

# Strategic Plan for the Colorado Chapter of the Wildlife Society

## PREAMBLE

The purpose of this document is to provide the Colorado Chapter of The Wildlife Society with an action plan consistent with the Chapter's goals and objectives. The plan is designed to serve as a guide for the Executive Board over a 5- to 10-year planning horizon. It is an ambitious plan and represents what the Chapter could and should do if sufficient financial and personnel resources are available. The plan should be reviewed annually to determine if goals, objectives and action items are still relevant, and if the action items have been accomplished. The annual review is likely to result in modification of the plan. Comments on the plan should be submitted to the President of the Colorado Chapter.

## MISSION STATEMENT

*The mission of the Colorado Chapter of the Wildlife Society is to promote wise conservation and management of all wildlife resources in Colorado by serving and representing wildlife professionals.*

## GOALS, OBJECTIVES, AND ACTION PLANS

### **GOAL 1.      *DEVELOP AND MAINTAIN A PROGRAM THAT FACILITATES AND PROMOTES PROFESSIONAL DEVELOPMENT OF NATURAL RESOURCE PROFESSIONALS.***

#### **Objective 1.1      *Coordinate, develop, and offer training programs for resource professionals.***

Action Item 1.1.1. *Solicit training needs and interests of the membership at each winter meeting.*

#### Process

A. The **workshop coordinator/committee** will work with the program chair to incorporate announcement in the annual meeting program for the September/October and November/December newsletters.

B. **Workshop coordinator/committee** will also solicit input through the web page during this same time of year.

C. Topic suggestion list will be compiled and posted by **workshop coordinator** during the meeting to solicit training needs and interests from membership. The scheduling of this event during the meeting will be assigned by the **program chair** and the **workshop coordinator**.

D. **Workshop coordinator** will work with the **program chair** to convene a discussion group on the last day of the annual meeting to review and rank order list of suggested workshop topics.

E. **Workshop coordinator** will ensure that the resultant list of workshop topics gets posted in the newsletter following the winter meeting.

**Action Item 1.1.2** *A Workshop Coordinator will be appointed each year from the membership. The workshop coordinator will notify members of available training programs through the chapter newsletter.*

#### Process

A. The **executive board** will recruit and appoint a workshop coordinator from the membership in advance of the following board term; specifically, the **workshop liaison** will recruit and suggest persons to fill the role by the last board meeting of the year-long term.

B. This process will start with the assignment of the 1999 workshop coordinator by the 1998 **board**. Workshop coordinator for the following year should be assigned by the time of the winter meeting.

C. **Workshop coordinator** will announce available training programs via newsletters, web page, or special mailings (if needed) at least three months prior to the workshop/training event.

**Action Item 1.1.3** *The Workshop Coordinator will coordinate the Chapter's support of additional courses, and will coordinate with agencies and other organizations in meeting these training needs.*

NOTE:

- **The board** may vote to allocate additional funds to workshop courses beyond the annual budget.

Process

A. The **executive board** will propose and agree to an annual amount available to support training workshops during the annual budget process.

B. The **workshop coordinator** will contact agencies and organizations to locate appropriate persons to conduct the training courses.

C. The **workshop coordinator** will work with these persons to agree on the contributions of and reimbursements to the instructors.

D. The **workshop coordinator** will work with the instructors to establish time line and minimum sign-up level for proceeding with or canceling the workshop.

E. The **workshop coordinator** will be responsible for organizing the logistics of the training location(s) and will handle all registration activities for the courses.

**Action Item 1.1.4** *The Workshop Coordinator and the President-elect will ensure timely and wide distribution of advertising for workshops.*

Process

A. The first year **the board** will develop a directory of agencies, organizations, and persons with whom to advertise.

B. **Workshop Coordinator** and **President-elect** will coordinate the distribution of workshop announcement to all appropriate locations at least three months prior to the workshop/training event.

C. see action item 1.1.2.C

**Action Item 1.1.5.** *The Chapter will provide some funding to allow attendance at training opportunities for members needing financial assistance.*

NOTES:

- The Chapter will consider funding ANY training or professional development opportunity under this action item.
- For training NOT provided by the Chapter, a set amount of funds would be identified in the budget, and members would have a deadline to submit applications.

- The funds could be split into 2 separate allocations, (July-December, and January-June to fit with budget adoption and allocation process) so that not all funds are expended with the first set of applications.
- The Chapter would have flexibility to waive registration fees and/or pay for lodging/meal costs for members financially unable to attend the Annual Meeting, Summer Meeting, or any workshops.
- The committee is comprised of the regional representatives and the president-elect.

#### Process

A. **President** proposes a line item amount in the budget for support of Training (this could be set as some percentage of the profit from the Annual Meeting or a fixed amount).

B. **Board** approval of budgeted amounts.

C. The President will appoint (by February 15, 1999) an **ad hoc Workshop Committee** to develop an application form, which will include information on the specific training opportunity, applicability to the members professional needs, explanation of financial need, costs (broken down into registration, travel, lodging, meals), and availability of any other funding. The **workshop committee** develops the criteria used to determine qualified applicants, and selection process of approved applicants.

D. Announcement of assistance for first allocation will be made through March/April newsletter by the **workshop committee chair**. The application form is published in the same newsletter, with a specific deadline for applications (early April). **Board** approval at April meeting. (this assumes a July-December time frame for the first allocation)

E. The committee reviews applications and makes a recommendation to the full Board for approval.

F. Process repeated for second allocation (announcement in October newsletter, deadline of mid-November, decisions by beginning of December).

G. If a workshop is to be held, Board determines how many (if any) registration fees will be waived. Availability of these registrations announced as early as possible in newsletter.

H. Board also decides on how many (if any) registrations would be waived for summer and winter meetings. Same process as above for review by board. (We may not want to include meetings in this effort...discussion item)

#### **Objective 1.2 Promote adherence to professional standards and ethics.**

**Action Item 1.2.1** *The Chapter encourages members to understand employer's standards and ethics codes, and follow those developed by TWS.*

#### Process

A. The Colorado Chapter of The Wildlife Society supports the Code of Ethics of The Wildlife Society, and encourages all members to be aware of and practice the following Code of Ethics. A poster of these will be made and displayed at each winter meeting that lists these codes. In addition, these codes will be listed in one newsletter/year. The **President** will designate a member to perform both of these tasks.

The Wildlife Society Code of Ethics

- A. Subscribe to the highest standards of integrity and conduct;
- B. Recognize research and scientific management of wildlife and their environment as primary goals;
- C. Disseminate information to promote understanding of, and appreciation for, values of wildlife and their habitats;
- D. Strive to increase knowledge and skills to advance the practice of wildlife management;
- E. Promote competence in the field of wildlife management by supporting high standards of education, employment, and performance;
- F. Encourage the use of sound biological information in management decisions; and
- G. Support fair and uniform standards of employment and treatment of those professionally engaged in the practice of wildlife management.

**GOAL 2.        *PROMOTE STEWARDSHIP OF WILDLIFE AND THEIR HABITATS THROUGH THE USE OF SOUND ECOLOGICAL INFORMATION.***

**Objective 2.1    Assume a leadership role in advocating policy, administrative rules, or laws that affect the conservation and stewardship of wildlife in Colorado.**

**Action Item 2.1.1** *The President will develop and maintain liaisons with other professional organizations and government agencies to increase the effectiveness of the Chapter.*

Process

- A. The **President and selected board members** will compile and update a directory of professional organizations and government agencies identified to be potential partners in wildlife management in the state. The directory will include contact names, address, telephone numbers, and email addresses.
- B. The **President** will contact the organizations in the directory each year
- C. A chapter flyer providing information on CWS will be developed by an **ad hoc committee** and sent to each contact by the **President**.
- D. A file listing contacts and responses will be maintained by the **President** and provided to the President-elect at the end of the president's term.
- E. The **executive board** will identify and pursue opportunities to enter into partnerships on projects, workshops, information exchanges, and other activities with other organizations.
- F. Identified opportunities will be incorporated into the next budget planning cycle by the **executive board**.
- G. All identified organizations will receive Chapter mailings, including the Chapter newsletter.

**Objective 2.2    Encourage members to take action on matters affecting wildlife resources.**

**Action Item 2.2.2.** *The Policy and Resolutions Committee will develop, maintain, and distribute resolutions and position statements concerning key wildlife issues in Colorado and present new resolutions to a vote of the membership at the annual meeting.*

Process

- A. The **President, executive board, and legislative committee** will actively monitor issues that are appropriate for Chapter input.
- B. The **Policy and Resolutions Committee** will annually review existing Policies, Resolutions, and Position Statements and recommend updates to the Executive Board by March 15 of each year..
- C. By June of each year, the **Executive Board** will select items to be updated that calendar year.
- D. The **Policy and Resolutions Committee** will solicit appropriate members to update the selected items.
- E. The **Policy and Resolutions Committee** will solicit new Resolutions and Position Statements via an article in each issue of the Chapter newsletter.
- E. The **Policy and Resolutions Committee** will submit updated Policies, Resolutions, or Position Statements to the membership as directed in Section 5 of the bylaws.
- F. Any 2 members may propose a Policy, Resolution, or Position Statement as provided in Section 5 of the Chapter bylaws.
- G. All Resolutions or Position Statements, whether updated at the direction of the Executive Board or proposed by the membership, will be managed as described in the Chapter bylaws.
- E. The **President** will schedule time during each business meeting to discuss Resolutions and Position Statements.
- F. Pros and cons of each Position will be presented by designated members of the **Executive Board** or by the members initiating the specific Resolution or Position Statement.
- H. The **President** will forward adopted Resolutions and Position Statements to the appropriate organization or individuals.

**Action Item 2.2.2.** *The chairs of the Legislative and Conservation Affairs Committees will identify opportunities for members to actively participate in conservation affairs through the newsletter and email alerts.*

Process

- A. The **chairs of the Legislative and Conservation Affairs committees** will report to the Executive Board twice a year, in March with proposed activities and November with a summary for the year, on current legislative activities and issues.
- B. The **chair of the Legislative Committee** will develop position statements on pending legislation.
- C. The **chair of the Legislative Committee** will write a legislative report for the November newsletter and at the end of the session.
- D. The **chair of the Legislative Committee** will inform CWS members via the CWS newsletter and e-

mail of current legislative affairs, CWS positions on pending legislation, and opportunities for action.

E. The **chair of the Legislative Committee** will develop Legislative Affairs page for the CWS website.

F. The **chair of the Legislative Committee** will coordinate meetings with legislators when issues of concern to CWS are being discussed in session.

G. The **chair of the Legislative Committee** will schedule a legislative breakfast in January of each year.

H. The **chair of the Legislative Committee** will solicit CWS members to provide expert testimony before legislative committees.

I. The **chair of the Legislative Committee**, upon direction by the CWS board, will provide written input to legislators stating CWS's position on current legislation.

J. The **President** will maintain a subscription to the weekly "Colorado Statesman" newsletter for the **chair of the Legislative Committee**.

**Objective 2.3 Support publication and distribution of sound ecological information related to wildlife in Colorado.**

Action Item 2.3.1 *The Workshop Coordinator will publish summaries of presentations given at Chapter workshops.*

Process

A. **The Workshop Coordinator** will develop a summary of any workshops the Chapter sponsors.

B. **The Workshop Coordinator** will submit a workshop summary for publication in the first newsletter following any workshop.

Action Item 2.3.2 *The Chapter will assist with publication of special wildlife reports.*

Process:

A. The **Executive Board** will develop an annual budget for publication opportunities during the annual budget process.

B. An application form will be developed by three volunteers from the **Executive Board** by June of 1999. The application will include information on the cooperators, publication costs and objectives, the target audience, and the need for funding.

C. Any member of the Colorado Chapter of the Wildlife Society may apply for publication funding assistance by submitting a completed application to the **Executive Board** at any time during the year.

B. The **Executive Board** will consider funding all or a portion of special wildlife publications.

D. The **Executive Board** will forward the application to a relevant standing CWS committee or to an ad hoc group of 3 CWS members for review.

E. The **reviewing committee** will make a recommendation for funding to the executive board at the next board meeting for decision by the **Executive Board** at that meeting.

F. The **Secretary** will draft a letter for the President's signature informing the applicant of the board's decision. Successful applicants will be required to acknowledge the contribution of the Chapter in an acknowledgement statement and/or through inclusion of the CWS logo in the publication, and will also be required to write a short article for the next newsletter after publication.

**GOAL 3. INCREASE PUBLIC AWARENESS AND APPRECIATION OF WILDLIFE**

**Objective 3.1** Seek opportunities for the Chapter to provide information on wildlife science, management, and policy to local government, the public, and to recognize groups and individuals for acting on behalf of the resource.

**Action Item 3.1.1.** All Board members will encourage members to work with private landowners, communities, and local governments in promoting wildlife conservation through articles, speaking engagements, field trips, and media contacts.

Process

A. In conjunction with 'National Wildlife Week' in April of every year, all members will be encouraged, via an article in the newsletter, written by the **Land Use Committee Chair**, to write 1 article, or perform one speaking engagement, media contact, etc. to promote wildlife conservation. Article will appear in the newsletter prior to that week. Copy of the hand out examples (see #2) will also be placed in the newsletter.

B. At 1999 annual winter meeting this new 'goal' will be presented to the membership either by the **Land Use Committee Chair** or the **President**. All members present will be encouraged to participate in the first year's effort and will be asked to spread the word to other members. Examples of the types of activities that the membership can do will be summarized by the **land use committee** in a brief handout that will be available at this meeting.

C. In May/June of each year, the **land use committee** will ask for case examples of wildlife conservation presentations/articles/etc. given by members during the National Wildlife week. This will be accomplished via a newsletter article by the **Land Use committee** and possibly by E-mail as well. A synopsis of these examples will be compiled by the **Land Use Committee** and presented at the next year's annual winter meeting in conjunction with promoting similar activities by members for that year's upcoming National Wildlife week.

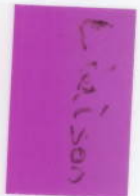
D. After compiling the example synopsis, the **Land Use committee** will recommend one individual whom it was felt did an exemplary job of promoting wildlife conservation during National Wildlife week. The board will approve/deny this recommendation, and an award will be given to an individual at the annual winter meeting.

**Action Item 3.1.2** The Chapter, through the **Land Use Committee**, will recognize exemplary programs that preserve, protect, or enhance the wildlife resource through presentation of the **Land Steward Award** at the annual meeting.

Process

A. The **Land Use Committee** will begin searching for Land Steward Award nominees beginning in October of each year. This will be accomplished by placing an article in the October newsletter at a minimum. In addition, the **Land Use Committee** may use additional means of acquiring nominees such as E-mail, individual contacts, etc.

B. Nominees will be reviewed by the **Land Use Committee** by Dec. 1 and suitable winner(s) identified



and prioritized. These recommendations will be presented to the Board by December 1.

C. The **Board** will finalize Land Steward Award recipient(s) in time for the Award Committee to make award certificate.

D. Presentation of the award will be made at the annual winter CWS meeting by the **Land Use Committee Chair** as well as to the recipient at a meeting of their peers. In addition, the recipient will receive a letter from the CWS **president** prior to the Winter Meeting, notifying them of the award.

**Action Item 3.1.3** *The Land Use Committee will maintain relationships with Colorado Counties, Inc. and the Colorado Chapter of the American Planning Association to ensure the continued exchange and use of information and ideas for the benefit of the wildlife resource. This will include soliciting for periodic speaking engagements and the development and use of informational exhibit booths when deemed most appropriate.*

#### Process

A. The CWS shall become annual dues paying members of the Colo. Chapter of the American Planning Association (CCAPA), with mailing address given as that of the **Land Use Chair**. In addition the **Land Use Chair** will contact CCI and ask to be on their mailing list for upcoming CCI meetings. (This will require budgeting for membership dues)

B. At a minimum of every other year, the **Land Use Committee** shall host a booth/exhibit at the annual winter CCI conference, normally held in December. On hand will be information on wildlife that would be useful for county planning. (See Action Item 4 processes)

C. The **Land Use Committee** shall seek opportunities with the CCAPA for presentations, mailings, handouts, meeting exhibits, etc.

**Action Item 3.1.4** *The Land Use Committee, in conjunction with the Information and Education Committee, will continue the development and distribution of land use planning materials, and offer assistance to local government in developing regulations and procedures that benefit the wildlife resource.*

#### Process

Liaison - Steve Tapin, contact Tammy \*

A. Current documents/handouts created by former Land Use Committee members will be kept up to date as appropriate by the **Land Use Committee Chair**. (example: table showing economic benefits of wildlife to counties).

B. Additional handouts/documents will be developed that describe new or evolving processes used by agencies and organizations that would assist county/local governments in wildlife/land planning efforts. These handouts will be made available at the CCI exhibit booth and will be the responsibility of the **Land Use Committee Chair**.

C. **Land Use Committee** will update Chapter exhibit board on a bi-annual basis (same year as CCI booth); by November 1 of CCI presentation year.

**Action Item 3.1.5** *The Land Use Committee will establish and maintain liaison with the Department of Local Affairs and Colorado Division of Wildlife and offer land use planning materials and expertise for use when deemed most appropriate.*

#### Process



A. Upon update completion of materials/handouts (see Action Item 4 processes), these materials will be available to all CDOW employees via Wildnet attachments or Wildnet common drive(s) along with a message announcing their availability. This will be the responsibility of the **Land Use Committee Chair**.

B. The **Land Use Committee Chair** will contact Department of Local affairs by March 1 of each year. This contact will include introduction of new Land Use Chair, discussion of upcoming/appropriate events by Local Affairs, and announcement of Chapter's availability to the Department. Updated handouts/materials (see Action Item 4 processes) will be provided to the Department at this time as well.

**Objective 3.2 Promote and assist in wildlife education programs in Colorado.**

*Action Item 3.2.1 The Education Committee will develop and publish a list of Chapter members available to give wildlife related presentations. The use and promotion of this effort will be coordinated with agency education specialists.*

**NOTES:**

- The Chapter should consider both the demand for presentations by Chapter members, the appropriate use of Chapter members' limited time, and the skills and expertise members are willing to share.
- Objectives should be set for the types of presentations and number of presentations done annually as a result of Chapter efforts toward this goal. Focus on adult, technical or high school audiences might be most appropriate; the needs assessment proposed below will help to determine that.
- Any list should be produced such that Chapter members who are willing to do educational programs can be contacted directly. No ongoing coordination should be required of the Education Committee chair. That would not be practical for presentations statewide, and would require an inordinate amount of time.

**Process**

**A. Develop the List**

1. The **Education Committee** will do a needs assessment to determine if there is a demand for presentations by Chapter members. This needs assessment will be completed by March 31, 1999. Two possible methods are outlined below.
  - a) Compile a list of resource agency education specialists and others who might refer potential audiences to Chapter members. Survey them for:
    - (i) their needs and their audiences' needs for Chapter member presentations - timing, frequency, topics, location, etc.
    - (ii) their opinions about the best use of Chapter members' time and expertise - audiences, topics, etc.
    - (iii) the best way to use a list or database of Chapter members - to whom to distribute, how to handle referrals, etc.
    - (iv) the best format for such a list.
    - (v) whether they are willing to be listed as a contact/resource person for chapter members doing presentations. Services might include providing materials, background information, or contact names in the education community.
  - b) Do a direct survey to potential audiences - particularly adult, high school and community college audiences to determine the demand for presentations.

2. If the **chair of the Education Committee** determines that there is not sufficient demand to warrant continuing with this process, s/he shall propose to the Executive Board that the effort be discontinued.
3. If the **Education Committee chair** determines that there is sufficient demand, then the committee should develop and distribute a survey to Chapter members to be included in the May 1999 newsletter. The results will be used to develop a database of members willing to give presentations. The member survey should include such information as their preferred audience (K-12 classes, field trips, adult general, technical), areas of expertise, geographic availability, amount of time they can spend, etc. The member survey should include the results of the needs assessment.

B. Publish the List

1. Based on the member survey results, the **Education Committee** will produce a useable publication of Chapter members willing to do presentations by October 31, 1999. The information listed in "A-2" should be included for each Chapter member. Contact information for the resource agency education specialists should also be included.
2. The publication will include instructions to contact individual chapter members to arrange for presentations. Phone numbers and e-mail addresses will be included.

C. Use and Promote the List

1. The **Education Committee chair** will submit the publication to the webmaster for posting on the website, with a hard copy available to Chapter members and distributed to all resource agency education specialists. On the website, it should be searchable by geographic area, then by topic or area of expertise. The hard copy should be organized by geographic area, and topic or area of expertise.
2. The **Education Committee chair** should, by December 31, 1999, notify selected potential audiences of the existence of the list and how to obtain it. This might include publishing a notice in:
  - a) Colorado Alliance for Environmental Education (CAEE) newsletter.
  - b) Colorado Association of Science Teachers (CAST) newsletter.
  - c) Our newsletter
  - d) Newspapers via a press release
  - e) School district and organizations' speaker/volunteer list
3. The **Education Committee Chair** will keep copies of the list and send it to those who request it.
4. The Chapter web site could include an "Education Bulletin Board" for members to report on presentations they've given - including successes and challenges. Members could also post information on good sources of educational materials or other education opportunities.

D. Maintain and Update the List

1. At the Annual Meeting starting in 2001, the **Education Committee chair** will be responsible for providing a copy of the list to the membership and soliciting corrections, additions and deletions from the membership.
2. In the February newsletter, an article by the **Education Committee chair** will solicit changes

from the rest of the membership, to be submitted by March 15 of each year.

3. Changes to the list could be submitted to the site Webmaster for direct changes to the electronic version at any time. All such submissals will be forwarded by the **Webmaster** to the Education Committee chair to be held for annual update of the hard copy version.

**Action Item 3.2.2** *The Education Committee will establish and maintain a liaison with Colorado natural resource education specialists.*

Process

A. Initial contact could be made through the survey for information about potential audiences and types of presentations.

B. In January of each year, in conjunction with updating of the list of members willing to do presentations, the **Education Committee Chair** will recontact the education specialists to get updated information for the list.

**GOAL 4.        DEVELOP AN ACTIVE AND DIVERSE MEMBERSHIP AND MAINTAIN AN ORGANIZATION THAT PROVIDES EXCELLENCE IN MEMBER SERVICES.**

**Objective 4.1   Actively promote membership within the Chapter.**

**Action Item 4.1.1** *The Membership Committee will recruit a diverse membership with respect to gender, cultural and racial diversity, geographic location, and affiliation.*

Process

A. The **Membership Committee** will provide a statement for publication in all CWS newsletters stating that any person, organization, or group may become a member of the Chapter.

B. The **Membership Committee** will ensure that a membership application is published in all newsletters.

C. The **Membership Committee** will actively promote membership at all CWS functions (annual meetings, workshops, etc.) and will ensure that membership applications are available at these functions.

D. The **Membership Committee** will solicit for new CWS members at all colleges and universities within the State of Colorado. Appropriate numbers of membership applications will be sent to Biological or Natural Resource departments in September of each year with a request that professors inform students of membership opportunities.

E. The **Membership Committee** will solicit for new members by acquiring the list of Colorado members of The Wildlife Society and cross-referencing that list against the CWS membership database. A specific mailing will be made to TWS members who are not members of CWS in September of each year.

**Action Item 4.1.2** *The Membership Committee will identify professional, organizational, cultural, and geographic groups that are under-represented in the Chapter and will actively recruit from those groups.*

Process

A. The **Membership Committee**, starting in January 1999, will review the current CWS database and

add, if required, new categories of information to aid in obtaining better background information on the membership.

B. The **Membership Committee** will review the current membership list each February and analyze affiliation, location, job title and other information to identify categories of natural resource professionals that lack involvement in CWS.

D. At the March Board meeting the **Membership Committee** will suggest methods to recruit from among underrepresented individuals, organizations, or groups.

E. The **Membership Committee** will immediately attempt to recruit those individual by methods determined by the Board.

**Action Item 4.1.3** *The Membership Committee will publish a statement in the newsletter encouraging members to solicit new members.*

#### Process

A. The **Membership Committee** will publish a list of current members in the March newsletter and encourage current members to recruit non-members to join CWS.

**Action Item 4.1.4** *The President will actively encourage membership by writing an article to the members requesting membership renewal in the fall newsletter of each year.*

#### **Objective 4.3    Develop a financial plan that allows accomplishment of Chapter goals.**

**Action Item 4.3.1** *The Board will identify financial needs of the Chapter.*

#### NOTE:

- The Board will identify financial needs such as monies needed to conduct or sponsor workshops or meetings, special projects, provide support for invited speakers or members to attend workshops or meetings, and achievement awards for members.

#### Process

A. **Committee Chairs** will submit a specific budget request for the next year to the Executive Board by November of each year.

B. At the last Board meeting of the year, the **Executive Board** will review committee requests and make a budget recommendation to the next year's Executive Board.

C. The Membership may suggest financial needs to the President or the Finance Committee at any time of the year.

D. The **President or Finance Committee** will present the request at the next scheduled Board meeting.

E. The **Executive Board** will review each request and decide on denial or approval.

**Action Item 4.3.2** *The President will direct the Finance Committee to develop guidelines for use of Chapter funds.*

#### Process

A. In January of 1999, the **President** will appoint the Finance Committee to develop guidelines for use of Chapter funds.

B. The **Finance Committee** will develop guidelines by June of 1999 which will enable the committee to prioritize each funding request.

C. The **Executive Board** will modify the guidelines as needed and adopt final guidelines by the September 1999 board meeting.

**OBJECTIVE 4.4**      *Provide periodic review of Chapter Goals and effectiveness for meeting Goals.*

**ACTION ITEMS:**

4.4.1. The Board will review the strategic plan annually to evaluate accomplishments and determine direction and focus for the upcoming year.

4.4.2. The Board will review the strategic plan to evaluate accomplishments and ascertain need for revisions.

Process

A. At the first meetings of the newly elected Executive Board every three years, beginning in 2001, board members will be assigned areas of the plan to review.

B. Committee Chairs will be solicited for comments by the assigned board member liaison, and included in annual committee reports.

C. Chapter members will be solicited for comments during review years, using the Chapter newsletter, topics will be spread throughout the year, and board contacts for each will be provided.

D. Proposed changes will be presented to the full board at the fall board meetings.

E. Appropriate changes, if any, will be approved at the next annual Winter Meeting.

4.4.3. President will submit a report of accomplishments to members annually (via newsletter and discussion at annual meeting).