

Report to the ASPRS Board of Directors Task Force on Administration

Prepared by Michael Renslow, Chair
Presented at the 1998 ASPRS Annual Conference
Tampa, Florida • April 1998

Background

In April 1997, ASPRS President Roger Crystal commissioned a Task Force to conduct a study of the current administration of ASPRS and make recommended changes to the Board of Direction. The Task Force was directed to review:

- **The Current Committee Structure**
- **The Role of the Division Directors**
- **The Region Boundaries**

The goal of the Task Force was to streamline ASPRS to meet the needs of the members and provide maximized service. The Task Force began by addressing these issues, which lead to other supporting areas. Several themes underlie the work of the Task Force:

- **Membership Services**
- **Financial Stability**
- **Controlled Organizational Growth**
- **An ASPRS Vision set by the Board of Directors**

A preliminary report was presented to the Board at the Fall 1997 Meeting in Cincinnati. Within the past year, the Task Force received several recommendations, some of which have been integrated into actions, such as, a Convention Planning and Policy Committee and the fiscal policies for conducting conferences.

This report is presented as a *first step* for Board consideration. Many of the recommendations, if approved, will require significant By-Laws revisions. The Task Force will assist in

revisions to the By-Laws and operational policies as required. Many of the recommendations will be further refined by committee review for implementation; the Task Force is ready to work with the committees as required to facilitate the process. The Task Force also recognized the importance of the Strategic Planning Committee in this process, and intends the incorporation of recommendations into the Society's strategic planning process.

The Process

The Task Force began its review of ASPRS administration in June 1997 with distribution of responsibilities to the participants. The Chair compiled recommendations from members, committee chairs, region directors, past presidents, officers, and Headquarters staff; summary statements were issued to the Task Force.

The intent of the Task Force Recommendations is to report to the Board of Direction and the general membership. Some issues lead to straightforward implementation, while others require discussion, modification, and By-Laws revisions.

Recommendations

Conventions

ASPRS should not develop permanent relationships to partner on conventions. Co-location provides the best win-win for ASPRS. Any convention partners should provide earnest money towards the meeting, assume proportional responsibility, understand the risk, and share in the profit/loss. All

convention relationships (either co-location or partnering) should be documented in writing by mutual agreement.

Conventions should be financially self-sufficient. The budget for each meeting should be designed for minimal profit of 20%, and in the understanding of sound fiscal planning. When Staff and Regions contribute to offsetting costs, they should be compensated. The Region compensation should be similar to a Region Membership Rebate, as a minimum.

The support for national conventions should begin at the regional level:

Staff

Exhibits, Pre-registration, Publications, Publicity Support

Regions

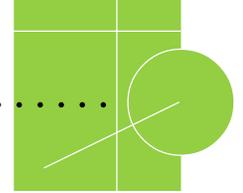
Facility, Hotels, Publicity, Social Events, Convention Program Development, Student Program, Local Support

This process should be designed to involve new members and students, and develop the leaders for our future.

ASPRS should develop and maintain a Convention Procedures Manual with policies, guidelines, and supporting software.

Strategic Business Planning

The Task Force recognizes the importance of a viable strategic plan. The current planning document is dated, and lacks definitive goals, which can be incorporated into a "business plan" for achievement. The Task Force recommends that the Division Directors



identify goals, develop a plan for closure, and set an agenda for the Board. The business plans would be based on the approved budget and presented at the annual meeting to the President-Elect would review and approve the plan.

Student Program

The student program is the “member-engine” of ASPRS. Leadership and support of the student program is vital to the health of the association. The Task Force recommends the establishment of a “student travel awards” program linked to a student paper awards program (through the IGIF program) and mentoring program at national meetings.

Outreach

The desired scenario is to network with students, industry and government members, and other associations. ASPRS must maximize exposure on the WEB, which has become the first choice of communication. The ASPRS Home Page should emphasize employment opportunity, scholarships, information, and core technology links. ASPRS should make the “information store” easy to find. Staff has made progress in trading ad space for exhibit space; ASPRS should continue this activity and expand into additional markets.

Publications

Electronic publishing is quickly becoming the standard, and ASPRS should be positioned to publish and communicate electronically. The instructions to authors need revision for electronic guidelines to authors. A mechanism for electronically published peer reviewed articles will be required. The ASPRS WEB Site should be modified to interact in electronic commerce for publication sales. For key publications, ASPRS should solicit corporate sponsorship

(underwriting), sell the publication at a low cost, and saturate the market. The concept is to use high volume sales with a low profit as a means of marketing and outreach.

Technical Divisions

Each Division should review their committee structure and retire inactive committees. A fiscal mechanism should be established to provide funding for Division goals. The approval of funding for specific goals would be the responsibility of the President-Elect. One method to provide this fiscal support would be a voluntary contribution made at the time of membership renewal.

Standing Committees

The Task Force reviewed the existing structure of Standing Committees and makes the following recommendations:

- Education Committee becomes the Education and Professional Development Committee (EPDC)
- Finance and Administration Committee eliminated
- Student Activities Committee becomes part of EPDC
- Scholarship Committee becomes part of EPDC
- Data Preservation & Archiving Committee becomes a Standing Committee
- Memorial Address Committee becomes a Standing Committee
- Convention Policy becomes the Convention Policy & Planning Committee
- Professional Conduct Committee becomes part of the Professional Practice Division

This realignment requires By-Laws revisions.

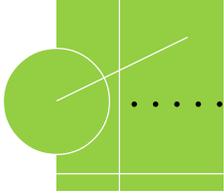
Each Standing Committee will have a *formal Staff Liaison* through which committee activity will be coordinated: this includes minutes from meetings, communication closure, requests for funding, and inter-Staff support.

Corporate Membership

ASPRS should conduct a survey to ascertain what the corporate members want from ASPRS. The ASPRS officers should spend time on the Exhibit Hall floor meeting the corporate sponsors. A Vendor Product Forum, as part of the Exhibit, should be conducted as part of a convention program. A new dues structure for corporate members should be value based on services available from ASPRS. (The “Dues Restructuring Task Force” is developing a recommendation.) The Sustaining Members Committee should have ASPRS Board representation.

General Membership

Having the officers visit ASPRS regions provides a critical link to preserving the health of ASPRS. The primary theme is to keep the Regions informed of the strategic plan (the vision), and encourage members to become active. Headquarters staff requires a modern hardware/software configuration to manage the membership list. The membership list must be fully integrated into the publications mailing list, general mailing list, and convention registration program (that is, keep only one list updated for all purposes). The membership renewal should change from a yearly to a monthly, anniversary date subscription. This action would reduce the year-end impact on staff for renewal activity, eliminate the need to send out back issues of *PE&RS*, and even out the cash flow for the fiscal year. Offer assistance (through the Vice President) for the regions to hold local conferences in



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partnership with other associations to increase local involvement and generate revenue at the Region level.

Government Affairs

ASPRS requires current information regarding the core technologies and legislative actions. The Society requires standing expertise to respond to important issues as required or when asked; each Division should appoint two members who are qualified to respond to government affairs issues.

Marketing

ASPRS has 6000+ members, What percentage is this of the market share? We need to evaluate how ASPRS overlaps with other organizations, determine the unfilled niches, and take action to fill the niches. It does not make sense to use membership dollars to compete for niches taken. Another scenario is to put sought after information on the ASPRS WEB site, and make it accessible with the ASPRS Member ID number.

Education

There is an immediate need to provide members with a structure for training to become certified or licensed as photogrammetrists or mapping scientists. The evolution of the NCEES Model Law may require written examinations in several states, and ASPRS must provide membership support. The Education and Public Relations Committees and the Professional Practice Division need to develop a plan.

Board of Direction

The results of the Regional Alignment Study may affect the size of the Board. The Board should contain a Treasurer Member who provides checks and balances for ASPRS fiscal management.

Officers

The Officers should be responsible for minimum closure on:

Vice-President

The Regions' Business
The Treasurer's Responsibilities

President-Elect

Training the Vice President
The Technical Division Activities
The Sustaining Members' Activities

President

The Checks/Balances of the Executive Director
Maintaining the Decision Process
The InterSociety Liaison

Past President

Training the Incoming Board Members
Assisting the President
ISPRS Liaison

Specialty Conferences

The first step to holding a Specialty Conference should start with the Technical Division responsible for the program. If a Technical Division cannot assemble a program, we should not host the conference. Conferences must be financially self-sufficient, supported by a budget, and approved by the Board. ASPRS should partner with other associations whenever possible in the best financial and professional interest to the members.

Regional Alignments

The Regional Alignment issue was presented to the region officers in Cincinnati and several recommendations were made. This issue requires further work, and the Regions are actively engaged in preparation of a recommendation to be ready by the end of May 1998.

Headquarters Staff

In 1998 with the current budget climate, hiring additional staff is unlikely. Present staff resources have

been maximized, especially with the impact of meeting and conference support. As needed, some support activity will require contract services for bookkeeping, sales, graphics, and clerical activity. Staff has established out-sourcing for accounting, sales, editing, and home page maintenance. The agreement with John Wiley & Sons Publishing has reduced some of the impact of book publishing. The computer system needs to be up-graded as soon as possible. An integrated database of membership (and all related member activity) is a mandatory requirement.

ASPRS Task Force

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