

American Academy of Arts & Sciences

Strategic Plan

10/9/2018

Contents

Introduction 2

Findings informing this plan..... 7

Mission and Values 9

Vision..... 9

Strategic Priorities..... 10

Appendix A: Governance/Committee Structure.....16

Introduction

The American Academy of Arts and Sciences was founded in 1780, during the American Revolution, by John Adams, John Hancock, and 61 other scholar-patriots who understood that a new republic would require new institutions able to gather knowledge and advance learning in service to the public good. As described in the Charter, the Academy was to be a forum for leading scholars, scientists, jurists, business leaders, government officials, and others to work together to “cultivate every art and science which may tend to advance the interest, honor, dignity, and happiness of a free, independent, and virtuous people.”

Today, the Academy includes over 5,000 elected Fellows (domestic members) and 600 International Honorary Members, all of whom are recognized leaders in their respective fields. The breadth of the Academy’s membership—drawn from the public and private sectors as well as from academia—is notable among learned societies. Drawn from every discipline and profession, the members are researchers, writers, and thinkers who shape the intellectual life of the nation and the world. They are also individuals in positions of practical influence, who are able to affect change in direct ways by pursuing social, economic, and cultural policies based on open inquiry and sound evidence. This rich combination of members makes the Academy a valuable resource for the nation and is the basis of its most influential work.

Over the past two decades, the Academy has grown in size and increased its impact and influence. It has supported a number of important national and international projects that have influenced public discourse, inspired new inquiries, and led to changes in national and, occasionally, international policy. More recently, the Academy has created a new position focused on strategic implementation to advance the Academy’s dissemination efforts and impact. At the same time, the Academy has evolved to become a more global organization with a more diverse membership and a better-defined and more responsive governance structure. And it now offers its members a richer and more varied set of opportunities for engagement, including more events and local program committees around the country.

Along with these programmatic accomplishments, the Academy has also achieved a new level of financial stability. In 2000, the Academy had an annual budget of \$4.8 million and net assets of \$35 million, including \$13.8 million in endowment and funds acting as endowment. Today, the Academy’s budget is \$12.5 million. Its net assets have increased to \$87 million, with endowment and funds acting as endowment topping \$55 million.

Thus, in nearly every way, the institution has grown, modernized, and strengthened its core offerings over the past twenty years. But this growth is not an end in itself. Instead, it suggests new possibilities and points toward even greater opportunities for the Academy in the next twenty years.

In October 2017, the Board of Directors and management determined that the Academy would benefit from a new strategic planning process to ensure that it pursues these opportunities with a clear sense of

purpose, based on an effective set of strategies. This document is the product of their wisdom, foresight, and hard work.

The Academy Today

The Work of the Academy

The Academy undertakes a broad array of activities in five project categories: Science, Engineering, and Technology; Global Security and International Affairs; Education and the Development of Knowledge; The Humanities, Arts, and Culture; and American Institutions, Society, and the Public Good. Each project category includes a staff director and a member program advisory committee that propose, strategize, and plan projects, studies, and publications as well as provide advice and guidance on studies proposed by others.

A majority of the Academy's work falls into four categories:

- **Projects and Studies.** The breadth and depth of the membership makes the Academy an ideal institution to examine policy challenges and scholarly questions that cannot be addressed by scholars or professions in isolation. The projects draw upon a range of perspectives, across disciplines, institutions, and political affiliations. Indeed, the Academy's reputation for independence, objectivity, and intellectual rigor is one of its most important assets. Many of the projects and studies incorporate elements and features of the following types and varieties:
 - Short-term projects, such as work on vaccine acceptance and mass incarceration, address issues of immediate importance and often culminate in a policy brief or an issue of *Daedalus*.
 - Multi-year task forces and major commissions, like the Commission on the Future of Undergraduate Education or the Commission on the Humanities and Social Sciences, provide an opportunity for national leaders to discover common ground, develop new knowledge, and advance the best available thinking about the topics in question. Occasionally, these initiatives respond to requests and inquiries from policy-makers, including members of the U.S. Congress, but their recommendations can be relevant in public policy conversations decades after they were first released, and their effects can be felt long after the commissions and task forces dissolve.
 - Committee-organized projects, like the work of the Committee on International Security Studies (CISS), are initiated according to research priorities set by a group of advisers appointed by the Academy's governing bodies. Examples of such projects include the Global Nuclear Future and New Dilemmas in Ethics, Technology and War. With the recent creation of new advisory committees for each distinct project area, more Academy projects may be organized in this way in the future.

- Intellectual infrastructures like the Humanities Indicators, creating new resources for scholars, new institutions, or new pathways for scholarly interaction. Projects such as Restoring the Foundation, the Alternative Energy Future, the Lincoln Project, and the Commission on the Future of Undergraduate Education have also developed new databases and working groups to facilitate the ongoing exchange of ideas among scholars.
- Exploratory Fund Meetings. Established in 2015, the Exploratory Fund supports one- and two-day meetings that bring together members and other experts to examine issues of interest. These meetings provide opportunities for member engagement and support the process of identifying potential projects and project participants for future studies by the Academy or by a partner organization. To date, the Exploratory Fund has supported 18 meetings on a wide array of topics, including *Technology and the Future of Work*; *Moving Towards Equality: Mapping Women's Achievements and Challenges*; *Legal Access for Low-Income Americans*, and *The Future of the PhD*.
- Events. The Academy regularly sponsors events for members around the country. These include Stated Meetings,¹ lectures, panel discussions, performances, and informal gatherings. Local program committees, established in locations where there are substantial numbers of Academy members, may assist in planning and executing local Academy events. Topics of recent events include “How to Make Citizens,” “Genomics in Medicine,” “Stability & Instability in the New Nuclear Age,” and “Redistricting and Representation.”
- Publications. The Academy produces four types of publications: 1) *Dædalus, the Journal of the American Academy of Arts and Sciences*; 2) *Bulletin, the Magazine of the American Academy of Arts and Sciences*; 3) books; and 4) research papers, monographs, and project publications.

Overseeing the entire portfolio of the Academy’s work is the Committee on Studies and Publications (COS), which reviews policies and strategies related to all publications, academic studies, commissions, and initiatives of the Academy; presents to the Council for discussion any proposed policies and strategies related to publications, academic studies, commissions, and initiatives of the Academy; and reviews and recommends to the Council and Board of Directors for their approval all academic studies and commissions undertaken in the name of the Academy.

The COS also assesses how much work the Academy can do well with its present staff and budget. It may also initiate work that does not fall neatly into one of the five program areas.

¹ Since its founding, the Academy has convened monthly “Stated Meetings” for members and other invited guests. These meetings occur at an array of institutions, including universities, corporate headquarters, and cultural institutions in the United States and, occasionally, in other countries.

In addition, the Academy has recently developed a revised set of considerations for selecting Academy projects and worked to strengthen the role of the Committee on Studies and Publications and the program advisory committees, the Council, and the Board in the decision-making process.

Governance Structure

The Academy's governance structure has evolved through the years. At the time of the last strategic plan in 1999, the Academy's Council was the only governance (fiduciary) body. In 2002, the Academy informally established the Trust as a way to involve more members in stewarding the financial resources of the organization.

The current structure was developed in 2009 and formally put into place in 2013. At that time, a **Board of Directors** was established that is responsible for the general affairs of the Academy. The Board oversees the governance of the Academy and has fiduciary responsibility. The committees of the Board include an Executive Committee, Nominating Committee, Audit Committee, Finance Committee, Investment Committee, Prize Committee, Institutional Policy Committee, and Compensation Committee.

In addition to these committees, the Board is advised by two other governing bodies.

- The **Council**, which advises on the academic work of the Academy, including membership selection, projects and studies, publications, archives, and other programmatic matters. The committees of the Council include the Committee on Studies and Publications, Committee on Membership, and the Committee on International Activities. The Committee on Membership is further supported by twenty-seven section panels, and the Committee on Studies and Publications is further supported by Program Advisory Committees for each of the five program areas.
- The **Trust**, which advises on matters that include determining how we think about and measure the impact and influence of the Academy's substantive work, development, communications, and public relations. The Trust may also be consulted on other matters, such as regional activities and membership engagement. The Development and Communications Committee reports to the Trust.

A chart of the governance structure appears in Appendix A. There are currently over 275 members involved in the Academy's governance.

Finances

As indicated in the Introduction, the snapshot of the Academy's financial health is strong. The Academy is also currently engaged in a \$50 million campaign with a focus on endowment gifts, which would increase its access to revenue for core activities. The Academy is still seeking an additional \$18-\$20 million in this current campaign for endowment purposes.

Strategic Planning Process

The Academy's most recent strategic review was undertaken in 1999 and refreshed in 2012. In the fall of 2017, the Board of Directors and management determined that the Academy would benefit from a new strategic planning process to ensure that the efforts of the Academy are well directed, purposeful, and effective. More specifically, they called for a process that would result in:

1. A formal mission statement and articulation of core values to guide the Academy's work over the long term.
2. A vision and set of strategic priorities to inform the Academy's program activities, fundraising, and resource allocation over the next 10 to 12 years, as it approaches its 250th anniversary.

The Academy engaged Wellspring Consulting to facilitate planning. Over a six-month period (from March 2018 to September 2018), the leadership of the Academy and the Wellspring team worked together to ensure that both members and staff provided rich input into the plan. The process included:

- The review of a range of Academy documents, including financial, membership, project work, and governance
- Individual and group discussions with 86 Academy members
- Individual and group discussions with 52 Academy staff
- Secondary research on six analogous organizations and interviews with the organizations' leadership

Wellspring worked closely with a Planning Team, comprised of nine Academy staff, and a Strategic Planning Steering Committee, comprised of 13 members of the governing bodies.

Findings informing this plan

Strengths

The Academy's strong reputation among its members, staff, policy-makers, and partner organizations is notable. This standing is rooted in the quality of its work and in the Academy's political non-alignment and independence from other institutional ties, which lends credibility to its work. The Academy's reputation is further bolstered by its illustrious history. Its founding by some of the most eminent leaders of the new nation, combined with the stature of its past and current members, lends the Academy an aura of authority.

The wide expertise of the Academy's membership is another important characteristic. A leader of an honorary organization noted, *"The greatest strength of the American Academy is its breadth. . . . That is a huge asset of the American Academy."* This breadth allows the Academy to convene highly respected experts from across academic disciplines, the public and private sectors, and the arts to produce new knowledge and perspectives. Members and staff place a high value on this attribute and consistently indicate that the Academy can and should capitalize on this asset across its work going forward.

Mission

The historic Charter of the Academy provides an eloquent foundational document for the Academy, but the Academy does not have a formal mission statement. The Charter indicates that the Academy's primary purpose is to draw upon distinguished scholars in every relevant art and science to conduct serious analyses of issues of practical concern to the nation. Yet since the Academy's founding, the intellectual landscape of the United States has changed dramatically. There has been a proliferation of organizations, including the National Academies, think tanks, universities, and colleges, that share the Academy's historic interest in applying rigorous analyses to issues of import to the nation and the world. This changing environment heightens the importance of ensuring a clear mission for the Academy, one that distinguishes its work from others and takes advantage of its history and assets.

The data gathered through this planning process suggest that the mission of the Academy is multi-pronged, though its primary axis centers on practical service to the nation and the world.

Members and staff recognize and appreciate that the Academy is an honorary membership society, and call out the important role that the Academy plays in its celebration of excellence. As one member explains: *"The Academy serves to highlight extraordinary accomplishments that are not necessarily honored in society. . . . It is important for society to have intellectual, artistic, private and public servant heroes."* In addition to this honorary element, members value the opportunities that Academy membership affords to interact with one another in both formal and informal contexts, and appreciate that these opportunities have increased in recent years.

That being said, with very few exceptions, both members and staff feel the primary purpose of the Academy should be around service to the “common good” – that the Academy’s work would “*feel hollow if the core purpose is not to do something; e.g., produce useful knowledge and guidance for the nation.*” There is a strong interest in directing the majority of the Academy’s efforts toward advancing ideas, fostering intellectual inquiry, and clarifying policy options – with the members and other external groups (e.g., scholars, policy-makers, and other influencers) as the primary audiences.

Opportunities and Implications

Impact. While there is appreciation for the high quality of the Academy’s work, there is broad agreement that the magnitude and consistency of the impact of its project work can be improved. Interviewees cite several contributing factors, including limited staff and resources, and limited funding for dissemination. Some suggest the Academy should take on fewer projects and emphasize longer-term work that can take greatest advantage of the Academy’s capacity for cross-disciplinary, cross-professional work.

Notably, however, there is universal support for maintaining a mix of activities, including large and small projects and commissions, convenings, and meetings that address current events. Interviewees caution that shorter-term projects, and those addressing current events, should be designed with a realistic plan for delivering timely, relevant results, given that the execution of formal Academy projects can take time.

Member Engagement. Members value their election to an organization as prestigious as the Academy and appreciate opportunities to interact with other members. They consistently express support for the creation of active local program committees and opportunities for members to engage in the Academy’s work and governance. An opportunity for the Academy in the years ahead will be the integration of its enhanced membership engagement activities with its portfolio of projects and publications.

Visibility. Members and staff alike are interested in seeing the Academy raise its profile within and outside academia (where the tradition of membership is strongest) through better communications and public outreach. Some also feel the purpose and distribution of *Daedalus* should be examined, given its readership is primarily members. They would like to consider whether changes to *Daedalus*’ specialized content, format and/or distribution strategy might allow it to support more strongly the Academy’s desire to influence external audiences, including decision-makers and other influencers.

Inclusivity. Promoting broad inclusivity of people and perspectives is of great importance to members and staff. This includes both the diversity of the members and the staff, especially in terms of gender, race, ethnicity, age, sexual orientation, geography, institutions, fields, and professions. As one member stated, the Academy should be recognized as an organization in which, “*all people feel included and comfortable with one another.*” Members and staff highlight the importance of assessing all the Academy’s practices and activities through a lens of inclusivity and diversity, including demographic diversity, ensuring these values are reflected in all that the Academy undertakes.

Financial sustainability. While the Academy has been successfully growing its endowment, the institution has two primary financial risks: the reliance on foundation funding to support projects and

studies, and potential funding cliffs created by a reliance on major individual gifts. Members and staff would like to see continued growth in the endowment to support the independence, flexibility, and impact of the Academy.

The section that follows lays out the plan that has emerged from this strategic planning process. The first section provides the Mission and Values statements, followed by the three components of the strategy that are intended to guide the Academy’s work over the next ten to twelve years. These components are:

1. **A Vision Statement** that articulates an image of what the Academy should be over the life of the plan
2. **A set of five Strategic Priorities** that outline a broad game plan for the Academy over the next ten to twelve years
3. **A Balanced Scorecard** that provides a roadmap for how the governance and management will monitor and implement the plan

Mission and Values

Founded in 1780, the American Academy of Arts and Sciences honors excellence and convenes leaders from every field of human endeavor to examine new ideas, address issues of importance to the nation and the world, and work together “to cultivate every art and science which may tend to advance the interest, honor, dignity, and happiness of a free, independent, and virtuous people.” The Academy is guided by its commitment to the following values:

- Advancing the common good
- Upholding democratic ideals
- Elevating the use of evidence and knowledge
- Fostering deliberative discourse
- Preserving independence
- Embracing diversity and inclusivity
- Celebrating excellence

Vision

By 2030, the Academy will be better known as a source of critical insight on issues of profound importance to scholars and society. It will have enhanced its reputation for producing work that provides innovative perspectives that integrate knowledge from a wide array of disciplines and professions. The Academy will have increased its efforts to distribute the results of its studies, engaged broader audiences, and further developed its growing reputation as a trusted source of information for scholars, policy-makers, and influencers in the public and private spheres.

The members of the Academy will value its work and be energized by its outcomes. This energy and enthusiasm will fuel a desire among members to engage in the Academy, including championing the organization's mission to external audiences.

The Academy will be known as an organization that embraces and celebrates human and intellectual diversity. The Academy's commitment to inclusivity will be reflected in its members, staff, activities, and culture. Individuals from all backgrounds will feel welcome, comfortable, and valued by the Academy.

The Academy will be supported by a larger endowment that will diversify its funding and strengthen its ability to undertake and disseminate work where it is best positioned to make a meaningful contribution to the nation and the world.

Strategic Priorities

This plan includes five strategic priorities:

1. **Impact:** Select and execute high-quality work that consistently leverages the expertise and extraordinary breadth of the Academy's membership to advance the welfare of the nation and the world
2. **Member Engagement:** Continue to strengthen member engagement, connecting members to one another and to the work that the Academy undertakes in service to society
3. **Visibility:** Raise the Academy's visibility and reputation
4. **Inclusivity:** Continue to increase the diversity of the members and staff, and ensure that the Academy's work reflects its ongoing commitment to diversity and inclusivity
5. **Financial sustainability:** Increase the endowment of the Academy to sustain its work and ensure its ongoing independence and impact

The following section presents some suggested approaches that support the aforementioned priorities. These approaches are purposefully broad and are meant to provide a flexible framework for the Academy's efforts over the next ten to twelve years.

1. Impact

Select and execute high-quality work that consistently leverages the expertise and extraordinary breadth of the Academy's membership to advance the welfare of the nation and the world

1.1 Consider focusing on a small number of broad, long-term issue areas that help connect thematically a portion of the Academy's work. At present, the Academy explores a wide variety of topics and therefore appeals to an equally wide variety of audiences. At any given time, it may be addressing the challenges of nuclear fuel storage in Southeast Asia, the cost of public higher education in Illinois, and the struggles of early career scientists in our nation's laboratories. There is

a general consensus that the Academy may benefit from longer-term focus, which would magnify the institution's impact and influence. Therefore, it is recommended that the Board and Council consider clustering some of the Academy's work under a small number of carefully selected, crosscutting issue areas, each pursued over a sustained period (e.g., five to ten years). This approach can be integrated with the current five project areas and staffing structures, would not diminish the Academy's ability to respond to opportunities outside of these crosscutting issue areas (as described in Strategy 1.2), and does not imply a reduction in the amount of activity that the Academy undertakes in any given year. In fact, this approach could result in a greater volume of work overall.

For example, if the Academy chose to focus on issues related to climate and its effects, it might engage three or more project areas over several years, enlisting its members in the sciences to help organize underdeveloped research areas; in security studies to assess the impact of the climate on international relations; and in the humanities to help evaluate the ethical and historical implications of proposed policy changes. The Academy might also organize member events across the country, produce publications including *Daedalus*, and have activities sponsored by local program committees that focus on climate and its effects.

By focusing some of its work on a limited number of issues relevant to many disciplines at once, the Academy will be able to consolidate its audiences, amplify its messaging, and establish a reputation in each area as a critical convener and source of insight and knowledge. These issues could represent emergent areas of profound importance that have a long "shelf life" and would benefit from deliberative analysis by experts from a wide-ranging set of disciplines and professions.

1.2 Maintain a portion of Academy activities outside of the long-term issue areas. The Academy will proactively plan and budget for a portion of its work to fall outside of the crosscutting issue areas proposed in Strategy 1.1, as a means of engaging more members, taking broader advantage of their expertise, responding to current events, and raising the visibility of the Academy. Such activities will include:

- Exploratory Meetings;
- Short-term projects that address current events. These could include convenings that bring together a diverse group of experts to generate rapid commentary around current pressing issues; and
- Events that highlight the talents of members, reflect their interests, and celebrate excellence.

1.3 Continue to strengthen processes for selecting Academy work. There is a strong call to ensure that all approved topic areas, studies, and projects are characterized by:

- i. Committed leadership by members from appropriate disciplines and professions
- ii. Clarity of purpose

- iii. Topics that leverage the Academy’s diverse membership and where the Academy is positioned to make an important contribution
- iv. Adequate resources and appropriate partners to allow for thorough investigation and effective dissemination

Determining how to refine the current selection process will be an important task. This process should include a survey of outside institutions or experts before entering a new domain to assess “demand” for new efforts and ensure the Academy is positioned to make a distinctive and meaningful contribution.

The Academy will also develop mechanisms, through its program advisory committees, the Committee on Studies, and the Council, to assess its overall portfolio of work and ensure its work commitments are appropriate given available staff time and resources.

1.4 Ensure clear policies and protocols around taking public positions. The Board of the Academy and the Institutional Policy Committee are currently considering what policies and protocols should govern public positions taken by the Academy. Given the polarization of today’s political environment, taking a position on many issues can be viewed as a partisan act even if that position results from objective and rigorous analysis. Currently, the Academy supports public dissemination of evidence-based results emerging from Academy studies and projects. These positions are attributed to the commission or authors of the work, not the Academy, in accordance with the Academy’s long-standing tradition.

At times, public events occur that represent a profound threat to democratic ideals, the use of evidence, diversity and inclusivity, and other core values of the Academy. If the Board and Institutional Policy Committee were to modify the current direction, they will need to consider what policies and protocols should govern public statements made by the Academy on its own behalf in response to such events.

1.5 Strengthen dissemination of the Academy’s work. The Academy will continue to invest in its internal communications capacity, particularly with respect to public/media relations, the website, and social media. (See further discussion under Priority 3: Raise the Academy’s Visibility). It will ensure that dissemination is integrated across the organization, including its communications, programs, events, publications, strategic implementation, and membership departments. It will also ensure studies and projects are undertaken with adequate resources for outreach and communications, and it will more systematically seek out members to serve on project committees who can support effective dissemination by dint of their knowledge and/or connections (e.g., journalists, political leaders, and well-connected thought leaders). The Academy will ensure that results of projects and studies are communicated through multiple vehicles (e.g., reports, synopses, briefings, etc.) that are appropriate for various intended audiences.

2. Member Engagement

Continue to strengthen member engagement, connecting members to one another and to the work that the Academy undertakes in service to society

2.1 While continuing to support social interaction among members, focus member events and communications more on Academy projects. Members appreciate recent efforts to increase the number of member events held across the country. Going forward, member events will provide more opportunities for members to engage with project work of the Academy by providing regular briefings on issue areas and major studies, creating opportunities for members to be involved in surfacing and vetting project ideas, and promoting opportunities to contribute to the development and dissemination of project work. Additional communications efforts will be made to keep members abreast of projects, particularly in core issue areas that have been selected for multi-year emphasis. Should the Academy pursue a new approach to crosscutting issues (as described in Strategy 1.1), local program committees may build events around these broad areas. Through these means, members will have a better understanding of the nature and impact of the Academy's work and be drawn into higher levels of service. In turn, this engagement by members will bolster the visibility and reputation of the Academy.

2.2 Continue to create opportunities for informal connections among members. In addition to enriching the social and intellectual lives of members, informal encounters between members generate serendipitous outcomes – such as collaborations outside of Academy auspices.

2.3 Utilize Academy events and communications to ensure members are aware of engagement opportunities. The Academy will promote, and clarify where needed, opportunities for members to participate in a range of activities (including nominating and voting in elections as well as participating in project work, publications, and governance, etc.) through member communications and events, including the Induction Ceremony.

3. Visibility

Raise the Academy's visibility and reputation

3.1 Increase the availability and accessibility of Academy-generated content. The Academy will continue current efforts to upgrade its website, making much more of its content available to the public, including past and current issues of *Daedalus*. The Academy will also invest in search engine optimization to make sure its content ranks highly in Google searches, dramatically increasing the dissemination of its work to relevant audiences at a relatively low cost.

3.2 Strengthen the Academy's communications and public relations efforts in order to broaden awareness of its work. The Academy will bolster its communications and public outreach capacity and processes in order to disseminate more systematically newsworthy ideas that emerge from Academy work. Particular emphasis will be placed on the development of media relations that can be leveraged over time to generate published stories emanating from the Academy. Consideration will also be given to employing convenings and other events, particularly those featuring high-profile

members, as opportunities to capture media attention, promote Academy work (or excellence more generally), influence policy-makers, and raise the visibility of the Academy.

3.3 Make *Daedalus* an open access journal and evaluate its external positioning. In the short term, it is a priority to make all of *Daedalus'* content freely accessible online as a means of raising the Academy's profile and increasing its external influence. Free online access will also enable the use of data analytics to better assess the readership and utilization of *Daedalus* by external audiences. Over the long term, the Board should examine the overall strategy for *Daedalus* and engage in a deeper assessment of the journal to determine if it is advancing the mission of the Academy as effectively as it can. Such an assessment should address the role of academic journals such as *Daedalus* in today's society, the audiences *Daedalus* should reach, and the influence it should seek. Consideration should be given to whether its format or content need to be adjusted, and to a financial model that would support its sustained publication.

4. *Inclusivity*

Continue to increase the diversity of the members and staff and ensure that the Academy's work reflects its ongoing commitment to diversity and inclusivity

4.1. Continue and build upon existing efforts to increase member and staff diversity. The Academy is currently implementing and developing a number of approaches intended to increase the diversity of its membership and staff. Building upon these activities, establishing goals, and monitoring progress will be a priority going forward. These efforts are motivated by a desire to ensure the Academy's work is informed by, and reflective of, the breadth of intellectual life in the 21st century.

4.2 Ensure that the principles of diversity and inclusivity are authentically integrated across all of the Academy's efforts. The Academy's Staff Diversity Committee will focus its work on the continued development and Board approval of an organizational policy for diversity and inclusivity. This will include considerations for the selection of projects, events, and publications (including considerations around intended audiences), speakers, members of panels and commissions, and meeting locations. It will consider additional efforts to ensure the Academy welcomes a wide diversity of people and perspectives. The Diversity Committee will also be charged with developing a system to monitor and evaluate the implementation and outcomes of these policies over time.

4.3 Develop a strategic vision and accompanying goals and priorities for the Academy's international work going forward. The Academy will develop a strategic vision for its international efforts, articulating a clear purpose and broad approach. This strategic vision will frame more specific goals and recommendations related to: 1) the recruitment of new International Honorary Members with an eye toward growing the number of members from underrepresented nations and continents; 2) the inclusion of International Honorary Members in more of the Academy's work; 3) official partnerships/affiliations with academies outside of the United States; and 4) the nature and extent of internationally oriented work.

5. *Financial Sustainability*

Increase the endowment of the Academy to sustain its work and ensure its ongoing independence and impact

5.1 Continue to build the Academy's endowment. The endowment (and funds acting as endowment) currently stands at \$55 million and is expected to reach \$70-\$75 million by the end of the Academy's current capital campaign. Nonetheless, the Academy remains highly reliant on restricted grants to fund its work, constraining its ability to act flexibly in response to opportunity. While the Academy will continue to seek programmatic grants and funding from foundations, a larger endowment will strengthen the Academy's independence and impact by allowing it to respond to promising opportunities as they arise, strengthen its dissemination efforts, make *Daedalus* an open access journal, and convert staff from "soft money" to salaried positions. Fully funding the current level of program activity and making *Daedalus* open access will require a total endowment of at least \$130 million. The precise goals and timing to increase the endowment will be determined over the course of the next two years as the current campaign comes to a close.

Appendix A

Governance / Committee Structure

