



## Board of Directors Development/Strategic Planning

October 14-15, 2011-San Antonio, TX

*ACSESS Mission: Global provider of superior services to scientific societies*

### *ACSESS Core Values, We Believe In:*

- *Transparency, inclusiveness and integrity (in everything we do)*
- *Superior service to Member Societies*
- *Excellent stewardship of members' interest*

The meeting was called to order at 8:00 AM by Chair Nick Comerford.

### Board Participants were:

Nicholas B. Comerford, Chair and SSSA Past President  
Francis J. Pierce, Secretary-Treasurer (2010-2011) and ASA Past President  
Newell R. Kitchen, ASA President  
Jeffrey J. Volenec, CSSA President-Elect  
Joseph G. Lauer, CSSA Past President  
Gary M. Pierzynski, SSSA President-Elect  
Ellen Bergfeld, Chief Executive Officer, ex-officio  
Maria Gallo, Vice Chair and CSSA President  
Paul M. Bertsch, Past Chair, ex-officio  
Kenneth A. Barbarick, ASA President-Elect  
Charles W. Rice, SSSA President (Friday Only)  
Sharon A. Clay, Incoming ASA President-Elect  
Mark A. Brick, Incoming CSSA President-Elect  
David L. Lindbo, Incoming SSSA President-Elect

### Also participating:

Bob Morris, Organizational Skills Associates, LLC  
Buck Rhyme, Organizational Skills Associates, LLC  
Rebecca Polk, Recorder  
Wes Meixelsperger, Chief Financial Officer  
Luther Smith, Certification  
Mark Mandelbaum, Publications  
Susan Chapman, Membership (Friday Only)

### **Board Development/Strategic Planning**

Facilitated by Bob Morris & Buck Rhyme of Organizational Skills Associates

**Finalize Values Deployment Plan:** To be reviewed at the Department Directors meeting.

Details of specific points were presented and confirmed for the roll out:

1. Annually Survey board members, staff and client societies on values adherence. Also was suggested to incorporate some of this into annual CEO review by staff.
  - Ellen and Maria to create surveys and calendar for each society and ACSESS and get this and other actions into the calendar.
3. Publish values in CSA News

CSA News-December issue

4. Post Values in ACSESS office and on web portal  
Add values to each agenda
5. Recognize staff personally at Board Meeting for living the values.  
Volunteers and staff can look for these examples.
6. Tie bonus pool to values  
Ellen and staff to create deployment plan for this and communicate to all staff.

### **Approve Board Job Description and Evaluation**

Newell and Sharon presented draft proposal. General agreement of group was to add to Responsibilities: Know Core Values and reflect on Commitment to “execute”. How do you do external legal and regulatory review? Additional definition needs to be made and Ellen will bring plan up at next call and possibility to divide this point into 2 separate responsibility points  
Evaluation form: Bob will make changes on Board Evaluation form that were discussed and provide back to the group for approval at the next scheduled meeting.  
December conference call will need Motion for final approval of Job Description and Evaluation.

### **Review the Benefits of Membership Handout**

Review was made and the revised Benefits are as follows in bullet points.  
(FULL ACSESS membership).

- A more robust exchange of ideas promoting greater innovation through combining resources and people
- Financial efficiencies in products and services
- Diversified quality products and services
- Federal policy advocacy
- Scientific synergy
- Vote on Board (This would be negotiable based on Board Approval)

### **Determine Board Composition and Continuity**

Don't need to change currently re: board composition, but may want to continue to seek outside representations with competencies we lack (financial, etc).

### **Environmental Scan: Member Needs**

Presented findings and discussion based on past surveys. Priority needs to be communication. Need for communications to increase exponentially – communicate the WHY not the HOW.

### **Environmental Scan: Digital Publication (Mark and Ken)**

Mark presented evidence of success to implementing digital Library. Functions and features touch membership, certification, communities, meetings, etc.

### **Environmental Scan: Scientific Trends**

Review was made of journal page numbers. Fairly constant across the 10 societies that were surveyed (7 replied)

### **Thinking Strategically**

Discussion and affirmation of ACSESS Mission and Core Values as created in August.

**ACSESS Mission: Global provider of superior services to scientific societies**

**ACSESS Core Values, We Believe In:**

*Transparency, inclusiveness and integrity (in everything we do)*  
*Superior service to Member Societies*  
*Excellent stewardship of members' interest*

ACSESS Vision Brainstorm Session: 4 groups had presented the following ideas:

- 1- Advance the frontier of Scientific Societies
- 2- Framework for Sustainable Solutions for Scientific Societies
- 3- Global Leader in providing support to and advocacy for Scientific Associations
- 4- Business Intelligence for Scientific Societies

*By consensus, the ACSESS Board agreed on the following vision:*

**ACSESS Vision: *The Leader in Creating Solutions to Advance Science.***

**Possible Tag lines: Business Intelligence for Scientific Societies; Empowering Science**

### **Setting a Vital Few Priorities**

Board brainstormed strategic ideas:

- 1- Position ACSESS as the technological leader in science pubs among its peers
- 2- Improve Marketing Plan (Part of Bus Dev Plan (combine w/ 7))
- 3- Increase revenue
- 4- Dev suite of products to offer
- 5- Strengthen Ed Component
- 6- Improve internal Communications
- 7- Create a Bus Dev Plan-marketing
- 8- Enhance Certification ( as rev source?)
- 9- Increase Global Partnerships
- 10- Enhance science policy
- 11- Increase # of clients
- 12- Define Board membership and how it works

Group prioritized first, second, and third choices:

- 1-Position ACSESS as the technological leader in scientific pubs among its peers
- 2-Develop a suite of products to offer variety of resources for members
- 3-Increase revenue
  - a. GOAL: Improve Marketing and Business Plan fo communicating benefits to clientele.

Discussion around topic of expansion was held. Is that where we want to go philosophically? Do we want to stay with 3 main societies or are we going forward on a goal of more societies?

*Unanimous support by ACSESS Board for our providing services for other scientific societies.*

Other potential priorities:

- Internal communication
- Business development plan
- Enhance certification
- Develop suite of services of offer
- Increase global partnerships
- Enhance science policy
- Increase number of clients
- Define board membership and how it works

### **Evaluate Potential Business Models/Membership Options for ACSESS**

Options for operating ACSESS were discussed. Comment was made to leave staffing component alone and let CEO manage this and economics of different models were reviewed

**Motion to approve option for full ACSESS membership, includes non-voting membership and details to be negotiated and brought back to Board for OK. (Paul, Chuck)**

**Motion for friendly amendment that full membership negotiable with Board Approval. (Fran, Jeff)**

**Amended Motion that ACSESS will have an option for full membership, negotiable with Board Approval (Paul, Chuck). Carried unanimously.**

Recap: Full membership is negotiable and fee for service are choices. There is no affiliate option.

### **Working SMARTER to Achieve Real Progress**

Read *Why Start Smart* and discuss implications for ACSESS

General Discussion on Impression of this article, general concerns on measurable and benchmarks. Review SMART goal components-What is outcome? 10% is a successful change-specific time goals are Smart Goal will have objectives and time frame for each.

### **Creating SMART (Specific, Measurable, Attainable, Results-based, Time-bound) Goals for the Priorities**

1. Priority: Position ACSESS as the technological leader in scientific publications among its peers

GOALS:

- a. The CEO, Publications Staff, IT Staff, along with EiCs will develop a publications business plan for final approval by ACSESS BOD by quarter 1, 2012
- b. The CEO, CFO, and pubs staff with marketing resources will build a world - class book publishing business by March 15, 2014.

2. Priority: Develop suite of products to offer variety of resources to ACSESS clientele

GOALS:

- a. Products and services for scientific societies for marketing and communication.
- b. Innovation work team to provide BOD by May 2012 a report summarizing new ACSESS products and services for scientific societies for consideration by BOD's.

*Work Group will be Jeff Volenec, Dave Lindbo, and Ken Barbarick. Chair to be Ken.*

3. Priority: Increase revenue –Create a Business Development plan to obtain external clientele.

- a. Goal: To create a phased in business plan in order to obtain external clientele with a focus on potential profits by hiring a consultant that will work with the CEO and CFO, delivered August 1, 2012.

Detail: Publications, Meetings, Education, Science Advocacy, Back Office Consulting, Certification.

\*Evaluate current strength relative to benchmarks.

\*Identify new areas of opportunity

-Reduced Costs/Profit Sharing

### **Next Steps**

Review draft plan in its entirety to ensure alignment - *Bob and Buck to provide final Plan in finished format.*

- Discuss with ACSESS employees – roll out/brief
- (Gary/Newell/Mark) Communicate with each Societies – ACSESS BOD to be advocates
  - Key talking points, benefits from ACSESS (efficiencies)

**Key points:**

1-Strategic Priorities and Goals put as ongoing Board Agenda Item Use plan to build agendas – timelines/reports (Nick, Maria, Ellen to make agenda)

2-Discuss with ACSESS employees – roll out/brief (Ellen/Wes/Luther/Mark/Susan)

3-Hold Staff Meeting to inform troops (Ellen)

4-Board Members are Champions of ACSESS taking home to their individual Society Boards the key talking points from all of this:

Communication Plan: Timeline is important. Gary Pierzynski will volunteer to lead and develop plan of talking points (along with Newell Kitchen and Mark Brick) for ACSESS BOD to share with tri-society boards after this Annual Meeting. Key talking points, benefits from ACSESS (efficiencies), etc.

**Strategic Planning Session Adjourned**