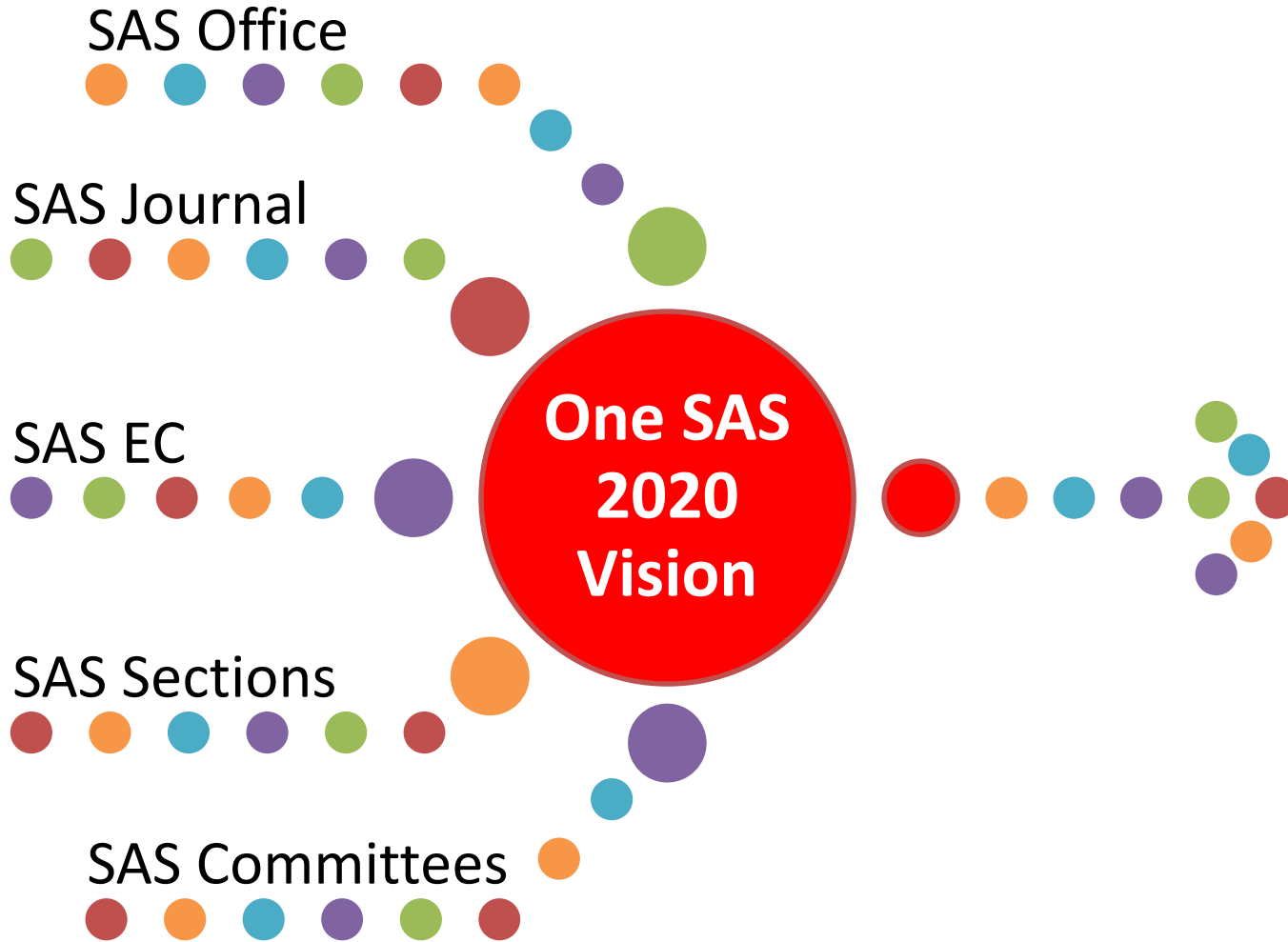


# SAS 2020

TODAY



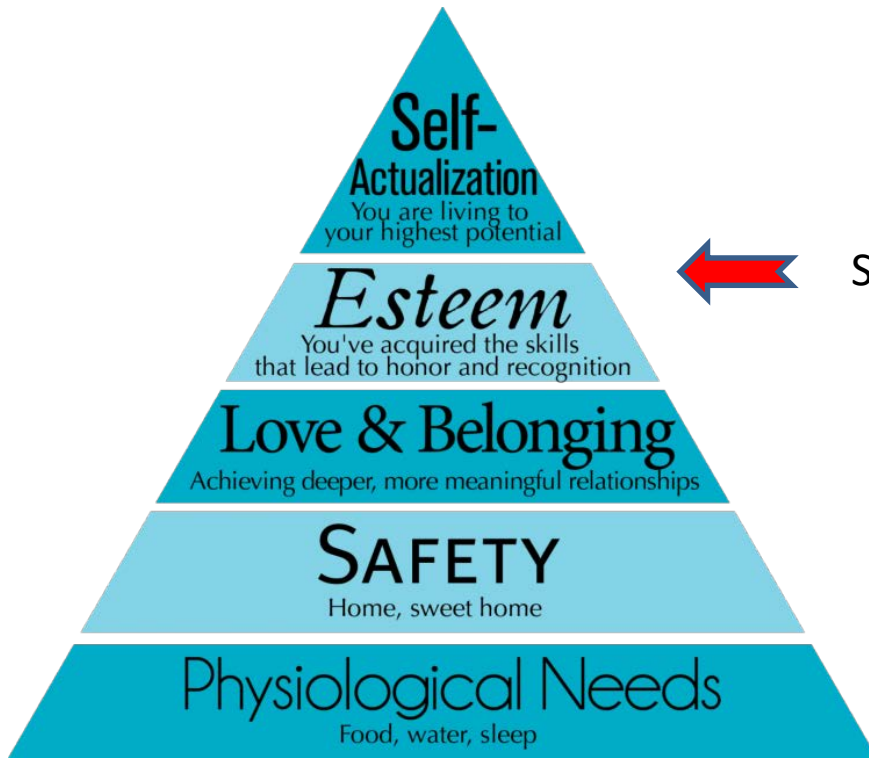
TOMORROW

# September 2015 SAS Equity

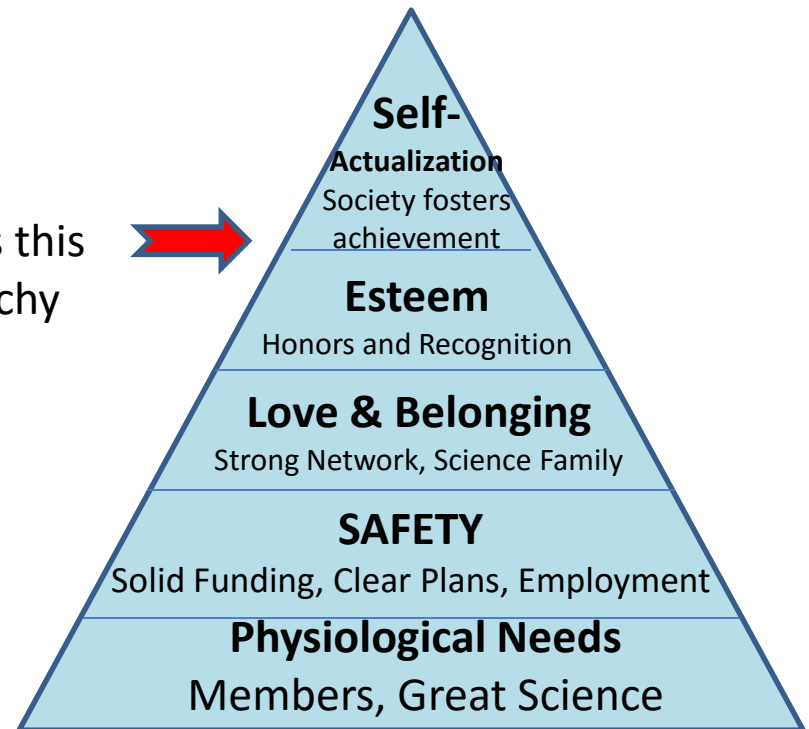
| Reason to Be<br>The essence of SAS  | Focus<br>What will we work to<br>accomplish  | Benefits<br>How will we achieve our goals?  | Reasons to Believe<br>How we will know we have been successful?  |
|---|--|---|--|
| The mission   | The Objectives   | Strategies to deliver the<br>benefits.  | The Measures   |
| <p><i>The Society for Applied Spectroscopy is a nonprofit, global organization formed to advance and disseminate knowledge and information concerning the art and science of spectroscopy, and other allied sciences, to advance the professional standing and growth of the Society and its members, to coordinate cooperative endeavors of its individual members and sections, and to promote and maintain a close bond among its members.</i></p> | <ul style="list-style-type: none"> <li>• <i>To advance knowledge concerning the art and science of spectroscopy and other allied sciences.</i></li> <li>• <i>To disseminate knowledge and information concerning the art and science of spectroscopy and other allied sciences.</i></li> <li>• <i>To advance the professional standing and growth of the Society and its members.</i></li> <li>• <i>To coordinate cooperative endeavors of its individual members and sections, and</i></li> <li>• <i>To promote and maintain a close bond among its members.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>To accomplish the objectives, the Society shall publish a journal known as Applied Spectroscopy.</i></li> <li>• <i>The Society will publish a regular Newsletter.</i></li> </ul>  | <ul style="list-style-type: none"> <li>• <i>Monthly issues of both Applied Spectroscopy and the Newsletter continue to be published.</i></li> <li>• <i>Discounts for members for other publications, like JAAS.</i></li> <li>• <i>Free color pages in Appl. Spec. for Members.</i></li> <li>• <i>Free web access-Appl. Spec Journal to 1948.</i></li> </ul>  |
|   |  | <ul style="list-style-type: none"> <li>• <i>The Society Members may join or form Regional, Technical or Student sections, according to their availability and interests.</i></li> </ul>   | <p>SAS offers Members:</p> <ul style="list-style-type: none"> <li>• 21 Regional Sections,</li> <li>• 13 Technical and</li> <li>• 10 Student Sections</li> </ul>  |
|   |  | <ul style="list-style-type: none"> <li>• <i>The Society and/or Regional and Technical Sections may conduct conferences or symposia on scientific subjects.</i></li> </ul>   | <ul style="list-style-type: none"> <li>• <i>SAS members regularly organize at least two sessions at PittCon, plus a student event and booth.</i></li> <li>• <i>At the SciX Conference, SAS's Annual Conference, networking events, sessions and other benefits:</i> <ul style="list-style-type: none"> <li>• <i>Discounted Conference Registration.</i></li> <li>• <i>SAS Member Event</i></li> <li>• <i>Member-welcoming Booth presence.</i></li> <li>• <i>SAS Poster Session</i></li> <li>• <i>SAS Wine and Cheese</i></li> <li>• <i>SAS student event</i></li> <li>• <i>Three+ SAS-sponsored Technical Sessions.</i></li> <li>• <i>Free Student Memberships on Student night.</i></li> <li>• <i>Open GB meeting, for Member input.</i></li> </ul> </li> <li>• <i>In addition to the organized sessions and events, SAS is active in FACSS.</i></li> </ul> |
|   |  | <ul style="list-style-type: none"> <li>• <i>The Society and/or Regional and Technical Sections may publish or give financial support for the publication of other scientifically useful information pertaining to spectroscopy.</i></li> <li>• <i>The Society will encourage the development of science through awards of recognition.</i></li> </ul> | <p>Regional, Technical and Student Sections continue to support a range of publications and financial contributions.</p> <p>SAS Members sponsor:</p> <ul style="list-style-type: none"> <li>• <i>Meggers Award</i></li> <li>• <i>Lippincott Award (w/Coblentz/OSA)</i></li> <li>• <i>Lester Strock Award (w/NE Section)</i></li> <li>• <i>Kowalski Award</i></li> <li>• <i>Fateley Award (w/ Coblentz)</i></li> <li>• <i>Fellows Awards</i></li> <li>• <i>SAS Honorary Awards</i></li> <li>• <i>SAS Distinguished Service Awards.</i></li> <li>• <i>SAS Emeritus Awards.</i></li> <li>• <i>SAS Graduate Student Award</i></li> <li>• <i>SAS Undergraduate Student Award..</i></li> </ul>   |
| <ul style="list-style-type: none"> <li>• <i>The Charter, Constitution and Bylaws, as well as the work of the Society, will be shared on a web-site.</i></li> </ul>  | <p>The Society Communicates its work at: <a href="https://www.s-a-s.org">https://www.s-a-s.org</a></p> <p>The website provides:</p> <ul style="list-style-type: none"> <li>• <i>A searchable Membership Directory to help Members connect.</i></li> <li>• <i>A Job search connection</i></li> <li>• <i>Journal and Newsletter access</i></li> <li>• <i>Sponsorship opportunities.</i></li> <li>• <i>SAS also has presence at LinkedIn, Facebook, and Twitter.</i></li> </ul>   |   |  |
| <ul style="list-style-type: none"> <li>• <i>In addition to the benefits listed above, additional Member benefits are maintained and managed by the National Office.</i></li> </ul>  | <p>Other Member services, like:</p> <ul style="list-style-type: none"> <li>• <i>Discount memberships to other organizations, like OSA.</i></li> <li>• <i>Tour Speaker</i></li> <li>• <i>Student Ambassador Program</i></li> <li>• <i>Undergraduate Student Grant Program</i></li> <li>• <i>Job Search Connections (via website).</i></li> <li>• <i>Spectroscopist Certification (new).</i></li> <li>• <i>Sponsor/Donor Opportunities</i></li> <li>• <i>Professional Certification Opportunities</i></li> </ul>   |   |  |

# Evolving Our Equity Into A Vision

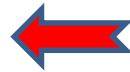
Maslow's Hierarchy of Needs



SAS' Hierarchy of Needs

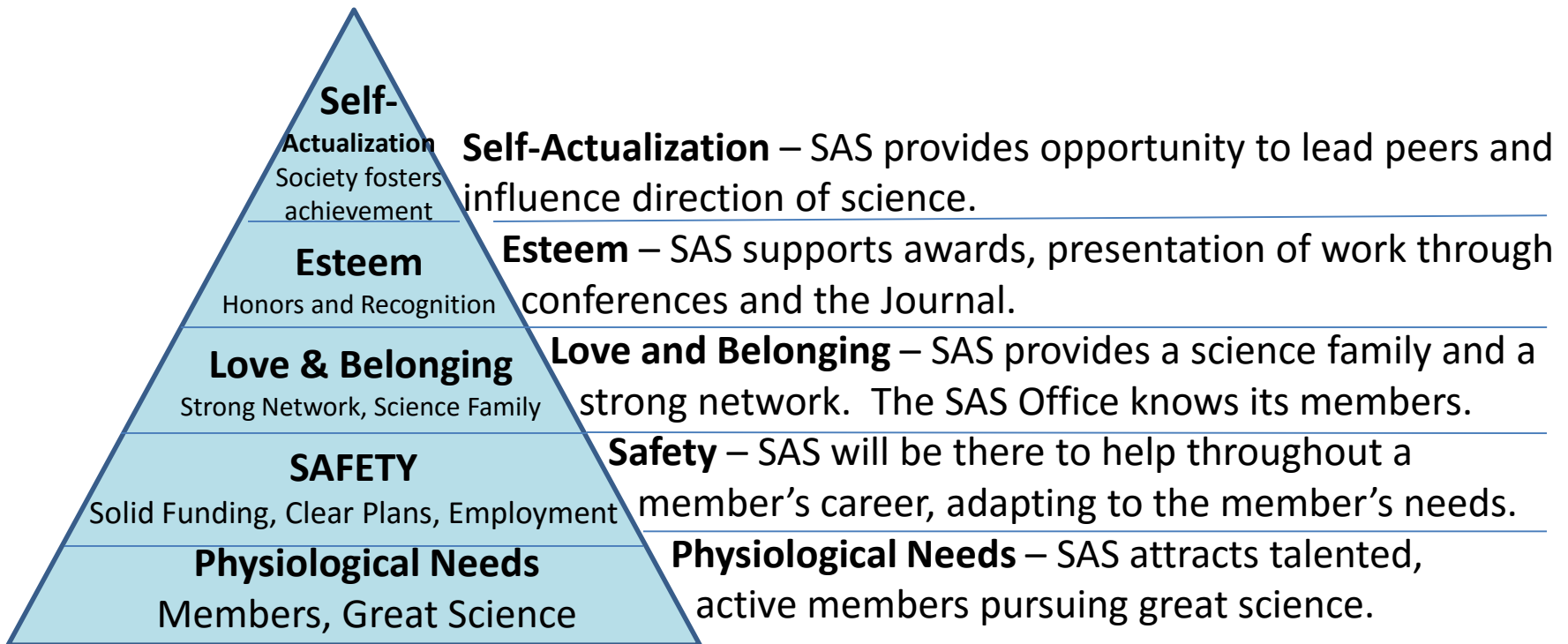


SAS has this hierarchy



# Evolving Our Equity Into A Vision

Current Equity, summarized in Maslow's terms:



# 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 Coblenz 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.

# Turning Our Equity Into a Vision

| Need   | Vision Priorities   |
|--|---|
| <p><b>Self-Actualization</b> – SAS provides opportunity to lead peers and influence direction of science.</p>  | <ul style="list-style-type: none"> <li>• SAS leadership continues to pull new members into society involvement.</li> <li>• New efforts are created to influence the direction of science.</li> </ul>  |
| <p><b>Esteem</b> – SAS supports awards, presentation of work through conferences and the Journal.</p>          | <ul style="list-style-type: none"> <li>• Awards Committee efforts continue and are appropriately presented and funded.</li> <li>• Conferences should provide recognition for SAS members.</li> <li>• The Journal should provide recognition for SAS members.</li> </ul>   |
| <p><b>Love and Belonging</b> – SAS provides a science family and a strong network.</p>                         | <ul style="list-style-type: none"> <li>• Membership Committee stays closely in touch with members and provides essential networking opportunities.</li> <li>• The SAS Office regularly connects with members.</li> <li>• Communications (e.g. Website and Publicity Committees) celebrate connections between members.</li> </ul> |
| <p><b>Safety</b> – SAS will be there to help throughout a member’s career, adapting to the member’s needs.</p> | <ul style="list-style-type: none"> <li>• SAS must remain financially viable.</li> <li>• SAS must provide employment leads.</li> <li>• SAS must provide career guidance.</li> </ul>  |
| <p><b>Physiological Needs</b> – SAS must attract talented, active members pursuing great science.</p>          | <ul style="list-style-type: none"> <li>• The Regional and Technical Section Committee needs to continuously identify, attract and retain members working in developing areas of science.</li> <li>• SAS needs to continuously attract student members.</li> </ul>   |

# 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.