

REPORT OF THE VISION 2010 COMMITTEE

The purpose of the Society is to increase and diffuse the knowledge of acoustics and promote its practical applications.

Following a series of long-range planning reports prepared over the past 75 years (see Appendix A), the Vision 2010 Committee was established in 2003 by President Dick Stern and continued by Presidents Ilene Busch-Vishniac, William Kuperman, William Yost, and Anthony Atchley. This document contains a set of fourteen recommendations made by the Committee that if implemented will enable the Acoustical Society of America (ASA) to continue and improve upon its ability to be the premier scientific society in acoustics. The report begins with this introduction and fourteen recommendations. These are followed by a detailed discussion of the issues considered by the Committee that led to the recommendations and suggestions for ways in which they might be implemented, and ends with two Appendices that provide additional background related to the work of the Committee. The recommendations emanated from meetings of the Committee, meetings of the Committee with others within the ASA, and from surveys administered by the Committee.

The report is divided into two main areas—**membership** and **products and services**. During the meetings of the Committee, many issues related to the **technical fields** covered by ASA were discussed. No Society-wide recommendations resulted from these discussions, but many issues specific to various technical fields were covered in a separate document. **The Committee strongly encourages Technical Committees to address these issues and that the ASA leadership assist them in their efforts.** Appendix B lists the members of the Committee and the many other Society members who met with the Committee to help it formulate this report.

It is important to realize in evaluating this report that the ASA is healthy and fiscally stable with a strong interdisciplinary nature. When asked in a survey about the top things that the ASA is doing well, overwhelming support was given to the quality and relevance of the meetings, the quality and relevance of the *Journal* (JASA), the support given to Standards, and the support given to young members. The participants rated the ASA as either best or one of the best compared to other Societies.

The Vision

The Committee hopes that with the implementation of its recommendations that the ASA of 2010 and beyond will have the following characteristics:

- Both the knowledge of acoustics and its practical applications will each be a vital part of the Society.
- A diversity of acousticians from around the world will look upon the Society as their home.

*“Plus ça change,
plus c’est la meme chose.”*

- Young professional acousticians will take their place in the Society and receive the support that is afforded to both student members and senior members.
- The scope of the ASA publications will be expanded and the *Journal* (JASA) will be judged by its quality and relevance to the needs of the entire acoustics community. The ASA publications will be at the forefront of using advanced technology and in providing information to the public about acoustics.
- Both semiannual meetings will be flexible in providing a wide range of exposure to acoustics research and its applications. Exhibits will become an integral part of the Society’s meetings.
- The work of the Committee on Standards and the Working Groups will have volunteer participants at every level of the acoustics community—students, those acousticians just entering their professional careers, and established professionals. The results of the Standards efforts will be to move toward making as many of the standards produced by the ASA freely accessible for the betterment of society.
- The Society will participate in and help shape the global decisions concerning acoustical matters relating to all living creatures.
- The entire acoustics community will recognize and respect the achievements of the members of the Society.

Recommendations

Recommendations relative to membership

Recommendation 1: The Vision 2010 Committee recommends that the ASA *enhance* and *broaden* its ability to increase and disseminate knowledge of acoustics *as well as* its practical applications.

Recommendation 2: The Vision 2010 Committee recommends that the ASA strengthen the membership and participation of international acousticians.

Recommendation 3: The Vision 2010 Committee recommends that the ASA make efforts to encourage those acousticians just entering their professional careers to participate fully in Society affairs.

Recommendations relative to products and services

Recommendation 4: The Vision 2010 Committee recommends that the ASA continue to enhance electronic aspects of publishing so that such technologies are user friendly and enhance the quality of the publications.

Recommendation 5: The Vision 2010 Committee recommends that the ASA continue to expand the scope of its publications to provide both general information about acoustics and information on specialized topics.

Recommendation 6: The Vision 2010 Committee recommends that the ASA continue to carefully monitor the financial stability of the ASA in the ever-changing climate of electronic publication and open access publication.

Recommendation 7: The Vision 2010 Committee recommends that the ASA significantly revise and update its web site and other internet-based technologies. The goal should be to provide a web site and other technologies that are easy to use and provide important, relevant, and timely information to ASA members. The web site and additional technologies should also provide valuable information about the ASA and acoustics to the public.

Recommendation 8: The Vision 2010 Committee recommends that the number of Society meetings per year remain at two, but that the Technical Committees be given as much latitude as possible as to how those meetings may be structured to serve the needs of their constituencies. A greater effort should be made to incorporate exhibits within the ASA meetings, especially as they may relate to individual Technical Committees.

Recommendation 9: The Vision 2010 Committee recommends that ASA develop a marketing program to promote the ASA, its products and services, and acoustics.

Recommendation 10: The Vision 2010 Committee recommends that the ASA continue to support the Standards activities and that it continue to explore ways to finance its operation to make standards more available to the public. The Vision 2010 Committee also recommends that information about the ASA activities in Standards be more widely disseminated and explained to ASA members and those outside of the ASA.

Recommendation 11: The Vision 2010 Committee recommends that ASA take a more proactive role in promoting, commenting upon, and participating in a timely manner in the development of public policy related to acoustics. Further, the ASA should consider other means of providing information to the public about the importance of acoustics to society, economics, and life in general.

Recommendation 12: The Vision 2010 Committee recommends that ASA formulate plans to increase diversity in all dimensions within the Society, including technical, societal, and geographical. This effort will require that the purpose of the Society also be enhanced and broadened (**Recommendation 1**) so that the pool of potential members is expanded.

Recommendation 13: The Vision 2010 Committee recommends that the ASA hire an external, skilled educational consultant or staff person with knowledge of acoustics to lead the Society's efforts to promote education in acoustics in the K-12 grades. Such an effort

needs to be coordinated with the efforts to improve the ASA web site and other internet technologies (**Recommendation 7**) and to increase its activities related to public policy (**Recommendation 11**).

Recommendation 14: The Vision 2010 Committee recommends that the ASA continue to recognize outstanding acousticians in all technical areas and that the criteria for such awards and honors be continually reviewed and updated to insure equitable evaluation and to insure that the categories of awards and honors remain current with the activities of the Society. The Society should seek to maintain and enhance the status of its technical-area awards by recognizing excellence in acoustics, broadly interpreted, without necessarily regard for society affiliation.

The primary work in implementation of these recommendations will rest with the Society's leadership (Officers, Managers, and Members of the Executive and Technical Councils), but all members of the Society will need to participate at some level if the vision of the Committee for the future of the ASA is to be realized. Some of the recommendations will be quick and easy to accomplish; others may take years to implement. When the time seems right, a new committee should be formed called the Vision 2020 Committee because—*plus ça change, plus c'est la meme chose*. (The more things change, the more they stay the same)

Issues considered by the Vision 2010 Committee in making the recommendations

Issues relative to membership

When the members of the Committee consider issues relative to membership, they must first address the question, "How many different ways can a pie be cut and should each piece be the same size?" One thought is that each piece *should* be the same size, or if not that, each piece should have the opportunity to be the same size. Listed below are some of the ways that the membership (the pie) can be viewed (and cut up).

- By purpose of the Society
- By geographic location
- By level of professional activity—Students vs. those acousticians just entering their professional careers vs. established professionals
- By gender
- By ethnicity
- By technical area
- By ...

The first three items are discussed under membership issues. The next two items are discussed under Products and Services: Outreach

- By purpose of the Society—Increase and diffuse the knowledge of acoustics and promote its practical applications
Over the life of the Society, this single purpose has been split into two purposes—"Increase and diffuse... (i.e. research and education)" and "promote... (i.e. engineering and technology)." There are other ways of

identifying these two purposes. For example:

- By job product—Basic research vs. Technology
- By workplace—University (.edu) vs. Industrial (.com) or Military (.gov)
- By job title—Scientist (Physics, Psychology) vs. Engineer (E.E., M.E) or Practitioner

If there is single topic within the Society that has been discussed with more intensity (or longer) than its *purpose*, it is not apparent. The founders of the Society, Vision 1929 (see Appendix A), specified “increase and diffuse...” and “promote...” as *THE Purpose of the Society* in the Bylaws of the Society. Members of Vision 1955 cited the lack of “promote...” as a serious deficiency within the Society. The loss of members as well as their technical areas of interest to other societies and journals was an issue for Vision 1994. Members of Vision 2010 still see the purpose and its fulfillment as an important issue. It is clear that a concerted effort must have ensued over the past seventy-seven years that allowed the *increase and diffusion of the knowledge of acoustics* to dominate the purpose of the Society. In the survey taken of the retreat attendees, 77% of those who responded to the survey also answered the question, “Do you think the Society should encourage practitioners and the practical applications of acoustics more than it presently does?” Of that group, thirty percent said no with comments that ranged from *the Journal should get research papers (only) to there are other journals more suited to this*. Seventy percent, however, were in favor of doing more than we currently do (special sessions, joint meetings, accept more papers, etc.) Some of these members still wanted to keep the two purposes separated (e.g., place the articles in *Acoustics Today* or in a separate section of the *Journal*).

Further, there are areas of acoustics that are not well represented or are no longer well represented in the Society. This is due to loss of a scientific area (e.g., bioresponse to vibration, acoustical physiology, or computational modeling), absence of an area that is typically represented by other scientific societies (e.g., virtual acoustics, brain imaging, cognitive neuroscience, or sonochemistry), or have appeal essentially to practitioners (e.g., clinicians or audio engineers).

We now look toward the year 2010. For the Society to flourish it must be dynamic and it must grow, not necessarily in numbers, but certainly in intellect. It was observed that there had been a large decrease in the field of acoustical physiology, but on the other hand new areas of signal processing, biomedical acoustics, and animal bioacoustics are clearly successes. It was also suggested that the process of members changing professional associations might be a good thing for the Society. It provides new people and new directions for the Society as well as its peer societies.

Issue: Promotion of a balanced, dynamic Society

The concepts proposed by the Vision 1955 Group were correct for what they wished to accomplish but not in how they proposed to get there. Their suggestion of reorganization into new, autonomous, technical sections would have been too abrupt a change for the Society and

very threatening to incumbents. However, much of what the Vision 1955 group suggested has happened over the years. The key to the issue of creating a balanced, dynamic Society is in the hands of the Technical Committees. They can look outward for new developments in acoustics and new prospects. They can organize special meeting sessions and workshops at Society meetings on emerging areas, especially those that have not found a scientific “home” and invite leaders of these fields to present high-profile lectures. (e.g., Distinguished Lectures and Tutorials). They can work with the Editor-in-Chief of the Society to broaden the scope of the *Journal's* Associate Editors' topic areas and with the Editor of *Acoustics Today* to present articles and tutorials to whet the Society's appetite. Education of our membership and outreach must be done at the grass roots level. It requires strong leadership, patience, and a willingness to try new ideas.

- By geographic location—North America vs. Elsewhere

Acousticians from outside the United States represent a large and growing portion of the Society's membership. In addition, approximately 40% of first authors of *Journal* articles are from outside the United States; however, many of these authors are not members of the Society. Those who are members have limited representation in Society activities and have difficulty in attending meetings. These members have much to offer the Society and conversely, the Society has much to offer them. Granted that these members are physically separated, they are still certainly well within communication range. VoIP allows inexpensive, audio communication, and the web allows visual, audio, and written communication, understandably, not to all, but to many.

Issue: Encouragement of international acousticians who show interest in the Society to become members and participate in the Society's business and management.

There are many ways that the Society can encourage international acousticians to become members of the Society. For example:

- Continue to encourage non-member authors to consider ASA membership. This might now be done as part of the Peer Express process. A letter can be sent to non-member authors whose paper has been accepted inviting them to apply for membership. The letter should include an application and an accompanying flyer. Although the language of record for the Society is English, the flyer could be written in other languages.
- Continue joint international meetings, especially in cities with easily accessible airports.
- Encourage technical committees and meeting organizers to consider international invited speakers.
- Increase the number of nominations of international acousticians to positions on the Executive Council and Technical Council.
- By level of professional activity—Students vs. those

acousticians just entering their professional careers vs. established professionals.

The survey taken of the members attending the retreat indicated the Society is viewed as serving its students and established members very well, but that it could serve its young professionals better. A critical time is the transition from student to working acoustician, accompanied by the transition from student membership to associate or full membership. These members also have fewer opportunities to network with other professionals, both locally and nationally. Society meetings and technical committee structure are key to involving new professionals, especially those who enter non-academic careers.

Issue: Establishment of young acoustician's professional careers and encouragement to participate in Society affairs.

Young professionals need help and encouragement at the start of their careers. It is especially important that the Society do as much as possible to make the transition easy. For example:

- Send a "welcome" letter from the President to members transitioning from Student Membership, congratulating them on their new professional status and including a list of specific benefits of ASA membership.
- Reduce meeting registration fees and dues to 50% of full member price for the first three years of full membership.
- Simplify procedures for becoming active in ASA activities. For example, with the dues notice include a check-off form to allow members to volunteer for committee assignments. Through the Vice President and Internal and External Affairs Councils, encourage inclusion of young professionals in ASA activities including:
 - Membership on technical committees
 - Membership on administrative committees
 - Technical Program Organizing Meeting (TPOM) as "interns"
 - Leadership roles in regional chapters
 - Organizing (or co-organizing) special sessions at meetings
 - Serving as session chairs at meetings

Issues relative to products and services

The Society provides both products (publications, meetings, exhibits, and standards) and services (outreach, public information, public policy, promotion of acoustics, careers, and positions, developing standards, recognition) to the acoustic community.

- Publications

Issue: Personalization of the Peer Express system and making it more user-friendly.

The *Journal* continues to be the unifying force of the Society. It is seen as the premier *research* publication in acoustics—both internally and externally (nationally and

internationally). The *Journal* is rated very highly by our members because the membership of the Society is largely research-oriented, and therefore has a stake in a research journal (the participants of the retreat rated its quality as 9.3/10.0 and its relevancy as 9.0/10.0). Although there are some members who see the *Journal* as currently too narrow in scope, either because some areas of acoustics that were once in the *Journal* have moved to a different publication are no longer there or are missing because they never were in the *Journal*. Those that expressed dissatisfaction with the *Journal* usually did so because of process issues—manuscript-handling (the Peer Express system), reviewer bias, and the submission-to-publication interval. Members who described manuscript-handling used words like pedantic, unfriendly, intimidating, impersonal, and wasteful of time. Yet submission-to-publication time has decreased since the Peer Express system was implemented. Although almost all authors surveyed (87%) indicated that the *Journal* was their first choice for submission of an article, the combination of substance (technical relevance) and process (the Peer Express system and the review) seemed to drive some authors unnecessarily to other journals.

Issue: Expansion of the scope of the *Journal*.

It may not be easy to improve the *Journal* but some participants at the retreat felt that it could be done by expanding its scope. The use of special issues or special sections of an issue can provide increased interest to members and non-members alike. Emerging fields, focused topics, invited and contributed articles, and tutorials—when coordinated and assembled by a "guest editor"—can create a very exciting issue. It has been done before, but it could be done more often.

Issue: Continuation of the *Journal* revenue stream in light of pressure to place the *Journal* in the public domain (i.e., an Open Access Publication).

The rapid rise of electronic communication has led to a widespread opinion that information should be free. Consistent with its mission to promote acoustics, the natural position of the Society is that acoustical information should be free. Since it seems likely that opinion in this direction will continue to increase, it appears to the Vision 2010 Committee that although the *Journal* is presently an important benefit for ASA members as part of paying dues, in the future many of the *Journal* articles will be available to anyone at no charge.

The issue that needs to be addressed is that the *Journal* is the largest contributor to the revenue stream of the Society. The Vision 2010 Committee expects that the cost of producing the *Journal* will decrease as the processes of publishing and distribution evolve thereby increasing the net revenue. However, a probable increase in the size of the *Journal* may offset lower production and distribution costs. Clearly, alternate plans should be

discussed *now* to prevent large losses in income in the future. Although the Committee does not necessarily recommend the following action, note that if dues were paid equally by members, libraries, and institutions (about \$300 per year), a revenue stream would be created that would equal the current revenue stream from *Journal* publication. This would be a windfall for the libraries if they were willing to continue supporting the Society. In light of the advances in publication such as on-line delivery, the actual dues paid may be considerably less. This issue is not restricted to the Society's journal only but rather to all journals. The issue is made more complex by the fact that the Society is explicitly bound to the American Institute of Physics (AIP). Although ASA's relationship with AIP is primarily as a publishing house, the Society has ties to the organization that include financial, infrastructure and loyalty.

- Meetings

Meetings provide an important time and place for carrying out the Society's purpose, technical and administrative operations, and social and informal technical interactions. The survey showed that the participants approved of the organization of the meeting, the socialization and networking opportunities, and the relevancy of the presentations but were not as pleased with meeting themes. When comparing the Society's meetings with other professional meetings,

about half the participants preferred the Society's meeting while half felt that sometimes other meetings are better.

Reasons to prefer other meetings to the Society's are:

- Small accompanying workshops
- Better industry participation
- Attractive international locations (e.g., International Congresses on Acoustics (ICA))
- Dominance in technical area (e.g., physiology)
- Shorter meetings and required poster sessions
- Tighter technical focus
- Applied and clinical relevance

Reasons to prefer Society meetings are:

- Networking with non-Society members
- Quality of presentations
- Breadth of acoustical activity
- Collegiality, friendliness
- Professional exchange
- Standards venue
- Size of meeting
- Focused sessions
- Ease in submitting abstracts and registration

Suggestions for improvement of Society meetings are:

- Impose more rigorous standards for papers
- Limit parallel sessions
- One meeting per year
- Reject papers
- More meetings outside North America

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Suggestions for improvement of Technical Committee meetings are:

- Set time limits for start and finish of meeting
- Be more selective with special sessions
- Give sense that participation is welcome for everyone
- Allow a technical panel structure when appropriate

The Vision 2010 committee does not necessarily recommend the implementation of these suggestions but presents them for informational purposes only.

Issue: Expansion of Society meetings to international members as well as other meeting and non-meeting attendees.

There is much information that is exchanged at Society's meetings that can be applied globally and/or is interesting enough so that it should be available to be seen and heard again. These events should not be restricted to one time and one place. They should be made available to members who wish to view them again, or, for those who were unable to be present at meetings. Typical implementation might be to record and archive on the Society's server parts of the Society meetings for later webcasting on demand. As a start these could include selected interdisciplinary presentations, such as Distinguished Lectures, Hot Topics, and possibly Tutorials. The Society should take advantage of technology to expand the participation within committee meetings by using teleconferencing for members who are unable to attend.

Issue: Number and format of Society meetings per year.

There was extensive discussion on this issue. Ninety-three percent of the retreat attendees were in favor of two meetings per year as being optimal. There seemed to be strong feelings that there should be flexibility in the format of the meetings. Suggestions were made for workshops, satellite/topical meetings, theme meetings, joint meetings, international meetings and meetings with industry.

- Exhibits

Issue: Increase in vendors at exhibits at meetings.

The Society does not seem to do well to attract a large number of exhibits that accompany meetings. It is important that the Society understands why this is the case if it wishes to increase the number of exhibitors. It appears that members of the Society are buying less and therefore are less attractive to the vendors. There is also competition from exhibits at meetings of other organizations where vendors may feel that they can reach their

target audience better. Possible reasons are:

- The absence of "promoting its practical applications" (accompanied by the purchase and use of industrial products) and the emphasis on "increasing and diffusing the knowledge of acoustics" (accompanied by the use of computer modeling).
- Defense research funding has shifted towards mission-oriented products and therefore into engineering development rather than basic research.
- Defense research funding when it does exist is being sent to industry rather than to universities.
- The government has shifted its support away from physics and acoustics and into biological, health, information technology, and other areas of greater interest to the public.

Perhaps the advertising that is being included in the new publication, *Acoustics Today*, will spark interest by vendors to become and/or return to being meeting exhibitors. In addition, it is not clear why there seldom are exhibitors from the government laboratories and industry whose main purpose is to recruit Society members, especially students. Because it is important for members and vendors to interact so that vendors learn about members' needs and members learn about the latest technologies, there may be ways to attract vendors to Society meetings. Perhaps the vendor's first meeting exhibit could be free. Perhaps every two paid meeting exhibits entitle a vendor to a third free exhibit.

- Standards

The work of the Committee on Standards and the Standards Secretariat, although well supported by some members of the Society, seems to be more important to the acoustics community at large than it is to the majority of ASA members. This should not be the case since it provides a solid basis for "promoting its (acoustical) practical applications." Without the work of the Committee and the Secretariat, acoustical products, and the standards (if any) by which they would be constructed, would be based on the needs of the manufacturers of the products rather than on the needs of society.

Two important issues need to be addressed to turn around the perception by some members that work in Standards is of little importance to the Society or acoustics in general. The first involves a lack of membership knowledge about the Committee on Standards and the Standards Working Groups—how they are organized, their interrelationship, their relationship with the American National Standards Institute (ANSI), and their functionality. It appears to some members that have attended Standards Committee meetings that from the inside of the meeting, there is much bickering that goes on and from the outside it is an exclusive club and difficult to join. The second issue is that it is costly to the

Society and, based on sales, will never break even since price structure is controlled to a great extent by the needs of ANSI who has its own agenda.

- **Public Information**

Our main source of public information about the Society is our web site (asa.aip.org). Unfortunately, the site is not designed for the public but rather for the members. After a little practice, members can find everything on the site—mostly because they know what they are looking for and where it probably can be found. Looking at it from the public's viewpoint, a stranger will be easily lost and discouraged. This site and acoustics.org needs to be more organized, more user-friendly, and made more functional and attractive if it is to be used for public information about the ASA. What is needed is an acoustician who has the time, energy, skill, and artistic taste to design and maintain a good public information web site. If a web designer is used, then he or she must work closely with that acoustician.

Press coverage of information presented at meetings, in *Journal* articles, and in policy statements by the ASA has increased over the years through support from AIP's media department, ASA's "World Wide Pressroom" site, and ASA's Panel on Public Policy. These efforts need to be continued.

- **Public Policy**

It is incumbent upon the Society to take advantage of its

combined knowledge and expertise in the field of acoustics to take a more active role in promoting, commenting upon, and participating in the development of public policy related to acoustics. The Society needs to develop and implement a plan to define the areas in which statements should be made (e.g., national/state/local, acoustics/non-acoustics, technical/non-technical, Society/non-Society), who shall make the statements (e.g., President), who needs to approve the statements and by what margin (e.g., Executive Council, the Panel on Public Policy)—all in a timely manner.

- **Outreach**

It was the consensus of the participants at the retreat that the Society is not performing well in its outreach attempts in the areas of building the image of the profession of acoustics, career development, advocacy role with governmental agencies, outreach programs to schools, college/university programs, and under-represented groups. If outreach is defined as reaching out to areas that have in the past traditionally not been active in acoustics, the Society can point with pride to the progress made by the *Women in Acoustics* and the *Student Council*. However, what they have done is only the start of true diversification within the Society.

It is clear that the Society needs to expand its efforts to promote education in the field of acoustics in the K–12 grades. A skilled educator, with knowledge of acoustics

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and backed by a strong group of willing volunteers, is necessary if any meaningful impact is to be made. A coherent plan, with both short and long-term goals, needs to be developed, funded, and implemented.

- Recognition

The Vision 2010 Committee heard comments on the means by which the Society recognizes both its members and non-members. There were little, if any, issues concerning the number and types of awards however, the standards by which the awards are determined varied considerably and should be made uniform.

APPENDIX A

A SHORT HISTORY OF THE SOCIETY'S VISION—

Plus ça change, plus c'est la même chose.

(The more things change, the more they stay the same.)

Vision 1929. Primarily from the encouragement of three individuals—Professors Vern O. Knudsen and Floyd R. Watson, and Mr. Wallace Waterfall—forty scientists and engineers met on 27 December 1928 at the Bell Telephone Laboratories and voted to organize the Acoustical Society of America. The three individuals had originally thought in terms of an acoustical engineering society whose primary purpose was to develop and understand the practical requirements in architectural acoustics. After corresponding with eleven additional acousticians, the group decided that it would be more desirable to expand the scope of the organization to include all branches of acoustics to make the organization more stable. It is not clear whether or not the fourteen thought of themselves as the Vision 1929 Committee but their spirit and functionality has endured throughout the life of the Society.

Vision 1955. About twenty-seven years later, eighteen members of the Society, comprising the then recently-formed Committee on Promotion and Development, published a report to the membership about their concerns regarding the lack of conformity to one of the stated purposes of the Society—“promote the practical applications of acoustics.” They cited a serious deficiency in the number of practical application papers at the Society’s semiannual meetings, in its *Journal* and in its recent publication, *Noise Control* (later to be renamed *Sound: Its Uses and Control*). This magazine lasted only about eight years before the Executive Council voted to cease its publication. In addition to the Society’s apparent lack of coverage of practical applications in its publications and meetings, the Committee mentioned the creation of new non-Society publications that had recently started—*Audio and Ultrasonic Engineering* and the *Journal of the Audio Engineering Society* as well as non-Society symposia that appeared to be filling the gap. To the Committee, these were strong indications that the Society was failing to carry out one of its stated purposes.

The Committee noted three encouraging factors, however—the establishment of *Noise Control*, the creation of Regional Chapters to provide increased association with fellow acousticians and their local programs, and the recent

increase in the number of Technical Committees to seven. They were Architecture, Music, Noise, Psychoacoustics, Speech, Ultrasonics, and Underwater Sound. Still, Shock and Vibration, Audio Engineering, and Sonic and Ultrasonic Engineering were purposely left out.

The Committee strongly recommended the creation of a new organizational structure to include eight Technical Sections—Architectural Acoustics and Sound Control; Audio Engineering and Electroacoustics; Bioacoustics, Speech and Hearing; Musical Acoustics; Physical Acoustics; Shock and Vibration; Sonic and Ultrasonic Engineering; and Underwater Acoustics. The difference between a Technical Committee and a Technical Section was one of autonomy. Technical Committees were created by the Executive Council, i.e., from above, while Technical Sections would have unlimited, voluntary membership with their own elected officials (as they do now). At that time, some of the Technical Committees were quite active and some, quite inactive. The regrouping and the autonomy of the sections, including strong management capability, was seen by about half the members as revitalizing the Society and satisfying the *practical application* deficiency while the other half of the membership saw the Technical Sections as strong divisive influences that could render the meetings, and indeed the Society, less agreeable and comfortable than it was. As there was essentially no obvious mandate for a change, the Committee voted unanimously to recommend to the Executive Council to keep the Technical Committee structure and to strengthen the Committees.

Vision 1994. “If you were creating the ASA today, what would you do?” was the question posed by Paul Horvitz, the organizational consultant for the Development Committee of the Acoustical Society of America when asked about fund raising. He advised them that first, they must clearly articulate what their Society is all about—what it is and what it wants to do. In response to this challenge, Richard H. Lyon drew together a group of over thirty members who met for a two-day discussion on the subject of the *reCreation* of the Society. A larger group met later that year that included members of the Executive and Technical Councils along with chairs of the administrative committees to continue the discussion. In 1994, Richard H. Lyon and Charles E. Schmid wrote an extensive report (*The reCreation Process: Rethinking the ASA*) to the membership on a wide range of concerns and suggestions for their resolution. The report covered six areas—an Introduction, Professional Issues (six topics), Outreach/Education Issues (four topics), Finance and Development (six topics), Governance/Management (four topics), and ASA Societal Structure and Growth (two topics). To attempt to summarize the report here would not do it justice. Suffice it to say, it discussed the strong points of the organization (for example, “the strong volunteer foundation and collegiality”) and some of the areas that needed strengthening (for example, “particular areas of acoustics that have entirely moved out of the ASA or are under a threat to go to other organizations for one reason or another”). The report concentrated on many of the issues that had been of concern prior to the meetings and that the Society, unfortunately, continues to

address today. It also brought to light the same suggestions for their resolution—many of which still are under discussion and have yet to be implemented. In spite of the fact that the issues addressed were largely those of *process* and did not actually answer the question posed by Horvitz, “what would you (the Society) *do* (for example, what programs, new or old, would be worthy of external support)?” the report should be read by the membership once again.

Vision 2010. The nine-member Vision 2010 Committee that was appointed in Spring 2003 exchanged e-mail at the outset; met with the Executive Council at the Fall 2003 Austin Meeting; conducted a written survey of an expanded “Vision” committee that included the Executive Council, Technical Council, and additional invited guests. The expanded committee met at a special Vision 2010 Retreat before the Fall 2004 Meeting in San Diego. The information presented in this report is an attempt to summarize the points that were discussed in the e-mails, the meeting, the survey, and the retreat.

APPENDIX B

Participating ASA Members Vision 2010 Committee:

- Anthony Atchley
- Ilene Busch-Vishniac
- William Hartmann
- Elaine Moran
- Charles Schmid
- Dick Stern, Chair
- Lily Wang
- Janet Weisenberger
- William Yost

Additional Survey and Retreat Participants

- Whitlow Au
- Kelly Benoit-Bird
- Tessa Bent
- Susan Blaeser
- Dani Byrd
- Ross Chapman
- Robin Cleveland
- Peter Dahl
- Judy Dubno
- David Feit
- Charles Gaumond
- Mark Hamilton
- Mardi Hastings

- Jody Kreiman
- William Kuperman
- Donna Neff
- Allan Pierce
- Paul Schomer
- Victor Sparrow
- Michael Stinson
- Edward Walsh
- Preston Wilson

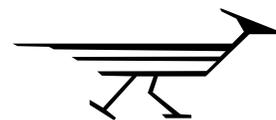
Ning Xiang



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