



Strategic Plan
2014-2019

***First Board Draft January 2014
Member Circulated Draft December 2014***

Table of Contents

1	Introduction	4
1.1	Purpose of the Strategic Plan	4
1.2	Background and History	4
1.3	TWS Mission and Relationship to TWS-WS Strategic Plan	5
2	Strategic Planning Process	7
2.1	Member Survey	7
2.2	Strategic Planning Retreat	7
2.3	Strategic Goals	7
2.4	Strategic Planning Committees	8
2.5	Member Input	8
2.6	Plan Implementation	9
3	Goals and Objectives	10
3.1	Goal 1—Increase Member Involvement	10
3.1.1	Objective—Establish Strong Section and Chapter Identities	10
3.1.2	Objective—Support Students and Student Chapters	10
3.1.3	Objective—Develop Diversity Initiative	10
3.1.4	Objective—Increase Member Activity and Enthusiasm	10
3.2	Goal 2—Develop and Implement Communications Plans	11
3.2.1	Objective—Improve Intra-Board Communication Methods and Mechanisms	11
3.2.2	Objective—Streamline, Improve, and Innovate Communications	11
3.2.3	Objective—Increase Section Professional Communications	11
3.2.4	Objective—Manage Adaptively	11
3.3	Goal 3—Enhance Careers of Wildlife Professionals	11
3.3.1	Objective—Have Great Annual Meetings and Professional Development Programs	11
3.3.2	Objective—Improve Student and Young Professional Outreach	12
3.4	Goal 4—Be an Active Voice for Science-Based Information	12
3.4.1	Objective—Expand and Promote Conservation Affairs	12
3.4.2	Objective—Effectively Engage in Public Outreach	12
3.4.3	Objective—Promote Consideration of Science in Decision Making	12
3.4.4	Objective—Expand Internationally	12
3.5	Goal 5—Have Funds To Run Programs	12
3.5.1	Objective—Build Endowment Principle	12
3.5.2	Objective—Solidify Financial Standing	12
4	Action Framework to Achieve Priority Objectives	13
4.1	Goal 1—Increase Member Involvement	13
4.1.1	Objective – Establish Strong Section, Chapter, and Student Chapter Identities	13
4.1.2	Objective – Support Students and Student Chapters	14
4.1.3	Objective – Implement a Diversity Initiative	15
4.1.4	Objective – Increase Member Activity and Enthusiasm	16
4.2	Goal 2—Develop and Implement Communication Plans	17
4.2.1	Objective – Create and Publish a Comprehensive Operations Manual	17
4.2.2	Objective – Identify and develop the best communications platform or platforms to achieve our communication objectives	17
4.2.3	Objective – Improve Email Communications and Voting Processes	18
4.2.4	Objective – Improve Board Meeting Processes/Procedures	18
4.2.5	Objective – Have More In-person Board Meetings	19

4.2.6	Objective – Increase Member Awareness of Board Functions	19
4.2.7	Objective – Create a More Effective Website	19
4.2.8	Objective – Publish Timely Newsletters	20
4.2.9	Objective – Fully Utilize Social Media.....	20
4.2.10	Objective – Enhance Section Professional Publications/Communications and Increase Readership	21
4.2.11	Objective – Manage Communications Adaptively	21
4.3	Goal 3—Enhance Careers of Wildlife Professionals	22
4.3.1	Objective – Have Annual Meetings and Professional Development Events that are GREAT!	22
4.3.2	Objective – Expand Upon Enhanced Professional Development Opportunities	23
4.3.3	Objective – Provide a Forum for Technical Information Exchange	24
4.3.4	Objective – Collaborate and Involve Other Groups in Events and Networks	24
4.3.5	Objective – Support Wildlife Professionals at all Levels from Students to Retired	25
4.4	Goal 4—Be an Active Voice for Science-Based Information	26
4.4.1	Objective – Expand and Promote Conservation Affairs Network	26
4.4.2	Objective – Encourage Members to Engage as Scientist Citizens	27
4.5	Goal 5—Have Funds to Run Programs	27
4.5.1	Objective – Build Endowment Principle	27
4.5.2	Objective – Solidify Financial Standing.....	28
Appendix A – Notes from Strategic Planning Retreat.....		29

1 INTRODUCTION

1.1 PURPOSE OF THE STRATEGIC PLAN

The Executive Board of the Western Section of the Wildlife Society (TWS-WS) developed this strategic plan to provide a five-year roadmap for member services and organizational development. The Executive Board will review progress quarterly and will review and update the plan annually as needed.

This document is a volunteer-generated product produced by the members of the Western Section Executive Board 2013-2014.

The process of developing a strategic plan has helped TWS-WS assess where to direct the energy of our volunteer Board, contractors, and member volunteers for the next five years and helps set the context for the choices made by the Executive Board.

1.2 BACKGROUND AND HISTORY

In considering the 25 years leading up to the 2013 Strategic Planning process there are several notable, historical items of relevance to this plan. The past 20 years have seen rapid change for electronic communications, media, and information sharing, and also an increasingly diversified membership for The Wildlife Society. The Section has met increased demand for member services by enlisting contractors to conduct business operations with Executive Board cooperation and oversight.

Western Section began to employ contractors on a part-time basis in the 1980s. A layout editor for *The Transactions of The Western Section* was first, and an Executive Secretary was added in the late 1980's to increase business operations. This contract position handled conference facility negotiations, registration, membership renewals, and some related accounting with the creation of member elements – newsletter, transaction.

In 2003, the Executive Board drafted a proposed creation of a full-time Executive Director position to provide streamlined membership services and increase the quality of events and educational programs. Many tasks previously performed by volunteer Board members were re-directed to the task-list of the Executive Director, and those Board positions were lost. The Executive Board appointed the Executive Secretary to this position in mid-2003 and business operations increased with the hope that revenue would follow. By February 2004, Section funds were depleted and all contractors were laid-off. Business operations were transferred to volunteer members of the Executive Board, especially members of the Executive Committee. All Section operations switched to emergency mode, and several communication methods were disrupted (*Transactions, Newsletter*). Given the removal of Board positions who previously directed key member services and with financial resources lacking, operations such as newsletter and postal mail communications were drastically reduced. A shift to electronic communications was made by necessity and not necessarily by member preference or with a long-range communication plan in place.

Immediate priority was to generate financial resources through events and help rebuild financial security of the Section. Since 2004, the Section has stabilized and incrementally raised services back to the status quo enjoyed in the early 2000's. Simultaneously, key communications have remained distributed electronically as that is the standard of the industry at this time.

Re-establishing financial security, the Section was able to hire a registrar on contract to help with on-site registration for the 2005 annual conference, and expanding beyond registrar to include pre-conference planning for 2006. The contract is renewed annually and this position is referred to as Conference Planner, Registrar, Project Manager, Event Planner, or sometimes Executive Secretary-equivalent. A bookkeeper was added via contract in 2008. A Program Director contract started in 2009 to facilitate long-range planning and initiatives prioritized by the Executive Board. This contract is re-negotiated annually and serves in close cooperation with the President, who oversees the Program Director's work, and the Executive Committee.

Western Section's financial resources are currently stable and continue to steadily increasing annually. Events are well-attended and reviewed positively. Membership is stable or slightly increasing, and members represent a diverse employment of wildlife professionals and students studying wildlife conservation, management, science, and research. The Section is in a solid position to advance the careers of wildlife professionals and contribute to successful conservation of wildlife resources. However, basic business operations and Board practices have suffered from many years of volunteer turnover and burn-out. Poorly communicated expectations to new Board members and lapse in implementing and maintaining standardized Board operations leave the Board unable to increase performance or direct the initiatives of contractors to function beyond the current scope of event planning for annual conference and a few small annual events.

The Board believes that several strategic planning or long-range scoping sessions have taken place over the past 60 years of Western Section's incorporation. However, the session known to have most-recently occurred was held in Sacramento in 2006 and was loosely documented to ratify a plan to re-build status quo.

1.3 TWS MISSION AND RELATIONSHIP TO TWS-WS STRATEGIC PLAN

The Wildlife Society is committed to a world where humans and wildlife co-exist. We work to ensure that wildlife and habitats are conserved through management actions that take into careful consideration relevant scientific information. We create opportunities for this to occur by involving professional wildlife managers, disseminating wildlife science, advocating for effective wildlife policy and law, and building the active support of an informed citizenry.

Our mission is to represent and serve the professional community of scientists, managers, educators, technicians, planners, and others who work actively to study, manage, and conserve wildlife and habitats worldwide.

The members of The Wildlife Society manage, conserve, and study wildlife populations and habitats. They actively manage forests, conserve wetlands, restore endangered species, conserve wildlife on private and public lands, resolve wildlife damage and disease problems, and enhance biological diversity. TWS members are active across the United States, Canada, and Mexico, as well as internationally.

The products of The Wildlife Society include essential, practical, and objective information for wildlife professionals. We provide research, policy information, and practical tools in print and electronic forms, along with vibrant professional networks that allow solutions to wildlife conservation and management challenges to be anchored in science.

Sections are the regional networks of The Wildlife Society in North America and encompass several states or provinces. Sections bring a regional perspective to wildlife conservation issues and enable members to be active in professional affairs in a regional context. Sections promote cooperative efforts and the exchange of information among wildlife professionals and Wildlife Society chapters in a broad geographic area.

The Western Section covers California, Hawaii, Nevada, and Guam. Additional Pacific islands are under consideration as of 2014.

There are 8 geographic chapters and 7 student chapters in the Western Section. Chapters are the local membership organizations of The Wildlife Society. Student chapters are composed of student and professional members of the Society on college campuses. Chapters establish their own locally-focused objectives and have their own bylaws, officers, committees, and dues structure. All chapter officers must be members of The Wildlife Society and the Western Section, but Society membership and Section membership is not a prerequisite for chapter membership.

Area Chapters

- California North Coast Chapter: Del Norte, Humboldt, and Mendocino counties.
- [Sacramento/Shasta Chapter](#): Alpine, Amador, Butte, Calaveras, Colusa, El Dorado, Glenn, Lassen, Modoc, Nevada, Placer, Plumas, Sacramento Shasta, Sierra, Siskiyou, Tehama, Trinity, Tuolumne, Sutter, San Joaquin, Yolo, and Yuba counties.
- [San Francisco Bay Area Chapter](#): Marin, Sonoma, Mendocino, Lake, Napa, Solano, Contra Costa, Alameda, Santa Clara, Santa Cruz, San Mateo, and San Francisco counties.
- [San Joaquin Valley Chapter](#): Fresno, Kern, Kings, Madera, Mariposa, Merced, San Benito, Stanislaus, and Tulare counties.
- [Southern California Chapter](#): Los Angeles, San Bernardino, San Diego, Riverside, and Imperial counties.
- [California Central Coast Chapter](#): Santa Barbara, San Luis Obispo, and Monterey counties.
- Nevada Chapter: State of Nevada and Inyo and Mono counties.
- [Hawaii Chapter](#): State of Hawaii.

Student Chapters

- Cal Poly, San Luis Obispo Student Chapter (2012)
- Humboldt State Student Chapter (year?)
- San Francisco State University (2014)
- [UC Davis Student Chapter](#): (year?)
- UC Santa Barbara Student Chapter: UC Santa Barbara campus.
- [University of Nevada, Reno Student Chapter](#) : UNR campus.
- The Wildlife Society at UC Berkeley, Student Chapter: UC Berkeley Campus (Pending)

Western Section operates independently from The Wildlife Society, and does not adhere to the Strategic Plan of The Wildlife Society. However, the Section is generally mindful of the mission and shares values of wildlife conservation and helping support those who manage or study wildlife.

2 STRATEGIC PLANNING PROCESS

2.1 MEMBER SURVEY

The preliminary step for our long-range planning effort was to facilitate an initial survey of membership to inform the Executive Board of Western Section member satisfaction. A total of 120 respondents rated current items like publications, conferences, workshops, and other networking events for elements like price, facilities, location, frequency, and duration. Most responses assigned value to particular elements, like conference registration rate vs. quality and quantity of break food at conference. Respondents also provided ideas for additional events or topics to address.

In general, survey respondents rated the status quo over radical changes or abbreviated services. Conferences, workshops, and publications are highly valued. Traditional methods like pdf to print are preferred over social media. Members value networking at annual events, and want more time dedicated to informal networking. Membership is recommended to co-workers or peers, as is attendance to annual conferences and events.

Survey results were presented to the Executive Board in April of 2013 and Board discussion of all survey responses and ideas ensued but major actions resulting from the member survey were held until a full strategic planning session could be conducted. The focused session provided ample time and deliberation to decide on both timeline and scope for existing services that would remain, or to receive updates and propose new services or methodologies.

2.2 STRATEGIC PLANNING RETREAT

The Executive Board and contractors of TWS-WS held a retreat on September 20-22, 2013, at Camp Ocean Pines in Cambria, CA. Professional facilitator Delia Horwitz of Collaboration Soup facilitated the strategic planning portion of the retreat.

Prior to the retreat, the facilitator contacted each Executive Board and contractor and elicited their feedback on what the purposes and discussion topics of the strategic planning conversations ought to be. Fourteen people returned their confidential answers. From their input, the following questions were identified to help guide the discussion:

- What is most important for our Section to do, and not do?
- What should our focus and goals be for the next three years, and longer?
- Who is going to do it?
- What systems will make us, and our communications, more effective?

2.3 STRATEGIC GOALS

During the retreat, Board members were asked to brainstorm answers to “What is most important for our Section to do?” Individuals identified multiple answers and the facilitator assisted with organizing the responses into major categories. These categories were further articulated and developed into five major goals, which form the foundation of the strategic plan.

The goals for the Western Section are to:

- Increase member involvement
- Develop and implement communication plans
- Enhance careers of wildlife professionals
- Be an active voice for science-based information
- Have funds to run programs

2.4 STRATEGIC PLANNING COMMITTEES

Executive Board members formed committees to develop the objectives, priorities, and actions for each goal. A team was identified to help direct compilation of the plan. Members of the committees are as follows:

Member Involvement

Don Yasuda (leader), Doug Bell, Mandi McElroy, John McNerney, Cynthia Perrine, Adam Yaney-Keller

Communication

Natasha Dvorak (leader), Erin Aquino-Carhart, Rhys Evans, Janine Payne Schneir, Cynthia Perrine, Candace Renger, Rachel Sprague, Don Yasuda

Career Enhancement

Cynthia Perrine (leader), Natasha Dvorak, Wendy Knight, Mandi McElroy, John McNerney, Rhys Evans, Bridget Souza, Rachel Sprague, Janine Payne Schneir, Erin Tennant

Science-based Information

Erin Aquino-Carhart/Cynthia Perrine (co-leader), Doug Bell, Natasha Dvorak, Rhys Evans, Mandi McElroy, Laura Patterson, Bridget Souza, Rachel Sprague, Adam Yaney-Keller

Funding

John McNerney (leader), Cynthia Perrine, Candace Renger

Strategic Plan

Linda Leeman (leader), Doug Bell, Jeff Lincer, Laura Patterson, Cynthia Perrine, Don Yasuda

2.5 MEMBER INPUT

A partial draft Strategic Plan was made available prior to the annual meeting in January 2014 to solicit input from members. The full Plan was drafted by October 2014, and a detailed review by the Executive Board and other participants of the Strategic Planning retreat was completed, with suggested edits incorporated into the final draft by December 2, 2014. A survey was administered from December 10, 2014 to January 10, 2015 seeking member input on specific details of proposed programs called for in the final draft strategic plan was administered from December 10, 2014 through January 10, 2015. The final comment period will be held up until the annual business meeting on January 28, 2015.

2.6 PLAN IMPLEMENTATION

The Strategic Plan will be implemented through adoption of a series of Operations Plans that will be updated annually to reflect changing priorities or initiatives completed. Operations Plans will be drafted by the Program Director, in consultation with the Executive Committee, and will be adopted annually by the Executive Board.

Adopting the Communications Operations Plan is the highest priority, especially to update the Operations Manual and accurately reflect structure and function of current committees, subcommittees, officers, contractor, and protocols for general section business. The updated Operations Manual will be finalized in time for the 2015 Winter Executive Board meeting, held in conjunction with the Annual Conference. Additional Operations Plans, one plan for each of the Five Goals outlined in the Strategic Plan, will be drafted and adopted in early 2015.

Each of the five Operations Plans will expand on the approaches summarized in the Action Framework (see below, Section 4) and include a detailed list of tasks by which the Section leaders and members will work to accomplish the objectives, provide deliverables, and affect the desired outcomes. Budget needs will be detailed in the Operations Plans, and will guide the annual Section budget development as appropriate when funds are required to accomplish stated Objectives. Alignment with approaches and objectives (e.g. engaging a more diverse membership) found in multiple goals and objectives within the action framework will be identified so tasks can attempt to accomplish multiple goals simultaneously or build up to accomplishing multiple objectives. Other items included in each plan are a brief of the current status of the objective, any additional staff or additional contracted items required, and also the list of key tasks for the year as designated to contractor, Executive Board members, members, or a combination of members.

Operations Plans will guide the actions and initiatives of contractors, and as tasks are outlined will provide a baseline for evaluating the effectiveness of work. Needs for additional contractors will also be identified in the plan and help guide new funding needs. Oversight of contractors will remain the task of the Personnel Committee (President-Elect, President, Past-President) and most specifically the presiding President. However, the Operations Plans will serve as a daily, monthly, and quarterly guide of activities such that more independent work can be completed. Operations Plans provide a base level of consistency across years while recognizing that each President may have particular areas of emphasis and new initiatives they wish to pursue. Connecting new initiatives to Operations Plans allows for completion of important ongoing tasks and allows initiatives to span multiple years and changes in the Section leadership.

With such an ambitious Strategic Plan, it is recognized that progress on all components of the Goals and Objectives may not be realistic. However, progress will be made in a consistent and concerted fashion, and plan modifications will be made as needed to adapt to current needs of the membership and the Executive Board that serves the membership.

3 GOALS AND OBJECTIVES

During the retreat, Board members were asked to write down the most important functions of the Western Section. These ideas were organized into broad goals, with the important functions identified as objectives that would help achieve the goal. The goals and objectives, as well as supporting tasks, are presented below.

3.1 GOAL 1—INCREASE MEMBER INVOLVEMENT

3.1.1 Objective—Establish Strong Section and Chapter Identities

TASKS

- Make sure that members know who we are and what services we provide (all levels)
- Increase cross subunit membership (chapters, Western Section, TWS)
- Facilitate chapter success and support less active chapters
- Integrate all the chapters

3.1.2 Objective—Support Students and Student Chapters

TASKS

- Integrate Western Section-chapters-student chapters
- Consider providing all student members with Western Section membership
- Consider free memberships to student conference attendees
- Track and build student numbers in Sections & student chapters
- Identify and involve student chapter advisors in Board
- Create a Student Chapter Coordinator position within the Student Affairs Committee
- Provide guidance for chapters and student chapters for continuity
- Help student chapters connect with each other and with members of the Board

3.1.3 Objective—Develop Diversity Initiative

TASKS

- Grow value to, and involvement of, diverse and under-represented groups
- Formalize outreach to students, especially those without student chapters
- Focus on youth (all ages)

3.1.4 Objective—Increase Member Activity and Enthusiasm

TASKS

- Increase active member volunteers
- Inspire, recruit and organize volunteers for TWS tasks and activities
- Encourage (publicize) social events and field trips
- Prepare our replacements: in our profession, and on Executive Board and other leadership roles

3.2 GOAL 2—DEVELOP AND IMPLEMENT COMMUNICATIONS PLANS

3.2.1 Objective—Improve Intra-Board Communication Methods and Mechanisms

TASKS

- Facilitate efficient email communications and voting procedures
- Describe Board meeting process and procedure in the Operations Manuals
- Encourage more in-person meetings
- Communicate Board activities to the membership

3.2.2 Objective—Streamline, Improve, and Innovate Communications

TASKS

- Develop communications platform
- Establish e-communication system like Constant Contact for communications and news
- Improve communications with and amongst wildlife professionals
- Create a more effective website
- Provide timely and interesting newsletters
- Fully utilize social media such as Facebook, while retaining communication with non-users

3.2.3 Objective—Increase Section Professional Communications

TASKS

- Develop Western Wildlife, a peer-reviewed journal for the Section's wildlife professionals
- Market Western Wildlife

3.2.4 Objective—Manage Adaptively

TASKS

- Remain flexible and nimble
- Learn from mistakes and successes
- Adjust our management approaches accordingly

3.3 GOAL 3—ENHANCE CAREERS OF WILDLIFE PROFESSIONALS

3.3.1 Objective—Have Great Annual Meetings and Professional Development Programs

TASKS

- Make events so amazing that people will see the value of attending even without employer support
- Expand professional development opportunities
- Encourage/support more local workshops
- Provide a forum for technical information exchange
- Create collaborative events and networks
- Involve others, such as groups and general public
- Make sure meetings are affordable, especially to those who are financially-disadvantaged

3.3.2 Objective—Improve Student and Young Professional Outreach

TASKS

- Engage new students
- Create a network for mentoring & career development
- Provide career counseling
- Participate in career fairs/days
- Invest in internship programs
- Fund new professionals at meetings
- Advertise scholarships and acknowledge donors

3.4 GOAL 4—BE AN ACTIVE VOICE FOR SCIENCE-BASED INFORMATION

3.4.1 Objective—Expand and Promote Conservation Affairs

TASKS

- Develop positions and policy statements

3.4.2 Objective—Effectively Engage in Public Outreach

TASKS

- Become well known as “gold standard,” a household name
- Establish reputation to the Public, within chapters, and within Western Section
- Advocate for wildlife and science in political decisions
- Recognize the legal limits of advocacy for a non-profit, such as TWS
- Engage and promote Citizen Science

3.4.3 Objective—Promote Consideration of Science in Decision Making

TASKS

- Integrate science, technology, education and policy
- Effect better people/wildlife management
- Provide a balanced view of wildlife conservation and management

3.4.4 Objective—Expand Internationally

TASKS

- Consider adding other Pacific Islands at the deliberation of the Hawaii Chapter

3.5 GOAL 5—HAVE FUNDS TO RUN PROGRAMS

3.5.1 Objective—Build Endowment Principle

TASKS

- Develop appropriate fundraising campaigns and investments

3.5.2 Objective—Solidify Financial Standing

TASKS

- Implement strong financial principles
- Provide guidance and training on financial responsibilities for Executive Board Members

4 ACTION FRAMEWORK TO ACHIEVE PRIORITY OBJECTIVES

Recognizing that our volunteer resources are limited, each committee was asked to review the objectives for their assigned goal and identify the highest priority objectives to focus on for the next five years. For each of these objectives, they developed a framework to achieve the desired outcome, identifying who would lead and contribute to the effort, how the effort would be undertaken, and when it would be accomplished. Potential financial implications were also identified.

The committees met several times, via conference call or in person, after the retreat to develop these frameworks and provided them to the strategic planning team for incorporation into this report.

4.1 GOAL 1—INCREASE MEMBER INVOLVEMENT

4.1.1 Objective – Establish Strong Section, Chapter, and Student Chapter Identities

Leader:	Membership Services Subcommittee
Contributor(s):	1. Communications Committee 2. Newsletter Content Editor
Approach:	1. Increase Member Awareness a) Develop direction and template for short annual report by all units to be shared with membership at Conference, on web, and in newsletters. b) Identify Ambassadors for the Section and chapters at Annual Conference that can answer questions and recruit. c) Develop poster of subunit activities for use as a recruitment tool d) Provide support to chapters to conduct periodic surveys of chapter member needs and, if useful, distribution e) Develop new member welcome package 2. Increase Chapter Awareness of Section Support a) Develop an information package for Chapter Representative and chapter leadership outlining current Section support to chapters b) Create an annual survey of chapter leadership on support needs from the Section c) Develop means to facilitate better chapter-to-chapter interactions (Linked to Communications Subcommittee) 3. Increase Cross-unit Membership a) Examine costs and opportunities for unified chapter-Western Section dues or discounted rates
Deliverable(s):	1. Establish template and protocol for Operations Manual and Annual Report 2. Establish new member welcome packet to augment new/renewing member e-mail welcome 3. Publish diagram of TWS units (e.g. “family tree”) to website and for publications 4. Survey instruments for the Section and for all chapters 5. Analysis and Recommendations for Section/chapter unified dues options
Budget:	1. Publications printing cost for poster of activities and handouts 2. \$199 annually for SurveyMonkey subscription

Schedule:	Start: Work into operations plans starting in 2014, develop surveys to deploy in 2015, deploy End: Ongoing – follow protocols to update and distribute
Desired Outcome(s):	1. Members know the role, services, and opportunities of all TWS levels. 2. Western Section subunits have vibrant and active programs that provide benefits to members. 3. Membership numbers increase and reflect the diversity of wildlife professionals in the unit area (See also Objective 4.1.3).

4.1.2 Objective – Support Students and Student Chapters

Leader:	Membership Services Subcommittee
Contributor(s):	1. Student Affairs Committee 2. Communications Subcommittee
Approach:	1. Track and Build Student Numbers <ul style="list-style-type: none"> a) Increase outreach to all schools offering wildlife or natural resources/ecology programs. b) Evaluate cost-benefits of offering students free or discounted membership to the Section and/or chapters. c) Evaluate cost- benefit implications of providing all Section Annual Conference attendees with Western Section membership. d) Evaluate options to offer free Section memberships to all students who volunteer. e) Develop integrated Section membership data tracking system with student chapters. 2. Increase Student Voice on Executive Board <ul style="list-style-type: none"> a) Provide more Board member interaction with student chapters. b) Increase opportunities for student chapter representative participation in Board discussions. 3. Provide Support to student chapters and for student participation in chapters. <ul style="list-style-type: none"> a) Develop the Student Affairs Ambassador program for outreach. b) Assist student chapters in developing local Operations Manual procedures with critical actions and timelines (i.e., campus and TWS requirements) that are logically tied to, and supported by, section policy/guidelines. c) Facilitate the assignment of an active TWS member as liaison to the Student Chapter and consultant to the Chapter Advisor. 4. Evaluate developing a Student Chapter Coordinator.
Deliverable(s):	1. President's Checklist of key actions and timelines to meet campus and TWS timelines. 2. Flow chart/diagram showing the relationship between TWS subunits. 3. Modified membership database to better track student members. 4. Pilot program to develop revised student chapter model bylaws. 5. A Communications Plan that recognizes communication needs of next generation members.
Budget:	1. Could be travel and materials costs associated with Student Affairs Committee Ambassador program. 2. Could be travel costs associated with subunit liaisons.

Schedule:	Start : 2014 End: Indefinite
Desired Outcome(s):	<ol style="list-style-type: none"> 1. Strong active student chapters with continuity of programs. 2. Bylaws for student chapters are revised and provide guidance to the chapter. 3. Student members transition to New Professional then Regular member status. 4. Student members not affiliated with a student chapter are aware of and take advantage of TWS opportunities. 5. All student members are aware of the duties and responsibilities of TWS leadership and seek to serve, including those not affiliated with a student chapter.

4.1.3 Objective – Implement a Diversity Initiative

Leader:	Membership Services Subcommittee
Contributor(s):	<ol style="list-style-type: none"> 1. Student Affairs Committee 2. Communications Committee
Approach:	<ol style="list-style-type: none"> 1. Increase Awareness of TWS to Diverse Professionals <ol style="list-style-type: none"> a) Develop a targeted survey to gain feedback from a diverse group of non-members b) Evaluate survey and develop further approaches c) Ensure communications and services are inclusive d) Evaluate the diversity of the Certification Program in the Section for trends and insight 2. Increase Outreach to Diverse Students <ol style="list-style-type: none"> a) Increase outreach to schools with a diverse population and a wildlife and/or strong biology curricula b) Utilize TWS members to identify outreach opportunities, especially in schools without a formal wildlife program c) Outreach to students active in TWS at the national level that aren't Section or chapter members (see Objective 4.1.1) d) Partner with other organizations such as the Society for Conservation Biology, Ecological Society of America, and Raptor Research Foundation to develop integrated student opportunities 3. Increase Youth Outreach <ol style="list-style-type: none"> a) Maintain, enhance, and expand participation with Tech Trek! (http://aauw-techtrek.org/) b) Increase active member support and participation with Nature Bowl (http://www.dfg.ca.gov/regions/2/naturebowl/) c) Evaluate other past Western Section programs, such as Golden Wildlife and Go Wild, for efficacy and applicability d) Identify existing youth outreach conducted by members via survey instruments (See Objective 1.1)
Deliverable(s):	<ol style="list-style-type: none"> 1. Survey instrument for non-members 2. Updated TWS 101 products
Budget:	<ol style="list-style-type: none"> 1. Unknown cost associated with surveys 2. Possible cost for travel support for outreach efforts
Schedule:	Start : 2014 End: Indefinite

Desired Outcome(s):	<ol style="list-style-type: none"> 1. Western Section and chapter's services are known to wildlife professionals and students, especially those that reflect diverse backgrounds 2. Youth are more aware of wildlife resources and professions 3. Members are engaged in outreach and mentor
---------------------	---

4.1.4 Objective – Increase Member Activity and Enthusiasm

Leader:	Membership Services Subcommittee
Contributor(s):	<ol style="list-style-type: none"> 1. Communications Committee 2. Professional Development Committee 3. Grants and Awards Committee
Approach:	<ol style="list-style-type: none"> 1. Increase Opportunities for Member Involvement <ol style="list-style-type: none"> a) Specifically identify tasks and activities for member participation. Use members instead of Board members whenever feasible. b) Use the full suite of communication portals to share volunteer opportunities with members. c) Fully utilize member volunteer and recognize their contributions. d) Encourage greater member contributions to Professional Development as instructors and providing assistance. 2. Increase mentoring and involvement opportunities for grant and scholarship awardees <ol style="list-style-type: none"> a) Develop a focus group of past Section leaders to develop lessons learned from past periods of active member activity. b) Increase Member interest in leadership positions. c) Clearly define roles and responsibilities of leadership positions in the Operations Manual. d) Develop a conceptual model of the progression of leadership (Students to Chapter to Section and Committees to National). e) Evaluate use of Term Limits or rotating Chair positions to allow more leadership opportunities. 3. Increase Member Networking and Social Events <ol style="list-style-type: none"> a) Continue providing networking opportunities at the Annual Conference. b) Develop a common calendar to share local networking and social events of chapters with members (link to Communications Committee).
Deliverable(s):	<ol style="list-style-type: none"> 1. Posting and circulation of list of member volunteer opportunities 2. Conduct focus group of past Section leaders to survey about leadership development and identification of members in years' past 3. Include specific roles for members of committees, Chair, Vice-Chair, Recording Secretary, Corresponding Secretary, Scheduler, Field Monitor, Survey Needs, etc. 4. Calendar of Events
Budget:	None anticipated. Increased communications and development of web calendar may indirectly have a communications cost.
Schedule:	<p>Start: End of 2014 and 2015 to develop specific engagement opportunities and surveys. Focus group conducted mid-year in 2015 and informs guidance of Operations Plan by 2016</p> <p>End: Ongoing</p>

Desired Outcome(s):	<ol style="list-style-type: none"> 1. Members are aware of volunteer opportunities and many actively participate at chapter and Section level. 2. Increased pool of candidates for chapter and Western Section leadership positions. 3. Better communications. 4. Members develop and utilize professional networks.
---------------------	--

4.2 GOAL 2—DEVELOP AND IMPLEMENT COMMUNICATION PLANS

4.2.1 Objective – Create and Publish a Comprehensive Operations Manual

Leader:	Executive Committee
Contributors:	<ol style="list-style-type: none"> 1. Program Director 2. All Board positions 3. Communications Subcommittee
Approach:	<ol style="list-style-type: none"> 1. Update existing Operations Manual based on approved Operations Plans 2. Executive Board reviews draft manual and provides input on sections in which they have expertise 3. Define method for updating manual and distributing to new board members
Deliverable(s):	<ol style="list-style-type: none"> 1. Deploy a universal-access document that describes the Section's Operations, including all of its Policies and Procedures. 2. Update Operations Manual on an ongoing basis
Budget:	Potential budget impact for contractors to describe what they do, and to help compile the document.
Schedule:	Start: 2014 annual conference End: Indefinite
Desired Outcome(s):	<ol style="list-style-type: none"> 1. New and existing Board members will have a reference document for comprehensive guidance. 2. The Operations Manual will provide an easy and seamless process for continual improvement and updating of processes. 3. Board members will be better engaged because they will know their roles and responsibilities. 4. Recruitment of Board members will be easier because the roles and responsibilities and Board processes will be clearly articulated.

4.2.2 Objective – Identify and develop the best communications platform or platforms to achieve our communication objectives

Leader:	Executive Committee
Contributor(s):	<ol style="list-style-type: none"> 1. Program Director 2. Project Manager/ Conference Planner 3. Section Accountant 4. Student representative 5. Volunteer consultant
Approach:	<ol style="list-style-type: none"> 1. Consult with outside experts, including other non-profits and platform vendors. 2. Create a list of options and costs. 3. Select one or more appropriate platforms.
Deliverable(s):	An effective communication platform

Budget:	Potential impact up to ~\$1,500 per year for comprehensive platform
Schedule:	Start: 2014 annual conference End: Indefinite
Desired Outcome(s):	1. Improve communications within the Board and among the Membership. 2. Improve the Western Section's branding. 3. Reduce the workload related to managing communications.

4.2.3 Objective – Improve Email Communications and Voting Processes

Leader:	Executive Committee
Contributor:	Program Director
Approach:	1. Update established procedures for email communications. 2. Update established voting procedures with a goal of reducing email traffic. 3. Evaluate current email communications and identify best areas for improvement. 4. Ensure voting procedure is aligned with Section bylaws.
Deliverable(s):	1. Follow established procedures for interim actions and during board meetings 2. Include email communication/voting processes in operations manual 3. Propose bylaws updates as needed to meet needs of Executive Board Communications
Budget:	1. Included in the cost of the communications platform. 2. May need contractors to set up or maintain/manage.
Schedule:	Start: 2014 annual conference End: Indefinite
Desired Outcome(s):	1. Reduce overall number of emails with an equal or better quality of information exchange. 2. Ensure the voting system has transparency without flooding Board email Inboxes.

4.2.4 Objective – Improve Board Meeting Processes/Procedures

Leader:	Executive Committee
Contributor(s):	1. Program Director 2. Board Operations Ad Hoc Committee
Approach:	1. Change meeting style to accommodate a change in the way minutes are taken. 2. Have a clear, agenda-based meeting. 3. Have the President more formally facilitate meetings. 4. Establish standing subcommittees and then move a majority of items to a subcommittee (e.g. conference planning) to reduce the Board meeting load. 5. Have a consent agenda based on subcommittee input, provided prior to in-person Board meeting. 6. Consider a standard facilitator for Board meetings.
Deliverable(s):	1. Build a Fall 2014 Board Meeting agenda incorporating applicable portions of the new Strategic Plan. 2. Continue the process of subcommittees- we are experiencing some success.
Budget:	Potential cost associated with a meeting facilitator.
Schedule:	Start: 2014 fall board meeting End: Indefinite

Desired Outcome(s):	<ol style="list-style-type: none"> 1. Reduce Board Secretary workload. 2. Make Board meetings fun again. 3. Build relationships around a quick and efficient meeting process.
---------------------	--

4.2.5 Objective – Have More In-person Board Meetings

Leader:	Executive Committee
Contributor(s):	<ol style="list-style-type: none"> 1. Project Manager 2. Executive Board Officers, Committee Chairs, and Ad Hoc Subcommittee Chairs
Approach:	<ol style="list-style-type: none"> 1. Include relationship-building activities in Board meetings. 2. Evaluate Webinar opportunities. 3. Use Subcommittee Meetings to reduce scope and workload of Board meetings.
Deliverable(s):	<ol style="list-style-type: none"> 1. In-person board meetings calendared, published prior to annual conference 2. Board meets in person, minimum once per quarter. 3. Each Subcommittee, Committee, and Ad Hoc Committee set annual calendar of meetings by conference call, in-person, or webinar
Budget:	Costs of additional meetings and travel.
Schedule:	Start: 2014 annual conference End: Indefinite
Desired Outcome(s):	<ol style="list-style-type: none"> 1. Improve Board communication. 2. Strengthen Board relationships. 3. Improve consistent participation.

4.2.6 Objective – Increase Member Awareness of Board Functions

Leader:	Executive Committee
Contributor(s):	<ol style="list-style-type: none"> 1. Program Director 2. Section Secretary 3. WebMaster 4. Executive Board Members
Approach:	<ol style="list-style-type: none"> 1. Improve communication with membership. 2. Share interesting and exciting news of Subcommittees via media.
Deliverable(s):	<ol style="list-style-type: none"> 1. Easily managed e-mail distribution for board members and contractors 2. More concise, “digestible” yet informative newsletter and e-mail communications
Budget:	<ol style="list-style-type: none"> 1. Included in the cost of the communications platform. 2. May increase or decrease current Newsletter Editor costs.
Schedule:	Start: 2014, in time for 2015 annual conference End: Indefinite
Desired Outcome(s):	<ol style="list-style-type: none"> 1. Increase Member awareness of Section news and activities. 2. Member realization of the many opportunities offered by the Section.

4.2.7 Objective – Create a More Effective Website

Leader:	Electronic Communications Subcommittee
Contributor(s):	Program Director
Approach:	<ol style="list-style-type: none"> 1. See 4.2.2. Evaluate as part of the comprehensive communications platform. 2. Look to TWS for revised server and platform for TWS website
Deliverable(s):	A new website that functions for both members and Section leaders.

Budget:	Included in the cost of the communications platform. May increase or decrease current Webmaster costs.
Schedule:	Start: 2014, finely tuned in time for lead-up to 2015 annual conference End: Indefinite
Desired Outcome(s):	1. Increased web traffic. 2. A website that tracks usage. 3. A website that provides easy navigation. 4. A website that provides timeless Section branding. 5. A dynamic website with decentralized maintenance.

4.2.8 Objective – Publish Timely Newsletters

Leader:	Communications Committee
Contributor(s):	1. Program Director 2. Newsletter Editor 3. Western Wildlife Committee
Approach:	1. Work with Newsletter Editor to generate more dynamic sharing of news among members throughout the year. 2. Evaluate the newsletter aspect of the communications platform.
Deliverable(s):	More frequent and timely news distribution in the form of Section news briefs.
Budget:	1. Included in the cost of the communications platform. 2. May increase or decrease current Newsletter Editor costs.
Schedule:	Start: Dec 2014, in time for 2015 annual conference End: Indefinite
Desired Outcome(s):	1. More frequent distribution of news. 2. An increased number of news contributors. 3. Enhanced member participation.

4.2.9 Objective – Fully Utilize Social Media

Leader:	Communications Committee Chair
Contributor(s):	1. Program Director 2. Newsletter Editor
Approach:	1. Identify and generate more Social Media contributors. 2. Timely posts of relevant science stories and upcoming events.
Deliverable(s):	1. Generate a more diverse array of postings to social media 2. Members and interested parties surveyed feel they connect to relevant science stories and learn of upcoming events through Section managed social media.
Budget:	Potential costs if using contractors to manage Social Media.
Schedule:	Start: 2014 annual conference End: Indefinite

Desired Outcome(s):	<ol style="list-style-type: none"> 1. More story-sharing among members. 2. Increase advertising of Professional Development Committee trainings, Annual Meeting, and other Section events. 3. Increased sharing of local work among the membership. 4. Coordination among various Communication pieces. 5. Better outreach to the public. 6. Better outreach to our Facebook followers. 7. Reach a younger audience.
---------------------	---

4.2.10 Objective – Enhance Section Professional Publications/Communications and Increase Readership

Leader:	<i>Western Wildlife</i> Committee Chair
Contributor(s):	<ol style="list-style-type: none"> 1. Program Director 2. Newsletter Editor 3. <i>Western Wildlife</i> Subcommittee 4. Conservation Affairs Subcommittee
Approach:	<ol style="list-style-type: none"> 1. Use the communications platforms available to develop and market <i>Western Wildlife</i>. 2. Assist these subcommittees with implementation/distribution of their publications.
Deliverable(s):	<ol style="list-style-type: none"> 1. <i>Western Wildlife</i> effectively marketed and attracts manuscript submissions on a diverse array of topics 2. Contractors aid in implementation/distribution of their publications.
Budget:	Included in cost of communications platform.
Schedule:	Start: 2014 annual conference End: Indefinite
Desired Outcome(s):	<ol style="list-style-type: none"> 1. Develop a robust and respected publication. 2. Reinvigorate our publication of wildlife science articles. 3. Develop and foster a loyal readership.

4.2.11 Objective – Manage Communications Adaptively

Leader:	Communications Subcommittee Chair
Contributor(s):	Program Director
Approach:	Realize how dynamic communications are and be open to continuous improvements and new technology while also keeping what works.
Deliverable(s):	Use communications platforms that work for the majority of the Executive Board and effectively communicate with membership
Budget:	Included in cost of communications platform
Schedule:	Start: 2015 annual conference End: Indefinite
Desired Outcome(s):	<ol style="list-style-type: none"> 1. Implement the best communication solution at any given time. 2. Support consistent member participation.

4.3 GOAL 3—ENHANCE CAREERS OF WILDLIFE PROFESSIONALS

4.3.1 Objective – Have Annual Meetings and Professional Development Events that are GREAT!

Leader:	Professional Development Committee
Contributor(s):	<ol style="list-style-type: none"> 1. Contractors (Program Director, Partnership Director, Project Manager) 2. Communications Committee
Approach:	<ol style="list-style-type: none"> 1. Maintain status quo <ol style="list-style-type: none"> a) Keep the mix of quality food and beverage options b) Maintain wide-spread but targeted advertising c) Provide diverse array of social events 2. Improve communications about what we've done <ol style="list-style-type: none"> a) Externally to agencies and employers and internally to members b) Enlist a social-networking subcommittee to document (photo/video/written) conference events and interactions for live dissemination via official channels 3. Consider adjusting current registration rate breakdown 4. Actively expand upon the perceived expectation of employer support 5. Continue receiving and adjusting to feedback on our programs <ol style="list-style-type: none"> a) Consider high and low-tech comment and evaluation methods
Deliverable(s):	<ol style="list-style-type: none"> 1. Market 2015 annual conference and events using past events' photos, evaluation metrics, and comments as examples 2. Establish well-coordinated subcommittee to build real-time conference and event feeds via tweet/blog/post/tag 3. Convene discussion with agencies, legislators other organizations about employer support of training and development and employee expectations 4. Compile and distribute graphically appealing photo-filled summary of conference and associated events through existing and new internal/external channels, and use to refresh annual marketing images (see Deliverable 1 this objective) 5. Archive to website youtube video of conference attendees, flickr of assembled reflections from each conference component 6. Post-conference survey drafted, reviewed prior to conference, deployed Tuesday following conference
Budget:	Existing budget for Program Director, Project Manager. Initiate Partnership Director. Increased income from increased or stable registration numbers.
Schedule:	Start: January 2015 for year-round implementation End: Refreshes with all Calendared Events
Desired Outcome(s):	<ol style="list-style-type: none"> 1. Attendance is independent of employer support, based more upon value of attendance 2. Registration rates are considered reasonable for technical value of conference 3. Satisfied, well-informed, highly-networked membership who feels included in the conference planning process

4.3.2 Objective – Expand Upon Enhanced Professional Development Opportunities

Leader:	Enhance Careers Ad Hoc Committee
Contributor(s):	<ol style="list-style-type: none"> 1. Contractors: (Project Manager, Program Director) 2. Professional Development Committee
Approach:	<ol style="list-style-type: none"> 1. Maintain Functional Professional Development Committee <ol style="list-style-type: none"> a) Establish meetings and share methods for monitoring event progress b) Recruit PDC members beyond Chapter Representatives 2. Publish Annual (5-year) Professional Development Plan <ol style="list-style-type: none"> a) Begin with PDC review of existing plans b) Poll Membership for Needs and review existing evaluation comments c) Consider chapter-hosted workshop menu maintained by Section d) Expand non-conference workshop topics beyond field techniques e) Offer menu of calendared workshops and events to meet audience needs 3. Establish Advisory Committee of representatives that include those external to membership to inform Professional Development 4. Lead other training organizations to identify standards of training to meet Professional Development Certificate guidelines of TWS and other requirements (see Professional Development Working Group) <ol style="list-style-type: none"> a) Syllabus, schedules, summarized learning objectives posted, archived b) Enlist Subject Matter Experts, especially TWS/partners' members and AWB/CWB's and teachers and invest in training the trainers 5. Establish Education and Professional Development Working Group
Deliverables:	<ol style="list-style-type: none"> 1. Professional Development events calendared annually prior to Annual Conference 2. Registration opens February 1st for annual workshops and events 3. Professional Development Preview at Conference, registration members only 4. "Train the Trainers" offered prior to and immediately following Annual Conference 5. Website archives of youtube video of conference attendees, flickr of assembled reflections from past events 6. Quarterly Professional Development Committee Meetings est. 2015
Budget:	<p>2015-2016: Program Director contract to develop expanded workshops. 2015-2016: Project Manager, Webmaster contracts for registration set-up and web development. 2016: Additional contractors to run expanded workshop program required and initial cost should be recovered by annual workshop budget</p>
Schedule:	<p>Start: Convene PDC January 2015, initiate year-round annual events planning and share protocols and planning procedures; Launch expanded workshop menu at 2016 annual meeting, registration opens 2/1/16</p> <p>End: Refreshes quarterly, annually along with all Calendared Events</p>
Desired Outcome(s):	<ol style="list-style-type: none"> 1. Members of the wildlife community benefit from a range of suitable and stimulating events to meet industry needs 2. Generate Sustainable Source of Revenue through self-sustaining program 3. Highly-networked membership has access to informative, necessary training topics 4. Active engagement of chapter members and subject matter experts to deliver training

4.3.3 Objective – Provide a Forum for Technical Information Exchange

Leader:	<i>Western Wildlife</i> Committee Chair
Contributor(s):	1. Contractors: (Project Manager, Program Director) 2. Newsletter Editor 3. Western Wildlife Committee
Approach:	1. Maintain Functional Western Wildlife Committee a) Establish meetings and methods for sharing b) Recruit submissions of photos and manuscripts beyond membership 2. Publish Regularly a) Begin with Committee review of existing schedule b) Poll Membership for Needs and review existing evaluation comments c) Consider electronic peer-reviewed, open-access publishing d) Expand on informal communications channels (blog) e) Offer menu of communications 3. Work with TWS guidelines and methods to inform the actions of the Western Wildlife Committee
Deliverables:	1. “Train the Publishers” offered at Annual Conference 2. Archive to website all communications or links to each site 3. Quarterly Western Wildlife Committee Meetings est. 2015
Budget:	Existing annual budget for Western Wildlife
Schedule:	Start : Publishing WW 2014, Begin diversified publications 2015, ongoing
Desired Outcome(s):	1. Members of the wildlife community benefit from a range of suitable and stimulating publications 2. Generate Sustainable Source of Revenue through self-sustaining program 3. Satisfied, well-informed, highly-networked membership 4. Members actively contribute to technical information

4.3.4 Objective – Collaborate and Involve Other Groups in Events and Networks

Leader:	<i>Enhance Careers</i> Ad Hoc Committee
Contributor(s):	1. Contractors: (Partnership Director, Program Director)
Approach:	1. Attend conservation-minded organizations’ conferences and symposia a) Post collaboration opportunities in central place for members to see b) Refer to communication plan for procedure, e.g. google group or meet-ups c) Collect ideas for networks and so-sponsored event topics 2. Involve others in our conferences: conservation groups, public, stakeholders a) Establish regular meetings (1-2 x per year) with Board members from other professional organizations, like Cal-IPC, CNPS, AFS, SERCal, SCB b) Outreach to conservation organizations like Point Blue Conservation Science to identify aligned working group objectives and other collaboration points
Deliverables:	1. Convene or attend a meeting of leadership of like-minded organizations 2. Install calendar for external events and internal events 3. Make a case for establishing standardized training methodologies 4. Establish Education and Technical Information Network
Budget:	Budget for Partnership Director, Program Director (Approved)
Schedule:	Start : March 2015 End: Ongoing with Annual Objectives

Desired Outcome(s):	<ol style="list-style-type: none"> 1. Members know about and benefit from a range of training events 2. Members actively engage as subject matter experts externally 3. Members cross-pollinate with other organizations and professionals from slightly different fields
---------------------	--

4.3.5 Objective – Support Wildlife Professionals at all Levels from Students to Retired

Leader:	Student Affairs Committee Chair
Contributor(s):	<ol style="list-style-type: none"> 1. Contractors: (Partnership Director, Program Director) 2. Student Affairs Committee Co-Chairs
Approach:	<ol style="list-style-type: none"> 1. Engage New Students at University level, both 2 and 4-year colleges <ol style="list-style-type: none"> a) Ambassador Program – talks in University/College Classes b) Board members attend student chapter meetings, career fairs c) Student Affairs Committee asks student chapters what they need: Field Trips/Access? Speakers? Materials? d) Provide guidance for local chapter outreach to existing clubs/groups/classes 2. Create network for mentoring and career counseling at all career levels <ol style="list-style-type: none"> a) Utilize Existing TWS resources b) Recognize gaps in TWS model c) Actively cultivate and maintain regional leadership network d) Offer structured programs to fill the gaps left by TWS' resources e) Build network of peer counselors post-college to retirement f) Conduct meet-ups specific to career advising topics – regularly scheduled but loosely managed/participant managed, and market events to all levels g) Facilitate chapter level mentoring program & structure engagement nodes 3. Represent wildlife professionals in career fairs/days (see Approach 1b) <ol style="list-style-type: none"> a) Provide outreach tools to chapters (brochures, posters, videos) b) Physically Represent wildlife professionals in an event or activity 4. Invest in internship Programs <ol style="list-style-type: none"> a) Catalogue existing internship Program – post links b) Survey needs for internship program c) Survey needs of our members and their employers of interns d) Create internship program 5. Reduce financial burden of ECPs and seasonal employees to attend meetings <ol style="list-style-type: none"> a) Enlist Chapter support to connect with and financially sponsor students b) Create volunteer-ships for both students and ECPs c) Create a sponsorship match program d) Venue contracts maximize complimentary rooms or include ½ price rooms e) Create travel grant explicitly directed to ECPs 6. Advertise scholarships available to ECPs <ol style="list-style-type: none"> a) Establish funds (drive) to support ECPs b) Create a recognition program for donors funding ECP scholarships c) Revisit endowment restrictions, advertise ECP inclusion at annual meeting

Deliverables:	<ol style="list-style-type: none"> 1. TWS 101 outreach actively cultivates multiple targeted communities 2. Mentorship Program for all levels – student to retired 3. Internships facilitated for students and ECPs 4. Install calendar for tracking career events 5. Increase of ECP attendance at conferences and workshops 6. Widely advertised grant and scholarship program provides array of funds
Budget:	Approved travel budget for student affairs
Schedule:	Start : February 2015 End: Ongoing with Annual Objectives
Desired Outcome(s):	<ol style="list-style-type: none"> 1. College students know about the wildlife profession 2. Wildlife Society programs known profession-wide to increase career objectives 3. Outreach methods are sustainable and relevant for incoming and upcoming ECPs 4. Grants and Scholarships Program receives multiple applications

4.4 GOAL 4—BE AN ACTIVE VOICE FOR SCIENCE-BASED INFORMATION

4.4.1 Objective – Expand and Promote Conservation Affairs Network

Leader:	Conservation Affairs Committee
Contributor(s):	<ol style="list-style-type: none"> 1. Contractors (Program Director, Partnership Director) 2. Conservation Affairs Network (CAN) of TWS 3. Conservation Affairs Committees of chapters within Western Section
Approach:	<ol style="list-style-type: none"> 1. Foster participation in the Conservation Affairs Network (CAN) <ol style="list-style-type: none"> a) Build full representation of chapters on Section Conservation Affairs Committee (CAC) b) Clearly communicate opportunities for member engagement beyond CAC members 2. Gain political clout by highlighting organizational strengths (e.g., scientific expertise, large membership base) 3. Work with Communications Committee to develop broad-scale view of Western Section expertise 4. Following CAN model, develop method for monitoring local issues
Deliverable(s):	<ol style="list-style-type: none"> 1. Fully functional Conservation Affairs Committee 2. Members possess clear understanding of opportunities to contribute to Conservation affairs 3. Convene discussion with agencies, legislators other organizations about high priorities within Sections 4. Convene discussion with chapters to identify issues at a more local level
Budget:	Existing budget for Program Director, Initiate Partnership Director.
Schedule:	Start: January 2014 for year-round implementation
Desired Outcome(s):	<ol style="list-style-type: none"> 1. Advocacy groups turn to Western Section and CAN for information 2. Database of local and regional topical experts available to CAN 3. Engaged, highly-networked membership

4.4.2 Objective – Encourage Members to Engage as Scientist Citizens

Leader:	Conservation Affairs Committee
Contributor(s):	<ol style="list-style-type: none"> 1. Contractors (Program Director, Partnership Director, Webmaster) 2. Conservation Affairs Network of TWS 3. Conservation Affairs Network of chapters within Western Section 4. All Section members and chapter members within Section
Approach:	<ol style="list-style-type: none"> d) Following CAN model, develop position statements e) Include conservation issues as social media content f) Develop partnerships with other organizations who have more resources and active advocacy programs <ol style="list-style-type: none"> 3. Perform a fine-scale Needs Assessment Survey of membership expertise <ol style="list-style-type: none"> a) Section-wide b) Within all chapters within Western Section 4. Engage members to participate in Conservation Affairs Network
Deliverable(s):	<ol style="list-style-type: none"> 1. Distribute position statements to decision makers 2. Post notices of policy and action activities relevant to wildlife conservation and management to Facebook, as included in a social media editorial calendar 3. Partnership Director engages groups identified as having similar interests 4. Database of Expertise within Section and all chapters within Western Section 5. Members possess clear understanding of Scientist Citizen concept
Budget:	Existing budget for Program Director, Initiate Partnership Director, Database Mgr
Schedule:	Start: February 2015
Desired Outcome(s):	<ol style="list-style-type: none"> 1. Increased education of key issues by Western Section Experts 2. Database of local and regional topical experts available to CAN 3. Scientist citizens inform decision makers of science to inform action on issues related to wildlife conservation and management

4.5 GOAL 5—HAVE FUNDS TO RUN PROGRAMS

4.5.1 Objective – Build Endowment Principle

Leader:	Treasurer of the Board
Contributor(s):	<ol style="list-style-type: none"> 1. Program Director 2. Project Manager/ Conference Planner 3. Donaldson Endowment Trustees 4. Section Accountant 5. Student Representative? 6. Volunteer Consultant?
Approach:	<ol style="list-style-type: none"> 1. Develop appropriate fundraising campaigns to increase member donations. 2. Invest “Lifetime” membership fees, annual conference donations, and residual raffle proceeds.
Deliverable(s):	<ol style="list-style-type: none"> 1. Member outreach brochure re: Donaldson Endowment, Lifetime memberships. 2. Annual Fund investment return greater than the annual rate of increase measured by the S&P 500 index
Budget:	Increased revenue for student support.
Schedule:	Start: 2014 annual conference End: Indefinite

Desired Outcome(s):	<ol style="list-style-type: none"> 1. Accumulate a core of principle that shall not be depleted. 2. Increased interest generated from the Fund to support the Western Section's education, outreach, and scholarship programs. 3. Support of the Section's mission, vision, goals and objectives.
---------------------	--

4.5.2 Objective – Solidify Financial Standing

Leader:	Treasurer of the Board
Contributor(s):	<ol style="list-style-type: none"> 1. Contractors: Program Director, Project Manager/ Conference Planner, Section Accountant 2. Executive Committee 3. Communications Subcommittee 4. Chair, Professional Development Committee
Approach:	<ol style="list-style-type: none"> 1. Continue to plan and produce workshops, conferences, symposia, etc. 2. Establish effective method of Board training on financial responsibilities 3. Approve operational budget before the start of the fiscal year <ol style="list-style-type: none"> a) Consider July to June fiscal year 4. Improve feedback of accounting goals between Treasurer and Accountant 5. Acquire grant funding to help support existing and additional programs 6. Increase efforts to renew existing and cultivate new Section memberships
Deliverable(s):	<ol style="list-style-type: none"> 1. Generate revenue to support Section operations and fund supplemental programs. 2. Distribution of Executive Board financial training packet. 3. Approved budget available at the Annual Conference to guide programs 4. Accountant's reports more closely match Treasurer's reports and are instrumental in guiding Section spending and informing program funding levels 5. Identify programs that meet eligibility requirements for local and regional grants 6. Solid membership base increases annually and converts members through levels
Budget:	Increased revenue for operations and supplemental programs.
Schedule:	Start: December, 2013 End: Indefinite
Desired Outcome(s):	<ol style="list-style-type: none"> 1. Workshops and symposia generate a minimum of \$10K per year and Annual conference proceeds of at least \$15K (in CA) or \$10k (HI or NV) 2. Board understands Section's finances, and maintains consistent financial records 3. Timely, detailed, balanced operating budget informs programmatic spending 4. New and existing programs expand commensurate to external support and need 5. Predictable level of membership dues revenue

APPENDIX A – NOTES FROM STRATEGIC PLANNING RETREAT

Executive Board Strategic Planning Retreat Notes September 20-21, 2013

**Facilitated by
Delia Horwitz**



INTRODUCTION

The Executive Board of the Wildlife Society Western Section held a retreat on September 20-22, 2013, at Camp Ocean Pines in Cambria, CA. They retained the services of professional facilitator Delia Horwitz of Collaboration Soup to facilitate the strategic planning portion of the retreat. Ms. Horwitz has prepared these notes as an accurate record of the discussions and decisions made regarding the beginning of a Section Strategic Plan. Sections of these retreat notes that follow are:

- I. Retreat Purposes
- II. What Are We Proud Of? What Have We Accomplished?
- III. Discussion Questions
- IV. 3 Year Goals, Teams & Next Assignments-Draft
- V. Goal Categories W/ Possible Actions
- VI. Longer-Term Goals
- VII. A Seamless Ladder of Involvement Opportunities
- VIII. Jeff's Venn Diagram Showing Inter-Relatedness
- IX. Possible Matrix For Strategic Plan Overview
- X. Vision Components
- XI. What Being Here Today Has Meant To Me
- XII. Parking Lot
- XIII. Miscellaneous
- XIV. Facilitator Recommendations
- XV. List of Participants

V. RETREAT PURPOSES

Prior to the retreat, the facilitator contacted each Executive Board member and elicited their feedback on what the purposes and discussion topics of the strategic planning conversations ought to be. Fourteen people returned their confidential answers. From their input the retreat purposes were determined to be:

1. Create and align on a roadmap for Western Section – short and long; what, who and when.
2. Agree on effective Board communication systems.

VI. WHAT ARE OUR PROUD OF? WHAT HAVE WE ACCOMPLISHED?

On Friday night the facilitator confirmed with those who had arrived what the agenda was for Saturday, and encouraged them to think about what they were proud of that the Section had accomplished. On Saturday, people wrote the following onto a flip chart:

1. 60 years of education & enlightenment.
2. Great and “pleasant” conferences.
3. Popular workshops.
4. “New” and “Old” members on the Board.
5. Our human resources – people.
6. Grown! Attracting new Board people, more conference attendance, new undertakings.
7. We have money.

8. Awesome & fun mixers w/ friendly and inclusive members.
9. Strong member base.
10. Open to new ideas.
11. Board actions successful and supported by long-time members.

VII. DISCUSSION QUESTIONS

Also on Friday night, the following discussion questions were confirmed as relevant:

1. What is most important for our Section to do, and not do?
2. What should our focus and goals be for the next three years, and longer?
3. Who is going to do it?
4. What systems will make us, and our communications, more effective?

This Page Intentionally Left Blank

IV. 3 YEAR GOALS, TEAMS & NEXT ASSIGNMENTS

(DRAFT-- TO BE ADOPTED BY BOARD AT A LATER DATE)

The group reached alignment on the following goals, assigned a team and Team Leader, and determined what they next steps for that team would be. A Strategic Planning team was identified to help pull it all together.

GOAL	TEAM (<i>Leader</i>)	NEXT ACTIONS	BY WHEN	COMMENTS
INCREASE MEMBER INVOLVEMENT	<u>Don</u> , Mandi, Linda Connolly(?), Adam (Cal Poly), McNerney, Linda Leeman, Doug, Cynthia	<ol style="list-style-type: none"> 1. Distribute current list of chapter members to chapter rep 2. A needs assessment of what members are interested in helping with 3. Develop database of expertise 	<ol style="list-style-type: none"> 1. By 9/30, and again around in Feb after conference updates. 2. Communicate about opportunities after Strategic Plan finalized 3. TBD 	
DEVELOP & IMPLEMENT COMMUNICATIONS PLANS for within Board & with Members	<u>Natasha</u> , Don, Janine, Rachel, Erin A Rhys, Candace, Cynthia	<ol style="list-style-type: none"> 1. Look at ways to streamline Executive Board communications. 2. Identify other needs. 3. Identify recommended technology. 4. Make recommendation for systems and protocol to full Board for implementation. 	<ol style="list-style-type: none"> 1. By 10/31 first meeting/discussion of team. 	<ol style="list-style-type: none"> 1. Delia recommended typing meeting minutes as a matrix during the meeting, showing each agenda item with: Decisions/Next Action/Who/When/Comments. Finalize with the group before the meeting ends, and then post to site immediately.
ENHANCE CAREERS OF WILDLIFE PROFESSIONALS	<u>Rhys</u> , Janine, Erin T., Wendy Knight, Natasha, McNerney, Bridget, Rachel, Mandi, Cynthia	<ol style="list-style-type: none"> 1. Decide what sub-committees ought to be established. 2. Determine priorities consistent with Strategic Plan discussions. 3. Make recommendations to full Board. 	<ol style="list-style-type: none"> 1. By Nov 15 team have conversation(s) 2. TBD 3. TBD 	<ol style="list-style-type: none"> 1. Perhaps sub-committees for <ul style="list-style-type: none"> • Conference programs • Workshops/trainings • Mentoring 2. Review existing and possible new programs and activities.

3 YEAR GOAL TEAMS & NEXT ASSIGNMENTS - Continued

(DRAFT-- TO BE ADOPTED BY BOARD AT A LATER DATE)

GOAL	TEAM (<i>Leader</i>)	NEXT ACTIONS	BY WHEN	COMMENTS
BE AN ACTIVE VOICE FOR SCIENCE-BASED INFORMATION	<u>Erin A.</u> , Rachel, Natasha, Rhys, Bridget, Laura P, Adam, Doug, Mandi, Cynthia	1. Brief team on what National is doing, and what input we want to give to National	1. By 10/31 have team conversation	1. As part of the Conservation Affairs Committee Continued on next page.....
HAVE FINANCIAL RESOURCES TO RUN PROGRAMS	<u>John McNerney</u> , Candace, Cynthia	1. Board review investment strategy. 2. Match budget with Strategic Plan.	1. 9/22. 2. End of January/Feb.	
FINALIZE STRATEGIC PLAN	<u>Linda L.</u> , Cynthia, Jeff, don, Laura P, Doug	1. Review raw data from facilitator for errors, then distribute to whole Executive Board. 2. Create & send a Strategic Planning outline/template to sub-committees to input their recommendations so formats are consistent. 3. Coordinate compilation of recommendations to the Board to achieve goals.	1. By 9/29 distribute to Exec Board. 2. By 10/15, after Cynthia has some input from National meeting. 3. TBD – maybe have a draft to communicate and get feedback on at January conference?	

V. GOAL CATEGORIES W/ POSSIBLE ACTIONS

With Individual Brainstormed Answers to “What is most important for our Section to do?”

INCREASE MEMBER INVOLVEMENT	DEVELOP & IMPLEMENT COMMUNICAITONS PLANS for within Board & with Members	ENHANCE CAREERS OF WILDLIFE PROFESSIONALS	BE AN ACTIVE VOICE FOR SCIENCE-BASED INFORMATION	HAVE \$\$\$ TO RUN PROGRAMS
Facilitate chapter success	Improve intra-Board communication methods/mechanisms	Make events so amazing that people will see the value of attending even without employer support	Become well known as “Gold Standard”, a household name	Build endowment principle
Integrate all the chapters	Establish e-communication system like constant contact for communications and news	Improve student and young professional outreach	Establish positions/policy/ reputation within chapters & State	Solidify financial standing
Establish strong chapter identities	Develop communications platform	Network for mentoring & career development	Promote more/better science in decision making	
Integration of section-chapter-students	Streamline , improve & innovate communications	Mentoring	Public outreach	
Provide all student members with Western Section membership	Members know what we do	Prepare our replacements: in our profession, and on Executive Board	Advocate for wildlife & science in political decisions	
Diversity initiative (youth focused)	More effective website	Invest in internship programs	Counteract NGO/s with anti-wildlife aims	
Grow value to diverse & under-represented groups	Improve communications with & amongst wildlife professionals	Fund new professionals at meetings	Integration of science, technology, education & policy	
Inspire, recruit & organize volunteers	Develop Western Wildlife	Have great annual meetings	Expand & promote conservation affairs	
Active member volunteers	Market Western Wildlife	Provide a form for technical information exchange	Effect better people/wildlife management	
Members know who we are	More in-person meetings	Career counseling	Scientist citizenship	
Become more diverse	Manage adaptively	More local workshops	Expand to international	
Increase member support and enthusiasm		Participate in career fairs/days		
Encourage (publicize) social events & field trips		Expand professional development opportunities		

GOAL CATEGORIES W/ POSSIBLE ACTIONS – Continued

With Individual Brainstormed Answers to “What is most important for our Section to do?”

INCREASE MEMBER INVOLVEMENT	DEVELOP & IMPLEMENT COMMUNICAITON S PLANS for within Board & with Members	ENHANCE CAREERS OF WILDLIFE PROFESSIONALS	BE AN ACTIVE VOICE FOR SCIENCE-BASED INFORMATION	HAVE \$\$\$ TO RUN PROGRAMS
Free memberships to student conference attendees		Engage new students		
Track & build student #'s in Sections & in Student chapters		Involve others: groups, public, etc.		
Identify & involve student chapter advisors in Board		Collaborative events & networks		
Support less active chapters		Advertise scholarships & acknowledge donors		
Get Nevada chapters more involved				
Have a student chapter coordinator position				
Provide guidance for UCSB & other chapters				
Help student chapters connect with each other& with members of the Board				

VI. LONGER-TERM GOALS

(After Current 3-Year Goals)

1. Inspire kids from pre-school through grade 12 as well as college age.
2. Develop members and chapters in Baja and the Pacific Islands.
3. More engagement in Nevada.
4. Influence political and other decision making.

VII. A SEAMLESS LADDER OF INVOLVEMENT OPPORTUNITIES

(Drawn by Cynthia)

Retired
Career Professionals
New Professionals
Collegiate/Grad
Preschool - 12

WS EXECUTIVE BOARD TECHNOLOGY

JEFF'S VENN DIAGRAM SHOWING INTER-RELATEDNESS

Chapter identity
Resources
Connections/communications
Inter-connectedness
Student involvement
Mentoring

IX. POSSIBLE MATRIX FOR STRATEGIC PLAN OVERVIEW

Where Existing and Possible Activities Fit

GOALS → STRATEGIES ↓	INCREASE MEMBER INVOLVEMENT	DEVELOP & IMPLEMENT COMMUNICAITONS PLANS for within Board & with Members	ENHANCE CAREERS OF WILDLIFE PROFESSIONALS	BE AN ACTIVE VOICE FOR SCIENCE-BASED INFORMATION	HAVE \$\$\$ TO RUN PROGRAMS
Conference					
Workshops					
Support Chapters					
Student Oriented Activities & Events					
Mentoring					
Public appreciation of wildlife					
Awareness of this as a profession					
Team with Strategic Partners					
Influence Decision Makers					
K-12 wildlife awareness & appreciation					

X. VISION COMPONENTS

(Individual Ideas from Imaginary Journey to 2018 Celebration)

CHAPTER IDENTITIES	RESOURCES	COMMUNICATIONS	HUMAN DIVERSITY	SUPPORTING TRANSITION FROM STUDENT TO PROFESSIONAL	ALL-AGE STUDENT INVOLVEMENT
Strong relationships	Leverage our knowledge	We're all on the same communications portal	Represent our demographics	Any new professionals or career transitions	Connected across regions and institutions
Connected/interacting/exchanges	Strong volunteer support	We are the gold standard for science-based information	More people of color	Early career help	Enthusiastic discussion among them at events, having a good time
Great events	Members are doing a lot of the work, joyfully	Members are interviewed as experts	Double our members	One-to-one big brother/sister pairing	Ambassadors, mentoring
Section helps facilitate chapter success	Financially stable so can offer financial assistance so anyone can come	Citizen education and outreach	Baja members	Advocacy to end "career traps", e.g. economic, no benefits, etc.	Career Development committee for students and pros
Team atmosphere	People feel free to ask for financial assistance, and are supported in doing that through good communications	Helping private landowners, perhaps in exchange for access	Pacific Islander members	A committee dedicated to this	Build diversity early
Meet constituency needs	Events are so transformative, that people come	Facilitating multi-stakeholder dialogs	Federal employees	Career counseling	Place based-events and programs where they are
Interact w/ other organizations	We are involved in and help get conservation easements and/or property for education and work.	We have a network so people can easily find who to contact for what,	No economic divide	Lots of internships become jobs	
Student chapters are integrated	Our members are from "Ridge to Reef"	Broader science – all species, "beyond borders"	More than biologists	We help organizations get entry level workers from our members	
	Citizen science	More science into political decisions	Bridge discipline gaps	Seamless "we" discussions	
	Press exposure for joint grants and partnerships	How we can work together to get there	Strategic partnerships		

VISION COMPONENTS - Continued
 (Individual Ideas from Imaginary Journey to 2018 Celebration)

CHAPTER IDENTITIES	RESOURCES	COMMUNICATIONS	HUMAN DIVERSITY	SUPPORTING TRANSITION FROM STUDENT TO PROFESSIONAL	ALL-AGE STUDENT INVOLVEMENT
	An Executive Director	Journal has high-impact	Other organizations		
	Citizen members	Bio-political influence	TED Talk connections		
	Collaborative management	Proud to say we are a member	Environmental justice		
		Strong web presence			
		Advocating			

XI. WHAT BEING HERE TODAY HAS MEANT TO ME

1. Got the big picture perspective.
2. Proud at how this group is stepping up.
3. Meet face to face so I can represent our chapter and be able to help us as a chapter figure out where we want to go and how we can go.
4. Inspired and energized – some thought to take back to chapter, and be a part of this group
5. Hopeful and excited, being face-to face, meeting new people, students, etc. Already seeing the multi-generational aspect of section in action right now.
6. Revitalized – we have such a daunting task. It's gratifying to see so many people involved, long-timers and new folks.
7. Solidifying the goals offered a lot to figure out where we are going. We've solidified where we are headed.
8. Echo, great meeting people and getting direction (I'm new). Comforting and energizing that we are on the same page. We came up with same ideas/goals to focus on.
9. Reminded me of why I want to be part of this organization.
10. A new beginning, find a focus/purpose and get driven.
11. Direction and purpose
12. Exceptionally proud of past and ready (a little worried) about the future.
13. Get out of the dark – see the Board, what it does and tasks it has. Easier to get involved and be a part if you are a part of things.
14. Organizational tips on how to make goals, etc. (don't teach that in school).
15. Prioritization of our goals and what we want to accomplish – see how they are all inter-connected. Means we are on the right track.
16. Released from feeling I was pulled in so many directions, because now I feel we have lots of support, good energy and ideas.
17. Optimism – was feeling it was hard, to get things done, to engage people in a collaborative decision making process. Believe we can go forward with diverse ideas and find the commonality in those diverse ideas.
18. Excited about future and nervous about upcoming conference.
19. Interesting to look behind curtain, meet the Western section people and see what we are up to, which is a lot of outreach, support.
20. Helped us focus on what's important to us as a Board, to our members. Appreciate we have reinforced what we already now...the synergy and inter-connectedness and our success depends on how to link the steps of each of these together. They hit the core of what we are about and are trying to do.

XII. PARKING LOT

Items mentioned but not discussed

1. How do we fit with National?
2. Should we have a “tagline” on the Mission that reflects our Section? Note: The following is existing National mission on our Section’s website.

The underlined words are the ones this Board especially resonated with:

The Wildlife Society is an international non-profit scientific and educational association dedicated to excellence in wildlife stewardship through science and education. Our mission is to enhance the ability of wildlife professionals and wildlife students to conserve diversity, sustain productivity, and ensure responsible use of wildlife resources and their habitats.

XIII. MISCELLANEOUS

Random phrases Facilitator recorded that seemed to be important to the group

1. A seamless ladder for beneficial involvement:
 - a. Inspire young people to pursue the profession
 - b. Promote the field
 - c. Individual contacts
 - d. Meet each other’s goals
 - e. Who else is thinking about this
2. How can we partner?

XIV. FACILITATOR RECOMMENDATIONS

1. Set a timeline and list of actions to finalize the Strategic Plan.
2. Strategic Planning Team Leader (SPTL) follow-up to make sure each Goal Team Leader has scheduled their team’s conversation. Note: SPTL indicated she would work with her team ASAP to craft a simple template the Goal Teams could put their content into – to make it easier to compile in a consistent format.
3. Design a member involvement process so they can give meaningful feedback, and identify where they want to engage more.

XV. PARTICIPANTS

The following are the people who attended the Strategic Planning portion of the retreat.

Bridget Souza, Western Wildlife Editor
Candace Renger, Contractor – Conference Manager
Cynthia Perrine, Western Section Representative to TWS Council
Don Yasuda, Section Rep
Doug Bell, President
Erin Aquino Carhart, Conservation Affairs
Erin Tennant, Proxy San Joaquin Valley
Wendy Knight, Central Coast
Janine Payne Schneir, Secretary
Jeff Lincer, So Cal
John McNerney, Treasurer
Laura Patterson, Sac-Shasta
Linda Leeman, Past President
Mandi McElroy, Proxy SF Bay Area
Natasha Dvorak, Pres Elect
Rachel Sprague, Hawaii
Rhys Evans, Prof Development

Note: The following student members arrived mid-day, or just after the Goal Setting conversations, and added a bit of input:

Adam Yaney-Keller, Cal Poly SLO
Laura Espinosa, UCSB email unavailable
Allyson Gaarder, UCSB
Joseluis (Louie) Ocaranza, UCSB