

**American Association of Physics Teachers
Strategic Plan 2010–2013**

With Strategies for the Objectives

**Adopted by
AAPT Executive Board
July, 2010**

**With Input From
AAPT Section Representatives
AAPT Area Committee Chairs
AAPT National Office Staff**

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INTRODUCTION TO STRATEGIC PLAN

The AAPT Strategic Plan laid out in this document was adopted by the AAPT Executive Board at its meeting in Portland, OR, in July, 2010. This plan, however, has evolved over several years. In June of 2006, anticipating a change in AAPT's Executive Officer, the Executive Board held a retreat that was facilitated by Karen Johnston, who served as AAPT president in 1995–96 and who also has experience as a program evaluator. Following this retreat in the period from October 2006 to April 2007, a small group known as the Planning Advisory Group (PAG) and composed of Toufic Hakim (then AAPT Executive Officer), Dick Peterson, Ruth Chabay, Karen Johnston, Dwain Desbien, and Warren Hein (then AAPT Associate Executive Officer) worked to consolidate the discussions from the Board's retreat and develop proposed future directions for AAPT. At this juncture, the Board felt that a larger number of those involved in AAPT governance should have an opportunity to provide input. To that end, on the weekend of 23–25 May 2007, a retreat facilitated by Steve Iona and Ingrid Novodvordsky and attended by AAPT Section Representatives, Chairs of AAPT Area Committees, and a few members of the AAPT Executive Board convened at the American Center for Physics for a three-day session aimed at reviewing the governance structure of AAPT. Numerous recommendations to the Board emerged from that retreat.

Unfortunately, the outcomes from the May 2007 retreat did not provide a consensus for how AAPT should move forward. To provide for a more focused effort based on, but going beyond what had preceded, the AAPT Board in October 2007 authorized the creation of the *ad hoc* Committee on Governance Structure (COGS). In his President's report to the Board at its meeting in January 2008, then President Harvey Leff announced his appointments to that Committee and charged the Committee to

- Study the
 - Chart of AAPT's current structure being prepared by the Governance Review Committee,
 - Models from the Area Chairs–Section Representatives Retreat and the Board Retreats, and
 - Other relevant documents.
- Present to the AAPT Executive Board
 - A summary and synthesis (if possible) of the latter, and
 - Recommendations on how to deal with them, including for each recommendation (a) an assessment of its Strengths and Weaknesses and the Opportunities and Threats (SWOT) associated with it, (b) actions that would be needed for implementation, and (c) a timeline for needed actions leading from the current structure to the recommended new structure.

The members of COGS in the three years since its creation in January 2008 are listed in Table 1. These members have been appointed by the AAPT President. In the three years of COGS existence, its members have also held specific offices on the Board, though those specific members were not stipulated in the authorizing legislation.

The initial charge to COGS focused on developing a response to the report from the 2007 Retreat of Area Chairs and Section Representatives. In the minutes of the July 2008 meeting of the Board, Harvey Leff lamented that there was no clear framework or structure that could be used by the Committee to proceed and reported that the Committee had identified four areas of greatest need: Sections (formation, linkage, roles within AAPT), Membership, Affiliates (definition, links to AAPT and Sections), and Area Committees (number, scope, roles within AAPT). The minutes of the February 2009 meeting of the Board record that COGS would continue to look at the relationship between Sections/Section Representatives and the Executive Office. Then the Committee will look at the relationship between Area Chairs/Committees and the Executive Office. At the April 2009 meeting of the Board, the Committee described its contribution to the creation of an Associate Membership level that had been launched in a pilot phase and that would be fully implemented by August 2009. In the same meeting, President Alex Dickison expanded the charge to COGS to include studying the ramifications of regional governance structures for AAPT.

Office	Individual in		
	2008	2009	2010
Past President (chair)	Leff	Adair	Dickison
President	Adair	Dickison	Cook
Secretary	Iona	Iona	Iona
Chair, Section Representatives	Gibson	Mogge	Mogge
Vice-Chair, Section	Mogge	Milner-Bolotin	Milner-Bolotin
Member-At-Large	Ramsey	Ramsey	Chesick
Executive Officer without vote	Hein	Hein	Hein

Table 1. Members of COGS since its Inception.

Also at the April 2009 meeting of the AAPT Executive Board, Karen Johnston returned to her role as facilitator and spent several hours guiding the Board through a structured revisiting of thirteen priorities identified in the February 2009 Board meeting and also of other planning documents. The objectives were to establish goals, timelines, and a monitoring process. This activity perhaps represents the point at which the previous discussions were beginning to create a strategic plan to guide AAPT for the next several years.

As the strategic plan began to take shape, the need for additional input from Area Chairs and Section Representatives became evident. Accordingly, COGS planned and then conducted a miniretreat of Area Chairs and Section Representatives at the 2010 AAPT Washington meeting. In the subsequent months, COGS invested considerable effort in reviewing the comments from that miniretreat, establishing priorities, matching goals with values, and ultimately completing a draft of the evolving strategic plan. At its meeting in July 2010 in Portland OR, the Board adopted the strategic plan that is presented in this document, and the work in which COGS had been engaged reached at least momentary closure.

The AAPT Strategic Plan contains two versions. The briefer version contains only goals and objectives and provides a compact but also comprehensible overview of the plan. While more difficult to comprehend on a first reading, the longer version adds numerous strategies by which

the goals and objectives might be pursued. These strategies are to be interpreted as flexible suggestions, not as mandates and, more frequently than the broader goals and objectives, will be reviewed, refined, or perhaps even abandoned and replaced over time.

The Committee on Governance Structure (COGS) that shepherded the development of this strategic plan was originally a temporary AAPT Committee. The AAPT Executive Board is currently taking steps to make COGS a permanent advisory Committee to the Board. In broad terms, the permanent COGS will have the responsibilities to monitor progress towards the goals in the strategic plan, to oversee periodic and systematic review and updating of the plan, and to be alert to the need for adjustments in the plan as AAPT moves forward.

Sincere thanks are due to the many individuals whose labors and contributions have helped complete the following strategic plan. Profuse thanks are due to the members of COGS and, most especially, to Karen Johnston, who contributed a deep knowledge of AAPT and her professional expertise to keep the project moving forward and guide its evolution.

MISSION

When our organization was established in 1930, our goal was “*ensuring the dissemination of the knowledge of physics, particularly by way of teaching.*” In 2000 our mission statement was rewritten to offer a new emphasis while remaining committed to the goal that guided AAPT for over seventy years.

AAPT’s mission is to enhance the understanding and appreciation of physics through teaching.

VISION

AAPT aspires to be the leading voice and driving force in physics education.

CORE VALUES

As a member-driven volunteer organization, the AAPT is guided by and committed to the following:

- Promoting excellence in physics education by supporting AAPT members and reaching out to all teachers of physics in their efforts to provide an effective physics learning experience for all students at all levels and in all teaching and learning environments—in the classroom, in the laboratory, and in public settings.
- Publishing exemplary journals (*American Journal of Physics* and *The Physics Teacher*) and providing other physics teaching resources that adhere to the highest standards in content, pedagogy, and technology.
- Providing and supporting quality professional development for physics teachers at all levels through meetings, topical conferences, and workshops.
- Supporting and disseminating research into how students learn physics.
- Ensuring excellence in physics instruction by promoting research-based education of future teachers of physics at all levels, elementary through graduate.
- Advocating for physics education at local, state, and national levels.
- Keeping aware of the main issues facing the physics world and of the overreaching questions to be tackled by the physics community, and providing a forum for discussion of these issues at National Meetings.

AAPT MEMBERSHIP

GOAL:

To be a vibrant professional organization for those who teach physics at all levels. In broad terms, we seek to increase the net number of full dues paying regular members by 2.5% per year for the next five years, from 7,500 regular members in 2009 to 8,485 regular members in 2015. If we assume stable numbers (2,400) in all other membership categories, this increase will take total membership from 9,900 in 2009 to 10,885 in 2015.

OBJECTIVE 1: Recruit new members from the traditional physics education communities served by AAPT.

Strategies in the near term include:

1. Market memberships to
 - a. Previous and new participants in all AAPT programs and workshops.
 - b. Participants in the Two-year College New Faculty workshops and other professional development activities.
 - c. New pre-college teachers being prepared by PhysTEC and PTEC institutions as well as other teacher preparation initiatives such as Teach for America, Knowles Scholars, UTEACH, etc.
 - d. College and university faculty.
 - e. International physics educators.
 - f. Non-member attendees at National Meetings.
 - g. K-20 teachers in areas of National Meetings, starting a year before the meeting and possibly offering financial or programmatic incentives.
2. Use associate membership category as a recruiting tool for
 - a. People who don't join because they already have journal access or for whom the cost of membership is too great.
 - b. Section-only members and other targeted groups (e.g., adjunct faculty at two-year colleges, physics support staff).
 - c. Members of other organizations, e.g., APS, NSTA, ACS.
3. Use personal letters, perhaps from section officers or area chairs, to contact non-members in the area of each section.
4. Provide periodic incentive grants for Sections that recruit new Regular Members of AAPT, where the new member has not been a member of AAPT during the past three years.

5. Develop membership recruitment materials and a recruitment webpage that effectively conveys that AAPT is the professional society for all physics educators, K-20.
6. Provide features on the website and in TPT that potential and existing members (including middle and elementary school science teachers, and pre-service teachers) will find valuable and which increase the incentive for joining AAPT.
7. Solicit new members through outreach programs with other organizations. Continue AAPT presence at NSTA meetings.
8. Develop ways to involve those who teach physics but do not see themselves as *physics* teachers because training is in other disciplines.
9. Extend the student memberships for undergraduate students and graduate students to three years after graduation.
10. Simplify the AAPT dues structure.
11. Expand outreach to high school teachers and teacher prep institutions.
12. Promote workshops, including new teacher and new faculty workshops, for all levels at AAPT National Meetings and at section meetings.

OBJECTIVE 2: Increase the annual retention rate for dues paying regular members by 1% per year from about 85% in 2009 to 90% by 2015.

Strategies in the near term include:

1. Provide a new member orientation and new member welcome packet to actively engage new members in the organization.
2. Provide first time meeting attendees and young physicists/students with membership information.
3. Allow student members who have used up their three post graduation years to become associate members.
4. Explore the option of automatic membership renewals for period of 2 or 3 years or a multiple year membership, perhaps especially for undergraduates.
5. Offer multiple-year memberships, perhaps especially for new members.
6. Provide involvement alerts to engage new members in area committees, section meetings, beta testing, or other similar activities.
7. Use a sequenced renewal process that utilizes multiple e-mails and provides an incentive for those who renew early online.

OBJECTIVE 3: Re-engage former members whose memberships have lapsed within the last 5 years.

Strategies in the near term include:

1. Conduct a lapsed member follow-up effort semi-annually to those members who have lapsed for more than one year.

2. Routinely provide section representatives with a list of lapsed members from their section for them to contact and invite to section meetings.

OBJECTIVE 4: Support a variety of communication venues for members and others, with expansion occurring primarily via the web.

Strategies in the near term include:

1. Continuously monitor and improve the quality and usability of the AAPT website.
2. Continuously monitor and improve the quality and usability of the eNNOUNCER.
3. Offer appropriate Social Networking opportunities for members as technology evolves.
4. Consider creating additional listserv's, e.g. middle school teachers, new members, K-8 teachers.
5. Increase the number of resources that are available exclusively to members.
6. Alert new national members to their local or regional sections.
7. Explore ways to give new members a voice in AAPT.
8. Develop regular communications to department chairs.

OBJECTIVE 5: Expand and improve the Sustaining Membership Program.

Strategies in the near term include:

1. Preserve the name (Sustaining Membership) but list possible types of sustaining members, e.g., Corporate,
2. Review the current sustaining membership structure to ensure its value to the members.
3. Market to all previous and new annual meeting exhibitors.
4. Develop a sustaining membership recruitment brochure, but also exploit personal contacts from those (e.g., section representatives) in the area.
5. Provide easy access to sustaining membership information on the website.
6. Recruit new corporate members from contacts made at NSTA and other non-AAPT outreach events.
7. Explore the idea of selling ads on the AAPT website, with reduced rates for sustaining members.

OBJECTIVE 6: Expand international participation in AAPT.

Strategies in the near term include:

1. Charge Committee on International Physics Education (or create an ad hoc committee) to assume planning to meet this objective.
2. Increase the number of non-US AAPT sections and the number of members with non-US addresses.

- a. Establish connections with physics teacher organizations in other nations.
 - b. Adjust membership rates to reflect inability of (most) international members to take advantage of all AAPT-provided resources.
 - c. Resist assuming that English is the language to use in communicating outside of the United States.
3. Increase the number of non-US institutional subscriptions to AAPT publications.
 4. Increase the number of non-US attendees at AAPT meetings, conferences, and workshops.
 - a. Provide help with red tape associated with travel to the United States (visas, hotel reservations, formal invitations when appropriate, ...)
 - b. Explore possibility of grants to support travel.

AAPT PORTFOLIO: JOURNALS, MEETINGS, PROGRAMS AND AWARDS

GOAL:

To ensure that AAPT is providing the highest quality member services to support excellence in physics education and meeting the needs of its members. The AAPT will provide regular electronic communications, grants, journals, National Meetings, and awards. In addition to these primary services, the AAPT, individually and in cooperation with other physics and related professional associations, will undertake initiatives that advance the mission and vision of AAPT.

OBJECTIVE 1: Monitor the journals, including, the *American Journal of Physics*, *The Physics Teacher*, and *Physical Review Special Topics-Physics Education Research* using the Publications Committee, Executive Office personnel, and special review committees.

Strategies in the near term include:

1. Identify and implement cost effective ways to connect the journals more closely to the activities of the Association.
2. Reexamine the “review process and protocol” used in the five-year reviews of the journals to ensure that all necessary data are gathered to assess how well the journals are supporting the mission and vision of the Association while meeting the needs of its members.
3. Review regular reports on *AJP*, *TPT*, and *PRST-PER*, paying attention to current number of member, institutional, and other subscriptions, to other pertinent metrics, and to trends in these data to assess journal impact.
4. Seek input from individual and institutional subscribers for help in enhancing the quality of the journals and maintaining or increasing the income from them as the transition from paper to digital format continues.
5. Review the status of and policies/practices of placing AAPT journal content on the web.
6. Work with AIP and Scitation as they move into implementation of upgrades to the Scitation platform to make the content of the journals more interactive.

OBJECTIVE 2: Improve the quality and viability of the National Meetings.

Strategies in the near term include:

1. Explore providing a member-only accessible web-based archive of the programs for National Meetings.
2. Determine the desired balance of content in the National Meetings. Review and balance the content of National Meetings and, if necessary, adjust quotas allocated to Committees for events to address the balance of pedagogy and physics within the meeting.
3. Review the program structure to address the problems/concerns created by having a large number of program components, e.g. 45 workshops and tutorials, 70 sessions planned by

Area Committees, half a dozen plenary sessions planned by the Program Chair and/or Awards Committee, 18 Area Committee meetings, 35-50 other Committee meetings and special events, etc.

4. Survey the meeting attendees and non-attendees regularly to evaluate the quality of the meeting experience, design changes to address any important issues that emerge, and implement those changes.
5. Produce an economical meetings package for attendees by working with the Meetings Committee to determine appropriate meeting locations near population centers and at easy travel destinations.
6. Explore new technology to enhance the meeting experience including a members-only access section to presenter PowerPoint slides, webinars, simulcasts, and video-casts and pod-casts of meeting presentations.

OBJECTIVE 3: Increase the stature of the AAPT awards.

Strategies in the near term include:

1. Review the portfolio of awards and insure that the publicized language of the awards matches the historical intent.
2. Increase the visibility of the awards program.
3. Using web-based nomination strategies, increase the number of nominations for each of the awards to those who have distinguished themselves in the physics community.
4. Conduct a review of the portfolio of awards to be sure they are consistent with the core values of AAPT and the size of the organization.
5. Insure that the award ceremony at the National Meeting reflects the status of the awards.

OBJECTIVE 4: Improve communication with the membership.

Strategies in the near term include:

1. Maintain an archive of Association activity, e.g. Committee appointments, etc. through the *Annual Report*.
2. Use budgeted resources to expand AAPT presence on the web to include weekly updates on events, policies, and people.
3. Continue to use and develop the *eNNOUNCER* as a monthly communication tool with the membership.
4. Continue to publish the *AAPT Section News* two times per year.
5. Explore publishing a quarterly print newsletter that would feature columns from Committees, Board members, etc.

OBJECTIVE 5: Review and balance the AAPT Portfolio of Programs periodically across membership, *i.e.* pre-high school, high school, two-year college and four-year college/university communities.

Strategies in the near term include:

1. Encourage development of new proposals for projects, e.g. NFW-TYC, Advanced Lab Conference.
2. Finish the discussion of policies on non-competition, endorsement or proposals, and development of AAPT proposals.
3. Audit projects and programs on an annual basis to insure that they align with budget and mission, *i.e.* examine the costs of these activities and their benefits to our members.
4. Consider providing new online resources for the Physics First course in the pre-college curriculum.

OBJECTIVE 6: Explore new initiatives involving collaborations.

Strategies in the near term include:

1. Develop new partnerships with other professional societies that address the professional development of physics educators.
2. Redefine and expand our partnership with the American Institute of Physics and AIP Member Societies.
3. Explore new initiatives with Affiliates and groups within Sections.

AAPT OPERATIONAL AND FINANCIAL HEALTH

GOAL 1:

To achieve and sustain a balanced operating budget by 2011.

OBJECTIVE 1: Implement business practices that will contribute to meeting budget goals.

Strategies in the near term include:

1. Control expenditures by adhering to the budget and obtaining multiple price quotations for all purchases over \$500, keeping in mind prior relationships and knowledge of quality and on time deliverability.
2. Prepare a monthly budget report by the 15th of each month (Executive Office) that will be posted in the Board secure area on the web site.
3. Charge the Finance Committee to review the monthly budget reports and, through the Treasurer of the Association, to report to the Executive Board quarterly on the status of the budget.
4. Require the Senior Management Team to review the variance analysis of the monthly financial statements at the next Senior Management Team meeting following the 15th of the month.
5. Require new AAPT projects to have outside funding or work with AAPT to secure external funding before being implemented.
6. Review AAPT Portfolio of projects annually to evaluate their value and cost to the Association. This should be done by the Executive Office and reviewed by the Executive Board.
7. Evaluate cost of current services vs. return on investment.
8. Utilize information technology in a more efficient manner.
9. Explore multiple options for increasing journal revenue including initiating page charges for non-member authors.
10. Produce an economical meetings package considering the following:
 - a. Consider all sections of North America for meeting locations; however, give affordability priority.
 - b. Give highest consideration to cities within driving distance of universities, as well as to those that offer a variety of hotel options at different price points. Cities with minimal bus/train service, limited flight travel in/out of local airport and too few local attractions will be avoided unless travel costs can be shown to be competitive.
 - c. Study making the registration rates for the meeting and workshops competitive and based on the projected overall cost of the meeting.
 - d. Direct the Director and Associate Director of Programs and Conferences to build strong relationships with Convention and Visitor Bureaus and consider multi-year contracts for a better financial outcome.
 - e. Educate and enhance awareness when appropriate, throughout all levels of governance

- within AAPT to understand the cost and challenges of producing a successful meeting.
- f. Explore the incorporation of a fundraising component into the online registration module, which would enable a registrant to give a donation of any amount to be allocated for meeting expenses.
 - g. Add a PDF version of a form that allows a university to submit an invitation to host an AAPT Summer Meeting. Negotiate with the host university to pick-up more financial responsibility in the overall cost of the meeting. Market this opportunity to universities throughout the country.

OBJECTIVE 2: Endow the awards and increase fund raising for other AAPT programs.

Strategies in the near term include:

1. Explore the current AAPT awards structure to determine if the number and amount of the awards are appropriate for an organization of our size and financial resources.
2. Expand and improve fundraising for awards and programs, by strengthening the cases for the awards, the US Physics Team, and other AAPT programs including general giving and then building a fund raising campaign around these programs.
3. Establish and promote a planned giving program.
4. Expand our presence on Guide Star and other informational sites to establish AAPT's credibility as a viable organization for donations.
5. Once the fund raising campaign is underway, achieve 10% annual growth in the number of donors and 15% annual growth in the amount raised.
6. Continue working with AIP and AIP Member Societies to form an advisory/fund raising committee for the US Physics Team and use this new structure to establish a sustainable funding model for the Team.
7. Begin a major gifts campaign, targeting donors of significant capacity.

GOAL 2:

Build the Long Term Unrestricted Financial Reserve equal to one year of operating expenses.

Strategies in the near term include:

1. Explore financial models and circumstances that will allow transfer of funds to the reserve account from future budget surpluses in the Association's operating budget.
2. Provide a visual and descriptive analysis of the unrestricted Long Term Financial Reserve and update this on a quarterly basis with reports to the Finance Committee.
3. Taking market conditions into account, secure a clearer financial picture of the time it will likely take for the Association to reach the goal of one year's operating expenses. Request the AAPT Fund Advisor to provide an analysis of the timeframe to reach the goal with this analysis updated annually.

GOAL 3:

Improve the operation and efficiency of the Association.

OBJECTIVE 1: Improve the efficiency, accountability, and transparency of the Executive Office.

Strategies in the near term include:

1. Identify and list reports/documents that the Executive Office provides to the Executive Board.
2. Review the structure and detail of these reports/documents to determine whether changes are needed to improve accountability and transparency.
3. Provide stakeholders with the online tools to work with data that they require to conduct their work, *e.g.*, High School Physics Photo Contest.
4. Document key web and print tasks.
5. Improve collaboration between all staff on AAPT projects from initial project planning through final product and track progress. This should include a calendar and time line.
6. Maintain a detailed timeline, record, and description for all projects in order to preserve institutional knowledge of projects that repeat over time.

OBJECTIVE 2: Establish a predictable cash-flow management plan that does not require transfers from the Undesignated Long Term Reserve.

Strategies in the near term include:

1. Analyze cash flows for previous years to determine the amount of money needed as a cushion in the Short Term Reserve to offset cyclic revenue declines.
2. Ask the Chief Financial Officer to provide weekly Aging and Cash Flow Reports to the Executive Officer and the AAPT Treasurer and to make transfers from the Short Term Reserve to the Operating Fund so that no accounts payable are more than 60 days old.

OBJECTIVE 3: Improve the efficiency, accountability, and transparency of the Executive Board.

Strategies in the near term include:

1. Develop a master calendar for each Board member detailing responsibilities each year of their term.
2. Following every Board meeting, report significant Board actions to the membership in the *eNNOUNCER* and on the AAPT website.
3. Provide the Board with the online tools to work with data that they require to conduct their work, *e.g.*, Approved Sessions and Workshops or Commercial workshop information.

4. Consider alternative meeting structure and schedule including the use of technology/ telecommunications alternatives. Consider teleconferencing all or part of the Executive Board meeting.

AAPT SECTIONS AND AFFILIATE GROUPS

GOAL:

To be a vibrant professional organization dedicated to improving physics education at all levels by working with sections, affiliates, and other local groups.

OBJECTIVE 1: Continuously improve the synergy between Sections and AAPT national.

Strategies in the near term include:

1. Implement periodic AAPT membership drives in Sections.
2. Request the Committee on Governance Structure to review the role of Sections in the Association.
3. Engage Section Representatives and other appropriate groups in discussions on other models to better connect AAPT national with Sections, affiliates, and other local groups.
4. Improve communication between Sections and AAPT national and enhance communication between Sections.
5. Provide an orientation session and mentoring groups for new section representatives.
6. Encourage each section to submit reports for inclusion in *eNNOUNCER* and AAPT Section News.
7. Continue the mini-grant program funded by the Dodge Fund to provide professional development for new pre-college teachers.
8. Maintain an EVENTS CALENDAR with contact information to help promote section events.
9. Develop an AAPT Speakers Bureau with the possibility of some funding provided by AAPT.
10. Develop traveling workshops, e.g., video analysis, ComPADRE, with the possibility of some funding provided by AAPT.
11. Improve and expand the web-based resources available to sections.
12. Encourage sections to provide AAPT with a list of members or meeting attendees

OBJECTIVE 2: Increase the outreach and impact of AAPT programs, products and services by re-establishing connections with previous affiliate organizations and establishing new affiliate relationships.

Strategies in the near term include:

1. Develop a clear definition of what an AAPT affiliate organization is and how it is related to AAPT.
2. Develop and publish a list of benefits of being an affiliate organization of AAPT.
3. Contact organizations that have previously been listed as AAPT affiliates with the intent of re-establishing the affiliate relationships in accordance with AAPT by-laws.

4. Contact new potential affiliate organizations through AAPT members who are also members of affiliate organizations such as local groups of physics teachers.
5. Explore adding international affiliate organizations such as the Korean Physical Society.

AAPT AREA COMMITTEES

GOAL:

To expand the function that Area Committees serve in the Association to include advising the Executive Board on policy and on development of quality resources (e.g., Guidelines for ...) consistent with the Committees' areas of interest, while continuing the traditional Committee role of developing quality programs for the annual meetings of the Association.

OBJECTIVE 1: Expand the interaction between Area Committees and the Executive Board.

Strategies in the near term include:

1. Review the role of Area Committees in the Association.
2. Enhance the role of the annual reports as a vehicle of communication between the Area Committees and the Executive Board.
3. Invite Area Committee chairs to attend Executive Board meetings at the National Meetings to report on new programs and initiatives.

OBJECTIVE 2: Increase the participation of Area Committee members and Committee friends in the activities and mission of their respective Committees.

Strategies in the near term include:

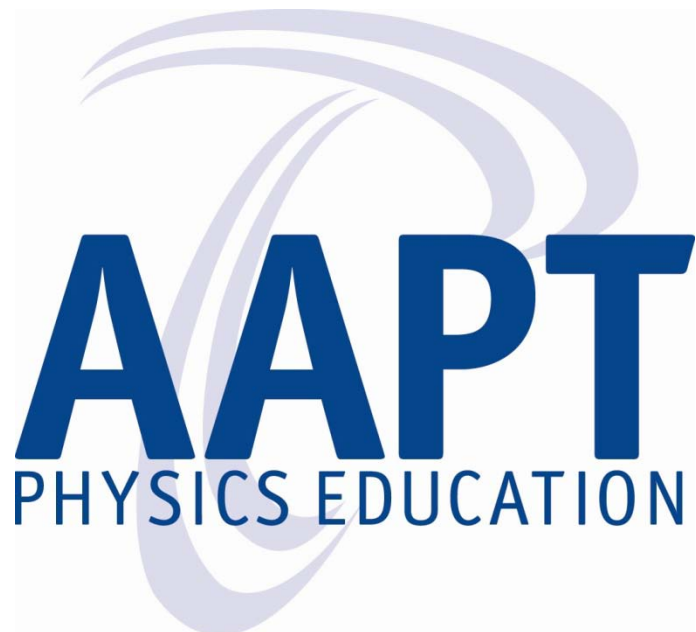
1. Encourage communication within the Area Committees between National Meetings by facilitating the use of list serves, wikis, email, and teleconferencing opportunities.
2. Encourage Area Committees to do more of their work outside of the National Meetings.
3. Streamline and support the process of creating and maintaining Committee websites.
4. Expand the role of Area Committees to include the generation of new AAPT programs and initiatives.
5. Devote more face-to-face meeting time at National Meetings to policy and project development.
6. Develop for Area Committee members a handbook listing expectations, obligations, and benefits of membership on an Area Committee.
7. Reduce the re-cycling of members through different Area Committees to give new members an opportunity to serve on Area Committees.
8. Encourage the use of "friends of the Committee" in meeting planning and discussions.
9. Schedule meetings of Area Committees at National Meetings to encourage attendance by friends, e.g., avoid the 7:00 AM time for scheduling meetings of Area Committees at National Meetings.

10. Stimulate greater participation on the part of AAPT members in Area Committees by publicizing opportunities for involvement, e.g., enhance web pages for Area Committees, describe opportunities in the welcoming packet distributed to new members, make a presentation at the First-Timers gatherings, clarify the distinction between Area Committees and Advisory Committees, etc.
11. Consider making the position of Area Chair a two-year position or, alternatively, asking the Area Chair to remain on the Committee for an extra year to serve as a consultant to the new Chair.
12. Enhance the role of the annual reports as a vehicle of communication between the Area Committees and AAPT members.
13. Add Committee Meetings prominently in the header for each day in the OnSite Program Guide and perhaps include them in the tabular presentation titled “Session Schedule”.
14. Add an opportunity for new members to express interest in one or more Area Committees to the new member application forms.

OBJECTIVE 3: Help Committees with overlapping interests connect with one another.

Strategies in the near term include:

1. Encourage Area Committee chairs and vice-chairs to exchange information and ideas with each other through the Area Chairs’ listserv, wikis, teleconferencing, and other electronic means.
2. Make the listserv of each Area Committee accessible to members of other Area Committees with related or overlapping interests.
3. Experiment with different groupings of Area Committees in scheduling National Meetings. One might, for example, schedule two Committees with related interests at *different* times to facilitate involvement of some in both Committees. One might schedule two Committees with related interests at the *same* time so that they could meet together for a portion of their time. Occasionally, one might schedule *all* Committees to meet at the *same* time in a huge room to facilitate cross-Committee interaction.
4. Schedule a time beyond Programs I, II at National Meetings for Area Chairs to meet to discuss items of common interest beyond sessions and workshops for National Meetings.
5. Improve the quality of the annual Area Committee reports and increase their visibility on the Association’s website. Consider shifting the due date for these reports from 1 November to slightly after the Summer Meeting.



AAPT
PHYSICS EDUCATION