

**Royal Astronomical Society of Canada  
Société Royale d'Astronomie du Canada**

**Strategic Plan 2011-2013  
Presentation to The RASC Centres**



# Why the RASC has engaged in Strategic Planning?

- The strategic plan will produce greater satisfaction and meaning among stakeholders, especially around a common vision.
- It will build stronger teams with staff, Executive, Committees, National Council and the Centres.
- The plan establishes realistic goals and objectives consistent with the mission in a defined time frame.
- It communicates those strategic objectives to the RASC's key stakeholders: members, Centres, National Council and Committees.

# The RASC Vision Statement

A vision statement is an expression of the desired end state and provides a long-term focus for the entire organization.

*To inspire curiosity in all Canadians about the Universe, to share scientific knowledge, and to foster collaboration in astronomical pursuits.*

# The RASC Mission Statement

A mission statement captures the essence of why the organization exists and expresses the core values that differentiates it from others.

*The Royal Astronomical Society of Canada (RASC) encourages improved understanding of astronomy for all, through education, outreach, research, publication, partnership, and community. Founded in 1868, the RASC is Canada's leading astronomy organization with local Centres throughout the country.*

# The RASC Value Statement

The Value Statement will look outside the organization, to the visionary outcomes we want to create for our community.

*The RASC has a proud heritage of excellence and integrity in its programmes and partnerships. As a vital part of Canada's science community, we support discovery through the scientific method. We inspire and encourage people of all ages to learn about and enjoy astronomy.*

## Identifying Strategic Objectives with Performance Indicators of Success

- Using the environmental scan, member survey and SWOT analysis, 7 Strategic Objectives were identified to accomplish the mission and vision of the RASC.
- These objectives will compel the Society into action.
- They will drive higher levels of performance and close critical performance gaps.

# 7 Strategic Objectives

Objective	Performance Indicator of Success	Timeline	Progress
Implement Centre Support Program	Completion	2011 June 1	
Implement Volunteer Support Program	Completion	2011 June 1	
Improve response time for customer service delivery	From one week to three days	2011 December 31	
Increase revenues from present and new sources	By 30%	2013 December 31	
Increase RASC membership	To 5,000 members	2013 December 31	
Executive Director and MAP Committee will develop marcom plan	Completion	2010 December 31	
Make recommendations on By Law reform	Completion	2011 December 31	

# **Objective 1: Implement Centre Support Program**

## **Why?**

To build stronger working relationships between Centres, National Council, Executive and National Office operations with the goal of continuing to improve the RASC member experience, value and services. To provide vital information about the RASC and the Centre's roles and responsibilities.

## **Action Plan Tactics:**

To develop a suite of templates, online materials, FAQ's, orientation and information tools to assist centre executives and national representatives to fulfil their roles and responsibilities. Also included will be timelines, tips on succession planning, CRA information and volunteer recruitment and engagement.

## **When:**

The Centre Support Program will be completed for rollout 2011 June 1.



## **Objective 2: Implement Volunteer Support Program**

### **Why?**

To provide information, tips and tools, orientation manuals, volunteer recruitment and engagement strategies for present and prospective RASC volunteers. Volunteers are the lifeblood of the RASC. We need to make their volunteer experience beneficial and valuable.

### **Action Plan Tactics:**

Creation of orientation manual, tips, FAQ's, online materials, recruitment and engagement strategies, recognition initiatives, timelines, and evaluation forms.

### **When:**

The Volunteer Support Program will be completed for rollout 2011 June 1.

## **Objective 3: Improve response time for customer service delivery.**

### **Why?**

Customer service delivery timelines are too long resulting in reduced satisfaction and revenue. The objective is to improve the customer/member experience by reducing delivery timelines. Better service means more customers, and increased satisfaction, loyalty, and revenue.

### **Action Plan Tactics:**

Analysis of present procedures and establish baseline for delivery. Measure timelines of all delivery processes for membership, publications, donations and Centre response time. Create delivery criteria, improve efficiencies in all areas of customer service. Measure and evaluate.

### **When:**

Response time for customer service delivery will improve from one week to three business days by 2011 June 30.

## **Objective 4: Increase revenues from present and new sources by 30 percent.**

### **Why?**

To continue to realize the RASC mission and vision, we need to continue to increase revenues through publications sales, donations, and grow the RASC membership base. Analysis of customer needs and new product/service offerings will be developed.

### **Action Plan Tactics:**

Analysis of inventory, membership, publications and product sales, market segmentation strategy, customer needs analysis, institute marketing and communications plan, implement donations program, monitor and evaluate.

### **When:**

Increase revenues from present and new sources by 30 percent by 2013 December 31.

## **Objective 5: Increase RASC membership to 5,000 members.**

### **Why?**

To build a stronger Society. To realize the RASC mission and vision, we need to increase the membership base by acquiring new members, membership retention, and extend the membership base into new markets (youth, women, minorities).

### **Action Plan Tactics:**

Analysis of membership; utilize the marketing and communications plan including market segmentation tactics and communications initiatives. Establish baseline measures for member growth by demographic/geographic criteria. Set quotas and measure growth rate quarterly to meet objective.

### **When:**

Increase RASC membership to 5,000 members by 2013 December 31.

## **Objective 6: The Executive Director and MAP Committee will develop a marketing and communications plan.**

### **Why?**

To enhance the profile of the RASC in the marketplace by determining who are members, potential members, and past members. Analysis of customer needs and review of competition will assist in setting membership acquisition and retention strategies; increase revenues in support of objectives 3 and 4; and determine new product/service offerings.

### **Action Plan Tactics:**

Utilize findings from the environmental scan and member survey. Complete needs analysis. Determine resource allocation. Develop marketing and communication tools and timelines for delivery. Monitor and evaluate.

### **When:**

The Executive Director and Membership and Promotions Committee will develop a marketing and communications plan by 2010 December 31.

## **Objective 7: Make recommendations on By Law reform.**

### **Why?**

The existing bylaws are highly prescriptive as many decisions related to operational processes must be voted on at Annual or Special Meetings of the Society (i.e. committee-reorganization, member entitlements, fee structures). By Law reform will streamline the Society's operational efficiencies.

### **Action Plan Tactics:**

Review of Constitution Committee's past work; seek professional legal not for profit advice; recommendation proposal to be provided to National Council.

### **■ When:**

Make recommendations on By Law reform by 2011 December 31.

# *Thank You!*



***Vision:*** To inspire curiosity in all Canadians about the Universe, to share scientific knowledge, and to foster collaboration in astronomical pursuits.

***Mission:*** The Royal Astronomical Society of Canada (RASC) encourages improved understanding of astronomy for all, through education, outreach, research, publication, partnership, and community. Founded in 1868, the RASC is Canada's leading astronomy organization with local Centres throughout the country.

***Values:*** The RASC has a proud heritage of excellence and integrity in its programmes and partnerships. As a vital part of Canada's science community, we support discovery through the scientific method. We inspire and encourage people of all ages to learn about and enjoy astronomy.