

Society for Range Management California-Pacific Section Strategic Plan

Adopted: November 11, 2004

Preamble

The California Pacific Section of the Society for Range Management (Cal-Pac SRM) has commenced a long-term planning process to achieve a strategic direction benefiting the Section. This process will link our strategic, tactical, business, and financial plans together for an integrated, focused path towards our Vision and Mission. Underlying this process is a set of core values that Section members hold: we love the land; we believe that through professional fellowship and continuous learning we can improve stewardship of the land; and that stewardship should be based both on sound science and the watchful application of the management arts.

What is our Vision for the future?

Our vision is a competent fellowship of professionals and rangeland users, working to benefit healthy and sustainable rangeland ecosystems, which provide open space, clean air and water, ecological productivity and diversity, food, fiber, and economic opportunities for rural communities.

What is our Mission?

Our mission is to promote the art and science of rangeland management through:

- Leadership
- Sound Science
- Professional Development
- Continuing Education
- Technical Assistance
- Interdisciplinary Collaboration
- Constructive Interchange among diverse interests.

Guiding Principles

- Rangeland management means working with ecological processes for their own sustainability and health, as well as meeting human needs for food, fiber, recreation, open space, and other commodity, non-commodity, and social values.
- Sound science is the basis of rangeland management decision-making.
- Stewardship is an art as well as a science, and the passing on of the art of rangeland management must be a conscientiously nurtured process.
- Grazing stewardship relates directly to watershed values and proper watershed functioning.
- Rangeland management must be economically viable.
- Rangeland management is inherently interdisciplinary and involves a full range of people with interests at stake. Therefore, collaboration and cooperation are essential elements of management effectiveness and cost-efficiency.

- Sound land use policy is essential to rangeland health and sustainability. Rangeland management can support multiple public policy and conservation objectives on public lands.
- Sound risk management is key to effective rangeland policy and management, the first rule being to do no long-term harm to ecosystem health and sustainability.
- Ongoing standardization of terms, policies, and criteria and indicators for establishing ecosystem health, is necessary for rangeland management effectiveness.
- Ethical standards are essential to leadership and responsible rangeland policy and management.

Goals and Actions

Goal Subject Areas:

Goal 1: Member Service for Professional Development/Leadership

Goal 2: Research, Technology, and Technical Assistance

Goal 3: Public Outreach

Goal 4: Public Policy

Goal 5: Organizational capacity and health

Measuring our Progress

The California-Pacific Section will review its progress in implementing this Strategic Plan at each meeting. Meeting agendas will provide opportunities for committees and individuals to report progress towards each of the goals and actions identified in this plan. In addition, the plan will be updated as new opportunities and challenges are identified through the Section's annual meetings.

Definitions

Vision: Our vision statement conveys our organization's vision for the future. In essence, the vision statement indicates what the world will be like once we have accomplished our mission.

Mission: Our mission statement tells the world what the organization does.

Goal: Goal statements express a future condition or outcome.

Action: Action steps describe how the goals are accomplished. Actions are measurable, have a defined timeframe for completion, and are the responsibility of a particular committee or individual.

Goal 1: Build the leadership capacity and technical competency of the membership through superior member service and opportunities for professional development.

Action: Develop a study guide for the California certified range manager exam.

Responsibility: Professional Affairs, CRM Panel, Board, educators
Deadline: 2005
Measure of Success: Use of study guide

Action: Develop a series of articles for *Needlegrass Notes* regarding state and national certification programs.

Responsibility: Jim Bartolome, Leonard Jolley, Dan Sendak
Deadline: 2005
Measure of Success: Publication of articles

Action: Dedicate a portion of one of our annual meetings to a topic that is included in the CRM exam. Consider conducting workshops the day before the technical session of the meeting.

Responsibility: Past-President, Meetings Committee Chair, Board
Deadline: 2006
Measure of Success: Participation in meetings/workshops

Action: Develop a continuing education requirement for maintaining CRM certification. Develop a system for tracking continuing education units within Cal-Pac Section that coincides with national SRM Certified Professional in Range Management program.

Responsibility: Professional Affairs Committee, CRM Panel
Deadline: 2006
Measure of Success: Participation in meetings/workshops

Action: Include one continuing education unit by open book exam in each published proceedings from Section meetings.

Responsibility: Professional Affairs Committee, CRM Panel
Deadline: 2006
Measure of Success: Participation in meetings/workshops

Action: Develop a voluntary list of range professionals who are willing to mentor new professionals and provide other types of job/career support.

Responsibility: Information and Education Committee
Deadline: 2005
Measure of Success: Number of mentors and "mentees"

Goal 2: Support high quality and sustained rangeland research, and prompt synthesis and dissemination of research results that further the vision of Cal-Pac SRM. Provide technical assistance to rangeland users, planners, and managers that empowers them to achieve the Cal-Pac SRM vision.

The Section advocates (e.g. would provide letters of support for) certain types of research proposals, such as long-term studies or those that include a synthesis oriented to the rangeland manager. Other rangeland research is also valuable, but syntheses and long-term studies have historically been more difficult to fund.

Action: Develop a quarterly print/web publication that includes features, vignettes, and abstracts that illustrate:

- Technical assistance
- Current research (highlights from UC publications, SRM publications, definitions, masters/PhD projects, senior projects, etc.).

Responsibility: Orrin Sage, Susan Marshall, Dan Macon (others?)

Deadline: Launch by January 2005

Measure of Success: Circulation numbers and response

Action: Develop a list of technical assistance and funding resources on the Cal-Pac website. Also include a list of rangeland publications on the website.

Responsibility: Information and Education Committee, John Harper

Deadline: 2007

Measure of Success: Increased use of website

Action: Contact technical assistance agencies to determine ways in which the Section can serve their needs. Develop training to meet these needs.

Responsibility: Professional Affairs

Deadline: 2007

Measure of Success: Number of training sessions and attendees

Action: Develop "hot sheets" highlighting Excellence in Range Management award winners' management techniques to include in ranching industry publications (e.g. *Hot Irons*, California Wool Growers Association, etc.).

Responsibility: Awards or Information & Education committees

Deadline: 2007

Measure of Success: Placement in publications and readership

Goal 3: Provide Public Outreach and Education that furthers the vision and mission of the Section.

Action: Inventory the activities in which Section members participate and the organizations to which they belong. Work with members to provide SRM information at their events (e.g., fairs, career days, etc.). Use Section display (Mike Connor)

Responsibility: Information & Education Committee
Deadline: Spring 2005
Measure of Success: Number of events

Action: Form partnerships and collaborate with other professional organizations to build attendance and effectiveness of annual meetings. Hold joint meetings. Encourage participation in other society meetings by purchasing exhibit space.

Responsibility: Meetings Comm., Board, Information & Education Comm.
Deadline: Annual
Measure of Success: Number of joint meetings and participation in external meetings

Action: Develop a PowerPoint™ presentation on rangelands and range camp for use by individual Section members, FFA leaders, high school agricultural teachers, and 4-H leaders. Support a range management educational element in high school agricultural curriculum.

Responsibility: Information & Education Comm., Range Camp Comm.
Deadline: 2005
Measure of Success: Completion and use of presentation

Action: Increase participation in and support for Range Camp by:

- Increasing contacts with 4-H program leaders and Future Farmers of America chapters;
- Enhancing/supporting greater connection between high schools and resource conservation districts; and
- Requiring collegiate recipients of funds from the annual Section auction to support Range Camp (through the above and other activities).
- Supporting a range management educational element in high school agricultural classes (see PowerPoint™ presentation, above).

Responsibility: Information & Education Comm., Range Camp Comm.
Deadline: 2005
Measure of Success: Range Camp participation

Goal 4: Improve public policy decisions by educating policy makers and addressing issues critical to accomplishing the vision of Cal-Pac SRM.

[from SRM Bylaws: SECTION 2. The following definitions shall be used by the Society, Sections or Chapters to distinguish between Policy Statements, Position Statements and Resolutions: (a) Policy Statement: a carefully devised statement of principle to guide decisions and actions of the Society for Range Management. (b) Position Statement: an unequivocal statement of posture or attitude in regard to a specific issue within the parameters of a Policy Statement of the Society. (c) Resolution: A formal statement of opinion requesting and encouraging action to resolve a situation within the parameter of a Policy Statement of the Society.] See also SRM "Advocacy Guidelines" July, 2002.

Action: Develop a "Rangeland Policy and Issues News" section of the website and newsletter.

Responsibility: Public Affairs Committee

Deadline: March 2005

Measure of Success: Response

Action: Place the Section on stakeholder/public notice lists for agencies for review of key environmental documents involving rangelands.

Responsibility: Public Affairs Committee

Deadline: October 2004

Measure of Success: Number of announcements to Section membership through *Needlegrass Notes* regarding issues, comment periods. Contact of Section by agencies.

Action: Develop and publish position papers and policy statements on key rangeland issues (e.g. nonpoint source pollution waivers, National Fire Plan, local land use policies, agency funding, conservation of working landscapes, etc.).

- Developing "White Papers" on major policy issues.

Responsibility: Public Affairs Committee, Board of Directors

Deadline: December 2005

Measure of Success: one/year

Action: Every two years, sponsor an issues workshop or panel discussion at the annual meeting on an issue critical to public and private rangeland management.

Responsibility: Public Affairs Committee, Meetings Committee

Deadline: October 2005

Measure of Success: Increase in attendance at meetings due to issues discussion or positive feedback based on post-discussion evaluation.

Goal 5: Sustain and grow the Section's capacity and health to serve a dedicated, competent, and loyal membership, and accomplish the goals and vision of Cal-Pac SRM.

Action: Increase membership by 30 members per year over the next three years by doing the following:

- Encouraging agency land managers to join;
- Including membership applications in each newsletter and on the website;
- Calling all delinquent and dropped members; and
- Implementing additional methods developed by the Membership Committee

Responsibility: Membership Committee

Deadline: 2007

Measure of Success: Membership numbers

Action: Increase student membership by 10 members per year over the next three years by:

- Recognizing students at meetings with special name tags;
- Working with universities to provide guest speakers in classes and clubs; and
- Hold a meeting (perhaps breakfast meeting) at the annual meeting for student members (similar to the CCA Young Cattlemen program).

Responsibility: Membership Committee and new Student Committee

Deadline: 2006 Annual Meeting

Measure of Success: Number of student members

Action: Establish a permanent Audit Committee that will meet at the spring meeting to examine the Section's financial records. [See Article 7, Sec 2 of Bylaws—President appoints an ad hoc committee at Fall meeting.]

Responsibility: Board of Directors (bylaws change), President

Deadline: Fall 2004

Measure of Success: Standardization and quality of financial records