



Strategic Plan 2014-2018

Keeping it in Perspective

**Year 1 Progress Report
December, 2014**

1. 2014-2018 Action Plan

Goal	Objectives	Actions	Who	When	Status
1. Be recognized locally, nationally and internationally on weed-related science	1. Identify key messages – general and specific – about the CWSS-SCM and weed science	a. Engage a public relations / media consultant <ul style="list-style-type: none"> Develop a Terms of Reference with expectations and outputs Establish an annual budget and Request for Proposal (RFP) Short-list prospective contractors (3-5 people) from farm writers and crop protection companies Tender RFP to short-list and for a detailed work plan, outputs and budget Select those that understand the industry and the issues Quarterly evaluation based on monthly reports to Committee Annual review and assessment 	Communications Committee established the TOR and budget Executive Committee to support the process	Feb. 2014 for proposal by summer teleconference meeting	MET. RFP for public awareness consultant was developed and a 1-year contract signed in Sept. 2014 with ON Communication with a budget of \$10.5 K. A mid-term review is planned.
		b. Prepare fact sheets about the society to answer the “what” and the “why” to be widely recognized by the general public and develop materials to help members explain scientific information as advocates for the society <ul style="list-style-type: none"> Build on the brochure produced by the membership committee Contact CropLife to provide some resources Include as a priority agenda item for future annual meetings (e.g. presentations/workshops) 	Communications committee Media consultant	By Nov 2014	NOT MET. The Past President will work with the Communication and Membership Committees on one or more fact sheets, to be posted on the website by Sept. 2015
	2. Engage existing target audiences for recognition – industry, government (all levels), public, members, other organizations, educational institutions, and general public	a. Reinforce the message through a monthly email an email blast <ul style="list-style-type: none"> Media consultant to produce May include a President’s message, report from grad students etc. Update on social media 	Communications Committee, plus the President, media consultant and others as appropriate	Ongoing beginning Feb. 2014	MET and ONGOING. Email blast from President when warranted (e.g., Montreal AGM attendance, Nov. 2014). Press Release in Oct. 2014 by media consultant; letter to grad students from Grad Student Rep inviting them to Montreal AGM. Regular updates on social media –

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					Facebook and Twitter. Info-graphic planned by media consultant to increase social media awareness, etc.
		b. Set targets for existing stakeholders <ul style="list-style-type: none"> Useful to achieve annual targets for: Retaining members Attracting grad students Increasing sponsorship funding Engaging other stakeholders 	Communications Committee	Ongoing beginning Feb. 2014	NOT MET.
	3. Identify new target audiences <ul style="list-style-type: none"> Invasive weed organizations Farmers, agronomists, extension Joint ventures / alliances 	a. Produce a list of target audiences who have a role or interest in weed management and control <ul style="list-style-type: none"> Prioritize the national groups first Identify the regional councils This information may determine where the society meets from year to year (such as will it be PEI, NS or NB in 2015?). 	Membership committee to build on Allan Kaastra's list and submit to board for approval Anita to assist	Feb. 2014	MET and ONGOING. Spreadsheet compiled and updated; useful in identifying potential collaborators or partners. E.g., Alberta Invasive Species Council as a partner in the 2015 AGM in Edmonton; joint meeting in Moncton, 2016 being investigated.
		b. Organize meetings for each new target group <ul style="list-style-type: none"> Understand what is important to them Identify who to talk to with each group Track any graduate students employed with a particular target organizations Develop a value proposition to attract membership in the Society 	Executive Committee Membership Committee	Ongoing beginning Feb. 2014	MET and ONGOING. E.g., conference calls with Executives of Entomological Society of Canada, Canadian Pathological Society, Alberta Invasive Species Council. Value proposition in preparation.
		c. Facilitate workshops at AGM's to attract new target audiences	LAC/2 nd VP	Annually	MET and ONGOING. Professional Development workshops in Montreal in 2014 and future AGMs tailored to attract local professionals (continuing education credits offered).

<p>2. Serve as a facilitator and clearing house on research, information and extension product development</p>	<p>1. Exchange and increase internal knowledge among grad students, members and scientists</p>	<p>a. Mobilize a Communications Committee with specific duties as a facilitator and clearing house</p> <ul style="list-style-type: none"> Engage/contract retired CWSS-SCM members to develop resource materials for website, newsletters etc. 	<p>Board Communications Committee</p>	<p>Feb. 2014</p>	<p>MET. As recommended by the Communications Committee, \$10 K recently budgeted for upgrades to website to facilitate strategic goals such as this. The Past President will lead efforts to develop content for the website.</p>
		<p>b. Aim for a minimum AGM attendance of 200 every year going forward Develop a strategy the includes:</p> <ul style="list-style-type: none"> Planning a web transmission for parts of the Montreal meeting Identify those that attend in person Identify those that attend via webinars 	<p>2nd VP/ LAC /Membership Committee can assist via survey results</p>	<p>Aim for upward trend by Nov. 2014 meeting</p>	<p>NOT MET. (See also 2b under Goal 1.) Webinar for Montreal AGM assessed as not being cost-effective; alternative delivery methods (e.g., webinar) investigated for Edmonton AGM in 2015 and beyond.</p>
		<p>c. Determine how the Society can become the source for information leading to innovations in weed management</p> <ul style="list-style-type: none"> e.g., hold a competition for best marketing ideas 	<p>Communications Committee/ Executive</p>	<p>Dec 2014</p>	<p>NOT MET (but see 1a, above).</p>
		<p>d. Revise and annually update the abstracts database</p> <ul style="list-style-type: none"> Develop incentives, promotions, awards to increase submissions to the CWSS database 	<p>Publications/ Communications Committee</p>	<p>Annually</p>	<p>MET and ONGOING (incentives need exploring further).</p>
		<p>e. Become the source for grad student networking by tracking grad students beyond their graduation.</p> <ul style="list-style-type: none"> Determine the best ways to track grad students into industry and public service Establish the value-proposition for why grad students should engage with the Society Pilot the top two ways to track and attract retain grad student membership Assess the pilot initiative and refine the approach 	<p>Grad student rep/ Membership committee</p>	<p>Ongoing beginning Feb. 2014</p>	<p>MET and ONGOING. Grad student Facebook page; 'Meet and Greet' at AGM; planning "where are they now" updates in newsletter, etc. -pilot initiative not yet undertaken; -see also 3b under Goal 1.</p>

	<p>2. Disseminate knowledge externally to the public</p>	<p>a. Increase the use of knowledge and information from AGM (an extension of action 1.1a)</p> <ul style="list-style-type: none"> • Contract a media consultant or attracting freelance attendance at AGM • Access professional writing/PR services • Contract a media consultant to prepare media releases for broad distribution • Ensure multiple ways of capturing AGM information such as video conferencing, webinars, etc. 	<p>Communications Committee</p> <p>Media consultant</p> <p>LAC</p>	<p>Ongoing beginning Feb. 2014</p>	<p>MET and ONGOING. (see also 1a under Goal 1, 1b under Goal 2). ON Communication representative attended Montreal AGM to collate information for a public awareness deliverable.</p>
		<p>b. Develop new media communications, such as social media</p> <ul style="list-style-type: none"> • Create content for CWSS Facebook and Twitter • Engage grad students to assist • Start by putting existing information on social media • Investigate webinar capacity 	<p>Communications Committee</p> <p>Darren Robinson to set up Communications, LAC</p>	<p>Nov. 2014 (or earlier)</p>	<p>MET and ONGOING (see 2a under Goal 1).</p>

3. Expand the CWSS-SCM network of members and partners	1. Grad Students: Develop and initiate an integrated, year-round program for grad student engagement to increase membership from 40 to 100	a. Survey grads members to determine needs <ul style="list-style-type: none"> • Career interests • Personal interests • Other interests 	Membership Committee and Grad student rep	Feb. 2014 (just after AGM)	MET and ONGOING. Grad students identified within general post-AGM survey, with a smaller, more targeted survey planned. Grad student to be profiled in newsletter or website.
		b. Mentor within the membership to join Committees and Board <ul style="list-style-type: none"> • Assemble a list of graduate students • Recruit grad students for various activities 	BoD Grad Student Rep Anita	Decide at Feb. 2014, to potentially adopt for next meeting	NOT MET. Although supervisors often act as mentors, including during AGM, a formal mentorship program is yet to be developed.
		c. Engage grad students in social media initiatives <ul style="list-style-type: none"> • Identify grad students to lead the social media strategy 	Grad Student rep and Communications/Darren to set up starting Dec. 2013	Feb. 2014 (just after next AGM)	MET. (see 2a under Goal 1; 1e under Goal 2).
		d. Continue to support travel for grad students	Executive/Awards committee	Ongoing	MET and ONGOING. In addition to travel awards, a student bursary approved for those in need up to an amount for 3 rd place travel award (on a case-by-case basis).
		e. Encourage grad students in sister societies to consider attending, e.g., societies within Plant Canada	Grad Student rep and Executive	Ongoing	NOT MET.
		f. Profile grad students <ul style="list-style-type: none"> • Develop a profile for the website of all graduate student members with photo, location, area of study 	Executive assistant/LAC/2 nd VP	2014	MET and ONGOING. (see 1e under Goal 2, 1a, above). Pending upgrades to the website will facilitate this objective.
	2. Members: Develop member retention & recruitment strategies that increase the core base from 100 to 150	a. Include member profiling to better understand the membership <ul style="list-style-type: none"> • Use short member surveys, such as Survey Monkey to monitor interests and track changing interests 	Membership committee	First draft of proposal by March 28, 2014	MET and ONGOING. Mainly through post-AGM survey (see also 1a, above).
		b. Investigate holding a joint symposium	LAC 2 nd VP Executive to lead	Ongoing	MET and ONGOING. (see also 3a under Goal 1).
	3. Sponsors: Develop relationships with industry sponsors beyond the	a. Determine what sponsors expect or require for added value to their support dollars, such as direct links to grad students	Executive	Ongoing	MET and ONGOING. (see 3b under Goal 1).

	financial support	<p>b. Review sponsorship agreements to ensure there is value from the sponsors perspective</p> <ul style="list-style-type: none"> Highlight the opportunities for sponsor staff to get public speaking experience or the ability to get technical information across to audience with a poster presentation. Develop a value statement emphasizing the value of presenting not only new information but also observations of existing products 	CropLife representatives		MET and ONGOING. (see 3b under Goal 1).
		<p>c. Develop ways to increase participation of CropLife members in the AGM</p> <ul style="list-style-type: none"> Survey CropLife members regarding levels of interest Target the R & D departments of the Crop Protection Companies to ensure their people are presenting information 	Bill Summers	Feb. 2014 proposal	NOT MET. Survey planned, targeting senior managers of companies to determine what they view as beneficial for their employees from attending AGM (also feedback from post-AGM survey). Discussed having a dedicated session on Wed of AGM, for industry members to briefly talk about new or existing products or services.
	<p>4. New Partners / Alliances: Inventory of organizations, groups, societies and individuals that include weed science as defined by the CWSS</p>	<p>a. Develop an inventory of organizations whose goals include weed science</p> <ul style="list-style-type: none"> Identify contact people and arrange a meeting Develop a proposal for the top 10 that could include joint meetings, joint publications, joint symposiums or conferences 	Membership committee to build on Allan Kaastra's list and submit to board for approval	Feb. 2014	MET. (see 3a under Goal 1).
		<p>b. Investigate a new national umbrella organization for pest management societies</p> <ul style="list-style-type: none"> Determine interest and participation of CropLife members Determine interest and participation of similar societies including: Canadian Society of Agronomy (CSA), Canadian Society of Horticultural Science (CSHS), Canadian Phytopathological Society (CPS), Entomological Society of Canada (ESC) and others 	Bill Summers Executive	Feb. 2014 and ongoing	MET and ONGOING. (see 3b under Goal 1). At this time, ESC and CPS are open to enhanced communication or collaboration with CWSS-SCM (e.g., President's messages in newsletters) on a case-by-case basis. CWSS-SCM working closely with CSA and CSHS on the future of <i>Can. J. Plant Sci.</i> journal.

4. Ensure good governance	1. Governance Systems: Ensure that roles and responsibilities are defined and understood: <ul style="list-style-type: none"> • Organization Chart • Roles and Responsibilities 	a. Circulate bylaws and responsibilities and Manual of Procedures (MOP) to new Board members when elected	Michael Downs	1 week after the AGM	MET and ONGOING. Recent revisions to MOP approved Nov. 2014.
		b. Evaluate and revise bylaws and procedures	Michael Downs	MOP updated annually	MET. Bylaws/articles of continuance submitted and approved by Corporations Canada. Suggestions provided for future revisions to MOP by outgoing BoD.
		c. Review structure of CWSS-SCM Board and committees and distribute current contact information	Anita Drabyk	Within 1 week after the AGM	MET. (discussed by BoD in Montreal). Consensus that existing Board structure is serving our Society well.
	2. Leadership / Succession: Provide continuity of leadership and corporate memory. <ul style="list-style-type: none"> • Identify and coach future leaders from grad students, members and industry sponsors 	a. Take measures to ensure continuity of leadership and corporate memory	Executive Committee	Ongoing	MET and ONGOING. The MOP (current and archived versions) and Executive Assistant are the main means for training new BoD members and retaining corporate memory.
		b. Develop procedures to recruit, mentor and transition new members of the Board through a succession plan	Nominations committee/ Executive	Ongoing	MET and ONGOING. The Member-at -Large (MAL) positions are considered good training positions for other BoD positions; the Nominations Committee is led by the Past President working with the MAL members.
		c. Provide and strengthen communications between the Board Executive and the Executive Assistant	President	Ongoing	MET and ONGOING. EA included on all key Executive communications/ meetings.
		d. Provide a written history of the annual Board Executive (included on the website)	Anita Drabyk	Within 1 week after the AGM	MET and ONGOING. For example, information included in the MOP or Board minutes, which are posted on the website.

	<p>3. Fiscal Management & Control: Relate strategic goals and objectives to the society's fiduciary responsibility</p> <ul style="list-style-type: none"> Produce quarterly reports in monthly emails to internal stakeholders 	a. Relate the society's fiduciary responsibility to financial planning	Treasurer/Executive Committee	AGM	MET and ONGOING. The overarching objective going back many years is to maintain cash reserves at a 2X level of annual operating costs.
		b. Prioritize annual goals to the budget	BoD	Board meeting just prior to AGM	MET and ONGOING. For example, \$10 K was approved in Montreal for website upgrades, viewed as a high priority.
		c. Review the Executive Assistant's and PR Consultants annual tasks and relate to the annual work plan	BoD/ Executive	Board meeting just prior to AGM	MET and ONGOING. (see 1a under Goal 1). EA report approved at annual business meeting in Montreal. A new (2015) contract for EA discussed and approved at Montreal BofD meeting.
		d. Link finances to short-term (5 year) and long-term (10 year) plans	BoD	AGM	NOT MET (short-term, but not long-term plans).
	<p>4. Reporting: Ensure due diligence for fiscal and other responsibilities</p> <ul style="list-style-type: none"> Produce annual reports and media releases / reports to sponsors, partners, alliances 	a. Provide a summary of financial obligations at the AGM based on legal and audit requirements	Treasurer	During the AGM	MET and ONGOING.
		b. Review the fiscal year with respect to timing, member dues and other factors	BoD/ executive	Ongoing	MET and ONGOING.
		c. Execute a new plan for sponsorship, with accompanying responsibilities	Sponsorship Committee	Annually	NOT MET. However, current sponsorship plan was developed and implemented relatively recently (2008).
		d. Identify clear financial targets and policy	BoD	AGM	MET and ONGOING. (see 3a above).