

# **Allegheny Society of American Foresters (DRAFT)**

## **2017-2020 Strategic Plan (DRAFT) last revised May 20, 2017**

### **Vision**

The Allegheny SAF – primarily working through its local divisions and chapters – will become the premier widely sought after and frequently accessed organization by those seeking information, knowledge and recommendations on the sustainable management of our dynamic forests, waters, wildlife, and other natural forest resources, and their relationship to society.

### **Mission**

The mission of the Allegheny Society of American Foresters is to advance sustainable management of forest resources through science, education, and technology; to enhance the competency of its members; to establish professional excellence; and to use our knowledge, skills, and conservation ethic to ensure the continued health, integrity, and use of forests to benefit society in perpetuity; and to provide an opportunity for better liaison between the individual members within Delaware, Maryland, New Jersey, Pennsylvania, and West Virginia, their regional representative, and the Society.

### **Core Values**

- Forests are a fundamental source of global health and human welfare.
- Forests must be managed sustainably through simultaneously meeting environmental, economic, and community aspirations and needs.
- Forest natural resource professionals are dedicated to sustainable forest management and conservation.
- Forest natural resource professionals serve public and private landowners and society by providing sound knowledge and professional forest resource management skills.
- Forest natural resource professionals believe the scientific process, continuing research, and coordination with community traditions and knowledge, lead to the best land management decisions and sustainability of our forests.

### **Key Strategic Goals**

- 1) Engage in cooperative efforts to achieve sustainable forestry and natural resource management.
- 2) Provide and promote superior educational experiences and materials and credentialing resources to help members achieve greater professional competence and competitiveness in the marketplace.
- 3) Advocate forest and natural resource policies at the regional, state, and local levels that use forest and natural resource science to enhance the health and use of forest ecosystems to benefit society.
- 4) Increase coordination and relationships with partners and allies, state societies and other local units that will help Allegheny SAF fulfill its mission.
- 5) Recruit forest natural resource professionals – especially students and early-career professionals – to become SAF members by providing rewarding opportunities and continuing education experiences that meet their professional needs as well as our vision and mission.

**Strategic Goal #1:** Engage in cooperative efforts to achieve sustainable forestry and natural resource management.

Outcome:

- Public and private forests are more effectively and sustainably managed.
- Collaborative efforts involving all levels of the organization lead to internal and external relationships of mutual benefit and promote the SAF agenda.
- SAF is widely recognized by the public and by other natural resource organizations and interested parties as a promoter of collaborative management.
- SAF is highlighted in news and magazine articles and other media as an organization that will speak up and provide leadership when difficult forest resource management issues arise.

Actions:

1. Engage and support all levels of the organization in efforts to develop sustainable natural resource-based collaborative planning and project opportunities. Such opportunities could include on-the-ground forestry activities, forest science initiatives, and social science and communications activities.
2. Identify key leaders in potential partner organizations willing to participate in such efforts.
3. Train SAF leaders in collaborative processes.
4. Publicize collaborative management levels at state and local levels.
5. Consider offering opportunities to serve as ANSAF's or division's representative or delegate to any such coalition, committee, or collaboration to younger/early career members.

Success Indicators:

- SAF is known as an organization that provides sound scientific and experiential knowledge to meet forest owner, employer, and member objectives.
- SAF is perceived by policymakers, forest owners, and employers as a credible, reliable, and scientifically-based source for information on ecological, economic, and social issues and opportunities associated with sustainable forest management.
- SAF's professional knowledge and advice regarding sustainable forestry is requested for collaborative problem-solving at all levels of the organization.
- ANSAF and/or its divisions successfully participate in at least two collaborative plans or projects annually.
- Annually publish 30 articles, op-ed's, social media posts, blog posts, etc. casting the broad field of forestry in a favorable light or otherwise publicizing forest science and technology in the Allegheny region.
- See a measurable increase in the quantity and quality of forest management on public and private forestland.

**Strategic Goal #2:** Provide and promote superior educational experiences, materials and credentialing resources to help members achieve greater professional competence and competitiveness in the marketplace.

Outcomes:

- Superior educational and credentialing resources and scientific advancement opportunities provided.
- SAF is recognized as the primary professional Society that meets the service, networking, and professional growth needs of forest natural resource professionals employed in the broad field of forest natural resource management.
- SAF is recognized as indispensable to many facets of the broad field of forestry.

Actions:

1. Ensure that the ANSAF programs meet the needs of leaders, researchers, and practitioners that work within the broad field of forest natural resource management, with a renewed emphasis on practical/applied forestry and ample opportunities for networking.
2. Promote the Certified Forester credential (and why it is relevant) so that it is the sought-after credential in forestry, irrespective of employment sectors.
3. Make presentations from ANSAF programs available to all members.
4. Bring Leadership Academy to the northeast region as the foundation of SAF's leader training.
5. Produce publications at the ANSAF and division level that advance the practice of forest natural resource management, with an emphasis on publicizing local/regional issues and meeting local/regional needs.
6. Promote outreach to professionals in fields associated with the broad field of forest natural resources management, emphasizing practicality and relevance of SAF to them.
7. Facilitate forums to improve the practice of forestry.
8. Attract (and retain) talented students to forestry and natural resource degree programs. Engage those students in SAF early on by encouraging them, helping them network, inviting them to participate in ANSAF program planning, and involving them in meaningful projects and leadership opportunities and training.

Success Indicators:

- Chapters become invigorated or merged into effective chapters.
- Leadership Academy is well attended and produces a pool of future SAF leaders. At least 90% of Leadership Academy attendees are retained as SAF leaders.
- SAF is recognized as having high professional standards in service to society.
- Increased numbers of Certified Foresters by 20% during the term of this plan.
- Increased utilization of the Certified Forester designation as an indication of sustainable forest management.

**Strategic Goal #3:** Advocate forest and natural resource policies at the regional, state, and local levels that use forest and natural resource science to enhance the health and use of forest ecosystems to benefit society.

Outcomes:

- Achieve favorable legislation and policies at the national, state, and local levels that encourage investment in private and public forestlands.
- SAF is a “go to” source for national, state, and local policymakers to address issues and need of forest resources.

Actions:

1. Field a full policy committee in each division (placing an emphasis on recruiting young/early career foresters to enhance engagement); these committees would report to the policy committee chair of Allegheny SAF.
2. After soliciting division membership, have the division policy committees identify and develop an annual list of priority forest policy issues of importance to SAF members, in consultation with SAF staff.
3. Identify and cultivate contacts with key policymakers at the national and state levels.
4. Provide direction and guidance to division policy committee chairs on a “how to” approach to advocate science-based forest policies at the national, state, and local levels.
5. Promote current SAF position statements for national, state, and local forest policy issues, and encourage the development of position statements on ANSAF and division levels.

Success Indicators:

- SAF is recognized by elected officials and policymakers as a leader in providing credible and reliable forest resource information and guidance.
- SAF is asked to speak and represent the forestry profession and broad forest resource community in the policy context.
- At least 5 division and/or ANSAF policy statements are developed during the term of this plan and are distributed to target audiences or otherwise publicized.
- ANSAF and divisions use regionally developed policy statements, based on national SAF objectives and national SAF policy statements, to effectively influence local forest policies in their states.
- No anti-forestry state legislation is signed into law in the 5-state area.

**Strategic Goal #4:** Increase coordination and relationships with partners and allies, state societies and other local units that will help Allegheny SAF fulfill its mission.

Outcomes:

- More effective partnerships with local members, working groups, and units.
- Effective partnerships with organizations that share our values.

Actions:

1. Provide guidance to help divisions and chapters leverage partnerships.
2. Provide leadership training and development for SAF members at Leadership Academies and other venues.
3. Help divisions establish networks of forestry organization leaders to coordinate policy and communication efforts that more effectively achieve common objectives.
4. Continually improve the ANSAF website. Consider adding basic information for the general public and potential members, as well as interactive tools and more links to federal and state forestry websites for members.

Success Indicators:

- SAF is widely recognized as an organization that fosters sound scientific and experiential forestry knowledge to address current and emerging needs and values.
- SAF's mission, core values, and key goals are fully communicated through SAF publications and society activities such as "walks in the forest" and "teacher education" type activities.
- ANSAF and its divisions are able to identify current and emerging forest science, management, policy, and conservation issues. They are able to effectively create the position statements and white papers needed to form the basis for local and regional conferences and workshops.
- ANSAF and/or its divisions participate in at least 5 different coalitions at some point during the term of this plan.

**Strategic Goal #5:** Recruit forest natural resource professionals – especially students and early-career professionals – to become SAF members by providing rewarding opportunities and continuing education experiences that meet their professional needs as well as our vision and mission.

Outcomes:

- Members speak of pride in their profession and in SAF as an organization and they understand how their role contributes to its success.
- A diversity of members become more involved and engaged in SAF, holding offices and committee positions at all levels of the organization.
- Membership is more meaningful to employers, the public, and other professionals.
- SAF is a more vibrant organization with much higher visibility in all communities: local units, regional units, legislative units, and the general public.

Actions:

1. Field a full membership committee in each division (with an emphasis on recruiting young/early career foresters to those committees to help with engagement of these members), reporting to the chair-elect of the Allegheny SAF.
2. Create membership plans at the ANSAF and division levels, and have them reviewed by the national office (with an emphasis on recruiting young/early career foresters).
3. Create locally-relevant membership recruitment materials focused on what the prospective member will gain from involvement.
4. Meet with forest natural resource program deans/department chairs and jointly develop strategies for introducing students and faculty to the benefits of SAF membership.
5. Invite SAF Student Chapters to serve on, or have input into, the development of ANSAF programs.
6. Discuss with employers, clients, and partners, the benefits, value, and opportunities that SAF membership and programs provide to enhancing the services and expertise of forest natural resource professionals bring to their work.

Success Indicators:

- SAF broadens the membership to forest natural resource professionals while protecting the rich history of our forestry foundation and begins to build new traditions as SAF membership increases.
- Increase in overall membership numbers by 10% by the end of the first year, and 25% by the end of the term of this plan.
- 25+ students per year retained as members during the transition to young professional.