

Annex 2 - Implementation of Strategic Plan (as of June 2009)

Goal	Strategy	Item	Summary	Priority*	Year Initiated*	Year Completed	Comments	
1- To foster professional development amongst Society members								
	1- Website	1.1	Placement opportunities	High	1	1	Listed on website and CPS News. Not easy to determine the % of CPS or non-CPS members who contacted employers for information or applied for positions advertised on the website.	
		1.2	Finding Mentors	Medium	1	In progress	Role of new Education Committee.	
		1.3	Foster Industry/public collaborations	Low	1	1 (ongoing)	Foster industry participation at meetings/workshops.	
		1.4	New disease/pathogen awareness	Med/ Low	1	2	CFIA mandate - discussion with CFIA resulted in increased availability of this info.	
		1.5	Research News Highlights of CJPP	High	1	1 (ongoing)	Most recent ones will be posted. Important to keep this up to date.	
		1.6	Establish Members-Only section	Low	1	In progress	Cost and usefulness are being investigated.	
	2 - Professional development at annual meetings	2.1	Evaluate effectiveness of annual meetings	High	1	1	A survey was conducted following Plant Canada 2007.	
		2.2	Support workshops and training	High	1	1 (ongoing)	Operations manual was update. LACs were encouraged to include these functions at annual meetings	
	3- Promotion of regional meetings and services	3.1	Fund and promote regional events	High	1	1 (ongoing)	Lobbying by president. BC field workers meeting seen as model.	
		3.2	Joint regional meetings with other groups	High	2	2 (ongoing)	Recent example - SK-AB joint meeting in 2008.	
	2- To provide a forum for information pertaining to all aspects of plant pathology and to activities of the CPS/SPC							
		1- Strengthen support for regional, national and international meetings	1.1	Assist regional meetings organization	High	1	2	Regional groups and regional meeting info on website.
1.2			President or designate attends meetings	High	1	1	Priority for president or designate.	
1.3			Review mandate of International Coop. Comm.	Medium	1	In progress	See 1.4 below	

	1.4	Increase international role	Medium	1	In progress	International Coop. Comm. has been reactivated.
	1.5	Regularly hold joint meetings with other professional soc.	Low	1	In progress	We are already doing this regularly.
	1.6	Encourage graduate students and post-docs to attend regional and annual meetings	Medium	1	2	Travel awards for students to attend annual meeting increased and promoted
2- Continue to improve quality and impact of CJPP	2.1	Improve visibility and impact	High	1	1 (ongoing)	CJPP is doing very well – submissions are high, and impact factor continues to increase. Suggestions were forwarded to the CJPP editorial committee, who are working towards these goals.
	2.2	Develop electronic submission	High	2	Starts 2010	
	2.3	Increase mini-reviews and special topics	High	2	1 (ongoing)	
	2.4	Promote journal and submissions	High	1	1 (ongoing)	
	2.5	Add section on History and recollections	High	1	Not supported	
3- Enhance and diversify content of CPDS	3.1	Encourage survey and report submissions	Medium	1	1 (ongoing)	CPDS is doing well. Suggestions were forwarded to CPDS Editor.
	3.2	Solicit more articles from underrepresented areas	Medium	2	1 (ongoing)	
	3.3	Complete electronic database	High	1	2	
	3.4	Translation of past and future issues	No action	1	Not supported	Too expensive.
4- Expand content and use of website	4.1	Add new features to web site	High	2	2 (ongoing)	On-line services are being improved wherever cost-effective.
	4.2	Review responsibilities and roles of website editors	High	1	1	Ongoing exchanges with Board.
	4.3	Membership survey	Medium	4	No action	To be conducted by Junior Director in 09-10
	4.4	Review resources for website	High	2	1	See 4.2
5- Support production of specialized publications.	5.1	Revise DPVCC	High	1	In progress	New edition (series of smaller books) is being developed. Draft Marketing plan approved by Board in 2008
	5.2	Publish revision and update of 'History of Plant Pathology in Canada'	High	2	In progress	The editorial group has almost completed a first draft. No marketing plan received so far.
	5.3	Encourage members to write non-journal publications	High	No action		Web-based options available.

	6- Multi promotional materials	6.1	Make brochures, stationary, posters, etc.	Med /Low	1	In progress	First step: Education and Public Awareness committees are being set up/re-organized.	
3- To ensure the long-term operational and financial viability of the society								
	1- Maintain an effective non-profit society	1.1	Ad hoc committee to review organizational structure	Medium	1	3	See 1.2 below. This issue needs further consideration by the board.	
		1.2	Review structures of other societies	Medium	1	2	Other societies were contacted and responses were collated by R. Clear.	
		1.3	Prepare review of constitution and by-laws	Medium	2	Will be done as needed	Will follow 1.1 and 1.2 above	
		1.4	Update Operation Manual and post on website	High	1	1	Revised and posted.	
	2- Develop 5-year financial plan	2.1	Expand budget forecasts to 5 years	High	1	1	CPS already had 5-yr forecasts.	
		2.2	Identify novel ways to generate revenues	Medium	1	No action	Price increases (e.g. memberships) have generated more revenue.	
	3- Critically assess current strategic plan	3.1	Assess action steps	High	1	1	This document is an example	
		3.2	Evaluate overall success	High	5	No action	To be done at the end of the 5-year term of the strategic plan	
		3.3	Critique the steps in developing the strategic plan	High	1	1	Strategic Planning Comm's report presented to CPS board.	
		3.4	Review strategic plans of other societies	Low	3	No action	To be done before next strategic plan.	
	4- Sustain and enhance member services	4.1	Survey the general membership	Low	2	No action	There is a negative feeling about such generic surveys.	
		4.2	Maintain high level of services	High	1	1 (ongoing)	Several other points in the plan deal with specific actions.	
		4.3	Enhanced activity and content of website	High	1	2 (ongoing)	Dealt with in 1.1, 2.1.1.1, 2.4, and 3.1.1.4.	
		4.4	Review services in other societies	Medium	1	2	Dealt with in 3.1.1 and 3.1.2.	
	4- To increase the number and diversity of members in the society							
		1- Recruit more graduate students and technicians as members	1.1	Special deals for members (e.g. with registration)	High	1	1	Routinely done in previous years.

		1.2	Encourage students to attend regional meetings	High	2	1	Increase student travel award.
		1.3	Membership packages for students and technicians	High	1	No action	Need to explain better "What's in it?" for technicians.
		1.4	Involve more students and technicians	High	2	2 (ongoing)	Student e-bulletin was first step.
	2- Encourage scientists, post-docs and grad students from other societies to join CPS	2.1	Dual membership deals with other societies	Low	2	No action	Complex to implement. Also, financial situation of CPS not conducive for this approach.
		2.2	Organize special sessions with interests to other groups (e.g. molecular biology)	Medium	1	1 (ongoing)	LAC of upcoming meetings have been encouraged to include these types of sessions.
		2.3	Encourage foreign plant pathologists to join CPS	Medium	2	No action	Linked to 2.1.4 and 2.1.4. Seen as top down approach.
		2.4	Get members from outside Canada	Medium	2	No action	See 2.3. New foreign members have joined. CJPP is main draw.
	3- Keep emeritus members involved in society	3.1	Encourage members to mentor graduate students and post-docs	Medium	3	No action	Education Committee should be involved. See 1.1.1.2.
		3.2	Collect and preserve historical information	High	2	2	Being met (see articles by D. Gaudet in CPS News of June 07)
		3.3	Involve members in public awareness	Medium	1	In progress	New committee set. Manageable action items are being set.
	4- Reduce number of lapsed memberships	4.1	Ask regional reps and emeritus members to make personal contacts	High	2	2	Is been done by various members (e.g. CPS president).
		4.2	Identify reasons why members do not renew membership	High	1	No action	Has been done in recent past, but could be done again.
5- To promote public awareness of plant pathology in Canada							
5	1- Strengthen public, government and professional communication	1.1	Certification of plant pathologists	Low	2	Not supported	No resources to do this.
		1.2	Make better use of website to communicate	High	1	In progress	Communication through website is a major goal (many actions in progress).
	2- Increase public awareness	2.1	Arrange public forum	Medium	1	1	Public forum at Plant Canada 2007
		2.2	Establish terms of reference for Public Relations Comm.	High	1	1	Committee established

		2.3	Develop public relations strategy	Medium	1	In progress	Small steps e.g., reorganized Science Policy Committee
		2.4	Identify key meetings where CPS should be represented	High	1	1 (ongoing)	Decisions on an ad hoc basis, but considered very important.
		2.5	Volunteers to answer questions on pathology on website	Low	4	Not supported	Would require too much organization and too many resources. Liability also an issue.
	3- Delivering plant pathology education	3.1	Split the Education and Public Awareness Committee	High	1	1	Completed.
		3.2	Terms of reference for Education Committee	High	1	2	Committee created. T of R under review.
		3.3	Student Advocacy Committee	High	2	2 (ongoing)	This need is being partially met through the student e-bulletin.
		3.4	Document plant pathology education in Canada	Medium	3	No action	Role of the new Education Committee.
		3.5	Have plant pathology material for teachers	Medium	4	No action	See 3.2, Education Committee.
		3.6	Volunteers for science fairs	Medium	2	In progress	Already done in some regions.
		3.7	Contest for teaching materials	Medium	3	Little action	\$50 award approved for best resource materials.
		3.8	Pressure administrators to replace retiring pathologists	Low	1	Not supported	Letter from CPS not seen as effective. Information on retirement is confidential.
		3.9	Urge appointments of more faculty members	Low	2	Not supported	Should be done by individuals.
6- To maximize input into relevant public policy issues affecting plant pathology and the agriculture and forestry industries in Canada							
	1- Identify issues and submit recommendation to government	1.1	Revise terms of Science Policy	High	1	1	Changes the committee approved at 2007 AGM.
		1.2	Prepare a list of government members	Low	1	1	Already available from membership list.
		1.3	Position papers on significant topics	High	2	2 (ongoing)	Role of Science Policy Committee.