

The AIBS Mission

- From the Preamble to the AIBS Constitution
 - *The purposes of the Institute shall be the advancement of the biological sciences and their applications to human welfare, and to foster and encourage research and education in the biological sciences, including the medical, environmental, and agricultural sciences.*
 - *To serve these purposes, the Institute will assist societies, other organizations, and biologists in such matters of common concern as can be dealt with more effectively by united action; hold and sponsor scientific meetings; cooperate with local, national, and international organizations concerned with the biological sciences; provide a voice for biologists in the public forum; promote unity and effectiveness of effort among all those who are devoting themselves to the biological sciences and their applications; and foster the relations of the biological sciences to other sciences, to the arts and industries, and to the public good.*

But the Mission has been tough from the start

- *From the outset, in the 1940s, it was obvious that the AIBS would never have success without the support of a number of professional societies that enjoyed national recognition, nor would these societies relinquish easily any of their prerogatives to an umbrella organization. Although a few societies would eventually give total support to the AIBS, most were dubious whether such an organization might not in some way weaken their effectiveness, others were divided in their support, and still others would vote to stay out of the AIBS completely. Some societies feared that the AIBS would become “too strong” and compete against societies for membership. There were those who simply did not see that they had any interest in common with other societies and took no interest in the broad issues of biology. (The AIBS Story – 25th Year History Document 1972)*

Our 2010-onwards Strategic Planning needs to address these challenges

- Focus the AIBS mission on what we do best and can support; move away from what we don't do best (no matter how well-intentioned) and can't support
- Keep AIBS relevant to the needs of biologists today – what does it mean to be a “member” (of anything) anymore?
- Develop year-to-year continuity of AIBS leadership, governance decisions, and work with AIBS staff
- Build a mix of profitable, break-even, and non-profitable revenue lines for overall sustainability of programs, operations, and the organization, all with the necessary cost controls

AIBS Board's Charge to the Long Range Planning Committee, 2010

1. *Working with the department heads, to refine the discussions about the mission of AIBS to suggest to the Board a cohesive direction for the next 5-10 years, exploiting AIBS's particular strengths and moving away from activities that don't play to those strengths*
2. *To make recommendations about the optimal structure of the Board that will enhance the continuity of leadership across years and provide a balanced distribution of expertise in any given year so as to support the overall mission and strengthen our ability to sustain longer-term initiatives*
3. *To recommend a schedule of and format for the meetings of the Board and the Executive Committee that enhance their abilities to act effectively*
4. *To recommend a plan for scientific meetings sponsored by AIBS that replace the annual meeting and that will represent critical elements in fulfilling the AIBS mission*

AIBS Strategic Planning Timeline

- **Dec. 2009:** Board discusses initial strategic planning memo; activates Long-Range Planning Committee (LRPC), with Joe Travis as Chair through to 12/31/2012
- **Jan. 2010:** Joe Travis and Jim Collins meet with (1) Richard O'Grady, (2) AIBS Consultant Richard Brewster (National Center on Nonprofit Enterprise), and (3) the AIBS Dept. Heads. Timetable and logistics of LRP activities for the next 12 - 18 months developed
- **April 2010:** LRPC meets with Richard O'Grady, Richard Brewster, and the Dept. Heads. Outlines of "rolling" strategic plans and strategic screens developed. Dept. Heads prepare vision statements and top five strategic screen criteria for current and future AIBS activities, for further discussion with the LRPC and the Board
- **May 2010 onwards:** Board meeting, Council meeting, and guidance on work done so far, then LRPC work will continue...

A Strategic Plan for AIBS

A Rolling Strategic Plan:

- Operational model: who AIBS is; what it aims to achieve; how it achieves this; how its work is paid for.
- What is happening in its field: competitors/collaborators and their goals and activities; policy trends; funding trends; developments in biology that present opportunities and challenges.
- What is AIBS especially passionate about and good at?
- Strategic screen criteria
- Major current strategies and programs
- Overall financing strategies
- Business plans for each main program
- Testing and implementation plans for any significant changes in programs or other operations

AIBS Mission Programs



= These are our "voice for biologists in the public forum" programs and community networking abilities with our members that bring AIBS attention from gov't, media, and others as a key contact for information about biology and the professional biological community

AIBS Programs serving the overall Mission: "The purposes of the Institute shall be the advancement of the biological sciences and their applications to human welfare, and to foster and encourage research and education in the biological sciences, including the medical, environmental, and agricultural sciences." We fulfill this mission in the following ways:

1.

AIBS AS ACTIVIST AND ADVOCATE ON BEHALF OF THE BIOLOGICAL COMMUNITY.
ADVANCING AIBS'S VIEWS OF HOW THE BIOLOGICAL SCIENCES SHOULD BE PERCEIVED, SUPPORTED, AND UTILIZED.

★ These AIBS activities are derived from that sub-portion of the AIBS Mission that states: "The Institute will assist societies, other organizations, and biologists in such matters of common concern as can be dealt with more effectively by united action...provide a voice for biologists in the public forum; promote unity and effectiveness of effort among all those who are devoting themselves to the biological sciences and their applications; and foster the relations of the biological sciences to other sciences, to the arts and industries, and to the public good."

These are core programs established to advance the AIBS mission while covering their costs as much as possible by self-generated revenue (grants, contracts, sales, fees, donations); otherwise they are supported as feasible by available excess revenues generated from other AIBS programs. Most of these activities are focused on AIBS members. Some are provided gratis, for the good of the mission, with no expectation of compensation.

2.

AIBS AS TRUSTED BROKER FOR SCIENTIFIC QUALITY-ASSESSMENT & ASSURANCE SERVICES.
ON AIBS-SELECTED TOPICS, CONVEYING EXTERNAL EXPERTS' ASSESSMENTS.

Peer-review work, in which AIBS is paid by third parties to be an impartial broker convening external experts to assess scientists' proposals for funding and manuscripts for publication.

These are core programs established to advance the AIBS mission while generating sufficient revenue (grants, contracts, sales, fees, donations) to cover their own costs as well as excess revenue for other AIBS programs to use. These earned-income activities do business with AIBS members and non-members alike.

3.

AIBS AS PROVIDER OF TRAINING AND PROFESSIONAL DEVELOPMENT SERVICES.

ON AIBS-SELECTED TOPICS, CONVEYING EITHER AIBS'S ASSESSMENTS OR THOSE OF EXTERNAL EXPERTS.

Improving biologists' skills and knowledge in Education, Research, Public Policy, Communications, Career Advancement, Diversity Issues, etc.

These are mission-support programs established to generate sufficient revenue (grants, contracts, sales, fees, donations) to cover their own costs as well as excess revenue for other AIBS programs to use. These earned-income activities do business with AIBS members and non-members alike.

4.

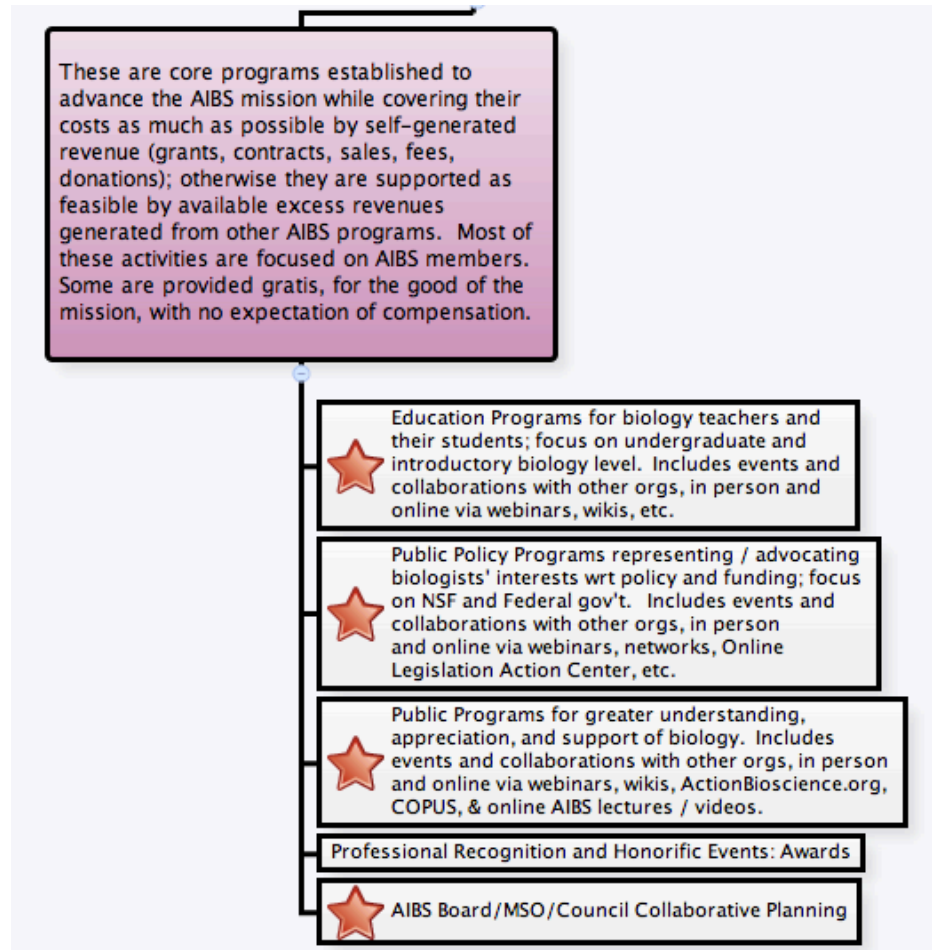
ADDITIONAL AIBS SERVICES ADVANCING THE AIBS BRAND AS AN IMPORTANT AND TRUSTED RESOURCE FOR BIOLOGISTS.

AIBS EXPERTISE FOR HIRE & AIBS PRODUCTS FOR SALE

These are mission-support programs established to generate sufficient revenue (grants, contracts, sales, fees, donations) to cover their own costs as well as excess revenue for other AIBS programs to use. These earned-income activities do business with AIBS members and non-members alike.

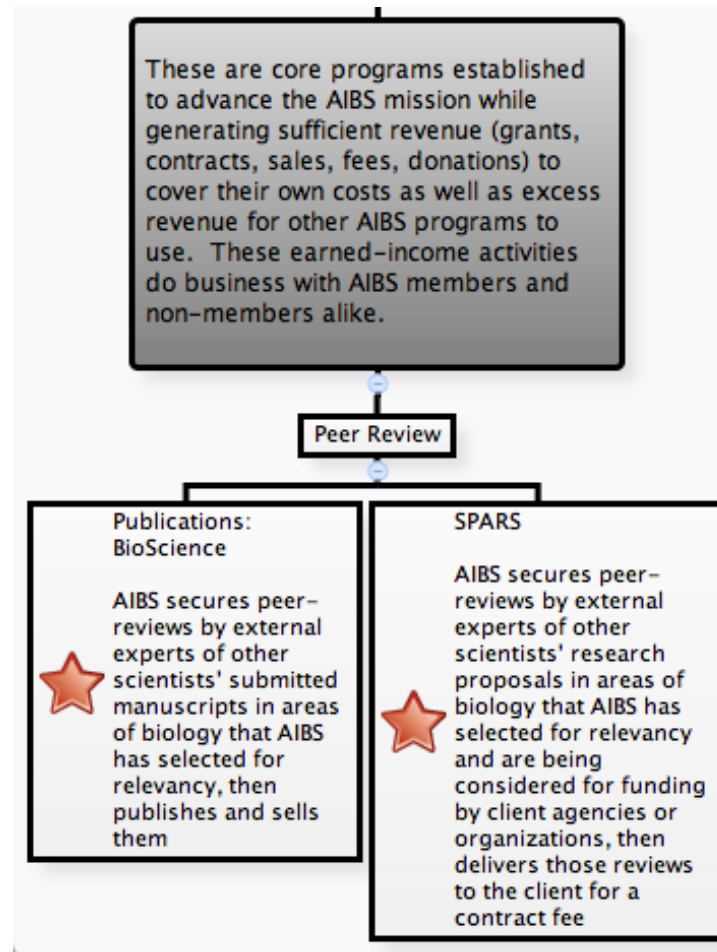
1. AIBS as Activist and Advocate on Behalf of the Biological Community

"The Institute will assist societies, other organizations, and biologists in such matters of common concern as can be dealt with more effectively by united action..."



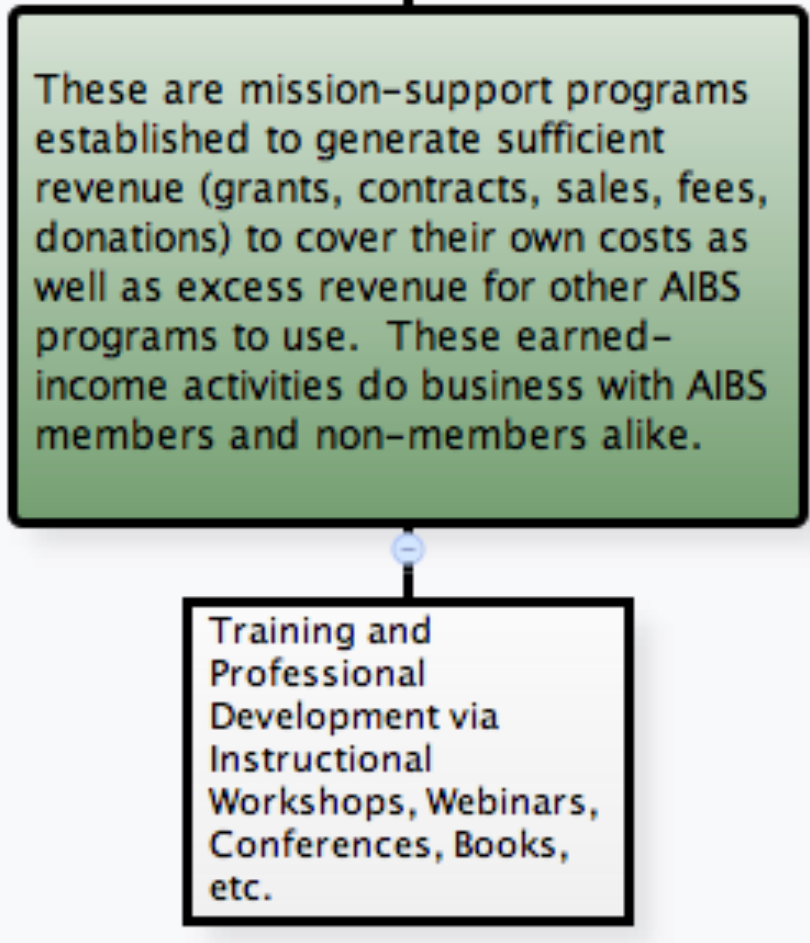
2. AIBS as Trusted Broker

Peer-review work, in which AIBS is paid by third parties to be an impartial broker convening external experts to assess scientists' proposals for funding and manuscripts for publication



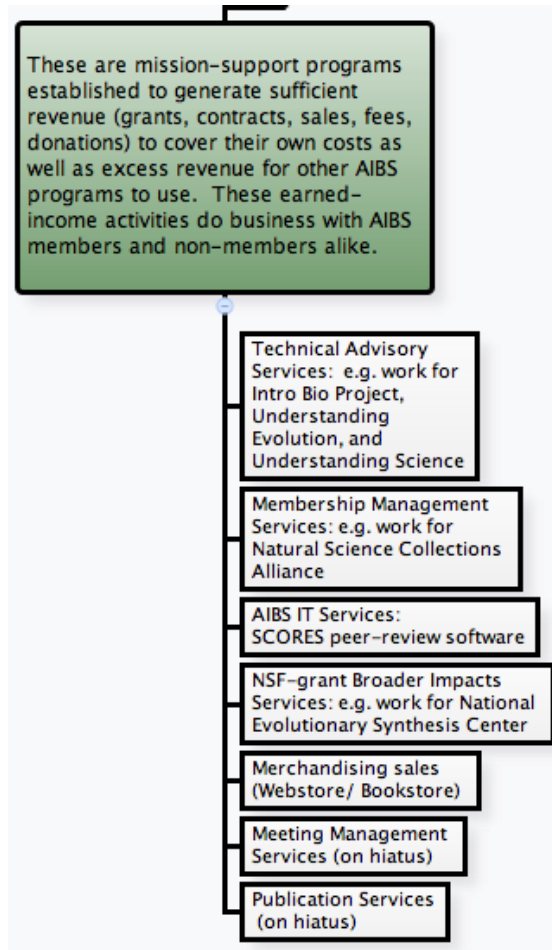
3. AIBS as Provider of Training and Professional Development Services

Improving biologists' skills and knowledge in Education, Research, Public Policy, Communications, Career Advancement, Diversity Issues, etc.



4. Additional AIBS Services

AIBS Expertise for Hire & AIBS Products for Sale



AIBS STRATEGIC PLANNING

In Conclusion: The timetable has four stages

- Creating the foundation of the rolling plan: the business model, the analysis of what's happening in AIBS's field, its distinctive contribution and the strategy screen
- Exploring and making the critical decisions about any changes in business model and funding strategies
- Developing the detailed plans and beginning implementation
- Exploring and agreeing to any changes in Board structure and practice that will most effectively support the delivery of the plan and ensure planning continuity.