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**PRESIDENT'S GOALS & OBJECTIVE 2003 ~ 2004**

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**TO:** EDWIN POWELL / ASGS PRESIDENT 2002 -2003, SCOTT BANKROFF / PRESIDENT-ELECT 2003 - 2004

**CC:** ASGS BOARD OF DIRECTORS

**FROM:** PRESIDENT-ELECT MICHAEL SOUZA

**RE:** PRESIDENT'S GOALS & OBJECTIVES 2003 TO 2004

**PRIORITY:** [URGENT]

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This has been a seminal year for the ASGS. As promised by President Powell, changes have taken place and these changes have been positive. We have an audit process in place, revenues are being developed on our web site and for the first time in many years overall membership has increased rather than declined. In a term fraught with obstacles, President Powell provided an orderly transitional change of National Offices and secured the successful prosecution of the former office. Due to a leadership that was orderly and professional, the membership was diligently informed of these events and panic and discord found no place to reside.

While I know I am lucky to reap the benefits of all that Ed has put before me. I am also aware that my heaviest chore is to measure up to the performance standards set by my predecessor. To do this, I will need the help and efforts of all who have made President Powell's leadership a shared success. To assist this effort, I hope to define my objectives and goals as clearly as I can I want to make this term another successful year for the ASGS. My objective is not to choose a new direction, but rather to make a renewed effort to keep things moving forward.

**The goals & objectives of the ASGS 2003 to 2004**

1. *Maintain fiscal responsibility*
2. *Evaluate and upgrade member services*
3. *Find new revenue sources*
4. *Increase membership base*
5. *Preserve our legacy*

**Maintain fiscal responsibility**

1. Provide a budget that is within our means
2. Assure oversight and accountability

- i. Create a permanent Audit Committee as proposed in the Notification under review by the Bylaw Committee.
  - ii. Along with the Treasurer and the Executive Committee, assure the continued timely deposits and accounting of revenue
  - iii. Work with the Treasurer towards finding a new Assistant Treasurer and assure the stability and continuity of the office.
1. Oversee the National Office along w/ the Executive Secretary
    - i. Make sure that the terms of service contract is followed
    - ii. Look for cost savings in billable services
    - iii. Formalize a working relationship
    - iv. Install an annual management review process with the Executive Secretary and key officers and committee chairs

### **Evaluate and Upgrade Member Services**

1. Appoint Committee Chairs and provide them with appropriate human & financial resources.
2. Upgrade services in the following committees: Audio/ Visual, Computer Committee, Membership Committee, Outreach Committee and Publications Committee.
  - i. AV Committee will look towards digitizing workshop videos to provide media content for the web page and will look towards facilitating online orders for the library.
  - ii. Computer Committee will continue to upgrade the Glass Technical Resource page and a redesign of our existing web site.
  - iii. Membership Committee will assess the Corporate Rate program. Its overall goal will be to increase membership base to 700 or more. (Further details are outlined later under **Increase Membership** goals)
  - iv. Outreach will begin to define our membership base and look towards ways to build and expand our contact list. (Further details are outlined later under **Increase Membership** goals)
  - v. Publications will look to promote Fusion and Proceedings on the web site. . (Further details are outlined later under **Preserve Our Legacy** goals)

### **Find New Revenue Sources**

- 1.) Increase revenues from existing sources, without price hikes. Instead, by increasing membership: we can increase advertising demand, increase the demand for Section sponsors and improve our chances of revenue at Symposia

- 2.) Promote the Suppliers Guide at the ASGS web site
- 3.) Explore the sales of ASGS library: Digital copies of annual FUSION on CD. ASGS video workshop demos.
- 4.) Explore possible Grants or donations

### **Increase Our Membership**

In my Section Liaison report, I identified some of the problems with our past National Office, our problems with bulk mail and the lack of networking within our own local sections. To overcome this problem we need to understand the scope of where our shortfalls are and remedy them in a cost efficient manner:

**1.) To increase Membership we need to identify our base and build a verifiable mail list.**

- a) All mailings by ASGS National Office towards membership dues and Symposia should be made by 1<sup>st</sup> class or with a returnable service.
- b) A canvas of the membership by postcard should be done annually prior to the membership renewal mailings.
  - i. Work should begin by Ad-hoc committee as soon as possible to create a canvas card that can be distributed as widely as possible. The card should request information that can classify: interest level in the ASGS, email address, level of service as glassblower, etc.
  - ii. Canvas cards should be distributed as widely as possible through: mailings, via the web page, the Section meetings and a new possible venue, product stuffing by supporting vendors. Which can also be used to promote our Symposia
  - iii. The cards should begin to be ready for distribution by September or sooner of this year
  - iv. Coordination should be in place w/ the National Office to distribute, receive and record the cards that are returned.
  - v. The most immediate benefit of this canvas will be to "proof" our current mail list in a cost effective manner. Thereby, saving monies in 1<sup>st</sup> class mailings for annual membership and for Symposia Packets.
  - vi. The secondary benefit will be to rank our mail list as contacts that, for instance, should get a post card or receive email, regarding ASGS Symposia, verses a \$3 per unit cost in packets. All returned cards as non-addressable will be culled from the master list. All forwarding address changes will be adjusted as well.

vii. We need to define who should get specific marketing information; who should get mail about becoming an advertiser, an exhibitor, a mentor, to join or attend a section meeting.

viii. I believe the overall costs to be around \$500 for such a program. Based on:

1,500 postcards sent at \$0.26 ea. = \$390

Printing costs 3,000 cards @. <\$0.04 ea. = \$120

However, I expect this investment will ultimately conserve our resources and provide a systematic way of identifying and gathering information about our membership and where prospective or past members are.

c.) A membership goal needs to be in place. I believe a reasonable goal is to get our base past the 700 mark in membership by June of 04. This would be a relative increase of around <10%.

d.) We need human resources to aid two key committees to implement guidelines and synergy with our National Office:

- i. Outreach Committee should create an ad hoc committee to develop the card, define the contact fields and explore avenues of distribution.
- ii. Membership Committee should work with the ad hoc to cover its concerns. While at the same time the Membership Committee should form an ad hoc headed by the Executive Secretary. This ad hoc will oversee the process of adjusting our mail lists, categorizing our contacts and building of a contact database.
- iii. Together these two committees should prepare a report for the Nov. BOD. This report should define the strategies and update progress.

### **PRESERVING THE LEGACY OF THE ASGS**

**1.) New policies and initiatives need to be implemented to preserve our archives and our mission.**

A.) Ultimately we have to begin to first preserve existing publications in a digital format and begin to convert our archives.

- i. All ongoing publications for Fusion and the Proceedings are going to be saved in a PDF format. Costs are estimated ~ \$30 per issue.
- ii. All past Fusions and Proceedings published by McCain Publishing will be transformed into PDF. Costs are estimated at \$50 per issue
- iii. All current and future articles to Fusion and the Proceedings should be accompanied with an abstract. This will allow the ASGS Web page to

accumulate and list contents of FUSION and Proceedings and provide keyword searches in the PDF format.

- iv. The conversion of past Fusions and Proceedings needs to be budgeted. Revenues towards this effort will be assessed. Clearly we should begin from the most recent and work our way backwards. Ultimately, this will reduce annual storage costs and could provide a revenue source by selling CD' library editions of the ASGS archives.
- v. An ad hoc committee needs to be formed to recreate abstracts for past Fusion & Proceedings articles. These revisions need to be added to the Cumulative Index database and should also reside in our web. Again the creation of such an archive should be done year-to-year, from most recent and backwards.
- vi. A copyright policy needs to be defined to preserve our rights to all ASGS publications. This policy should be a displayed in all publications both electronic and paper editions. *A lawyer specializing in this area of law should write the disclaimer and provisions.*
- vii. In addition, a "use of proceeds" policy needs to be defined for articles reprinted from non-ASGS publications. *The lawyer should also provide the procedures and policy.*
- viii. Work between the Computer committee and Publications should begin to develop strategies and policies to achieve the aforementioned goals.
- ix. The conversion of ASGS video library to digital is also being explored.

B.) To work more effectively towards our mission as a Society we need a clearer understanding of how our Society functions.

- i. A special ad hoc committee for "Organizational Structure" headed by Ed Powell will be formed to create a flow chart and look towards improving efficiency between the National Office and the ASGS Infrastructure.
- ii. The ASGS web page will be devoted towards promoting committee services to our membership and thereby provide a direct way to inform membership and prospective members of the benefits within the Society.
- iii. Each committee shall look at ways to promote their activity on the ASGS web page.
- iv. The Executive Secretary, the National Secretary and the National Office will over see all ASGS Administrative documents such as: forms, procedures, minutes, Officer duties, motions etc. and work with the O.S. ad-hoc committee to define responsibilities in regard to electronic records and lessen the burden for the Computer Committee.

### CONCLUSION

President Powell has put a lot of groundwork in place. Some of his foundation came from President Coyne and President Hatz. Our Sections are more representational and we enjoy the benefits of a new Section represented by exhibitors. I was fortunate to share a position on the board with all of these Presidents. President-elect Scott Bankroff and I have known each other for over 25 years. I am confident we will work openly with each other and I know both our resumes include serving as a Director, National Secretary and as a Symposium Chair. Both of us have gone through these trials by fire and both of us are ready to serve our roles as Presidents for the organization. Yet, neither of us can fulfill our duties, or achieve any measure of success without the help and efforts of the Officers and Committee Chairs.

Please take time to review this agenda and to look at ways your committee or your section can work towards improving membership and sustaining our legacy.

Michael J Souza /President-elect 2002- 2003

MJS