

1ANS

Objective Outcome 1: Unity, community, and alignment among members at every level and each constituent unit of ANS

The Board of Directors endorsed the objective with the following change:
For Student Sections, 20% of dues revenue will be allocated to each Student Section selected by a National student member, if the Section has 15 or more members.

2020 CHANGE PLAN FOR 1ANS - OBJECTIVE #1

1. Expected Outcome(s)	Unity, community, and alignment among members at every level and each constituent unit of ANS		
2. Implementation Team (IT)	<p>Daniel E. Goldberg, Director of Membership, Marketing & Communications (Staff Lead)</p> <p>Paula Cappelletti, Director of Meetings & Exhibits (Staff)</p> <p>Joe Koblich, Director of Information Technology (Staff)</p> <p>Staci Levy, Director of Finance (Staff)</p> <p>Daryl Rizzo, Director of Development (Staff)</p> <p>Valerie Vasilievas, Governance Manager (Staff)</p> <p>Harsh Desai (Chair, Membership Committee)</p> <p>Gene Grecheck (Past President)</p> <p>Donald Hoffman (Past President)</p> <p>Miriam Kreher (ANS Board, Student Member)</p> <p>Shikha Prasad (Chair, Local Sections Committee)</p> <p>Steve Stamm (Northeastern Local Section Director)</p> <p>Tinh Tran (Past Chair, Local Sections Committee)</p> <p>Kelley Verner (Chair, Student Sections Committee)</p> <p>Art Wharton (Treasurer)</p>		
	Action	Deadline	Owners
<ul style="list-style-type: none"> • Establish/document 1ANS operations model to enable pursuit of mutual success <ul style="list-style-type: none"> – Roles and expectations among units and groups 	<p>1ANS OPERATIONS MODEL</p> <p>It is critical that ANS builds stakeholder consensus through joint authorship of the proposed 1ANS Operations Model. The model will synthesize working relationships across member groups. The following steps will help ensure that the model advances the work of both ANS and units and groups with mutually agreed upon procedures and clearly defined roles and responsibilities.</p> <p>Action: Co-Develop an 1ANS Operations Model – ANS will work in partnership with stakeholders to develop, launch, and periodically update its 1ANS Operations Model. Activities include:</p>	<p>November 2020- Ongoing</p>	

	Action	Deadline	Owners
	<p>Operations Model development</p> <p><u>Form Implementation Team</u> – Staff will continue the process developed by the Change Plan to help ensure stakeholder co-authorship and buy-in. Steps include – (1) Identify Staff and Constituent Unit Implementation Team leads, including Constituent Unit Committee chairs; (2) Recruit full Implementation Team and non-IT stakeholders; (3) Institute a stakeholder review process; and (4) Seek Executive Committee, Executive Director/CEO/CEO, and relevant Committees review and endorsement. A first task for the team is to establish the goal and objectives for the project.</p> <p><u>Timeline:</u> Solicit recommendation for the team – <i>January 2020</i>. Form team –<i>January-March 2020</i>.</p> <p><u>Review current standards of practice and other relevant materials</u> – The next step in the process is to gather archived and current information defining roles and responsibilities between ANS, units, and groups. The team will extract information that is still applicable (and agreed upon) to inform the development process. Archived evaluative materials, such as surveys, anecdotal information, and stakeholder interviews – if available – will also inform decision-making. <u>Timeline:</u> Current practice review – <i>January-March 2020</i>.</p> <p><u>Develop content</u> – The Implementation Team will develop content that applies across all audience groups and content that is group-specific. The 1ANS Operations Model may also include standards that guide – and foster – a mutually respectful relationship with external partners such as NEI and WIN.</p> <p>The model will also address key areas where ANS and its Professional Divisions and Constituent Units intersect, including Membership, Communications, and Committees. The model will cross-reference</p>		

	Action	Deadline	Owners
	<p>procedures or activities addressed in relevant Objective Outcomes within the Change Plan. Examples include:</p> <ul style="list-style-type: none"> • <i>Topical Meetings</i> – Described in Objective Outcome #10, Staff will create a holistic long-range plan, schedule, and approval process for topical meetings. When applicable, Staff will handle logistics to provide a consistent attendee experience. Professional Divisions, with support from Local Sections, will be able to more fully focus on developing a robust technical program. • <i>Education and Outreach</i> – Staff will seek partnership opportunities with Constituent Units in support of Center programs and special initiatives. • <i>Fundraising</i> – Staff will develop Constituent Unit revenue-sharing fundraising activities as defined in Objective Outcome #17. The Development Department will work with Constituent Unit member leaders to implement fundraising campaigns that support education, outreach, and advocacy efforts. (This does not interfere with Divisions and Sections raising their own dollars.) <p><u>Timeline</u>: Develop content – <i>March-June 2020</i>.</p> <p><u>Draft Operations Model</u> – The Implementation Team will draft the model and investigate formats that encourage its use – possibly moving away from traditional print to a multi-layered and interactive digital format. <u>Timeline</u>: Format and design – <i>June-September 2020</i>.</p> <p>Operations Model Launch ANS will pilot, evaluate (functionality, relevance of information, etc.), and revise the model based on stakeholder and Staff feedback. In the spirit of</p>		

	Action	Deadline	Owners
	continuous improvement, ANS and stakeholders will periodically review the efficacy of the model and make recommended modifications. <u>Timeline</u> : Launch – <i>September 2020</i> .		
<ul style="list-style-type: none"> • Local and Student Sections are part of national organization <ul style="list-style-type: none"> – Every Local or Student Section member is a national member – Every national member is automatically a local or Student Section member – Create a “Virtual Section” for members not near an active Local or Student Section (or desire for additional engagement) 	<p>The Relationship of ANS National to Local and Student Sections</p> <p>Action: Every Local or Student Section Member is a National Member – This action will create one membership for all entities of ANS, unifying National with Local/Student Sections. This plan outlines: a new National dues allocation structure for Local/Student Sections; discounts for current Local/Student Sections members joining National; and incentives for Local/Student Section members to recruit new members. <i>Reference page 13 for additional details.</i></p> <p><u>Phased Approach</u> – For both Local and Student Section members, this change will be phased in over the course of three years to help their members adjust to the new requirement. It will take full effect starting in January 2023.</p> <p><u>Rationale</u> – This proposed change will help ensure that there is only one ANS membership, depending on professional status (Student, Young Member, Established Professional and Emeritus). Once it takes full effect, Local and Student Sections will no longer have members who are not national members. However, as is the case with ANS national and topical meetings, nonmembers may still attend Local and Student Section events as guests or “friends of ANS.” Additionally, guests may serve on Local Section Executive Committees (though the Chair and Vice Chair must be an ANS member).</p> <p><u>Local Section Member Discount</u> – To help ease the transition, Local Section members who are not national members will receive a new member introductory discount to become a national member. The discount will only</p>	Starting in 2020	Membership, Marketing & Communications Director

	Action	Deadline	Owners
	<p>be valid for current Local Section members who are not already National members. The discount will decrease over the course of the phase-in period as follows:</p> <p><i>Established Members (\$170 full rate)</i> 2020 - \$75 2021 - \$125 2022 - \$170</p> <p><i>Young Members/Emeritus Members (\$125 full rate)</i> 2020 - \$50 2021 - \$85 2022 - \$125</p> <p>In addition to the discounted rates, during the phase-in period, new national members who join through the Local Sections also will have their \$25 entrance fee waived.</p> <p>The discounts will be administered by a discount code that will be distributed by Staff to Local Sections and its members. The code will be customized for tracking purposes. (Discount code will be distributed in January 2020.)</p> <p><u>Student Section Member Discount</u> – Student Section members will receive a \$15 new member introductory discount off the full \$35 Student rate in 2020 and 2021, and then will pay the full rate starting in 2022. The discount will be administered by a code provided by National. The code will only be valid for current Student Section members who are not already National members.</p> <p><u>Incentive</u> – To provide an incentive for Local/Student Sections to encourage its members and meeting guests to join ANS national, Sections will receive 10% of the dues revenue for each new national member who joins using</p>		

	Action	Deadline	Owners
	<p>the Local and Student Sections discount code. The 10% revenue share will be administered and distributed by Staff on a quarterly basis. The 10% revenue share is for the first year only, with 5% distributed for all following years.</p> <p><u>Communications</u> – A marketing plan will be developed to direct the marketing campaign that will promote the use of the discount codes to Local Sections and its members. The marketing campaign also will include promotions to Student Sections to encourage students to join.</p> <p><u>Timeline:</u> To be considered an ANS member, you must be a National member by January 2023. Discount codes to encourage Local Section ANS members to become national members will be distributed beginning in January 2020.</p> <p>Action: Every National Member is a Local or Student Section Member – The recommendation for this activity is for new members to have the opportunity to select which Local or Student Sections they want to be a member of when they join ANS. This will be done through the online or PDF application and includes the following:</p> <p><u>Local Section Sign-up</u> – Current members will be asked to sign-up for Local Sections through their online membership profile and when they renew their membership.</p> <p><u>Revenue to Local and Student Sections</u> – Sections will receive a percentage of membership dues revenue (5%) as part of this initiative to help make up for loss of revenue from members who would have joined Local Sections on their own.</p> <p><u>Timeline:</u> Members can start selecting Local and Student Section memberships beginning in August 2020. This will coincide with the 2021 renewal cycle. This will allow for sufficient time to make changes to the</p>		

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	<p>membership database, application process, and renewal process. The revenue share payments will begin in 2021.</p> <p>Establishment of a “Virtual Section” for Members not Near an Active Local or Student Section The concept of creating a Virtual Section to provide an electronic forum for communication and discussion among ANS members not near Local or Student Sections was discussed by the Implementation Team and the idea was dismissed due to a lack of perceived advantages. The Virtual Section option may be re-evaluated in the future.</p>		
<ul style="list-style-type: none"> Provide standardized services and other value to constituent units using Staff (listserv, web hosting, member registration, member rolls, communication templates, etc.) 	<p>As stated earlier, one of the goals of this Objective Outcome is to increase the services provided by Staff in support of Constituent Units and other groups. There are many options for services to draw from but Staff recognizes the importance of comprehensive stakeholder feedback to guide decision-making. Feedback will determine services to potentially sunset, build upon, and/or develop as well as help identify other resources, support, or programs that would add value to Constituent Units.</p> <p>Action: Constituent Unit Needs Assessment – The following components of a needs assessment will help determine the suite of services that support the goals of Constituent Units and the Society:</p> <p><u>Perform an audit of current services</u> – Staff will compile and organize current services provided to Constituent Units cross-referenced with the Staff or department responsible for overseeing and delivering the service. For example the Education Specialist provides support materials and small-scale grants in support of Local and Student Section education and outreach efforts. <u>Timeline:</u> Audit – <i>January 2020</i>.</p> <p><u>Implement Needs Assessment</u> – Staff will design and implement a needs assessment to:</p>		

	Action	Deadline	Owners
	<ul style="list-style-type: none"> • Gauge awareness of current services • Assess value of current services • Identify current needs and growth opportunities • Inform new Staffing models to accommodate a new suite of services • Determine if there are services that are common across units or groups, helping to prioritize services and allocation of resources <p>The needs assessment will help build an infrastructure of services with the intent to elevate the work of Constituent Units and strengthen their relationship with the Society. <u>Timeline: January-April 2020.</u></p> <p>Action: Develop and Launch Revised Suite of Services – Armed with data/responses to the needs assessment, the Implementation Team will map out a process to revise the suite of services Staff will offer Constituent Units (taking into consideration Staff and financial resources, etc.). <u>Timeline: Launch revised services – May-November, then ongoing.</u></p> <p><u>Constituent Unit Support</u> As presented in Objective Outcome #3, Staff will identify an interdepartmental team offering focused guidance and support for Constituent Units. The model will provide a roadmap or interactions and the team will be encouraged to offer not only remote support from Staff or at Meetings but also boots-on-the-ground support for significant Constituent Unit events or programs.</p>		
<ul style="list-style-type: none"> • Evaluate the role and relationships of international Local Sections 	As we further define our role internationally, the Society will work with the International Committee, International Board seats, and the Executive Director/CEO to assess International Local Sections and their relationship to the Society.		

	Action	Deadline	Owners
	<p>Action: Evaluate the Relationship of ANS to International Local Sections – Staff will gather information through a variety of means, such as:</p> <ul style="list-style-type: none"> • Interviews with International Local Section chairs • Surveys of International Local Section Members • Input from Staff and key member leaders <p>Staff will also conduct an informal audit of similar international chapters of U.S. societies and associations. Through the assessment and audit, ANS will recommend revisions to the current relationship between the Society and International Sections and will build recommendations into the 1ANS Operations Model.</p> <p><u>Timeline:</u> International Local Section evaluation – <i>January-March 2020.</i></p> <p>In addition, Objective Outcome #5 proposes “a review and revision of the International Board seat regional structure, specifically to allow for more diversity of country participation. The guidelines will be revised by reviewing the current rotations and past candidates to ensure fair consideration of all eligible countries.” ANS will look at diversified country representation on the Board as an opportunity to expand the Society’s International Local Section presence.</p>		

1ANS Membership Plan Details

<p>Do you have to be a National member to be a Local/Student Section member?</p>	<p>Yes. The 1ANS Objective Outcome will create one membership for all entities of ANS, unifying National with Local/Student Sections. This document outlines: a new National dues allocation structure for Local/Student Sections; discounts for current Local/Student Sections members joining National; and incentives for Local/Student Section members to recruit new members.</p>
<p>Can you attend a Local/Student Section event if you are not a National member?</p>	<p>Yes. Individuals can continue to attend programs and events and participate in outreach activities as guests or “friends of ANS” (at the discretion of Local/Student Sections).</p>
<p>Does the plan impact who can participate on a Local/Student Section’s Executive Committee?</p>	<p>No. There is no change to the current rules stating that only the Local/Student Section’s Chair and Vice Chair must be National members.</p>
<p>Will current and future National members have the opportunity to join a Local Section through their National membership?</p>	<p>Yes. All National members will have the opportunity and will be encouraged to select a Local or Student Section (if they are a Student member) when they join or renew their National membership, or by updating their membership profile online (similar to selecting Professional Division memberships).</p> <p>This benefits Local Sections in three ways: 1.) Promotes Section membership through the join/renew process; 2.) Individuals joining or renewing will not have to pay separate Local/Student membership dues; and 3.) ANS will allocate 5% of all individual membership dues revenue to Local/Student Sections (see below for more information).</p>
<p>Will Local/Student Sections receive dues allocation from National?</p>	<p>Yes. Beginning in January 2021, ANS National will allocate 5% of membership dues revenue to Local/Student Sections for each Local/Student Section selected by a National member.</p> <p>If an individual does not choose a Local/Student Section when they join or renew, 5% of their dues will be allocated to a Local Section General Fund. Local Sections will have the opportunity to submit grant requests to utilize the Fund to aid in growing and enhancing their Section. The process for the distribution of the funds will be determined by Staff and Local Section leaders.</p>
<p>Will Local/Student Sections need to manage member dues collections and renewals?</p>	<p>No. An added benefit of this plan is that Local/Student Sections will no longer need to manage membership applications, renewals, and lists. National will handle all of the administrative responsibilities of managing dues collections and renewals, and will maintain Local/Student Sections’ membership lists.</p>

Will Local/Student Sections earn revenue from new National members they help recruit?	Yes. Beginning in 2021, Sections will receive 10% of the dues revenue for each new National member who joins using the Local/Student Sections discount code that will be provided (the 10% allocation is for the first year only; 5% of dues will be allocated per member in subsequent years).
Will current Local Section members receive a discounted rate to join ANS?	<p>Yes. Local Section members who are not currently National members will receive the following new member introductory discounted rates in 2020 and 2021, and then will pay full rates in 2022:</p> <p><i>Established Members (\$170 full rate)</i> 2020 - \$75 2021 - \$125 2022 - \$170</p> <p><i>Young Members/Emeritus Members (\$125 full rate)</i> 2020 - \$50 2021 - \$85 2022 - \$125</p> <p>The new member introductory discount will be administered by a code provided by National. The code will only be valid for current Local Section members who are not already National members. The code will assist in determining the 10% new member dues allocation.</p>
Will current Student Section members also receive a discounted rate to join ANS?	<p>Yes. Student Section members will receive a \$15 discount off the full \$35 Student rate in 2020 and 2021, and then will pay the full rate starting in 2022.</p> <p>The new member introductory discount will be administered by a code provided by National. The code will only be valid for current Student Section members who are not already National members. The code will assist in determining the 10% new member dues allocation.</p>
Will Local/Student Sections still charge their own dues?	No. Local/Student Sections will have dues managed by National and their dues revenue will be replaced by the dues allocation they receive from National.

Can Local/Student Sections raise additional funds to supplement dues allocation revenue?	Yes. While Local/Student Sections will no longer collect membership dues, Local/Student Sections can continue to conduct fundraising activities and solicit funding from members, event attendees, local organizations, and more.
Will Local/Student Sections receive other funding support from National?	Yes. Per the Change Plan, it is proposed that National solicit support for Local/Student Section outreach activities by adding a \$25 check-off box to membership renewal forms. This will be a voluntary donation that supplements the regular membership dues. The funds from this voluntary contribution will be distributed to Local/Student Sections through a grant submission process.
Will Local Sections receive revenue for any Topical Meetings they help organize?	No. Per the Change Plan, it is proposed that revenue from Topical Meetings is no longer distributed to Local Sections. Because Staff will now manage all meeting logistics.
Will current services provided by National remain and are additional services proposed in the Change Plan?	<p>Yes. ANS currently provides the following services, which will remain:</p> <p><u>Education and Outreach Support</u></p> <ul style="list-style-type: none"> • Assists with planning outreach events • Offers complementary ANS educational materials • Provides Public Information Assistance grants <p><u>Administrative Support</u></p> <ul style="list-style-type: none"> • Coordinates the national Honors and Awards and Scholarship Programs • Provides mailing lists of ANS members in each Section • Maintains an archive server to store Section documents • Provides technical support for Section websites • Assists in coordination of ANS officer visits • Maintains historical files for Local Sections reference, including each section's charter and bylaws and rules • Maintains the Local Section Manual and accompanying updates

	<p><u>Marketing and Promotions Support</u></p> <ul style="list-style-type: none">• Assists Sections with marketing and helps ensure all Sections follow the ANS Branding Guidelines• Provides ANS national member application forms and other recruiting tools• Provides assistance in development of new Local Sections <p>The Change Plan proposes additional support for Local/Student Sections, including:</p> <ul style="list-style-type: none">• Conduct an assessment to determine how aware individuals are of current services and conduct a needs survey to determine if additional services would be beneficial• Provide fundraising revenue-sharing opportunities through partnership with the ANS Development Department• Create an Staff interdepartmental team to further support the partnership with Local/Student Sections
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4. Information Needed from Board of Directors, ANS Stakeholders, or Other ITs	Input is requested from the Board of Directors and all stakeholders, including Local and Student Section leaders and members.	
5. Key Risks and Threats, and Planned Mitigating Actions, If Any	Risks/Threats	Mitigating Actions, If Any
	There is a possibility that not enough Local and Student Section members will convert to ANS national members, which would result in lower dues allocations for Sections and could potentially lead to a lower number of Section event participants.	The financial impact should be reviewed regularly to determine if the dues allocation should be adjusted.
	The revenue allocation may inadvertently have a negative impact on ANS national finances if a significant number of Local Section members join ANS national, particularly during the three-year phase-in period when dues are significantly discounted for Local Section members.	The positive benefits of having more members and more overall dues revenue would negate some of the risks. We could mitigate the potential negative impact by decreasing the discounts offered during the phase-in period.
This plan, along with other Change Plan changes that impact Local and Student Sections, may inadvertently have a negative impact on Section finances.	This and the other plans should be reviewed on a regular basis to determine if adjustments to the revenue allocation percentages need to be made to the plans (or other financial adjustments).	

Advocacy Fundraising

Objective Outcome 17: ANS advocacy activities attract increasing amounts of philanthropic support

The Board of Directors endorsed the objectives as written.

2020 CHANGE PLAN FOR ADVOCACY FUNDRAISING – OBJECTIVE #17

1. Expected Outcome(s)	ANS advocacy activities attract increasing amounts of philanthropic support.		
2. Implementation Team (IT)	<p>Daryl Rizzo, Director of Development (Staff Lead)</p> <p>Andrew Klein (Past President and Chair, Development Committee)</p> <p>Craig Piercy (ANS Washington DC Office)</p> <p>Paul Wilson (Board Member)</p>		
	Action	Deadline	Owner
	<p>Center fundraising success is contingent on programs designed to achieve both aspirational and time-bound goals. The following actions will help define and achieve the strategic goal: draft a Center Strategic Plan, establish lead initiatives, and develop a fundraising plan.</p> <p>Action: Draft Center Strategic Plan – The Center has not updated its strategic plan since its inception over ten years ago. The Center Strategic Plan process will address the following.</p> <ul style="list-style-type: none"> • <u>Strategic Goal</u> – The plan will outline the vision, mission, and tangible goals for the Center, aligning them with the Strategic Vision of ANS and the needs of the nuclear field and public information. • <u>Evaluate Current Programs</u> – Current programs will continue, expand, or sunset based on their relevancy to the new plan. • <u>Center Financial Modeling</u> – The financial model will link Center fund balance, investment earnings, and fundraising revenue with operating, program, and special initiative expenses. This will help ensure the sustainability of the Center and provide a roadmap for development. • <u>Center Structure</u> – ANS will define the relationship of the Center to the Society, exploring alternate models such as the Center as a 	<p>November 2020</p>	<p>Executive Director/CEO /CEO Director of Membership, Marketing & Communications; Director of Development</p>

	Action	Deadline	Owner
	<p>separate 501(c)3 with its own governing body or a program-contingent-on-funding model.</p> <ul style="list-style-type: none"> • <u>Develop New Programs and Initiatives</u> – Specific Center activities will be outlined in the plan, including goals, audiences served, schedule of completion, partnerships, and resources. <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Initial planning including identifying stakeholders (External Affairs and Development Committees, partner organizations, utilities, etc.) – <i>January-March 2020.</i> • Investigating the viability of an outside firm to lead the process and/or build internal task force – <i>April-May 2020.</i> • Draft and finalize Center Strategic Plan – <i>June-November 2020.</i> <p>Action: Establish and Implement Lead Center Initiatives – Lead activities – two examples of which are described below – will continue to raise the profile of the Center, increasing its influence and impact while opening up avenues of philanthropic support.</p> <p><u>Public Information Initiative</u></p> <p>The Center has engaged the services of a public relations agency to create a multi-year plan for the Center’s Public Information Initiative. This initiative will promote nuclear science and technology and serve as a public-focused companion to the Center’s K-12–focused Navigating Nuclear initiative.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Initiative development – <i>September-December 2019.</i> • Implementation – <i>January 2021-Ongoing.</i> 	<p>December 2019-Ongoing</p>	<p>Director of Membership, Marketing & Communications; ANS Washington DC Office</p>

	Action	Deadline	Owner
	<p><u><i>ANS Nuclear Science and Technology Policy Council</i></u> The ANS Washington DC Office will determine the efficacy of an ANS Nuclear Science and Technology Policy Council (and other councils, such as an ANS Isotope and Sources Council). The Council is a corporate and individual opportunity to support Center advocacy efforts through membership within an elite and influential group of peers. The Council, led by the Washington DC Office, will:</p> <ul style="list-style-type: none"> • Provide members access to current nuclear policy content. • Offer members the opportunity to inform – but not direct – ANS advocacy efforts. • Advance policy discussions through consensus building and information exchange. • Support Center fundraising through Council membership dues and personal or affiliation giving. <p>The Council includes utilities, suppliers, national laboratories, government agencies, universities, and/or non-governmental organizations such as Nuclear Energy Institute, foundations, Health Physics Society, and environmental groups. The Washington DC Office coordinates Council activities and identifies members. The Development Department manages donor solicitation and recognition.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Feasibility study – <i>January-March 2020.</i> • Council planning and member recruitment – <i>April-August 2020.</i> • Launch – <i>September 2020-Ongoing.</i> <p>Action: Utilize Strategic Plan to Inform Fundraising Strategies – The Development Department will design fundraising strategies and specific appeals based on Center Strategic Plan programs and initiatives.</p>		

	Action	Deadline	Owner
	<p>Components include:</p> <ul style="list-style-type: none"> • <u>Fundraising Collateral</u> – Create fundraising collateral including proposals, PowerPoints, Meetings promotional and donor recognition materials, and direct-mail solicitations. • <u>Campaigns and Appeals</u> – Design specific fundraising activities in accordance with resources, program suite, and donor base. • <u>Revenue Goals</u> – Base fundraising revenue projections on program budgets, program design (scope and alignment with donor interests), and strength of the donor and prospect pool. <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Review Center Strategic Plan – <i>October-November 2020</i>. • Build and implement Fundraising Plan based on Center Strategic Plan – <i>November 2020-Ongoing</i>. 		
	<p>In preparation for a new Center Strategic Plan, Development will document current/proposed activities. Actions associated with the fundraising strategy are outlined below – including fundraising for the Congressional Fellow, which is now in the Center’s budget per Objective Outcome #16).</p> <p>Action: Document 2020–2025 Fundraising Plan – The draft Fundraising Plan, Supporting Document 17.1, outlines the strategy to secure ANS support, putting this Objective Outcome’s Center fundraising effort within the broader context of ANS fundraising. The plan includes the following:</p> <p><u>General Strategy</u></p> <p>Strategies include (1) providing methods for cultivating relationships with donors and prospects; (2) reaching outside ANS core donors to build an expanding donor base; and (3) operating in a professional and entrepreneurial manner, utilizing development best practices.</p>	<p>December 2019</p>	<p>Director of Development</p>

	Action	Deadline	Owner
	<p><u>Donor Base</u></p> <ul style="list-style-type: none"> • <u>Individual Giving</u> – Individuals are an under-solicited donor base for ANS and represent a growth opportunity for fundraising. • <u>Corporate Giving</u> – This is a significant source of revenue but represents an over-tapped market for ANS (ANS Meetings, organizational members, etc.). • <u>Foundation Giving</u> – Foundations are under-solicited but present challenges, such as a negative perception of nuclear. • <u>Government Support</u> – This is a significant, if episodic, source of ANS revenue, including the U.S. Department of Energy/ANS Navigating Nuclear cooperative agreement. <p><u>Revenue Portfolio</u> Categories for philanthropic funds include: Unrestricted support, temporarily restricted support, and restricted funds.</p> <p><u>Case for Support/Fundraising Collateral</u> Tailored case statements will (1) emphasize the impact of Center programs, e.g., climate change, health care, standards of living/quality of life, job creation, economic development, societal benefits; and (2) present storylines that inspire support packaged in collateral that is professionally designed and printed.</p> <p><u>Resources</u> The Fundraising Plan will outline current resources, including:</p> <ul style="list-style-type: none"> • <u>Staff/Members</u> – Development Department is responsible for creating the plan, works with Staff, member leaders, and the Development Committee. • <u>Fundraising Databases</u> – ANS utilizes foundation prospecting and wealth screening databases to inform Donor segmentation. 		

	Action	Deadline	Owner
	<ul style="list-style-type: none"> • <u>Websites</u> – Development utilizes the ANS and Center websites (NuclearConnect) and a contracted peer-to-peer fundraising platform to drive donations. <p><u>Assumptions</u></p> <ul style="list-style-type: none"> • The Center will design programs that resonate with donors. • ANS has an under-solicited base of individual donors/prospects. • The fundraising for ANS is challenged by competing corporate solicitations and a struggling nuclear energy field. <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Complete draft plan – <i>October 2019</i>. • Development Committee and stakeholder review – <i>November 2019</i>. • Revise and finalize plan – <i>December 2019</i>. <p>Action: Implement Center Fundraising Appeals – The following are examples of appeals to support Center fundraising goals.</p> <ul style="list-style-type: none"> • <u>Public Information Initiative</u> – A proposal-based effort in support of the Center’s newest initiative, mining an ANS corporate, individual, and government donor base. Launch – <i>October 2019-Ongoing</i>. • <u>Giving Tuesday</u> – For the annual philanthropic tradition the Tuesday after Thanksgiving, ANS will utilize an online giving platform to solicit member donations in support of the Center’s Public Information Initiative. <i>December 3, 2019</i>. • <u>“Nuclear Power: Let’s Keep It Running” 5K</u> – Combines a virtual run with campus 5Ks to raise money for Student Section activities and Center programs. The appeal engages Constituent Units in peer-to-peer fundraising. <i>March-June 2020</i>. • <u>Center Naming</u> – Explore naming the Center after a high-wealth individual or corporation, e.g., the Mary Smith Center for Nuclear Science and Technology Information. A Development Committee 	<p>October 2019- Ongoing</p>	<p>Director of Development</p>

	Action	Deadline	Owner
	<p>Center Naming task force will be formed at the ANS Winter Meeting 2019. <i>November 2019-Ongoing.</i></p> <p>Action: Update Fundraising Plan Based on New Center Programs – Development will create and launch appeals in support of new initiatives. If the depth, breadth, and budget of proposed programs warrant a capital campaign, a Center Campaign Special Committee will be formed to achieve revenue goals (with a focus on building the Center reserve fund to the level of an endowment).</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Review new programs – <i>January 2021-Ongoing.</i> • Campaign feasibility study based on Center Strategic Plan – <i>January-March 2021.</i> • Update and implement Fundraising Plan – <i>April 2021-Ongoing.</i> 	April 2020-Ongoing	Director of Development
<ul style="list-style-type: none"> • Actions summarized for “Constituent Unit interactions and communications with/to the world are aligned with each other and ANS National” 	<p>In support of Center fundraising efforts, the Development Department will utilize a strengthened ANS relationship with its Local Sections, Student Sections, and Professional Divisions as well as a newly formed External Affairs Committee – both of which are a part of Objective Outcome #3.</p> <p>Action: Leverage Constituent Unit Education and Outreach Framework for Center Fundraising – Objective Outcome #3 proposes to “Develop a framework that will facilitate communicating priorities and messaging content to ANS Divisions, Local Sections, and Student Sections.” It will also ensure ANS National is providing resources and appropriate training and guidance to these Constituent Units. The framework will potentially include resources, such as:</p> <ul style="list-style-type: none"> • Key messages and talking points for outreach and advocacy initiatives. • Presentation materials for Local Sections to promote ANS 	November 2019-Ongoing	Director of Development; Director of Membership, Marketing & Communications

	Action	Deadline	Owner
	<p>messaging and activities, including handouts and prepared PowerPoint slide decks.</p> <ul style="list-style-type: none"> • Webinars presented by Staff and External Affairs Committee to provide Local and Student Sections and Division Leaders updates on outreach and advocacy efforts. 		
<ul style="list-style-type: none"> • Coordination among External Affairs and Development Committees 	<p>Citing Constituent Unit outreach efforts, Development will strengthen proposals (and possibly bundle Constituent Unit outreach costs into Center fundraising solicitations, as described below. Increased and more effective communications will also support fundraising by raising the profile of Center programs for members and potential donors.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Development of framework – <i>Ongoing</i>. <p>Action: Develop Constituent Unit Peer-to-Peer Fundraising Appeals with Revenue-Sharing Opportunities – Engaging Constituent Units in Center fundraising is a growth opportunity to drive revenue and sponsorships. (This is separate from current Division and Section fundraising activities which will continue as they have in the past.) Of consideration are appeals that include a fundraising revenue sharing component, such as:</p> <ul style="list-style-type: none"> • <u>“Nuclear Power: Let’s Keep It Running” 5K</u> – Administered by ANS and hosted by Student Sections, the peer-to-peer fundraising appeal combines a virtual run with campus 5Ks to raise money for Student Section activities and Center programs (a proposed 50/50 split in revenue). Launch – <i>March-June 2020</i>. • <u>Local Section–hosted Galas</u> – Galas in support of host Local Sections and the Center education and outreach efforts could afford a celebratory way for Local Sections to connect to their members and raise awareness of Local Section/Center work. Feasibility study w/stakeholder input – <i>January-April 2020</i>. Gala planning – <i>May-</i> 	<p>October 2019- Ongoing</p>	<p>Director of Development</p>

	Action	Deadline	Owner
	<p><i>December 2020. Launch – May-June 2021.</i></p> <ul style="list-style-type: none"> • <u>Local Section Outreach Activities and Center Requests for Support</u> – When seeking funding for Center education programs, Local Section activities that fit within the storyline of the request will be bundled into the request. <p>Action: Engage External Affairs Committee in Center Fundraising – Objective Outcome #3 recommends the creation of an External Affairs Committee that will “Provide guidance to leadership and Staff to determine the Society’s external communications strategy and to execute the strategy with the assistance of Staff.”</p> <p>Development will utilize the Committee in the following ways:</p> <ul style="list-style-type: none"> • Draw upon Committee task forces and subject matter expert teams to elevate information provided in solicitations. • Inform the Committee of issues that are important to the philanthropic community as the Committee identifies issues important for the Center to address (such as low-dose radiation). • The Committee will have representation on the External Affairs Committee to ensure cross-pollination of ideas (Development Committee ex-officio members are also members of the proposed External Affairs Committee). <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Launch of the External Affairs Committee, then ongoing. 	<p>November 2019-Ongoing</p>	<p>Director of Development; Director of Membership, Marketing & Communications</p>

4. Information Needed from Board of Directors, ANS Stakeholders, or Other ITs		
	Risks/Threats	Mitigating Actions, If Any
5. Key Risks and Threats, and Planned Mitigating Actions, If Any	<p>Center Strategic Plan – The fundraising risks for a new Center Strategic Plan include:</p> <ul style="list-style-type: none"> • A strategic plan goal that does not resonate with the philanthropic community. • Center programs that do not clearly align with the goal and/or have limited scope. • Center programs that are not built for their fundability, i.e., not connected to broader impact themes such as STEM education, climate, health, economic and workforce development, and societal benefit. 	<p>The Development Department will provide input during the Center Strategic Plan development process to ensure program fundability is taken into consideration. Input includes gauging current Center donor interest.</p>
	<p>Fundraising Strategy – Risks associated include (1) donor oversaturation; (2) shifts in the economy, such as a recession; (3) Center programs are not regional in focus, lessening corporate support; (4) companies less capable of providing support; (5) stalled growth of nuclear; and (6) a change in administration that is currently pro–nuclear energy to one that sees nuclear energy less favorably.</p>	<p>During the Center Strategic Plan process (as referenced in the Mitigating Action above), Development will encourage creating programs that are fundable both within and outside of the ANS donor base – though programs should not waver from the mission of the Center and ANS.</p>
	<p>Member Engagement – The risks to Constituent Unit engagement in fundraising include: (1) Local/Student Section nationwide presence presents challenges connecting donors to boots-on-the-ground education efforts; (2) Constituent Unit buy-in may be hard to</p>	<p>Development will work with the ANS team supporting Constituent Units to help ensure that communications clearly state the goals of fundraising activities, their structure, and revenue-sharing opportunities.</p>

	Risks/Threats	Mitigating Actions, If Any
	obtain; and (3) the potentially complicated nature of fundraising revenue sharing.	

Board of Directors

Objective Outcome 5: The Board of Directors and Officers are effective as strategic leaders and stewards of the Society

The Board of Directors endorsed the objective with the following change:
Create an ex-officio Philanthropic-focused appointed Board seat. Change will be implemented after a review of ANS Bylaws and Illinois law and the creation of an appointment process. The ex-officio member will serve on the current Development Committee and/or the proposed Nuclear Science and Technology Council.

2020 CHANGE PLAN FOR BOARD OF DIRECTORS – OBJECTIVE #5

1. Expected Outcome(s)	The Board of Directors and Officers are effective as strategic leaders and stewards of the Society.		
2. Implementation Team (IT)	<p>Valerie Vasilievas, Governance Manager (Staff Lead)</p> <p>Paula Cappelletti, Director of Meetings & Exhibits (Staff)</p> <p>Daryl Rizzo, Director of Development (Staff)</p> <p>Mary Lou Dunzik-Gougar (Vice President/President-Elect)</p> <p>John Kelly (Immediate Past President)</p> <p>Marilyn Kray (President)</p> <p>Gail Marcus (Past President)</p> <p>Art Wharton (Treasurer)</p>		
	Action	Deadline	Owner
<ul style="list-style-type: none"> • Create requirements for Board and Officer nominees (e.g., ANS governance experience, business experience, leadership experience, etc.) 	<p>The current version of Attachment III of the <i>National Election Nominating Committee Policy & Procedures Handbook</i> (Nominating Committee Handbook, or, the Handbook) contains guidelines for the Nominating Committee to use in selecting candidates from among those nominated for Board and Officer positions. The following actions help ensure Board members are effective stewards of the Society:</p> <p>Action: Revise Nominating Committee Handbook – The IT strengthened the “guidelines” in Attachment III by calling them “evaluative criteria” that the Nominating Committee should use to determine suitable candidates for the election. The IT also revised some of the language in Attachment III. Reference Supporting Document 5.1 – Attachment III with proposed revisions in Track Changes.</p> <p>Action: Create Nominee Information Form – The IT created an information form, Supporting Document 5.2, that nominees for the Board must complete for the Nominating Committee to use as evaluative criteria. The information</p>	<p>Complete Use for 2021 election</p> <p>Complete Use for 2021 election</p>	<p>Nominating Committee</p> <p>Nominating Committee</p>

	Action	Deadline	Owner
	<p>form reflects the evaluative criteria in Attachment III of the Handbook. The IT also created a form for the Nominating Committee to evaluate the nominees based on the nominee information form.</p> <p>Action: Create and Adopt an ANS Board Onboarding and Review Process – The nominating process is the first part of a three-part strategy to build and maintain an effective Board. The other two parts – an onboarding process and a review process – help ensure new Board members are properly introduced to their ANS leadership role and are supported throughout their term of service. Though not an initial action under this Objective Outcome, the IT feels this is an important addition to achieve the Objective Outcome goal.</p> <p><u>Onboarding and Review Process Components</u></p> <p>While developing the onboarding process, the following will be considered:</p> <ul style="list-style-type: none"> • One-on-one orientation with a key member leader and Staff member. • Assign a seasoned Board member with a new member to facilitate introductions and offer mentoring support. • New Board member welcome luncheon or event. • Provide onboarding materials tailored to each new member. <p>For the review process, considerations include setting clear expectations for Board participation and periodic check-ins to ensure the Board member is supported and has the opportunity to provide feedback.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Identify team to build the process with stakeholder input – <i>January-March 2020.</i> • Draft onboarding and review process – <i>March-May 2020.</i> • Review draft and seek Board approval – <i>May-early June 2020.</i> • Pilot implementation for new Board members, Board Meeting – <i>June 2020.</i> • Adopt onboarding and review process – <i>November 2020.</i> 	<p>November 2020 Adopt onboarding and review process</p>	<p>Executive Director/CEO; Executive Committee</p>

	Action	Deadline	Owner
<ul style="list-style-type: none"> • Allocate specific seats for specific demographic subsets <ul style="list-style-type: none"> – 1 student member – 1 YMG member – Reduce international members – Reserve seats for philanthropic reasons (corporate/organization) 	<p>There are four considerations for subset Board representation: student member and international member designated Board seats and a Young Members Group (YMG) and philanthropic-focused Board member. (Note: There is currently one student member Board seat; no action is required.)</p> <p><u>Board Members with Specific Nominating Criteria</u> ANS will seek philanthropic representation on the Board, and this representation is defined as a Board member with specific nominating criteria – and not a designated seat. A designated Board seat would entail limitations/less flexibility, including being required by the Rules to fill the seat, even if there is not an appropriate candidate for the nominating cycle. In addition, a philanthropic-focused Board member, if made a designated seat, may imply the Board seat was “for sale.”</p> <p><u>Young Members Group (YMG) Designated Board Seat</u> As we look for ways to involve our young members more into the Society, we feel that young member representation on our Board is extremely important. Therefore, we suggest the following action.</p> <p>Action: Add a YMG Designated Board of Director Seat – The IT recommends that with removal of one of the International Board member seats, there will be an open Board member seat. We would like to designate the open seat to a YMG member.</p> <p>Action: Revise Nominating Committee Handbook to Define YMG and Philanthropic-focused Board Candidates – Through a revision to the Handbook, Nominating Committee is directed to exercise judgment and encouragement to seek a YMG and philanthropic-focused Board nominee. Language is also added to the Handbook encouraging the Nominating Committee to work with the Director of Development on identifying philanthropy candidates as needed.</p>	<p>June 2020 Use for 2021 election</p> <p>Complete Use for 2021 election</p>	<p>Executive Director/CEO; Board of Directors</p> <p>Executive Director/CEO; Board of Directors</p>

4. Information Needed from Board of Directors, ANS Stakeholders, or Other ITs		
5. Key Risks and Threats, and Planned Mitigating Actions, If Any	<p style="text-align: center;">Risks/Threats</p> <ol style="list-style-type: none"> 1. Not having enough Board and officer candidates that adequately meet the evaluative criteria in the Handbook. 2. Not clearly articulating the requirements for both the designated Board seats and the Board members with specific nominating criteria (YMG/philanthropy). 	<p style="text-align: center;">Mitigating Actions, If Any</p> <ol style="list-style-type: none"> 1. The Nominating Committee could decide to not require every candidate to meet every evaluative criterion and/or it could weigh the evaluative criteria differently in relation to each other (e.g., one candidate may excel in financial acumen while another excels in leadership). 2. Continually evaluate and update the Handbook to reflect the roles and responsibilities of the Board positions.

Commercial Publications

Objective Outcome 12: Commercial Publications redesigned to communicate industry and technical information of value (while minimizing cost)

The Board of Directors endorsed the objectives as written.

2020 CHANGE PLAN FOR COMMERCIAL PUBLICATIONS – OBJECTIVE #12

1. Expected Outcome(s)	Commercial Publications redesigned to communicate industry and technical information of value (while minimizing cost).		
2. Implementation Team (IT)	<p>Rick Michal, Director of Publications and Standards (Staff Lead)</p> <p>Daniel E. Goldberg, Director of Membership, Marketing, and Communications (Staff)</p> <p>Joe Koblich, Director of Information Technology (Staff)</p> <p>Staci Levy, Director of Finance (Staff)</p> <p>Jeff Mosses, Director of Advertising (Staff)</p> <p>Will Davis (Vice Chair, Book Publishing Committee)</p> <p>Mary Lou Dunzik-Gougar (Vice President/President-Elect)</p> <p>Laura Hermann (Member, International and Membership Committees)</p> <p>John Kelly (Immediate Past President)</p> <p>Steven Nesbit (Board of Directors)</p>		
	Action	Deadline	Owner
<ul style="list-style-type: none"> • Categorize <i>Nuclear News</i> as a member benefit, not a revenue stream (and make changes accordingly) <ul style="list-style-type: none"> – Change focus to “the story of nuclear,” not “news” – Define fraction of member dues used to fund <i>Nuclear News</i>, then scale frequency/content as non-dues revenue 	<p>The <i>Nuclear News</i> magazine will have a new look in print, a revised editorial direction, and an attractive online presence that will be HTML-based instead of the current PDF version (the print magazine will drive advertising revenue and the online version will increase our reach nationally and internationally and could, under a subscription model, increase revenue). The four value propositions that <i>Nuclear News</i> will focus on to attract members will be content, community, cause, and convenience.</p> <p>Action: Implement Member Needs Assessment – Publications will use feedback from Plan stakeholders and general members to best inform the proposed Plan as well as generate new ideas. Information gathering will include content, format (including online and print versions), and revenue models. Assessment activities include the following.</p>	<p>November 2019-Ongoing</p>	

	Action	Deadline	Owner
<p>rises and falls</p> <ul style="list-style-type: none"> – Source more content from members (i.e., unpaid and tied to member interests) 	<ul style="list-style-type: none"> • <u>Winter Meeting On-site Member Feedback</u> – Utilizing the ANS exhibit booth and a short app-based survey to gather baseline information; this will help craft future assessment efforts – <i>November 2019</i>. • <u>Member/Readership Survey</u> – As part of the Change Plan, Publications will seek member feedback and will continue to monitor member needs. Publications will audit industry trends and shifting priorities within the nuclear field to maintain <i>Nuclear News</i> as a viable ANS/industry offering. Initial survey – <i>January-March 2020</i>. Additional member surveys and industry audits – <i>TBD</i>. • <u>ANS Member Needs Assessment</u> – As the Society looks to implement a cross-departmental Member Needs Assessment, Publications may include <i>Nuclear News</i> (and other Commercial and Scientific Publications–related) questions – <i>TBD</i>. <p>Action: Develop a Strategic Marketing Plan Categorizing <i>Nuclear News</i> as a Member Benefit, Not a Revenue Stream – Publications will develop a marketing effort to reintroduce the improved <i>Nuclear News</i> while positioning the magazine as the most visible member benefit. Considerations include:</p> <ul style="list-style-type: none"> • Using ANS social media platforms (for example, tweeting about a <i>Nuclear News</i> article that discusses an upcoming Meeting). • Featuring articles on ANS RadioNuclear podcasts. • Determining how much content is available to members only and what content can be accessed by the public for marketing purposes. • Changing focus of <i>Nuclear News</i> from news to include more feature articles, opinion pieces, member profiles, industry leadership interviews, and Division and Local Section spotlights. 		

	Action	Deadline	Owner
	<p><u>Timeline</u></p> <ul style="list-style-type: none"> • Draft marketing plan – <i>January-June 2020</i>. • Implement plan – <i>July 2020-Ongoing</i>. <p>Action: Propose New <i>Nuclear News</i> Revenue Models – The following potential revenue models will undergo a market analysis, determining a strategic balance between expense, revenue, and member value. The allocation is currently 49% of member dues, which covers printing and postage expenses and offsets some labor/production costs. This allocation was initially established so that <i>Nuclear News</i> would be categorized as a paid subscription publication (as opposed to a controlled circulation business model) to maximize advertising revenue. Considerations include:</p> <ul style="list-style-type: none"> • Creating an enhanced online version of <i>Nuclear News</i>, which could have separate subscription fees for members and nonmembers with the goal of merging “the nuclear community” and “membership.” (The nonmember fee would have to be higher annually than the cost of an ANS membership). • Investigating advertising strategies such as whether the <i>Nuclear News</i> Buyers Guide can be used in a partnership for revenue generation with a parts inventory supplier. • Expanding the relevance of <i>Nuclear News</i> within the international market. • Assessing the possibility of monetizing unique <i>Nuclear News</i> products such as the wall maps and the reference issue through different applications. <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Market analysis/feasibility study – <i>January-June 2020</i>. • Pilot new revenue model(s) – <i>TBD</i>. 		

	Action	Deadline	Owner
	<p>Action: Reimagine <i>Nuclear News</i> Content, Design, and Online Format</p> <p><u>Content</u> Improvements to articles are derived from member-centered contributions, new story ideas, curated content that transitions from “news” to “the story of nuclear,” and ANS cross-informational platforms as outlined below.</p> <p><i>Member-centered contributions</i> – To drive interest in the magazine and leverage the passion, connection to the field, and innovative thinking of ANS membership, <i>Nuclear News</i> will include forward-thinking commentaries from members and ANS leaders; university research shared by student members (helping to launch careers while keeping readers informed); and voices of ANS Professional Divisions, Local Sections, and groups such as the Young Members Group. <i>Nuclear News</i> also will stay connected with PR offices and communications representatives from technology companies, laboratories, and universities.</p> <p><i>Story Ideas/curated content</i> – Print magazine examples of updated content include one-page profiles with portrait photos (as well as more long-form member profiles); increased opinion pieces by and interviews with industry leaders (including Organizational Members); and curated news coverage (news more selective than currently presented), through which readers will be directed online for the latest important news and additional content.</p> <p><i>Cross-informational platforms</i> – Opportunities include hosting content curated by Nuclear SmartBrief or NucNet, merging/absorbing ANS Nuclear Cafe blog into online <i>Nuclear News</i>, and embedding <i>ANS News</i> content within <i>Nuclear News</i> online..</p>		

	Action	Deadline	Owner
	<p><u>Timeline</u></p> <ul style="list-style-type: none"> • Internal review of current content – <i>November, December 2019.</i> • Assess member survey results – <i>April 2020</i> • Incorporate new content, including soliciting member contributions – <i>July 2020 (estimated)-Ongoing.</i> <p><u>Technical Advisory Board</u></p> <p>In addition to the above, Publications will form a Technical Advisory Board (TAB) whose members will advise <i>Nuclear News</i> Staff on hot issues in the industry. TAB members will provide story ideas and relevant contacts in the field. Some prospective TAB members have already been consulted.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Recruitment – <i>October-December 2019.</i> • Implementation – <i>January 2020-Ongoing.</i> <p><u>Design</u></p> <p><i>Nuclear News</i> will be redesigned to modernize the magazine, align the design with ANS branding, and draw from related magazine design best practices. ANS will use in-house design talent.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Design concepts and review – <i>October 2019-March 2020.</i> • Redesigned magazine launch – <i>July 2020 (estimated)..</i> <p><u>Online Format</u></p> <p>Taking advantage of the real-time updatable advantages of a digital platform and serving as a bridge to the static nature of print, Publications will improve the <i>Nuclear News</i> online version (adding HTML, although a PDF version also will be available). In addition, the HTML version will publish</p>		

	Action	Deadline	Owner
	<p>some <i>Nuclear News</i> content online prior to publishing in print. Other considerations include:</p> <ul style="list-style-type: none"> • Adding a comments section (moderated by Staff) for articles and a “question of the (timeframe)” forum. • Providing breaking news (happening after the print magazine has gone to press). • Considering a dedicated <i>Nuclear News</i> embedded site vs. keeping content on ANS.org. • Developing a <i>Nuclear News</i> app that could deliver current articles and offer interactive reference tools. <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Enhance online <i>Nuclear News</i> (contingent on ANS website relaunch) – January-March 2020. • Integrate further changes – April 2020-Ongoing. 		
<ul style="list-style-type: none"> • Maintain Radwaste Solutions as-is while awaiting potential market growth 	<p>As indicated by the Change Plan directive and continuing the revenue-positive direction of <i>Radwaste Solutions</i>, the magazine will be maintained in its current online (PDF) and print formats (published twice per year). It will follow <i>Nuclear News</i> and transition to an HTML format online while retaining print.</p> <p>Action: Develop New Revenue Opportunities in Concert with Market Growth – Publications will take a parallel approach to <i>Radwaste Solutions</i> as will be done with <i>Nuclear News</i>, i.e., assessing trends within the industry, evaluating the number of issues produced annually, investigating content and format updates, and reviewing advertising and subscription models.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Assessment – January-June 2020. 	<p>November 2019-Ongoing</p>	

	Action	Deadline	Owner
<ul style="list-style-type: none"> Evaluate need/opportunity to improve value of Books 	<p>Publications will work with the ANS Book Publishing Committee (BPC) on the following actions to evaluate and improve the Society’s Book publishing effort:</p> <p>Action: Implement a Needs Assessment and Evaluation – The assessment will include surveying as follows:</p> <ul style="list-style-type: none"> Members/consumers, to determine audience demand applicability of content. The BPC, to review Committee processes and roles/responsibilities. Staff, to assess member value and mission alignment. <p><u>Timeline</u></p> <ul style="list-style-type: none"> Assessment – <i>January-June 2020.</i> <p>Action: Implement a Print-on-Demand Model – Publications could implement print-on-demand publication to save on expenses (but revenues would not be as great as for printing hardcover books). Publications will look at the print-on-demand option on a case-by-case basis.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> <i>January 2020-Ongoing.</i> <p>Action: Develop a Marketing Strategy to Promote Books – Publications will develop a strategy that focuses on no-cost, low-cost, or revenue-generating promotions and initiatives, such as:</p> <p><i>Textbook-specific brochure</i> – Publications will produce a textbook-specific brochure to pitch to Nuclear Engineering Department Heads Organization (NEDHO) and university libraries. When more textbooks are offered online as e-books, we will increase our promotional efforts using this tool.</p>		

	Action	Deadline	Owner
	<p><i>Magazines</i> – Publications places ads within <i>Nuclear News</i> or <i>Radwaste Solutions</i> that align with the topics of each issue and/or the Meeting distribution for that issue.</p> <p><i>Library promotion</i> – Publications will investigate a bundle deal for libraries that offers multiple titles at a deep discount. This would help move inventory that has been sitting on shelves for years, giving the books (and their content) a second life while promoting ANS.</p> <p><i>Social media</i> – Publications will use an online scheduling tool to strategically push out promotional content through social media channels. LinkedIn/Facebook/Twitter/Mix icons will also be added to the ANS website pages for Books.</p> <p><i>E-books</i> – For textbooks, Publications signed a deal with VitalSource, which is used by college campuses for e-books. E-books sold through the VitalSource site have a 50-50 revenue split between ANS and VitalSource, but if the e-book is sold through the ANS site (which ports over to the VitalSource site for e-book delivery), ANS receives 85 percent and VitalSource receives 15 percent.</p> <p><i>Publishing partnership</i> – Publications will restart talks with commercial publishers to see if a partnership can be arranged for a co-branded (ANS and publisher) series of books on nuclear science and technology. ANS would receive from the publisher only a small revenue share for each book title approved by the Book Publishing Committee, but the benefit would be that the expense of producing such books would fall totally on the publisher.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Implementation – <i>January-June 2020</i> 		

4. Information Needed from Board of Directors, ANS Stakeholders, or Other ITs		
	Risks/Threats	Mitigating Actions, If Any
5. Key Risks and Threats, and Planned Mitigating Actions, If Any	<p><i>Nuclear News</i> 1. A key action is to “Source more content from members.” This is a challenge in that members can be relied on to provide supplemental material for <i>Nuclear News</i>, but not the bulk of the content that is needed to maintain a set publishing schedule. The content of <i>Nuclear News</i> goes through many steps before it is published. Not every member is a natural writer, and many of them may not have the time to write an article, revise it as necessary, and collect the artwork needed for it. Considerable Staff editing will be required to ensure feature-quality work. We have found through our experience with the ANS Nuclear Cafe that few members submit articles. It is expected that there would be a similar response from members if <i>Nuclear News</i> were to rely largely on member content.</p> <p>2. The number of paid online subscribers would need to be significant enough to offset the expense of producing enhanced online material.</p> <p><i>Radwaste Solutions</i> None.</p> <p>Books None.</p>	<p>1. Solicit member material early enough in the publishing process to have a steady flow of publishable material.</p> <p>2. If not enough members subscribe to the online version of <i>Nuclear News</i>, it would need to be decided if the subscription model should be eliminated and content provided to members as a benefit.</p>

Communications

Objective Outcome 2: ANS internal communications to members are effective (and efficient)

Objective Outcome 3: Constituent unit interactions and communications with/to “the world” are aligned with each other and ANS National

The Board of Directors endorsed the objectives as written.

2020 CHANGE PLAN FOR COMMUNICATIONS – OBJECTIVES #2, 3

<p>1. Objective Outcome(s)</p>	<p>#2 ANS internal communications to members are effective (and efficient). #3 Constituent Unit interactions with/to “the world” are aligned with each other and ANS National.</p>
<p>2. Implementation Team (IT)</p>	<p><u>Objective Outcome #2</u> Dan Goldberg, Director of Membership, Marketing & Communications (Staff Lead)</p> <p>Joe Koblich, Director of Information Technology (Staff) Tracy Marc, Communications Manager (Staff) Rick Michal, Director of Publications (Staff) Linda Zec, Online Communications Specialist (Staff) Maureen Brown (Past Member, Communications Committee) Mary Lou Dunzik-Gougar (Vice President/President-Elect) Margaret Harding (Board Member) Matt Jasica (Executive Committee Member, Young Members Group)</p> <p><u>Objective Outcome #3</u> Dan Goldberg, Director of Membership, Marketing & Communications (Staff Leader)</p> <p>Tracy Coyle, Senior Program Coordinator (Staff) Janice Lindegard, Education Specialist (Staff) Tracy Marc, Communications Manager (Staff) Linda Zec, Online Communications Specialist (Staff) Chad Boyer (Chair, Public Policy Committee) Harsh Desai (Chair, Congressional Fellowship Program Special Committee) Paul Dickman (Chair, Special Committee on Government Relations) Leah Parks (Board Member) Craig Piercy (ANS Washington DC Office)</p>

2020 CHANGE PLAN FOR COMMUNICATIONS – OBJECTIVE #2

ANS internal communications to members are effective (and efficient).

Objective #2	Action	Deadline	Owner
<ul style="list-style-type: none"> • Assign responsibilities for internal communication to Staff <ul style="list-style-type: none"> - Eliminate the Communications Committee - Executive Committee has oversight for timely and effective internal communications 	<p>The Membership, Marketing & Communications Department Staff will continue handling current communication-related responsibilities, such as writing and distributing all member communications, managing ANS and Nuclearconnect.org website content, and coordinating social media communications. The department will also manage any responsibilities previously held by the Communications Committee, as outlined below.</p> <p>Action: Eliminate Communications Committee – Recommend to the Board of Directors to eliminate the Communications Committee. Through Objective Outcome #3, an External Affairs Committee will be formed. The new Committee and the increased responsibility of Staff will contribute to an elevated public communication presence. The process to sunset the Communications Committee includes the following steps:</p> <ul style="list-style-type: none"> • <u>Board Approval of Change</u> – Present the recommendation (within the context of the Change Plan) to the Bylaws and Rules Committee for their endorsement – <i>Winter Meeting November 2019</i>. Seek Board approval for the change at the Board Meeting – <i>Winter Meeting November 2019</i>. • <u>Transition Communications Committee Responsibilities to Staff</u> – Communications Committee responsibilities will be distributed to Staff, member leaders, and the External Affairs Committee and include: <ul style="list-style-type: none"> – Making recommendations to the Executive Committee and Board of Directors regarding public information policies and activities. 	<p align="center">November 2019</p>	<p align="center">Director of Membership, Marketing & Communications</p>

Objective #2	Action	Deadline	Owner
	<ul style="list-style-type: none"> – Distributing and circulating official Society statements for public release. – Cooperating with other agencies and associations in building awareness of nuclear science and technology. – Supporting crisis response. <p>Other responsibilities that will transition to Staff include identifying the strategic direction for ANS communication activities directed toward Society members and the general public.</p> <p>The Communications Committee also helps administer two awards: the Landis Public Communication and Education Award and the Darlene Schmidt Science News Award. Staff will assume this responsibility, working with member leaders to identify judges to select award winners.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Draft transition plan – <i>November-December 2019.</i> • Transition responsibilities – <i>January-February 2020.</i> <p>Action: Develop Guidelines for the Executive Committee that Define Oversight Responsibilities – Guidelines will determine what communications should be approved by the Executive Committee and what the approval process will look like. The guidelines will provide a clear understanding of the role and expectations of the Staff in relation to the Executive Committee. Considerations include:</p> <ul style="list-style-type: none"> • Streamline the approval process, taking into account the speed at which information is now delivered and consumed (models, such as a Board designee if Executive Committee members are not available for decision-making, will be explored). • Develop a communications matrix that categorizes types of 		<p>Director of Membership, Marketing & Communications; Executive Committee</p>

Objective #2	Action	Deadline	Owner
	<p>communications and segmented member audiences matched with communication channels and clearly delineated Executive Committee vs. Staff responsibilities.</p> <ul style="list-style-type: none"> • Create a strategic calendar of annual, predictable communications for efficiency. • Implement a communications onboarding process for newly elected members of the Executive Committee to help ensure an effective transfer of communication oversight from outgoing member leader to incoming member leader. <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Draft guidelines with Executive Committee input – <i>January-April 2020.</i> • Adopt, pilot, and revise (as needed) guidelines – <i>June 2020-Ongoing.</i> 		
<ul style="list-style-type: none"> • Create a structured, holistic model for internal Society communication vehicles (social media, publications, email, Collaborate, public website, mail, etc.) <ul style="list-style-type: none"> – Detailed guidance for what to use when – Allow members to opt into (or out of) most communications – Ensure members are informed but not overwhelmed 	<p>Action: Create a Holistic Model for Internal Society Communication – To ensure effective communications with members, balancing desired content/message, frequency, and authorship (member leader, Staff, etc.), Staff will address the following considerations:</p> <ol style="list-style-type: none"> 1. <i>Detailed guidance for what to use and when</i> – Evaluate current communications activities to determine how well the activities complement each other and how effectively content is shared across multiple platforms. The evaluation will include creating a comprehensive report that shows analytics regarding the usage of the current communications vehicles. 2. <i>Allow members to opt into (or out of) most communications</i> – Evaluate and document our current system for allowing members to opt into or out of member communications while not allowing or encourage members to opt out of important information. 	<p>March 2020</p>	<p>Director of Membership, Marketing & Communications</p>

Objective #2	Action	Deadline	Owner
<p>– Create a platform for member feedback to Society Staff and leaders</p>	<p>3. <i>Identify new communication vehicles and review less effective avenues of communication</i> – With the changing demographics of the Society, it is important to identify new communication avenues and phase out or find ways to improve existing resources.</p> <p>4. <i>Ensure members are informed but not overwhelmed</i> – Evaluation findings (reference #1 in this list) will include an examination of the frequency of communications and any data that helps determine the impact of the number of communications (negative or positive). Innovative communication methods that we’re not currently utilizing will be explored, and members will be surveyed regarding their communications habits and preferences, informing evaluation.</p> <p>5. <i>Create a platform for member feedback to Society Staff and leaders</i> – We will evaluate our current process for Staff and leadership to receive input from members and other constituents and will implement any necessary changes.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Draft communications plan – <i>January-March 2020.</i> • Pilot plan and review effectiveness – <i>April-June 2020.</i> • Revise and implement plan – <i>July 2020-Ongoing.</i> 		

2020 CHANGE PLAN FOR COMMUNICATIONS – OBJECTIVE #3

Constituent Unit interactions with/to “the world” are aligned with each other and ANS National.

Objective #3	Action	Deadline	Owner
<ul style="list-style-type: none"> Create an External Affairs Committee to oversee external communications, including Society positions 	<p>A recommendation will be made to the Board to create an External Affairs Committee. The Committee will provide guidance to ANS leadership and Staff to shape the Society’s external communications strategy and to empower Staff to execute the strategy. The communications strategy will align with the ANS strategic vision and mission.</p> <p>The Implementation Team considered the option of combining the Public Policy, Government Relations, and Congressional Fellow Program Committees to form the new External Affairs Committee but concluded that those Committees need to remain independent. Per Objective Outcome #7 (related to Committee structure), those three Committees will become subCommittees that report to the External Affairs Committee.</p> <p>Action: Create an External Affairs Committee – To form the Committee, the following will be considered:</p> <ul style="list-style-type: none"> <u>Board Approval of Change</u> – Recommend new Committee (within the context of the Change Plan) to the Bylaws and Rules Committee for their endorsement – <i>Winter Meeting November 2019</i>. Seek Board approval for the change at the Board Meeting – <i>Winter Meeting November 2019</i>. <u>External Affairs Committee Composition</u> – The composition of the Committee will include the following positions: <ul style="list-style-type: none"> Public Policy Committee Chair/Vice Chair Government Relations Committee Chair/Vice Chair Congressional Fellow Committee Chair President 	<p align="center">November 2019</p>	<p align="center">Director of Membership, Marketing & Communications</p>

Objective #3	Action	Deadline	Owner
	<ul style="list-style-type: none"> - Vice President/President-Elect - Immediate Past President - Treasurer - Three seats appointed by President - ANS Executive Director/CEO <ul style="list-style-type: none"> • <u>External Affairs Committee Charter</u> – A Committee charter will be developed, outlining specific responsibilities, such as overseeing communications about Society positions, advocacy efforts, and outreach. Also included in the charter will be a recommended meeting/conference call schedule. <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Draft charter – <i>October-November 2019.</i> • Present the charter as part of the Committee approval process – <i>November 2019.</i> <p>Two factors critical to the success of the External Affairs Committee charter include stakeholder input to determine a solid inaugural direction for the Committee and periodic evaluation of the charter and Committee roles and responsibilities (ensuring responsiveness to an often-shifting communication landscape).</p>		
<ul style="list-style-type: none"> • Create “Response Team” to provide in-time communication to media requests 	<p>Action: Utilize Communications Plan and External Affairs Committee to Increase the Effectiveness of the Current Response Team – The Response Team, which is already in existence, will work closely with the External Affairs Committee. The team will be composed of ANS leaders and other subject matter experts covering a wide range of topics. The team members will serve as ANS spokespersons and will receive specific guidance to ensure consistency in messaging.</p>	<p>November 2019-Ongoing</p>	<p>Director of Membership, Marketing & Communications</p>

Objective #3	Action	Deadline	Owner
	<p>Continuing to be led by Staff, the Response Team will assist with media requests regarding general or specific topics. Based on the nature of the request, Staff will reach out to the Response Team to inquire about availability and knowledge of the topic included in the request.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> Integration with Communications Plan and External Affairs Committee – <i>November 2019-Ongoing.</i> 		
<ul style="list-style-type: none"> Design a framework where one team within ANS coordinates and supports Constituent Unit outreach and advocacy <ul style="list-style-type: none"> Communicates priorities and messaging content to Constituent Units Provides resources and training (Speakers, Bureau, Center, etc.) 	<p>Constituent Units are an invaluable part of ANS, representing the Society’s technical expertise through Professional Divisions and regional presence through Local and Student Sections. Traditionally, Constituent Units have been a strong voice for nuclear through education and outreach activities within their communities, helping to fulfill the mission of the ANS Center for Nuclear Science and Technology Information. With the Change Plan, ANS will elevate its support of Constituent Units as the Units support Center goals.</p> <p>Action: Develop a Framework to Increase Staff Support for Constituent Unit Outreach – A strategic and operational framework will facilitate communicating priorities and messaging content to ANS Divisions, Local Sections, and Student Sections. It will also ensure Staff is providing resources and appropriate training and guidance.</p> <p><u>Framework Components</u> – The framework will potentially include resources such as:</p> <ul style="list-style-type: none"> Key messages and talking points for outreach and advocacy initiatives. Presentation materials for Local Sections to promote ANS messaging and activities, including handouts and prepared PowerPoint slide decks. Webinars presented by Staff and the External Affairs Committee to 	<p>March 2019</p>	<p>Director of Membership, Marketing & Communications</p>

Objective #3	Action	Deadline	Owner
	<p>provide Local and Student Section and Division leaders updates on outreach and advocacy efforts.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Draft framework– <i>January-March 2020.</i> • Pilot framework and review effectiveness – <i>April-June 2020.</i> • Revise and implement – <i>July 2020-Ongoing.</i> <p>Additional considerations to achieve the Objective Outcome include:</p> <ul style="list-style-type: none"> • <u>Constituent Unit Coordination Team</u> – Staff will identify an interdepartmental team to coordinate activities and provide support for Constituent Units. Representatives from the Membership, Marketing & Communications; Governance; Meetings & Exhibits; and Development Departments will be a part of the team. • <u>Center Programs and Special Initiatives</u> – Staff will also seek partnership opportunities with Constituent Units regarding Center programs and special initiatives. For example, the Center will be launching a Public Information Campaign whose strategy, messaging, and resources may help advance Local and Student Sections’ own education and outreach efforts. • <u>Local and Student Section Fundraising</u> – Staff will develop revenue-sharing fundraising activities as defined in Objective Outcome #17. The Development Department will work with member leaders and Staff to design and implement fundraising campaigns that support education, outreach, and advocacy efforts. (Divisions/Sections will continue their individual fundraising efforts.) 		

2020 CHANGE PLAN FOR COMMUNICATIONS – OBJECTIVES #2, 3

<p>4. Information Needed from Board of Directors, ANS Stakeholders, or Other ITs</p>	<p>Approval from the Board of Directors to eliminate the Communications Committee.</p> <p>Approval from the Board of Directors to create an External Affairs Committee.</p> <p>Input from Constituent Units to assist in development of a framework to increase Staff support for Constituent Unit outreach.</p>	
	<p>Risks/Threats</p>	<p>Mitigating Actions, If Any</p>
<p>5. Key Risks and Threats, and Planned Mitigating Actions, If Any</p>	<p><u>Objectives #2 & #3</u> Not being as responsive as we need to be in addressing timely issues.</p>	<p>We can mitigate this risk by developing strong guidelines that empower Staff, the External Affairs Committee, and the Executive Committee that allow for nimble and proactive responses. The guidelines need to be evaluated and modified on an ongoing basis.</p>

Congressional Fellow Program

Objective Outcome 16: Congressional Fellow Program establishes
ANS as go-to and influential asset for policymakers

The Board of Directors endorsed the objectives as written.

2020 CHANGE PLAN FOR CONGRESSIONAL FELLOWSHIP – OBJECTIVE #16

1. Expected Outcome(s)	The Congressional Fellowship Program establishes ANS as a go-to and influential asset for policymakers.		
2. Implementation Team (IT)	Linda Zec, Online Communications Specialist (Staff Lead) Harsh Desai (Chair, Congressional Fellow Program Special Committee) Pete Lyons (Board Member) Steve Nesbit (Board Member) Leah Parks (Board Member) Craig Piercy (ANS Washington DC Office)		
	Action	Deadline	Owner
<ul style="list-style-type: none"> Revise program criteria to include prerequisites for participants (aligned with program goals and opportunity) 	<p>The IT investigated the efficacy of creating new criteria for Congressional Fellowship Program candidates. Staff discovered that changes in these criteria would violate American Association for the Advancement of Science (AAAS) rules. The IT subsequently decided not to pursue criteria changes. The IT did, however, identify the following actions to strengthen the program and help achieve the Expected Outcome listed above.</p> <p>Action: Raise the Congressional Fellow Annual Salary – Currently, the ANS Fellows are the lowest paid in the AAAS Congressional program. An increase in the annual stipend from \$60,000 to \$80,000 beginning in January 2021 could help increase the number of qualified applications received and bring in additional mid-career applicants. The IT feels it is necessary to increase this amount to overall improve the candidate pool.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> Propose salary increase in 2021 budget – <i>September-October 2019.</i> Board vote – <i>Winter Meeting November 2019.</i> 	<p>Starts January 2021</p>	<p>Committee Liaison; Committee Chair</p>

	Action	Deadline	Owner
	<p>Action: Review and Revise the Congressional Fellowship Program – ANS, the Washington DC office, and the Special Committee will continue to seek ways to improve the program. These include:</p> <ul style="list-style-type: none"> • <u>Introductions of New Fellow to Washington DC</u>– The Congressional Fellow Program Special Committee currently provides a program for the incoming Fellow that does not violate the contractual AAAS rules. The incoming Fellow is also vetted into the process with a two-week training program by AAAS that ANS currently provides funding for. • <u>Board Representation on the Congressional Fellow Program Special Committee</u> – The IT recommends adding at least one ANS Board Member to the Special Committee. The Committee Chair believes this would add significant value for the ANS Board. The Committee Chair recommends Dr. Peter Lyons as an added Committee member; Dr. Lyons has agreed. The Committee Chair will send a request to the ANS President that Dr. Lyons be added to the Special Committee; this requires only the President’s approval. • <u>Interview Schedule</u> – The Special Committee will evaluate the logistics and benefits of moving the candidate interview schedule from the May-June to the January-March timeframe. Given that the schedule for the 2021 fellow (January 1, 2021, to December 31, 2021) is already set, the Special Committee will consider a change in the schedule for the 2022 Fellowship interview process. <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Committee recommendation – <i>Winter Meeting November 2019.</i> 		
<ul style="list-style-type: none"> • Fund the program out of the ANS outreach/advocacy budget 	<p>The benefits of moving the Congressional Fellowship Program to the Center are referenced in the two actions below.</p>		

	Action	Deadline	Owner
	<p>Action: Move all Congressional Fellowship Program Expenses to the Center – Beginning in January 2020, the funding for the ANS Congressional Fellowship Program will come out of the Center budget. This allows the Director of Development to fundraise specifically for the Fellowship. The ANS Director of Finance has restructured internal financial codes accordingly.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • <i>January 2020-ongoing.</i> <p>Action: Implement Fundraising Activities – The Development Department will integrate the Congressional Fellowship Program into current and proposed fundraising strategies (reference Objective Outcome #17, on Center fundraising). Specific actions include:</p> <ul style="list-style-type: none"> • Identify, cultivate, and solicit donors with an affinity for advocacy, mentorship, and/or professional development. • Create fundraising collateral showcasing the impact of the program on the Fellow and members of Congress. • Bundle the Fellowship in broader Center proposals; i.e., the Center Public Information Initiative can include Center advocacy efforts and the Fellowship as an extension of public information (this will also make Center proposals more robust). • Develop strategies such as naming, funds, and endowments to help ensure the long-term sustainability of the program. <p><u>Timeline:</u></p> <ul style="list-style-type: none"> • Integrate the Congressional Fellowship Program into the ANS Fundraising Plan – <i>January-June 2020.</i> • Launch fundraising efforts – <i>October 2019-ongoing.</i> 	<p>January 2020</p>	<p>Director of Finance; Director of Development</p>

4. Information Needed from Board of Directors, ANS Stakeholders, or Other ITs	As referenced above, the IT seeks Board approval to increase the Congressional Fellowship stipend for the 2020 budget as well as supporting the recommendation to add at least one ANS Board Member to the Special Committee. The Committee Chair believes this would add significant value for the ANS Board.	
	Risks/Threats	Mitigating Actions, If Any
5. Key Risks and Threats, and Planned Mitigating Actions, If Any	<p>There is a significant risk to the longevity of the program with an annual stipend that has not been raised in the last four years. The candidate pool is currently adequate; however, the annual stipend continues to be the biggest concern of potential applicants.</p> <p>ANS Congressional Fellows are the lowest paid of all AAAS Congressional Fellows. ANS’s goal is to positively influence the policymaking arena. The ANS Congressional Fellowship has had some very good success stories where our past Fellows are staying in policy advisement in government. Without an increase in pay, the number of qualified candidates for this influential position could dwindle further.</p> <p>ANS pays a monthly stipend and does not provide health insurance or withhold taxes. Some of the Fellows must pay for their own health insurance. Rents are high in the Washington DC area, forcing some of the past Fellows to live further out. This affects their ability to work longer hours (which many times is expected) and can pose a safety issue, depending on where they end up residing.</p> <p>This will be discussed during the next two Special Committee meetings.</p>	Increase in the salary.

Finance

Objective Outcome 4: Significant spending decisions align with Society priorities

Objective Outcome 9: Increased speed for good ideas to be funded and implemented

Objective Outcome 19: Improved efficiency in student support

Objective Outcome 20: Improved efficiency and flexibility in scholarship administration

The Board of Directors endorsed the objectives as written with the one correction: The Topical Meeting honorarium for Local Sections was inadvertently left in the version of the Change Plan considered by the Board even though the intent of the Board was to have it removed along with meeting related financial provisions; and one clarification: The Virtual Suggestion Box will be used for members to provide input on a particular topic, a specific member challenge, or a member survey where the staff is asking for member input.

2020 CHANGE PLAN FOR FINANCE – OBJECTIVES #4, 9, 19, 20

<p>1. Expected Outcome(s)</p>	<p>#4 Significant spending decisions align with Society priorities. #9 Increased speed for good ideas to be funded and implemented. #19 Improved efficiency in student support. #20 Improved efficiency and flexibility in scholarship administration.</p>
<p>2. Implementation Team (IT)</p>	<p><u>Objective Outcome #4</u> Staci Levy, Director of Finance (Staff Lead)</p> <p>Paula Cappelletti, Director of Meetings & Exhibits (Staff) Tracy Coyle, Senior Program Coordinator (Staff) Valarie Vasilievas, Manager of Governance (Staff) Chad Boyer (Chair, Operations & Power Division) Miriam Kreher (Board Member – Students) Todd Palmer (Immediate Past Chair, Reactor Physics Division) Catherine Percher (Chair, Nuclear Criticality Safety Division) Craig Piercy (ANS Washington DC Office) Shikha Prasad (Chair, Local Sections Committee) Tom Remick (Board Member and Chair, Professional Divisions Committee) Andrew Thomas (Chair, Education Training & Workforce Development Division) Tinh Tran (Past Chair, Local Sections Committee) Kelly Verner (Chair, Student Sections Committee) Art Wharton (Treasurer and Board Member)</p> <p><u>Objective Outcome #9</u> Staci Levy, Director of Finance (Staff Lead)</p> <p>Art Wharton (Treasurer and Board Member)</p>

Objective Outcome #19

Staci Levy, Director of Finance (Staff Lead)

Paula Cappelletti, Director of Meetings & Exhibits (Staff)

Tracy Coyle, Senior Program Coordinator (Staff)

Chad Boyer (Chair, Operations & Power Division)

Miriam Kreher (Board Member – Students)

Kallie Metzger (Chair, Materials Science & Technology Division)

Kelly Verner (Chair, Student Sections Committee)

Objective Outcome #20

Staci Levy, Director of Finance (Staff Lead)

Tracy Coyle, Senior Program Coordinator (Staff)

Chad Boyer (Chair, Operations & Power Division)

Art Wharton (Treasurer and Board Member)

2020 CHANGE PLAN FOR FINANCE – OBJECTIVE #4

Significant spending decisions align with Society priorities.

Objective #4	Action	Deadline	Owner
<ul style="list-style-type: none"> Implement a process to align Division initiatives with ANS strategic priorities 	Organize a working group of Division Chairs and others to develop recommendations related to Division finances, including optimization of Society spending on scholarships and student support. The recommendations will be ready for Board review and approval no later than March 31, 2020.	March 2020	Executive Director/ CEO
<ul style="list-style-type: none"> Enable Local and Student Sections to do grassroots activities 	<p>Local Sections and Student Sections will retain their reserve balances to do grassroots activities.</p> <p>Local Sections have access to public information grant materials from ANS.</p> <p>Action: Identify Additional Local and Student Section Revenue Streams – Possible future funding sources:</p> <ul style="list-style-type: none"> Allocation of membership dues based on Local Section membership (Objective Outcome #1). Allocation of sponsorship dollars if Local Section secures new sponsorships for meetings. Honorarium from ANS Topical Meetings to fund Local Section activities (Objective Outcome #10) Dues renewal checkoff should be reviewed on an annual basis to determine priority funding needs [currently checkoff dollars go to Scholarship, Nuclear Engineering Education for the Disadvantaged (NEED), and the Center for Nuclear Science and Technology Information]. Opportunities exist to modify these checkoff items to drive funds to Local Sections. Currently, Scholarship and NEED funds are fully funded and can remain funded off of current earnings for the foreseeable future. 	January 2021	Director of Finance; Director of Meetings & Exhibits; Director of Membership, Marketing & Communications; Director of Development

Objective #4	Action	Deadline	Owner
	<ul style="list-style-type: none"> Work with ANS Director of Development to include the cost of Local and Student Section education and outreach efforts in Center requests for support and investigate dual fundraising efforts (Objective Outcome #17). 		
<ul style="list-style-type: none"> Change annual budget process to explicitly define decision-making authority 	<p>Action: Modify budget process to allow for Executive Committee review and assessment of Society priorities – The previous budget process did not account for the Executive Committee review of the budget prior to going to the Board of Directors. This added step will allow for the Executive Committee to prioritize activities of the Society. Critical issues should be addressed at Executive Committee level and reported to the Board during the Board’s review of the budget.</p> <ul style="list-style-type: none"> Finance Committee reviews Staff-prepared budget for accuracy. Executive Committee re views budget to assess priorities and determine if budget is in alignment with said priorities. Finance Committee will review any changes for accuracy. Board of Directors approves budget. 	<p>November 2019</p>	<p>Treasurer; Executive Committee</p>

2020 CHANGE PLAN FOR FINANCE – OBJECTIVE #9

Increased speed for good ideas to be funded and implemented.

Objective #9	Action	Deadline	Owner
<ul style="list-style-type: none"> • Implement a “rapid prototype suggestion box” system where every member or Constituent Unit can make suggestions to improve ANS or ANS value. <ul style="list-style-type: none"> – Ensure suggestions are reviewed by right stakeholders in timely manner – Reduce the number of people who need to approve an idea before it can be implemented – Celebrate success widely when complete 	<p>Action: Develop and Implement Virtual Suggestion Box – A virtual suggestion box will be added to the ANS website to encourage ideas.</p> <ul style="list-style-type: none"> • Each idea is routed to the department director it most applies to for investigation/viability/cost analysis/return on investment determination/fundraising capabilities. Ideas submitted by webmaster as received. <ul style="list-style-type: none"> ○ Department director may need to consult with member leaders or committees to determine viability of idea. ○ Acceptance or rejection of idea should be communicated within 1 month. • Department director to move idea through chain, reaching out to member leaders, depending on dollar value of the project. • Incentivize implemented ideas with gift card giveaway or discounted/free membership. • Provide appropriate communication to idea originator. <ul style="list-style-type: none"> ○ Acknowledge receipt of idea. ○ Inform how idea is being vetted and where it is in the process. ○ Notification on acceptance or rejection of idea. <p>Ideas within various dollar ranges can be implemented by going through approval stages:</p> <ul style="list-style-type: none"> • \$0–\$10,000: Executive Director approval. • \$10,001–\$50,000: Executive Committee approval. • \$50,001+: Board approval. <p>Implemented ideas published in <i>ANS News</i>, on the ANS website, or via email communication.</p> <ul style="list-style-type: none"> • Communication vehicle determined by Staff. 	<p style="text-align: center;">June 2020</p>	<p>ANS Staff; Executive Committee; Board of Directors</p>

2020 CHANGE PLAN FOR FINANCE – OBJECTIVE #19

Improved efficiency in student support.

Objective #19	Action	Deadline	Owner
<ul style="list-style-type: none"> • Centralize expenses for all student support, including student travel to National Meetings, ANS Student Conference, best paper/poster award • Move all administration of student support to ANS Staff 	<p>Organize a working group of Division Chairs and others to develop recommendations related to Division finances, including optimization of Society spending on scholarships and student support. The recommendations will be ready for Board review and approval no later than March 31, 2020.</p>	<p>March 2020</p>	<p>Executive Director / CEO</p>

2020 CHANGE PLAN FOR FINANCE – OBJECTIVE #20

Improved efficiency and flexibility in scholarship administration.

Objective #20	Action	Deadline	Owner
<ul style="list-style-type: none"> • Centralize funds for as many scholarships as possible, including Division scholarships • Move scholarship administration to ANS Staff as much as possible • Retain award decisions for Division-related scholarships with Division 	<p>General Observations:</p> <ul style="list-style-type: none"> • Scholarships are funded from at least one of three buckets: Division-funded, Board-funded, and individually-funded. • Board has most flexibility over Division-funded and Board-funded scholarships. • Staff is currently administrating much of the scholarship process. Objective Outcome will focus on centralizing funds. <p>Local Section scholarship funds will not be impacted as part of this change plan.</p> <p>This objective will be accomplished in two phases. The first phase will address scholarships that are not owned by Divisions. The second phase will address scholarships owned by Divisions.</p> <p>Phase I</p> <ul style="list-style-type: none"> • Approve and adopt Gift Acceptance Policy, which will allow for consolidation of at least eight scholarships Supporting Document 20.1. • Identify scholarships that are being managed by the Scholarship Policy Coordinating Committee (SPCC) and consolidate into General Scholarship Fund. 	<p style="text-align: center;">November 2019</p> <p style="text-align: center;">January 2020</p> <p style="text-align: center;">November 2019</p>	<p style="text-align: center;">ANS Staff; Board of Directors</p> <p style="text-align: center;">ANS Staff</p> <p style="text-align: center;">Treasurer</p>

Objective #20	Action	Deadline	Owner
	<ul style="list-style-type: none"> • Eliminate Board-supported scholarships. One scholarship is fully Board supported. Fifteen are partially supported by Board, including NEED fund. NEED Board funding can be rebalanced based on current spending needs. Current policy is reducing the Board-funded scholarships over time. It can be accelerated if necessary. • For the SPCC-managed funds identified for consolidation, Board approves action to release Board-designated scholarship funds into Unrestricted General Fund. <p>Phase II Organize a working group of Division Chairs and others to develop recommendations related to Division finances, including optimization of Society spending on scholarships and student support. The recommendations will be ready for Board review and approval no later than March 31, 2020.</p>	<p>November 2019</p> <p>March 2020</p>	<p>Treasurer</p> <p>Executive Director /CEO</p>

2020 CHANGE PLAN FOR FINANCE – OBJECTIVES #4, 9, 19, 20

4. Information Needed from Board of Directors, ANS Stakeholders, or Other ITs	Objective #20 Board approval of Gift Acceptance Policy. Board approval of reallocation of Board Designated scholarship funds.	
	Risks/Threats	Mitigating Actions, If Any
5. Key Risks and Threats, and Planned Mitigating Actions, If Any	Objective #4 1. Divisions not supportive of funding changes or not seeing entire picture.	1. Face-to-face meeting at National Meeting before rollout to address any concerns and questions. Encourage full support and emphasize that goal is to empower Divisions to focus on technical content and not be mired down by finances.
	Objective #9 TBD	
	Objective #20 1. Divisions may not support consolidation of their scholarship funds.	1. Encourage consolidation, but allow for funds to remain separate. Funds will still be managed as part of overall ANS Scholarship Fund pool.

Governance

Objective Outcome 6: ANS governance is more effective

Objective Outcome 7: ANS Committee structure is more simple, efficient, and effective

Objective Outcome 8: Staff is more influential and accountable

The Board of Directors endorsed the objectives as with the following change: Staff will make appropriate changes to the committee structure and keep the Executive Committee and Board of Directors apprised.

2020 CHANGE PLAN FOR GOVERNANCE - OBJECTIVE #6, 7, 8

<p>1. Expected Outcome(s)</p>	<p>#6 ANS Governance is more effective #7 ANS Committee structure is more simple, efficient, and effective #8 Staff is more influential and accountable</p>
<p>2. Implementation Team (IT)</p>	<p><u>Objective outcome #6</u> Dan Goldberg, Director of Membership, Marketing & Communications (Staff Lead)</p> <p>Paula Cappelletti, Director of Meetings & Exhibits (Staff) Tracy Coyle, Senior Program Coordinator (Staff) Daryl Rizzo, Director of Development (Staff) Valerie Vasilievas, Manager of Governance (Staff) Gene Grecheck (Past President) Donald Hoffman (Past President) Shikah Prasad (Chair, Local Sections Committee) Tom Remick (Board Member and Chair, Professional Divisions Committee) Kelly Verner (Chair, Student Sections Committee)</p> <p><u>Objective Outcome #7</u> Dan Goldberg, Director of Membership, Marketing & Communications (Staff Lead)</p> <p>Paula Cappelletti, Director of Meetings & Exhibits (Staff) Tracy Coyle, Senior Program Coordinator (Staff) Daryl Rizzo, Director of Development (Staff) Valerie Vasilievas, Manager of Governance (Staff) Bob Coward (Past President) Gene Grecheck (Past President) Donald Hoffmann (Past President) Bob Penn (Chair, Bylaws & Rules Committee) Craig Piercy (ANS Washington DC Office)</p>

Tom Remick (Board Member and Chair, Professional Divisions Committee)
Kelly Verner (Chair, Student Sections Committee)
Art Wharton (Treasurer)

Objective Outcome #8

Craig Piercy (Staff Lead as of his start date as Executive Director/CEO/CEO)

Paula Cappelletti, Director of Meetings & Exhibits (Staff)
Ed DuTemple, Director of Building and Office Services (Staff)
Joseph Koblich, Director of Information Technology (Staff)
Staci Levy, Director of Finance (Staff)
Rick Michal, Director of Publications and Standards (Staff)
Jeff Mosses, Director of Advertising (Staff)
Daryl Rizzo, Director of Development (Staff)
Val Vasilievas, Manager of Governance (Staff)
Donald Hoffman (Past President)

2020 CHANGE PLAN FOR GOVERNANCE - OBJECTIVE #6

ANS Governance is more effective.

Objective #6	Action	Deadline	Owner
<ul style="list-style-type: none"> • Develop a governance policy that clearly delineates the roles of the volunteer and Staff <ul style="list-style-type: none"> - Division of responsibilities between Staff and volunteer - Clarity of primary mission Board sets strategic direction (vision, priorities, direction) <ul style="list-style-type: none"> ▪ Executive Committee implements strategic direction ▪ Committees perform governance and advisory role ▪ Divisions deliver content and opportunity ▪ Local/Student 	<p>The intent of the following action is to clearly outline responsibilities and authority of each ANS entity. The goal is to understand the American Nuclear Society mission and the collaboration and coordination necessary to achieve the mission (informing activities facilitated by the Society and its Constituent Units). Understanding and sharing of responsibilities to accomplish said goals is critical to the long-term success of ANS.</p> <p>Action: Draft and Implement an ANS Governance Policy – The policy will include the following guiding principles – as outlined in Objective Outcomes throughout the Change Plan:</p> <p><u>Division of responsibilities between Staff and member leaders</u> –Guidelines will be developed that clarify the role of Staff and member leaders, including who should lead and when. Specific items covered include:</p> <ul style="list-style-type: none"> • Board of Directors • Executive Committee • Committees, Panels, and Working Groups • Constituent Units • Internal Communications • External Communications • Development • Finance • Meetings • Membership • Publications • ANS Center for Nuclear Science & Technology Information 	<p>June 2020</p>	<p>Executive Director/CEO</p>

Objective #6	Action	Deadline	Owner
<p>Sections provide local touch point</p> <ul style="list-style-type: none"> ▪ Staff execute business of the society 	<p>This action is addressed in Objective #8.</p> <p><u>Board sets strategic direction</u> – The Governance Policy, cited above in this Objective Outcome #6, will also reinforce the roles and responsibilities of the Board setting strategic direction.</p> <p><u>Committees perform governance and advisory role</u> – “Establish a set of standing Committees, each with a clear mission, that provide the vast majority of the governance functions at ANS and directly report to the Executive Committee,” Objective Outcome #7.</p> <p><u>Divisions deliver content and opportunity</u> – Meetings, Objective #11: “Content of National Meetings redesigned to provide increased value to more members.”</p> <p><u>Local and Student Sections provide local touchpoint</u> – The relationship between Topical Meetings and Local Sections is presented in Objective Outcome #10. Local and Student Sections will be collaborate with the Development Department on mutually beneficial peer-to-peer fundraising efforts, Objective Outcome #17. In addition, the Center for Nuclear Science and Technology will continue to support and grow their relationship with Constituent Unit education and outreach efforts.</p> <p><u>Staff executes business of the Society</u>– “A Staffing and departmental structure will be built that aligns with the Strategic Direction and will accomplish Change Plan actions and day-to-day operations and management.” Objective Outcome #8.</p>		

2020 CHANGE PLAN FOR GOVERNANCE - OBJECTIVE #7

ANS Committee structure is more simple, efficient, and effective.

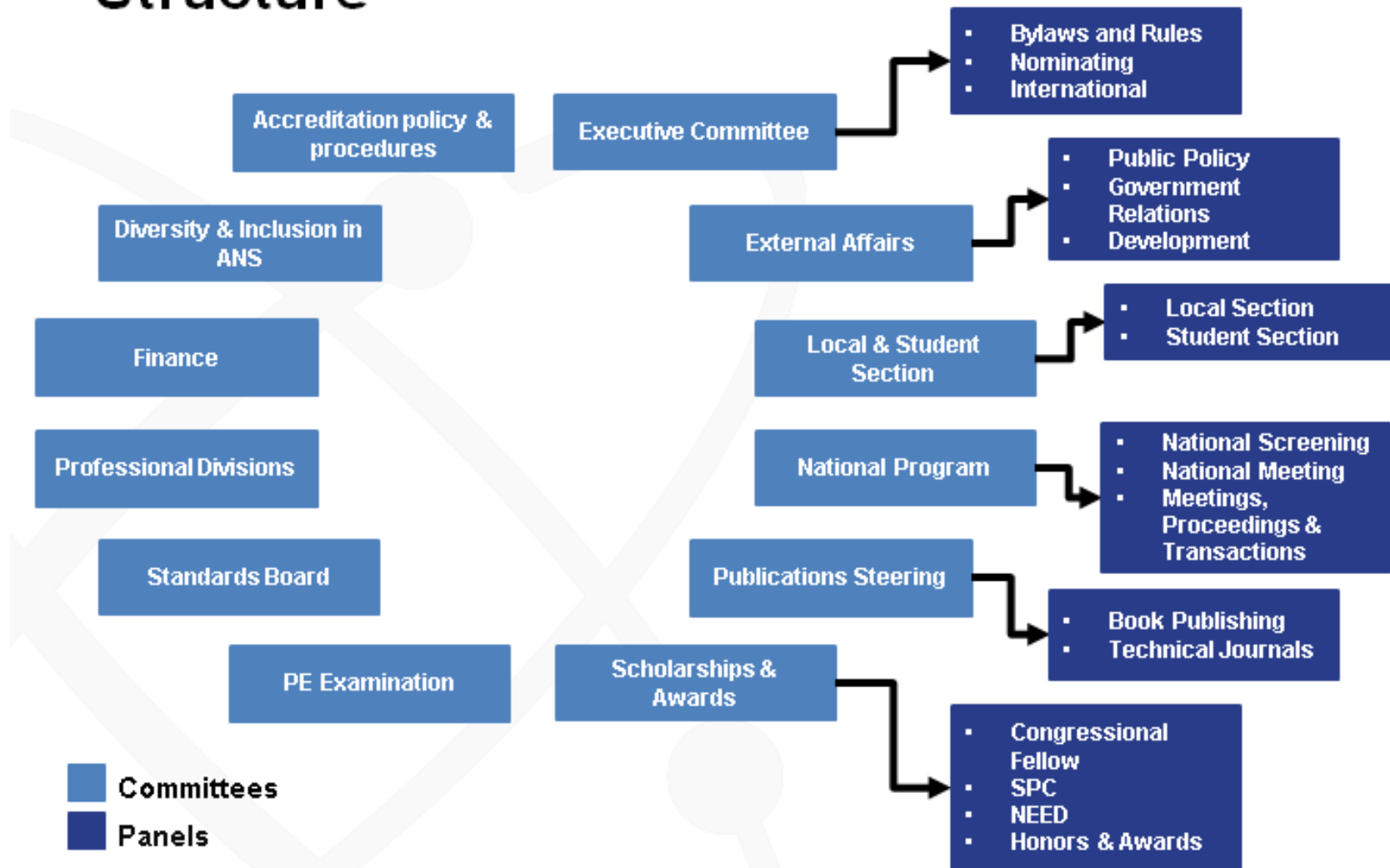
Objective #7	Action	Deadline	Owner
<ul style="list-style-type: none"> • Redefine the Committee structure: reduce the number of Committees to just the core <ul style="list-style-type: none"> - Committees can form sub-Committees (determined by the Committee) - Reform – non-core Committee as the ad hoc working groups that are less formal 	<p>Action: Implement Key Changes for Committees – The following outline proposed Committee structural changes:</p> <p><u>Committees will include a Board liaison</u> – To ensure Committees have a direct connection to the Board (and the Board’s oversight of the Society’s strategic direction), a Board liaison will be assigned. (As the liaison, the Board member is not an Ex-Officio member of the Committee and will not have voting rights. This does not require a change in the ANS Rules & Bylaws.)</p> <ul style="list-style-type: none"> • A process and criteria for Board liaison selection onto a Committee will be developed. • Board liaison roles and responsibilities will be reviewed as part of the Board onboarding process. (Developing a Board onboarding process is referenced in Objective Outcome #5.) <p><u>Create a new Committee structure</u> – Select current Committees will be renamed Panels. Panels will report to a Committee providing oversight and direction. This will provide a clearer level of oversight and reporting.</p> <ul style="list-style-type: none"> • Committees – A number of current Committees will now have Panels reporting to them • Panels – Previously named Committees, Panels will function as they did as Committees, the only change is their reporting to a specific Committee • Both Committees and Panels can retain or form working groups as needed (currently called sub-Committees) <p><u>Form Working Groups as needed</u> – Committees and Panels can form Working Groups (previously called Sub-Committees) to assist in achieving its mission.</p>		

Objective #7	Action	Deadline	Owner
	<p><u>Redefine role of the Finance Committee</u> – The current role of the Finance Committee is re-missioned to be a stewardship role overseeing the financial assets of the Society. Strategic vision and policy decision making will be done by the Board and Executive Committee.</p> <p><u>Eliminate Communications Committee</u> – The Communication Committee is eliminated as a stand-alone Committee and the important function of communication is moved to professional Staff (with oversight by the Executive Committee)</p> <ul style="list-style-type: none"> • All key leaders and Committees are expected to interact with the Staff. • Some responsibilities of the Communications Committee will be supported by the External Affairs Committee (Objective #3). <p><u>Add three new Committees</u> –</p> <ul style="list-style-type: none"> • External Affairs – Reflects the importance of our public presence • Local & Student Sections – Provides integration between the Local and Student Sections Committees • Scholarships & Awards – Provides integration between the Congressional Fellow, SPC, NEED, and Honors & Awards Committees • External Affairs, Local & Student Sections, and Scholarships & Awards <p>Action: Establish Criteria for Committee Determination</p> <p><u>Role of Committees</u> –</p> <ol style="list-style-type: none"> 1. Committees work to promote the core functions of ANS including: <ul style="list-style-type: none"> • Accelerate member professional development, enrich careers, promote and facilitate network building. • Advance, promote, and advocate for nuclear science and technology to benefit society • Inform and educate the public on nuclear science and technology. 		

Objective #7	Action	Deadline	Owner
	<p>2. Committees will also promote revenue generation to ensure the core functions are able to be carried out</p> <ul style="list-style-type: none"> • <i>Memberships</i> – Individual and OM • <i>Meetings</i> – National, Topical, and others <p>3. Committees will promote a more simple, efficient, and effective internal governance structure that reduces the number of direct report Committees to the Executive Committee and extends leadership responsibility to Committee Chairs/Board Members.</p> <p>4. Working Groups will meet individually and report to their Committee.</p> <p><u>Criteria for Filling Committee Positions –</u></p> <ol style="list-style-type: none"> 1. Each incoming President will renew current and/or appoint the next Board liaison from the current/new Board members. 2. The Chair and Vice-Chair of each of the Committees is willing, capable, and has sufficient time to commit to their responsibilities. <ul style="list-style-type: none"> a) A procedure for vetting capability and desire will be developed. 3. The Chair of the Committee will be appointed by the incoming President. 4. The Vice-Chair of the Committee will be appointed by the Committee Chair in collaboration with the incoming President. 5. Member leader positions to be filled by those with experience related to the Committee they are volunteering for (i.e. Finance Committee must have members with finance experience). <ul style="list-style-type: none"> a) Each Committee and Panel will only be filled with individuals conversant in the area the entity serves. <p><u>Committee Responsibilities –</u></p> <ol style="list-style-type: none"> 1. Develop a set of reasonable and achievable goals for each year that are approved by the Executive Committee and the Board. Supporting Document 7.1 references current Committee charters. 2. Develop metrics and measures to show progress toward achieving the mission and accomplishing individual Committee goals to be 		

Objective #7	Action	Deadline	Owner
	<p>delivered in a report to the Board at each Board meeting.</p> <ol style="list-style-type: none"> 3. Present status of activities and current issues/challenges requiring assistance at each Board Meeting. 4. Provide a written report to the Board every quarter detailing accomplishments and where assistance if any, is required. <p>Develop appropriate Working Groups as required.</p>		

Proposed Committee Structure



2020 CHANGE PLAN FOR GOVERNANCE - OBJECTIVE #8

Staff is more influential and accountable.

Objective #8	Action	Deadline	Owner
<ul style="list-style-type: none"> • Increase the responsibilities of Staff <ul style="list-style-type: none"> - All revenue-producing and key sustained/ongoing activities led by full-time Staff - All communications handled by Staff (no more Communications Committee) 	<p>The following Objective Outcome actions address this directive:</p> <p><u>Revenue producing and activities led by full-time Staff</u> – Meetings Objective Outcomes #10, #11, #18 and Objective Outcome #8 as cited below, defining role of Staff and member leaders.</p> <p><u>All communications handled by Staff</u> – Communications, Objective Outcome #3.</p> <p><u>Staff serve as Committee Staff chair</u> – Staff work in partnership with the Committee chair (and are elevated to this level but will not have voting privileges), Objective Outcome #8, see below.</p>		
<ul style="list-style-type: none"> • Empower Staff to implement Board Direction 	<p>Embedded in Objectives Outcomes throughout the Change Plan, the following will contribute to the empowerment of Staff to implement Board direction:</p> <ul style="list-style-type: none"> • Guidelines will clarify when Staff should be leading and when member leaders should be leading – Objective Outcome #6. • Staff as Committee Staff chair (role elevated from Staff liaison) – Objective Outcome #8, see below. 		
<ul style="list-style-type: none"> • Equip Staff to provide more leadership <ul style="list-style-type: none"> - Clarify when Staff are leading and when volunteers are leading (for all Staff-volunteer engagements) - Reduce oversight and second-guessing by the 	<p>Action: Define Role of Staff and Member Leaders –</p> <p><u>Role of Member Leaders</u> – The member leader serves as the Committee member chair. Their responsibilities include:</p> <ul style="list-style-type: none"> • Call Committee meeting to order, call a vote(s), and adjourn the meeting. • In collaboration with the Staff chair, inform and support Committee strategy, direction, and actions. • Facilitate peer-to-peer conversation during calls and meetings. 		

Objective #8	Action	Deadline	Owner
Board and Executive Committee	<ul style="list-style-type: none"> • Represent the Committee at all relevant ANS meetings or events, including Committee chair meetings at national meetings. <p><u>Role of Staff</u> – Staff member whose area of responsibility corresponds to the Committee’s function is assigned to the Committee and serves in the role of Committee Staff chair. Their responsibilities include:</p> <ul style="list-style-type: none"> • Providing Committee oversight in collaboration with the Committee chair and vice-chair including setting strategic direction in alignment with the vision and mission; establishing topics for discussion and supporting the implementation of associated actions; and providing information and guidance based on their specific area of expertise. • Manage Committee administrative duties, including organizing calls and meetings, distributing agendas and other Committee-related materials, documenting calls and meetings, and producing Committee reports. • Represent Committee actions in strategic and operational discussions at Staff, helping to ensure an integrated approach to Committee management. • The Staff Chair will not have any voting authority 		
<ul style="list-style-type: none"> • Review all Staff functions and remove those that do not align with ANS priorities and direction 	<p>Action: Build a New Staffing and Departmental Structure</p> <p>For the first step of this action, all Staff job descriptions have been reviewed and updated to reflect the current Staff positions.</p> <p>The Executive Director/CEO will develop a Staffing and departmental structure that aligns with the Strategic Direction and will accomplish Change Plan actions and day-to-day operations and management. To accomplish this action, he will:</p> <ul style="list-style-type: none"> • Evaluate if positions can be combined, realigned, or eliminated. • Suggest current Staff to the required positions, and/or determine if a different skillset is needed for positions. • Present their recommendations to the Executive Committee. 	January 2020	

2020 CHANGE PLAN FOR GOVERNANCE - OBJECTIVE #6, 7, 8

<p>4. Information Needed from Board of Directors, ANS Stakeholders or Other ITs</p>		
	<p>Risks/Threats</p>	<p>Mitigating Actions, If Any</p>
<p>5. Key Risks and Threats, and Planned Mitigating Actions, If Any</p>	<p>Objective Outcome #6</p> <ol style="list-style-type: none"> 1. Governance policy that clearly delineates the roles of the volunteer governance and Staff – <i>Risk: adoption of policy by all stakeholders, over time the adherence to the policy becomes lax.</i> 2. Create a framework that ensures that activities being executed by Staff, member leadership, and constituent units are aligned – <i>Risk: the complexity of relationships is not clearly addressed in the framework.</i> <p>Objective Outcome #8</p> <ol style="list-style-type: none"> 1. Staff serves as Committee Staff chair, working in partnership with the Committee chair – <i>Risk: Staff not seen as leaders based on previous working relationships.</i> 	<ol style="list-style-type: none"> 1. Ensure initial input and buy-in from all stakeholders 2. Clearly define “alignment” and provide detailed steps/actions to achieve alignment amongst stakeholders. <ol style="list-style-type: none"> 1. Staff to build the self-confidence and fulfill their own elevated role within the Society to lead and contribute at the level of member leaders.

Meetings

Objective Outcome 10: Topical Meetings redesigned to attract /reach more members, reduce financial risk, and improve finances

Objective Outcome 11: Content of national meetings redesigned to provide increased value to more members

Objective Outcome 18: Logistics of national meetings redesigned to reduce financial risk/variance

The Board of Directors endorsed the objectives as written.

2020 CHANGE PLAN FOR MEETINGS & EXHIBITS – OBJECTIVES #10, 11, 18

1. Expected Outcome(s)	#10 Topical Meetings redesigned to attract/reach more members, reduce financial risk, and improve finances. #11 Content of National Meetings redesigned to provide increased value to more members. #18 Logistics of National Meetings redesigned to reduce financial risk/variance.
2. Implementation Team (IT)	<p><u>Objective Outcome #10</u> Paula Cappelletti, Director of Meetings & Exhibits (Staff Lead)</p> <p>Staci Levy, Director of Finance (Staff) Ray Klann (Member, National Program Committee) Chip Martin (Member, National Program Committee) Catherine Percher (Chair, Nuclear Criticality Safety Division) Dave Pointer (Board Member) Marty Sattison (Member, National Program Committee) Art Wharton (Treasurer and Board Member)</p> <p><u>Objective Outcome #11</u> Paula Cappelletti, Director of Meetings & Exhibits (Staff Lead)</p> <p>Staci Levy, Director of Finance (Staff) Dan Churchman (Past Board Member) Eric Harvey (Chair, Nuclear Installations Safety Division) Gale Hauck (Past Chair, Operations & Power Division) Florent Heidet (Chair, Reactor Physics Division) Ray Klann (Member, National Program Committee) Andrew Klein (Past President, Chair, Development Committee) Dustin Miller (Chair, Decommissioning & Environmental Sciences Division) Dave Pointer (Board Member) Tom Remick (Board Member) Brent Shumaker (Chair, Human Factors, Instrumentation & Controls Division)</p>

	<p>Andrew Thomas (Chair, Education, Training & Workforce Development Division) Art Wharton (Treasurer)</p>
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Objective Outcome #18

Paula Cappelletti, Director of Meetings & Exhibits (Staff Lead)

Staci Levy, Director of Finance (Staff)

Bob Penn (Chair, Bylaws and Rules Committee)

2020 CHANGE PLAN FOR MEETINGS & EXHIBITS – OBJECTIVE #10

Topical Meetings redesigned to attract/reach more members, reduce financial risk, and improve finances.

Objective #10	Action	Deadline	Owner
<ul style="list-style-type: none"> • Consolidate/co-locating topicals (“supertopicals”) 	<p>The following actions and considerations will guide location and content decision-making for co-located Topical Meetings.</p> <p>Action: Create and Utilize a Long-range Planning Calendar – The National Program Committee (NPC) will create a more holistic long-range plan, schedule, and approval process for Topical Meetings, Supporting Document 10.1. With recommendations and support from NPC, Divisions will use the Long-range Planning Calendar to determine which Topical Meetings will be co-located or embedded. The calendar will be used strategically and address the following.</p> <ul style="list-style-type: none"> • <u>Determining Meeting Location and Date</u> – The Director of Meetings & Exhibits will research the locations that Divisions are interested in and make recommendations based on available properties that satisfy the required space needs. The dates and locations with availability will be discussed with the Divisions to identify the best available option. • <u>Short-term Requests</u> – ANS recognizes that meetings that arise after the Long-range Planning Calendar is set may require flexibility. Shorter-term timelines will be accommodated as available space allows within the already scheduled National Meetings and co-located Topical Meetings. The Director of Meetings & Exhibits will research space availability at confirmed properties and inquire about the possibility of increasing space to accommodate the group. • <u>Priority Considerations</u> – To ensure an objective decision-making process, proposals for meetings will be considered in the order that they are received. 	<p>Created October 2019(begin use in 2020 with all new meeting requests)</p>	<p>Director of Meetings & Exhibits; NPC</p>

Objective #10	Action	Deadline	Owner
	<ul style="list-style-type: none"> • <u>Topical Meetings Content</u> – It is suggested that workshops, forums, seminars, and panels to address industry issues, challenges, and current events be built into the framework of planned Topical Meetings. Because of their role within the Society as subject matter experts, Divisions will be the responsible for Topical Meeting content. • Divisions will maintain aspects of the meetings that are unique and make them special to their members • Co-located meeting will only be recommended when appropriate and when it makes sense to do so financially. • All Topical meetings will be managed by Staff to assure consistency of experience. • The success of all topical meetings will be continuously reviewed to determine, average attendance, financial outcome, and other factors including Staff support that has not be part of Topical Meeting budgets in the past. • Topical Meetings will no longer be scheduled to overlap with other Topical Meetings, or be scheduled back-to-back. These meetings will be collocated. • The Student Conference will continue to be hosted by students and their universities with the same level of support from Staff. • At this time there is no recommendation to change the way Student Conferences are managed. The Director of Meetings and the Finance Committee will continue to review the success of these meetings, and the net revenue to determine that all support costs are covered. • Current levels of student travel support and scholarships will remain they currently exist. <p>Action: Manage Already Approved Topical Meetings Under the Previous – Not Proposed – Structure – Agreements have been made with Local Sections</p>		

Objective #10	Action	Deadline	Owner
	<p>to manage some 2020 and 2021 Topical Meetings. Meetings already approved with a Local Section support will receive the agreed upon revenue share.</p> <p>This action applies to the following meetings approved prior to the proposed Change Plan:</p> <p><u>2020</u></p> <ul style="list-style-type: none"> • ACCAPP, April 5–9 (ANS managed), contract signed • TOFE, April 19–24 (Savannah River managed), contract signed • UWC, August 9–12 (ANS managed), contract signed • ICRS/RPSD, September 13–18 (ANS managed), contract signed <p><u>2021</u></p> <ul style="list-style-type: none"> • CONTE, February 8–11 (ANS managed), contract signed • MARC, March 21-26, 2021 (Northern California Managed), contract pending • M&C, April 11–14 (Eastern Carolina managed), no contract • PSA, September 26–39 (Michigan-Ohio managed), no contract <p>Meetings approved after the 2019 Board of Director’s meetings will be managed by Staff.</p> <p>Action: Organize a working group of Division Chairs and others to develop recommendations related to Division finances, including optimization of Society spending on scholarships and student support. The recommendations will be ready for Board review and approval no later than March 31, 2020.</p>	<p>April 2020- September 2021</p>	<p>Applicable Local Sections</p>
<ul style="list-style-type: none"> • Move all logistics and business duties to Staff 	<p>Staff will provide a consistent attendee experience at all ANS Topical Meetings – branding, special event quality, continuing education offerings,</p>		

Objective #10	Action	Deadline	Owner
	<p>and fee structures – while recognizing the unique needs of different groups of attendees.</p> <p>Action: Move All Logistics and Business Responsibilities from Divisions and Local Sections to Staff – The benefits of moving responsibilities to Staff are threefold: (1) The proposed change draws upon the event expertise of Staff; (2) overall meetings costs will be reduced; and (3) content will strengthen, adding value and attracting larger audiences. The following activities support the proposed change.</p> <ul style="list-style-type: none"> • <u>Revise the Topical Meeting Manual</u> – In collaboration with stakeholders, ANS Meetings & Exhibits Staff will revise the Manual to clearly delineate the division of responsibility. The Manual will also include steps needed to achieve a smooth transition and an evaluative structure to ensure periodic review and updates. <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Revise the Manual – <i>January-April 2020.</i> • Stakeholder review – <i>March 2020.</i> • Implementation and periodic review – <i>March 2020-ongoing.</i> • Presentation of revisions to stakeholders, Annual Meeting – <i>June 2020.</i> <ul style="list-style-type: none"> • <u>Perform a Cost-Benefit Analysis</u> – To help identify cost savings, reducing overall Topical Meeting costs, Staff will utilize a cost-benefit analysis that takes into account multiple factors, including leveraging recurring meeting expenses and risks, such as the number of meetings are greater than the demand. Additional considerations include contracts, services, and volume discounts. 	<p>March 2020</p>	<p>Staff; NPC; Professional Divisions</p>

Objective #10	Action	Deadline	Owner
	<p><u>Timeline</u></p> <ul style="list-style-type: none"> • Cost-benefit analysis, review, and recommendations – <i>January-March 2021. It will be difficult to complete a true analysis, until this change plan objective is implemented.</i> • <u>ANS Assessment of Stakeholder Communication Channels</u> – Collaboration among the Professional Divisions, the Local Sections, Staff, and the NPC Executive Committee on all aspects of Topical Meeting development and execution includes <ul style="list-style-type: none"> ○ co-locating smaller topical meetings ○ schedule and location of co-located meetings ○ technical program development ○ social activities and tours. <p>Because of the importance of communication to this collaboration, ANS will assess current communication channels and content and will work with stakeholders to identify and make revisions, if needed.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Assessment and revision – <i>January-March 2021.</i> <p>By following these steps, co-located meetings will achieve greater economy of scale and a better attendee meeting experience by combining meeting costs, negotiating contracts with larger facilities, holding meetings at accessible locations, and providing broader networking opportunities to attendees.</p>		
<ul style="list-style-type: none"> • Retain Division control of content 	<p>Local Sections should be encouraged by Divisions to continue to support the efforts of the Meetings they have typically supported. However, they will now do this as volunteers and not for a share of the net revenue from the meetings. See Objective 11.</p>		

Objective #10	Action	Deadline	Owner
	<p>Professional Divisions, with support from Local Sections, will continue to develop a robust technical program that appeals to a broader audience – and will have more time to do so with logistics responsibilities handed over to Staff. Professional Divisions will have ownership of the technical content of the Topical Meetings, seeking high-quality papers with strong content.</p> <p>The motivation for a technical division to put on a Topical Meeting is for the advancement and of science sharing of knowledge in the respective technical area. It also helps the careers of the members who present and attend the meeting. The motivation for a technical division to put on a topical meeting should not be financial.</p> <p>Action: Topical Meetings Content Needs Assessment – It is recommended that the NPC, Professional Divisions, and Local Sections work with Staff to perform a needs assessment to identify the following:</p> <ul style="list-style-type: none"> • Current content (and formats such as panel discussions) that resonates with attendees. • Content that does not resonate. • Suggestions for new content/topics/formats to attract a broader audience. <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Create, format, vehicle, and questions for needs assessment – <i>January-March 2020.</i> • Perform assessment – <i>April-June 2020.</i> • Review responses and make recommendations – <i>June-August 2020.</i> 	Starting in 2020	NPC; Professional Divisions; Local Sections
<ul style="list-style-type: none"> • Remove structures which incentivize profit over technical content 	<p>The following action is linked to Objective Outcome #1: Unity, community, and alignment among members at every level and each Constituent Unit of the Society.</p>		

Objective #10	Action	Deadline	Owner
	<p><u>Timeline</u></p> <ul style="list-style-type: none"> Update Topical Meeting Manual – June 2020 	Starting in 2020	NPC; Director of Meetings & Exhibits; Professional Divisions
<ul style="list-style-type: none"> Identify creative ways to host meetings that are not well attended 	<p>Because of their role within the Society as subject matter experts, Divisions will seek support from Local Sections to organize technical papers, training, and educational workshops of interest to all attendees. Divisions will be responsible for Topical Meeting content.</p> <p>Action: Identify and Implement Creative Ways to Host Meetings – The following are the types of strategies that will contribute to increased attendance at meetings:</p> <ul style="list-style-type: none"> Co-locating Topical Meetings presents the opportunity to combine exhibits, poster sessions, and meals functions, thus increasing overall networking opportunities. Stronger efforts will be made to reduce overlapping content and combined similar sessions. Co-locating meetings will have a combined number of attendees, resulting in a larger meeting. <p>Brainstorming creative strategies to host meetings to drive attendance will be a re-occurring agenda item on Planning Committee calls and will continually be addressed by Staff. Other forums to identify opportunities will be investigated.</p>	Starting in 2020	NPC; Staff; Professional Divisions; Local Sections

2020 CHANGE PLAN FOR MEETINGS & EXHIBITS - OBJECTIVE #11

Content of National Meetings redesigned to provide increased value to more members.

Objective #11	Action	Deadline	Owner
<ul style="list-style-type: none"> • Focus content on more current topics 	<p>To provide content that is current, addressing issues of the day and “hot topics,” ANS will implement the following two strategies:</p> <p>Action: National Meetings Content and Experience Needs Assessment – It is recommended that the NPC and Professional Divisions work with Staff to perform a needs assessment to identify the following:</p> <ul style="list-style-type: none"> • Current content (and formats such as panel discussions) that resonates with attendees and content that does not resonate. • Suggestions for fresh, leading edge content and topics. • Review of current experiences (such as social events, receptions, and off-site excursions) and suggestions for new experiences. <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Create vehicle and questions for needs assessment – <i>January-March 2020.</i> • Perform assessment – <i>April-June 2020.</i> • Review responses and make recommendations – <i>June-August 2020.</i> <p>Action: Update Presenter Guidelines – presenters will be encouraged to present content and topics that address current dialogue and issues within the field. NPC and Staff will update presenter guidelines to reflect this focus and will work to identify presenters that are at the forefront of nuclear science and technology.</p>	<p>Starting in 2021</p>	<p>Director of Meetings & Exhibits; NPC; Professional Divisions</p>
<ul style="list-style-type: none"> • Expand technical session content beyond academic/cutting-edge research 	<p>Action: Revise Review Process – Through the review process’s recommended selection criteria, reviewers will look to not only accept papers that are theoretical in nature but to look for papers that offer cutting edge, applicable research –providing an actionable road map for innovation.</p>	<p>Starting in 2021</p>	<p>Executive Director/CEO Director of Meetings & Exhibits; NPC;</p>

Objective #11	Action	Deadline	Owner
	<p>The Electronic Paper Review System will be changed asking all authors, Professionals and Student if their submission is for an oral or poster session.</p> <p>Number of technical session rooms and paper time slots will be determined before the paper cut-off date.</p> <p>Set a reasonable deadline for papers submissions for oral papers based on the number of rooms and times allowed.</p> <p>Papers that come in after the deadlines will be accepted based on open space in the program.</p> <p>Embedded Topical Meetings will have a schedule consistent with the National Meeting that those meetings are embedded.</p> <p>Reduce the continuous extension to the deadline dates.</p> <p>Additional changes to the National Meeting Program are under review of the National Program Committee. This Committee includes a representative from all Divisions.</p>		Professional Divisions
<ul style="list-style-type: none"> Expand panel and plenary content beyond “general interest” and “utilities” 	<p>Action: Create Executive Committee Meeting Manual – The following strategies strengthen panel and plenary content by elevating the role of the Executive Committee:</p> <ul style="list-style-type: none"> Executive Committee (EC) will have a greater presence at National Meetings such as interacting with exhibitor, sponsors, and attendees. EC will select general chairs that can offer value to the meeting based on their position in the industry. EC have more responsibility for planning plenary and special 	Starting in 2020	Executive Director/CEO; Director of Meetings & Exhibits; NPC; Professional Divisions

Objective #11	Action	Deadline	Owner
	<p>sessions, keeping the general chair involved in speaker selection, but only to the extent to which they want to participate.</p> <p>The strategies will be documented in the inaugural Executive Committee Meeting Manual.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Draft manual with stakeholder input – <i>January-March 2020</i>. • Design and Distribute manual – <i>April-June 2020</i>. <p>Action: Revisions to National Meeting Manual – After the following concepts are fully vetted, they will be added to the National Meeting Manual:</p> <ul style="list-style-type: none"> • Shorten the opening plenary to a maximum of two hours. • Change how national and Division awards are presented at the National Meeting. • Embedded Topical Meetings could hold their own plenary sessions concurrently, or one after another with each having their opening plenaries taking place immediately after the National Meeting plenary. • Shorten the President’s Special Session to 60 or 90 minutes. • Begin Wednesday morning with a one-hour professional motivational speaker. • Investigate the cost of Interactive Posters with screen touch to better convey information. 		
<ul style="list-style-type: none"> • Increase ratio of non-paper sessions (workshops and discussions) to paper sessions 	<p>Action: Develop Target Ratio of Non-Paper to Paper Sessions – NPC, Divisions and Staff will determine a general ratio of non-paper sessions to paper sessions as a guideline to help ensure a variety of content at meetings. Strategies will be developed and adopted to help achieve the percentage goal. These include:</p>	<p>Starting in 2020</p>	<p>NPC; Professional Divisions; Technical Program</p>

Objective #11	Action	Deadline	Owner
	<ul style="list-style-type: none"> • Incorporate into the poster session both professional and student submissions. • Remove the student poster incentive. Meetings Department can no longer afford to provide comp registrations to students who present a poster paper. Students are encouraged to participate in the student program where they can receive a comp registration and travel support. • Establish a database to archive presenter ratings from session attendees at Meetings, as additional input to support assignment to a poster or oral presentation. Include more panels or discussion sessions, but only if needed. • Continue to look for ways to make positive changes to the program and format of meetings to make the more attractive to attendees. <p>Action: Update the Content Paper Review System – Stakeholders will review the current system and suggest updates. If the current system is inadequate, Staff will look to software that will augment or replace the system.</p> <p>Action: Request input from Division Representatives on the National Program to continue suggesting improvements.</p>		Chairs; Staff
<ul style="list-style-type: none"> • Incentivize quality, not quantity <ul style="list-style-type: none"> ○ Reduce the number of tracks ○ Eliminate Thursdays 	<p>Action: Modify Current Meeting Structure –</p> <ul style="list-style-type: none"> • Change the Annual Meeting to a smaller technical program; this will reduce the number of general tracks. Note: With two to four embedded meetings, the overall program will have more tracks but will also include more specific content and a broader targeted audience. • Encourage some Divisions to solicit papers at one of the two National Meetings so they can seek higher quality presentations and papers. 	Starting in 2020	Director of Meetings & Exhibits; NPC; Professional Divisions

Objective #11	Action	Deadline	Owner
	<ul style="list-style-type: none"> • The overlapping number of attendees at both National Meetings is not that high. The majority of the members attending both meetings are those in attendance for Committee and division meetings. • Reduce the length of the National Meetings by one day; embedded Topical Meetings can maintain their current schedule to end on Thursday and in some cases on Friday. • Create annual webinars or other online opportunities to present content from the National Meetings to interested ANS members that were not able to attend the meetings. Develop a year-round schedule to keep members engaged, and encourage members to consider attending future National Meetings. • Move the welcome reception from Sunday to Monday. This will lower costs for exhibitors, who would no longer have to travel or set up before Monday morning. This also saves both exhibitors and ANS Sunday set-up labor costs. • We understand the awards are part of our culture and history. However, having too many of the awards in the Plenary and Special Sessions make these sessions longer than necessary. • Move the awards, except for the Fellow Awards, to a time other than the Opening Plenary. Division and Committee Awards should be held separate from the Plenary and Special Sessions. • Increase sponsorships and exhibitors. <p>Action: Establish a Local Section Sponsorship/Exhibitor Revenue-Sharing Model – Local Sections can engage with Divisions and Staff on a national level while increasing sponsorship revenue. Through participation, Local Sections can earn 20% of (new or returning after three years of non-participation) sponsors/exhibitors revenue. This opportunity is not limited to a specific National Meeting or location.</p>		

Objective #11	Action	Deadline	Owner
	<p>Action: Change the Rotation Structure for Meeting Locations – For consideration:</p> <ul style="list-style-type: none"> • Rotate the Annual Meeting between three or four different locations. • Rotate the Winter Meeting between two different locations or hold in Washington DC only (promote annual advocacy event with the legislators). <p>Action: Meetings Location Needs Assessment – It is recommended that the NPC and Professional Divisions work with Staff to perform a needs assessment to identify:</p> <ul style="list-style-type: none"> • Locations for Annual Meetings. • Locations for Winter Meetings, or if they'd prefer to keep the Winter Meeting in Washington DC. <p><u>Timeline</u></p> <ul style="list-style-type: none"> • Create vehicle and questions for needs assessment – <i>January-March 2020.</i> • Perform assessment – <i>April-June 2020.</i> • Review responses and make recommendations – <i>June-August 2020.</i> 		

2020 CHANGE PLAN FOR MEETINGS & EXHIBITS – OBJECTIVE #18

Logistics of National Meetings redesigned to reduce financial risk/variance.

Objective #18	Action	Deadline	Owner
<ul style="list-style-type: none"> Reduce footprint needed for governance meetings (encourage/enable governance meetings to be held separate from National Meetings) 	<p>Action: Increase the Efficiency and Effectiveness of Committee Meetings – Staff liaisons will work with Committee chairs to schedule calls throughout the year so time together at National Meetings will be efficient and effective. This would:</p> <ul style="list-style-type: none"> Reduce the time allotted for each Committee/Division meeting held. Reduce the number of meeting rooms needed on Sunday because more meetings could be assigned to each room. (This will require some meetings to change their start and end times.) <p>Action: Create a New Process for Scheduling Committee Meetings – We will create a scheduling grid without available time slots to schedule meetings. All required national standing meetings will be pre-populated before sending out to Divisions to select times. Meeting requests will be scheduled as requests are received.</p> <p><u>Timeline</u></p> <ul style="list-style-type: none"> Beginning three months before each National Meeting, Staff liaisons will send Divisions and Committees a reminder to determine the expected attendance. <p>When scheduling opens, Staff liaisons, Divisions, and Committee chairs will work with meeting Staff to schedule their meetings. Those meetings with an expected attendance of less than eight may not be assigned a meeting room during their preferred time; instead flexibility in scheduling may be required; consideration to meet at a different time based on space</p>	<p>Starting in 2020 or 2021 (depending on when new Committees are established)</p>	<p>All Staff Liaisons to Committees and Division Chairs</p> <p>Director of Meetings & Exhibits</p>

Objective #18	Action	Deadline	Owner
	availability. All Divisions and Committees are free to hold their meetings at any time during the week except during plenary and special session, based on availability of rooms.		
<ul style="list-style-type: none"> Develop and utilize predictive metrics for attendance relative to location 	<p>Action: Develop and Utilize Predictive Metrics – The predictive metric will include factors such as location, room rate, distance to/from the airport, proximity to the downtown area, and location. The development of the metric will be informed by the meetings need assessment cited above.</p> <p>The National Meetings Committee will use this information to research future sites for National Meetings which will now be the primary driver in decision-making.</p>	March 2020	Director of Meetings & Exhibits

2020 CHANGE PLAN FOR MEETINGS & EXHIBITS – OBJECTIVES #10, 11, 18

<p>4. Information Needed from Board of Directors, ANS Stakeholders, or Other ITs</p>	<ul style="list-style-type: none"> • Agreement to change the way Division and Committee meetings are held and scheduled and the number of Committees required to meet at National Meetings. • Agreement from the Executive Committee to change the current plenary and special sessions schedule. • Agreement from the Executive Committee and the Honors and Awards Committee to change the way and when awards are presented at National Meetings. 	
	<p>Risks/Threats</p>	<p>Mitigating Actions, If Any</p>
<p>5. Key Risks and Threats, and Planned Mitigating Actions, If Any</p>	<p><u>Objective #10</u> 1. Professional Divisions will have to work together on when/where the meetings will be held. If they can't come to an agreement, they may decide to hold them internationally as a Class IV or decide to postpone their Topical Meeting. 2. If Professional Divisions do not agree to this plan, we may lose some Topical Meetings to other organizations with support from our Local Sections. 3. There are Topical Meetings that have been approved for 2020 and 2021 that a Local Section is managing and has agreed to the current revenue share: 2020 TOFE/Savannah River, 2021 M&C/Eastern Carolina Section, 2021 PSA/Michigan-Ohio Section. This will need to be addressed.</p> <p><u>Objective #11</u> 1. To expand technical session content beyond academic/cutting-edge research: We still need members to champion these sessions. Who? And what would they be – are they instructional?</p>	<p>1. To avoid this we will need to identify which meetings to co-locate and then get those Divisions together to agree on where they want the meetings to be held. This means planning out farther than the usual time frame for Topical Meetings. 2. Develop a logical reason to encourage Divisions to support this change. Support from ANS Leadership may be necessary. 3. Local Sections with existing agreements to manage Topical Meetings will still receive the percentage of net funds agreed upon. All future meetings will be approved and managed within the approved Change Plan.</p> <p>1. Divisions will be asked to identify who within their Division could be part of the planning Committee to identify topics and speakers.</p>

	Risks/Threats	Mitigating Actions, If Any
	<p>2. This is a huge revenue source for ANS, and reducing the number of papers for National Meetings and increasing the number of panels will also reduce the revenue received for page charges.</p> <p>3. Adding workshops could add expenses. Motivational speakers may have fees. Webinars may also have a costs associated with them.</p>	<p>2. To address this issue we need to find a revenue source to make up this money. Revenue from page charges is collected by the Publications Department.</p> <p>3. Set the fee to cover workshop costs.</p>
	<p>Objective #18 Divisions and Committees may not agree to reduce the scheduled times/hours for face-to-face meetings.</p>	

Membership

Objective Outcome 13: Organization membership program is utilized as a strategic vehicle to expand membership and strengthen ANS

Objective Outcome 14: Meetings are used to convert more non-ANS member attendees to ANS members

Objective Outcome 15: Increased reliability and amount of revenue through member dues

The Board of Directors endorsed the objectives as written.

2020 CHANGE PLAN FOR MEMBERSHIP - OBJECTIVES #13, 14, 15

<p>1. Objective Outcome(s)</p>	<p>#13 Organization Membership program is utilized as a strategic vehicle to expand membership and strengthen ANS. #14 Meetings are used to convert more non-ANS members to attendees to ANS Members. #15 Increased reliability and amount of revenue through member dues.</p>
<p>2. Implementation Team (IT)</p>	<p><u>Objective Outcome #13</u> Dan Goldberg, Director of Membership, Marketing & Communications (Staff Lead) Tracy Marc, Communications Manager (Staff Lead)</p> <p>Jeff Mosses, Director of Advertising (Staff) Daryl Rizzo, Director of Development (Staff) Vince Gilbert (Member and Past Chair, Operations & Power Division) Steve Nesbit (Board Member and Past Chair, Public Policy Committee)</p> <p><u>Objective Outcome #14</u> Dan Goldberg, Director of Membership, Marketing & Communications (Staff Lead)</p> <p>Paula Cappelletti, Director of Meetings & Exhibits (Staff) Joe Koblich, Director of Information Technology (Staff) Harsh Desai (Chair, Membership Committee) Tom Remick (Board Member and Chair, Professional Divisions Committee)</p> <p><u>Objective Outcome #15</u> Dan Goldberg, Director of Membership, Marketing & Communications (Staff Lead)</p> <p>Staci Levy, Director of Finance (Staff) Harsh Desai (Chair, Membership Committee)</p>

2020 CHANGE PLAN FOR MEMBERSHIP - OBJECTIVE #13

Organization Membership program is utilized as a strategic vehicle to expand membership and strengthen ANS.

Objective #13	Action	Deadline	Owner
<ul style="list-style-type: none"> • Re-charter the Organization Membership program with clear statement of benefits and value to Organization members (that resonate and are attractive) <ul style="list-style-type: none"> – Include features to increase membership 	<p>Action: Develop an Organization Membership Charter – A new charter for the Organization Membership program will be developed to clarify its objectives and to ensure it aligns with ANS’s overall strategic direction. In addition, the new charter will help communicate why organizations should be a part of the program and why they benefit from being a member.</p> <p>The charter will be developed by utilizing past member interviews/research and new surveys. The Organization Membership Program was thoroughly evaluated in 2018 by the Membership Committee and Staff and the results will contribute to the creation of the new charter, along with additional research conducted by Staff in 2019.</p> <p>Action: Conduct an Organization Membership Survey – Based on the current status, it has been determined that the overall perception of the value of benefits Organization Members receive is low. It is proposed that we develop a survey inquiring about the value placed on existing OM benefits and about other potential benefits that ANS could provide. The survey can be done in conjunction with other relevant surveys ANS will be conducting. The survey will be distributed to existing and past organization members. The results would be used to help develop benefits for:</p> <ul style="list-style-type: none"> • Utility and operations members. • National labs. • Universities. • NGOs and partner organizations: NEI, Third Way, WIN, NAGYN, Environmental Progress, Hoover Institution, Clear Path, ENS, NIA, Clean Air Task Force, IAEA, NEA, etc. 	<p>June 2020</p>	<p>Communications Manager/ Director of Membership, Marketing & Communications</p> <p>Communications Manager/ Director of Membership, Marketing & Communications / Director of Development</p>

Objective #13	Action	Deadline	Owner
	<p><u>Timeline:</u> Distribute and analyze survey – <i>January-April 2020</i>. Draft new charter – <i>May-June 2020</i>.</p>		
<ul style="list-style-type: none"> Utilize the Organization Member program as a strategic tool to strengthen ANS relationships with key industry organizations and leaders and their awareness of ANS value. 	<p>A plan will be developed to outline the steps necessary for ANS to leverage the Organization Membership program to strengthen ANS relationships with key industry organizations and leaders and to build upon their awareness of ANS value. The plan will developed upon the creation of the new OM charter and extensive evaluation of the program.</p> <p>Action: Design and Implement an Organization Membership Plan – Considerations during the development of the plan include:</p> <ul style="list-style-type: none"> Creating an organization membership category for NGOs and partner organizations. Creating an organization membership category for national laboratories. Modifying the dues rate structure with appropriate benefits for new categories (if developed). Develop an OM development program in which ANS leaders, Board members, and other key stakeholders work with Staff to help make new contacts and cultivate relationships with OM prospects. Create a strategic marketing plan to promote the OM program to a targeted list of organizations in the utilities and supply chain industry, national labs and NGOs. <p><u>Timeline:</u> Develop the plan – <i>April-June 2020</i>. Plan for implementation of any changes – <i>July-August 2020</i>. Implement changes – <i>September-December 2020</i>.</p>	<p>January 2021</p>	<p>Communications Manager/ Director of Membership, Marketing & Communications</p>

2020 CHANGE PLAN FOR MEMBERSHIP - OBJECTIVE #14

Meetings are used to convert more non-ANS members to attendees to ANS Members.

Objective #14	Action	Deadline	Owner
<ul style="list-style-type: none"> Automatically signing up people paying the non-member rate at national and topical meetings as national members 	<p>Action: Offer Free Trial Membership for Non-Member Meeting Attendees – All national or topical meeting attendees will be provided a free trial membership following attending a meeting. The purpose is to allow nonmembers the opportunity to experience ANS membership, including receiving exclusive member benefits when they may not have otherwise had the opportunity to join. The goal is for these attendees to renew their membership after this experience and continue being ANS members for years to come. As a result, this will increase membership numbers and potentially increase meeting attendance.</p> <p><u>Trial Membership Program administration</u> – The following outlines how the free trial memberships will be administered:</p> <ul style="list-style-type: none"> Trial memberships will be given to national meeting attendees and attendees of topical meetings that Staff manages. Meeting attendees will receive a free trial membership following the conclusion of the meeting and the membership will be valid for approximately 7-10 months. This time period allows attendees to experience ANS membership for significant period of time and also allows them to receive the \$200 member discount on the next national meeting. However, it prevents attendees from getting a \$200 discount on two national meetings. <p><u>Trial Membership Schedule</u> – The following is the schedule for trial memberships for attendees of these national and topical meetings:</p> <p>14th International Topical Meeting on Nuclear Applications of</p>	<p>April 2021</p>	<p>Director of Membership, Marketing & Communications</p>

Objective #14	Action	Deadline	Owner
	<p>Accelerators (AccApp '20) (April 5-9) Trial memberships will be valid from April 2020 to December 2020</p> <p>Technology of Fusion Energy (TOFE) 2020 (April 20-23) Trial memberships will be valid from April 2020 to December 2020</p> <p>2020 ANS Annual Meeting (June 7-11) Trial memberships will be valid from June 2020 to December 2020</p> <p>Utility Working Conference and Vendor Technology Expo (August 9-12) Trial memberships will be valid from August 2020 to February 2021</p> <p>ICRS 14/RPSD 2020 (September 13-18) Trial memberships will be valid from September 2020 to March 2021</p> <p>2020 ANS Winter Meeting (November 15-19) Trial memberships will be valid from November 2020 to June 2021</p> <p><u>Non-member Meeting Attendee offer</u> – Following each meeting, non-ANS member attendees will receive an email thanking them for attending the event and letting them know they are receiving a free trial membership in appreciation of their attendance. They will be given the opportunity to decline the membership, but otherwise will be opted in as a member.</p> <p><u>Trial Membership Activation</u> – After distributing this message to non-ANS member attendees, Staff will add the attendees to the membership database and make their trial memberships active. Once this is completed, attendees will be notified and will be asked to complete their membership profile, including selecting their two free Division memberships.</p>		

Objective #14	Action	Deadline	Owner
	<p><u>Marketing Campaign</u> – A special new member email marketing campaign will be developed to ensure timely follow-up communications are sent to people receiving trial memberships to encourage them to use their member benefits and to help promote renewing their membership once their trial period is over.</p> <p><u>Program Assessment</u> – The success of the trial membership program will be monitored each year, measuring the renewal rate and meeting attendance for members who are part of the program. After two years, the program will be evaluated to determine if it will continue for a third and subsequent years.</p>		
<ul style="list-style-type: none"> Automatically signing people paying the non-member rate at topical meetings as division members 	<p>It is recommended that we do not automatically have non-ANS members be signed-up for Professional Division memberships when they attend topical meetings. Rather, it is recommended that we invite non-ANS members who attend meetings to select the Divisions that hosted the topical meeting when they choose Division memberships upon receiving their free trial membership.</p> <p>The reason for this recommendation is that we feel members should have the choice of which Divisions to select and it would create more logistical work to change Divisions after they've been automatically selected. There would also be additional programming and Staff time necessary to create an automated process that would add costs and make the process less efficient.</p>	<p>April 2021</p>	<p>Director of Membership, Marketing & Communications</p>

2020 CHANGE PLAN FOR MEMBERSHIP - OBJECTIVE #15

Increased reliability and amount of revenue through member dues.

Objective #15	Action	Deadline	Owner
<ul style="list-style-type: none"> • Annually evaluate dues levels 	<p>Membership dues and categories will be evaluated annually to ensure the rates and categories are aligned with similar organizations and with the overall ANS budget. Factors to consider include the shifting demographics of the Society, state of the nuclear science and technology field, the current and future economic landscape, membership benefit enhancements, and other factors.</p> <p>Action: Evaluate Membership Dues and Levels – Membership dues and categories will be evaluated annually through the following process:</p> <ul style="list-style-type: none"> • January-February – Staff to evaluate membership dues and categories for the following year. • March – Staff to make recommendations to the Executive Committee. • April – If approved by the Executive Committee, recommendations are submitted to the Bylaws & Rules Committee (if rules or bylaws changes are necessary). • May – Recommendations are submitted to the Board of Directors for a vote. • June – Membership to vote on bylaws changes during the Annual Business Meeting (if bylaws changes are necessary). • June-September – Staff to implement any membership changes, including adjusting the membership database, applications and other materials. • August – Staff to incorporate any membership changes in the following year’s budget. 	<p>Starting in January 2020</p>	<p>Director of Membership, Marketing & Communica- tions</p>

Objective #15	Action	Deadline	Owner
	<ul style="list-style-type: none"> • October-December – Staff to rollout any membership changes with a communications campaign to membership. 		
<ul style="list-style-type: none"> • Eliminate Honorary Life dues category (maintain a lower cost rate, not free) 	<p>Action: Eliminate the Honorary Lifetime Membership Category by Following this Process –</p> <ul style="list-style-type: none"> • Change the Bylaws & Rules to eliminate the Honorary Life Membership category. The Board will need to vote on the change during the November 2019 Board Meeting. • The rule change will take effect starting in January 2021 (since the 2020 membership renewal period is already underway), meaning no members can enter this membership category after this time period. • All current Honorary Lifetime members will be “grandfathered” into the category through their remaining tenure as an ANS member. • A communications plan will be developed to communicate this change to members who would have been entering the category in the coming years. 	<p>Starting in January 2021</p>	<p>Director of Membership, Marketing & Communications</p>
<ul style="list-style-type: none"> • Consider options to tailor/align member benefits and dues (with expectations to expand membership and revenue 	<p>The Implementation Team is recommending that any changes to member benefits and dues be aligned with the changes recommended with Objective Outcome #1, relating to 1ANS unity and making every Local or Student Section member be a national member (See the Change Plan for Objective Outcome #1 for details).</p> <p>In addition, as part of the annual dues evaluation process, options for tailoring and aligning member benefits and dues will be considered on an annual basis.</p>	<p>Starting in January 2021</p>	<p>Director of Membership, Marketing & Communications</p>

2020 CHANGE PLAN FOR MEMBERSHIP - OBJECTIVES #13, 14, 15

<p>4. Information Needed from Board of Directors, ANS Stakeholders, or Other ITs</p>	<p>Direction is needed from ANS Board, Executive Director/CEO on the emphasis of this program within the membership department.</p> <p>Approval from the Board of Directors to eliminate the Honorary Lifetime membership category.</p>	
<p>5. Key Risks and Threats, and Planned Mitigating Actions, If Any</p>	<p align="center">Risks/Threats</p>	<p align="center">Mitigating Actions, If Any</p>
	<p><u>Objective #13</u> The Organization Membership program currently provides substantial revenue with relatively small expenses outside of labor costs. Over the past couple of years, a considerable amount of Staff time has been dedicated to improving the OM program (along with significant time spent by the Membership Committee). Additional Staff time spent on implementing this plan may not be worth the return on investment if the program does not generate a substantial increase in revenue.</p>	<p>The amount of Staff time dedicated to the OM program should be regularly evaluated and considered when determining the success of the changes to the program. After the new charter and new plan for enhancing the program are created, we should analyze the potential positive impact it will have on revenue to determine if the changes should be enacted upon.</p>
	<p><u>Objective #14</u> 1. Nonmember attendees may be getting a free membership when they otherwise may have decided to join ANS following a meeting as a nonmember attendee. This could potentially have a negative impact on dues revenue.</p>	<p>1. This can be mitigated through the evaluation of the program after two years. If the program is found to be having a negative overall impact, it should be discontinued. Through a marketing campaign we also need to do whatever we can to help ensure recipients of the trial membership take advantage of the opportunity and help them see a reason to renew their membership.</p>

	Risks/Threats	Mitigating Actions, If Any
	<p>2. Nonmember attendees who receive a free trial membership will receive member discounts when they otherwise may have paid the nonmember rate for a meeting or for products purchased in the ANS Store. This could potentially have a negative impact on meetings and store revenue.</p> <p>3. By providing free memberships, we may be devaluing membership.</p> <p>4. By providing free memberships, we may upset paying members who did not get a free trial membership.</p>	<p>2. Again, this can be mitigated through the evaluation of the program after two years. If the program is found to be having a negative overall impact, it should be discontinued.</p> <p>3. We need to continue doing everything possible to enhance the overall value of ANS membership to negate this.</p> <p>4. We need to be ready to address any comments or feedback received by ANS leadership or Staff, including explaining why nonmember attendees are getting free trial memberships. We need to stress that the program is intended to help ANS overall.</p>
	<p><u>Objective #15</u> Eliminating the Honorary Lifetime Membership category may upset longtime members who are would have reached this membership status in the next couple years. This could have a negative impact on Center and other donations from these members.</p>	<p>As part of the accompanying communications plan, we need to stress that this change is to strengthen ANS for the future. Staff should continue to use the leeway provided in the current Bylaws & Rules that allows discounts to be provided to members under extenuating circumstances to help keep longtime members satisfied with ANS.</p>