamann (Treasurer, *ex-officio*); Alex Barker (2014), Miguel Diaz-Barriga (2015), Section Convener, *ex-officio*); Elizabeth Briody; Karen Williams; staff: Ed Liebow) developed a reporting process and format for monitoring progress on action items.

Revisions of the SIP and of the review structure were approved by the Executive Board at its May 2015 Meeting. As of May 2015, the Executive Board disbanded the SPC. In its place, the Vice-President/President-Elect and the Executive Director will be responsible for conducting an annual review of the SIP, to monitor progress of action items and deadlines, and to recommend modifications as appropriate. The VP/PE and ED will consult with the AAA President, Treasurer, Secretary and the Section Assembly Convener as appropriate and prior to submitting any proposed revisions to the Executive Board. The VP/PE and ED will conduct an annual review of the SIP to monitor progress of action items and deadlines and recommend modifications as appropriate. While the SIP may be revised at any time as circumstances warrant, annual review and revision by the VP/PE and ED will be completed in January of each year. Substantive updates can be expected every two years.