



AOC Educational Foundation

OpMan 14 — Foundation Strategic Planning Policy

Draft: July 2025

1. **PURPOSE:** The purpose is to set forth a process by which the AOC Education Foundation's Board of Governors (hereafter, BOG) establishes the strategic objectives and goals of the Foundation and monitors/tracks the achievement of those objectives and goals via Board-implemented programs and initiatives designed in support thereof.
2. **AUTHORITY:** The Foundation is directed to maintain a current strategy and plan to achieve the aims, purposes, and objectives of the Foundation.
3. **RESPONSIBLE PARTY:** The ~~Vice President/President-Elect~~Foundation Chair, or another board members designated by the President, is responsible for the day-to-day oversight and implementation of this OpMan. The Executive Committee (EXCOM) shall be responsible for authorizing, overseeing, and ensuring compliance with this policy. The BOG is responsible for the final strategic plan and for allocating resources to AEF 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~~Foundation.
 - A. **Assessment & Planning:** The ~~Vice President/President-Elect~~Foundation Chair, or another board members designated by the President, shall form and chair a Strategic Planning Committee (SPC) to review the existing AEF strategy, plan, and metrics for relevance. The composition of the SPC shall be left to the discretion of the chair but should include a cross-section of interested BOG members and senior AOC members with an active interest in the Foundation – both U.S. and international. The Strategic Planning Committee charter stipulates ~~SPCS~~ membership.
 1. Key Committee recurring analyses should first focus on annual measurable goals, equities, and efforts (Appendix A) regarding programs and activities. The objective is to provide committee chairs, volunteers, 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 board meeting.
 2. The Strategic Planning Committee will also evaluate the existing five-year plan (Appendix B) that provides a longer vision for the Foundation. 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, politics, etc.) and participants/stakeholders (e.g., governments, industry, academia, legislative) as they may impact the ability of the Foundation to achieve or drive long-term objectives.
 4. The Committee shall conduct an annual Strategic Planning Session (SPS) with the full Strategic Planning Committee and invite members of the BOG and other volunteers, as



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appropriate. The SPS shall be held separately from, or adjacent to, an official BOG meeting and should allow sufficient time for meaningful discussion and exchange of ideas.

Supplemental SPS meetings may be convened at the recommendation of the Strategic Planning Chair. An agenda for any supplemental SPS shall be developed and distributed to attendees in advance, allowing for thoughtful review and preparation.

- B. Implementation: Final Committee results, recommendations, and any changes to the current Strategic Plan shall be recommended to the full BOG for approval, and to the remainder of the AEF Committees for the development of recommended Foundation programs and/or initiatives designed to achieve the goals and objectives of the approved Strategic Plan. Those programs, and/or initiatives may require fiscal budgeting which will require Financial Committee/Treasurer and normal BOG reviews and approvals. Such recommendations shall be finalized in accordance with the Treasurer's schedule to ensure timely consideration during the normal BOG process of approving the Association's annual budget.
- C. Feedback Mechanism: The Committee will continuously assess and inform the BOG as to realizable/realistic goals and timeframes for programs and/or initiatives under their span of control. At regularly scheduled BOG meetings, committee reports will include a section addressing how well their programs and/or initiatives are succeeding in supporting and/or achieving the Foundation's Strategic Plan. The Strategic Planning Chair will review all committee read-ahead reports to ensure this has been completed and to allow time to recover before the BOG meeting in the case of a committee report not sufficiently addressing the Strategic Plan.

5. APPENDICES

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