



AMERICAN THYROID ASSOCIATION STRATEGIC PLAN 2019-2022

Area of Focus	3. Operational, fiscal, and staffing excellence		
Goal(s)	Assure the fiscal, operational, and programmatic sustainability of the organization		
Activities	<p>Year 1:</p> <ol style="list-style-type: none"> 1. Investigate/purchase a more robust program management system to track and manage leadership (and staff) tasks 2. Hire an executive director and conduct onboarding ensuring diversity in the search committee, candidate, and selection 3. Prioritize and align revenue, expenditures, and staff responsibilities to strategic goals 4. Review structure ensuring D&I, international and early career considerations, and charge of workgroups and committees to align with strategic goals 5. Identify new revenue streams 6. Develop a metric by Board to evaluate success of ED (quantitative and qualitative) 7. Increase and evaluate value proposition of CLC partnership revenue 8. More involvement of the Executive Committee (vis a vis the Treasurer) in development/ review of budget to ensure alignment with prioritization of strategic goals 	<p>Year 2:</p> <ol style="list-style-type: none"> 1. Create Centennial task force 2. Financial calendar/timeline for guidelines as we expand and develop new guidelines 3. Assess how to increase profitability and attractiveness of meeting 4. Increase educational partnerships revenue 5. Increase and evaluate value proposition of CLC partnership revenue 6. Evaluate Board effectiveness and selection 	<p>Year 3:</p> <ol style="list-style-type: none"> 1. Operationalize centennial task force 2. Develop an understanding of how ATA has interacted with international societies over the last 100 years to inform centennial efforts 3. Increase and evaluate value proposition of CLC partnership revenue
Indicators of success	<ul style="list-style-type: none"> • ATA is more efficient as an organization • ATA is able to nimbly respond to the changing environment • ATA has increased and diversified revenue sources • Leadership and ED value diversity and inclusion 		



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Metrics (quantitative or qualitative)	<ul style="list-style-type: none"> • Assess roles of chairs and members of committees (e.g. Should Treasurer serve as chair of F&A committee?) • Committees evaluate charges and currently work plans against strategic goals (how they align and sunseting review) • ED plan for association during hiring process • Re-examine repackaging and monetizing existing content • Develop a rapid response mechanism to association requests • Consultant group considered to review meetings (Velvet Chainsaw or similar) • Identify at least one revenue source per year, in terms of diversity and a percentage of revenue (tasked to Board, development, and F&A Committees) • Frequent/quarterly check-ins /communication with new ED • New ED, Executive Committee and Board values and ensures diversity across all committees, physician leaders and staff • Create Diversity and Inclusion Task Force
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Area of Focus	4. Member diversity, growth, and engagement		
Goal(s)	<ol style="list-style-type: none"> 1. Increase membership numbers 2. Increase diversity and inclusivity across all arms and activities of the organization 3. Increase engagement of members in ATA activities 		
Activities	Year 1: <ol style="list-style-type: none"> 1. Add “diversity/inclusivity” to ATA values (G2) 2. Establish Diversity/Inclusivity Task Force (to include WIT) (G2); part of charge to investigate possible metrics for “inclusivity” (G3) 3. Include a trainee and an early-career member on each committee and task force (G2,3) 4. Conduct survey to assess why members do not continue (Assoc to Active/Corresponding members, 	Year 2: <ol style="list-style-type: none"> 1. Re-evaluate membership structure, including dues, duration of TRAC, possible discounts (e.g., “team” membership) (G1) 2. Develop any necessary new tools for obtaining relevant demographic data on members (includes identifying/hiring staff necessary to do this) (G2) 3. Increase participation of new and active members in ATA programs, committees, and leadership (G3) 	Year 3: <ol style="list-style-type: none"> 1. Modify membership structure to increase member recruitment and retention (G1) 2. Assess effect of old/new tools for measuring demographic variables relevant to member diversity (G2)