The meeting was called to order by SSSA President David Lindbo. Board members present:

David L. Lindbo, SSSA President
Jan W. Hopmans, SSSA President-Elect
Gary M. Pierzynski, SSSA Past President
Miguel L. Cabrera, Agricultural Soil and Food Systems Group Board Rep.
Thomas A. Doerge, Agricultural Soil and Food Systems Group Board Rep.
Harold M. van Es, Agricultural Soil and Food Systems Group Board Rep.
Carolyn G. Olson, Fundamental Soil Science Group Board Rep.
Donald L. Suarez, Fundamental Soil Science Group Board Rep.
Ole Wendroth, Fundamental Soil Science Group Board Rep.
Sally Brown, Soil and Ecosystem Processes Group Board Rep.
Martin C. Rabenhorst, Soil and Ecosystem Processes Group Board Rep.
Lawrence F. Baldwin, CPSS Rep.
Ellen Bergfeld, Chief Executive Officer, ex-officio

Board members unable to attend:
Thomas R. Fox, Soil and Ecosystem Processes Group Board Rep.
Andrew N. Sharpley, SSSA Editor-in-Chief, ex-officio
John L. Havlin, ASF Chair, ex-officio

Also attending:
Wes Meixelsperger, Chief Financial Officer
Karl Anderson, Director of Government Relations
Susan Chapman, Director of Member Services
Karl Glasener, Director of Science Policy
Mark Mandelbaum, Director of Publications
Ian Popkewitz, Director of IT and Operations
Luther Smith, Director of Certification and Licensing Programs
Cathy Goudreau, Recorder

S003 Board of Directors
1. ACTION: Moved by Sally Brown to approve the meeting agenda. Seconded by
   Mark McClain. Carried unanimously.

2. ACTION: Moved by Sally Brown to approve the May 2, 2013 Board conference call minutes.
   Seconded by Ron Turco. Carried unanimously.

3. The next Board call will be June 20, 11:00 AM CDT. Dave was encouraged to schedule
   conference calls for one hour and to hold them every other month rather than the current schedule of
   every month. A consent agenda was suggested for efficiency. The Executive Committee will
   meet via conference call prior to the Board calls to develop the consent agenda.
4. Several Board members commented that a 2-hour Board meeting at the annual meeting does not allow adequate time to cover the agenda and encouraged Dave to schedule a 4-hour Board meeting during the annual meeting in Tampa.

S003.12 SSSA Board Work Group – Dues Structure
The charge to the Dues Structure Work Group was to evaluate the current dues structure and, if needed, propose a new structure. The evaluation was to focus on 1) how does the structure fit within the current strategic plan; 2) does it allow for SSSA to maintain its current membership base; 3) does it attract new members to SSSA; 4) does it affect SSSA’s independent identity; 5) is it financially sound. Gary presented the Work Group’s report, including membership and revenue analysis of three possible scenarios:

- Case 1 (very conservative). All individuals who are currently voting members will retain one full membership in one of the societies and will hold affiliate memberships in all other societies in which they currently hold membership (no dual full memberships).

- Case 2 (mildly optimistic). All individuals who are currently voting members will retain at least one full membership in one of the societies. Twenty percent of those holding dual or tri memberships will select full memberships in two societies, and among those holding tri memberships, 10% will choose full membership in three societies. Those who do not choose full membership in a society in which they are currently a member will retain affiliate memberships in those societies.

- Case 3 (intermediate). All individuals who are currently voting members will retain at least one full membership in one of the societies. Ten percent of those holding dual or tri memberships will select full memberships in two societies, and among those holding tri memberships, none will choose full membership in three societies. However, all those who do not choose full membership in a society in which they are currently a member will retain affiliate memberships in those societies.

While related to dues, Marty emphasized the proposal is about identity and is a logical next step in the process of moving forward toward an independent identity for SSSA. With the recent reorganization of the Society in Groups, this is an appropriate time to make the change. Marty also presented the following foundational principles:

- Dues paid by/received from all SSSA members will be received in full by SSSA (fiscal autonomy)
- All members in the same category will pay the same dues to receive the same privileges

Board members engaged in a lengthy discussion of the report. As an alternative to the three scenarios outlined above, Harold recommended consideration of reducing membership dues across the three Societies, which wouldn’t require a new Affiliate Membership category and would be income neutral. That is, if one chooses membership across two or three Societies, membership costs would be equal for each Society, with the total membership cost about equal to the current membership model. Thus, costs for multiple memberships would be equivalent to current dues or slightly higher.

ACTION: Moved by Marty Rabenhorst that the SSSA Executive Committee be directed to meet with the ASA and CSSA Executive Committees to communicate SSSA’s intention to revise the dues structure in keeping with the foundational principles outlined above, present a couple models per discussions today, and ask for their assistance in how to proceed in a way most agreeable. Seconded by Randy Southard. Carried unanimously.
Marty clarified that the two models to be presented are: 1) the full member and affiliate model as outlined in the three scenarios above, and 2) reduce cost of full membership in each Society as recommended by Harold.

S201.4 Strategic Planning
1. The Board held a Strategic Planning Session on May 14 and a half day on the 15th, facilitated by Steven Worth, Plexus Consulting Group. The resulting document (attached to these minutes) was presented to the Board for review and approval.

ACTION: Moved by Harold van Es to adopt the Strategic Plan as developed and presented. Seconded by Ron Turco. Carried unanimously.

Steven will meet with staff at Headquarters on June 6 to develop a business plan for the prioritized strategic objectives. The business plan will then be presented to the Board for discussion and approval. Dave requested staff also develop recommendations for programs/activities to be considered for discontinuation.

2. “Soils Sustain Life” is included in various SSSA documents and is on the SSSA website banner. During the Strategic Planning Session on May 14, Harold van Es moved that SSSA use “Soils Sustain Life” as the SSSA motto. As the Board was not holding a business meeting at the time, Marty moved to table the motion for discussion at the May 15 Board business meeting.

ACTION: Moved by Marty Rabenhorst to untable the motion to use “Soils Sustain Life” as the SSSA motto. Seconded by Miguel Cabrera. Carried unanimously.

ACTION: Moved by Harold van Es to use “Soils Sustain Life” as the SSSA motto. Seconded by Mark McClain. Carried unanimously.

Following the Board meeting, it was reported that the SSSA Board of Directors took action on November 6, 2000 to adopt “Soils Sustain Life” as the official slogan of SSSA.

S301 Editorial Affairs, Policies, and Practices
Julie McClure, Science Policy Associate, will present comments from the SSSA Position on Public Access to Federally-Funded Scientific Research document at the National Academy of Sciences planning meetings, May 14-15 (publications) and May 16-17 (data). An update on the outcome of the planning meetings will be provided on a future Board conference call.

S400 Awards
Jan reviewed his proposal for an SSSA Soil Science Lectureship. On the March 21, 2013 conference call the Board supported the concept and encouraged Jan move forward with the Executive Committee and Headquarters staff on development of procedural steps and a proposal for sustained funding.

ACTION: Moved by Randy Southard to appoint a task force to develop the SSSA Soil Science Lectureship proposal, including a name for the lectureship, process for sustained funding, process for selection, etc. The Agronomic Science Foundation should be represented on the Task Force. Seconded by Marty Rabenhorst. Carried unanimously.
S530 SSSA Early Career Members Committee
Rob encouraged Board members to forward areas of activity that the Early Career Members Committee should be involved in. Dave encouraged early career members respond to the recent email from Headquarters asking for committee volunteers.

S592 Science Policy
Harold presented the “Enhancing U.S. Agricultural Research and Development by Reallocating Farm Support Programs” position paper which was prepared and approved by the Science Policy Committee. The paper proposes that support for the U.S. agricultural sector can be significantly enhanced within current budget constraints by reallocating a fraction of current direct farm payments to investments in AFRI research and development targeted towards innovation and public-private partnerships. Harold recommended approval of the position paper so the committee can initiate discussions with other societies to sign on to the document.

Board members engaged in a review of the document and offered the following suggestions for revision: change the title; add some details and examples; remove verbiage on reallocation of money.

ACTION: Moved by Ron Turco to approve the U.S. Agricultural Research and Development position paper as modified. Seconded by Miguel Cabrera. Carried unanimously.

Harold will work with the Science Policy Committee to revise the document per Board discussions and move forward with seeking support from other societies. In parallel, it was suggested to share the revised document with selected members of Congress.

S711 Program Planning
Several recommendations from the Board Work Group on Annual Meeting Structure focused on hot topic sessions to be presented as a “Lunch & Learn”, and broad-themed across-Divisional symposia. Jan presented guidelines for selecting cross-Divisional symposia and Lunch & Learn sessions at the Annual Meeting.

ACTION: Moved by Marty Rabenhorst to accept the “Guidelines for selecting cross-divisional symposia and Lunch & Learn sessions at Annual Meetings” document, as modified. Seconded by Sally Brown. Carried unanimously.

Jan will revise the document per Board discussions and forward a copy to Headquarters for inclusion in the Program Planning Handbook to ensure it becomes part of the program planning structure.

Communications Activity Report
Mark presented an informational report on the outcomes of staff efforts in communications and outreach, including work on the magazines, websites, social media, NewsFlash, press releases and media relations.

ACTION: Moved by Larry Baldwin to adjourn. Seconded by Mark McClain. Carried unanimously.
SSSA Strategic Plan

Conducted on the 14th and 15th of May 2013
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Attendees

In alphabetical order:
- Karl Anderson
- Larry Baldwin
- Ellen Bergfeld
- Sally Brown
- Miguel Cabrera
- Susan Chapman
- Tom Doerge
- Karl Glasener
- Cathy Goudreau
- Jan Hopmans
- Dave Lindbo
- Mark Mandelbaum
- Mark McClain
- Wes Meixelsperger
- Rob Michitsch
- Carolyn Olson
- Gary Pierzynski
- Ian Popkewitz
- Marty Rabenhorst
- Luther Smith
- Randy Southard
- Don Suarez
- Ron Turco
- Harold Van ES
- Ole Wendroth

SWOT Analysis

Strengths (# of responses - 88)
- Committed leadership and staff (26)
- Comprehensive vision, mission and strategic plan (10)
- History of the organization and strong participation in our annual meeting program (9)
- Strong Financial base (8)
- Effective science policy activities (5)
- Strong publications operation (4)
- Willingness to think outside the box (4)
- Strong history of successful outreach activities (3)
- Effective communications strategy (3)
- Focus on and development of K-12 education materials. (3)
- Member loyalty (3)
- Founding partner of Alliance of Crop, Soil and Environmental Science Societies (ACSESS) – this is a huge strength and benefit. This is a partnership with the American Society of Agronomy and Crop Science Society of America wherein we share resources (building, staff, etc) and enhance synergies (2)
- Strong policy office that is a great advocate for SSSA
- Board can review and make budget recommendations, receive approval and implement without too many administrative hurdles
- Facilities
- Diversity. While certainly challenging to be all things to all SSSA members, Soils ability to reach audiences beyond food and agriculture is a valuable strength.
- National structure of SSSA, as to a competent and professional administrative staff who are able to respond in an efficient and effective manner to leadership and membership needs.
- The restructuring of the board seems to be a very positive move for SSSA.
- Knowledge base
- We are the premier soil science organization and soil science as an interdisciplinary science is critical for maintaining food production and maintaining environmental quality on the earth’s surface.

Weaknesses ( # of responses - 76)
- Resistance from within for expanding membership, image, and identity beyond agriculture to other aspects of environmental science (18)
- SSSA needs to continue developing new communication tools/ resources if SSSA is to build interest in soil science beyond the current membership. Website development and worldwide brand awareness (12)
- Challenge with Board focus, occasional dysfunction and micromanagement - need to refocus on governance as well as to manage board members more effectively, issues pertaining to ASA/ CSSA conflicts (9)
- Academic/ research centric, low industry participation (7)
- Initiatives to promote and grow the soil science profession in environmental, land-use, and non-agronomic applications, especially through Federal / State policy standards, licensing, certification, advertising, and communications with peer competing professions. (4)
- SSSA having a separate image and entity relative to ASA - CSSA, as to the website, communications, membership applications, expertise registry, certification registry, programs, and meetings. Important for the public, policy-makers, applicants, government, and etc to view these as distinct and separate organizations and professions. (3)
- SSSA seems to be operating in a slight deficit annually. We need to improve this so that we are not in a position to have losses however small they might be. (3)
- Limited member engagement. Membership retention and annual membership growth strategies are absent (4)
- Trusting each other and Staff complacency (3)
- Wanting to do it all without eliminating anything (2)
- Inability to implement portions of vision and strategic plan
• Greater member participation in fund-raising (a result of inconsistent communication re: project portfolio to members...CSA does communicate some)
• More focus on content that makes soil science assessable and relevant to the layperson.
• SSSA also needs additional resources dedicated to the IT department in order to make our web public-web presence the very highest quality.
• When SSSA is designated by members as their primary professional organization, control of those membership fees and properly apportioned budget.
• The fiscal drivers are the annual meeting and publications. I question whether this is a sustainable model for fiscal growth.
• Lack of members, associations with practicing soil scientists or fields where soil science is effectively practiced even though it isn’t by soil scientists
• American Geophysical Union envy
• An inferiority complex that seems to make us think we need to separate from A and C to be equal
• Unwillingness to battle USDA over priorities for funding in the areas of Soil Science
• Insufficient efforts to support professional and scientific standards

Opportunities (# of responses - 73)
• Increasing engagement of early career and student members (10)
• Interest by public in broad issues that soils are core to: climate change, environment/sustainability, food, water, health, energy (8)
• There is a continued need for information to help the general public and policy makers understand and make decisions regarding societal challenges, such as adaptation and mitigation of climate variability. (7)
• Expanding membership through better service to practicing professionals and serving a broader segment of soil science (6)
• Advocacy, Communications, Outreach and branding for our science (6)
• New education delivery methods and needs (5)
• The continued growth of urban areas is an opportunity for SSSA to engage in urban issues, such as urban ag, that are of importance to urban leaders. (4)
• Make every effort to cooperate programatically with other professional societies (goal is for ACSESS to provide services and eventually for them to fall under the ACSESS umbrella) (4)
• Place more emphasis on building awareness of soil science and the profession, the time is right to do this as it relates to improved environmental quality. (4)
• Educational needs of practitioners (3)
• A promising source of input regarding “opportunities” may be young assistant professors who start their career at a university. Explore ways to offer publications at a drastically reduced price or for free. (2)
• SSSA needs to increase interaction and collaboration with practicing professionals and industry, areas where we have been historically weak as this will open up opportunities for work and funding. (2)
• Possible consolidation of associations/ societies (2)
• Environmental issues coming to the forefront – where can we put new stakes in the ground?
• Digital Library
• Future down-sizing of Federal / State government structure will open opportunities for the private sector to fill the void in environmental and land-use applications.
• Very few if any competitors. SSSA holds the position and can be the voice for soil science and the profession.
• Focus on imparting training on practical applications used daily in business.
• Helping to create competitive funding streams for our members
• Making case for R&D investments in the face of economic and environmental challenges
• Need to connect with USDA officials and politicians and educate them on the value of SSSA and its programs
• Social media cannot be ignored, despite its superficial, “unscientific” affect
• Communicate the important of soil-related process research to USDA-NIFA.

**Threats (# of responses - 64)**

• Reduction in funding – impacts on employment of members on membership, publications, annual meetings, etc. (14)
• Declining membership (cuts, reduced student enrollments, members lost to competing organizations etc..) (10)
• We’ve lost ground with our journals due to publication fees, have to work to catch up, re establish our impact factors (6)
• Recognition of the soil science profession within environmental, land-use, and non-agronomic applications. (6)
• Competitive Associations (4)
• Communication (2)
• Not aggressively engaging other scientific societies in our diverse programmatic activities further delays efforts to get the “message” out. (2)
• Geologists and engineers re-defining what they do at the expense of soil scientists – this could be countered by working with them and imbedding soil science as part of their professions. (2)
• Land Grant Universities struggling to change, become entrepreneurial and nimble - increased pressures on our volunteers leaves less time for nonprofit work (2)
• Lack of Soil Science education by academic institutions (2)
• Declining income
• Risk of forgetting that soil science is essential to agriculture (instead of being simply a science by itself)
• Proliferation of journals dealing with soils science-related topics
• Start up journals/ conferences - commercial ventures
- The non-agriculture soil scientist was hurt much harder by the down turn in the US economy and they still have not fully recovered. (construction related jobs specifically)
- Misunderstanding, misinterpretation, or misrepresentation of steps SSSA takes toward an independent identity as reflecting an attitude that is “anti-agriculture”
- Marginalization of soil science as a separate discipline.
- Loss of new faculty as traditional soils programs begin to erode
- The internet and MOOCs (Massively Open Online Courses)
- Society is reacting to climate change...we should continue to react as well.
- I’d like to see the societies consider proactive topics, such as considering the loss of oil to fuel the energy needs of the planet, or the role of the environment or science in mitigating a catastrophic outbreak of microbes that could harm humanity. This is very vague, but a start of a talking point.
- Educational system changes
- Sustained success of annual SSSA meeting with broad participation
- Low generated income by gifts/foundations

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<thead>
<tr>
<th>Category</th>
<th># of Responses</th>
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<tr>
<td>Strengths</td>
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<td>Threats</td>
<td>64</td>
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<tr>
<td>Total</td>
<td>301</td>
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**Vision**
Assuring a healthy and sustainable planet through our soils.

**Mission**
To advance soils as fundamental to life.

**Core Values**
- Adherence to scientific, professional, and ethical standards
- Pursuit, dissemination, and application of knowledge
- Advocacy of science-based policy
- Environmental stewardship
- Sustainable use of land and other resources
Goals (With sub-points as measurable ways to accomplish goal in 3 years)

1. Promote soil science education to a broad audience
   - Website traffic and downloads from kids and teachers sites (double the number of visits and SEO number one)
   - Increased number of unique short courses and webinars (double the number of offerings and revenues at high satisfaction levels)
   - Social Media participation: Youtube, Facebook, Twitter, Pintrest (double the number of followers)

2. Promote soil science research
   - Increased member participation in grassroots advocacy (to the best level of other professional societies)
   - Expanded funding sources, level of funding, and programmatic opportunities including national, state, local and private entities (track RFPs and author affiliations from publications)
   - Increased use and sale of publications (including impact factor)
   - Increased meetings (double the number of meetings as well as the income derived from them)
   - Increased presence at governmental or policy making panels in advisory capacity

3. Promote soil science as a profession
   - Increased number of certified professionals (1100 certified professionals) and move from 10 to 13 states requiring licenses
   - Increased number of non-academic positions posted on the job board
   - Expand the certification programs internationally
   - SSSA webpage linked to professional services
   - Increased number of users of SSSA products and services (double)
   - Develop standards of practice of soil science on a regional/ national level and the promotion of standardization
   - Develop and maintain strategic partnerships with complementary organizations
Strategic Objectives

1. Promote soil science education to a broad audience
   - Website traffic and downloads from kids and teachers sites (double the number of visits and SEO number one)
     a. See K12 Goals matrix at HQ
     b. Develop marketing and outreach campaign
     c. College Teachers
     d. Soils in the City page
     e. Web presence on video
     f. Committee focused on educational materials for college level and general public
     g. Link to departmental online courses and provide as information source
   - Increased number of unique short courses and webinars (double the number of offerings and revenues at high satisfaction levels)
     a. Develop a committee that will oversee the development of the materials as well as making sure the person developing them receives appropriate credit
     b. Capture our “greats” for 15 minute online presentations (Peter Groffman and Ray Weil)
     c. Direction to Dawn on 2 new courses
     d. Ask for volunteers
     e. Get CEU/PDH list from other societies to partner with
     f. Tape Hot Topics Sessions (ex. Fracking)
     g. Science Communications as a possible topic
     h. Expansion of hands on training opportunities- new courses
     i. Straight online courses vs. webinars
     j. Soil Basics day at annual meeting and make available online
     k. Marketing plan for outreach to other less technical groups
   - Social Media participation: Youtube, Facebook, Twitter, Pintrest (double the number of followers)
     a. Staff responsibility to feed (newsflash, twitter feeds)
     b. Marketing social media (new website has more social media)
     c. Committee to put together content and get to staff
     d. Video contests – use videos
     e. I “heart” soil sticker contest (like Flat Stanley)
     f. Show us “you getting dirty”

2. Promote soil science research
   - Increased member participation in grassroots advocacy (to the best level of other professional societies)
     a. Implement CQ grassroots software
     b. Increased CVD participation
     c. implement/encourage Aug district visits
   - Expanded funding sources, level of funding, and programmatic opportunities including national, state, local and private entities (track RFPs and author affiliations from publications)
     a. Track/ benchmark agency funding going to our members
b. Enhance relationships with federal science agencies and other granting institutions
c. Create granting informational sessions at A/M (private, nonprofits such as Walton, Gates, etc)

- Increased use and sale of publications (including impact factor)
  a. Increase indexing of society journals
  b. Expand society’s portfolio of profitable pubs
  c. Track/measure progress of DL
  d. Expand content in DL from other orgs
  e. Increase institutional and individual metrics of usage
  f. Encourage editors to solicit review articles

- Increased meetings (double the number of meetings)
  a. Joint meetings with other orgs/societies
  b. Virtual meetings and use of tech
  c. Expand mtg opportunities for practitioners
  d. Expand involvement in international mtgs, joint mtgs with national soil science societies

- Increased presence at governmental or policy making panels in advisory capacity
  a. Use rapid response teams, policy committees and boards

3. Promote soil science as a profession
   - Increased number of certified professionals (1100 certified professionals) and move from 10 to 13 states requiring licenses
     a. Develop a marketing plan targeting:
        1. SSSA members
        2. Previously certified
        3. Students
     b. More aggressively promote to universities to use the exams as an outcomes assessment tool and get students started in the profession
     c. Promote to state soils groups
        1. Individuals
        2. Organizations
   - Increased number of non-academic positions posted on the job board
     a. Develop a marketing plan targeting:
        1. Companies
        2. Employment search firms
        3. Online social media - LinkedIn
   - Expand the certification programs internationally
     a. Develop an expansion plan
     b. Target other soil science societies to partner
   - SSSA webpage linked to professional services
     a. List labs with disclaimer - NAPT labs only
     b. Affinity programs
   - Increased number of users of SSSA products and services (double)
     a. Simplify website - currently being redesigned (more user friendly)
     b. Targeted advertising about specific products and services
     c. Target communications/advertising to similar organizations’ membership lists
• Develop standards of practice of soil science on a regional/national level and the promotion of standardization
  a. Appoint a task force
  b. Connect with ANSI
• Develop and maintain strategic partnerships with complementary organizations

**Strategic Objectives Prioritized**

.IsChecked
- Promote soil science education to a broad audience
  - Website traffic and downloads from kids and teachers sites (double the number of visits and SEO number one) (6)
  - Increased number of unique short courses and webinars (double the number of offerings and revenues at high satisfaction levels) (13)
  - Social Media participation: Youtube, Facebook, Twitter, Pintrest (double the number of followers) (5)

.IsChecked
- Promote soil science research
  - Increased member participation in grassroots advocacy (to the best level of other professional societies) (4)
  - Expanded funding sources, level of funding, and programmatic opportunities including national, state, local and private entities (track RFPs and author affiliations from publications) (7)
  - Increased use and sale of publications (including impact factor) (8)
  - Increased meetings (double the number of meetings) ()
  - Increased presence at governmental or policy making panels in advisory capacity (3)

.IsChecked
- Promote soil science as a profession
  - Increased number of certified professionals (1100 certified professionals) and move from 10 to 13 states requiring licenses (4)
  - Increased number of non-academic positions posted on the job board
  - Expand the certification programs internationally (3)
  - SSSA webpage linked to professional services (1)
  - Increased number of users of SSSA products and services (double) (9)
  - Develop standards of practice of soil science on a regional/national level and the promotion of standardization (4)
  - Develop and maintain strategic partnerships with complementary organizations (8)

**Does SSSA have the structures in place that are/will be needed to carry out this plan?**

Web presence needs to be increased
Committees/Taskforces that develop content
Content focused staff member
Next Steps

Roll out to stake holders

**Task (i):** Distribution in president’s column  
**Person Responsible:** Dave  
**Due Date:** 6th of June 2013  
**Resources Needed:** staff help  
**Measurable Outcome(s):**  
**Revenue-Yielding Potential:**

**Task (ii):** Post on website  
**Person Responsible:**  
**Due Date:** July 2013  
**Resources Needed:**  
**Measurable Outcome(s):**  
**Revenue-Yielding Potential:**

**Task (iii):** PR campaign  
**Person Responsible:** Susan, Mark  
**Due Date:** July 2013  
**Resources Needed:** staff time  
**Measurable Outcome(s):** involvement of sister societies  
**Revenue-Yielding Potential:**

**Task (iv):** Update bylaws to reflect current mission  
**Person Responsible:** Ellen, Cathy  
**Due Date:**  
**Resources Needed:**  
**Measurable Outcome(s):**  
**Revenue-Yielding Potential:**

- Business plan development
  
  **Task (i):** Business plan development  
  **Person Responsible:**  
  **Due Date:** June 7th 2013  
  **Resources Needed:** Plexus  
  **Measurable Outcome(s):** Complete business plan  
  **Revenue-Yielding Potential:**

- Reconciliation of current activities with new ideas
  
  **Task (i):** Reconciliation of current activities with new activities and make recommendations of things that need to be cut  
  **Person Responsible:** CFO  
  **Due Date:** August 2013  
  **Resources Needed:** Staff time  
  **Measurable Outcome(s):**  
  **Revenue-Yielding Potential:**
- Budget recommendations - Board approval
  
  **Task (i):** Completion of final budget for FY2014 to submit to the board of directors for approval
  
  **Person Responsible:** CFO and B&F committees
  
  **Due Date:** August- Nov. 2013
  
  **Resources Needed:** staff time
  
  **Measurable Outcome(s):** Approved Budget
  
  **Revenue-Yielding Potential:**