



I am writing this column on a crisp, bright blue spring day. There is just a hint of red and green in the trees and purple and yellow early bloomers line our paths. Although T. S. Eliot

may claim April as the cruellest month, it's my favorite for all the promises it holds. It is the perfect backdrop for this latest update on what we have achieved so far in these early days of our Strategic Leadership for the Future Plan.

One of the Acoustical Society of America (ASA) signal strengths is the energy, enthusiasm, and commitment of our members and the grassroots nature of our work together. In the spring column, President Christy K. Holland and I reported on the four goals in the plan and an initial set of achievements. These very early achievements demonstrated how effective a focused and coordinated set of actions can be in situating ASA to build on our strengths and, importantly, use them to rise to the challenge of thinking and acting strategically.

In just the past few months, through the collective hard work of four task forces assigned to move the goals forward, there is now even more to report. The successes to date, in addition to those iterated in the spring issue, are impressive.

Along with those successes, there are additional, important transitions taking place within ASA. One significant one is the retirement of our Standards Manager Susan Blaeser following the Salt Lake City meeting and after 16 years of excellent dedication to the Society. A Search Committee consisting of Susan Blaeser, myself, Robert Hellweg, William Murphy and Standards Director Christopher Struck conducted a search for Susan's replacement. The position attracted close to 20 applicants in a highly competitive field. The committee selected Neil Stremmel, who is now working full time with Christopher and Susan in transitioning duties. He brings a wealth of experience from the United States Bowling Congress (USBC) where he served for 16 years as Technical Director, Director of Research, and Managing Director.

What follows is a report on initiatives and accomplishments in each of the four goal areas of the Strategic Leadership for the Future Plan.

### **Goal 1: Awareness of Acoustics**

*(Michael Stinson, Chief Champion)*

In a project that crosses the scope of three goals (Awareness of Acoustics, Member Engagement and Diversity, and Dissemination of Knowledge), the ASA Standards Program is also embarking on a project with ASA Web Office Manager Dan Farrell to make the S1.1 and S3.20 Terminology Standards available on the ASA Standards Web site as a searchable index. This tool will enable users to search terminology standards for individual terms and will be available to all ASA members. It is expected to be launched on the ASA Web site by July 1, 2016.

A long-time aspiration for the Society is fulfilling the need for an Education and Outreach Coordinator. A search for a full-time coordinator is currently underway under the auspices of a Search Committee consisting of Fredericka Bell-Bertie, David T. Bradley, Tracianne Nielsen, Victor Sparrow, and myself. The position announcement drew more than 40 responses. The committee is currently in the process of vetting resumes and scheduling the first round of interviews. We hope to have someone on board in the very near future.

Last fall, the ASA Web Office migrated the entirety of the ExploreSound.org site, from the Optical Society of America to ASA servers. Recently, the ASA launched a contest (<http://exploresound.org/explore-sound-logo-competition/>) to develop a new logo for the site, a vehicle that initially focused strictly on K-12 outreach activities but will now evolve into an outreach mechanism for the entire field of acoustics. The new logo will be used to brand not just the ExploreSound site but other ASA outreach activities as well.

### **Goal 2: Member Engagement and Diversity**

*(Lily Wang, Chief Champion)*

Because not all ASA members have the capacity to attend Society meetings, ASA initiated an effort to broadcast over the Web seven special sessions and one Technical Committee meeting at the Fall 2015 meeting. This initial effort was such a success that ASA expanded broadcasts at the spring meeting to 19 sessions. All Hot Topic sessions were recorded or broadcast live.

This year, we offered for the first time an Early Career Acousticians Retreat (EAR) (<http://acousticalsociety.org/early-career-acousticians-retreat-2016>) in Salt Lake City on Friday

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and Saturday, May 27-28, 2016. The goal of the workshop was to help develop leadership and networking skills for early career professionals in the field of acoustics. The workshop provided an opportunity for attendees to connect and socialize with fellow early career acousticians, expand leadership and networking skills, learn more about the Society, and contribute to the future of ASA. It featured a keynote speech by Gregory B. Northcraft, Harry J. Gray Professor of Executive Leadership in the Department of Business Administration at the University of Illinois. The response rate for the retreat exceeded expectations and as of this writing more than 40 people are expected to attend.

To properly engage members, it is important that we first better understand the makeup of the current membership. Another initiative of the Goal 2 Task Force is to analyze ASA membership data to determine what information is currently available and what information ASA needs in order to best position the Society toward understanding future trends, challenges, and opportunities within our demographic.

**Goal 3: Dissemination of Information and Knowledge**  
*(James Lynch, Chief Champion)*

Last fall, the ASA Executive Council approved funds to hire a full-time Managing Editor for the Publications Program. Mary Guillemette, Publications Manager, James Lynch, Editor in Chief, and Helen Murray, *POMA* Manuscript Manager and *AT* Coordinator, conducted a search, with the successful conclusion in the hire of Elizabeth Bury. Ms. Bury comes to the position with over eight years of experience in a scientific journal editing office, the last four of which she served as Associate Managing Editor.

This position will oversee the entire submission, review, and transmittal workflow for *JASA*, including guiding implementation of new features and helping to resolve process and technical issues. Ms. Bury has had much experience working with the Editorial Manager system and will help train the publications staff in its use and capabilities as well as assist authors, handling editors, and reviewers in negotiating the system. The hiring of additional full-time staff for the Publications Office is a significant step forward in our journal operations and we look forward to benefitting from Ms. Bury's expertise.

The Publications Program also successfully transitioned all three journals' (*JASA*, *JASA EL* and *POMA*) peer review system from PeerXpress (PXP) to Editorial Manager (EM), resulting in better control of the submission system and allowed for the development of new options in the process.

Further, the Publications Program instituted important initiatives such as "Gold" open access, Publish-Ahead-of-Print (PAP), video and sound multimedia files, and supplementary material file archiving for the *Journal*.

**Goal 4: Financial Stewardship**  
*(David Feit, Chief Champion)*

The Task Force for Goal 4 is in the process of addressing two actions: one, creating a clear charge to establish a Finance Committee and two, analyzing ASA operations and finances to assess the need for a new business model to guide the Society into the strongest position in terms of income, subsidies, reserves, and fiscal transparency. Once these issues are addressed, plans are in place to hire a full-time Finance Manager to help ASA achieve its fiscal goals as guided by the Treasurer and the Executive Council.

**Conclusion**

These, of course, are not the only activities to be generated in each of the four goal areas. Nonetheless, these are indicative of the amount of energy, focus, and commitment that exists among members and leadership to work collaboratively toward our core purpose to increase and diffuse the knowledge of acoustics and its practical applications.

This is both a five- and ten-year plan. The fact that so much energy released in just the early months of the plan demonstrates that this will not be one to sit on the shelf and that this, in fact, will be a plan with a number of demonstrable outcomes, resulting in an even stronger, more resilient, and nimble ASA.

Membership in any of the four goal task force groups is open, and we welcome your ideas and especially your participation. I encourage your involvement. There's great enthusiasm behind the Strategic Leadership for the Future Plan and much ambitious, creative thinking about how to bring these goals to fruition. Your voice is important and valued as we move forward.

Other opportunities exist for participation. Between meetings, the task force groups meet via conference calls. Let me or any of the Chief Champions know of your interest and we will add you to the task force. We also welcome suggestions, thoughts, and ideas related to the goals that you can relay in more informal ways. What's most important is that moving ASA forward is a collective enterprise, and there are many ways to let a 1,000 flowers bloom.

I hope that you will join us.