PREAMBLE
The field of aging encompasses the broad spectrum of professionals from the private and non-profit sectors who help shape and influence the quality of life for older adults. The field of professionals is diverse and highly skilled in the issues and opportunities facing older adults. The American Society on Aging (ASA), fostering and driving innovation through partnerships and collaborations, will be guided by a strategic framework that optimizes the knowledge of the aging professional community, while continuing to build a strong resource base.

While this plan presents 5-year goals and strategies, it is important to note that action plans designed to advance progress on all of the goals and strategies will be sequenced in five annual operating plans, with progress made and measured each year. While it is anticipated that some goals and strategies will be revised over the course of the plan based on lessons-learned and opportunities presented, the plan as currently constructed is intended to be accomplished prior to the end of the fifth year. The yearly operating plans will include action plans for annual priorities, metrics and measures for success, and in addition, at each year-end, each operating plan will include documentation of successes and lessons learned.

VISION
Optimal quality of life for older adults.

MISSION
ASA is the go-to source to cultivate leadership, advance knowledge and strengthen the skills of our members and others who work with and on behalf of older adults.

AREAS OF STRATEGIC PRIORITY
1. Leadership in the field of aging
2. Membership
3. Diversity, equity and inclusion
4. Public policy and advocacy
GOALS, OBJECTIVES AND STRATEGIES FOR EACH STRATEGIC PRIORITY

1. **Goals for Leadership in the Field of Aging**

By 2024 ASA will have:

A. Built upon a substantial track-record and continue the momentum in cultivating and strengthening the skills of leaders in the aging field

Objective:

- Continue to build and strengthen the capacity of aging professionals with key skills, including adaptability, change management, business acumen and innovation.
- Continue to support our members in enhancing the quality of life of older adults and their families through programs and services that address the systemic challenges of the aging experience, by educating members and non-members on best practices as well as promising practices in aging services.

Strategies:

- Use our vast network of seasoned leaders to serve as a catalyst and inspiration for emerging leaders.
- Develop and provide executive leadership training for those rising into aging organizational leadership positions (i.e. C-Suite).
- Support and assist leaders to understand crucial issues and systems that impact older adults, e.g., IT, long-term services and supports, health care delivery, appropriate support to diverse populations.
- Encourage the next generation of leaders by systematically seeking their input.

B. Be identified as the preeminent multidisciplinary Aging organization

Objective:

- Build on ASA’s multi-disciplinary focus to continue to be the preeminent organization for aging knowledge, the development of critical aging professional skills and a critical resource to drive innovation across industries.

Strategies:

- Develop alliances with traditional and non-traditional aging organizations, such as associations of “first responders” and private sector leaders.
- Develop metrics and benchmarks for competent aging organizations.
- Build on the knowledge ASA has and share it widely.
- Explore certification and credentialing programs for individuals and organizations, including official ratings of “excellence” for businesses.
2. Goals for Membership

By 2024 ASA will have:

Enhanced, modernized and reframed the membership model.

Objectives:

- Achieve meaningful growth in membership as determined in each annual operating plan.
- Increase membership among 30-45 year old potential members, with the specific goal included in each annual operating plan.
- Increase the retention of, and meaningful continued engagement of, members approaching retirement, in transition, or in full-retirement, by advancing the work of the ASA Corps of Accomplished Professionals.
- Retain and expand the engagement of mid-career professionals and link to the leadership development objectives in this Strategic Plan.
- Increase membership retention rates with annual goals established in each annual operating plan.
- Achieve meaningful growth in the ASA non-members network, with the specific goal included in each annual operating plans.

Strategies:

- Design a clear value proposition for younger-age potential members.
- Design a clear value proposition for each workspan segment of our membership: for students and emerging professionals through STEP; for mid-career professionals; and for those in late-career into retirement through CAPs.
- Widen programs and offerings for non-members, such as customers, consumers, employers, sponsors and influencers.
- Develop messages and “causes” to attract a diverse membership.
- Build on our strengths, such as the conference, publications, online learning platforms and the engagement of constituent groups.
- Enhance leadership opportunities for all with additional focus on opportunities for women, younger professionals, and members with diverse backgrounds and skills.

3. Goals for Diversity, Equity and Inclusion

By 2024 ASA will have:

A. Launched and made progress towards a strategy for defining and implementing a diversity, equity and inclusion (DEI) vision for board, staff and membership.

Objective:

- Develop an overarching framework and guiding principles for advancing DEI within and throughout the organization.
Meaningfully increase membership among multicultural groups with the specific goal established in the annual operating plans.

Continue and build upon the Reframing Aging work ASA has done in age-diversity and ageism, and leverage the work done in Reframing Elder Abuse.

**Strategies:**

- Develop a DEI process and training curriculum for staff, the board and leaders of the constituent groups.
- Refine organizational policies and processes with a DEI centered approach related to hiring, recruitment, retention, leave policies, and more.
- Provide DEI training to staff, the board and leaders of the constituent groups.
- Review and evaluate constituent group structure and identify opportunities to further promote DEI in programs, membership and advocacy.
- Increase diversity among board, staff and members.

**B. Achieved recognition as the go-to resource and leading repository of expertise for both professionals and organizations with regard to best practices in diversity, inclusion and equity.**

**Objective:**

- Develop programming that teaches and informs members and other stakeholders about the value of diversity, equity and inclusion and supports organizations seeking to incorporate these values in their work.

**Strategies**

- Build a Center of Excellence, with promising practices, how-to-guides, and other resources and tools that are disseminated to ASA members and community-based organizations. The Center of Excellence will provide orientation and training for companies and providers to serve older adults effectively.

**4. Goal for Public Policy and Advocacy**

**By 2024 ASA will have:**

*Expanded member engagement in public policy development and advocacy as determined in each annual operating plan and significantly strengthened ASA’s role and voice as one of the country’s leading aging sector advocates.*

**Objectives:**

- Develop a Board policy to guide the development of policy positions and inform advocacy on significant issues impacting the quality of life for current and future older Americans and their families.
- Establish an effective presence in Washington, DC.
Strategies:
  o Develop principles to guide the development of policy positions, shape our advocacy and engage our members both on soliciting input and driving action.
  o Build a process with board and staff leadership to create and perfect the unified message of what ASA stands for and what are our core values.
  o Share the unified message actively and strategically.
  o Support members in their efforts to advocate with and on behalf of the older adults they serve.
  o Track and evaluate members’ engagement in policy and advocacy.
  o Cultivate strategic alliances and partnerships.