



## ACerS Forward: A New Strategy for Future Success

### The 2008-2011 American Ceramic Society Strategic Plan

#### VISION

Through the global leadership of The American Ceramic Society, ceramic materials are widely recognized as indispensable for advancements in science, engineering, and commerce.

#### CORE PURPOSE

To advance the study, understanding, and use of ceramic and related materials, for the benefit of our members and society.

#### CORE VALUES

**Excellence** - We value and reward excellence in science, engineering, technical achievement, scholarship, industrial practice, and leadership.

**Collaboration** - We collaborate with other organizations to advance the frontiers of science, engineering, and technology.

**Community** - We build a welcoming and diverse community of peers, and a culture of volunteer leadership.

**Accountability** - Volunteer leaders and staff take their roles as stewards of the Society seriously, and operate in ways that are open, responsible, and ethical.

**Service** - We strive to provide members with exceptional experiences and outstanding service.

**Pursuit of Knowledge** - We support learning in all forms and foster the creation and dissemination of knowledge that advances the field of ceramic science and engineering.

## STRATEGIC ISSUES

1. Ceramic engineering degree programs have largely been incorporated into materials programs, reducing the number of professionals who identify themselves as ceramists and altering ACerS traditional pipeline for new members.
2. Ceramic materials and technologies are critical to finding new solutions for many of the scientific and engineering challenges facing the world, increasing the need for applications-oriented knowledge for ceramic materials professionals and others who would benefit from this information.
3. Globalization has changed the landscape of the ceramic materials community, resulting in increased demand for The Society's offerings from outside the U.S.
4. The business climate in which ACerS operates has changed, with greater competition from other societies and greater demand for value and clear return on investment.
5. Demographic changes in the ceramic materials community and ACerS membership have resulted in new opportunities for the Society to engage and serve the corporate sector, materials professionals who require ceramic knowledge, and the international ceramic materials community.

## GOALS

**GOAL 1: Strengthen ACerS' position as the global knowledge leader and principal source of information about ceramic technologies, applications, and emerging opportunities.** [Strengthen Knowledge Leadership]

- 1.1 Launch innovative initiatives that definitively position the Society as the knowledge leader in the field of ceramic materials and applications.
- 1.2 Improve existing communication products, e.g. the *Bulletin*, and develop new ones to provide information to members and others about the Society, ceramic applications, and ceramic-related industries.
- 1.3 Ensure the global preeminence of the *Journal of The American Ceramic Society* and the *International Journal of Applied Ceramic Technologies*, achieving the number one and number two impact factors among ceramics journals.
- 1.4 Produce compelling new ceramic content and interactive resources on hot topics and continually enhance the value of the Society's website as both a member benefit and a source of information about ceramic materials and technologies.
- 1.5 Expand knowledge about ceramic materials as a critical component of broader materials systems and applications, partnering with other organizations as needed to ensure broad impact.
- 1.6 Continually improve the quality and relevance of ACerS technical meetings while increasing the focus on emerging technologies and practical applications.

**GOAL 2: Attract and serve a new generation of materials professionals, including those who use or would benefit from ceramic materials in a significant way.** [Attract Next Generation Members]

- 2.1 Cultivate relationships and collaborate with educational and corporate leaders to strengthen the future of ceramic education and develop the next generation of ceramic talent.
- 2.2 Develop targeted outreach programs to students, young professionals, product designers, engineers, and others who use ceramic materials in broader applications.
- 2.3 Create high-value programs, products, and services, and enhance outreach to those working in the corporate sector (i.e., R&D, sales and marketing, manufacturing, operations management, etc.).

**GOAL 3: Expand and nurture our welcoming community built on open intellectual exchange, diversity, collegiality, and volunteer leadership.** [Community Building & Outreach]

- 3.1 Support efforts to build dynamic, member-focused communities, including the involvement of division and section members in the strategic leadership of the Society.
- 3.2 Create a more flexible, expansive, open, and welcoming volunteer structure that actively recruits younger and more diverse members into leadership positions, including those from the commercial & international sectors.
- 3.3 Facilitate new communities, e.g. online forums, focused on emerging technologies and specific member needs.
- 3.4 Build upon our legacy of intellectual achievement, innovation, and leadership to advance ceramic science and technology.
- 3.5 Enhance the social components of our activities and initiatives.

**GOAL 4: Increase awareness of ceramic materials and technologies among key audiences and position ACerS as an innovative, future-focused Society.** [Enhance Communication & Advocacy]

- 4.1 Develop a comprehensive communications program to build awareness of the importance of ceramic materials and technologies within the broader scientific, engineering, and educational communities.
- 4.2 Position ACerS as a dynamic, innovative, forward-thinking association and develop a comprehensive brand strategy, including an updated graphic identity.

**GOAL 5: Develop new ways to attract and engage those in growth markets, focusing on the corporate and international sectors.** [Improve Service to Corporate & International Members]

- 5.1 Develop products and services that better meet the needs of individuals working in the corporate sector.
- 5.2 Develop new organizational and membership structures that better address the needs of ceramic-related businesses.
- 5.3 Strengthen collaboration with the international ceramics community.
- 5.4 Develop products and services that better meet the needs of the international ceramics community.
- 5.5 More effectively engage corporate sector and international members in Society governance and strategy.

**GOAL 6: Build the financial resources of the Society and refine governance and operational practices to maximize our effectiveness in achieving our goals.** [Improve Organizational Effectiveness]

- 6.1 Maintain the equivalent of at least eight months of operating expenses in reserves.
- 6.2 Continue to develop and employ practices that ensure the highest standards of fiscal stewardship
- 6.3 Conduct a landmark fundraising campaign to fund critical priorities related to ceramic education, public awareness and other needs.
- 6.4 Continuously improve the effectiveness of the Society's organizational and governance structures.
- 6.5 Assess the Society's programs, products, and services, retiring those that are no longer effective.