

**STRATEGIC PLAN FOR 2006-2011**  
**The Canadian Phytopathological Society**  
**La Société canadienne de phytopathologie**

**Vision**

The Canadian Phytopathological Society/ La Société canadienne de phytopathologie (CPS/SCP) is a scientific association dedicated to the prevention and control of current and emerging plant diseases in Canada. As a dynamic and progressive organization of plant pathologists and like-minded professionals, we possess the synergy and standards to be a national and international voice in matters of plant health and protection.

**Mission**

The CPS/SCP promotes the understanding and management of plant diseases that pose a threat to Canada's economy, food security and plant biodiversity, and it serves as a professional body for issues related to plant pathology in Canada. We advocate for policies and initiatives that will sustain Canada's agriculture and forestry industries, and the environment.

**Goals, Strategies and Actions**

Goals, strategies and actions have been formulated according to five general themes:

- Member Services (Goal 1)
- Communications (Goal 2)
- Organizational Effectiveness (Goal 3)
- Membership (Goal 4)
- Advocacy (Goals 5 and 6)

**Values**

- Proactive leadership
- Helping others
- Making an impact
- Teamwork
- Creativity
- Action orientation
- Innovation
- Ethical conduct in scientific research
- Advancement of knowledge

**Guiding Principles**

- We provide innovative leadership in research, extension and teaching.
- We advocate proactive, action-oriented approaches to current issues and trends.
- We use diverse technologies to create information that is timely, reliable and scientifically sound.
- We use modern, cost-effective methods to deliver information and/or services to our members, the scientific community and the public.
- We promote teamwork and volunteerism amongst members to foster the growth, development and profile of our society.

- We encompass members from academia, government, industry and the private sector, and encourage plant pathologists from outside of Canada to consider joining and actively participating in our society.

### **Prioritization of Activities**

The Executive Board and Financial Advisory Committee of the Canadian Phytopathological Society/ La Société canadienne de phytopathologie will review the strategic plan and assigned priorities to the action items as follows:

**H** = High priority items addressed in first 12 months of the plan [Year 1] (2006-07).

**M** = Medium priority items addressed in first 3 years [Years 1-3] (2006-07, 2007-08 and 2008-09).

**L** = Low priority items addressed in the last two years of the plan [Years 4 and 5] (2009-10 and 2010-11).

## **GOAL 1: To foster professional development amongst Society members.**

1. Expand CPS/SCP website capabilities and improve access to modern technologies to facilitate internal/external communications and information exchange.
  - 1.1 Establish a system to monitor how many people are accessing the website for the purpose of investigating full- and part-time employment and post doctoral and graduate student placement opportunities. Also determine whether the website is helping members to find jobs and employers to find employees.

**Priority:** See Annex 1

**Responsibility:** Website Editor

**Measures:**

    - A system is established to monitor numbers of hits and pages accessed by the same person and to produce statistics on traffic rates per person grouped by day, week, month and/or year. [Year 1]
    - Employers are asked if any candidates for positions discovered employment opportunities for their company/agency through the CPS/SCP website. [Year 2]
    - Data are evaluated on the number of hits and the percentage of CPS/non-CPS members who contacted employers for information or applied for positions advertised on the website. [Years 2-5]
  - 1.2 Develop a roster of retired members who would be willing to serve as mentors, advisors or consultants, including information on skill sets, areas of interest, availability, etc. Also track the number of successful matches made between people on this list and those seeking their services.

**Priority:** See Annex 1

**Responsibility:** Membership Secretary; Website Editor

**Measures:**

    - A roster is established. [Year 1].
    - The roster is publicized on the CPS/SCP website, in the CPS/SCP News, and at regional meetings and the society's annual meeting. [Years 2-3]
    - Roster members are surveyed to see if they are being contacted. (Years 3-5).
  - 1.3 Establish a mechanism for identifying private industry researchers to facilitate collaboration with public sector counterparts and to encourage them to co-supervise students, present guest lectures and seminars, and share information and research resources, e.g. facilities, equipment, technical expertise, etc.

**Priority:** See Annex 1

**Responsibility:** Education and Public Awareness Committee; Website Editor

**Measures:**

    - Private sector researchers are identified via an email survey. [Year 1]
    - Interested researchers are listed on the CPS/SCP website. [Year 1]

- Collaborative opportunities are publicized on website, in the CPS/SCP News, and at the society's annual meeting and at regional meetings. [Year 2]
  - The success of this initiative is evaluated by surveying members, e.g. using <http://www.surveymonkey.com>, to determine its accessibility and usefulness. [Year 3]
- 1.4 Create a “new disease/pathogen awareness” section on the website that would alert members to emerging threats to Canadian agriculture and forestry, and that would include links to pertinent websites such as Pro-MED Plant Disease Report and the CFIA’s proposed PlantPro Network.  
**Priority:** See Annex 1  
**Responsibility:** Education and Public Awareness Committee; Website Editor  
**Measures:**
- The format and appropriate links for this section are decided. [Year 1]
  - The new section is established. [Year 2]
  - Section use is monitored and statistics are reported annually [Years 3-5]
- 1.5 Include the “Research News Highlights” from the *Canadian Journal of Plant Pathology* on the website or distribute it to members as a separate email or in the CPS/SCP News.  
**Priority:** See Annex 1  
**Responsibility:** CJPP Editor-in-Chief; Website Editor; CPS/SCP News Editor  
**Measure:** First insertion of “Research News Highlights” occurs by December, 2006. [Year 1]
- 1.6 Establish a “Members Only” section on the website that is accessible only to current CPS/SCP members. This section could house the Society’s membership directory and in-house internet discussion groups, be used to post items concerning internal business or new policy development for the Society, or serve as a venue for the discussion of confidential subjects.  
**Priority:** See Annex 1  
**Responsibility:** Website Editor  
**Measures:**
- Hardware and software costs are evaluated and a “Members Only” section is established. [Year 1]
  - The “Members Only” section is publicized on the website, in the CPS/SCP News, and at the society’s annual and regional meetings. [Years 1-2]
2. Enhance professional development opportunities at the CPS/SCP annual meeting.
- 2.1 Evaluate the effectiveness of the annual meeting by surveying attendees at the conclusion of the meeting through an email questionnaire, e.g. using <http://www.surveymonkey.com>.  
**Priority:** See Annex 1  
**Responsibility:** Local Arrangements Committees

**Measures:**

- A survey is developed and sent to members within one month of the annual meeting. [Years 1-5]
- The survey results are sent to the Executive Board and local arrangements committees. [Years 1-5]

2.2 Arrange workshops at annual and regional meetings that offer training opportunities or professional development activities in applied plant pathology for members. Special consideration will be given to those working as plant pathology consultants.

**Priority:** See Annex 1

**Responsibility:** Local Arrangements Committees, Education and Public Awareness Committee, and Symposium and Workshop Committee

**Measures:**

- CPS members, and especially those who act as consultants, are surveyed to determine topics of interest and a list is compiled. [Year 1]
- At least one professional development session is offered at the 2008 CPS/SCP annual meeting. [Year 2]
- A list of topics of interest is sent to regional representatives, along with a list of consultants in their region, and regional groups/ societies are encouraged to develop a training activity. [Year 1]
- Participants evaluate sessions and compile feedback for appropriate committees and regional representatives on an annual basis after the annual meeting. [Years 2-5]

3. Promote special regional meetings and member service activities.

3.1 Continue to fund and promote special regional events, e.g. speakers, seminars, workshops and tours, with reduced costs for society members. These could be done in conjunction with annual regional meetings or as stand-alone events.

**Priority:** See Annex 1

**Responsibility:** Financial Advisory Committee, Regional Representatives, and Symposium and Workshop Committee

**Measures:**

- Reports from regional representatives are reviewed to determine what is currently being done in each region on an annual basis. [Years 1-5]
- Events are publicized in the newsletter and on the website on an ongoing basis so other regions may adopt ideas. [Years 1-5]

3.2 Encourage Local Arrangements Committees to hold annual regional meetings in conjunction with other scientific or professional groups to enhance the value and diversity of the meetings, e.g. Plant Pathology Society of Alberta/Saskatchewan Regional Group (Lloydminster, AB - 2003) and PPSA/Western Committee on Plant Diseases (Canmore, AB - 2005).

**Priority:** See Annex 1

**Responsibility:** Local Arrangements Committees

**Measure:** Activities of regional groups are reviewed to determine the level of cooperation with other groups and are reported on at the annual meeting. [Years 2-5]

**GOAL 2: To provide a forum for the collection, discussion and dissemination of information pertaining to all aspects of plant pathology and to activities of the CPS/SPC.**

1. Strengthen support for regional, national and international scientific meetings.
  - 1.1 Support regional meetings through the continuation of funding and the provision of organizational assistance and website services for meetings.

**Priority:** See Annex 1  
**Responsibility:** Financial Advisory Committee; Executive Board; Website Editor  
**Measure:** Local Arrangements Committees are contacted annually by the Executive Board and funding/organizational assistance is offered. [Years 1-5]
  - 1.2 Ensure that the President, or an official designate, attends all meetings of CPS/SPC regional groups and the Plant Pathology Society of Alberta, as well as the annual meeting of the Quebec Society for the Protection of Plants.

**Priority:** See Annex 1  
**Responsibility:** Executive Board; Regional Group Representatives  
**Measure:** The President or a designate attends every regional group/society annual meeting from 2007 onwards. [Years 1-5]
  - 1.3 Review the mandate and annual objectives of the *Ad Hoc* Committee on International Cooperation to promote an expanded role of the CPS/SCP in international activities and organizations.

**Priority:** See Annex 1  
**Responsibility:** Executive Board  
**Measure:** CIC objectives are reviewed annually. [Years 1-5]
  - 1.4 Play an expanded role in the support of international organizations, e.g. International Society of Plant Pathology, foreign plant pathology societies, and groups allied to plant pathology, e.g. mycology, crop protection, nematology, etc.

**Priority:** See Annex 1  
**Responsibility:** Executive Board; Financial Advisory Committee; International Cooperation Committee  
**Measure:** A sustaining or associate membership in one new international organization is taken out each year. [Years 1-5]
  - 1.5 Continue to hold joint annual meetings with other societies and groups to add diversity to the meeting program and more scientific value to the meeting.

**Priority:** See Annex 1

- Responsibility:** Executive Board; Future Meetings Committee; Local Arrangements Committees  
**Measure:** A joint annual meeting is held at least every other year. [Years 2 and 4]
- 1.6 Increase financial support and provide other incentives to encourage more graduate students and post doctorate fellows to attend regional group and annual meetings of the Society.  
**Priority:** See Annex 1  
**Responsibility:** Financial Advisory Committee; Executive Board; Local Arrangements Committees  
**Measure:** A 20% increase in grad student and post doc attendance at annual meetings is seen by Year 5. [Years 1-5]
2. Continue improving the quality and impact of the *Canadian Journal of Plant Pathology/Revue Canadienne Phytopathologie*.
- 2.1 Continue to improve the international visibility and scientific impact of the journal.  
**Priority:** See Annex 1  
**Responsibility:** Journal Editorial Committee  
**Measure:** An increase in the Citation Index for the *Canadian Journal of Plant Pathology* is achieved by Year 5. [Years 1-5]
- 2.2 Develop and institute a centralized system for electronic submission and processing of manuscripts for the journal.  
**Priority:** See Annex 1  
**Responsibility:** Journal Editorial Committee; Financial Advisory Committee  
**Measures:**
  - A standardized electronic submission system is in place by Year 2.
  - A reduction of processing time for manuscripts is seen by Year 5.
  - A 20% increase in submitted papers is achieved by Year 5.
- 2.3 Continue efforts to solicit mini-reviews and special topic papers.  
**Priority:** See Annex 1  
**Responsibility:** Journal Editorial Committee  
**Measure:** At least one special topic or mini review paper is included in every issue of the CJPP. [Years 2-5]
- 2.4 Send an information package to international plant pathology societies, academic institutions and government research centres to promote CPS journals and to encourage manuscript submissions.  
**Priority:** See Annex 1  
**Responsibility:** Journal Editorial Committee  
**Measure:** Packages are mailed or emailed out to individual organizations once every three years. [Years 1 and 4]

- 2.5 Add new sections to the journal on the “History of Plant Pathology” to accommodate articles from emeritus members, historians, etc., and “Regulatory Issues” to include contributions from groups such as the Pest Management Regulatory Agency and Canadian Food Inspection Agency.  
**Priority:** See Annex 1  
**Responsibility:** Journal Editorial Committee  
**Measure:** At least one historical and one regulatory article are published each year. [Years 1-5]
3. Enhance and diversify the content of the *Canadian Plant Disease Survey*.
- 3.1 Encourage members, especially those about to retire or who may be on sabbatical leave, to compile and submit historical survey information, reports of new or unusual diseases, and other relevant articles for publication.  
**Priority:** See Annex 1  
**Responsibility:** CPDS Coordinator  
**Measure:** Five special reports are published in the CPDS each year. [Years 1-5]
- 3.2 Solicit more articles from members working in areas that are generally underrepresented in the journal, e.g. forest pathology and horticultural crop diseases.  
**Priority:** See Annex 1  
**Responsibility:** CPDS Coordinator  
**Measure:** Submissions from other areas are increased by 10%. [Years 2-5]
- 3.3 Complete and publish an electronic database of article titles, subjects/keywords and authors’ names from 1920 to present.  
**Priority:** See Annex 1  
**Responsibility:** CPDS Coordinator  
**Measure:** A database is compiled and published. [Years 1-5]
- 3.4 Investigate the feasibility and costs of translating past and future issues of the CPDS into French and French articles into English.  
**Priority:** See Annex 1  
**Responsibility:** CPDS Coordinator  
**Measure:** A feasibility study is completed. [Year 1]
4. Expand the content and encourage more use of the CPS/SCP website.
- 4.1 Add new features to the website, e.g. internet-based discussion groups, web-based seminars, expanded reporting of plant pathology news, events and activities, and a credit card purchase option for CPS/SPC information products, meeting registrations, annual membership dues, etc.  
**Priority:** See Annex 1  
**Responsibility:** Website Editor; Membership Secretary; Financial Advisory Committee  
**Measure:** A comprehensive set of new features is in place by Year 2.

- 4.2 Review responsibilities and workloads of the Website Editor and Assistant Editor to insure balanced roles, access to training opportunities, and succession planning.  
**Priority:** See Annex 1  
**Responsibility:** Website Editor; Executive Board  
**Measure:** Standard operating procedures are developed for the website that would better define roles and responsibilities of the editors. [Year 1]
- 4.3 Plan and institute a membership survey concerning the current and future needs of members and on the future direction of the Society.  
**Priority:** See Annex 1  
**Responsibility:** Website Editor; Executive Board  
**Measure:** A membership survey is completed and analyzed by Year 5.
- 4.4 Review technical, personnel and budget requirements in relation to the expanded role of the website and develop an implementation plan.  
**Priority:** See Annex 1  
**Responsibility:** Website Editor; Financial Advisory Committee, Executive Board  
**Measure:** A functional review is completed by Year 2 and an implementation plan is prepared by Year 3.
5. Continue the production of specialized plant disease publications.
- 5.1 Revise and publish *Diseases and Pests of Vegetable Crops in Canada* in both English and French, including a CD containing images from the book.  
**Priority:** See Annex 1  
**Responsibility:** Information Products Marketing Committee  
**Measure:** Two new volumes are completed by Year 5.
- 5.2 Compile and publish a sequel to the *Compendium of Plant Disease and Decay Fungi in Canada 1960 -1980* by J. H. Ginns to cover the period 1980 - 2005.  
**Priority:** See Annex 1  
**Responsibility:** Information Products Marketing Committee  
**Measure:** A revised edition of the compendium is published by Year 5.
- 5.3 Encourage CPS/SPC members to write more non-journal publications, such as books, compendia, reviews, etc., and to consider publishing them under the auspices of the Society.  
**Priority:** See Annex 1  
**Responsibility:** Information Products Marketing Committee  
**Measure:** Members are contacted directly by mail or email with a request to consider writing special publications for publication by the society. [Year 1]
6. Prepare and distribute multi-use promotional materials.

- 6.1 Prepare promotional items that could be used to increase the visibility of the Society and the science of plant pathology at events such as joint conferences, science fairs, lectures, etc., e.g. high impact colour brochures, stationery items (pens, pencils, notepads), apparel, posters, etc.  
**Priority:** See Annex 1  
**Responsibility:** Executive Board; Education and Public Awareness Committee  
**Measure:** One or more promotional items per year are developed each year. [Years 1-5]

**GOAL 3: To ensure the long-term operational and financial viability of the society.**

1. Maintain an effective non-profit scientific society.

- 1.1 Appoint an *ad hoc* “Organization Review Committee” to review the organizational structure and general operations of the society, executive board and internal committees at least once every five years.  
**Priority:** See Annex 1  
**Responsibility:** Executive Board  
**Measures:**
- An “Organization Review Committee” is appointed and a review is completed by the end of Year 1.
  - A report is submitted to the Executive Board by the end of Year 2.
- 1.2 Review the organizational structures of other scientific societies similar to the CPS/SPC for new and innovative ideas that could be used to improve the efficiency and effectiveness of society operations.  
**Priority:** See Annex 1  
**Responsibility:** Executive Board  
**Measure:** The Junior Director reviews organizational structures of other scientific societies and submits a report to the Executive Board. [Year 1]
- 1.3 Prepare revisions to the society’s constitution and by-laws within 1-2 years of completing an organizational review.  
**Priority:** See Annex 1  
**Responsibility:** Executive Board  
**Measure:** Revisions are prepared by the end of Year 2 and implemented, if approved, by the end of Year 3.
- 1.4 Update the existing *Guide to Organizing Annual Meetings* on an annual basis and post it on the CPS/SCP website for use by national and regional Local Arrangements Committees in planning their annual meetings.  
**Priority:** See Annex 1  
**Responsibility:** Past-President  
**Measure:** An update is posted on the website by December of each year. [Years 1-5]

2. Develop a five-year financial plan that will reflect the growing and changing needs of the organization.
  - 2.1 Extend budget forecasts from a one- to a five-year interval, making special note of revenue and expenditure estimates for new and long-term projects undertaken by the society.  
**Priority:** See Annex 1  
**Responsibility:** Financial Advisory Committee  
**Measure:** A five-year budget forecast is prepared by the Financial Advisory Committee and presented to the Executive Board by the end of each calendar year. [Years 1-5]
  - 2.2 Identify novel ways of generating additional financial resources to establish an “opportunity fund” that could be used to sponsor new and innovative projects.  
*Priority: See Annex 1*  
**Responsibility:** Financial Advisory Committee  
**Measures:**
    - Three novel ways of generating money are identified. [Years 1-5]
    - An opportunity fund is established by the Executive Board. [Year 2]
3. Critically assess the effectiveness of the current strategic plan and the process used to develop it
  - 3.1 Annually review the suitability of the measurable outcomes for each action step in the plan on and assess progress toward achieving these targets.  
**Priority:** See Annex 1  
**Responsibility:** Executive Board; Financial Advisory Committee  
**Measure:** An annual review is conducted. [Years 1-5]
  - 3.2 Evaluate the overall success of the plan at the end of the fifth year and prepare recommendations for consideration by a new *ad hoc* Strategic Planning Committee.  
**Priority:** See Annex 1  
**Responsibility:** Executive Board; Financial Advisory Committee  
**Measure:** An evaluation is conducted and a report is submitted to the Executive Board. [Year 5]
  - 3.3 Critique the steps involved in preparing a new strategic plan and use this information to help improve future planning activities.  
**Priority:** See Annex 1  
**Responsibility:** *Ad hoc* Strategic Planning Committee  
**Measure:** A critique is prepared by the Strategic Planning Committee and submitted to the Executive Board, and added to the CPS operations manual. [Year 1]
  - 3.4 Review strategic plans from other scientific societies for new ideas that could be considered for adoption by the CPS/SPC.

**Priority:** See Annex 1  
**Responsibility:** *Ad hoc* Strategic Planning Committee  
**Measure:** A review is completed. [Year 2]

4. Sustain and enhance member services through improved organizational efficiency and increased financial support for internal activities and programs.

4.1 Survey the general membership to assess the value of current services and the need for new ones at least once every five years.

**Priority:** See Annex 1

**Responsibility:** Executive Board; Membership Committee

**Measure:** The Junior Director prepares and conducts a survey, with the help of the CPS News Editor and Associate Editor, and submits a report to the Executive Board. [Year 2]

4.2 Maintain a high level of member services and introduce new services where needed.

**Priority:** See Annex 1

**Responsibility:** Executive Board; Financial Advisory Committee; Membership Committee

**Measures:**

- A review of services provided by the CPS and the quality of those services is completed. [Year 1]
- New services are introduced. [Year 3]

4.3 Enhance the activity and content of the CPS/SPC website as a focus for internal and external communications and the provision of member services (ref. Goal #1).

**Priority:** See Annex 1

**Responsibility:** Website Editor

**Measure:** As per the measures in Goal #1.

4.4 Review the types and variety of member services offered by some other scientific societies to see if any might be suitable for adoption by the CPS/SPC.

**Priority:** See Annex 1

**Responsibility:** Executive Board

**Measure:** The Senior Director conducts a survey and reports to the Executive Board. [Year 1]

**GOAL 4: To increase the number and diversity of members in the society.**

1. Recruit more graduate students and technicians as members of the society.

1.1 Institute a “two- for one-year membership” or “registration plus membership” special for students and technicians who attend the CPS-SCP annual meeting.

- Priority:** See Annex 1  
**Responsibility:** Financial Advisory Committee; Membership Committee  
**Measure:** Cost feasibility is determined based on current student/technician membership for each proposed special, target membership goals are set, and recommendations are incorporated into plans for the 2007 annual meeting. [Year 1]
- 1.2 Continue to ask regional representatives to personally encourage students and technicians in their regions to become members through word-of-mouth contacts and invitations to attend regional group meetings.  
**Priority:** See Annex 1  
**Responsibility:** Regional Representatives  
**Measure:** Regional representatives monitor new memberships and attendance by CPS and non-CPS attendees at meetings and report to the Executive Board. [Year 2]
- 1.3 Create a special membership package aimed at students and technicians on the CPS/SCP website, coupled with a simple online registration procedure.  
**Priority:** See Annex 1  
**Responsibility:** Membership Committee; Website Editor  
**Measure:** A package is developed, including promotional items such as hats, shirts or a discount off of society books, a registration page is designed and implemented, and monitor membership increases are monitored and reported to the Executive Board. [Year 1]
- 1.4 Involve more students and technicians in society activities, e.g. organizing regional and annual meetings, participating in committees, and contributing to the CPS News, website and journals.  
**Priority:** See Annex 1  
**Responsibility:** Local Arrangements Committees; Regional Representatives; Committee Chairpersons; Newsletter Editor; Website Editor  
**Measure:** Students and technicians are involved in more society activities. [Year 2]
2. Encourage scientists, post docs and graduate students in other societies and in related scientific disciplines to join the CPS/SCP.
- 2.1 Investigate the potential for mutual membership building with other scientific societies, both national and international, through a joint reduced rate membership, e.g. a combined membership with some Plant Canada societies.  
**Priority:** See Annex 1  
**Responsibility:** Membership Committee  
**Measure:** Representatives of other societies are identified and discussions are held on ways to implement dual/reduced memberships. [Year 2]

- 2.2 Organize special sessions and workshops at annual meetings that appeal to identified groups that the society has the potential to recruit members from, e.g. molecular biologists, mycologists, physiologists, industry, etc.  
**Priority:** See Annex 1  
**Responsibility:** Local Arrangements Committees; Symposium and Workshop Committee; Industry Relations Committee  
**Measure:** See actions 1.2.2, 1.3.1 and 1.3.2. [Years 1 and 2]
- 2.3 Encourage more foreign plant pathologists to join the CPS/SPC by establishing formal ties with foreign plant pathology societies and exploring opportunities for collaborative activities, e.g. preparation of teaching aids and other types of information products.  
**Priority:** See Annex 1  
**Responsibility:** International Cooperation Committee; Information Products Marketing Committee  
**Measure:** See action 4.2.1. [Year 2]
- 2.4 Contact foreign-trained plant pathologists who have recently moved to Canada and encourage them to take up membership in the CPS/SCP.  
**Priority:** See Annex 1  
**Responsibility:** Membership Committee  
**Measure:** The number of foreign-trained plant pathologists that join the CPS/SCP as new members is increased. [Year 2]
3. Pursue ways to keep emeritus members interested and involved in society activities.
- 3.1 Encourage members to mentor graduate students and post docs in institutions where they maintain their offices.  
**Priority:** See Annex 1  
**Responsibility:** Membership Committee  
**Measure:** Ten or more emeritus members are willing to volunteer as mentors. [Year 3]
- 3.2 Involve members in projects designed to collect and preserve historical information and memorabilia representing important events and accomplishments in Canadian plant pathology.  
**Priority:** See Annex 1  
**Responsibility:** Historical Resources Committee  
**Measure:** Existing collections, historical information and memorabilia are reviewed to identify time-line gaps and members are recruited to develop projects to fill in the gaps. [Year 2]
- 3.3 Invite members to assist with increasing public awareness of the importance of plant pathology in the areas where they live.  
**Priority:** See Annex 1  
**Responsibility:** Education and Public Awareness Committee; Symposium and Workshop Committee; Regional Representatives

**Measure:** Volunteers are identified, community awareness activities and seminars are planned, and programs are implemented. [Years 1 and 2]

4. Reduce the number of lapsed memberships in the society.
  - 4.1 Ask regional representatives or emeritus members to make personal contact with past members in their respective areas, who have been contacted by the Membership Secretary but haven't renewed their memberships, to encourage them to rejoin the society.

**Priority:** See Annex 1  
**Responsibility:** Membership Secretary; Regional Representatives; Past President  
**Measure:** Delinquent members (25%) are willing rejoin the society. [Year 2]
  - 4.2 Identify reasons why members do not renew their memberships and make recommendations that may reduce impediments.

**Priority:** See Annex 1  
**Responsibility:** Membership Secretary; Regional Representatives  
**Measure:** Numbers of lapsed memberships are significantly reduced by Year 3.

#### **GOAL 5: To promote public awareness of plant pathology in Canada.**

1. Strengthen public, government and professional understanding of the science and practice of plant pathology in Canada.
  - 1.1 Investigate the merits and costs of certifying plant pathology practitioners in Canada as a means of guaranteeing their professional accreditation and competence.

**Priority:** See Annex 1  
**Responsibility:** Membership Committee  
**Measure:** An *ad hoc* committee is appointed to investigate the merits of certification and reports to the Executive Board. [Year 2]
  - 1.2 Make better use of the CPS/SCP website to communicate with the general public, all levels of government, and the scientific community in Canada.

**Priority:** See Annex 1  
**Responsibility:** Website Editor; "Public Relations Committee"  
**Measure:** A steady increase (5%/annum) is seen in the number of hits on the website (also see action 1.1.1). [Year 1]
2. Increase public awareness of the CPS/SPC and the valuable services and information that its members provide to the agriculture and forestry industries and to Canadian society at large.

- 2.1 Arrange a public forum for discussing topical and/or controversial issues of the day at the annual meeting and prepare a press release announcing this feature discussion in advance of the meeting.  
**Priority:** See Annex 1  
**Responsibility:** Symposium and Workshop Committee Public Relations Committee”; Education and Public Awareness Committee; Local Arrangements Committees; Website Editor  
**Measures:**
- Discussion topics are identified and a framework for a public forum is developed in time for the 2007 joint annual meeting with Plant Canada [Year 1]
  - A press release is prepared and posted on CPS/SCP website. [Year 2]
  - Advertising is mailed to rural newspapers and other forms of public readership. [Year 2]
  - Substantial public interest is shown in the forum. [Year 2]
- 2.2 Develop a terms of reference for a “Public Relations Committee” that would promote media and public awareness of the importance of plant diseases and the role that CPS/SCP members play in researching and combating them.  
**Priority:** See Annex 1  
**Responsibility:** Education and Public Awareness Committee  
**Measures:**
- Terms of reference are developed and approved by the Executive Board. [Year 1]
  - An *ad hoc* “Public Relations Committee” is appointed to assist with items needing completion before the 2007 annual meeting. [Year 1]
- 2.3 Develop a broad-based and proactive public relations strategy for the society.  
**Priority:** See Annex 1  
**Responsibility:** “Public Relations Committee”  
**Measure:** A public relations strategy is developed and approved by the Executive Board. [Year 1]
- 2.4 Identify key conferences and events where it would be beneficial for the CPS/SCP to have a presence.  
**Priority:** See Annex 1  
**Responsibility:** “Public Relations Committee”  
**Measure:** Key conferences and events are identified and approved by the Executive Board. [Year 1]
- 2.5 Investigate the feasibility of developing a roster of volunteers to answer questions on plant disease identification, development and management posted on an “Ask the Expert” bulletin board on the CPS/SCP website.  
**Priority:** See Annex 1  
**Responsibility:** “Public Relations Committee”; Website Editor  
**Measure:** A roster of volunteers is developed from solicitations in the CPS/SCP News, on the website, and from lists such as the membership directory and the compilation of retired members (see action 1.1.2). [Year 4]

3. Facilitate the development of a strong framework for delivering plant pathology education in Canada.
  - 3.1 Split the Education and Public Awareness Committee into an “Education Committee” and a “Public Relations Committee” to provide a higher profile and better focus for these two important areas.
 

**Priority:** See Annex 1  
**Responsibility:** Education and Public Awareness Committee  
**Measure:** *Ad hoc* “Education” and “Public Relations” Committees are created. [Year 1]
  - 3.2 Develop a terms of reference for an “Education Committee” that would enable it to advocate for plant pathology education in schools, colleges and universities in Canada.
 

**Priority:** See Annex 1  
**Responsibility:** Education and Public Awareness Committee  
**Measure:** Terms of reference are developed and approved by the Executive Board. [Year 1]
  - 3.3 Develop an *ad hoc* “Student Advocacy Committee” to work with the new “Education Committee” to insure that student views on issues such as course availability, access to instructors and supervisors, government legislation, funding, and related educational concerns are brought forward and addressed.
 

**Priority:** See Annex 1  
**Responsibility:** “Education Committee”  
**Measure:** An *ad hoc* “Student Advocacy Committee” is created through nomination of students by their advisors. [Year 2]
  - 3.4 Document the current “state of the art” of undergraduate and graduate plant pathology teaching in Canada and determine whether co-operative approaches between universities and/or colleges would offer any new solutions to shortages of specialized courses and qualified instructors.
 

**Priority:** See Annex 1  
**Responsibility:** “Education Committee”, “Student Advocacy Committee”  
**Measure:** The state of undergraduate and graduate plant pathology teaching in Canada is assessed and a report is prepared for the Executive Board. [Year 3]
  - 3.5 Work with educational programs in local high schools, e.g. Agriculture in the Classroom, on a continuing basis to incorporate information about plant diseases in the standard curriculum and to insure that this material is effectively delivered to teachers and students and posted on the website.
 

**Priority:** See Annex 1  
**Responsibility:** “Education Committee”  
**Measure:** New information is included in high school curricula on an ongoing basis. [Year 4]

- 3.6 Encourage regional groups to solicit volunteers to serve as mentors for area science fair students wishing to undertake a plant pathology project and also to suggest topics for them to work on.  
**Priority:** See Annex 1  
**Responsibility:** Regional Representatives; Education Committee”; “Public Awareness Committee”  
**Measure:** Science fairs are identified, nominations are solicited from graduate student advisors in areas closest to area science fairs, and mentoring activities are co-ordinated. Also see action 1.1.2. [Year 2]
- 3.7 Institute an annual contest, accompanied by a monetary award, to develop a high school, college or university teaching aid, resource material or demonstration that could be delivered through the CPS/SCP website for use by instructors and students.  
**Priority:** See Annex 1  
**Responsibility:** Awards Committee; Website Editor  
**Measure:** Contest rules are developed and provided to society members. [Year 3]
- 3.8 Document impending retirements of senior professors and instructors and lobby administrators to refill these positions with plant pathologists.  
**Priority:** See Annex 1  
**Responsibility:** “Education Committee”, Executive Board  
**Measures:**
  - Impending retirements are documented and reported to the Executive Board. [Year 1]
  - A strategy is developed to lobby universities and colleges. [Year 2]
- 3.9 Urge the appointment of more adjunct professors at institutions where there are too few plant pathologists to enable a reasonable selection of courses to be taught and where they may be insufficient qualified supervisors for new graduate students.  
**Priority:** See Annex 1  
**Responsibility:** “Education Committee”, Executive Board  
**Measure:** Lobbying efforts are coordinated with the activities in action 5.3.8. [Year 2]

**GOAL 6: To maximize input into relevant public policy issues affecting plant pathology and the agriculture and forestry industries in Canada.**

1. Enable the CPS/SCP to become more proactive in the identification of issues, developing solutions for them, and submitting recommendations for action to the appropriate government bodies.

- 1.1 Revise the terms of reference and membership of the Science Policy Committee to better position it to represent the views of the CPS/SPC on relevant science and policy issues to all levels of government.  
**Priority:** See Annex 1  
**Responsibility:** Executive Board  
**Measure:** The terms of reference is reviewed and membership of the SPC is renewed. [Year 1]
- 1.2 Prepare a list of CPS/SCP members who are working in federal, provincial and municipal government agencies in order to facilitate the establishment of formal contacts with these agencies where and when issues of concern to the society may arise.  
**Priority:** See Annex 1  
**Responsibility:** Science Policy Committee  
**Measure:** A member list compiled and standard operating procedures (guidelines) are developed to establish and facilitate formal contacts and communications with government agencies. [Year 1]
- 1.3 Identify topics of significant importance to the scientific community, ag/forestry industry, and/or general public, and prepare position papers on them.  
**Priority:** See Annex 1  
**Responsibility:** Science Policy Committee; Executive Board  
**Measures:**
- Topics are solicited from CPS members and guidelines are prepared for writing position papers. [Year 1]
  - Position papers are written on priority topics. [Years 2-5]

### Annex 1 - Implementation of Strategic Plan (as of June 2007)

<u>Goal</u>	<u>Strategy</u>	<u>Action</u>	<u>Summary</u>	<u>Priority*</u>	<u>Year to be Initiated*</u>	<u>Year to be Completed*</u>	<u>comments</u>	
<b>1- To foster professional development amongst Society members</b>								
	<u>1- Website (see also document presented at the 2007 outgoing board meeting by Fouad and Lakhdar )</u>	<u>1.1</u>	<u>Placement opportunities</u>	<u>High</u>	<u>1</u>		<u>several actions taken. Easy to list on web.</u>	
		<u>1.2</u>	<u>Finding Mentors</u>	<u>Medium</u>	<u>1</u>		<u>Time consuming to maintain up to date. Role of new education committee.</u>	
		<u>1.3</u>	<u>Foster Industry/public collaborations</u>	<u>Low</u>	<u>1</u>		<u>Top down approach is hard for this. Try to foster industry participation at our meetings/workshops. Easy to post info on web.</u>	
		<u>1.4</u>	<u>New disease/pathogen awareness</u>	<u>M / L</u>	<u>1</u>		<u>Part of CFIA mandate. Also hard to maintain up to date. Being discussed with CFIA. Easy to post on web.</u>	
		<u>1.5</u>	<u>Research News Highlights of CJPP</u>	<u>High</u>	<u>1</u>		<u>Most recent ones will be posted. Important to maintain up to date. Easy to post on web.</u>	
		<u>1.6</u>	<u>Establish Members only section</u>	<u>Low</u>	<u>1</u>		<u>Cost and usefulness are being investigated. Somewhat easy to do.</u>	
	<u>2 - Professional development at annual meetings</u>	<u>2.1</u>	<u>Evaluate effectiveness of annual meetings</u>	<u>High</u>	<u>1</u>		<u>A survey has been prepared for 2007. Re-evaluate the frequency of Plant Canada Meetings.</u>	
		<u>2.2</u>	<u>Give workshops and training</u>	<u>High</u>	<u>1</u>		<u>Operation manual to be updated accordingly. President will lobby for this.</u>	
	<u>3- Promotion of regional meetings and services</u>	<u>3.1</u>	<u>Fund and promote regional events</u>	<u>High</u>	<u>1</u>		<u>Lobbying by president. BC field workers meeting seen as model.</u>	
		<u>3.2</u>	<u>Joint regional meetings with other groups</u>	<u>H/Ongoing</u>	<u>2</u>		<u>Efforts are already being made.</u>	
	<b>2- To provide a forum for information pertaining to all aspects of plant pathology and to activities of the CPS/SPC</b>							
		<u>1- Strengthen support for regional, national and international meetings</u>	<u>1.1</u>	<u>Assist regional meetings organization</u>	<u>H/Ongoing</u>	<u>1</u>		<u>Will add regional meeting info on website. Links to regional groups to be made with link to original sites or CPS-regional web pages.</u>
<u>1.2</u>			<u>President or designate attends</u>	<u>H/Ongoing</u>	<u>1</u>		<u>This is a priority for president. To</u>	

		<u>meetings</u>				<u>reduce cost, the use of designates when possible ahs been done too.</u>
	<u>1.3</u>	<u>Review mandate of committee on International Cooperation</u>	<u>Medium</u>	<u>1</u>		<u>See 1.4 below</u>
	<u>1.4</u>	<u>Increase international role</u>	<u>Medium</u>	<u>1</u>		<u>International Cooperation Committee has been reactivated. CIDA funding to be considered by LAC's.</u>
	<u>1.5</u>	<u>Regularly hold joint annual meetings</u>	<u>L/Ongoing</u>	<u>2</u>		<u>Lack of revenue from such meetings is an issue. We have been doing this more than in the past.</u>
	<u>1.6</u>	<u>Encourage graduate students and post-docs to attend regional and annual meetings</u>	<u>M/Ongoing</u>	<u>1</u>		<u>Establish post-doc travel award. Find sponsors as this is something they like.</u>
<u>2- Continue to improve quality and impact of CJPP</u>	<u>2.1</u>	<u>Improve visibility and impact</u>	<u>H/Ongoing</u>	<u>1</u>		<u>CJPP is doing very well. Plan was forwarded to the CJPP editorial committee. They are working towards these on an ad hoc basis.</u>
	<u>2.2</u>	<u>Develop electronic submission</u>	<u>H/Ongoing</u>	<u>2</u>		
	<u>2.3</u>	<u>Increase mini-reviews and special topics</u>	<u>H/Ongoing</u>	<u>2</u>		
	<u>2.4</u>	<u>Promote journal and submissions</u>	<u>H/Ongoing</u>	<u>1</u>		
	<u>2.5</u>	<u>Add section on History and recollections</u>	<u>H/Ongoing</u>	<u>1</u>		
<u>3- Enhance and diversify content of CPDS</u>	<u>3.1</u>	<u>Encourage survey and report submissions</u>	<u>Medium</u>	<u>1</u>		<u>CPDS is doing well. Comments were sent to Robin Morrall.</u>
	<u>3.2</u>	<u>Solicit more articles from underrepresented areas</u>	<u>Medium</u>	<u>2</u>		
	<u>3.3</u>	<u>Complete electronic database</u>	<u>H/Ongoing</u>	<u>1</u>		
	<u>3.4</u>	<u>Translation of past and future issues</u>	<u>No action</u>	<u>1</u>		
<u>4- Expand content and use of website</u>	<u>4.1</u>	<u>Add new features to web site</u>	<u>High</u>	<u>2</u>		<u>Cost of online services are being investigated. Current estimate is \$5k set up and \$1000 to maintain.</u>
	<u>4.2</u>	<u>Review roles and responsibilities of website editors</u>	<u>High</u>	<u>1</u>		<u>Ongoing exchanges with Board and report requested.</u>
	<u>4.3</u>	<u>Membership survey</u>	<u>Medium</u>	<u>4</u>		<u>Mary Leggett is planning this to be done with Junior director in 09-10</u>
	<u>4.4</u>	<u>Review resources for website</u>	<u>High</u>	<u>2</u>		<u>See 4.2</u>
<u>5- Support production of specialized publications.</u>	<u>5.1</u>	<u>Revise DPVCC</u>	<u>High</u>	<u>1</u>		<u>New edition in subsets is being prepared. Copyright obtained from ENSOC.</u>
	<u>5.2</u>	<u>Publish sequel to the Compendium of</u>	<u>High</u>	<u>2</u>		<u>Scott Redhead at AAFC made a</u>

			<u>Plant Disease and Decay Fungi in Canada</u>				<u>database of all previous records and is updating it with the post 1980 data.</u>
		<u>5.3</u>	<u>Encourage members to write non-journal publications</u>	<u>High</u>	<u>1</u>		<u>To be dealt with.</u>
	<u>6- Multi promotional materials</u>	<u>6.1</u>	<u>Make brochures, stationary, posters, etc.</u>	<u>Medium</u>	<u>1</u>		<u>First step: Education and Public Awareness committees have been set up.</u>
<b>3- To ensure the long-term operational and financial viability of the society</b>							
	<u>1- Maintain an effective non-profit society</u>	<u>1.1</u>	<u>Ad hoc committee to review organizational structure</u>	<u>Medium</u>	<u>1</u>		<u>Other societies are being contacted. This will need more discussions among board members.</u>
		<u>1.2</u>	<u>Review structures of other societies</u>	<u>M/Ongoing</u>	<u>1</u>		<u>See 1.1 above. See report by Randy Clear.</u>
		<u>1.3</u>	<u>Prepare review of constitution and by-laws</u>	<u>Medium</u>	<u>2</u>		<u>Will follow 1.1 and 1.2 above</u>
		<u>1.4</u>	<u>Update Operation manual and post on website</u>	<u>H/Ongoing</u>	<u>1</u>		<u>Will be revised and posted in 2007.</u>
	<u>2- Develop 5-year financial plan</u>	<u>2.1</u>	<u>Expand budget forecasts to 5 years</u>	<u>done</u>	<u>1</u>		
		<u>2.2</u>	<u>Identify novel ways to generate revenues</u>	<u>M/Ongoing</u>	<u>1</u>		<u>Discussions for new ideas. Publications and Annual Meetings can be very effective.</u>
	<u>3- Critically assess current strategic plan</u>	<u>3.1</u>	<u>Assess action steps</u>	<u>H/Ongoing</u>	<u>1</u>		<u>This document is an example</u>
		<u>3.2</u>	<u>Evaluate overall success</u>	<u>High</u>	<u>5</u>		<u>To be done at the end of the 5 year plan</u>
		<u>3.3</u>	<u>Critique the steps in developing the strategic plan</u>	<u>High</u>	<u>1</u>		<u>Ron presented the results of a thorough survey at the 2007 outgoing board meeting.</u>
		<u>3.4</u>	<u>Review strategic plans of other societies</u>	<u>Low</u>	<u>3</u>		<u>To be done before next strategic plan</u>
	<u>4- Sustain and enhance member services</u>	<u>4.1</u>	<u>Survey the general membership</u>	<u>Low</u>	<u>2</u>		<u>There is a negative feeling about such generic surveys.</u>
		<u>4.2</u>	<u>Maintain high level of services</u>	<u>H/Ongoing</u>	<u>1</u>		<u>Several other points in the plan deal with specific actions.</u>
		<u>4.3</u>	<u>Enhanced activity and content of website</u>	<u>H/Ongoing</u>	<u>1</u>		<u>Dealt with in 1.1, 2.1.1.1, 2.4, and 3.1.1.4</u>
		<u>4.4</u>	<u>Review services in other societies</u>	<u>Medium</u>	<u>1</u>		<u>Dealt with in 3.1.1 and 3.1.2</u>
<b>4- To increase the number and diversity of members in the society</b>							

	<u>1- Recruit more graduate students and technicians as members</u>	<u>1.1</u>	<u>Membership specials (e.g. with registration)</u>	<u>H/Ongoing</u>	<u>1</u>		<u>Already done in 2006.</u>
		<u>1.2</u>	<u>Encourage students and grad students to attend regional meetings</u>	<u>H/Ongoing</u>	<u>2</u>		
		<u>1.3</u>	<u>Membership packages for students and technicians</u>	<u>H/Ongoing</u>	<u>1</u>		<u>Need to explain better "What's in it?" for technicians.</u>
		<u>1.4</u>	<u>Involve more students and technicians</u>	<u>H/Ongoing</u>	<u>2</u>		<u>Student e-bulletin was first step.</u>
	<u>2- Encourage Scientists, post-docs and grad students from other societies to join CPS</u>	<u>2.1</u>	<u>Mutual membership with other societies</u>	<u>Low</u>	<u>2</u>		<u>Would be complex to do and financial situation not conducive to this.</u>
		<u>2.2</u>	<u>Organize special sessions with interests to other groups (e.g. molecular biology)</u>	<u>Medium</u>	<u>1</u>		<u>LAC of upcoming meetings will be notified.</u>
		<u>2.3</u>	<u>Encourage foreign plant pathologists to join CPS</u>	<u>Medium</u>	<u>2</u>		<u>Linked to 2.1.4 and 2.1.4. Seen as top down approach.</u>
		<u>2.4</u>	<u>Get members from outside Canada</u>	<u>Medium</u>	<u>2</u>		<u>Done to a certain extent. New foreign members joined.</u>
	<u>3- Keep emeritus members involved in society</u>	<u>3.1</u>	<u>Encourage members to mentor graduate students and post-docs</u>	<u>Medium</u>	<u>3</u>		<u>Education committee should be involved. See 1.1.1.2.</u>
		<u>3.2</u>	<u>Collect and preserve historical information</u>	<u>H/Ongoing</u>	<u>2</u>		<u>Being met (see articles by D. Gaudet in CPS News of June 07)</u>
		<u>3.3</u>	<u>Involve members in public awareness</u>	<u>M/Ongoing</u>	<u>1</u>		<u>New committee set. Manageable action items are being set.</u>
	<u>4- Reduce number of lapsed memberships</u>	<u>4.1</u>	<u>Ask regional reps and emeritus to make personal contacts</u>	<u>H/Ongoing</u>	<u>2</u>		<u>Is been done by various members (e.g. CPS president).</u>
		<u>4.2</u>	<u>Identify reasons why members do not renew membership</u>	<u>High</u>	<u>1</u>		<u>Has been done in past but should be done again.</u>
<b><u>5- To promote public awareness of plant pathology in Canada</u></b>							
<u>5</u>	<u>1- Strengthen public, government and professional communication</u>	<u>1.1</u>	<u>Certification of plant pathologists</u>	<u>Low</u>	<u>2</u>		<u>No resources to do this.</u>
		<u>1.2</u>	<u>Make better use of website to communicate</u>	<u>H/Ongoing</u>	<u>1</u>		<u>Communication through website is a major goal (many actions above). Somebody else than webmasters should be responsible for content.</u>
	<u>2- Increase public awareness</u>	<u>2.1</u>	<u>Arrange public forum</u>	<u>Medium</u>	<u>1</u>		<u>There will be a public forum at Plant Canada</u>
		<u>2.2</u>	<u>Establish terms of reference for Public Relations committee</u>	<u>H/Ongoing</u>	<u>1</u>		<u>Committee established</u>

	<u>2.3</u>	<u>Develop public relations strategy</u>	<u>M/Ongoing</u>	<u>1</u>		<u>Small steps towards this (see point above)</u>
	<u>2.4</u>	<u>Identify key meetings where CPS should be represented</u>	<u>H/Ongoing</u>	<u>1</u>		<u>On an ad hoc basis but important (e.g. US National Plant Disease Recovery System meeting attended by B. Gossen)</u>
	<u>2.5</u>	<u>Volunteers to answer questions</u>	<u>Low</u>	<u>4</u>		<u>Would require a lot of organization and resources. Liability might also be an issue.</u>
<u>3- Delivering plant pathology education</u>	<u>3.1</u>	<u>Split the Education and public awareness committee</u>	<u>High done</u>	<u>1</u>		
	<u>3.2</u>	<u>Terms of reference for Education committee</u>	<u>H/Ongoing</u>	<u>1</u>		<u>Committee created</u>
	<u>3.3</u>	<u>Student advocacy committee</u>	<u>High</u>	<u>2</u>		<u>We see this being done through the student e-bulletin</u>
	<u>3.4</u>	<u>Document plant pathology education in Canada</u>	<u>Medium</u>	<u>3</u>		<u>Should be part of the terms of the education committee</u>
	<u>3.5</u>	<u>Have plant pathology material for teachers</u>	<u>Medium</u>	<u>4</u>		<u>See 3.2, education committee</u>
	<u>3.6</u>	<u>Volunteers for science fairs</u>	<u>Medium</u>	<u>2</u>		<u>Done in some regions.</u>
	<u>3.7</u>	<u>Contest for teaching materials</u>	<u>Medium</u>	<u>3</u>		<u>\$50 award approved for best resource materials. Easy to add on web.</u>
	<u>3.8</u>	<u>Document administrators to replace retiring pathologists</u>	<u>Low</u>	<u>1</u>		<u>Letter from CPS not seen as effective. Information on retirement is confidential.</u>
	<u>3.9</u>	<u>Urge appointments of more faculty members</u>	<u>Low</u>	<u>2</u>		<u>Should be done by individuals.</u>

#### **6- To maximize input into relevant public policy issues affecting plant pathology and the agriculture and forestry industries in Canada**

<u>1- Identify issues and submit recommendation to government</u>	<u>1.1</u>	<u>Revise terms of Science Policy</u>	<u>H/Ongoing</u>	<u>1</u>		<u>Vote at the 2007 AGM to change the committee.</u>
	<u>1.2</u>	<u>Prepare a list of government members</u>	<u>no action</u>	<u>1</u>		<u>Already available from membership list</u>
	<u>1.3</u>	<u>Position papers on significant topics</u>	<u>H/Ongoing</u>	<u>2</u>		

- \* **H** = High priority items addressed in first 12 months of the plan [Year 1] (2006-07).  
**M** = Medium priority items addressed in first 3 years [Years 1-3] (2006-07, 2007-08 and 2008-09).  
**L** = Low priority items addressed in the last two years of the plan [Years 4 and 5] (2009-10 and 2010-11).