

**Society for Range Management
Colorado Section Strategic Plan
Draft January 11, 2006**

Society for Range Management Mission

To promote the professional development and continuing education of members and the public and the stewardship of rangeland resources.

Strategic Imperatives

What the Colorado Section Must Do to Achieve the Mission

- Advocate and educate for sound and sustainable use and management of the rangeland resources for a broad variety of human and ecological needs
- Present, determine, commit and document the best scientifically based rangeland management practices available to as many individuals who are willing to listen
- Maintain and enhance relevancy to and meet the needs of the members
- Maintain a sustainable membership
- Maintain fiscal soundness

Three-Year Goals

1. Ten or more sister organizations promote sustainable rangeland management as part of their emphasis; 30% of policy makers are informed about the importance of rangeland management; public opinion is supportive of the benefits of sustainable rangeland management; 35% of agricultural managers/landowners have been informed
2. Provide two new avenues, forums, or contacts in order to disseminate available scientific information to the membership, other agencies and the public that demonstrates the science behind rangeland management in Colorado
3. 50% of the members participate in at least one activity per year
4. Maintain a diverse, active membership of 360 members
5. Income and expenses should truly support the mission

Goals and Objectives

Goal 1. Ten or more sister organizations promote sustainable rangeland management as part of their emphasis; 30% of policy makers are informed about the importance of rangeland management; public opinion is supportive of the benefits of sustainable rangeland management; 35% of agricultural managers/landowners have been informed

Objectives

- 1.1 Sister organizations: conduct workshops, membership involvement, partnering, tours
- 1.2 Policymakers: engage on important policy issues, such as clean environment (water, air, recreation, traffic); provide science-based information; provide consistency of message and appropriate packaging
- 1.3 General public: partner with the Colorado Rangeland Council, Ag in Classroom, junior ranger program, scouts on a rangeland merit badge, and CO Youth Outdoors
- 1.4 Ag/landowners: partner with range schools to conduct five workshops for 200 people per year and 5 demonstrations per year

Actions in the Next 12 Months

- 1.1.1 Conduct Monitoring workshops with NRCS and USFS
- 1.1.2 Hold a joint meeting with CWMA
- 1.1.3 Co-sponsored tours
- 1.2.1 Publish the Range Rider Column
- 1.2.2 Establish Junior Ranger Program
- 1.2.3 Partner on Ag in the Classroom
- 1.2.4 Engage Colorado Rangeland Council
- 1.3.1 Send an introduction letter on Section letterhead to resource or ag committee legislators
- 1.3.2 Conduct a CCI presentation
- 1.4.1 Conduct five range school presentations
- 1.4.2 Conduct five demonstrations

Goal 2. Provide two new avenues, forums, or contacts in order to disseminate available scientific information to the membership, other agencies and the public that demonstrates the science behind rangeland management in Colorado

Objectives

- 2.1 Develop a web-based Rangeland Information Forum (e.g. GLTI)
- 2.2 Specific selections monitored on Q&A, upcoming functions, interesting observations—topics of particular interest included in newsletter
- 2.3 Publish case studies in the newsletter
- 2.4 Publish a multi-discipline literature review in the newsletter

Actions in the Next 12 Months

- 2.1.1 Engage Jennifer Rowe or hire out website design, including clipboard, Question and Answer function and expert literature search
- 2.1.2 Design Structure/categories function and decide who monitors questions
- 2.1.3 Analyze other websites for successes and failures and incorporate lessons into design
- 2.1.4 Identify website maintenance requirements Jennifer Rowe (Ken Laird)
- 2.1.5 Talk with Diane Johnson secretary to George Peacock at GLTI (Ken Laird)
- 2.1.6 Talk with the Bureau of Reclamation (Ken Laird)

Goal 3. 50% of the members participate in at least one activity per year

- 3.1 Initiate small groups of SRM members to communicate ideas
- 3.2 Secure relevant topics and speakers at annual meetings and field tours
- 3.3 Foster joint tours/meetings with other organizations
- 3.4 Improve promoting of the section activities to members and non-members

Actions in the Next 12 Months

- 3.1.1 Establish small group network structure (Membership Committee)
- 3.2.1 Set annual meeting location and date (President Elect)
- 3.3.1 Set field tour dates and promote at annual conference (Annual Meeting Committee)
- 3.2.2 Reinvent annual meeting committee (President Elect)

Goal 4. Maintain a diverse, active membership of 360 members

4.1 Retain members

4.1.1 Limit lapsed memberships to 25 or less per year

4.1.2 Personal contact with lapsed members within 60 days of expiration

4.2 Retain New Members

4.2.1 Personal contact and provide new member packet within 30 days

4.2.2 Assign a mentor and mentor contact within 60 days

4.3 All others

4.3.1 Personal contact at least one time per year update on the section and find out what's going on with them

4.4. Recruit 35 new members each year

4.4.1 Sponsor prospective members to functions

4.4.2 Sponsor 30 to annual meeting

4.4.3 Sponsor 10 to all other functions

4.4.4 Invite individuals of targeted groups

4.5 Develop membership database to track attendance to all functions and participation

4.6 Follow through on restructuring the Membership Committee

Actions in the Next 12 Months

4.6.1 Follow through on restructuring the Membership Committee (Vicki)

4.1.2.1 Contact lapsed members (Membership Committee)

4.2.2 Assign a mentor and mentor contact within 60 days (Membership Committee)

4.3.1.1 Contact existing members (Membership Committee)

4.4.1 Sponsor prospective members to functions (Membership Committee)

4.4.4 Invite individuals of targeted groups (Membership Committee)

Goal 5. Financial activities should accomplish the mission

5.1 Recruit a diverse committee to assure that financial activities accomplish the organizational mission

5.2 Identify and pursue additional and nontraditional sources of income

5.3 Evaluate and adjust revenue producing activities to assure we are receiving market value

Actions in the Next 12 Months

5.1.1 Recruit no less than three members and have first meeting of the Finance Committee within three months of completion of the strategic plan

5.1.2 Evaluate the roles and responsibilities of the Finance Committee and make recommendations for board approval

5.2.1 Finance Committee will develop recommendations by 2006 winter annual meeting

Organizational Design

Accomplishing the goal requires accountability and responsibility. These committees will assume responsibility for the goal and ensure that actions are taking place to accomplish their goal. Other committees may be involved in assisting the responsible committee with its work. The board is ultimately responsible for achievement of each goal and the entire strategic plan.

Strategic Goal	Responsible Committee
Goal 1 Rangeland Stewardship Promotion	Information and Education
Goal 2 Science Information	Information and Education
Goal 3 Member Participation	Membership
Goal 4 Membership Recruitment and Retention	Membership
Goal 5 Financial Management	Finance

Role of the Board

- Decide on new ideas compared to the goals of the plan
- Amend the strategic plan to retain flexibility and relevance
- See that the plan is implemented
- Annually review where the Section stands
- Develop an annual plan based on the strategic plan
- Oversee fiscal matters

Vision of Success

When the Section has achieved its goals, we are likely to see:

- Membership at 370 active people
- SRM as a forum for knowledge exchange using new technology, interacting with many other organizations
- Society's interest and appreciation for rangelands increasing
- Range schools vigorous
- Healthy rangeland ecosystems under sustainable management

Society for Range Management Colorado Section

Strategic Plan
January 11, 2006

CONSERVATION **IMPACT**
focus | mission

Every organization needs

- A clear sense of identity
- A clear future direction
- A way to organize itself to pursue the direction
- Resources for implementation

SRM Future Direction

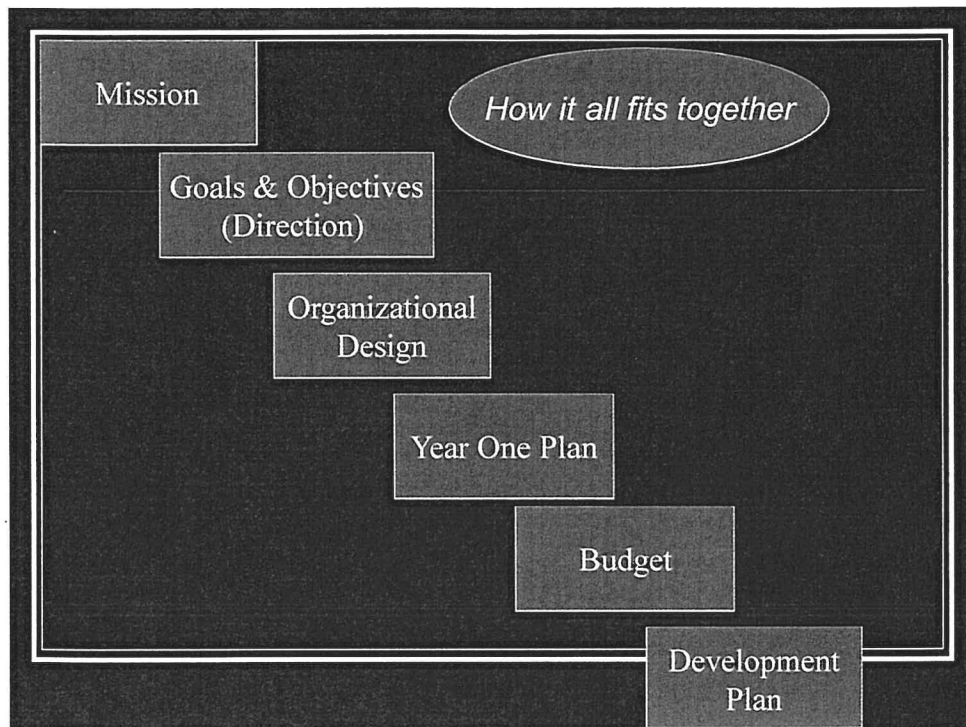
Usually provided by a strategic plan which:

- Sets direction and speed
- Unifies purpose
- Coordinates resources, including volunteers
- Provides means to judge opportunities
- Tells you what you won't do
- Directs how to organize to achieve results
- Provides a way to evaluate effectiveness

Resources for Implementation

With a clear future direction and an organizational design...

SRM can identify sources of funds, data, volunteers and other resources to fuel its work



Agenda

- Ground Rules
- Situation Analysis
- Strategic Imperatives
- Goals & Objectives
- Year one Implementation Schedule
- Organizational Design
- Vision of Success

Ground Rules

- Big club
- General discussion, everybody get into the act
- Bodyguards
- Be concise
- If you have something to say, say it
- Don't interrupt
- Consensus meaning "I will support decision"

Handy Guidelines

- Driven by the mission
- Based on context
- Future-focused
- Organization-wide level
- Results-oriented, not activity-oriented
- Organizational design absolutely depends on the work that needs to be done

SRM Identity

Mission: to promote the professional development and continuing education of members and the public and the stewardship of rangeland resources.

Methods

- As a membership organization, SRM must provide what its members want and need

Purpose of Situation Analysis



- Provides context
- Defines environment in which we work
- Informs decisions
- It's about future trends
- It's the real world out there

Situation

What forces will most affect the way you must do business in the next 3-5 years?

Interviewed 22 members plus steering committee

Interviewed 8 (of 31) lapsed members

Driving Forces

Changing nature of rangeland uses

New constituents for rangeland

Loss of rangeland schools

Competing societies, eg SER

Increasing anti-management philosophy through ESA, some academic

Some people the abilities of current managers

Anti-grazing faction throughout the west

Who Are the Members?

- Range professionals or students
- Interested in professional growth
- About even split male and female
- All ages 20s-80s, mode 30s
- From 0 to 36 years as a member
 - Most 0-3 and 20-30 years
- Not big joiners
 - The Wildlife Society (3)
 - CO Weed Management Association (2)
 - No other groups (11)

How do they describe SRM?

- Professional association
- Broad range of range disciplines and interests
- Inclusive

Why did they join?

- Professional development
- Networking
- Keeping current on emerging research
- Annual conference, field tour
- Journal and newsletter

How did they join?

- College
- Professor
- Supervisor
- Friend

What would make their membership more valuable

- ▢ More (and more convenient) field tours
- ▢ Need management support for staff to attend
- ▢ Needs are being met
- ▢ Lower dues
- ▢ Advocate positions based on research e.g. sage grouse
- ▢ Annual conference with other groups
- ▢ Support agency management decisions

Years as a member

▢ 0 years 3	▢ 15 2
▢ 2 2 (2 lapsed)	▢ 20 2 (2)
▢ 3 1 (1)	▢ 21 1
▢ 4 1	▢ 25 2
▢ 5 0 (1)	▢ 28 1
▢ 7 1	▢ 34 1
▢ 10-15 (1)	▢ 36 1

Values

Core beliefs that hold the organization together

- Multiple benefits of rangelands
- Love of people: inclusive and hospitable
- Science-based
- Commitment to management
- Love of rangeland resources

Advice to the Board

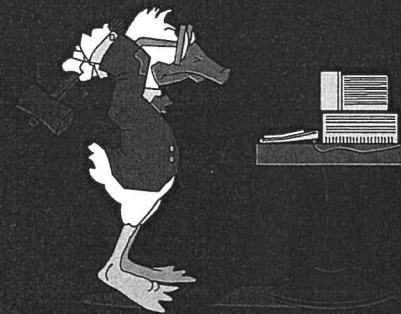
- More education and outreach
- Involve students
- Get involved in the Farm Bill
- Support the range schools
- More participation opportunities
- Remember our traditions
- Support the grass-fed industry
- More involvement in issues

Comments on Situation Analysis

- Broad array of opinion
- Diversity of the membership would give us this
- Equal split in opinions about taking positions represent the diversity of opinion in our society

Strategic Imperatives

Those *few things*
That you absolutely
must do
without fail
to the *exclusion* of all
else
to pursue the mission



Strategic Imperatives

Advocate and educate for sound and sustainable use and management of the rangeland resources for a broad variety of human and ecological needs

Present, determine commit and document the best scientifically based rangeland management practices available to as many individuals who are willing to listen

Maintain and enhance relevancy to and meet the needs of the members

Maintain a sustainable membership

Maintain fiscal soundness

Strategic Imperatives Full List with Tally

Present, determine commit and document the best scientifically based rangeland management practices available to as many individuals who are willing to listen 21

Advocate and educate for sound and sustainable use and management of the rangeland resources for a broad variety of human and ecological needs 26

Maintain fiscal soundness 6

Make the members feel needed / wanted 6

Communicate with the members 7

Obtain the support of Congress to support new programs 1

Build a bridge to diverse audiences 2

Serving and involving the students and professionals within the discipline 7

Maintain and enhance relevancy to and meet the needs of the members 13

Maintain a sustainable membership 9

Advocate and educate for sound and sustainable use and management

- In-reach to ten or more sister organizations so that promotion of sustainable rangeland management is part of their emphasis
- 30% of policy makers informed about the importance of rangeland management
- General public aware and supportive of the benefits of sustainable rangeland management
- 35% of agricultural managers/landowners have been informed

Present, determine commit and document the best scientifically based rangeland management practices

- Provide two new avenues, forums, or contacts in order to disseminate available scientific information to the membership, other agencies and the public that demonstrates the science behind rangeland management in Colorado.

Maintain and enhance relevancy to and meet the needs of the members

- 50% of the members participate in at least one activity per year
- Members feel more involved and have a greater ownership of the Society
- People previously not involved become involved.

Maintain a sustainable, diverse membership

- CO SRM will retain 50% of lapsed members and maintain a minimum number of members of 325; at the end of three years CO Section membership will be 360
- Add in something about recruitment and
- Something about diversification of the membership

Maintain fiscal soundness

- Financial activities should accomplish the mission

3-Year Goals

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- Maintain a diverse, active membership of 360 members
- Financial activities should accomplish the mission

Goals

SMART

- Specific endpoint, result or product
- Measurable or detectable
- Achievable
- Realistic
- Time-framed—three years

Sample Goal Statements

■ Reduce the incidence of cancer by 25% by 2010.--American Cancer Society

■ Have 100% of key landowners be able to accurately articulate what a conservation easement is.—Montezuma Land Trust

■ Put a man on the moon and bring him back safely by the end of the decade.-- John F. Kennedy

Objectives

- Those *few* actions that will most effectively achieve the goal
- Not as many as you can think of...
- But the *fewest*

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- Sister organizations: workshops, membership involvement, partnering, tours
- Policymakers: Important policy issues
 - Clean environment (water, air, recreation, traffic)
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 - Consistency of message, appropriate packaging
- General public: Colorado Rangeland Council, ag in classroom, junior ranger program, scout merit badge, CO Youth Outdoors
- Ag/landowners: range schools 5 workshops for 200 people per year, 5 demonstrations per year
 - 12-month
 - Public Range Rider Column, Junior Ranger Program, Ag in classroom
 - Colorado Rangeland Council
 - Sister orgs Monitoring workshops
 - Workshops NRCS, USFS, Joint meeting with CWMA, co-sponsored tours
 - Ag 5 range school, demo
 - Policy makers
 - Intro letter Section letterhead to resource or ag committee legislators CCI Presentation

Provide two new avenues, forums, or contacts in order to disseminate available scientific information to the membership, other agencies and the public that demonstrates the science behind rangeland management in Colorado

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- Publish case studies in the newsletter
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- 12 month
- Forum Jennifer Rowe or hired out website clipboard Q&A expert lit
- Structure/categories function who monitors questions
- Other websites successes failures
- What does it take to maintain website Jennifer Rowe Ken Laird
- Diane Johnson sec to George Peacock Ken Laird
- GLTI Ft Worth
- Bureau Ken Laird

50% of the members participate in at least one activity per year

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Structure Alignment

Existing Committees

- Finance
- Membership
- Annual Meeting
- Information and Education
- Youth Activities
- Government Affairs
- University Activities
- Nominations
- Awards
- Producer Affairs
- Board of Directors

Goal Oversight

- Finance Goal 5
- Membership—Goals 3 and 4
- Outreach & Education Goals 1 and 2

Role of the Board

- New ideas for consideration compared to the goals of the plan
- Amend the strategic plan to retain flexibility and relevance
- See that the plan is implemented
- Annual review of where the Section stands
- Annual plan
- Fiscal oversight

Vision

Vivid, detailed, specific picture of the world in three to five years *as we desire to see it.*



Elements of the Vision

Immediate Next Steps: Make It So

- February board meeting:
- Assign board members as committee liaisons
- Revise/refine/adopt the plan
- Present the plan to the membership

