

Strategic Plan

Society for Range Management

Approved by the Board of Directors
2/13/02

Prologue

The Society for Range Management (SRM) has embarked on a long-term planning process to help guide us in achieving a strategic direction. This process will link our strategic, tactical, business, and financial plans into an integrated strategy to achieve our vision and mission. Underlying this effort is a set of core values that Society members hold. These are a love of rangelands, love of fellow members (camaraderie), and a love of learning. These core values underlie all that we do.

1. Mission and Vision

1.1 The **Mission** of the Society for Range Management is to promote the professional development and continuing education of members and the public and the stewardship of rangeland resources.

1.2 The **Vision** of the Society for Range Management is a well-trained and highly motivated group of professionals and rangeland users working with productive, sustainable rangeland ecosystems.

2. Guiding Principles

2.1 Guiding Principles

The guiding principles are to:

- 2.1.1** Provide opportunities for professional development and growth.
- 2.1.2** Promote rangeland ecosystem sustainability and stewardship.
- 2.1.3** Promote economically, socially, and environmentally acceptable uses of rangelands.
- 2.1.4** Promote resource management and policy based on sound scientific principles.
- 2.1.5** Provide forums for participation and exchange of diverse views.
- 2.1.6** Operate through involvement and participation of members with diverse backgrounds.
- 2.1.7** Enhance communication and liaison with other organizations with similar objectives and standards.

3. Strategic Plan

3.1 Provide Quality Member Service

SRM is committed to serve the needs of its members in an efficient and effective way. We shall provide means for communication and interaction among our members, provide support to the various Sections of SRM, serve as a clearing house for information on meetings and events of interest to our members, and organize meetings of the Society.

3.2 Promote Professional Education and Development

SRM has the responsibility to assist and encourage the development and maintenance of high levels of professional competence, to develop standards of professional practice and ethics, and to work for proper recognition of rangeland management as a professional field.

3.3 Enhance External Communication

SRM shall reach out to all individuals, groups, and organizations with information and educational materials and activities about rangeland resources and their management. We will seek to enhance public awareness of the importance of rangelands, the need for and nature of sound and rational management, and our role as a source of professional expertise.

3.4 Support Rangeland Science

SRM shall encourage the development, synthesis, dissemination, and application of sound scientific results that are relevant to the present and future needs of rangeland management.

3.5 Influence Public Policy

SRM shall aggressively seek to influence the development and implementation of public policy that will provide for improving the knowledge base and the incorporation of that knowledge into sound rangeland management actions at the federal, state, and local levels. We shall promote science-based rangeland management for the benefit of people and the stewardship of rangeland resources. We shall strive to establish partnerships and joint statements with other organizations with similar objectives and standards.

3.6 Provide Quality Administration

SRM shall effectively use and accurately report on funds contributed by members and seek to obtain and wisely manage other funds to enhance our capacity to carry out our programs. We shall ensure that paid staff and volunteers who are responsible for personnel, fiscal, and all other activities of the society shall operate in an efficient and effective manner.

4. Tactical Plan

4.1 Provide Quality Member Service

4.1.1 Programs and Services

- 4.1.1.1 Having a programmatically and financially effective and efficient organization.
- 4.1.1.2 Providing timely information to our members through Rangelands, the Trail Boss News, and the internet.
- 4.1.1.3 Continuing to find and implement effective ways to recruit and retain members.
- 4.1.1.4 Planning Annual Meetings that are relevant and useful to our members.
- 4.1.1.5 Providing services to our Sections that they require to effectively operate.
- 4.1.1.6 Ensuring that our web site provides member service aspects that increase our efficiency and effectiveness and that our members find useful.

4.1.2 Committees¹

Membership, History, Archives & Library, Rangelands Editorial Board

4.1.3 Issue

4.1.3.1 Improve internal communications

4.1.3.1.1 Rationale

A major service is to provide members with timely information on a regular basis throughout the year so they are reminded monthly that they are members of SRM and that the organization provides a monthly service to them in the form of a newsletter or magazine. Sections and committees need to know on what everyone else is working.

4.1.3.1.2 Actions²

- 4.1.3.1.2.1 Produce quality, informative newsletter and bi-monthly publications (Projects 1, 2, 3, 20, and 21)
- 4.1.3.1.2.2 Enhancing communication among the SRM Board of Directors, Advisory Council, Committees, and the general membership (Projects 7, 21, 23, 24, and 27)

¹ Committees may have activities in more than one strategy. They are grouped where most of their activities are likely to occur.

² Actions address the issue and are tied to specific projects in the Business Plan.

4.2 Promote Professional Education and Development

4.2.1 Programs and Services

- 4.2.1.1 Accrediting professional university programs
- 4.2.1.2 Certifying individual members
- 4.2.1.3 Promoting standards for professional employment
- 4.2.1.4 Providing continuing education;
- 4.2.1.5 Providing opportunities for professional development
- 4.2.1.6 Reviewing outside external programs and initiatives for content consistent with our policies and positions

4.2.2 Committees

Accreditation, Student/Youth Activities, Employment Affairs, Leadership Development, Professional Affairs, Technology Transfer, Certified Professional in Range Management Committee, Range Consultants Certification Panel

4.2.3 Issues

4.2.3.1 Bring value to our members by creating opportunities for professional development, continuing education, and communication networks.

4.2.3.1.1 Rationale

This is the basic purpose of a professional society. It is the reason people join, pay dues, and participate in activities. Without doing a good job here our other actions will be irrelevant.

4.2.3.1.2 Actions

- 4.2.3.1.2.1 Providing professional certification programs for rangeland managers and consultants. (Projects 12 and 13)
- 4.2.3.1.2.2 Promoting and supporting continuing education. (Projects 12 and 19)
- 4.2.3.1.2.3 Maintaining a staff membership manager working with Sections and committees on recruitment, retention, member data management (including phone numbers and email addresses), and continuing dialog with membership. (Projects 5, 6, and 27)

4.2.3.2 Exert timely professional leadership on issues pertaining to rangeland management, conservation, and research.

4.2.3.2.1 Rationale

Rangeland ecosystems are complex and valued by society at large. In today's society there is a continuing debate about appropriate use and management. SRM should be the leader in providing the correct scientific information for use in these discussions.

4.2.3.2.2 Actions

- 4.2.3.2.2.1** Improving our ability to resolve conflicts within our membership. (Project 9)
- 4.2.3.2.2.2** Preparing a clearly stated position on the role of domestic and wild herbivores and of other uses in rangeland ecosystems. (Project 17)
- 4.2.3.2.2.3** Providing leadership in gaining unity in the area of rangeland assessment and monitoring. (Project 25)
- 4.2.3.2.2.4** Identifying and recommending actions for reducing constraints to professional ecosystems management. (Projects 9, 12, 13, 14, 22 and 25)
- 4.2.3.2.2.5** Developing a strategy to recognize and address emerging issues. (Projects 1, 16, 17)
- 4.2.3.2.2.6** Encouraging the development of useful databases. (Projects 6 and 27)
- 4.2.3.2.2.7** Identifying and recommending actions for expanding SRM's membership base (Projects 3, 4, 5, 9, 12, 24, 27).
- 4.2.3.2.2.8** Ensuring that those working on rangelands are qualified either through the CPRM designation or the Office of Personnel Management standards (Projects 12, 13)

publications; Web site; Section programs; workshops; tours; and press releases

4.3.2 Committees

Awards, Coordinated Resource Management, Excellence in Range Management, Information & Education, International Affairs

4.3.3 Issues

4.3.3.1 Providing information to individuals, groups, and organizations outside of SRM

4.3.3.1.1 Rationale

Providing material that nonmembers will read and use requires that we produce quality material, whether it is traditional print material or on the internet.

4.3.3.1.2 Actions

- 4.3.3.1.2.1** Continuing to improve Rangelands, Trail Boss News, Journal of Range Management, and the SRM Web Site. Move to electronic format. (Projects 2, 8, 11, 20, 21 and 24)
- 4.3.3.1.2.2** Improving our ability to resolve conflicts on rangelands. (Project 9)

4.3.3.2 International Relations

4.3.3.2.1 Rationale

SRM has members from many different countries around the world and is actively seeking more international partners.

4.3.3.2.2 Actions

- 4.3.3.2.2.1** Insuring that appropriate activities are available to international audience. (Project 19)

4.4 Support Rangeland Science

4.4.1 Programs & Services

Journal of Range Management; papers & symposia presented at Annual Meetings.

4.4.2 Committees

Journal of Range Management Editorial Board, Rangelands Assessment & Monitoring, Rangeland Invasive Species, Remote Sensing & GIS, Watershed/Riparian, Wildlife Habitat

4.4.3 Issues

- 4.4.3.1 Expanding support for rangeland research, including ecological function, health assessment, and management. Heading efforts to educate the public, policy makers, and members about the**

4.3 Enhance External Communication

4.3.1 Programs & Services

Video library; Coordinated Resource Management (CRM); electronic marketing; Council on Agricultural Science and Technology (CAST);

value and function of rangeland ecosystems.

4.4.3.1.1 Rationale

Our understanding of rangeland science and management is evolving rapidly and across disciplines. Despite an unprecedented interest in rangelands, support for research, technical assistance, and management has not kept pace with demand. SRM should be recognized as the resource for information, sound science, and innovation in research, education, and management.

4.4.3.1.2 Actions

4.4.3.1.2.1 Promote funding for rangeland research (Projects 4, 16, 22, and 25)

4.5 Influence Public Policy

4.5.1 Programs & Services

Executive Vice President, Officers, Board of Directors, position/policy statements, Sections, affiliates (CAST, Renewable Natural Resources Foundation (RNRF), etc.)

4.5.2 Committees

Governmental Programs & Policies, GLCI Task Group, Partnerships & Affiliations, Public Affairs, Research Affairs

4.5.3 Issues

4.5.3.1 Expand the base of support for rangeland management, education, and research.

4.5.3.1.1 Rationale

Use of rangelands is increasing. Our knowledge base for management and education needs to keep pace with this growth. This will require a concentrated effort to re-build support for the profession.

4.5.3.1.2 Actions

4.5.3.1.2.1 Be proactive in addressing change. Societal values are changing, natural resource management is changing, and SRM needs to be on the cutting edge of the process. (See Project 9)

4.5.3.1.2.2 Initiate a concentrated effort to communicate the continuing importance of range resources and the professional skills of rangeland

managers. Target agencies, organizations, and institutions at the local, national, and international levels. (See Projects 1, 3, 4, 10, 16, 17, 22, 24)

4.5.3.1.2.3 Complete a marketing and communications plan. Include updated materials for displays, brochures, and web site communications. (See Projects 3, 7 and 24)

3.5.4.1.2.4 Establish an active partnerships and affiliations program. Maintain a continuing professional dialog with all appropriate organizations. (See Project 4)

4.5.3.1.2.5 Producing a Public Broadcasting System (PBS) level educational program with an appropriate theme on rangelands (Project 10)

4.5.3.1.2.6 Updating and managing our series of policies and positions. Implementing advocacy guidelines to help us approach the development of public policy (Project 17)

4.5.3.1.2.7 Continuing and expanding an active National Capital staff. Preparing for political transition and the need to provide educational information to new office holders. Preparing a series of monographs of appropriate rangeland subjects for this purpose (Projects 1 and 16)

4.5.3.1.2.8 Building closer ties with agencies (similar to our relationship with the Natural Resources Conservation Service) through employee exchange and/or assignment (Projects 4 and 24)

4.6 Provide Quality Administration

4.6.1 Programs and Services

Elected Officers, Executive Vice-President, office staff, various software and hardware items.

4.6.2 Committees

Board of Directors, Advisory Council, Budget, Finance, Nominations, Elections, Endowment Fund Board of Governors

4.6.3 Issues

4.6.3.1 Create opportunities for expanding SRM programs through innovative partnerships and funding strategies.

4.6.3.1.1 Rationale

SRM needs a stable or expanding membership base to move forward and keep abreast of changing times. We need to bring a valuable experience to current and potential members by continually finding new opportunities for professional development. An increasing income base is required to implement these opportunities.

4.6.3.1.2 Actions

4.6.3.1.2.1 Developing and putting in place opportunities for members to include SRM in estate planning, donations, etc. (Project 28)

4.6.3.1.2.2 Pursuing mutually beneficial partnerships with agencies, institutions, and organizations (Project 4)

4.6.3.1.2.3 Developing grantsmanship skills within the SRM staff and pursuing opportunities for foundation funding programs (Project 29)

4.6.3.2 Manage the financial, staff and volunteer resources of SRM under a sound business and financial strategy.

4.6.3.2.1 Rationale

SRM has entered an era of increasing costs, constrained income, and an ever-increasing need for expanded programs. It is important that resources be focused on achieving desired outcomes rather than repeating past activities.

4.6.3.2.2 Actions

4.6.3.2.2.1 Preparing a business plan that establishes projects, the responsible entity, and funding for implementation of the strategic plan. (See this document)

4.6.3.2.2.2 Preparing a 5-year financial plan that outlines year by year, the funding for continuing operations, special projects from the business plan,

and asset management strategies (Projects 23 and 26)

4.6.3.2.2.3 Completing and implementing a dues structure that adequately funds the operations of SRM in concert with other income sources (Project 18)

