The Appalachian Studies Association's Plan for Action, 2008-2013

Strategic Area #1—Governance and Leadership

***Strategy:* Evaluate the structure and operations of the Steering Committee (officers, terms, composition, meetings) to address continuity, reflect the needs of the organization, and represent the ASA membership.**

	Actions	Target Date or Annual Date	Committee/Persons Responsible	Indicators of Success
Goal 1: The Appalachian Studies Association will function effectively as a 501(c)3 membership organization, with an engaged, accountable, and representative Steering Committee, regular communication among leadership and membership, and reliable and accessible documentation of operations. [Steering Committee]	Consider establishing an Executive Committee as a Standing Committee.			All essential leadership roles and duties are assigned to an appropriate committee or officer.
	Review or revise terms of office to ensure continuity.			All ASA officers, chairs and committees understand their roles and duties.
	Review the Standing Committees and affirm, revise, or combine their scope and responsibilities.			All essential leadership roles and duties are assigned to an appropriate committee or officer. All ASA officers, chairs and committees understand their roles and duties.
	Select officers, Steering Committee members, and Committee Chairs to reflect needs of the organization; identify ex-officio members of Steering Committee.			All essential leadership roles and duties are assigned to an appropriate committee or officer. All ASA officers and chairs turn in reports, as specified by their procedures manuals and / or directed by the Steering Committee.
	Create and/or update bylaws, Officer and Committee Handbooks, Procedures Manuals.			All ASA officers, chairs and committees have access to current Handbooks and Procedures Manuals. ASA Handbooks and Procedures Manuals are updated regularly.
	Require reports from all officers and committees, on a semi-annual or quarterly basis as specified in manuals or directed by the Steering Committee.			All ASA officers and chairs turn in reports, as specified by their procedures manuals and / or directed by the Steering Committee.

	Reconsider Conference planning so that the Steering Committee is engaged in the Conference (for example, establish a Conference Committee with a Chair that is not the President).			All essential leadership roles and duties are assigned to an appropriate committee or officer.
	Create clear policies governing the conferral of ASA's current awards and the establishment of any new awards.			ASA has a clear policy concerning the conferral and establishment of awards.
	Formalize a code of operations governing scholarships.			ASA has a formal code of operations governing scholarships.
	Revise bylaws and 501(c)3 documents to accommodate any restructuring (length of terms, appointment/removal of officers, etc.).			All ASA officers, chairs and committees understand their roles and duties.
	Continue annual review and revision of bylaws, currently done by President Elect.			ASA by-laws and 501(c)3 documents are up-to-date and reflect current structures and procedures (including length of terms, appointment/removal of officers, etc.)

Strategy: Include more members and more diversity in ASA leadership.			
Actions	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
Strengthen nomination and election procedures.			Multiple qualified, committed, and broadly representative candidates stand for election (seats are contested). Majority of members participate in elections. Leadership is more diverse. Candidate statements include their goals and what they want to accomplish in the position they seek
Examine the nomination and voting process and develop engagement plan to mobilize greater participation across the Association.			Majority of members participate in elections. Multiple qualified, committed, and broadly representative candidates stand for election (seats are contested). Leadership is more diverse. Candidate statements include their goals and what they want to accomplish in the position they seek
Develop mentoring program to recruit and support new leadership.			Multiple qualified, committed, and broadly representative candidates stand for election.
Document participant cost of serving on the Steering Committee and identify opportunities to subsidize participation of some or all constituencies.			Multiple qualified, committed, and broadly representative candidates stand for election. Leadership is more diverse.

Strategy: Improve effectiveness of Steering Committee meetings.			
Actions	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
Require committee reports to be submitted two weeks prior to meetings to allow more meeting time for substantive issues (planning, implementation, evaluation).			ASA officers and committee chairs file reports two weeks prior to each Steering Committee meeting.
Hold more frequent meetings of the Steering Committee; explore holding some meetings via teleconferences.			Steering Committee meetings address substantive issues to advance ASA's mission and vision.
Establish a position of parliamentarian as ex-officio member of Steering Committee (or assign function to Steering Committee member with this expertise).			Steering Committee meetings address substantive issues to advance ASA's mission and vision.

Strategy: Maintain a comprehensive archival record of ASA activities and decisions for future historians.			
Actions	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
Review policies and procedures concerning submission of documents to Archives. Update and clarify, if necessary.			Archives will include all documents identified by the Steering Committee as relevant to the association.
All officers and committee chairs will submit hard copies of all reports to the Archivist.			Archives will include all documents identified by the Steering Committee as relevant to the association.
ASA minutes, financial reports, conference programs, newsletters and all other documents pertaining to the association will be submitted to the Archives in a timely manner.			Archives will include all documents identified by the Steering Committee as relevant to the association.
Instructions on submission to Archives will be included in all Handbooks and Procedural Manuals.			Archives will include all documents identified by the Steering Committee as relevant to the association.
Indicator of Success Archives will include all documents identified by the Steering Committee as relevant to the association.			Archives will include all documents identified by the Steering Committee as relevant to the association.

	Strategy: Conduct Administrative Assessment annually of needs, resources (employees, contracts, student assistants, volunteers), and expected outcomes.

	Actions	Target Date or Annual Date	Committee/Persons Responsible	Indicators of Success
Goal 2: The Steering Committee will provide consistent guidance regarding staff roles, responsibilities, and expectations, and oversight and evaluation of the Executive Director. [Steering Committee]	Clarify relationship and policies of ASA and Marshall University regarding employment, compensation, and benefits provided to Executive Director and other staff.			Policies regarding ASA/Marshall University relationship are clear. Staff job descriptions, including required skills, are current.
	Develop emergency succession plan for staff.			Succession planning is in place. Staff job descriptions, including required skills, are current.
	Develop/update position and job descriptions for staff (employees, contracts, student assistants, volunteers, etc.) based on needs of ASA including skill sets, etc.			Annual Administrative Assessment is completed. Succession planning is in place. Staff job descriptions, including required skills, are current.
	Examine and update procedures related to staff—hiring, evaluation and accountability, compensation and rewarding, etc., and coordinate with Marshall University liaison.			Annual Administrative Assessment is completed. Policies regarding ASA/Marshall University relationship are clear. Staff job descriptions, including required skills, are current.
	Review volunteerism as related to ASA operations—who are our volunteers, what do they do, etc.			
	Provide direction to the Executive Director regarding expectations and needs of the organization; identify reports to come from the Executive Director to the Steering Committee of what has been accomplished, tasks remaining, suggestions, etc.			Annual Administrative Assessment is completed. Policies regarding ASA/Marshall University relationship are clear.

	Strategy: Review bylaws for current operations.			
Goal 3: All ASA committees including the Steering Committee will function according to the roles and responsibilities delineated in the bylaws and/or code of operations. [Steering Committee]	**Actions**	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
	Locate and review Charter and Articles of Incorporation, integrate these into Officer Handbooks, and provide copies to every Steering Committee member.			Every Steering Committee member knows roles and responsibilities.
	Provide training and orientation for all Steering Committee members regarding roles and responsibilities of nonprofit boards and board members.			Every Steering Committee member knows roles and responsibilities.
	Establish a formal code of operation for each standing committee, including how members and the chair are to be selected, their terms of service, a charge to each committee, and a schedule for reporting on the committee's work to the Steering Committee.			Committees function (meet, have annual plans, complete their plans, report to Steering Committee). Regular self-assessments of committees are conducted (perhaps at an annual retreat).

	Strategy: Lead implementation and periodic monitoring of progress on the LRP.			
	Actions	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
Goal 4: Steering Committee provides visionary leadership for ASA, champions the implementation of the LRP, takes responsibility for LRP outcomes, and commits to continued planning by and for the organization. [Steering Committee]	Form a Long-Range Plan Transition Team to aid the Steering Committee in implementation.			Steering Committee members have a common understanding of ASA mission and goals of LRP.
	Hold annual Steering Committee retreats to launch and assess implementation of the LRP, to examine the role of the Steering Committee, its function and structure, and advance ASA's vision.			Steering Committee members have a common understanding of ASA mission and goals of LRP. Steering Committee conducts an annual review of LRP to document progress. Report/evaluation at annual business meeting addresses major organizational issues.
	All committees will set annual goals and develop action plans taking into account the LRP.			Steering Committee members have a common understanding of ASA mission and goals of LRP. Steering Committee conducts an annual review of LRP to document progress. Report/evaluation at annual business meeting addresses major organizational issues.

Strategic Area #2 — Programs (Conference, Journal, Website Content, Newsletter)

Goal 1: The Conference will be the Association's primary event, annual meeting of the membership, and venue for sharing knowledge and practice. It sustains and supports the organization financially. [Steering Committee, Conference Chair, Program Committee, Local Arrangements Chair and Committee, and Executive Director]

Strategy: Plan the entire Conference to provide an engaging experience for attendees, presenters, visitors, and exhibitors, from submitting proposals and registering to on-site activities, networking, lodging, meals, and departure for home.

Actions	Target Date or Annual Date	Committee/Persons Responsible	Indicators of Success
Develop Conference Planning & Fundraising Handbook with guidelines for structure, process, and work plans.			
Explore setting conference themes several years in advance, with participation of Steering Committee and attention to ASA mission, vision, and LRP.			Conference is the quality showcase of research, practice, performance and new thinking.
Conduct a community scan to learn what community people and groups, activists, and practitioners want and need from the Conference and ASA and what they can contribute to the organization (see also Strategic Area #6: Membership on pp. 39-41 and Proposal for Learning from Community People, Activists and Practitioners in Appendix BB).			Conference is the quality showcase of research, practice, performance and new thinking. Conference evaluations show qualitative change in participants' experiences.
Institutionalize the Conference evaluation process and use the data collected by the Conference Assessment Committee and from future Conference evaluations to improve each Conference.			Conference planning reflects Steering Committee goals for ASA, and planning process is more widely shared.
Explore new approaches to fundraising for the conference and coordinate fundraising among the Steering Committee, Conference Planning Committee, Conference Chair, and Development & Finance Committee.			Conference is the quality showcase of research, practice, performance and new thinking. Conference planning reflects Steering Committee goals for ASA, and planning process is more widely shared.
Ensure that the annual meeting of the membership (business meeting) plays a prominent role in the Conference, addresses all required reports and actions, is an opportunity for members to become informed about and engage with the Association, and is designed and scheduled accordingly.			Conference planning reflects Steering Committee goals for ASA, and planning process is more widely shared. Conference evaluations show qualitative change in participants' experiences.

	Use the information collected throughout the long-range planning process to strengthen relationship of Conference theme to Conference content and papers; consider criteria for acceptance/refusal of proposals; develop plenary sessions that advance ASA mission and goals and Conference theme.			Conference is the quality showcase of research, practice, performance and new thinking. Conference evaluations show qualitative change in participants' experiences.
	Experiment with innovative Conference formats like "Workshops on the Move" (field trips to grassroots groups/projects to learn how a community is addressing local issues and identify what research or other assistance might be offered through ASA and/or its members).			Conference is the quality showcase of research, practice, performance and new thinking. Conference evaluations show qualitative change in participants' experiences.
	Explore how to collect and make available examples and resources of community research/problem solving.			Conference is the quality showcase of research, practice, performance and new thinking. Conference evaluations show qualitative change in participants' experiences.
	Design and schedule opportunities at the Conference for new members to meet and learn about the Association.			Conference planning reflects Steering Committee goals for ASA, and planning process is more widely shared. Conference evaluations show qualitative change in participants' experiences.

	Strategy: Engage membership in discussion of vision and values.			
Goal 5: The Appalachian Studies Association will identify and articulate its guiding principles, vision, mission, and values. [Steering Committee]	**Actions**	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
	Design engagement process and timeframe for vision and values discussion (at conference, via website and listerv, focus groups, etc.).			ASA membership is actively engaged in discussion and articulation of ASA vision and values.
	Identify ad hoc committee to lead vision and values process.			ASA membership is actively engaged in discussion and articulation of ASA vision and values.

	Strategy: Update, identify, publicize, and achieve deadlines for manuscripts and reviews that reflect both timeliness and editorial priorities.			
Goal 2: The *Journal* is one of the quality, timely publications of ASA—a publication venue for rigorous scholarship on the region representing a variety of fields, featuring both stylistic excellence and accessibility across disciplines. [Steering Committee, *Journal* Editor, and Editorial Board]	**Actions**	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
	Regularly assess editorial-process efficiency and create plan for improvement of editorial-process efficiency and timeliness of journal publication.			*Journal* publication is timely. (Likely to require additional staff.) Additional indicators to be determined.
	Incorporate capacity assessment into every level of editorial planning.			*Journal* publication is timely. (Likely to require additional staff.) Additional indicators to be determined.
	When timeliness goal (two issues/year, approximately 200 pages/issue, publication within six months of date) has been reached, assess costs of expansion of capacity (consistent with capacity goal set by editors and Editorial Board). (This action is likely to require additional staff.)			*Journal* publication is timely. (Likely to require additional staff.) Additional indicators to be determined.

Strategy: Create clear job descriptions and divisions of labor for each member of the editorial staff with emphasis on long-term sustainability of the Journal.			
Actions	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
Revise job descriptions of all editorial staff and create role for assistant editor.			
Add staff at the assistant-editor level.			
Regularly review job descriptions and divisions of labor.			
Add staff and adjust assignments, as needed.			
Improve communications within editorial staff.			
Create roles within Editorial Board that support and sustain editorial staff.			
Consider succession/recruitment/mentoring plan for Editor-in- Chief and Associate Editor.			
Encourage ASA members to engage with *Journal* as reviewers, authors, promoters, etc.			

Strategy: Continue to improve visibility of the Journal of Appalachian Studies *both within and outside the Association.*

Actions	Target Date or Annual Date	Committee/Persons Responsible	Indicators of Success
Continue to raise the profile of the *Journal* at ASA conferences and through outreach within author and reviewer pools.			Subscriptions increase. Indexing and citations increase.
Improve interface of *JAS* with website, including assessing and reworking arrangement of content; exploring possibility of dual-publishing some content on website and in print version, web announcement feeds such as RSS (Really Simple Syndication) and interface with discussion boards.			Subscriptions increase. Indexing and citations increase. *Journal* Table of Contents is current on ASA website.
Empower a visibility subcommittee of Editorial Board to assist with creating and implementing over-arching plan.			Subscriptions increase. Indexing and citations increase.
Plan for and implement strategy to increase library subscriptions.			Subscriptions increase. Indexing and citations increase.
Increase outreach to other academic associations.			Subscriptions increase. Indexing and citations increase.
Seek indexing in maximum number of appropriate locations.			Indexing and citations increase.

<table>
<tr><td rowspan="11">Goal 3: The Appalachian Studies Association website will be attractive, dynamic, timely, and relevant with accurate content and information. [Steering Committee, Communication and Website Committees]</td><td colspan="4">Strategies: Identify basic information (history, current leadership, contact information, schedule of events) regarding the Appalachian Studies Association to provide on the website; keep it updated and current.

Provide links to related and affiliated organizations.

Investigate which elements of the Journal should be posted to the web site, for example, Table of Contents of the most recent volume.</td></tr>
<tr><td>Actions</td><td>Target Date or Annual Date</td><td>Committee/Persons Responsible</td><td>Indicators of Success</td></tr>
<tr><td>Undertake thorough review of entire website content to identify necessary revisions, updating and removals.</td><td></td><td></td><td>Website content will be timely and current;</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td>Promote ASA website whenever possible; e. g., on all publications, Conference materials, special reminders such as bookmarks, etc.</td><td></td><td></td><td>Website will be reliable portal to ASA leadership, information, programs, publications, resources, and initiatives;

Number of "hits" will increase;</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td>Develop a downloadable brochure (PDF) with basic information about ASA, membership form, etc.</td><td></td><td></td><td>Downloadable brochure available on website;</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td>Contract for web designer/consultant review of ASA website using member input.</td><td></td><td></td><td>Website will be reliable portal to ASA leadership, information, programs, publications, resources, and initiatives;

Number of "hits" will increase;

Web Consultant recommendations are implemented.</td></tr>
</table>

Strategy: Examine and strengthen relationship between Steering Committee and Journal as a publication vehicle advancing the mission and vision of ASA.			
Actions	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
Consider how *Journal* content, promotion and distribution, and relationships can advance the mission, vision, and sustainability of ASA.			

	Strategy: Use multiple methods to solicit member input regarding expectations and suggestions for the ASA newsletter format, content, and frequency.			
Goal 4: ASA newsletter is an effective and engaging communication channel. [Steering Committee, Communication and Newsletter Committees]	**Actions**	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
	Solicit member input through newsletter, membership renewal/conference registration, website, and e-mail.			**Revisions are implemented.**
	Review member suggestions and make decisions about newsletter format, content and frequency.			**Revisions are implemented.**

Goal 5: Identify additional ASA "programs" and publications to advance ASA's mission and vision and engage members and the wider public. [Steering Committee, Communication, Membership and Conference Planning Committees]	Strategies: To be determined by Steering Committee, Communication, Membership, and Conference Planning Committees.			
	Actions	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
	To be determined.			**To be determined.**

Strategic Area #3 – Infrastructure and Systems

Strategies: Develop plans to secure essential records and resources in the event of fire, theft, or system failure.

Evaluate space and equipment necessary to fulfill the needs of the organization.

Assess current distribution of knowledge and responsibility for membership, finances, conference management, website, and publications.

Develop capacity to take advantage of tax-exempt status for sustainability objectives.

Goal 1: ASA operations will be supported by adequate infrastructure (equipment, space, staff) with reliable and efficient financial, records, and communication systems. [Steering Committee and Executive Director]

Actions	Target Date or Annual Date	Committee/Persons Responsible	Indicators of Success
Identify and implement regular periodic off-site back-up of essential records and resources (membership data, financial data, account numbers and passwords, etc.). Consider Archives and other off-site storage locations for this purpose.			Emergency plans are in place.
Identify and acquire equipment and software necessary to support current and future scale of membership and conference operations.			
Ensure more than one person has skills and ability to maintain essential l systems (membership, finance, communication, etc.).			Emergency plans are in place.

Staff is cross-trained in essential and critical skills and operations. |
Establish and maintain clear channels of communication between ASA and its host institution.			
Expand ability to accept credit card payment for donations, membership, and conference registration.			Staff is cross-trained in essential and critical skills and operations.
Identify opportunities to solicit and accept tax-deductible donations, bequests, and sponsorships.			Donations increase.

The Road Ahead: ASA's Plan for Action 19

Strategic Area #4 — Finance and Development

Goal 1: The Appalachian Studies Association operates with sound financial practices. [Steering Committee, Treasurer, Finance & Development Committee and Executive Director]	*Strategies: Establish procedures for formulating and projecting annual budgets.* *Develop timely annual and long-range budgets for ASA, presented for acceptance by Steering Committee at its March pre-Conference meeting and offered to the membership for approval at the annual business meeting.* *Provide annual financial report to the membership at the annual meeting and report updates at Steering Committee meetings (showing balanced budgets, carryover, etc., accounted for and its location specified, e. g., certificate of deposit in _____ financial institution).* *Identify location and financial implications (costs, interest rates, access, terms of withdrawal, etc.) of all ASA resources.* *Manage wisely existing resources for current needs and the future, e. g., scholarship funds, endowed accounts, etc.* *Set goal annually for Conference revenue above costs (net revenue). Tied to Conference location, this is short-term development of funds for ASA operations.*

Actions	Target Date or Annual Date	Committee/Persons Responsible	Indicators of Success
Identify annually an ad hoc ASA audit committee to function as an internal audit of the financial records and procedures and to provide a report with any findings and recommendations to the Steering Committee and at the annual meeting of the membership.			Steering Committee members understand revenue sources and expenditures and ASA's finances. Steering Committee oversight of expenditures is improved.
Identify other audits as required by bylaws, 501(c)3 status, etc., and see that funds are appropriated for these and they occur or determine that required audits are performed by MURC and secure copies for Steering Committee review.			Steering Committee receives timely, reliable, and complete financial reports. Steering Committee members understand revenue sources and expenditures and ASA's finances. Steering Committee oversight of expenditures is improved.
Work closely with Program Chair regarding net revenue from Conference for ASA operations as			Steering Committee members understand revenue sources and expenditures and ASA's finances.

	sources of fundraising tend to be geographically based with the Conference location.			Steering Committee oversight of expenditures is improved.
	Make financial literacy training available for Steering Committee and Finance & Development Committee.			Steering Committee members understand revenue sources and expenditures and ASA's finances. Steering Committee oversight of expenditures is improved.
	Develop a procedure for ASA entities to request funds from ASA and include that procedure in the Handbooks and Procedural Manuals.			ASA entities understand how to request ASA funding. Steering Committee members understand revenue sources and expenditures and ASA's finances. Steering Committee oversight of expenditures is improved.
	Review and specify eligibility criteria for scholarships.			Steering Committee members understand revenue sources and expenditures and ASA's finances. Steering Committee oversight of expenditures is improved.

	Strategy: [None Listed]			
Goal 3: The Appalachian Studies Association leadership views development in terms of sustainability of the organization for the long term and drafts a development plan. [Steering Committee and Finance & Development Committee]	**Actions**	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
	Investigate feasibility and decide whether to embark on an endowment or capital campaign.			Development plan is in place and being implemented. Donations increase.
	Develop bequest opportunities and opportunities for receiving charitable donations, including via the website.			Development plan is in place and being implemented. Donations increase.
	Enhance/increase funding from traditional sources, e. g., Appalachian Regional Commission, related/affiliated institutions, Silent Auction, higher conference fees for non-members, etc.			Development plan is in place and being implemented. Donations increase. Revenue from other sources increases.
	Explore Lifetime Member category.			Development plan is in place and being implemented. Donations increase.
	Provide reports of development plans and activity to Steering Committee and make these available to membership.			Donations increase. Revenue from other sources increases.

Goal 2: The ASA will develop a financial plan for emergencies; e. g., weather impact on Conference attendance, changes in staffing; etc. [Steering Committee, Finance & Development Committee and Executive Director]	Strategies: Explore immediately the development of a reserve fund for unanticipated and anticipated (e. g., consultant) expenses and contingencies.			
	Actions	**Target Date or Annual Date**	**Committee/Persons Responsible**	**Indicators of Success**
	Solicit present and past Association presidents for suggestions.			Reserve fund and related policies are in place.

Strategic Area #5 --Communications

Goal 1: ASA uses reliable electronic and other communication tools effectively to connect, communicate with, and engage membership and interested others. [Steering Committee, Membership and Communication Committees, and Executive Director]

Strategies: Use electronic communication more efficiently and effectively, gradually reducing reliance on paper.

Develop public relations capacity; e. g., about Conference, awards, membership, publications, research, etc.

Improve communication among and between committees, including within the Steering Committee, between Steering Committee and Standing Committees, and between Steering Committee and Conference Planning.

Identify and publicize ASA's activities/benefits to members, potential members, and target groups (community people, grassroots organizations, practitioners, activists).

Publicize widely ASA's Mission Statement.

Actions	Target Date or Annual Date	Committee/Persons Responsible	Indicators of Success
Actions: Create a Communications Committee to be composed of the Web Site Chair, Newsletter Editor, a PR specialist, and a facilitator / Chair.			Increased evidence of mass media awareness and coverage of ASA programs and publications and member achievements.
Create policy for email list use and access.			
Identify and purchase appropriate software to manage and communicate with membership.			Member management and communication is less labor intensive and more efficient.
Identify and purchase appropriate software or services to manage Conference.			Conference management is less labor intensive and more efficient.
Determine how best to communicate opportunities to become engaged with ASA; e.g., list on registration/membership application, on web site, in *Appalink*, etc.			
Explore creating linkages with other list serves.			
See also Strategic Area #6: Membership (below) and Proposal for Learning from Community People, Activists and Practitioners in Appendix BB.			

The Road Ahead: ASA's Plan for Action 24

Strategic Area #6 -- Membership

Strategies: Identify roles and opportunities for membership to engage with and serve ASA.

Communicate engagement opportunities to membership.

Identify and purchase appropriate software for management of membership records.

Develop publicity pieces to recruit and serve members' interests (downloadable ASA brochure on web site; press releases regarding participation in Conference, award recipients, committee service, election to office, etc.).

Grow a diverse pool of members for future leadership to the organization through mentoring, engaged activity and service to ASA.

Identify disciplines, occupations, and organizations for targeted outreach.

Identify and publicize ASA's activities/benefits to members, potential members, and target groups (community people, grassroots organizations, practitioners, activists) [see also Strategic Area #5: Communication above and Proposal for Learning from Community People, Activists and Practitioners in Appendix BB].

Foster/strengthen relationship with ARC and other relevant agencies, organizations, nonprofits, etc.

Goal 1: Diverse membership is fully engaged in various roles on ASA. [Steering Committee, Membership Committee] [See Membership Committee Goals in Appendix N.]

Actions	Target Date or Annual Date	Committee/Persons Responsible	Indicators of Success
Provide guidance (and training if necessary) through the Steering Committee on how to engage and work with committees at a distance.			Higher percentage of members are actively engaged in the programs and operations of the Association There is evidence of increased diversity, reflecting the diversity of the region (including but not limited to occupation, geography, age, race/ethnicity, religion, class, gender) of members active in ASA events, committees and leadership
Develop a mentoring program to identify and build leaders for ASA.			Higher percentage of members are actively engaged in the programs and operations of the Association There is evidence of increased diversity, reflecting the diversity of the region (including but not limited to

				occupation, geography, age, race/ethnicity, religion, class, gender) of members active in ASA events, committees and leadership
	Extend professional courtesies to affiliated members, e. g., press editors who are "our ticket to publication."			There is evidence of increased diversity, reflecting the diversity of the region (including but not limited to occupation, geography, age, race/ethnicity, religion, class, gender) of members active in ASA events, committees and leadership
	Extend courtesies and opportunities to new members and/or those who are attending their first Conference; e. g., 1st-timer ribbon on nametag, special reception, etc.			Higher percentage of members are actively engaged in the programs and operations of the Association

There is evidence of increased diversity, reflecting the diversity of the region (including but not limited to occupation, geography, age, race/ethnicity, religion, class, gender) of members active in ASA events, committees and leadership |