One SAS 2020 Vision
<table>
<thead>
<tr>
<th>Reason to Be</th>
<th>Focus</th>
<th>Benefits</th>
<th>Reasons to Believe</th>
</tr>
</thead>
<tbody>
<tr>
<td>The essence of SAS</td>
<td>The mission</td>
<td>Strategies to deliver the benefits.</td>
<td>The Measures</td>
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<tr>
<td>The mission</td>
<td>The Objectives</td>
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<tr>
<td>The Society for</td>
<td>To advance knowledge</td>
<td>To accomplish the objectives, the</td>
<td>Monthly issues of</td>
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<tr>
<td>Applied Spectroscopy</td>
<td>concerning the art and</td>
<td>Society shall publish a journal</td>
<td>both Applied</td>
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<td></td>
<td>science of spectroscopy and</td>
<td>known as Applied Spectroscopy.</td>
<td>Spectroscopy and</td>
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<td></td>
<td>other allied sciences.</td>
<td>The Society will publish a regular</td>
<td>the Newsletter</td>
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<td>To disseminate knowledge and</td>
<td>The Society Members may join or</td>
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<td></td>
<td>information concerning the</td>
<td>form Regional, Technical or Student</td>
<td>SAS offers Members:</td>
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<td></td>
<td>art and science</td>
<td>sections, according to their</td>
<td>21 Regional</td>
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<tr>
<td></td>
<td>of spectroscopy and other</td>
<td>availability and interests.</td>
<td>Sections,</td>
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<td></td>
<td>allied sciences.</td>
<td></td>
<td>13 Technical and</td>
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<td></td>
<td>To advance the professional</td>
<td>The Society and/or Regional and</td>
<td>SAS members</td>
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<td></td>
<td>standing and growth of the</td>
<td>Technical Sections may conduct</td>
<td>regularly organize</td>
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<td>Society and its members.</td>
<td>conferences or symposia on</td>
<td>at least two</td>
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<td></td>
<td>To coordinate</td>
<td>scientific subjects.</td>
<td>sessions at PittCon,</td>
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<td></td>
<td>cooperative endeavors of its</td>
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<td>plus a student</td>
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<td>individual members and</td>
<td>The Society will encourage the</td>
<td>event and booth.</td>
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<td></td>
<td>sections, and to promote and</td>
<td>development of science through</td>
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<td></td>
<td>maintain a close bond among</td>
<td>awards of recognition.</td>
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<td></td>
<td>its members.</td>
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<td></td>
<td>• The Charter, Constitution</td>
<td>The Charter, Constitution and</td>
<td>The Society</td>
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<td></td>
<td>and Bylaws, as well as the</td>
<td>Bylaws, as well as the work of the</td>
<td>Communicates its</td>
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<td>work of the Society, will</td>
<td>Society, will be shared on a web-site.</td>
<td>work at:</td>
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<td></td>
<td>be shared on a web-site.</td>
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<td><a href="https://www.s-a-s.org">https://www.s-a-s.org</a></td>
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<td>• In addition to the benefits</td>
<td>In addition to the benefits listed</td>
<td>The website</td>
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<td></td>
<td>listed above, additional</td>
<td>above, additional Member benefits</td>
<td>provides:</td>
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<td>Member benefits are</td>
<td>are maintained and managed by the</td>
<td>• A searchable</td>
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<td>maintained and managed by</td>
<td>National Office.</td>
<td>Membership</td>
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<td>the National Office.</td>
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<td>Directory to help</td>
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<td>• Monthly issues of both</td>
<td>• A job search connection</td>
<td>Members connect.</td>
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<td>Applied Spectroscopy and</td>
<td>• Journal and Newsletter access</td>
<td>• A job search</td>
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<td>the Newsletter continue to</td>
<td>• Sponsorship opportunities.</td>
<td>connection</td>
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<td>be published.</td>
<td>• SAS also has presence at LinkedIn,</td>
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<td>• Discounts for members for</td>
<td>Facebook, and Twitter.</td>
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<td>other publications, like JAAAS.</td>
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<td>• Free color pages in Appl.</td>
<td>• Other Member services, like:</td>
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<td>Spec. for Members.</td>
<td>• Discount memberships to other</td>
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<td>• Free web access-App. Spec</td>
<td>organizations, like OSA.</td>
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<td>Journal to 1948.</td>
<td>• Tour Speaker</td>
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<td>SAS also has presence at</td>
<td>• Student Ambassador Program</td>
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<td>LinkedIn, Facebook, and</td>
<td>• Undergraduate Student Grant Program</td>
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<td></td>
<td>Twitter.</td>
<td>• Job Search Connections (via website).</td>
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<td>• Free Student Memberships</td>
<td>• Spectroscopist Certification (new).</td>
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<td>on Student night.</td>
<td>• Sponsor/Donor Opportunities</td>
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<td>• Open GB meeting, for Member</td>
<td>• Professional Certification</td>
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<td>input.</td>
<td>Opportunities</td>
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</table>

"September 2015 SAS Equity"

"The Measures"

"SAS Members sponsor:"
- Meggers Award
- Lippincott Award (w/Coblentz/OSA)
- Lester Stock Award (w/NE Section)
- Kowalski Award
- Fateley Award (w/ Coblentz)
- Fellows Awards
- SAS Honorary Awards
- SAS Distinguished Service Awards.
- SAS Emeritus Awards.
- SAS Graduate Student Award
- SAS Undergraduate Student Award...

"Regional, Technical and Student Sections continue to support a range of publications and financial contributions."

"The Measures"

"The Measures"

"The Measures"

"The Measures"

"The Measures"

"The Measures"

"The Measures"

"The Measures"
Evolving Our Equity Into A Vision

Maslow’s Hierarchy of Needs

- **Physiological Needs**
  - Food, water, sleep

- **Safety**
  - Home, sweet home

- **Love & Belonging**
  - Achieving deeper, more meaningful relationships

- **Esteem**
  - You’ve acquired the skills that lead to honor and recognition

- **Self-Actualization**
  - You are living to your highest potential

SAS’ Hierarchy of Needs

- **Physiological Needs**
  - Members, Great Science

- **Safety**
  - Solid Funding, Clear Plans, Employment

- **Love & Belonging**
  - Strong Network, Science Family

- **Esteem**
  - Honors and Recognition

- **Self-Actualization**
  - Society fosters achievement

SAS has this hierarchy
Current Equity, summarized in Maslow’s terms:

- **Physiological Needs** – Members, Great Science; SAS attracts talented, active members pursuing great science.
- **Safety** – SAS will be there to help throughout a member’s career, adapting to the member’s needs.
- **Love and Belonging** – SAS provides a science family and a strong network. The SAS Office knows its members.
- **Esteem** – SAS supports awards, presentation of work through conferences and the Journal.
- **Self-Actualization** – SAS provides opportunity to lead peers and influence direction of science.
Evolving our Equity into a Vision

Maslow’s hierarchy applied to SAS already sounds reasonable. Do we really need to change?

Yes, because nothing stays the same. For example, the financial challenges we fought to address last year occurred because of a lack of long-term planning.
Strategies for Meeting SAS’s Physiological Need for Members

Membership should completely turn over every 30-40 years. Not all new members stick with the Society. We need to attract ~80-150 new members a year, every year, to stay the current size. Annual strategies used by the Society may include:

• Adding new/expanding/updating Technical Sections, with a target of ~100 members/section (needed to stay healthy – Technical Section newsletters should help).
• Rejuvenating or adding Regional Sections and Student Sections.
• Adding conference participation, with specific goals of attracting new members at each.
• Adding cyber-sections for regions with low population density. This might help reach students in small colleges, etc. Maybe use a newsletter to share discussion topics/seek input.
• Sponsorship of membership by local companies
• Provide benefits (e.g. childcare) that enable member participation in SAS events.
• Holding “generation” meetings at SciX, to talk SAS member needs and make sure needs are being met.
• Global expansion (e.g. Mainland China)

Every year, the Regional and Technical Section Committee, with the Office, need to develop a plan for attracting at least 80 new members. This plan should be reviewed with the GB. Adding new Technical Sections will also help keep the Society’s science on the cutting edge. A budget line item to support the 80 member plan needs to be set up.

Enhancement to member retention will reduce the number of new members necessary.
Strategies for Meeting SAS’s Safety Need for Funding

Industry uses a rule of thumb that 4% profit increases are needed every year to manage inflation. Applying the same rule to the Society, at least a 4% growth in income is needed every year to remain stable. SAS should target a minimum of ~$50,000 per year in new income, on top of a balanced budget. Strategies to avoid dues increases include:

• New member benefit initiatives, which can also bring in funding, like Certification, development of Spectroscopy Kickstarter, new communication formats, like additional newsletters, or speaker videos and more events like Ian’s beard.

• Sharing the costs across the Society, e.g. asking Coblentz and other self-funding Technical Sections for help with the cost of Journal pages, Administrative support and TPM efforts on their behalf.

• Reducing costs of existing services, e.g. the effort in 2015 to restructure the Office, the Website and the Journal costs. These changes should protect member benefits.

The EC needs to align on the annual $50,000 income building strategy, when they align on the next year’s budget. Noting that some ideas will take time to plan and pay out, the previous year’s plans may be expected to pay out in the following year. This doesn’t change the need for annual planning for a $50,000 income increase.

SAS should also provide employment and career development opportunities for members, which can include networking, mentoring, training, etc.
Strategies for Meeting SAS’s Love and Belonging Needs

SAS has over 1600 members. Psychologists estimate that it takes 8 communications of a new idea for most people to consider the communication a fact. To insure that every member feels the love, whether they attend conferences or not, SAS should strive to connect with them in at least 8 ways. Some strategies for these connections include:

• All Networking sessions – with new ideas like “Family Feud” between e.g. Vibrational and Atomic groups.
• Receiving the Journal
• Surveys seeking their input
• Invitations to join Regional or Technical Section meetings (which means SAS knows where each member fits).
• Invitations to leverage their talents with SAS at a local or national level.
• Adding a program to connect academics with people in government and industry.
• Re-broadcast of talks already available from suppliers (donated by companies to SAS?)
• Conference travel grants (program to be designed)
• Personal contact from the SAS Office.

Every year, the Membership and Publicity Committees should develop a clear strategy to make at least eight contacts with each member.

Additional strategies to optimize networking events should also be prepared.
Strategies for Meetings SAS’s Esteem Needs

• Dollar amounts for Awards/Honoraria in SAS have not kept pace with inflation. These should also grow an average of 4% per year. Strategies suggested include a one-time catch up, followed by regularly budgeted step increases, so that awards double in size about every 17 years.

• Deliberate advertising of the awardees needs to continue through all available outlets (Journal, Website, Social Media, etc). This is a real opportunity to improve the recognition of the Society.

• Create titles for members that have achieved different levels of service to the Society (ala American Academy of Forensic Sciences). Sustaining membership could be part of this.

• With Sage, reviewers earn 3 months free access to the Journal.

• New Awards should deliberately be sought, as new Technical Sections are introduced. Possibly, we need to add an award that SAS Technical and Student Sections can achieve. These new awards may or may not replace older recognitions.

• Awards need to be reviewed to make sure they stay prestigious (e.g Fellows). By awarding only ~2% of the Society every year, with a 5% rate for Students, all members have a good opportunity to receive strong recognition from SAS during their careers.
Strategies for Meeting SAS’s Self-Actualization Needs

This is a broad area, because Self-Actualization is defined by each individual for themselves. However, considering the range and types of skills exhibited by current members, existing and potential strategies for meeting these SAS needs include:

• Continuing to provide opportunities within the Society to demonstrate talents like leadership.
• Development of new initiatives that appeal to broad groups of members (e.g. Leveraging skills to ease world poverty, Spectroscopy Kickstarter to enable entrepreneurs, etc.) Ideally, these new initiatives will benefit both the individual and the Society’s income.
• Fostering of certain members’ work for recognition as new areas of science, via formation of new Technical Sections.

Every year, the EC should actively discuss plans for development of specific Self-Actualization opportunities. It may be appropriate for some development efforts to span multiple years. The goal for each effort would be for it to become self-sustaining.
<table>
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<tr>
<th>Need</th>
<th>Vision Priorities</th>
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| **Self-Actualization** – SAS provides opportunity to lead peers and influence direction of science. | • SAS leadership continues to pull new members into society involvement.  
• New efforts are created to influence the direction of science. |
| **Esteem** – SAS supports awards, presentation of work through conferences and the Journal. | • Awards Committee efforts continue and are appropriately presented and funded.  
• Conferences should provide recognition for SAS members.  
• The Journal should provide recognition for SAS members. |
| **Love and Belonging** – SAS provides a science family and a strong network. | • Membership Committee stays closely in touch with members and provides essential networking opportunities.  
• The SAS Office regularly connects with members.  
• Communications (e.g. Website and Publicity Committees) celebrate connections between members. |
| **Safety** – SAS will be there to help throughout a member’s career, adapting to the member’s needs. | • SAS must remain financially viable.  
• SAS must provide employment leads.  
• SAS must provide career guidance. |
| **Physiological Needs** – SAS must attract talented, active members pursuing great science. | • The Regional and Technical Section Committee needs to continuously identify, attract and retain members working in developing areas of science.  
• SAS needs to continuously attract student members. |
Everyone’s Busy. How Do We Eat This Elephant-sized Collection of Work?

• Beginning next year, we agree to update Committee and EC assignments, as listed in this presentation, and let the Committees and EC get started.

• The GB decides on 1-3 priority work areas per year (e.g. Employment and Entrepreneurial help in 2017?)

• We start tracking our progress with metrics, especially on member growth and finances.