



AOC Operations Manual

OpMan 14 – Strategic Planning

Revised Date: July 25, 2018
Reviewed and Approved: May 2022

1. **PURPOSE:** The purpose is to set forth a process by which the AOC's Board of Directors (hereafter, BOD) establishes the strategic objectives and goals of the Association and monitors/tracks the achievement of those objectives and goals via Board-implemented programs and initiatives designed in support thereof.
2. **AUTHORITY:** The Association is directed to maintain a current strategy and plan to achieve the aims, purposes, and objectives of the Association.
3. **RESPONSIBLE PARTY:** The AOC Vice President/President-Elect is responsible for the day-to-day oversight and execution of this OpMan. The Executive Committee (EXCOM) shall be responsible for authorizing, overseeing, and ensuring compliance with this policy. The BOD is responsible for the final strategic plan and for allocating resources to AOC Committees and Staff to achieve applicable strategic objectives.
4. **OPERATIONS:** Unless otherwise provided for, the following procedures will apply to the Strategic Planning of the Association.
 - A. **Assessment & Planning:** The Vice President/President-Elect shall form and chair a Strategic Planning Committee (SPC) to review the existing AOC strategy, plan, and metrics for relevance. The membership composition of the SPC shall be left to the discretion of the chair but should include a cross-section of interested BOD members, Chapter Presidents or their appointed representative, and senior AOC members with an active interest in the Association – both U.S. and international. As a minimum, the Strategic Planning Committee charter stipulates membership to be the chairs of both Finance and Membership committees, one current U.S. Chapter President, one current International Chapter President, one Regional Director, and a Past AOC President – immediate or otherwise.
 1. Key Committee recurring analyses should first focus on annual measurable goals, equities, and efforts (Appendix A) regarding advocacy, education, communication, financials membership, and events (conferences and symposiums). The objective is to provide committee chairs and staff with a roadmap that assists in developing priorities, identifying budget and staffing requirements. Progress towards achieving the annual goals will be tracked and presented at each face-to-face board meeting.
 2. The Strategic Planning Committee will also evaluate the existing five-year plan (Appendix B) that provides a longer vision for the Association. This review should include a review of the mission statement, bylaws, organizational focus, programs and initiatives, and staffing

- requirements. This evaluation is to be conducted every two years (in the year of a President-Elect).
3. Key Committee external analyses should include an environmental scan of variable influences (e.g., markets, trends, operations, political) and participants/stakeholders (e.g., governments, industry, academia, legislative) as they may impact the ability of the AOC to achieve or drive long term objectives.
 4. The Committee shall conduct a bi-annual dedicated Strategic Planning Session (SPS) with the full BOD and invited CPs, plus invited Industry/ Government officials as required. The SPS shall be conducted separate from (or adjacent to) an official BOD meeting and allow a timespan that permits full discussion and exchange of ideas. At the Vice President/President-Elect’s recommendation, supplemental SPSs may also be convened. An agenda for any supplemental SPS meetings will be developed and sent to attendees well enough in advance for thoughtful consideration of the issues before their attendance.
- B. Implementation: Final Committee SP results, recommendations, and any changes to the current Strategic Plan shall be recommended to the full BOD for approval, and to the remainder of the AOC Committees for the development of recommended AOC programs, policies, and/or initiatives designed to achieve the goals and objectives of the approved Strategic Plan. Those programs, policies, and/or initiatives may require fiscal budgeting which will require Financial Committee/Treasurer and normal BOD reviews and approvals. Such recommendations shall be finalized in accordance with the Treasurer’s schedule to ensure timely consideration during the normal BOD process of approving the Association’s annual budget.
- C. Feedback Mechanism: The Committees will continuously assess and inform the BOD as to realizable/realistic goals and timeframes for programs, policies, or initiatives under their span of control. At the regularly scheduled BOD meetings, committee reports will include a section addressing how well their programs, policies, and/or initiatives are succeeding in supporting and/or achieving the AOC’s Strategic Plan. The Vice President/President-Elect will review all committee read-ahead reports to ensure this has been completed and to allow time to recover before the BoD meeting in the case of a committee report not sufficiently addressing the Strategic Plan.

5. APPENDICES

- A. Annual Operating Plan
- B. Five-Year AOC Strategic Plan