

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 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 SP, 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 (formerly the Committee on the Future of Print and Electronic Publishing) 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 defined 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 AnthroBookForum project, 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 annually (each May) obtain 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 annual 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 publishing sections, 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.
- 1.2 Publish the *American Anthropologist*
- 1.2.1 The editorial office of the 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 the *Anthropology News*
- 1.3.1 The AAA will continue to produce *Anthropology News* (AN) as a means to reach the general membership. It will be published on an ongoing basis online, and in six print issues per year for the foreseeable future.
 - 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*
- 1.4.1 The editorial office of OA will continue to produce three annual issues of *Open Anthropology*.
 - 1.4.2 The Open Anthropology 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 *Open Anthropology* 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.

1.6 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 (postings, tweets and re-tweets, Klout score, 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 outlets including the AAA Ethics Blog, the Human Rights blog, Twitter and Facebook feeds, the Minority Issues listserv, and the World Anthropologies blog, among others.

1.7 Discoverability of Grey Literature and Affordable Access to Social Science Literature

1.7.1 The Association will continue the relationship with the Social Science Research Network for the purposes of maintaining the grey literature hub, pending an evaluation of member demand.

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

2.1.1 MPAAC will include broad member representation regarding policy, advocacy and advisory issues to ensure association engagement with public policy issues and to educate association members on public policy concerns, advocacy needs,

- and to promote participation in public policy debates.
- 2.1.2 MPAAC will report every two years its recommendations for EB approval regarding the AAA Anthropology in Public Policy Award to honor anthropologists whose work has had a significant and positive influence on the course of government decision-making and action.
 - 2.1.3 MPAAC will prepare an annual report to the EB identifying the results of its assessment of the public policy-related-activities of other professional associations, key areas of public policy to which the Association should allocate resources. 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 develop means of soliciting Public Policy award nominations for anthropologists based outside the United States or whose work has had an impact on public policy outside the United States.
 - 2.1.5 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.
 - 2.1.6 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 annually 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 The Working Group on racialized police brutality and extrajudicial violence in the United States will provide an initial timetable for development of the resources specified in its charge by November 2017, and develop resources for applying anthropological knowledge and expertise to public debate and to activities aimed at reducing such violence and mitigating its impacts.
- 2.2.3 AAA staff will organize plans and events for the annual Anthropology Day, held in February. Anthropology Day is designed, in part, to raise awareness of the relevance of anthropology to public policy.
- 2.2.4 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.
- 2.2.5 The President may appoint a Task Force or Working Group, or request that MPAAC suggest prioritized activities, to further develop AAA presence at the UN based on AAA's observer status.
- 2.2.6 AAA will maintain its memberships in the Consortium of Social Science Associations (COSSA), the National Humanities Alliance (NHA), the American

Council of Learned Societies, 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 two 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 annually professionally-led media coaching to AAA elected and appointed leadership.
 - 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 policy makers
 - 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, and environmental policy-making responsibilities.
 - 2.3.4.2 AAA staff will regularly coordinate AAA participation in the National Humanities Alliance’s National Humanities Day and other Alliance 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 of *Open Anthropology* in conjunction with AAA staff will develop a plan to ensure wide distribution and use of *OA* by identifying organizations, foundations, policy makers 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

groups and task forces with scheduling and hosting a variety of events at the annual meeting and reaching out to the Managing Editor to publish articles via *Anthropology News*.

- 2.6.2 The Cultural Heritage Working Group will advise the EB regarding advocacy requests, cultural heritage issues requiring action and recommend proactive initiatives to support AAA's stated cultural heritage values.
- 2.6.3 The Working Group on Anthropology Non-Tenure Track Faculty Employment will develop definitions for the different NTT statuses and identify their differing needs, collect or develop data, information and resources, and recommend to the EB actions to reduce precarity and vulnerability of faculty in NTT and contingent positions by May 2018.
- 2.6.4 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.

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 seek to raise extramural funds through foundation grants to fully fund the Public Education Initiative Project Manager's position to include reorganization of website content, coordination with relevant state and national organizations, and with our overall communications, engagement, outreach activities.
 - 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 9-12.
 - 3.1.3 AAA staff will develop and post on an ongoing basis links to appropriate resources for educators and K-12 students in AAA's website.
 - 3.1.4 The Annual Meeting will regularly feature an "Anthropologists Go Back To School" event, 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 and faculty in the tenure and promotion process.

- 3.2.2 AAA will develop and make available resources on an ongoing basis to assist promotion and tenure committees in assessing anthropological scholarship based on 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, 2018. Survey items will also help monitor the status of non-tenure-track faculty.
 - 3.2.4 Staff will prepare, with input from MPAAC and the Working Group on Anthropology Non-Tenure Track Faculty Employment, a compilation of “promising practices” to enhance employment stability and career advancement opportunities for non tenure-track faculty by November 2018.
 - 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 *SACC Teaching Notes* publication, 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 tune discipline-wide learning outcomes to better communicate the character and benefits of Anthropology as a course of study. AAA will support the efforts of departments wishing to present clear and consistent stories about the value of an anthropology degree.
- 3.3 Teaching anthropology around the world
- 3.3.1 MPAAC will supplement the Anthropology Education Task Force report with corresponding information about the teaching of anthropology around the world by November 2018.
- 3.4 Teaching Resources
- 3.4.1 As part of the continuous AAA website fresh effort, teaching resources on the AAA website will be enhanced. AAA staff will update information annually (*see Objective 11.2*).
 - 3.4.2 The Managing Editor of AN will produce a regular column in Anthropology News aimed at teachers with varying levels of experience and with regular contributions on teaching of ethics.
 - 3.4.3 Post-secondary teaching-related events will be incorporated into the Annual Meeting and promoted through appropriate internal and external groups.
- 3.4 Teaching Materials Exchange Web Database
- 3.4.1 AAA staff will actively publicize the teaching materials exchange web database at least once a quarter, online or in print, and will annually assess the effectiveness of the use of the database using web analytic tools.
 - 3.4.2 Pending extramural support, AAA staff will make efforts to increase the total number of submissions to the teaching materials exchange from 100 to 200 by Summer 2018, either by collecting these materials from volunteers or developing

an interface with the “Open Syllabus” project.

3.5 Annual AAA Teaching Award

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

3.6 AnthroGuide

3.6.1 AAA staff will publish AnthroGuide annually, and aim to increase its coverage to include a higher proportion of 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 and 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 Managing Editor of AN a regular column in *Anthropology News* called “Ethical Currents.”

4.2.2 MPAAC will maintain an ad hoc advisory body for the composed of past presidents of the Committee on Ethics (Friends of Ethics) that can be consulted on ethical questions submitted to the Committee.

4.2.2.1 MPAAC , in consultation with the Friends of Ethics, will operate an ongoing blog for anthropological discussions on ethics (see also 2.3.8).

4.2.2.2 The Friends of Ethics, in consultation with MPAAC, will regularly update a selection of sample syllabi related to the teaching of ethics to the existing syllabus exchange portal.

4.2.2.3 The Friends of Ethics, in consultation with MPAAC, will annually update an online library of current ethical case studies for use in teaching.

4.2.3 MPAAC will coordinate a variety of sessions and workshops at each annual meeting related to 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 2018, 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 (AD, AFA, BAS, CMA, SACC, SCA, SLA, SMA) directly engaged with these issues, as well as other bodies or individuals, at its discretion.

5.2 Role of AAA Entities

- 5.2.1 The AOC will work with the CMIA in its transition phase to assist the committee with transferring to the Awards Committee the responsibility for awarding the AAA Minority Dissertation Award. The AOC and CMIA or MPAAC will work together with AAA staff to design a plan for evaluating the impact of the 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 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 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. S/he 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, publish this report in the AAA Annual Report, which is available on the Association website; AAA Governance staff will email a link to the report or the report itself to all section presidents and treasurers annually.

6.2 Section Communication

- 6.2.1 The Association will continue to hold section assemblies at annual meetings, including opportunities for reports from the President or her/his delegate, 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 a listserv for all section presidents (or their delegates) in order to facilitate timely communication and discussion, as well as a publishing section listserv for presidents, treasurers and editors of all publishing sections, in order to facilitate communication regarding publication-related issues.

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) and Section Convener, as appropriate, regarding ongoing adjustments or additions to the SIP based on changing circumstances.

6.4 MPAAC

- 6.4.1 AAA staff, in conjunction with AOC, will report annually to the EB regarding the restructuring of AAA committees and committee assignments in MPAAC, which was approved by the EB in March 2016.
 - 6,4,1.1 Initial appointments to committee positions will be made by the President by May 2017.
 - 6.4.1.2 Changes to committee structures will be implemented by November, 2017.
- 6.4.2 The AAA President will reach out to chairs of existing committees to discuss the transition plan and consult regarding how to most effectively incorporate committee charges into the SIP, to ensure the continuation of vital responsibilities.
- 6.4.3 AAA officers, EB members and MPAAC chairs will consult regarding specifics of the MPAAC charge and organizational structure to ensure continuity of function and to allow for minor adjustments and course-corrections during and immediately following the transition to MPAAC.

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 it 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.
- 6.5.3 The Executive Director will conduct an exit interview with each EB member as

their term expires, to gain lessons learned about opportunities for ongoing improvements to EB and AAA operations.

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 Review of Annual Meetings structure and functioning

7.1.1 Increase participation in the Annual Meeting

- 7.1.1.1 AAA staff will periodically review the wording of relevant online content to reflect the increasingly international composition of the Association and the annual meeting..
- 7.1.1.2 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, undergraduate and graduate students, anthropologists with Master's degrees (whether or not in doctoral programs), anthropologists employed outside academia, and anthropologists living and working outside the United States.
- 7.1.1.3 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.
- 7.1.1.4 The EB will periodically review options for discounted rates or waivers for people with limited financial resources and non-anthropologists.
- 7.1.1.5 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.
- 7.1.1.6 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.
- 7.1.1.7 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 growing demand to make meeting attendance more affordable.
- 7.1.1.8 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.
- 7.1.1.9 AAA Staff and EPC will work with Native communities to arrange an indigenous welcome ceremony appropriate for each annual meeting venue.
 - 7.1.2 Promoting members' professional development and careers
 - 7.1.2.1 AAA staff, with the support of the Executive Program Committee, will work to ensure that the Annual Meeting provides access to academic and non-academic career development opportunities including job advertising, interviewing, skill development, and other forms of career-related training.
 - 7.1.2.2 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.
 - 7.1.3 Promoting the teaching of anthropology
 - 7.1.3.1 AAA staff, with the support of the Executive Program Committee, will work to include events centered on teaching at the Annual Meetings to supplement the Association's ongoing teaching material exchange efforts.
 - 7.1.4 Engaging the media and public audiences
 - 7.1.4.1 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 sectional programming that similarly showcases the relevance of anthropological inquiry.
 - 7.1.4.2 AAA staff will implement strategies for inviting journalists, policymakers, educators, and other stakeholders to attend the Annual Meeting.
 - 7.1.4.3 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.
 - 7.1.4.4 AAA staff will provide a Press Room at the Annual Meeting where anthropologists can meet journalists for interviews and other interactions.
 - 7.1.4.5 AAA staff will explore other avenues to promote the visibility of anthropological research in the media.
 - 7.1.5 Annual Meeting Oversight
 - 7.1.5.1 Responsibility for oversight of the Annual Meeting was temporarily transferred from the ACC to the AOC in order to facilitate planned changes to the meeting format. The chairs of AOC and ACC will consult with AAA staff and recommend to the EB by May 2017 whether Annual Meeting oversight should be returned to the ACC or temporary AOC oversight be extended for an additional three years.

Objective 8: **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 practicing anthropologists across the sub-disciplines
 - 8.1.1 MPAAC will periodically develop recommendations for the EB to consider to actively encourage the engagement of practicing and applied members within the Association and across its sections, and to increase the visibility of the contribution of practicing anthropologists 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 practicing anthropologists for the Solon T. Kimball Award for Public and Applied Anthropology.

- 8.2 Increase involvement of practicing 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 practicing 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 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 practicing and applied anthropologists (*see also Objective 11.1*)

- 8.3 Undertake efforts to reach more practicing anthropologists not currently involved in AAA
 - 8.3.1 AAA staff will gather data on the proportion of recent graduates employed in the practicing and applied sector, 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 practitioners 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 cognate societies (including the Society for Applied Anthropology) regarding joint projects and initiatives to better serve the needs and interests of practicing and applied anthropologists in all fields of practice (*see also Objective 11*).

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 Increase available data on academic departments, faculty, and students

9.1.1 AAA staff will develop and maintain Anthropology Information Central, 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. Anthropology Information Central 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 other organizations. Our information is organized into seven main areas:

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

9.1.2 AAA staff will supplement requests for information for the AAA Guide with a biennial survey 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.

9.1.3 AAA staff will include in its biennial member survey items that help characterize the distribution of anthropology MA and PhD graduates' post-graduation employment (*see also 8.3.1*).

9.2 Increase and improve relations with departments and graduate students

9.2.1 AAA staff will organize a meeting of department chairs at the Annual Meeting and offer chairs other timely and meaningful opportunities for information

exchange.

- 9.2.2 AAA staff will organize Saturday events for students at Annual Meeting, including a graduate school fair, social networking events, and workshops focused on social networking, skill-building, and job-seeking.
- 9.2.3 AAA staff, with input from Department Services Program members and MPAAC, will promote the exchange of information on promising practices for alumni tracking, to collect and interpret data on non-academic career patterns among graduates.

9.3 Assist departments in meeting their faculty recruitment needs

AAA staff will:

- 9.3.1 Operate on an ongoing basis an online recruitment portal whose content is timely, searchable, user-friendly, and optimized for career aggregator web sites.
- 9.3.2 Produce semi-annual analytics that monitor portal utilization patterns and helps AAA staff assess needs for improvement.
- 9.3.3 Continue to institute innovative Career Center activities to proactively support placement of anthropologists in interdisciplinary departments and allied research centers.
- 9.3.4 Operate a print-ad placement service in *Anthropology News*.
- 9.3.5 Stage placement services at the Annual Meeting.

9.4 Assist departments with their needs for external reviews of programs/departments and of faculty for tenure/promotions

AAA staff will:

- 9.4.1 Maintain and publicize a searchable online database for Member Departments to use to identify qualified individuals willing to serve as external reviewers for program/department evaluation, hiring and tenure/promotion cases.
- 9.4.2 Report annually to EB on the use of this form of assistance, along with feedback received.
- 9.4.3 Develop and distribute appropriate guidelines for assessing scholarly Anthropological contributions in new or emerging formats, to inform departments and promotion committees regarding how to judge the merit of these works.

MPAAC will:

- 9.4.4 Monitor and report as appropriate on assessment needs of professional training programs and non-academic programs, and recommend initiatives to address these needs.

9.5 Enhance and expand fellowship opportunities for members

- 9.5.1 Maintain and publicize an online application process for Minority Dissertation and AAA Leadership Fellowships.
- 9.5.2 AAA staff will prepare, in consultation with the Resource Development Committee, the Committee on Minority Issues in Anthropology and other key stakeholders, by May 2017, a grant application to support maintenance and expansion of the Fellowship Program.

9.6 Facilitate access to research funding

- 9.6.1 AAA staff will monitor and publicize funding sources for anthropologists on an on-going basis.
- 9.6.2 The AN will continue to publish a calendar of funding deadlines of agencies and foundations that fund anthropological research.
- 9.6.3 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 bi-cameral 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 review current 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 an AAA

representative to the meetings of relevant sister associations, such as: the Society for American Archaeology, American Education Research Association (AERA), 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 of Applied Linguistics, 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 should 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 (an) 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 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 2018 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 promote more contributions from scholars based outside the US.
 - 10.2.3.1 AAA, together with its publishing partner, will maintain its participation in HINARI and AGORA programs and similar initiatives to provide 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 Mentoring

11.1.1 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.

11.1.2 AAA will continue funding mentoring grants to sections through the Section Assembly Executive Committee.

11.1.2.1 The SAEC will provide recommendations to the EB regarding how to strengthen or improve the existing grants program by May 2018.

11.1.3 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 2018.

11.2 Refresh online content to better meet member needs

11.2.1 AAA staff will review existing online content and plan appropriate changes to make continuous improvements in resource discoverability

11.2.2 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 for practicing and applied anthropologists.

11.3 Professional development

11.3.1 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*)

11.3.2 AAA staff and MPAAC will report to the EB by May 2018 regarding options, opportunities and costs for increasing virtual attendance at AAA events and meetings (see also 10.2.2)

11.4 Member Products and Services Needs Assessment

11.4.1 AAA staff will develop a more structured needs-assessment as part of biennial surveys of all members and all members of the members of the departmental services program

11.4.2 AAA staff will work with sections through the Section Assembly 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 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.

12.3 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.

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.