



2022 AAPT Strategic Plan November 1, 2022 *For full board endorsement/approval*

Background and Rationale - Why a new strategic plan now?

The current strategic plan was launched in 2013 and updated in 2019. The 2019 strategic plan is [available online here](#). Since that time, educators around the world have been faced with previously unimaginable challenges. The world has seen unprecedented increases in societal discord, adversity for marginalized people, and financial uncertainty for many. AAPT was fortunate to have a membership that deftly pivoted to support members during the global pandemic, serving as a hub of new resources for members, pivoting to virtual meetings, and working to address important issues of diversity, equity, and inclusion (DEI) in the physics community. As we find ourselves emerging from the deepest challenges of the pandemic, the AAPT board feels strongly that this is a point in time that demands a careful look at what comes next. We are committed to considering what strategies will best serve the AAPT membership, as the rapid pace of change is likely to continue. Towards that end, in 2022 the board began a strategic planning process to bring focus and provide direction on how the association will thrive as we face new challenges and constrained resources.

Process Overview

In April 2022, the AAPT Board engaged the firm, [Vista Cova](#), to help guide discussions and work prior to and during an in person AAPT Board of Directors retreat. The AAPT Board officers worked with the facilitator prior to the Board retreat to prepare materials and the agenda for the retreat. Prior to the retreat, between February 14 and March 23, Vista Cova conducted a leadership survey with a wide swath of AAPT member leaders, including current Area Committee Chairs and Vice Chairs, Chairs of Association Committees, AAPT Program Activities leaders, and several recent past board members. The purpose of the meeting was to better understand member leader perspectives and to ascertain the state of the association and the profession. The survey provided the AAPT Board and senior staff with a strong foundation for discussion of key opportunities, challenges, and priorities facing the organization in the coming years. The survey asked questions focused on organizational strengths, societal disruptors, professional disruptors, association disruptors, and key opportunities for the association. An executive summary of the survey is available upon request.

The strategic plan process follows AAPT efforts to address issues of diversity, equity, and inclusion (DEI) which began in 2021. Board leadership began to examine several key processes and structures within AAPT that could be revised and updated to better reflect and support all AAPT members, particularly when viewed through the lens of DEI. The process began with the formation of a [DEI Task Force](#), charged with developing DEI guiding principles, creating a DEI roadmap for the next 3-5 years that provides clear strategies and key performance metrics, and developing the structure for a plan to obtain feedback from members and staff for continual improvement in DEI. The DEI Task Force is being facilitated by [Brevity & Wit](#), a strategy and design firm with a focus on equity and inclusion within organizations. The task force is slated to provide a progress report to the board and to the AAPT membership by July 2022. The work of the task force has been

incorporated into the overall strategic plan, based on outcomes of the retreat, review of the survey, and communication with AAPT members. Communications from the task force is on-going, with several posts in the AAPT Communities platform.

The retreat allowed the AAPT Board and Senior Management Team to broadly define strategic goal areas and to begin specifying desired achievements in each goal area, supported by clear indicators of successful achievement. This work was guided by several key questions, shown in Table 1.

Table 1: Guiding questions for strategic planning.	
Strategic Planning Step	Guiding Question
Statement of Desired Goal Achievement	What is it we are trying to accomplish?
Indicators of Success	In 3 years, how will we know we have accomplished our goal?
Strategies	What will we do? What actions will we take over time that correlates to success in achieving our goal?
Tactics (Actions)	Initial, but not comprehensive, ideas on how to advance the strategies in a short-time frame (3-5 years)

The summary of this work, a draft strategic plan, was submitted to the membership with several avenues for input and feedback, including an online survey, opportunities for direct feedback at the AAPT 2022 Summer Meeting, and invitations to message directly to the AAPT president. Feedback from members, further discussion with board members, and consultation with those involved directly with the DEI task force were used to develop the final draft of the strategic plan.

AAPT VISION Statement

A future where **the understanding of physics**, driven by a vibrant, diverse, and empowered community of educators, researchers, and learners, increasingly benefits the world.

AAPT MISSION Statement

To advance physics teaching and learning by serving as the trusted hub for valued resources and programs, facilitating strong professional networks, and supporting members to advocate for physics education.

Strategic Goal Areas, Statements of Desired Goal Achievement, Indicators of Success, and Strategies

(listed in random order)

Strategic Goal Area 1	
Build and support opportunities for Professional Growth and Development	
Statement of Desired Goal Achievement	<ol style="list-style-type: none"> 1. AAPT provides professional development programs for Physics Educators at all levels of education and all career levels. 2. AAPT supports and sustains inclusive policies and structures that promote skills development for instruction, leadership, and advocacy.
Indicators of success	<ul style="list-style-type: none"> ● AAPT provides meaningful professional development programs in regional and national settings for physics instructors at all educational and experience levels. ● AAPT leverages current and emerging platforms and pathways to connect diverse partners and provide professional development using varying models.
Strategies	<ul style="list-style-type: none"> - Research stakeholder needs for professional development: clearly identify stakeholder groups, prioritize needs. - Provide relevant, timely, and accessible opportunities for professional development in partnership with stakeholders - Research and develop evidence-based, effective, and accessible methods for promoting professional development programming and materials to educators at all levels.

Strategic Goal Area 2	
Develop, curate, and disseminate resources that foster curiosity, excitement, understanding, and enjoyment of the physical world	
Statement of Desired Goal Achievement	1. AAPT develops and curates a collection of high-quality, well-organized resources that are easily located and available to physics educators teaching at all levels to support the learning of physics.
	2. AAPT increases the visibility and use of AAPT resources and publications for the benefit of educators and learners.
Indicators of success	<ul style="list-style-type: none"> ● AAPT is recognized as the premier resource for physics educators. ● Increased traffic on and interaction with the ComPADRE collection, AJP, TPT, and other key resources. ● Enhanced interaction and content submission pathways for members and non-members. ● Increased use of resources, with indication of improved access and usability
Strategies	<ul style="list-style-type: none"> - Catalyzing the expertise and experience of AAPT members to develop and organize digital lesson plans, reviews, and active learning exercises for essential physics concepts strongly rooted in physics education research and practical classroom experiences that promote cultural relevancy and advance representation; - Explore opportunities to support existing resources, develop new resources, and new resource areas; - Integrate and brand ComPADRE into AAPT with a modern and streamlined user experience;

Strategic Goal 3	
Build Community, Connections, and Engagement	
Statement of Desired Goal Achievement	<ol style="list-style-type: none"> 1. AAPT broadens engagement among diverse physics educators to foster an organized exchange of ideas through a variety of channels. 2. AAPT provides structures that support and encourage meaningful professional networks and interactions at the regional and national level.
Indicators of success	<ul style="list-style-type: none"> ● The number and diversity of physics educators who engage online or in person with AAPT consistently increases. ● The membership of AAPT grows and reflects increased diversity at all levels of professional affiliation. ● The number and diversity of members in leadership positions consistently increases. ● AAPT has strengthened communications channels and increased engagement with AAPT Section members and Section leadership.
Strategies	<ul style="list-style-type: none"> - Identify barriers to participation. - Leverage the COMMUNITIES platform to: <ul style="list-style-type: none"> ○ Increase access to our face-to-face events and make in-person attendance more vibrant and engaging ○ Serve as a space for Sections and committees to engage and share ideas ○ Enhance the visibility of affiliate groups - Identify and leverage current initiatives related to Diversity, Equity, and Inclusion (DEI) initiatives (e.g. TEAM UP, SEA Change, STEP UP) and increase equity and access for historically marginalized groups to AAPT resources, programs, and experiences. - Develop mechanisms for broadening member engagement to include a wider cross-section of members, sections, and area committees.

Strategic Goal 4	
Develop and support broadened participation in AAPT leadership at all levels	
Statement of Desired Goal Achievement	<ol style="list-style-type: none"> 1. AAPT governance processes invite, encourage, and support a diverse array of individuals to become leaders at all levels. 2. AAPT provides training and supports programs that strengthen AAPT leadership through the inclusion of individuals who reflect broad interests and diversity. 3. AAPT provides a strong, visible system of recognition for service and leadership to AAPT at all levels.
Indicators of success	<ul style="list-style-type: none"> ● Leadership training for members is a consistent component of community gatherings (online or in person). ● There is an increase in participation in AAPT leadership and governance structures, and growth in diversity of leaders in all areas of AAPT. ● AAPT has an established culture of value, recognition, and gratitude for member contributions at all levels
Strategies	<ul style="list-style-type: none"> - Develop equitable training and professional development pathways that broaden participation in leadership opportunities, committees, programs, task forces, and the AAPT Board. - Modernize governance structures and processes to better reflect equity-driven processes and cultivate a culture of inclusion, with flexibility to be responsive to changing needs - Develop mechanisms for communicating clearly, and in multiple channels, opportunities and pathways for participation in leadership and governance, including clearly stating the responsibilities of various leadership roles - Develop a system of acknowledgement to recognize volunteer contribution to the AAPT mission

Strategic Goal 5	
Develop and support a culture that promotes and authentically demonstrates diversity, equity, and inclusion in all aspects the association	
Statement of Desired Goal Achievement	<ol style="list-style-type: none"> 1. More accessible and inclusive AAPT meetings and events 2. Increased DEI education, professional development, and skill-building opportunities for members.
Indicators of success	<p>Once baseline data has been established, indicators of success include the following:</p> <ul style="list-style-type: none"> ● Increase the percentage of meeting attendees including repeat registration from groups that have been historically excluded. ● Increase the percentage of members who experience a sense of belonging and inclusion at AAPT meetings. ● Increase the number of BIPOC speakers and presenters at national meetings. ● Increase the number of financial support applications from members of historically excluded groups ● Increase the percentage of DEI-related sessions, workshops, etc, at national meetings. ● Increase the number of members attending DEI-related sessions, workshops, etc, at national meetings. ● Increase the percentage of downloads of online DEI resources and website traffic on DEI resource webpages. ● Increase the percentage of funding to support the design of DEI resources. ● Increase the percentage of virtual AAPT networking events and the positive feedback around them.
Strategies	<ul style="list-style-type: none"> ● Create more equitable and inclusive AAPT meetings that center members from groups that have been historically excluded. ● Increase meeting financial resources, low-cost options, and funding for AAPT members from groups that have been historically excluded. ● Increase DEI education and learning opportunities at annual meetings. ● Identify, adapt, and disseminate resources to help educators champion DEI in a troubled and charged political climate. ● Fund educators or instructional designers that create DEI curriculum or who design resources that help physics educators be more equitable in their teaching. ● Organize networking opportunities that connect local AAPT members with common interests.