

The logo features the word "AESSE" in blue with a grey swoosh above it, followed by "VISION" in black. Below this, the year "2020" is written in large, bold, black digits.

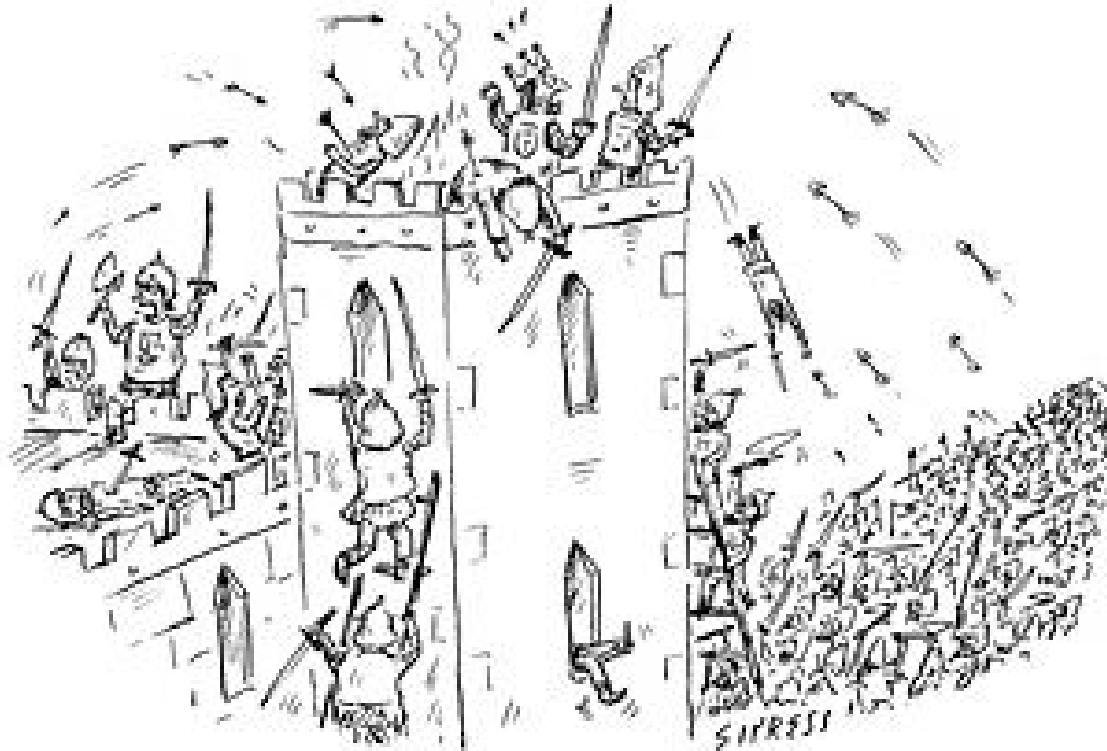
AESSE VISION
2020

Walt Downing
Executive Vice President, AESSE

February 9, 2019

Miami Marriott Biscayne Bay

Welcome to the AESS Officers 2019 Strategic Planning Meeting



“What do you mean, ‘we never got around to developing a strategic plan’?”

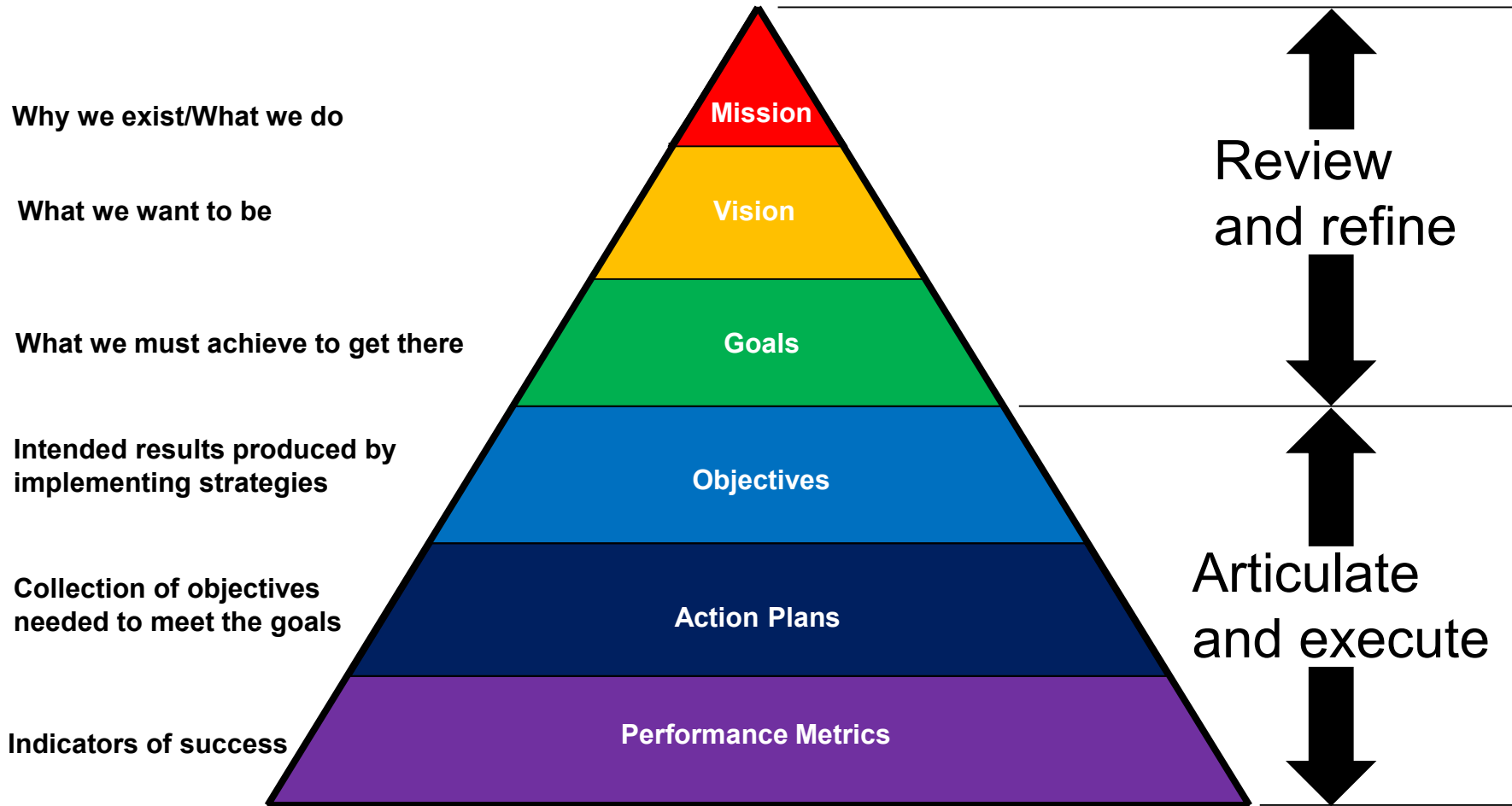
Why Vision 2020?

- Logical target date for accomplishing many goals and objectives from previous strategic planning exercises
- Place emphasis on **actions**
- Prepares AESS for the next society review cycle in the year 2020
- Concurrent with terms of the executive team
- Resonates with 20/20 eyesight; connotating a clear vision for the near, mid, and far term
- Catchy – instantly appealing and memorable

Strategic Plans



Strategic Plan Hierarchy



Goals vs. Objectives

Suggest we adopt consistent usage

	Goals	Objectives
Definition	Desired outcomes of efforts over time	Intended results produced by implementing strategies
Timeframe	Long-term	Near-term
Magnitude	Major	Incremental
Outcomes	General	Specific & measurable
Purpose of actions	Movement in a direction leading to desired results	Aimed at accomplishing certain tasks
Example	Retire by age 65	Must save \$20,000 this year to stay on track
Hierarchy	Goals control Objectives	Objectives can modify a goal

Definitions for Objectives, Action Plans and Performance Metrics

- **OBJECTIVES:** specific, measurable, achievable, realistic, and timed results produced while implementing strategies
- **ACTION PLANS:** collection of objectives that, in total, must be accomplished to reach a goal of the organization
- **PERFORMANCE METRICS:** measures by which achievement of goals and objectives can be determined

"SMART" Objectives

Guidance for writing objectives

S	SPECIFIC	Details exactly what needs to be done
M	MEASURABLE	Achievement or progress can be measured
A	*ACHIEVABLE	Objective is accepted by those responsible for achieving it
R	**REALISTIC	Objective is possible to attain (important for motivational effect)
T	TIMED	Time period for achievement is clearly stated

*A also means assigned and accepted

** R also means relevant

Objective Template

One/each using **SMART** Format

S – Statement of the objective

M – Performance metric for measuring progress

A – Assigned to:

R – Relevant to which goal(s) and how?

T – Time period for performance

Guidance for Selecting Performance Metrics

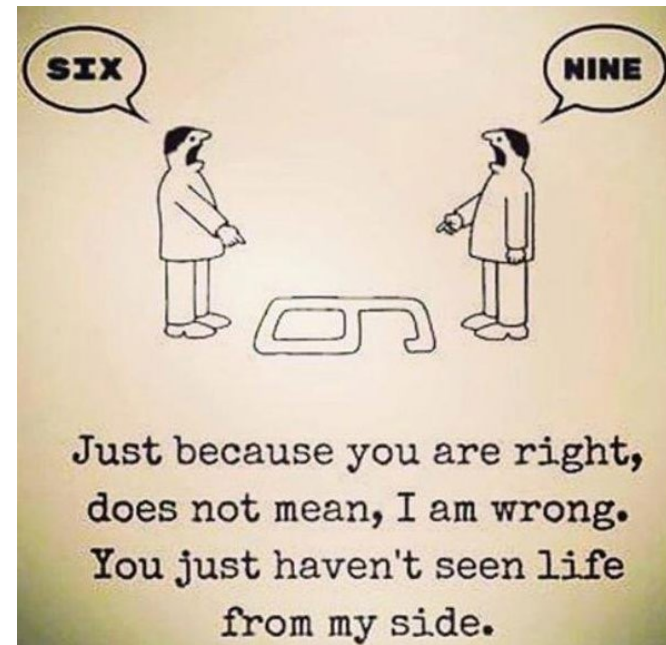
- Focus on the critical few, not the trivial many
- Ensure the metric measures performance toward achievement of the goal or objective
- Ensure that data for the metric is valid and obtainable
- The metric should be actionable/controllable
 - Example: Member Satisfaction
 - Price of offering
 - Convenience of service
 - Timeliness of information
 - Consistent quality

Meeting Ground Rules

Everyone's participation is important

Please:

- Be involved in the discussion.
- Wait to be recognized before speaking.
- Share time and avoid interrupting others.
- Treat each other with mutual respect.
- Try to avoid sidebar conversations.
- Stay physically and mentally present.
- Try to avoid tending to non-meeting business.
- Try to adhere to the allotted presentation time.
- Do your best to show up on time and come prepared.
- Leave cell phones & other electronic devices in "silent" mode.
- Dress appropriately: business casual, no shorts or tee-shirts.



Questions?

