STRATEGIC PLAN 2018-21

DRAFT: To be Presented to the ISAAC Council

JULY 22, 2018

Strategic Objectives

To promote ISAAC as a strong international organization by:

1. Increasing awareness and knowledge of the use of augmentative and alternative communication strategies worldwide.

2. Increasing opportunities for members worldwide to communicate, interact and support one another.

3. Strengthening AAC leadership by people who use AAC.

4. Promoting research and development in AAC.

5. Strengthening the organizational capacity to support ISAAC goals and activities.

Strategic Objective #1

Increasing Awareness and Knowledge of the Use of Augmentative and Alternative Communication Strategies Worldwide

International Society for
Augmentative and Alternative Communication

Increasing Awareness and Knowledge of the Use of Augmentative and Alternative Communication Strategies Worldwide

<u>Key Strategic Goals</u>

1. Share information about AAC.

2. Ensure information is accessible to people worldwide.

3. Interact and network with national and international organizations.

Increasing Awareness and Knowledge of the Use of Augmentative and Alternative Communication Strategies Worldwide

<u>Share Information about AAC</u>

Share information about AAC, ISAAC as an organization, and the ISAAC Biennial Conference via the ISAAC website, social media and other technology platforms. Ensure social media platforms are streamlined and used effectively.

Actions:

❑ Complete an audit of current social media platforms including metrics, content, and brand consistency.

❑ Develop a strategy for use of existing social media platforms ensuring alignment with the Strategic Plan.

❑ Increase awareness of social media platforms, through email blasts and other promotional strategies.

Increasing Awareness and Knowledge of the Use of Augmentative and Alternative Communication Strategies Worldwide

Information about AAC is Accessible to People Worldwide

Share information about AAC in accessible formats.

Actions:

❑ Develop the website to increase accessibility, including the use of plain English.

❑ Encourage local translation of key documents, e.g., membership form, conference information.

❑ Investigate whether current social media platforms are relevant worldwide. Consider the potential benefit of adding new ones.

❑ Develop a strategy for reaching out to countries with limited digital connectivity.

Interact and Network with National and International Organizations

Increase co-operation with national and international organizations to promote awareness of AAC and ISAAC.

Actions:

- Maintain NGO status with UN.
- Look for opportunities to strengthen relationship with UN, WHO, and other key organizations.
- Respond to opportunities to form new relationships and networks.
- Work with Chapters who want to support the development of new relationships and networks.

Strategic Objective #2

To Increase Opportunities for Members Worldwide to Communicate, Interact and Support One Another

International Society for
Augmentative and Alternative Communication

Key Strategic Goals

1. To ensure better use of all ISAAC communication channels among ISAAC members.

2. To strengthen ISAAC International ties with chapters and local member groups.

3. To build networks of collaborative partnerships.

<u>Previous Strategic Goal – Translations</u>

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<u>Achieved:</u>

- **Voluntary translation of e-news into French, Italian, Spanish and Portuguese**
- **Plain English Language Guidance**
- **EB decision approved by Council that plain English is the language at international level communication and translation is chapter/local group responsibility**

<u>Not achieved:</u>

- **Determine which languages should have priority/funding for translations**
- **Determine what materials should be translated**
- **ISAAC to provide support in develop funding grants/proposals templates.**
- **ISAAC to facilitate the development of effective and efficient methodologies for materials translation.**

New Strategic Goal

Ensure better use of all ISAAC communication channels among ISAAC members

- [ ] To spread information about all ISAAC communication channels among chapters and members
- [ ] To encourage use of the communication media for increasing involvement and international partnership
- [ ] To evaluate the efficiency of ISAAC communication media use

Critical outcomes:

- [ ] Information about all kind of communication ways used in ISAAC on ISAAC website (e-news, ACWN newsletter, website, Facebook, Twitter, Directory with e-mail addresses, GoToMeeting, etc)
- [ ] Information package for new members
- [ ] Support in using ISAAC media for local initiatives
- [ ] Share information about achievements in increasing communication

Previous Strategic Goal – <u>Increase Member Participation</u>

- ☐ Representation of Council/members on Standing Committees and working groups

- ☐ Increase opportunities for electronic Chapter/member communication and investment (website, e-News, social networks, online courses and certification)

- ☐ Showcase individual Chapters at Council Meeting

Critical outcomes:

- ☐ Increase in number of members actively involved in ISAAC Committees and working groups
- ☐ Increased opportunity for Council Members to contribute to ongoing activities of ISAAC

Previous Strategic Goal – <u>Increase Member Participation</u>

REVIEW –
Representation of Council/members on Standing Committees and working groups

<u>Achieved:</u>

- **Members from US, Canada, UK, Germany, Australia actively involved in preparing Governance Handbook**
- **Members from UK, Germany, Poland and other counties involved in Plain English Language working group**
- **BUILD committee groups members from variety of countries throughout the world**
- **Increasing representation of members from emerging AAC nations**

Previous Strategic Goal – Increase Member Participation

REVIEW –
Increase opportunities for electronic Chapter/member communication and investment (website, e-News, social networks, online courses and certification)

Achieved:

- Chapters/nations reports from AAC Awareness Month activities shared on ISAAC website
- Chapters news in ISAAC e-news, social network on Facebook, active Twitter
- On-line webinars

Previous Strategic Goal – Increase Member Participation

REVIEW – Showcase individual Chapters at Council Meeting

Achieved:
- **Chapters reports at 2012 and 2014 Council 2012 meetings, and Power Point presentations at 2016 Council meeting**

New Strategic Goal

Strengthen ISAAC International ties with chapters and <u>local member groups</u>

☐ Improve understanding of ISAAC as international organization

☐ Increase focus of chapters/members interest on international level

☐ Increase members involvement and representation on Standing Committees and working groups

☐ Increase chapters/members initiatives in taking action to support development of ISAAC as a strong organization

New Strategic Goal

Strengthen ISAAC International ties with chapters and <u>local member groups</u>

New Critical Outcomes:

☐ ISAAC International representation at local AAC events, conferences, meetings.

☐ ISAAC leaflet to download from the website

☐ Regular information about activities worldwide (website, e-mail blasts)

☐ Recognizing local needs for international support

☐ ISAAC media/platforms available for members activities (webinars, GoToMeeting room, social media)

Network of Collaborative Partnerships

- Promote new/additional linkages across ISAAC world (emerging AAC countries with established AAC countries; chapters helping chapters)
- Foster the sharing of virtual/digital resources by members
- Promote strategic partnerships/projects between member groups/Chapters
- Support communication through technology/social media

Original Critical Outcomes:

- Consensus and support from Council for strategic partnerships
- Database on ISAAC web site of available AAC resources worldwide
- Database on ISAAC web site of collaborative partnerships/projects

Network of Collaborative Partnerships

REVIEW –

Promote new/additional linkages across ISAAC world (emerging AAC countries with established AAC countries; chapters helping chapters)

Achieved:

- ISAAC membership directory as a source of contacts for all members
- ISAAC e-news with chapters activities/projects information
- ISAAC conferences as great opportunities to make new connections and build new networks of personal contacts
- Presenters from abroad as a guest speakers at national AAC/chapters conferences
- Attendees from other chapters/nations at national conferences
- Voluntary visits of ISAAC members to emerging AAC national group/centers with lectures and workshops

Not achieved/to continue:

- To improve ISAAC International presence at national conferences/events – ISAAC International more closely linked with chapters and nation groups

Network of Collaborative Partnerships

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REVIEW –
Promote strategic partnerships/projects between member groups/Chapters

Achieved:

- Bridge School outreach program – ISAAC members from emerging AAC countries (South Africa 2012, , India 2014, Romania 2016) as intern at the BS, AAC by the Bay conferences transmitted on-line promoted by ISAAC International
- Communication Matters project to support ECERAAC conference in Romania 2017
- Poland – collaboration with Romanian and Russian ISAAC members
- Australia – supporting membership development in Thailand
- Taiwan supporting AAC development in China

Network of Collaborative Partnerships

REVIEW –
Foster the sharing of virtual/digital resources by members

Achieved:
- ISAAC BUILD Facebook resource page
- Books donations at ISAAC conferences 2012, 2014, 2016
- AAC Journal articles

Not achieved/to continue:
- Database on ISAAC website of available AAC resources worldwide
- Database on ISAAC website of collaborative partnerships/projects

<u>Network of Collaborative Partnerships</u>

**REVIEW –
Support communication through technology/social media**

<u>Achieved:</u>

- **Possibility of using GoToMeeting for ISAAC member groups meetings**
- **E-news on-line (email and website)**
- **Facebook ISAAC page and ISAAC on Twitter**
- **Webinar series in cooperation with USSAAC since 2014**

<u>Not achieved/to continue:</u>

- **Database on ISAAC web site of available AAC resources worldwide**
- **Database on ISAAC web site of collaborative partnerships/projects**

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Network of Collaborative Partnerships

- Start new international groups of interest or/and working groups
- Strengthen international collaboration among chapters
- Encourage sharing experience, knowledge and resources among ISAAC chapters and emerging national groups

New Critical Outcomes:

- Collect information about local needs for collaboration/support
- Regular submission of short reports from chapters and members about international collaboration
- Share information about international projects worldwide
- Calls for voluntary actions to support emerging AAC nations projects

Strategic Objective #3

Strengthening AAC Leadership by People Who Use AAC

International Society for
Augmentative and Alternative Communication

Key Strategic Goals

1. Continue to support LEAD Project

2. Expand Leadership of PWUAAC in AAC Awareness Activities

3. Development of Mentorship Program.

LEAD Project

☐ Promote the existing LEAD documents and materials via LEAD facebook group, e-news and with chapters.

☐ Use of social media to increase communication with and participation by members who use AAC.

☐ Gather information/ experience from Chapters related to AAC Leadership activities/resources

Critical outcomes:

☐ Increase in the number of people who use AAC in leadership positions in ISAAC and ISAAC Chapters.

☐ Increase in the number of people who use AAC in leadership other roles outside of ISAAC.

AAC Awareness Activities

☐ Communicate with Chapters to determine local efforts of leadership by PWUAAC involved with AAC Awareness.

☐ Work with ISAAC International to identify opportunities and methods for providing funding support for AAC-related events.

Critical outcomes:

☐ Increase PWUAAC involved in leading AAC Awareness Month activities.

☐ Identification of AAC events that would benefit from funding support.

☐ Identification and implementation of funding strategies collaboratively with ISAAC International.

<u>Development of Mentorship Program</u>

☐ Explore mentoring opportunities for and by members who use AAC

☐ Track how mentorships facilitate leadership for people who use AAC.

☐ Develop a list of possible mentors who use AAC.

☐ Develop a list of possible mentors who are AAC professionals.

☐ Create a database on ISAAC web site listing mentoring opportunities and partnerships

Critical outcomes:

☐ Provide a Leadership workshop at the ISAAC biennial conference.
☐ Partner people who use AAC with other AAC users and /or AAC professionals.

Strategic Objective #4

Promoting Research and Development in AAC

Key Strategic Goals

1. Ensure a high quality AAC research journal

2. Ensure a high quality AAC Research Stream as part of ISAAC Conference

3. Strengthen the development of research capacity in AAC

4. Explore the role and functions of ISAAC Press within ISAAC (suggested to withdraw this goal).

Achievements, 2012-17
1. Ensure a high quality AAC research journal

Co-Editor teams introduced

	2012	2013	2014	2015	2016
Subscriptions	690	619	650	624	674
Submissions to journal	45	53	52	52	86
Impact Factor	1.184	1.275	2.588	2.960	2.388

Achievements, 2012-17
2. Ensure a high quality AAC Research Seminar as part of ISAAC Conference

☐ Attract top researchers to take charge of research strands: 2014 two top researchers, 2016 four.

☐ 2016 change of Chair of Research Symposium

☐ 2016 decision to include the Research Symposium into the main conference

☐ 2017 integration of the call, submission and review process into the main Conference 2018 processes

☐ Research seminar proceedings: 2014 only as pdf file, 2016 as peer reviewed articles in the AAC journal

Achievements, 2012-17
3. Strengthen the development of research capacity in AAC

- Early Career Researcher Travel Assistance Grant

- Developed partnerships with Irisbond in Spain to support development of Spanish-language ISAAC Chapter

- Developed sponsorship with AssistiveWare for conference New Professionals' Travel Assistance Grant.

- In conjunction with ISAAC-Canada, developed partnerships with North American AAC companies promoting government lobbying in British Columbia (Canada)

- Early career researcher meeting on the biennial conference has been established

- Early career researcher mailing list has been established

Achievements, 2012-17
4. Explore the role and functions of ISAAC Press within ISAAC

□ AAC journal identified as only paper based ISAAC publication

□ New social media otherwise most important way of publication / communication

□ No ISAAC Press needed anymore

□ Publication committee → AAC journal committee

Strategic Plan 2018-21

1. Ensure a high quality AAC research journal

- ☐ Maximize efficiency and effectiveness of Editors and Editorial Assistants (i.e., support provision, editorials, relationship with publisher, article flow).

- ☐ Transform publication committee to AAC journal committee and add roles description for Editors and Editorial Assistants to ISAAC's Governance Handbook

- ☐ Add implementation of a knowledge management system for Editors and Editorial Assistants

- ☐ Internationalize by promoting work in non-English / non-North American countries

Strategic Plan 2018-21
2. Ensure a high quality AAC Research Seminar as part of ISAAC Conference

- Attract top researchers to take charge of research seminars and to attend.

- Work out a process to make persons who use AAC to participate in research (esp. ethically approved) and in research strands.

- Good systems to ensure easy flow of organizational processes.

- Clarity in relation to research seminar proceedings.

- Assist the conference committee to plan high quality AAC Research Seminars.

- Early career travel awards: Assisting EB with the call and application form for Early Career travel awards .

- Evaluating the applications and provide a ranking to the EB.

- Organize early careers researcher meeting at the ISAAC international Conference.

Strategic Plan 2018-21
3. Strengthen the development of research capacity in AAC

☐ Identify ways for ISAAC to support / provide infrastructure for early career researchers.

☐ Identify ways for ISAAC to support / provide infrastructure for arrived researchers and research institutions.

☐ Getting PWUAAC involved in research, to get participants for post grad research.

Strategic Objective #5

**Strengthening the Organizational Capacity
to Support ISAAC Goals and Activities**

International Society for
Augmentative and Alternative Communication

Key Strategic Goals

To continuously strengthen ISAAC:

1. Financial Viability

2. Membership Viability

3. Conference Viability

4. Organizational Viability

5. Governance and Operations

Achievements, 2012-17

1.   Financial Viability

- Improved net revenue generation from Conferences (specifically Conference 2016 -- >$250K)

- Significant improvement in financial performance of AAC journal

- Loss of GSC chapter resulted in annual membership revenue decline of $65K

- New Chapters (ISAAC-Taiwan, ISAAC-Poland) and improved membership performance of existing Chapters (USSAAC) increasing membership revenue.

Achievements, 2012-17

2. Membership Viability

- Loss of GSC Chapter resulted in membership drop by approximately 1,600 members, from over 3,000 to now approximately 1,700.

- Communication Matters total membership in both 2015 and 2016 greater than 300.

- USSAAC total membership in 2016 greater than 300.

- New Chapters (ISAAC-Taiwan, ISAAC-Poland) and improved membership performance of existing Chapters (USSAAC) increases membership.

Achievements, 2012-17

2.   Membership Viability (cont.)

■   Significant international interest in creating Spanish-language Chapter. Working closely with ISAAC Corporate Member, Irisbond, based in Spain, making use of spanish language webinars.

■   ISAAC International processing of membership for USSAAC, Australia, and likely Poland also positively impacting total membership.

Achievements, 2012-17

3. Conference Viability

- Conference 2014: Net Revenue Loss of approx $250K.

- Conference 2016: Net Positive Revenue of approx $250K.

- ISAAC now self-manages conference related:

  ➤ Call for Papers including submission and reviews

  ➤ Session scheduling

  ➤ Registration and payments collection

  ➤ Communications / Social media

  ➤ Data integration and management

Achievements, 2012-17

3.   Conference Viability (cont.)

- ISAAC developed RFP process for PCO integrated within overall conference management

- ISAAC developed "Roles and Responsibilities" chart promotes clarity between key stakeholders: ISAAC International, Conference Co-Chairs, PCO.

- Significant use of online software tools to promote conference communication and efficiency/effectiveness of conference management.

- Effective management of conference currency exposures.

- Development of integrated conference budget model.

- Achieved all goals identified in 2012-17 strategic plan

<u>Achievements, 2012-17</u>

4.   Organizational Viability

- Vastly improved ISAAC International relationships with Chapters, most notably USSAAC.

- Engaged with ISAAC members and sponsors in Canadian government advocacy efforts.

- Better developed partnerships in place, with ISAAC being approached for involvement in communication accessibility issues by, or on behalf of, international organizations (ie. WHO, EU)

Achievements, 2012-17

5.   Governance and Operations

■   ISAAC Council and Executive Board actively and collaboratively engaged in organizational leadership as exemplified by 2014 and 2016 Council Meetings.

■   Key Committee / Working Group efforts on behalf of organization includes: LEAD, Family Engagement, Publications, Finance, By-Laws, Research.

■   Governance handbook continuing to undergo positive and collaborative growth to reflect current organizational governance and operational needs.

Achievements, 2012-17

5. Governance and Operations (cont.)

- Executive Director continues to find additional areas for cost savings, in part, by making use of IT tools for Chapter membership renewal, member communication, Conference management, etc.

- $0 office space rent increases over period 2012-22 as a result of negotiation and collaboration.

<u>Financial Viability</u>

- Provide for ongoing efficient and effective financial management to ensure sufficient linkage between budget requirements and revenue streams.

    - Examine opportunities for new revenue generation.

    - Examine opportunities for continued cost rationalizations

Critical outcomes:

- Promote, through growth of ISAAC International membership management, additional revenue generation for ISAAC International.
- Work with EB to promote growth of existing ISAAC Chapters and creation of new Chapters (ie. Spanish-speaking Chapter).
- Seek, through the use of information technology tools, opportunities for the "monetization" of existing service provision and/or expense reductions.

Membership Viability

- Ensure membership growth and sustainability year-over-year.
- Efforts on securing sufficient members to facilitate new Chapter formation.
- Improve positioning of ISAAC Biennial Conference with key stakeholder groups (AAC users, Families, Professionals, Exhibitors, Sponsors, etc.).
- Better leverage UN NGO status.
- Increase "value proposition" for ISAAC membership amongst key stakeholders.

Critical outcomes:

- Specifically targeted activities to support new Chapter membership, such as membership administrative support.
- Improvements in membership processing and database technology to support growth in Chapter membership management.
- Increase member only opportunities with additional product/service providers that also focus on "win-win" value propositions.

Strengthening the Organizational Capacity to Support ISAAC Goals and Activities

Conference Viability

- Build on achievements by migrating conference planning to 4-year cycle.
- Budget for positive net revenues for North American (NA) conferences and at least break-even for outside of NA conferences.
- Promote conferences as vehicles to support ongoing Financial, Membership, and Organizational viability.
- Engage with sponsors and exhibitors through ongoing communications and membership access.

Critical outcomes:

- Further development of conference programming scheduling tool, to minimize volunteer effort on presentation scheduling.
- Ensure paid registration targets of 1,200+ for North American conferences and 700+ for "outside North America" conferences.

Organizational Viability

□ Improve relationship between ISAAC International and Chapters and amongst Chapters based on support provision, lobbying, and advocacy.

□ Ensure support is tailored for the specific needs of each Chapter.

□ Promote establishment of individual Chapter "goals", recognizing unique national realities between Chapters, within framework of current financial model.

□ Ensure above goals are collaboratively set, with clear outcomes and expectations for both Chapter and ISAAC International.

Strengthening the Organizational Capacity to Support ISAAC Goals and Activities

Organizational Viability (cont)

Critical outcomes:

☐ ISAAC International capacity to provide direct Chapter support when where required / requested (ie support for translation, membership management, advocacy, etc.).

☐ Increase in membership at the individual Chapter level.

☐ Development of basic standards in "Chapter Organization" guidelines, to be conducted as a collaborative effort between ISAAC International and Chapters.

☐ Organizational Review Report for 2018 Council meeting.

Governance and Operations

- Continued development of "ISAAC Governance Handbook" to include key management activities, timelines, and templates.
- Identify opportunities for effective and efficient management of ISAAC International office.

Critical outcomes:

- Review of current Board governance processes, to ensure consistency with by-laws.
- Ability to maintain reduced operational costs <u>AND</u> achieve other identified outcomes.
- Continue Executive Director focus on future transition planning and supporting staff and skills development.
- Website development including building greater e-Commerce capabilities and integration of accessibility review recommendations into website design
- Secure and implement new ISAAC International membership database