1ANS





1ANS

Objective Outcome 1

Unity, community, and alignment among members at every level and each constituent unit of ANS

Pages 2-15



Every Local Section Member is a National Member

Local Sections will no longer have members who are not National members beginning in 2023

- Guests or "Friends of ANS" can still attend events
- Local Section members will receive a discount code to encourage joining ANS National in 2020 and 2021
- Local Sections will receive 10% of dues revenue received from members who join the Society (for the first-year only when the member uses the discount code)
- Local Sections may still conduct fundraising activities and will keep individual bank accounts



Every National Member has the opportunity to join a Local Section

New and existing members can join a Local Section when they join or renew their membership starting in August 2020

- 5% of dues revenue will be allocated to each Local Section selected by a National member (helping offset meeting revenue loss)
- If a member does not select a Local Section, 5% of their dues will be allocated to a Local Section General Fund that will support growing and enhancing Local Sections
- Staff will manage all dues collections for Local Sections
- Staff will maintain Local Section lists



Every Student Section Member is a National Member

Student Sections will no longer have members who are not National members beginning in 2023

- Guests or "Friends of ANS" can still attend events
- Student Section members will receive a discount code to encourage joining ANS National in 2020 and 2021 (\$15 off the \$35 student rate)
- A new member incentive program will be discussed during the implementation with significant input from Student Section leaders
- Student Sections may still conduct fundraising activities and will keep individual bank accounts



Every National Member has the opportunity to join a Student Section

New and existing members can join a Student Section when they join or renew their membership starting in August 2020

- 20% of dues revenue will be allocated to each Student Section selected by a National student member, if the Section has 15 or more members
- Staff will manage all dues collections for Student Sections
- Staff will maintain Student Section lists

Advocacy Fundraising





Advocacy Fundraising

Objective Outcome 17

ANS advocacy activities attract increasing amounts of philanthropic support

Pages 17-27

Note: The Executive Committee has approved an expansion of this Objective to include all Center for Nuclear Science and Technology Information fundraising efforts



Draft a Center Strategic Plan that establishes a vision for the Center with programs attractive to donors. The plan will:

- Identify a strategic goal outlining the vision, mission, and goals for the Center, aligning them with the Society's strategic vision
- Evaluate current programs and establish new lead Center programs
- Create a Center 10-year financial model to guide Center sustainability
- Identify new programs and initiatives that are both mission-aligned and fundable



Create and Implement a Fundraising Plan

The Development Department will design fundraising strategies and appeals based on Center programs. Components include:

- Fundraising Collateral Create fundraising collateral including proposals, promotional and donor recognition materials, and directmail solicitations
- Campaigns and Appeals Design specific fundraising activities in accordance with resources, program suite, and donor base
- Revenue Goals Base fundraising revenue projections on program budgets, program design and strength of the donor pool



Form a Nuclear Science and Technology Policy Council

ANS will determine the efficacy of a Nuclear Science and Technology Policy Council (and others, such as an Isotope and Sources Council). The Council is an opportunity to support Center advocacy through membership within an elite group of peers. The Council will:

- Provide members access to current nuclear policy content
- Offer members the opportunity to inform but not direct ANS advocacy efforts
- Advance policy discussions through consensus building and information exchange
- Support Center fundraising through Council membership dues and personal or affiliation giving



Engage External Affairs Committee in Center Fundraising

Objective Outcome 3 recommends the creation of an External Affairs Committee. The Development Department will utilize the Committee to:

- Review and elevate information provided in solicitations
- Inform External Affairs of issues that are important to the philanthropic community as they identify Center direction
- Link to the Development Committee whose ex-officio members are also members of the External Affairs Committee

Board of Directors





Board of Directors

Objective Outcome 5

The Board of Directors and Officers are effective as strategic leaders and stewards of the Society

Pages 29-33



Revisions of the Nominating Committee Handbook

- Creation of a nominee information form for candidate consideration
- Creation of a Board of Director onboarding process

The revisions will:

- Strengthen evaluative criteria for the Nominating Committee to use to determine suitable candidates to run in the elections
- Ensure new Board members are properly introduced to their ANS leadership role and are supported throughout their term of service



Add a designated young member seat to the Board of Directors

- Involvement of the young members in Society governance would be beneficial to the future of the Society
- Elimination of one of the Non-US Board of Director seats opens this opportunity to designate a young member seat

Create an ex-officio Philanthropic-focused appointed Board seat

- Works with the Development Department, Development Committee, and Board to secure donations
- Change will be implemented after a review of ANS Bylaws and Illinois law and the creation of an appointment process. The exofficio member will serve on the current Development Committee and/or the proposed Nuclear Science and Technology Council.



Reduction of the number of the Non-US Board of Director seats from the current three members to two members

 International membership is currently at 10% of total ANS membership, and the reduction in Non-US Board of Director members is proportional to this percentage

Review/revise the Non-US Board of Director regional structure

 The restructure of the regions will allow for more diversity of countries represented on the Board

Commercial Publications





COMMERCIAL PUBLICATIONS

Objective Outcome 12

Commercial Publications redesigned to communicate industry and technical information of value (while minimizing cost)

Pages 35-43



Nuclear News – Improving the value of the Society's most visible member benefit

Reimagine **content**, **design**, and **online presence** to recruit members, engage utilities, and promote ANS services:

- Add member contributions, refreshed story ideas, and curated content
- Host content from sources such as Nuclear SmartBrief
- Establish a Technical Advisory Board to identify hot topics in the industry
- Modernize magazine design
- Enhance the online format, including searchable HTML, breaking news, and Nuclear News app



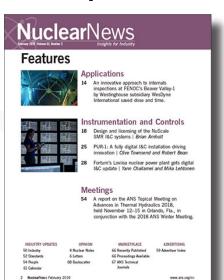
Nuclear News

Launch a **strategic marketing plan** categorizing *Nuclear News* as a member benefit, not revenue stream. Considerations include:

- Using ANS social media platforms (for example, tweeting about a Nuclear News article that discusses an upcoming Meeting)
- Featuring articles on ANS RadioNuclear podcasts
- Determining how much content is available to members only and what content can be accessed by the public for marketing purposes
- Including more feature articles, opinion pieces, member profiles, industry leadership interviews, and Division/Local Section spotlights

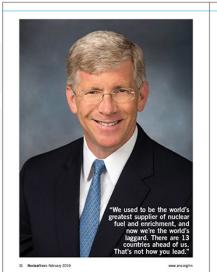
Sample Nuclear News Design Pages











The Nuclear News Interview

Daniel Poneman: Nuclear's role in humanity's future

aniel Poneman is president and chief executive officer of Centrus Energy Corpoaniel Poneman is president and conser executive visitors to utilities that operate nuclear reactors throughout the world—as well as a senior fellow at the Belfer nuclear reactors throughout the world—as well as a senior fellow at the Belfer Center for Science and International Affairs at the Harvard Kennedy School. From 2009 to 2014, he served as deputy secretary at the Department of Energy, where his responsibilities included working to implement the Obama administration's "all-ofthe above" energy strategy, which involved fossil and nuclear energy, renewables and energy efficiency, and international cooperation.

Poneman spoke recently with Nuclear News Associate Editor Paul LaTour about his new book, Double Jeopardy: Combating Nuclear Terror and Olimate Change, which was published in May by the MIT Press (NN. June 2019, p. 78)

What was the impelation for you to write the booth? The inspiration for the book came to me when I was working at the Dynamin of Honging in 2001. That Just seeking a the Dynamin of Honging in 2001. That Just working a the Dynamin of Honging in the in the midst of inverting heavily, and pushing ill masses in the midst of inverting heavily, and pushing ill acceptance to the seeking of the Honging in the Just Admir of Honging in the Honging the Honging in China. — and street the whole Mappher's I His in Adiguste, Chin — and street the whole Honging in the Honging in China. — and street the whole Honging in the Honging in China. — and street the whole Honging in the Honging in China. — and street the whole Honging in the Honging in China. — and street the whole Honging in the Honging in China. — and street the whole Honging in the Honging in China. — and street the whole Honging in the Honging Shephords Plat, in Arlington, Cov.—and started the whole grid-scale solar photovoltaic [PV] industry; We had zero untility-acule solar PV plants at the time. We also invested in Tesla early, We invested in gotthermal projects and biorefineries. All to address this bage carbon challenge. At the same time, I was diverted to go to Vienna to neg tiste with the frankes, trying to persuade them to give up 1,200 kilograms of low-enriched uranium in exchange for up to 20 percent high-assay low-enriched uranium fue sourced for the Tehran research reactor, which they were

this thing off my chest and writing about what we could do

ing energy and nuclear policies, but is that even possi-ble with fodgy's hyper-partisan divide? Two advanced nuclear bills were passed and signed into

law during the last session of Congress 8the Nuclear Energy Innovation Capabilities Act (NN, Oct. 2018, p. 17) and the Nuclear Innovation and Modernization Act (NN, Feb. 2019; p. 17%. And there's more legislation coming that may

NN 10

Ten Questions with nuclear blogger Lenka Kollar

ANS Member since 2009, Lenka Kollar is the author of the

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receuris. Busde delegation la it et delugte trains e une a est eine su valoptete trains e une a est eine su valoptete trains e une a est eine su valoptete big den est concessibly receive moder energy.
Killer salt, bet serves as forces where people con disceur facts and since en complex texpis and them make
that own decisions down the sense. "The significant dethe many fedicant them to the chip and of the belog a so undo' complex nuclear topics in a way that the public can understand, and to also 'undo' common misconceptions."

giant out remolopid quia voluptote le-nie vellorest et, opti duella della as en Kollar describes her new venture as a "grass-roots movement to challenge your thinking

about madeur energy and cooperableration issues." She thinks more effort could be made—by the industry and by individual nuclear engineers—to effectively comwith the public about nuclear technology. "We need to talk

Quan idesequot ast optatur endestrum re ne pra vente nemposum asitati-um velorep revitam haruntem aberre velorenist. Kollar imiten questions from curious seeden and prom-

ises to consult with experts as necessary to find the answers. She has received questions from the general public and from people in the nuclear industry. "Some questions I have already answered in blog posts, including questions about questions I have received will be addressed in future women in engineering," she said. "Other questions I have received will be addressed in future posts, including topics regarding the economics of nuclear energy and radiation from the accident at Fukushima Daiichi."

ship positions in commercial nuclear power, security and diverse internship and work experiences gave me great insight into the industry, and also made me realize that I wanted to work on my own so I could really accomplish or goals in madear outreach," she said. "I gained into tine nervoustives from the various sides of the industr that I use in my consulting and blog writing today

Actions and another netest Expanse.

Kellur is now devoting her energy full-time to Nouter Union LEC, which the founded to "consulting company with a blag." In addition to offering her high total produce the "consulting company with a blag." In addition to offering her high to the public. Relian provides severe for medium energy and energy differentiate public and communications of energy differentiate public and communications of Nouter Union. Health Can we to fund more extensive extreach efforts," the said.

oinst out remolepid quin veloptate le-nie vellevest et, epit destit della es en Dey ner hainen sede atrept meliene, the genet jebble with sicou en destant yeurs pro-jet. This prop genet ly froren meles energe, de stall, Test in concente detth imme und in melien mete deposal and cooperative rices meles energy. An stall, Test in concente detth imme und in melien mete deposal and cooperative rices meles warpy and moproliferation policy and commu nuclear energy and non proliferation policy and commu. They prefer to hear from their peers, which is why I've assembled a team of young reports in the nuclear field," Her expert panel—Rita Pa-el, Suzanne Hobbs Baker, Kristine Madden, Mark Reed, Robyn Spink, Chris Wagmer, Wes Deason, and Diego Garcia—includes several ANS members.

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ing Healthy Bit Goddess as a hobby two years ago to track



Radwaste Solutions – Align with improvements being made to Nuclear News

- Enhance online presence (following the Nuclear News model)
- Monitor market conditions for potential growth

Books – Improve cost-effectiveness of producing books

- Determine if ANS should remain in book publishing
- Produce more print-on-demand
- Revisit book partnership with commercial publisher
- Expand e-book publishing

Communications



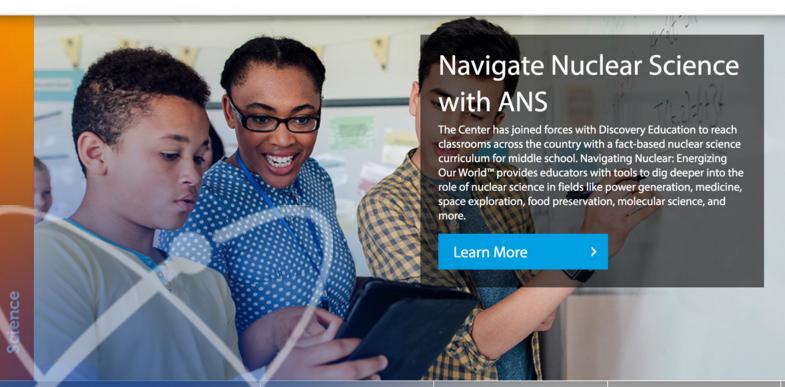


ANS Center for Nuclear Science and Technology Information

About the Center

Know Nuclear

In the Classroom





alking Nuclear



COMMUNICATIONS

Objective Outcome 2

ANS internal communications to members are effective (and efficient)

Pages 46-49



Eliminating the Communications Committee

Former responsibilities of the committee will be distributed to Staff, member leaders, and the External Affairs Committee and include:

- Making recommendations to the Executive Committee and Board of Directors regarding public information policies and activities
- Distributing official Society statements for public release
- Cooperating with other agencies and associations in building awareness of nuclear science and technology
- Supporting crisis response
- Administering the Landis Public Communication and Education Award and the Darlene Schmidt Science News Award



COMMUNICATIONS

Objective Outcome 3

Constituent unit interactions and communications with/to "the world" are aligned with each other and ANS National

Pages 50-54



Creating an External Affairs Committee

The committee will provide guidance to leadership and Staff to shape the Society's external communications strategy and to empower Staff to execute the strategy

A committee charter will be developed, outlining specific responsibilities, such as overseeing communications about Society positions, advocacy efforts, and outreach



Increasing Staff Support for Constituent Unit Outreach

A strategic and operational framework will facilitate communicating priorities and messaging content to Divisions, and Local and Student Sections. The framework will potentially include resources such as:

- Key messages and talking points for outreach and advocacy initiatives
- Presentation materials to promote messaging and activities, including handouts and prepared PPT slide decks
- Webinars to provide Local and Student Section and Division leaders updates on outreach and advocacy efforts

Congressional Fellow





Congressional Fellow Program

Objective Outcome 16

Congressional Fellow Program establishes
ANS as go-to and influential asset for
policymakers

Pages 56-59



Beginning in 2020:

ANS will move the stipend funding for the Congressional Fellowship to the Center's budget.

Beginning in 2021:

ANS Fellow's stipend increase to \$80,000 annually.

Why Change?



To ensure qualified applicants to the Congressional Fellow Program, continuing the Fellow's role on Capitol Hill providing accurate information in nuclear and other areas of the sciences

The stipend increase **will attract a larger number of applicants**, those that may be very qualified, but unable to survive financially off of the current \$60,000 stipend.

The increase is in line with payments that other Fellows in the AAAS program are receiving

Finance





FINANCE

Objective Outcome 4

Significant spending decisions align with Society priorities

Pages 63-64



We recommend that we **defer specific actions related to Division finances**, including changes to the current 12.5% sharing of Topical Meeting net revenue

Other aspects of ANS Change Plan 2020, such as **co-locating Topical Meetings and Staff manage meeting logistics**, will remain in the recommendations.

Divisions will continue to support the **student travel program and Student Conference sponsorships**. Divisions will also continue to support their **National Meeting expenses**.

Staff will organize a Working Group of Division Chairs and stakeholders to develop recommendations related to Division finances, including optimization of Society spending on scholarships and student support. Recommendations will be presented to the Board by March 2020



FINANCE

Objective Outcome 9

Increased speed for good ideas to be funded and implemented

Page 65



Beginning in 2020, Staff will develop and implement a **Virtual Suggestion Box** which will be added to the ANS website

- Ideas submitted will be routed to Staff for evaluation with appropriate committees
- Implemented ideas will be incentivized with a gift card giveaway or membership discounts
- Implemented ideas will be communicated to members and others via ANS News, ANS website, or email communication



FINANCE

Objective Outcome 19

Improved efficiency in student support

Page 66



As stated in Finance Objective 4, **Staff will organize a Working Group** of Division Chairs and stakeholders to develop recommendations related to optimization of Society spending on scholarships and student support.

Recommendations will be presented to the Board for approval by March 2020



FINANCE

Objective Outcome 20

Improved efficiency and flexibility in scholarship administration

Pages 67-69



Administration of **scholarships will be standardized** under the leadership of professional Staff and the Scholarship and Awards Committee

Members of the Scholarship and Awards Committee will include representation from Divisions. The Committee will conduct an analysis of current scholarship activities, including:

- Total number of scholarships awarded and number of applicants
- Total dollar value of scholarships awarded
- Status of scholarships
- Sources of scholarship funding including legacy endowments

The Committee will propose annually a consolidated scholarship strategy and budget to be reviewed as part of the overall annual budget

Governance





GOVERNANCE

Objective Outcome 6

ANS governance is more effective

Pages 73-74



Implement a new Governance Policy as outlined here and in Objectives throughout the Plan. The policy will define the role of:

- Staff and member leaders who should lead and when
- The Board in setting strategic direction
- Committees in governance and council, each with a clear mission (Objective 7)
- Divisions providing content for National Meetings, increasing value (Objective 1)
- Local and Student Sections providing local touchpoints (Objective 10)
- Staffing aligned with strategic direction and providing effective day-today operations (Objective 8)

Why the Change?



The intent of this Objective Outcome is to:

- Clearly outline responsibilities and authority of each ANS entity, with each understanding the Society's mission
- Foster collaboration and coordination necessary to achieve the mission
- Understand and share responsibilities critical to long-term success to accomplish goals
- Coordinate between staff and member leaders in such a way that communication across each will facilitate moving forward



GOVERNANCE

Objective Outcome 7

ANS Committee structure is more simple, efficient, and effective

Pages 75-79



Create a new Committee structure

Select current Committees will report to a Committee providing oversight and direction

Add three new Committees

External Affairs, Local & Student Sections, and Scholarships & Awards

Provide additional Committee support

Select Committees will have an assigned Board member and all Committees will have a Staff chair (working with the member leader chair and co-chair)

Sunset the Membership and Communications Committees

Staff working with member leaders/stakeholders will assume Membership Committee functions. Communications Committee functions fall under External Affairs

Why Change?



Creating a new **Committee structure** will provide a clearer level of oversight and reporting

A number of current Committees will now have Committees reporting to them

All Committees can retain or form working groups or sub-committees as needed

Note: Staff will make appropriate changes to the committee structure and keep the Executive Committee and Board of Directors apprised.

Why Change?



Three New Committees:

External Affairs – Reflects the importance of our public presence.

Local & Student Sections – Provides integration between the Local and Student Sections Committees

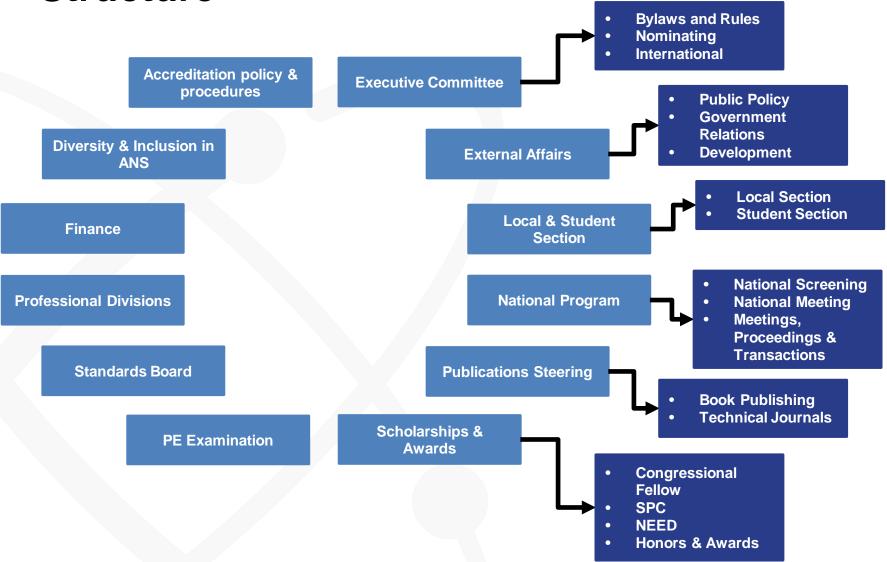
Scholarships & Awards – Provides integration between the Congressional Fellow, SPC, NEED, and Honors & Awards Committees

Committee support:

An **assigned Board member and Staff chair**, working in partnership with member leader chair and co-chairs, will foster a stronger connection to the Society's strategic direction

Draft Committee Structure







GOVERNANCE

Objective Outcome 8

ANS Staff is more influential and accountable

Pages 80-82



Further defining the Role of Staff and Member Leaders

The member leader Committee chair responsibilities include:

- Facilitation of meetings and leading peer-to-peer discussion
- Support committee strategy and actions in collaboration with Staff chair
- Represent the committee at all relevant meetings or events

The **Committee Staff chair** responsibilities include:

- Providing committee oversight in collaboration with the committee chair
- Manage committee administrative duties
- Represent committee actions in strategic and operational discussions

Note: The Staff Chair will not have voting authority



Building a New Staffing/Departmental Structure to Identify Efficiencies

Under the guidance of the Executive Director/CEO, a staffing and departmental structure will be built that aligns with the Society's strategic direction. This will be accomplished by:

- Determining if positions can be combined, realigned, or eliminated
- Suggesting current staff to required positions, and/or determine if a different skillset is needed for positions
- Presenting recommendations to the Executive Committee

Meetings





MEETINGS

Objective Outcomes 10

Topical Meetings redesigned to attract/reach more members, reduce financial risk, and improve finances

Pages 86-92



Reduce the Number of Topical Meetings Held Annually

Create a long-range Meetings planning calendar – The National Program Committee will create a strategic long-range plan, schedule, and approval process

 Reduce the number of stand-alone Topical Meetings not exceed six in a single year

Move all Meetings logistics from Divisions and Local Sections to Meetings Staff

- Drawing upon the expertise of Staff to reduce overall Meeting costs
- Divisions can focus on strengthening content

What is the Changing?



Revenue Share

Topical Meetings –Local Sections will no longer receive a share of the net revenue for managing meetings

 There is a alternate financial incentive built into Objective #11 on National Meetings for Local Sections.



MEETINGS

Objective Outcomes 11

Content of National Meetings redesigned to provide increased value to more members

Pages 93-98



National Meetings Poster Sessions

The student poster session will become a joint student and professional poster session

For the paper submission process:

- A question will be added to the electronic paper review system (EPRS) to submit an Oral or Paper Presentation
- Papers will be accepted on a first come first serve basis until the space and time allotment is reached
- Papers received after the available meeting space is full will be moved to the poster session for review and consideration



Strengthening National Meetings Content

Update presenter guidelines and review process

- Presenters will be encouraged to develop content addressing current dialogue/issues.
- Reviewers will accept papers that are theoretical along with papers that offer cutting edge, applicable research

Select destinations that attract more attendees – Review and modify current Meeting structure:

- Annual Meeting becomes smaller technical program
- Rotate Annual Meeting between three/four prime locations
- Rotate Winter Meeting between two locations or in DC only



MEETINGS

Objective Outcomes 18

Logistics of National Meetings redesigned to reduce financial risk/variance

Pages 99-102



National Meetings Logistics

Increase the efficiency of Committee meetings

 Staff and Committee chairs will hold calls throughout the year (reducing the time needed for each meeting which could result in less rooms required for Sunday)

Create a new process for scheduling Committee meetings

 Required National Committee and Division meetings will take precedent. Other meeting requests will be scheduled as received

Membership





MEMBERSHIP

Objective Outcome 13

Organization membership program is utilized as a strategic vehicle to expand membership and strengthen ANS

Pages 105-106

What is the Change?



Develop a New Organization Membership Charter

A new charter for the Organization Membership program will be developed to clarify its objectives and to ensure it aligns with the Society's overall strategic direction

The new charter will help communicate why organizations should be a part of the program and why they benefit from being a member

A survey will be conducted to learn about the value of existing Organization Member benefits and which new benefits may deliver additional value

What is the Change?



Utilize the Organization Membership program to Strengthen Relationships with Key Industry Organizations

A plan will be developed to outline the steps necessary for ANS to leverage the Organization Membership program to strengthen ANS relationships with key industry organizations and its leaders

A strategic marketing plan will be created to promote the program to a targeted list of prospective organization members



MEMBERSHIP

Objective Outcome 14

Meetings are used to convert more non-ANS member attendees to ANS members

Pages 107-109

What is the Change?



Free Trial Memberships for Non-member Meeting Attendees

To help increase membership, all National or Topical meeting attendees will be provided a free trial membership following attending a meeting

- Trial memberships will be given to National meeting attendees and attendees of Topical meetings that ANS staff manages
- Attendees will receive the free trial membership following the conclusion of the meeting and the membership will be valid for approximately 7-10 months

What is the Change?



Invite Non-member Meeting Attendees to Join Divisions

Non-members who attend Topical meetings will be invited to join the Divisions that hosted the topical meeting when they receive their free trial membership.

This will help further trial members' engagement with ANS by helping them see the benefits ANS offers through its Professional Divisions

Divisions will benefit with the addition of these members



MEMBERSHIP

Objective Outcome 15

Increased reliability and amount of revenue through member dues

Pages 110-113

What is the Change?



Annually Evaluate Membership Dues and Levels

Membership dues and categories will be evaluated annually to ensure the rates and categories are aligned with similar organizations and with the overall ANS budget. Factors to consider include:

- The shifting demographics of the Society
- State of the nuclear science and technology field
- Current and future economic landscape
- Membership benefit enhancements

What is the Change?



Eliminate the Honorary Lifetime Membership Category

The rule change will take effect starting in January 2021, meaning no members can enter this membership category after this time period.

All current Honorary Lifetime members will be "grandfathered" into the category through their remaining tenure as an ANS member.