

**FINANCIAL ADVISORY COMMITTEE  
STRATEGIC PLAN 2000-2005**

**Final Report**

This report represents the final summary of the 2000-2005 CPS Strategic Plan, by goal. The Strategic Plan has provided the Society with an excellent directional guide over the last five years, and helped in focusing activity. The vast majority of the goals (96%) initially set out have been addressed to some extent. Many of the goals will however be ongoing and will probable reappear in the next Strategic Plan. It is important that the accomplishments of the last five years are maintained and built upon in the coming years.

- H = High priority items addressed in first 12 months and for which progress was reviewed in Punja's 2001 Report.
- M = Medium priority items addressed in first 3 years and for which progress was reviewed in Rimmer's 2002 and Boland's 2003 report.
- L = Low priority items addressed in Year 4 and for which progress was reviewed in Bailey's 2004 and Martin's 2005 report.

**Vision:**

We are a diverse, proactive and dynamic professional scientific organization committed to creating and sharing knowledge of plant pathology in Canada and beyond.

**Mission:**

The CPS/SCP encourages and supports research and education in plant pathology, heightens public awareness of the importance of plant diseases and the benefits of controlling them, and serves as a forum for discussion of policies and strategies affecting all aspects of plant pathology in Canada.

**Goals, Strategies and Actions:**

Goals, strategies and actions were 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)

**GOAL 1: To foster professional development for Society members.**

1. Enhance CPS/SCP website capabilities and access to modern communication technology.

- 1.1 Establish a database of full- and part-time employment, post doctoral and graduate student placement opportunities. [Webmaster] **(H) Completed.**

*The website was overhauled by Greg Boland, refinements and improvements have been ongoing, with improved format and content, Lakdhar Lamari taken on the duties of webmaster.*

- 1.2 Develop a roster of retired members who would be willing to serve as mentors, advisors or consultants. [Membership Secretary and Education and Public Awareness Committee] **(M) Partially Completed.**

*Membership Secretary has developed a database of members, including duration of membership. Members were invited to help with planning of 75th celebrations in Ottawa. Long-standing members were also recognized at 75th meeting, with special invitations. Retired members participated in the planning and organization of 75<sup>th</sup> meeting celebrations (i.e. symposium speakers, articles for newsletter, special events). More can be done to increase involvement by preparing a specific list of areas that retired members may be willing to volunteer; including translating, coaching, guest lecturing, diagnostic assistance, contributing to organization of regional or national meetings etc.*

- 1.3 Develop a list of continuing education courses, workshops, seminars, etc. [Education and Public Awareness Committee; Webmaster] **(L) Completed.**

*The website has a section on Meetings which provides information about CPS meetings as well as other national and international meetings being held in the current year and also for future years.*

- 1.4 Investigate ways of using tools such as video conferencing and virtual learning to improve communications for and between members. [Education and Public Awareness Committee; Webmaster] **(L) Completed (partial).**

*The website has a section on Educational Resources which provides computer games, posters, experiments, power point presentations, and links to other educational websites for use by educators and for virtual learning.*

2. Enhance professional development opportunities at the annual meeting.

- 2.1 Evaluate the effectiveness of the annual meeting as a means of providing learning and networking opportunities for members. [Governing Board] **(H) Completed.**

*Data collected in a questionnaire used to plan and improve future annual meetings, such as the addition of industry session(s), graduate student social, and workshops. More emphasis on joint meetings (Plant Canada, 2005 and 2007, and APS, 2006). Special events at 75th anniversary. Also, as in 2.2 below workshops have been arranged or supported, such as a microbial identification workshop after the annual meeting in 2004. Special plenary sessions and symposia planned jointly by the Symposium and Workshop Committee, LAC, and Special Events Committee for the 75<sup>th</sup> meeting.*

- 2.2 Arrange activities that will facilitate networking, professional growth and continuing education of members. [Local Arrangements Committees, Education and Public Awareness Committee, and Symposium and Workshop Committee] **(M) Completed**

*Various activities including meetings of the Biocontrol Network prior to, and a joint meeting of the Alberta Society for Plant Pathology, Waterton 2002; meeting of the CPS Microbial Genetic Resources and Culture Collection Committee in association with CARC; joined Plant Canada; APS joint meeting in 2006. Role and process of Symposium and Workshop Committee reviewed, including input from LAC and Industry Committee. Education and Public Awareness Committee has developed materials for website and this section; regional participation in development of posters for 75<sup>th</sup> meeting; etc.*

3. Promote special regional meetings and activities.

- 3.1 Fund and promote special regional events, e.g. speakers, seminars, workshops, tours, with reduced costs for society members. [Financial Advisory Committee, Regional Representatives, and Symposium and Workshop Committee] **(H) Completed.**

*Base level of support to regional meetings increased. Addition seed money support for special activities at regional meetings is becoming more of the norm; support of guest speakers and/or symposia/workshops at regional meetings.*

*The Board has spent or budgeted over 20K for regional meetings and special events, including: invited speakers in British Columbia, Southwestern Ontario Regional, Atlantic region and a Saskatchewan/Alberta Joint regional meeting, and sponsored a published symposium on Fusarium Head Blight, and support of the QSPP publication on Names of Plants Diseases in Canada in French and English.*

**GOAL 2: To provide a forum for the collection, discussion and dissemination of scientific information on plant diseases.**

1. Provide additional support for regional, national and international scientific meetings.

- 1.1 Allocate more budget money to support regional meetings. [Financial Advisory Committee] **(H) Completed.**

*Note 3.1. The Society supported international plant pathology meetings held in Canada, support, including 10th Root and Butt Rot meeting, support ISPP meeting in 2003, support for CARC /CPS Joint Symposium on Microbial Genetics Collections in 2003, support for publication costs for Fusarium Head Blight workshop in 2003, and additional funds provided to the Saskatchewan/Alberta Joint regional meeting and the BC Regional association for invited speakers; to name a few.*

- 1.2 Investigate alternative means of fund raising to support regional meetings [Financial Advisory Committee] **(L) Completed.**

*Regional groups actively fund raise on a local level (local representatives of sustaining associates, other local business) to help reduce costs of regional meetings or provide prizes. Fund generation within the Society as a whole, such as book sales, permitted broader support to Regional groups.*

2. Ensure timely publication of the *Canadian Journal of Plant Pathology/Revue Canadienne Phytopathologie*.

- 2.1 Investigate the feasibility of electronic publication of *CJPP*. [Journal Improvement Committee] **(H) Completed.**

*In conjunction with NRC the CPS has launch an electronic version of CJPP. It is now well established. A fair portion (25-30%) of the membership now uses the electronic version, either alone or in combination with the print copy.*

3. Facilitate annual publication of the *Canadian Plant Disease Survey*.

- 3.1 Encourage members to submit current and historical information for publication. [CPDS Coordinator and Editor-in-Chief, CJPP] **(M) Completed.**

*Membership has been encouraged to do so annually in a call for submissions in the newsletter.*

- 3.2 Create an electronic database of article titles, subjects/keywords and authors from 1920 to present. [CPDS Coordinator] **(M) Underway.**

*This was undertaken and is close to completion. See also Section 4.1. CPDS posted on CPS website as pdf downloadable files (1997-2005). Activity on database deferred to 2004-05 due to commitments to publish the French edition of DFCC.*

4. Advocate the use of the internet and the CPS/SCP website for efficient communications.

- 4.1 Add new information and databases to the website, e.g. indexes for *CJPP* and *CPDS*. [Webmaster, CJPP Editor-in-Chief, and CPDS Coordinator] **(H) Partially Completed.**

*Indexes for each CJPP volume added to website; CPDS index is in preparation (Section 3.2 above).*

5. Support the production of specialized plant disease publications as appropriate.

- 5.1 Revise and publish *Diseases of Field Crops in Canada*. [Information Products Marketing Committee] **(H) Completed.**

*DFCC revision was completed and released in 2003, headed by Karen Bailey. The French edition of DFCC was completed in 2004.*

- 5.2 Investigate the feasibility of publishing society books in a CD ROM format. [Information Products Marketing Committee] **(H) Completed.**

*It would cost about \$25,000 to put the current revision of DFCC on CD. Whether or not this would increase market potential for the books enough to justify the cost was discussed; decision not to proceed.*

*The History of Plant Pathology in Canada by IL Connors will be printed on CD as part of the 75<sup>th</sup> anniversary; a steering committee headed by Denis Gaudet is overseeing the writing of a supplement to this book.*

*French version of DPVC scanned and approved for CD release to enable time for English version to be sold out, prior to a new version being introduced.*

6. Encourage increased contributions from members for the *CPS/SCP News*.

- 6.1 Solicit articles in new topic areas, such as the future of plant pathology in Canada, career counseling and ethics in science. [Newsletter Editors] **(H) Ongoing.**

*Articles from members-at-large are appearing in the Newsletter. Members are encouraged to continue submitting. Good response for 75th anniversary including Reminiscences and Early Canadian Plant Pathologists appearing in newsletter.*

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

1. Maintain an effective non-profit society.

- 1.1 Review the structure of the society, governing board and committees at least every five years. [Governing Board] **(H) Completed.**

*Existing structure works; the role of the directors was more clearly defined. Some committees were reviewed and updated (eg. microbial genetics and culture collections, ad hoc SPEC, symposium and workshop, LAC). Discussion are underway relative to Board nominations.*

- 1.2 Revise the society's constitution and by-laws, as required, within one year of an organizational review. [Governing Board] **(H) Completed.**

*Reviewed and, as needed, changes approved at AGM's, following publishing proposed revisions to the bylaws in CPS-SCP News prior to AGM.*

- 1.3 Revise the existing *Guide to Organizing Annual Meetings* for use by Local Arrangements Committee. [Governing Board] **(H) Completed.**

*An Operations Manual for the CPS Board and Committees was completed. This guide has been revised by the LAC at each of the previous annual meetings and passed onto the LAC for the next year.*

*Lone Buchwaldt prepared a comprehensive Operational Manual for CPS. The Board decided that the Past President would undertake an annual update of this Manual for CPS, which includes the LAC Guidelines. President to circulate the Operational Manual to all relevant committees yearly.*

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. [Treasurer] **(H) Not completed.**

*The FAC continues to work with the Treasurer to extend budget forecasts. It has been decided that budgeting beyond the coming year is not feasible, but that each Board should keep long term projects (revenue and expenditures) in mind when developing the budget for the next year. The FAC should make not yearly of longer term plans of a budget nature.*

- 2.2 Identify alternative ways of generating financial resources. [Financial Advisory Committee] **(H) Completed.**

*Discussions of various options for increasing revenues and reducing expenses for the CPS were considered by the Board and FAC. These discussions are ongoing. The publication of the third edition of DFCC has generated new financial resources. The french translation of DFCC and arrangements for marketing and distribution through CRAQ will generate future financial resources. Discussions with the Entomological*

*Society of Canada are underway regarding future options for DPVCC, particularly with the french version being sold out.*

3. Establish a process of ongoing strategic planning to insure that the society remains flexible and responsive to current and future needs.

- 3.1 Assess the effectiveness of the current strategic planning process. [Governing Board] **(M) Completed.**

Ongoing through the FAC and Board, with annual report to membership at AGM.

- 3.2 Evaluate the success of the implementation plan on an annual basis. [Governing Board and Financial Advisory Committee] **(M) Completed**

*The strategic plan process has been evaluated on an annual basis and reported to the membership. The success of the evaluation and action of goals has led to discussions on the development of a second strategic plan during 2005/2006 for introduction at the 2006 AGM. Chairperson(s) currently being approached.*

- 3.3 Develop a process for preparing a new strategic plan within a five-year time frame. [Governing Board] **(L) Completed.**

*Work on forming a new committee has been initiated by the Board. It was decided to await the completion of the current plan prior to a committee starting on the next, so as not to loose momentum on the current plan actions. The new strategic plan will be ready for membership review at the annual meeting in 2006.*

4. Identify means to alleviate the heavy work load of some board members.

- 4.1 Investigate the feasibility of hiring a part-time assistant for the Secretary, Treasurer and Membership Secretary. [Governing Board] **(H) Completed.**

*The Board decided it would be best to hire support staff where and when needed rather than a single person at one location; and provided budgetary funds for this. Recommended that the Treasurer be given financial assistance to establish an accounting software program, training, and part-time assistance to maintain the books, as required.*

5. Improve the ability of standing, subject matter and *ad hoc* committees to fulfill their mandates.

- 5.1 Inform new committee members about the mandate and goals of their committee.[Committee Chairs] **(H) Completed (ongoing).**

*Vice-President and Junior/Senior Directors were to work closely with CPS committees to make them more effective and to provide a direct link with the Board. Operational Manual has provided clearer definition of mandates for standing committees, with yearly updates by Past President. The by-laws were amended to have the president send letter of appointment to subject and *ad hoc* committee chairs. Chair and members of standing committees were posted on website, and the chairs of the subject matter and *ad hoc* committees were also posted.*

- 5.2 Draft/revise terms of reference for committees and establish priorities and/or develop schedules for high priority tasks. [Governing Board and Committee Chairs] **(H) Completed.**

*As per 5.1, terms of reference and membership for CPS committees, where available, have been updated and posted to the website. High priorities were given to 3<sup>rd</sup> edition of DFCC, French translation of DFCC, and 75<sup>th</sup> Anniversary Meeting.*

- 5.3 Promote regular meetings or conference calls for all committees. [Committee Chairs] **(H) Ongoing, but needs more work.**

*As per 5.1. Perhaps time at annual meeting be set aside for committees to meet.*

6. Maintain or increase key member services and identify potential new services.

- 6.1 Request increased financial support for regional meetings and workshops when appropriate. [Financial Advisory Committee and Governing Board] **(H) Completed.**

*As per Goal 2, Strategy 1, Action 1.1. Ongoing. Increased support has been provided to regional associations for special activities/workshops/speakers; support provided for international meetings, workshops outside of CPS, and increased support level for 75<sup>th</sup> meeting.*

- 6.2 Facilitate development of the website as a focus for the society's activities. [Webmaster] **(H) Completed.**

*As per Goal 1, Strategy 1, Action 1.1. The website continues to grow in content and use. New format released in 2003-04. New Website Editor in 2004 (L. Lamari).*

- 6.3 Survey members to assess the value of current services and the need for new ones. [Governing Board] **(M) Completed.**

*A survey of membership has been conducted regarding preferences for Annual meetings and the results were published in the CPS News. A survey concerning other services and needs was completed in 2003.*

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

1. Encourage more graduate students to become active members of the society.

- 1.1 Increase profile and availability of travel grants and awards for graduate students to attend regional and national meetings. [Financial Advisory Committee and Awards Committee] **(M) Completed**

*Student travel and presentation awards are in place with increased funding.*

- 1.2 Provide special events, e.g. a grad student mixer, at national meetings. [Local Arrangements Committees] **(M) Completed**

*A graduate student mixer was initiated and has been incorporated into the guidelines for holding Annual meetings.*

- 1.3 Provide prospective student members with an information package on services offered by the society for students. [Membership Secretary] **(H) Completed.**

*A new membership brochure was published. All advisors of grad students have been encouraged to purchase the first year of subscription for their students. A free one year membership is provided with student presentation/poster awards. Web site provides relatively in-depth information on Society.*

2. Encourage more industry/extension specialists to become active members of the society.

- 2.1 Prepare regular features in the newsletter targeted to industry, extension and emeritus members. [Newsletter Editors, Industry Relations Committee, and Education and Public Awareness Committee] **(M) Completed.**

*A new award relating to industry, Award for Achievements in Plant Pathology, was approved and the first to be awarded in 2002-03. The CPS News Editor continues to solicit articles for the News in all areas of plant pathology. The Articles of various areas of plant pathology are regularly posted to the CPS website.*

- 2.2 Promote regional meeting to a larger audience, e.g. obtain email lists from industry. [Membership Committee, Regional Representatives, and Industry Relations Committee] **(M) Completed.**

*Ongoing by Regional Associations. Supported for regional meetings and workshops increased. (Regional Associations need to keep webmaster updated.)*

- 2.3 Schedule national annual meeting outside of the summer field season on a regular basis. [Future Meetings Committee] **(M) Completed.**

*This is still being considered when/if the opportunity arises, in relation to joint meetings with other Societies. Covered in membership survey, without overwhelming support.*

- 2.4 Develop a new membership category (lower cost) that does not include the journal [Membership Committee] **(L) Completed.**

*Discussed at by Board in 2003-04 and decision made to not pursue. The cost of membership is low relative to other organizations and the demand for this category is too low. Also, with online access by large organizations, some members may drop journal and then cost for journal would have to increase.*

3. Encourage more Canadian and foreign plant pathologists and scientists from related disciplines to join the society.

- 3.1 Prepare an information brochure highlighting current CPS/SCP activities. [Governing Board] **(H) Completed.**

*A new membership brochure was published in 2001. Canadian plant pathologists who are APS members but not CPS members will be contacted and encouraged to join CPS. A CPS membership brochure will be included with thank you letters to CJPP reviewers from foreign countries who are not already CPS members. The Society advertised itself through an APS mailing.*

- 3.2 Provide prospective members with an information package on society services, publications and activities. [Membership Secretary and International Cooperation Committee] **(M) Completed.**

*A new information brochure has been developed and distributed with CPS News and by APS. Much of the relevant Society information is available on the Society's website.*



- 3.3 Arrange joint meetings (regional, national and international) with other scientific societies. [Future Meetings Committee and Symposium and Workshop Committee] **(M) Completed.**

*A number of joint meetings are planned, including meetings with Plant Canada (2005 and 2007, when we host) and APS (2006).*

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

1. Emphasize the importance of plant pathology to the public by taking every opportunity to arrange or volunteer for guest presentations.

- 1.1 Arrange, publicize and provide financial support for speakers for public presentations. [Education and Public Awareness Committee and Financial Advisory Committee] **(M) Completed.**

*EPA Committee contributed material to website, and an education centre has been added to website. Book launches. Funded guest speakers at regional meetings across the country.*

- 1.2 Compile and publicize speakers' rosters for the different schools, colleges and universities in each region and encourage members to get on the roster. [Education and Public Awareness Committee and Webmaster] **(M) Completed.**

*This is being done in some regions. A list of current and future national and international meetings posted on website. Local school programs/mentorship programs supported by members on an ad hoc basis.*

- 1.3 Initiate a CPS/SCP prize at the National Science Fair. [Awards Committee] **(M) Completed.**

*This was discussed by the Board but not supported. Board recommended proceeding with development of more innovative teaching and experimental material in website before establishing a prize; with educational resources being added to the website.*

- 1.4 Serve as mentors at the Connaught Biotech (Science Fair) Competition. [Education and Public Awareness Committee] **(M) Completed.**

*See 1.3 above. Lists of potential volunteers available from regional associations and for possible posting to website. Left up to individual members to pursue, through local school or related regional projects.*

2. Use the CPS/SCP website to answer plant health questions from the general public.

- 2.1 Provide a "need help" link on the website by researching the best links within Canada and elsewhere. [Webmaster]. **(L) Completed.**

*Website links are provided on CPS website. Included is ISPP site which links to specialists.*

- 2.2 Recruit volunteers with specific expertise to answer questions via email. [Education and Public Awareness Committee] **(L) Completed.**

*No volunteers were found. Ad hoc response more based on work situations than direct CPS connection. Future could include a roster of retired members interested in these activities.*

- 2.3 Form an *ad hoc* committee to document the current “state of the art” of plant pathology teaching in Canada and investigate whether co-operative approaches between universities would offer any solutions. [New *Ad Hoc* Committee on Education in Plant Pathology] **(M) Not complete**

*Under review, but not completed. With continuing retirements in plant pathology, this has to be priority in coming years, noting changes in universities, and at provincial and federal level (potential Policy Committee issue).*

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

1. Increase liaison with other Canadian plant biology organizations, ag-forestry groups and university departments to facilitate discussion of policy issues.

- 1.1 Revise terms of reference of the Science Policy Committee to better define when action is needed on relevant issues and who should be involved in implementation. [Science Policy Committee] **(M) Ongoing.**

*The role of the Science Policy Committee continues to be poorly defined relative to goals and expectations, and as a result more reactive than proactive. Terms of reference to be revised by Andre Levèsque (President Elect), for his presidential year (2005/06).*

- 1.2 Form an electronic action network to coordinate lobbying efforts on issues such as education in plant biology, environmental quality, bioengineering, food safety, etc. [ Science Policy] **(L) Completed.**

*Access through electronic connections with Plant Canada and also recent meetings with CARC in 2002-03 and 2003-04 on future of Canadian agricultural related Societies. CPS has started exchanging newsletters with other societies in Plant Canada.*

## Summary of Actions Taken Under Strategic Plan for 2000-2005...Final Summary

Proposed	Completed	Ongoing, mostly completed	Ongoing, needs work
23 High priority	19	3	1
18 Medium priority	16	1	1
8 Low priority	7	1	0
Total			

<u>Achievements - some</u>	<u>To do's- major areas</u>
<ul style="list-style-type: none"> <li>- Annual meeting guide</li> <li>- CPS Operational Manual (Dummies manual)</li> <li>- Electronic publication of CJPP</li> <li>- Joint meetings</li> <li>- Website</li> <li>- Two surveys of membership interests and desired services</li> <li>- More industry interactions</li> <li>- Graduate student social, awards, travel</li> <li>- Award for industry &amp; extension activity</li> <li>- Symposia and workshops</li> <li>- Increased funding to regional associations and international meetings</li> <li>- New edition of DFCC</li> <li>- French translation of DFCC</li> <li>- History of Plant Pathology in Canada started</li> <li>- Membership brochures</li> <li>- Plant pathology teaching resources</li> <li>- Review structure of Board</li> <li>- Reduce workload of Board members</li> <li>- Identify new sources of funding</li> <li>- Increased contributions of articles, news and history from members</li> <li>- Electronic Publication of CPDS Sponsored QSP to publish "Names of Plant Diseases in Canada"</li> <li>- Evaluation of strategic planning process and results</li> <li>- CJPP titles on website</li> </ul>	<ul style="list-style-type: none"> <li>- Science policy and mandate</li> <li>- Regular meetings of all committees</li> <li>- Speakers for schools</li> <li>- Database of titles - CPDS</li> <li>- 5 year financial planning</li> </ul>