



The A&WMA Strategic Plan

***[As revised and adopted by the Board of Directors: May 2014;
reaffirmed June 2018; June 2022]***

Visionary Goal: To be recognized as the leading organization for the exchange of global environmental knowledge, ideas, and solutions.

The Mission: to assist in the professional development and critical environmental decision-making of our members to benefit society.

Core Purpose: To improve environmental knowledge and decisions by providing a neutral forum for exchanging information

Core Values:

- Benefit society and the environment
- Inclusiveness and respect for multiple points of view
- High ethical standards and integrity
- Life-long learning and development

Association Engagement

Goal: Industry professionals and regulators effectively engage in A&WMA activities.

[Description: The goal is to foster more meaningful and effective engagement of regulated and regulatory stakeholders into the various programs, events, and discussions.]

Objectives:

1.1 Improve alignment of industry and regulator needs and content.

[Description: It was observed that the content of programs, courses, and event topics were not fully meeting the needs of our regulated and regulatory stakeholders. This objective is to realign these to better increase overall engagement.]

1.2 Enhance delivery of content to regulators and industry.

[Description: It was observed that as travel and training budgets become scarce, we need to improve the effectiveness and economy of how we deliver programs and services to stakeholders. This objective is to enhance their access to the exchange of knowledge, ideas, and solutions.]

1.3 Improve effectiveness of communications to industry and regulators.

[Description: It was observed that more outreach is needed to better engage regulators and regulated stakeholders in the Association at all levels. This objective is to improve how we effectively communicate to these groups to reach this goal.]

1.4 Increase industry and regulator participation at all levels in the Association.

[Description: It was observed that industry participation has lessened over the years, particularly at ACE. Also observed was the weakening of travel support, especially for regulators. This objective is to increase participation of these two



groups locally, at key Association events, and at specialty conferences and workshops, to reach this goal. This objective also takes focused steps in reaching our visionary goal (the leading organization for exchange).]

Global Knowledge Exchange

Goal: Interested parties seek out A&WMA for a balanced exchange of global environmental information, knowledge, ideas, and solutions.

[Description: To better achieve our stated visionary goal (to be the leader), this goal is to reach the point where environmental stakeholders actively seek us out to serve as a balanced platform for this exchange. This goal must be achieved with the underlying goal of retaining our stated core values (inclusive and respect for multiple points of view; high ethical standards and integrity).]

Objectives:

2.1 Increase participation of industry and regulators in A&WMA events and activities to ensure a balanced exchange.

[Description: As regulators/regulated co-participation increases, the value of our events and activities perceived by all stakeholders will improve. Reaching this objective will foster more external interested parties' reliance on A&WMA to be the primary venue for this exchange.]

2.2 Improve balance between the number of theoretical topics and applied solutions at Association events and through other products and services.

[Description: It was observed that papers presented in many of our programs are strong in academic research and specialty innovation but lacking in application and solution-oriented content beneficial to engineering and scientists. By reaching this objective, we will increase interest in a wider audience, particularly industry and consulting services, thus increasing the overall likelihood this goal is reached.]

2.3 Improve availability and interpretation of global information, knowledge, ideas, and solutions.

[Description: Improving availability (e.g., electronic capture of programming content) will foster interested parties to deliver and receive environmental knowledge and ideas. More analysis and interpretation of emerging regulation, policy and published guidance will also improve value and our ability to reach this goal.]

Strategic Relationships

Goal: Professionals, organizations, and industry engage in A&WMA as their gateway for strategic relationships.

[Description: A strength of the Association is connections made between stakeholders sharing differing perspectives. This goal is to improve our ability to assist our members and interested parties in establishing and cultivating relationships with individuals and organizations that ultimately advance our Mission. An underlying goal is to achieve our visionary goal (being the lead for this exchange).]



Objectives:

3.1 Improve the effectiveness of tools for developing and enhancing strategic relationships among our members.

[Description: We can explore effective means to foster relationship-building, through proven techniques, opportunities, and technologies we could develop. To be the leading organization for this exchange, we should have cutting edge tools in place.]

3.2 Increase the proportion of interactive programming.

[Description: We are strong in publications/presentation/coursework/lecture format. This objective is to cultivate more programs and events that foster more two-way, interactive exchange, where value is seen in the mutual exchange and debate of ideas.]

3.3 Increase the collaboration with partner organizations.

[Description: By increasing the measure of collaboration between A&WMA and our partnering organizations, we better achieve this goal of being the gateway to other groups who share elements of our Mission. This objective is also a means to share program costs to bring more high-quality science and technology information to members of A&WMA, our partners and society at large.]