

TVMA STRATEGIC PLANNING

2013–2018



TABLE OF CONTENTS

3	Executive Summary
5	Introduction
7	Mission
9	SWOT Analysis
14	Five-Year Vision
15	Critical Strategic Issues Overview
16	Issue One: Membership and Member Services
19	Issue Two: Legislative Affairs/Media/Special Interest Groups
25	Issue Three: External Communications
27	Issue Four: Technology
28	Issue Five: Revenues
29	Issue Six: Governance
33	Implementation Considerations
35	Final Thoughts
36	Appendix A – Members of the Strategic Planning Committee and Action Teams
38	Appendix B – Summary of Survey Input
43	Appendix C – Action Plans to Address Critical Strategic Issues

- *Membership and Member Services* (page 43)
- *Legislative Affairs/Media/Special Interest Groups* (page 44)
- *External Communications* (page 47)
- *Technology* (page 48)
- *Revenues* (page 48)
- *Governance* (page 49)

EXECUTIVE SUMMARY

The Texas Veterinary Medical Association (TVMA) conducted a strategic planning process between October 2012 and February 2013. This process directly engaged 19 members and staff in two retreats and engaged many more in various ways under the guidance of an experienced strategic planning consultant. The purpose of this effort was to provide a realistic roadmap to enable TVMA to fulfill its mission and thrive in the coming five years.

The plan is based on a TVMA mission that establishes our primary purpose ***as promoting, advocating for and protecting the veterinary medical profession*** and to advance animal health for the well-being of animals and humans. Our primary beneficiaries are our member veterinarians as well as non-member veterinarians, technicians and the public within Texas. To serve these beneficiaries, we provide governmental advocacy, communications, education, community building, legal advice and action, positive public image for veterinary practice, legislative actions and student support. We are guided by a commitment to a set of shared values and principles including integrity, service, dedication, science-based knowledge, teamwork, compassion, loyalty to the profession and collegiality.

In assessing our organization relative to this mission, we recognize that we have much strength, particularly in the areas of membership and member services, resources, leadership, organizational culture, image and our overall organizational capacity. We also recognize that we have some weaknesses, including growth of our membership, engagement of members, legislative actions, insufficient resources, lack of organizational focus, governance and committee inefficiencies, lack of attention to external relationships and some aspects of our culture.

As we anticipate the conditions we will be facing in the coming five years, we see many opportunities that will enable us to succeed, including avenues to build membership, enhancements of technology applications, strengthened focus on legislative issues relevant to our members, many areas where services could be provided and new opportunities for partnerships. We also recognize that there will be some threats that we will need to be prepared for, such as a continuing sluggish economy that will challenge our revenue sources, competition with other groups for membership, decreased levels of participation from key demographics (especially younger veterinarians) and new/increased levels of legislative challenges that we will need to address.

Based on this analysis, we propose a bold five-year vision for TVMA, the accomplishment of which forms the primary rationale for our strategic plan. This vision is:

Within five years, we have become the recognized leader in Texas concerning veterinary issues through effective and on-point communication; this results in:

- **Increased membership**
- **Highly engaged members**
- **Veterinarians who are convinced that being a TVMA member is directly related to their success**

(Note that this vision encompasses members, non-members, business and the public.)

In order to achieve this vision, there are six critical strategic issues that will need to be addressed, which are:

1. Increasing membership and enhancing member services
2. Strengthening legislative affairs/media relations/relationships with special interest groups
3. Improving external communications with key groups, including local veterinary medical associations, specialty veterinary groups, animal health manufacturers and distributor groups

4. Upgrading our technological capacities
5. Enhancing our revenue base
6. Streamlining our governance structure

While these are six separate issues, they are each key to the achievement of the vision, and there is major crossover among them. In essence, it will be challenging to do any of these in isolation from the others. Therefore, this plan is meant to be viewed as a whole.

This document provides a detailed description of the plan, including the rationale for each of the action plans that together constitute the implementation plan. In addition, the document addresses the system and leadership requirements for the successful execution of the plan. The appendix provides detailed action plans for guiding the execution of the plans.

Strategic planning is a process designed to help create planned change within an organization. Strategic planning is a living process; as such, a strategic plan must be continually nurtured, monitored, and adjusted throughout the entire period of the plan's implementation. Therefore, the formulation of a good plan is an initial step in the process; however, equally important is the commitment of the leadership to sustain the plan's implementation. This will require the dedication of organizational resources, the ongoing monitoring of the plan and vigorous communication efforts to the entire stakeholder community about the plan and its progress so as to ensure that there is widespread ownership and commitment to the plan.

This level of leadership commitment can only be achieved when the leadership has confidence in the plan. The strategic planning council has made every effort to ensure that the proposed plan meets three core tests:

- **This is the right vision for our organization to achieve**
- **The plan targets the right issues in order for us to achieve this vision**
- **This plan is realistic for TVMA to achieve**

The council now offers this plan to the leadership with its commitment to support them as they pursue its fulfillment.

INTRODUCTION

The Texas Veterinary Medical Association (TVMA) conducted a strategic planning process between October 2012 and February 2013. This process directly engaged 19 members and staff in two retreats and engaged 40 more in various ways under the guidance of Daniel Stone (www.makingchangereal.com), a strategic planning consultant highly experienced in working with veterinary organizations. The purpose of this effort was to provide a realistic roadmap to enable TVMA to fulfill its mission and thrive in the coming five years.

Prior to initiating the strategic planning committee, a survey was sent to all TVMA members to get input on the strategic issues of greatest concern to them. A total of 705 responses was received. The primary themes that were highlighted in the survey responses were:

- **Biggest concerns facing the profession**
 - o Online pharmacies
 - o Unlicensed practice of veterinary medicine
 - o Rising costs of practice
 - o Government interference
- **TVMA functions that are working well**
 - o Communicating with the profession
 - o Leadership of the profession
 - o Advocating for the profession
- **TVMA functions that could be improved**
 - o Attention to individual concerns
 - o Creating awareness/influencing economic conditions of the profession
- **Services that represent a significant value to members**
 - o Email alerts regarding important news
 - o Public relations for the profession
 - o Legislative lobbying efforts
 - o Representing the profession to the AVMA
 - o *Texas Veterinarian* publication

(See Appendix B for a more complete presentation of this input.)

These themes were presented to the strategic planning council at the initiation of the retreat and helped inform the formulation of the plan.

In conducting this strategic planning process, we worked our way through six key steps:

1. Clarified our mission
2. Conducted a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis to understand our current reality and to project

the future conditions we are likely to be facing

3. Created a vision for what we want the organization to become in the next five years
4. Identified and prioritized six critical strategic issues (CSIs) that are essential for us to address if we are to achieve our vision
5. Crafted an action plan to address each of the CSIs
6. Developed an approach to ensure the successful execution of the plan, including how it will be supported, monitored and communicated to our key stakeholders

The committee conducted its work in two weekend-long retreats. The first was in October 2012, and the second in February 2013. Between the two retreats, the committee members engaged a total of 40 other members and staff in fleshing out action plans for addressing the key issues that were identified by the committee (see Appendix A for a list of all committee members and participants in action teams).

In reviewing this document, it is important to understand the key principle of strategic planning, which is that it is about anticipating the conditions that the organization will be facing in the future and then determining how to optimize its performance in light of those conditions. In that respect, strategic planning is fundamentally different from normal tactical or operational planning. Instead it is based on assumptions that can be made about what changes are likely to occur inside and outside the organization that will significantly impact the association.

This document provides a detailed description of the plan including the rationale for each of the action plans that together constitute the implementation plan. In addition, the document addresses the system and leadership requirements for successful execution of the plan. The appendix provides detailed action plans for guiding the execution of the plans.

Before finalizing the action plans, the council expressed consensus that each of the action plans:

- **Is properly focused**
- **Will successfully address the issue**
- **Is realistic for TVMA to implement**

In the end, the success of this plan will depend on the support of the TVMA membership, especially its leadership. Therefore, the plan is presented as a recommendation to the Board of Directors; it represents the best thinking of the group that accepted the call to advise the organization about how to prepare for its future. We have attempted to critically validate every element of this plan amongst ourselves; however, in the spirit of true partnership, we encourage you to also test and validate the assumptions we have made and then confirm that the actions we have proposed represent our association's best response. Once all are convinced that this is the right plan, the association will be in the strongest position to actually implement the plan.

OUR MISSION

The TVMA has a mission statement that is included on our website; however, for purposes of this effort we began with reconsidering our mission by addressing four key questions:

1. What is our essential purpose?
2. Who are the major beneficiaries of our services?
3. What are the key services or products that we provide to those beneficiaries?
4. What are the core values that are embedded in what we do and how we go about doing it?

The following are our answers to each of these questions.

OUR PURPOSE:

The mission of the TVMA is to promote, advocate for and protect the veterinary medical profession and to advance animal health for the well-being of animals and humans.

OUR BENEFICIARIES:

Our primary beneficiaries are:

- **Members (veterinarians and students)**
- **Technicians**
- **Non-member veterinarians**
- **Public**

Our secondary beneficiaries are:

- **Animal owners**
- **Animals of the state of Texas (and beyond)**
- **Industry**
- **College of Veterinary Medicine/technician schools**
- **Technician students**
- **Legislature/government agencies**

WHAT WE DELIVER TO OUR PRIMARY BENEFICIARIES:

- **Governmental advocacy and legislative actions**
- **Communication (emails, website, etc.)**
- **Education (CE)**
- **Forum for coming together, building community among professionals (including an annual meeting)**
- **Legal advice and action on behalf of individual members**
- **Positive public appearance/image/PR for veterinary medicine (including training for members in dealing with the media)**
- **Member discounts**
- **Support for students (monetary, networking, etc.)**

OUR CORE VALUES:

- **Integrity/trustworthiness**
- **Service**
- **Dedication**
- **Loyalty to the profession**
- **Decisions based on the best available evidence**
- **Teamwork**
- **Effectiveness/efficiency**
- **Compassion/supportiveness**
- **Vision**
- **Collegiality**

SWOT ANALYSIS

A SWOT analysis is intended to analyze the organization relative to its mission by exploring two dimensions:

1. What are the current strengths and weaknesses of the organization relative to its mission?
2. Looking forward over the coming five years, what are the major opportunities and threats that we can reasonably anticipate that TVMA will face in attempting to achieve its mission?

The team conducted an overall SWOT analysis, and the results are presented below.

TVMA STRENGTHS AND WEAKNESSES:

This analysis begins by examining the current functioning of the TVMA, considering the mission as it has been defined above. In reviewing this analysis, please note that there are some items that fall under both strengths and weaknesses because there may be differing views among the group or there may be strength in that area but room for improvement.

STRENGTHS:

- **Members:**
 - o Membership numbers are high
 - o Student participation (future members)
 - o Inclusive of all disciplines of profession
- **Services:**
 - o Communication with members
 - o Some member services
 - o CE, SWVS, annual conference, local meetings
 - o Legislative/governmental advocacy efforts
- **Organizational culture:**
 - o Proactive orientation
 - o Work ethic
 - o Collegiality
 - o Passion
 - o Evidence-based
- **Resources:**
 - o Financial soundness
 - o Building/facilities
- **External relationships:**
 - o Relationships with key partners

- o Relationship with Texas A&M University College of Veterinary Medicine and Biomedical Sciences
- o Elected officials who are DVMs
- o Business alliances
- **Image:**
 - o **Credible both in Texas and nationally**
- **Leadership/organization:**
 - o **Leadership structure**
 - o **Leadership in general**
 - o **Volunteer leadership**
 - o **Excellent staff (dedicated, talented, hardworking)**
 - o **Internal communication/dissemination of information**
 - o **Strength of committees, inclusive of member input and opinions**

WEAKNESSES:

- **Membership:**
 - o Not as high a percentage of licensed veterinarians in state as we would want
 - o Perceived lack of value of TVMA/don't convince people of the value of what they get
 - o Competition with other associations (species- or specialty-specific)
 - o Numbers could be better
 - o Weak communication with individual members
 - o Membership doesn't understand what it takes to run organization
 - o Hard to engage and motivate younger generation, involved in many things other than veterinary medicine; hard to plug them in quickly
- **Member participation:**
 - o Apathy, lack of engagement
 - o Lack of participation on the board of directors (BOD)
- **Legislative:**
 - o Slow to get ahead of issues; hard to get consensus to be able to develop action plans; makes us reactive
- **Image:**
 - o PR efforts not strong
 - o External communications (advertising, non-members and public)
 - o Small voice relative to other interest groups

- **Resources:**
 - o Not sufficient discretionary funds available for unanticipated projects and expenses
 - o Outdated technology limits communications
- **Focus:**
 - o Spread too thin, asked to do too much
 - o Diversity of membership makes it hard to get consensus on issues
- **Organization:**
 - o Committees lack focus; all meet at same time making it hard to participate on more than one
- **External relations:**
 - o Weak relationship with local VMAs
- **Culture:**
 - o Reactive
 - o Not nimble

OPPORTUNITIES AND THREATS:

The next and critically important aspect of the analysis is a projection as to what are the major changes that can reasonably be anticipated in the coming five years that will significantly impact the ability of TVMA to fulfill its mission. Opportunities are those changes that will enable mission fulfillment, while threats will impede it. Again, there are some anticipated changes that may represent both opportunities and threats depending on how they are viewed.

OPPORTUNITIES:

- **Membership:**
 - o More licensed veterinarians to become members
 - o Growing opportunities for memberships for associates in corporate practices
 - o Younger generation more oriented toward giving back, could be channeled to giving back to profession
 - o Potential for expanding membership to include technicians if licensure bill passes
- **Technology:**
 - o Improvement in availability, decreased costs will enable member services
 - o Increased use of social media will promote practice of veterinary medicine
 - o Improving quality of technology makes it easier for veterinarians to show altruism, improve PR
 - o Increased quality for remote communications, e.g., remote meetings
- **Legislation:**
 - o More threats from outside organizations will heighten importance of these efforts
 - o Increased awareness/involvement of veterinarians in elected positions

- **Public image:**
 - o Awareness of animal welfare issues will grow, highlighting role of veterinarians
- **Veterinary medicine:**
 - o Less retail sales at veterinary hospitals means that TVMA will be more needed by members involved in education, transition and adaptation
- **Services where we could play a role:**
 - o Increased corporate medicine; we can be involved in transition
 - o A lot of small practices for sale; able to help with that transition
 - o Students increasingly oriented toward self-learning provides opportunity to deliver online courses
 - o Growing role of insurance
 - o Increased Latino population in need of language services (e.g., translating handouts)
 - o With increasing number of associates rather than practice owners, need some kind of facilitation role for job-searching
 - o Changing business models in practice ownership allows investment money to come into those practices; need for education and bringing people together
 - o Ownership getting more difficult/competitive; need for new business models and services
 - o Decreased availability of veterinarians in rural areas allows TVMA to play a role in helping promote services to those areas
 - o Increasing number of female veterinarians, leading to need for services related to women
 - o China/India growing and increased meat consumption globally; Texas as a large animal state can assist in education overseas
 - o Increasing third party audits, changes in regulations, residue accountability, etc., will require more education of members
 - o Increasing number of spay/neuter clinics will require their staffs to learn new skills
- **Partnerships:**
 - o Veterinary school to be finished with renovations, which could provide additional meeting spaces for CE, etc.
 - o Walmart more in business of veterinary medicine
 - o As veterinarians stop selling drugs, helping drug companies get access to veterinarians for promotion of their products

THREATS:

- **Membership:**
 - o Competition from specialty medicine groups, proliferation of sub-groups dilutes members' time

- o Rising costs of veterinary education; increasing number of veterinary schools; impact on long-term earning; members think dues cost too much
- o Younger generation increasingly focused on many things beyond veterinary medicine; want instant gratification, local/smaller-based interests
- o Increasing number of veterinarians not going into private practice impacts interest in membership
- o More corporate practices will set stipend amounts for association memberships and CE; TVMA must compete with all other associations
- **Services:**
 - o Growth of nonprofit offerings of veterinary medicine; members expect us to address it but we can't
 - o Growth of unauthorized practice of veterinary medicine; can't regulate, no authority to enforce
 - o Growth of Spanish-speaking population, lack of diversity within our profession means they will go elsewhere for services
 - o Increasing competition for providing CE
- **Legislative:**
 - o Animal rights groups increasingly going to challenge veterinary medicine, and we lack resources
 - o Battles will get worse and more intense (e.g., out-of-state libertarian groups); lack VPAC funds to lobby legislature or fight battles
 - o Escalating issues with sale of drugs, which we are unable to stop
 - o Overall governmental influence over veterinary medicine to increase
- **Revenues:**
 - o Cost of meetings will go up and fewer people will come due to economy

The SWOT analysis provides an essential context for informing the remainder of the plan; as you will later see, this analysis is incorporated directly into the formulation of the action plans.

5-YEAR VISION

While the mission defines who we are, the SWOT analysis establishes our current functioning relative to the mission and projects the key changes we anticipate in these coming years. However, since the strategic plan is meant to position the organization to optimize its success over the next five years, then the most basic question to address is “Given our mission and SWOTs, what is the most important difference in how TVMA will be different in the next five years?” The answer to that question will drive the entire rest of the strategic plan.

Our vision for TVMA is:

Within five years, we have become the recognized leader in Texas concerning veterinary issues through effective and on-point communication; this results in:

- **Increased membership**
- **Highly engaged members**
- **Veterinarians who are convinced that being a TVMA member is directly related to their success**

Note that this vision encompasses members, non-members, business and the public.

CRITICAL STRATEGIC ISSUES

Given this vision, the next task is to identify the most critical issues that need to be addressed in these next five years in order to achieve that vision. These issues will either focus on:

- **Extending areas where we are already strong (see “Strengths”)**
- **Correcting for areas where we are currently weak (see “Weaknesses”)**
- **Exploiting changes that represent opportunities that we anticipate over the next five years (see “Opportunities”)**
- **Mitigating changes that represent threats that we anticipate over the next five years (see “Threats”)**

These critical strategic issues (CSIs) are therefore of the highest priority to address if the vision is to be achieved. There are six such issues:

1. Enhancing and increasing membership and member services
2. Enhancing legislative efforts, media relations and relationships with special interest groups
3. Improving external communications
4. Upgrading our technology capabilities
5. Strengthening our revenue base
6. Enhancing our governance capability

All six of these issues are deemed essential; they are all also interlinked. It is not viable to do one or some of these in isolation. Therefore they must be considered as a set of issues that will be mutually reinforcing and synergistic once they are fully enacted.

The next section of the plan clarifies each of these CSIs in terms of:

- **What is the issue?**
- **What are the major forces currently impacting that issue?**
- **What are the anticipated future forces that will impact that issue?**
- **What will be the impact of addressing the issue and of not addressing the issue effectively?**
- **What will it take to address the issue?**
- **What will be the goal?**
- **What will be indicators of successful accomplishment of the goal?**

The final section of each action plan is the actual implementation plan; these can all be found in Appendix C and provide detail about:

- **What will be done to achieve the goal?**
- **By when it will be done?**
- **Who will be accountable for getting it done?**
- **What resources will be required to get it done?**

ISSUE ONE: MEMBERSHIP AND MEMBER SERVICES

What is the issue?

The Texas Veterinary Medical Association (TVMA) encompasses a diverse group of 3,395 veterinary professionals and non-veterinarians associated with veterinary medicine in the state of Texas and beyond. As such, TVMA is challenged to recruit and retain members from multiple areas of veterinary medicine (veterinary students, recent and not-so-recently graduated veterinarians, associates, practice owners) and various professional disciplines (private practice (small, large, mixed, rural, single practitioner to large, multispecialty referral practices, equine-only, academia/TAMU faculty, government and regulatory veterinarians, non-TAMU graduate veterinarians and potentially even veterinary technicians). Unfortunately, TVMA membership only includes 55% of licensed veterinarians in the state, and that percentage is in a decline. Member benefits, member services, cost of membership and opportunities for service to TVMA and the wider community are general areas that need to be addressed in discussions of TVMA membership. Engaging TVMA members is also important to develop a strong, inclusive association.

The scope of membership as an issue involves veterinarians in private practice, research, academic, specialty, corporate, industry, public health, government, nonprofit, shelter, TAMU grads, non-TAMU grads, professional veterinary students, veterinary technicians and business alliance partners. Potential new membership categories could include non-veterinarians involved in animal health (animal scientists, etc.), pre-veterinary students and veterinary-technician students.

What is the current state of the issue?

Currently, TVMA seeks to include all of types of veterinarians, including varieties of practice (small animal, exotic, equine, large animal), academia, public health and others. TVMA seeks members who are in private practice, corporate practices, academia, nonprofit sector and students as well as those who are retired. Non-TAMU graduate new licensees are a growing demographic that is not heavily targeted in member recruitment efforts; however, this is a large and growing population of veterinarians in Texas as our economy is growing and more veterinarians are locating here from other states.

Current member dues are \$295 for regular veterinary members. \$35 of the dues is a VPAC contribution unless the member opts out, and the \$35 goes directly to TVMA. There are no variable membership levels or tiers for regular veterinarian members or any sort of per practice volume discounts. Additionally, there is no membership alignment in pricing strategy (discounts for multi-association membership, e.g. local VMA, AVMA, TEVA, etc.) Local VMAs are separate entities from TVMA.

Current TVMA member benefits and/or services include: continuing education offerings, representation to Texas State Legislature and other state agencies including the Texas Board of Veterinary Medical Examiners (TBVME) and Texas Animal Health Commission (TAHC), Ask TVMA, legal advice, business alliance programs, participation in various committees and representation by a Board of Directors, TVMA website, *Texas Veterinarian* magazine, *Vet Voice* publication, TVMA Source e-newsletter, Veterinary Career Network, Peer Assistance Program, practice-enhancing products, media training opportunities, classified ad opportunities and social and networking opportunities.

Other programs administered by TVMA are the Texas Academy of Veterinary Practice (TAVP), the TVMA Center for Veterinary Economics (CVE), the Certified Veterinary Business Managers Program (CVBM), the Registered Veterinary Technician (RVT) program and Certified Veterinary Assistant (CVA) programs. TVMA also tries to work with local VMAs to provide any needed support and assistance.

TVMA is only one of many potential associations that veterinarians can join and volunteer their time with. Many current members and potential members do not understand the value TVMA membership provides to them both personally and professionally. This perceived lack of value drives membership numbers down.

Recruitment and retention efforts are hampered by lack of extensive knowledge of member demographics as well as information about non-member veterinarians in Texas. Furthermore, our ability to manipulate the member database to help inform our recruitment strategies is limited by the current association management software database.

As demographics of veterinary practice change, some may feel disconnected from a large organization and do not see their specific place in it, a way to participate or a way to give back.

With respect to specialties, membership in local VMAs is probably currently more important to the specialist, since that is where referrals originate. Since most referrals do not originate from the state level, the TVMA must become relevant and valuable to specialists in other capacities.

The current TVMA governance structure lacks a standing committee specific to membership and membership issues.

TVMA has a very strong relationship with the Texas A&M University College of Veterinary Medicine and provides numerous benefits to students, including free membership, class gifts and opportunities for student involvement in TVMA activities.

What are major forces currently impacting the issue?

At this time, TVMA faces competition from a large variety of other professional veterinary associations for dues-paying members. The veterinary profession has started to experience fragmentation by specialty, and this has made it harder to be “all things to all people.” Moreover, the question of can and should we be “all things to all people” from a resource management standpoint should be asked and answered. Related to these forces is the role that economics plays in making decisions about what associations to join. More and more associate veterinarians are given set stipends to cover association memberships and/or continuing education. TVMA may or may not be seen as a valuable use of that stipend.

There is also a feeling that there is a lack of perceived value among non-TVMA members and even within current membership. This perceived lack of value may be because:

- **Education and communication efforts about what TVMA does are not as good as they could be in reaching segments of potential members – specialty, TAMU faculty, large multi-unit hospitals, government/regulatory, etc.**
- **People are not aware of all benefits of being a TVMA member**
- **People do not understand legislative issues that are important within the state**
- **TVMA is not always directly a part of the day-to-day activities of most members and non-members**
- **There is a perception that benefits programs focus on private practice owners**
- **Large percentage of members are not involved in committees**

Current demographics of veterinarians in the state have been changing. There is a shift toward more associates in practice than practice owners, more female than male graduates, less solo practitioners and large and growing numbers of licensees that are non-TAMU graduates. Marketing efforts have focused on TAMU students; general, private practitioners; practice owners; and mostly current or former members. Programs focused on recent graduates (five years or less post-graduation) have seen a lack of response and participation. Despite efforts to bond students and young veterinarians to TVMA, member retention is stable but not growing.

What are major forces or changes that will impact this issue in coming years? We anticipate continuing to see an increase in the following trends, all of which have implications for membership and member services:

- **More associates than practice owners**
- **Aging practice owners**
- **An aging population, e.g. baby boomers, that will decrease TVMA dues revenue by changing to life members**
- **More corporate-owned veterinary practices**
- **Potentially more non-TAMU graduates entering practice in Texas**
- **Growth of specialty practices**
- **More female than male veterinarians**
- **Trends of movement to urban/suburban practices**
- **Increase of individuals and organizations providing veterinary services**
- **Internet influence on animal health information, delivery of services and perceived lack of the need of veterinary care**
- **Growing Latino population in the state**
- **Decreasing numbers of rural practice**
- **Increasing level of student debt of young veterinarians**
- **Increase in stipends offered to associates in corporate practices to join member organizations**
- **Number of veterinarians interested in non-practice employment**

A significant change for TVMA may be the licensing of registered veterinary technicians (RVTs) through the Texas Board of Veterinary Medical Examiners. Current registration is through TVMA. Licensing veterinary technicians will eliminate a current revenue source but may open an additional source of revenue through membership dues should TVMA include RVTs among its membership.

What will be the impact of addressing/not addressing the issue effectively?

If the membership issues are addressed effectively, we will see TVMA be a true representative and advocate for veterinarians, veterinary technicians, animal health partners in all aspects of the profession (private, corporate, academic, specialty, government, etc.) and the public at large. We will see increased membership numbers and more engaged and active members who feel their needs are met individually and collectively. Members will feel their TVMA membership status provides support and is a unique aspect of their sense of fulfillment in their veterinary career.

Additionally, it will bring success now, and it will extend to the future. Other organizations will look to us as an example for representation of and service to a veterinary community. They may also seek out TVMA in an advisory capacity that could develop additional sources of revenue.

Reputation and power within the state legislature will remain high and potentially increase as we claim a higher membership percentage of licensed veterinarians and possibly veterinary technicians.

Relationships with associated animal health groups will be more partner-based and less directly antagonistic.

If this issue is not addressed effectively, membership numbers and membership as a percentage of licensed veterinarians in the state will continue to decline, further decreasing revenues and making it harder to promote the association and fund the

important work it does. With lower member numbers, there is a huge potential for loss of professional influence with AVMA and other state veterinary medical associations. Additionally, legislative influence will decline.

What will it take to address the issue effectively?

To address the issue effectively, we will need to re-evaluate membership in the traditional association sense. More extensive information will have to be gathered about what all current and future members need and expect from TVMA, and the organization will need to restructure and redesign services in response to these expectations. This will require being flexible and proactive in identifying and responding to unexpected opportunities involving membership.

What is the goal?

Significantly increase membership in key categories, including licensed veterinarians in the state of Texas and others (potentially including licensed veterinary technicians) and increasing the level of participation in TVMA activities and usage of benefits.

What will be the success indicators?

- **Increase membership from 55% to 75% of licensed veterinarians in the state of Texas through recruitment and retention efforts.**
 - Increased membership in categories other than licensed veterinarians, e.g., LVTs (Note: these goal percentages will be determined as more data about these demographics are acquired)
- **Significantly increased retention; the number of annual TVMA non-renewals is 50% of current levels (less than 100 lost memberships per year)**
- **Higher enrollment in membership events. There should be at least a 20% increase in participation in three of the following areas: CE attendance, lobbying efforts, committee meetings, service activities, website traffic, etc.**
- **Increased number of utilizations of business alliance benefits and other member services**
- **Positive feedback about membership services and benefits through surveys**

ISSUE TWO: LEGISLATIVE AFFAIRS, MEDIA AND SPECIAL INTEREST GROUPS

This CSI has three highly interrelated components that will be dealt with separately: how we manage our public affairs through our relationship with the legislature and with the media and how we relate to special interest groups.

LEGISLATIVE AFFAIRS:

What is the issue?

TVMA needs to be established as the statewide authority for all information concerning animal health and welfare, including the impact animals have on human health, and because of the significant impact legislation can have on all aspects of the veterinary profession, TVMA must improve our relationship with the legislature and individual legislators.

What is the current state of the issue?

TVMA has a number of strengths:

- **Veterinary medicine is a highly respected profession**
- **Veterinarians are represented as members of the legislature**
- **TVMA has a good reputation already established in the legislature**
- **Membership supports Legislative Day at the Capitol**
- **Veterinarians have a strong involvement in VPAC and the Legislative Committee**
- **Compared to other state VMAs, Texas VPAC has raised lots of money**
- **TVMA has established a pattern of working with other interest groups if their goals coincide**
- **TVMA has a small but strong staff**
- **TVMA offices and staff are located in Austin, giving us easy access to the legislature**
- **TVMA has just finished retiring its notes on its offices, thus it potentially has more funds available to meet other needs**
- **Veterinarians as a profession see most of those in the legislature privately in our offices and thus have a chance to have individual conversations and relationships with all our legislators**
- **Our members are probably more electronically connected than they used to be and probably more connected than most associations**
- **Our good relationship with the CVM among both teachers and students is a strength because the CVM is very well-respected in the legislature**
- **Our relationship with the Texas Board of Veterinary Medical Examiners (TBVME) has benefited from a history of open communications, which is especially important because the board wants open communications**

We also have a number of weaknesses:

- **Lack of funding for VPAC**
- **Compared to special interests, our financial resources are small**
- **We have a history of being more reactive than proactive**
- **Overall we have a smaller voice relative to other special interest groups**
- **Overall legislators and the public are becoming less informed about animal-related issues**
- **Large number of legislators who have lots of work to get done in a short period of time**
- **Hard to identify those constituent veterinarians who have relationships already established with the individual legislators**
- **The veterinary profession is very demanding and thus our members may not have lots of volunteer time**
- **Texas is a huge state, and our members are separated by geography**

What will be the major forces impacting on this issue in the coming five years?

We anticipate a number of positive changes:

- **Technology and social media may make communication with the legislature more efficient and timely**
- **Increasing opportunities to elect more veterinarians to the state legislature**
- **Our public is increasingly educated on veterinary issues and appreciative of the veterinary perspective**

We also anticipate a number of threats:

- **Corporation lobbies are growing, and their views may not always match some members' feelings**
- **Animal rights activists and other special interest groups are gaining in strength and are becoming a key source of misinformation to the public**
- **Given the overload of information and responsibilities, there is increasing apathy in our profession and among members (and potential members) toward legislative issues**

What will be the impact of addressing/not addressing this issue effectively?

If we address this issue effectively, a better informed and better prepared TVMA government relations staff and legislative committee could be more proactive and less reactive to governmental issues that impact the Texas veterinary profession.

However, if we do not address this issue effectively, TVMA will fail to be recognized as the leader in Texas concerning veterinary issues, and we could see very negative impacts on the practice and business of veterinary medicine.

What will it take to address this issue?

TVMA will need to implement continual and innovative actions to target legislators and leverage relationships. We need to be visible, accessible and able to quickly respond when called upon by the legislature. To do this, we need to be more active in raising money for VPAC.

What is our goal?

Legislative initiatives should be strong, clear, convincing and well-funded to allow TVMA's message to be heard, reinforced by facts and science and stated confidently as the voice of the entire profession so that our elected officials vote in accordance with TVMA's well-designed positions to advance veterinary medicine's quality and economic viability.

What will be our success indicators?

- **Increased evidence of TVMA's influence resulting in legislative actions in accordance with TVMA positions**

MEDIA:

What is the issue?

TVMA needs to raise public awareness that TVMA is the statewide authority/resource for all information concerning animal health and welfare, including the impact animals have on human health.

What is the current state of this issue?

TVMA has a number of strengths that are relevant to this issue:

- **Veterinary medicine is a highly respected profession**
- **There are 3,395 members throughout the state who are potential ambassadors (we are among the largest, most diverse veterinary groups in nation)**
- **There are member designees throughout the state already in place as media relations contacts**
- **Animal health is hot. Six out of 10 pet owners consider their pets to be family members (AVMA Sourcebook 2012)**
- **TVMA has a wealth of information to make available to the media**
- **There is no single resource for Texas animal health and welfare currently available (become WebMD for animal healthcare)**
- **Our younger veterinarians are more savvy about social media**

TVMA has some weaknesses:

- **We lack an integrated communications strategy to public**
- **Public has affinity toward pets, not doctors**
- **Animal healthcare is perceived to be too expensive**
- **No well-established relationship with the media**
- **Slow response to media opportunities**
- **We underutilize social media**
- **Texas is a large state with lots of ground to cover**

What forces will impact this issue in the next five years?

There are some changes we anticipate in the coming five years that will help us address this issue:

- **Technology will make communications with the public easier**
- **The public will be increasingly interested and focused on animal-related issues**

However, there are some changes we anticipate that will make this issue more challenging:

- **Animal advocacy is an increasingly crowded space so we will be competing for visibility**
- **Privacy issues will increasingly hamper our ability to communicate**
- **There will be professional, association and personal risk for increased media interaction**

What will be the impact of addressing/not addressing this issue effectively?

If we effectively address this issue, TVMA will gain in credibility, and the public will gain the advantage of being well-informed. However, if we fail to address this issue, the public will continue to be under-informed or not educated on animal health and welfare issues, and TVMA will not gain the recognition that it needs to be the authority on animal health in the state. This will also negatively impact TVMA's ability to influence the legislature.

What will it take to address this issue?

TVMA must implement a vigorous integrated communications strategy that creates high visibility of TVMA and its positions and allows the public to easily access animal health and welfare information.

What is the goal?

TVMA will be recognized as the preeminent authority on animal health and welfare among the public in Texas.

What will be our success indicators?

- **Increase in awareness and appreciation for TVMA and its positions through perception surveys or focus groups**
- **Significant increase in number of media interactions, especially those that are initiated by the media**
- **Significant increase in social media presence (such as number of participants, shared files/stories and community discussions)**
- **Sizable database of public interested in ongoing information regarding animal health and welfare**

SPECIAL INTEREST GROUPS:**What is the issue?**

Special interest groups may include but are not limited to:

- **Nonprofit animal welfare groups**
- **Releasing agencies (as defined by Texas Health and Safety Code. Title 10. Health and Safety of Animals. Chapter 828. Dog and Cat Sterilization)**
- **Clubs (FFA, local kennel clubs, etc.)**
- **Schools (elementary schools, universities, RVT schools, etc.)**
- **Producer groups**
- **Registered Veterinary Technicians (RVTs)**
- **Specialty veterinary groups**

These groups include those that share our values and messages, those that are overtly counter to our positions and best interests, and those that on the surface may appear non-threatening, but may in fact cause difficulty and confusion in the media and with the public by promoting contrary messages and values. Addressing these groups is a pivotal part of strengthening the public perception of the TVMA and to maximizing the opportunity to advance our message.

What is the current state of this issue?

TVMA has a number of strengths as we approach this issue:

- **Some special interest groups have agendas/missions that do already align with the mission of TVMA because of communication efforts**
- **TVMA has scientifically supported positions**
- **TVMA has considerable diversity of expertise in many fields**
- **There are natural areas of common ground such as animal welfare, local kennel clubs, Registered Veterinary Technicians, etc.**
- **Education of children, technicians and professionals**

We also face some weaknesses:

- **Some special interest groups have agendas/missions that do not align with the mission of TVMA, either because of lack of communication efforts or ideological differences**
- **Special interest groups are winning the publicity battle because of strong fundraising campaigns and because of popularity with the media**
- **Lack of recognition of TVMA by allied industry groups (e.g., Texas and Southwest Cattle Raisers Association)**
- **TVMA's internal bureaucracy prevents us from acting as nimbly and quickly as situations sometimes require**

What will be the forces acting on this issue in the next five years?

We can reasonably anticipate:

- **A continued proliferation of interest groups with agendas that will be less aligned with TVMA**
- **A public that is increasingly interested in being informed about and influencing the issues about animal health**
- **Special interest groups increasingly needing to differentiate their positions in order to attract members and resources**

What will it take to address this issue?

TVMA will need to efficiently analyze the various special interest groups, set priorities on which ones to either align with or develop strategies to counter their positions and operate nimbly in order to act in a timely fashion.

What is the goal?

TVMA will strengthen its relationships with key special interest groups pivotal to TVMA interests to align missions where possible to exploit opportunities for collaboration and where not possible will develop strategies to ensure the primacy of TVMA messages.

What will be success indicators?

- **Increased number of issues we have jointly acted upon or resolved with other groups that are pivotal to TVMA interests**

- **Increased number of issues where our interests have diverged from key special interest groups and where we have successfully anticipated and prevailed**

ISSUE THREE: EXTERNAL COMMUNICATIONS

What is the issue?

TVMA does not have a consistent, well-defined mechanism for establishing and maintaining communication with the other key external entities (local VMAs, specialty veterinary organizations and animal health manufacturers and distribution companies). Therefore, we are missing opportunities to attract support from, collaborate with and to offer services to these entities.

What is the current state of the issue?

TVMA responds to the requests, complaints and queries from these entities in an inconsistent manner. Some strong relationships have been formed for specific purposes, but other potential relationships are not pursued in a forward-looking strategic manner. Opportunities for synergies are being missed. In some cases, other organizations are attracting members and resources, weakening the TVMA.

Local VMAs: The current state is nebulous. Local VMAs (LVMAs) operate completely independently of TVMA currently. TVMA recommends that those who are members of LVMAs also be members of TVMA, but there is no requirement or affiliation of those separate entities to do so. Getting TVMA information out to those organizations is also inconsistent due to not having a representative for each or at least a contact person within each local VMA.

Specialty Veterinary Organizations: The relatively recent formation of some of these organizations such as TEVA and the Cervid Association would seem to indicate that those groups feel that TVMA does not meet their needs, and therefore TVMA is losing, or at least not gaining, membership with those individuals who are members of these other groups and organizations within the state of Texas.

Animal Health Manufacturers and Distributing Companies: The majority of veterinarians interact with industry on a daily basis as independent business people, but this link is not strong enough to always carry through to an organizational relationship. TVMA has begun an industry summit that has the potential to develop and strengthen relationships with industry partners.

What are the major forces that will impact this issue in the next five years?

We anticipate an increasingly fragmented field of groups and associations with whom we will be interacting, with even greater array of influences that will be impacting the issues that TVMA cares about as well as opportunities for genuine collaboration and support. Specific trends that will have impact include:

- **Technology will increasingly be an enabler in helping us to better identify targets of opportunity and to manage communications efficiently. However, the overload of information and issues will increasingly strain TVMA's ability to maintain sufficient communications.**
- **Diversity in the veterinary profession may result in a wider diversity of opinion and a greater difficulty in reaching a consensus on some of the major issues that in the past have rallied veterinarians together. Seventy percent of new veterinarians do not aspire to own a practice, and we will see a rise in the numbers of corporate practices who can sustain their own requirements for CE, collegial fellowship and case interaction.**
- **The way people interact is also changing. Email, texting, tweeting, etc., will continue to replace face-to-face**

communications, but on the other hand, some veterinarians will yearn for face-to-face communities.

- **Competition can be expected to increase among individual veterinarians or veterinary organizations, which could weaken relationships within and between veterinary organizations.**

What will be the impact of addressing/not addressing the issue effectively?

By identifying and targeting strategic communications, TVMA can strengthen its position as the leading veterinary organization in Texas and the region. Resources will be better utilized, there will be enhanced support for TVMA positions and values and new targets of opportunity will be developed to provide services and attract members.

If we do not establish and maintain strategic partnerships, it will further allow fragmentation of organized veterinary medicine and will further dilute resources. It could easily lead to a competitive environment in which collaboration is replaced by peaceful coexistence without collaboration that is replaced by overt competition and antagonism such as between corporate practices and individual practice owners or TVMA and other organized veterinary special organizations. This could lead to a political weakening of the profession as a whole and the financial weakening of individual veterinarians. Our messages could be over-taken by more powerful interest groups. In the end, TVMA could suffer financially from a weakened relationship with the industry as well.

What will it take to address the issue effectively?

TVMA will need to prioritize the highest value targets within each of these external categories and then develop stratified approaches to each of these external entities. These kinds of relationships require a significant investment of time (both staff and volunteer) and resources to foster the relationships. Finally, it will require recognition that the return on the investment may take a significant amount of time to show itself.

What is the goal, and what are the success indicators?

FOR LOCAL VMAS:

- **Goal:**
 - Members of local VMAs will overwhelmingly consider TVMA the place to go to enhance their own membership and local VMA agenda
- **Success indicators:**
 - Regular assessment indicates high satisfaction level of local VMA with TVMA communication and vice versa
 - Significant increase in percentage of local VMA members who are also members of TVMA (current percentage not known)

SPECIALTY VETERINARY ORGANIZATIONS:

- **Goal:**
 - The political and professional policy interests of specialty organizations and TVMA are the same, and all veterinarians in the state rely on TVMA to be their political advocates within five years

- **Success indicators:**

- Committee structure, mission, etc., of TVMA and other organizations show recognition of each organization's place within the professional community
- Significant increase in joint participation in activities and collaborations between TVMA and specialty veterinary organizations, resulting in minimizing duplication of effort and maximized efficiency of resources
- 80% of members of other veterinary associations who are not TVMA members will become members of TVMA within three years

ANIMAL HEALTH MANUFACTURERS AND DISTRIBUTORS:

- **Goal:**

- TVMA will discover how it can help industry partners within 12 months and will deliver benefits to them within 24 months

- **Success indicators:**

- Industry partners will call on TVMA for services and benefits and point to it as a model for other state VMAs

ISSUE FOUR: TECHNOLOGY

What is the issue?

Technology is a necessary tool for TVMA to maximize the likelihood of fulfilling its mission of serving TVMA members and becoming the recognized leader in veterinary-related issues in Texas. Technology includes, but is not limited to, items such as association management and other software, telephony, computer and networking hardware, website, communications technology, physical plant controls and security, online continuing education, social media, videography and document management. Also, this issue encompasses the TVMA staff that evaluates, recommends and utilizes technology and possible future staff dedicated to information technology and the training of all staff.

What is the current state of the issue?

TVMA lacks a cohesive plan for developing and maintaining the necessary level of technological abilities to satisfy the mission. The technology currently in place ranges from very good in some areas to inadequate in other areas. Areas that need immediate attention include association management software, communication management software, document management capabilities, website improvements and TVMA building security and environmental controls.

What are major forces currently impacting the issue?

There are three major factors: The state of technology is changing rapidly. There is a significant cost to utilizing the best technology and the ability to identify which technology best suits the purpose are forces that impact TVMA's ability to acquire and utilize technology to the best degree possible. Finally, this issue is impacted by the ability and proclivity of members to utilize technology.

What are major forces that will impact this issue in the next five years?

The constant evolution of newer and more capable technology, the ever-rising cost of technology and the expectations and needs of the membership of TVMA and the public will impact the technology used in the future.

What will be the impact of addressing/not addressing the issue effectively?

If addressed effectively, TVMA will thrive and provide exceptional services through having and using the best technology available, and TVMA staff will operate in a highly efficient and effective manner.

If not addressed effectively, the veterinary community and the public will seek other sources for veterinary-related services and information, TVMA membership will fail to thrive, and TVMA staff will fail to achieve their potential.

What will it take to address the issue effectively?

TVMA must commit to developing and adhering to a cohesive plan for seeking out, acquiring and utilizing the best and most appropriate technology available to achieve its purpose. The plan must include the utilization of outside consultants to acquire and utilize technology when the needs exceed the capabilities of the staff and volunteer leaders. And most importantly, TVMA must commit to providing the financial resources necessary to put the needed technology into use. This will include an ongoing evaluation of the capabilities and state of technology being used both internally and by external sources.

What is the goal?

The goal is to ensure that TVMA has and utilizes the best and most appropriate available technology tools and skills in order to maximize its ability to fulfill the mission of being the recognized leader in veterinary-related issues in Texas and provide outstanding services to its members, industry and the public.

What will be the success indicators?

The main indicator of success will be that the technological capability of TVMA contributes to TVMA becoming the recognized leader in veterinary-related issues in Texas, and both the membership and the public will have a high degree of satisfaction with the technological abilities and services TVMA provides. The technological capabilities of TVMA will enable the TVMA staff to be highly effective and efficient at providing exceptional services and will have a high degree of job satisfaction because they have good tools to work with as a part of a superior team.

ISSUE FIVE: REVENUES

What is the issue?

TVMA needs to increase revenue for both reserves and operating expenses. A significant build-up of funds is needed to provide capital to address unforeseen challenges in the future. The current budget is approximately \$1.5M. Current TVMA revenues are provided through membership dues (46%), investments (3%), business alliances (16%), SWVS (6%), annual meeting (8%), publications (7%), products (3%), RVT licensing (4%) and CVA (6%). In addition, approximately \$110,000 has been spent on the current Medlen case. The association is currently meeting its operating obligations through these revenues.

WHAT IS THE CURRENT STATE OF THE ISSUE?

Many of the challenges that face TVMA, both now and in the future, will require expenditure of capital funds. The TVMA reserve fund has recently declined due to legal costs associated with the Medlen case. Future unforeseen legal expenses as well as our participation in Texas political actions require funds. The TVMA does not have a formal plan in place for the raising of such funds.

Some of the forces currently impacting the issue include:

- **A generally stagnant economy**
- **Increased pressure from outside groups forcing TVMA to be more active with legislative issues, public relations and attorney fees**
- **A less engaged membership**

- **Competition for our members and competition for new members**

What forces will impact on this issue in the coming five years?

- **It is unclear whether the economy will continue to recover or not, and this clearly will have major impact on how readily the association will be able to take measures to enhance revenues**
- **Overall, the success of this strategic plan should yield significant revenues**
- **However, successful implementation of this strategic plan will also require upfront investments that go beyond current operating expenses**

What will be the impact of addressing/not addressing this issue effectively?

Properly addressing the issue would strengthen the TVMA and protect our profession for years to come by ensuring that we have sufficient funds to operate, proactively address our legislative and other challenges, fully implement this strategic plan and address unanticipated opportunities and challenges.

If TVMA fails to address this issue, our role and influence within Texas as the leader of organized veterinary medicine will be negatively affected. Our image among politicians, the general public and the veterinary industry could be compromised.

What will it take to address this issue?

TVMA can convene a task force to recommend a viable strategy to engage members and other key groups and convince them to invest in TVMA as a high priority with significant potential for benefits. TVMA will then need to commit to that strategy as a long-term effort.

What is our goal?

TVMA will have sufficient resources to meet operating expenses, invest in our future and defend against known and unknown threats to the association and the profession.

What will be indicators of success?

- **Increase revenue for operating expenses by 5% each year**
- **Raise minimum of \$1,000,000 as discretionary fund to use for future events that may affect our association or the practice of veterinary medicine**
- **Raise \$125,000 for the TVMA Veterinary Political Action Committee (VPAC)**

ISSUE SIX: GOVERNANCE

There are two distinct, though interrelated, elements to the issue of governance—the Board of Directors and the Committee structure. These will each be addressed separately in this plan.

BOARD OF DIRECTORS:

What is the issue?

A Board of Directors (BOD) that consists of 43 members governs TVMA. The board is made up of two representatives each from 19 geographic districts, as well as two non-geographic districts (one designated for industrial medicine, regulatory medicine, public health or military service and one designated for diagnostic laboratory, laboratory animal or teaching and research) and a student representative. To qualify, a person must have been a TVMA member in good standing for at least three years immediately preceding the date of nomination and reside or work within the geographic boundaries of the district or be a representative of a non-geographic district as described above. Members are recruited from their respective districts and voted on by the members of that district. The BOD meets twice yearly face-to-face and will have some electronic correspondence on an as-needed basis.

TVMA is also led by the Executive Committee (EC) that consists of nine members. The EC meets face-to-face four times annually, monthly via teleconference and daily or weekly via email. The EC makes decisions that need to be made in an expedited manner. As a general rule, the BOD directs, and the EC executes.

Concerns have been raised about whether this structure is the most efficient approach to governance and whether it is able to respond with sufficient nimbleness to issues that are important to the general membership.

What is the current state of the issue?

This governance structure has several strengths:

- 19 geographic districts assure that all of Texas has a voice in TVMA governance
- Three at-large positions assure that industry, the CVM and the students at the CVM are represented at TVMA
- A weighted vote assures that veterinarians in densely populated areas receive proper representation at TVMA

There are certain weaknesses, however:

- **Many BOD members are not engaged either in meetings or beyond**
- **A weighted vote means that a small number of districts can control any actions taken by the BOD**
- **The size of the BOD makes it difficult to conduct any business other than when meeting face-to-face**
- **Special interests are, at times, not represented well**
- **There has been a difficulty recruiting members for the BOD; three districts did not have a BOD representative as of last month, and currently two districts are lacking a representative**
- **There is concern that key issues have not been addressed as effectively as possible by the BOD**
- **The current board structure is not conducive to allowing participation by members especially in key demographic groups (e.g., younger, female, associate, non-practice owners)**

What are forces that will impact this issue in the next five years?

- **There will be more and more policy issues facing TVMA requiring rapid, effective board response**
- **There will be increasing competition for members' time to serve on the BOD**
- **Communications technologies will make remote communications increasingly viable for conducting some board business**

What will it take to address the issue?

There needs to be an in-depth review and realignment of the board governance process based on:

- **The right role for the board**
- **The right size and structure of the board to ensure engagement and board responsiveness**
- **Proper representation of various interests in proportionate ways**
- **Right relationship between committees and the board**

What will be the impact of addressing/not addressing this issue?

If TVMA successfully addresses this governance issue, issues of vital importance to the organization will be best handled, there will be a high level of confidence by members that their needs are being properly represented in TVMA decision-making and TVMA staff and volunteer resources will be best utilized.

If TVMA fails to address this issue, we may continue to have an erosion of BOD member engagement, reduced effectiveness of the BOD, a less effective response to BOD issues and stewardship of the organization and a membership that feels disenfranchised; in the end, this could lead to an erosion of our membership base.

What will it take to address the issue?

This is potentially a highly sensitive issue and will require a willingness on the part of the BOD to honestly assess itself, objectively generate the solutions and have the courage to accept the changes that are required.

What is the goal?

The governance of the TVMA will be effective and efficient, enable the leadership of the organization to move into the future, steward its resources and maintain member confidence and support.

What will be success indicators?

- **The quality, efficiency and timeliness of decisions**
- **The efficiency of the use of staff and volunteer resources in the governance process**
- **The satisfaction of members with its governance**

COMMITTEES:

What is the issue?

There is a need to make TVMA's committees relevant, more efficient and effective. Further, committee appointments are not always meaningful to members, and they are often not engaged in their tasks to address issues that involve TVMA. This is an arena in which a task force has already made good recommendations, and the overall intent of this plan is to reinforce those recommendations.

What is the current state of the issue?

The TVMA committee structure has a number of strengths:

- **Currently there are 28 committees; many different issues get addressed**
- **A large number of veterinarians meet in these committees, and the membership feels like it is engaged**

There are also some key weaknesses:

- **Many of the committees don't meet or are poorly attended**
- **Members feel like their time spent on the committees is not productive**
- **Some of the committees have so many members that it is hard to conduct business efficiently**
- **There has been a general decrease in the level of engagement of members in TVMA activities, making it harder to recruit the full representation of perspectives needed for some of our committees**
- **Demand on members' time (business and family, to name a few) makes it difficult to have members devote the time and effort necessary to be effective in our committees**

What are the major forces that will impact on this issue in coming five years?

- **Increasing threats to the profession make it essential that engaged members participate in our committees**
- **Increasing numbers of our membership (including potential members) will be younger, females and associates/non-practice owners who will often have other priorities that conflict with participating in committee activities**
- **Communication technology will make it increasingly easy to conduct committee business remotely**

What will be the impact of addressing/not addressing this issue?

TVMA will make a more efficient use of TVMA staff and volunteer energy and resources, have more effective committees and satisfy members' needs for meaningful engagement. Failing to address this concern will lead to diminishing committee participation, effectiveness and efficiency; further, apathy and disappointment will make it increasingly difficult to generate volunteer involvement, and ultimately, the organization will lose effectiveness.

What will it take to address the issue?

Essentially, the recommendations from the task force on committees should be implemented, including reviewing existing committees, sunseting those that are no longer relevant, converting others into task forces and overall making committees more nimble.

What is the goal?

Committees will be productive and effective, and committee service will be rewarding for members.

What will be success indicators?

- **All committees will be perceived as relevant and productive by both committee members and the BOD**
- **Volunteers who serve on committees will find their experience to be rewarding**
- **Recruitment of members to serve on committees will result in committees that are sufficient in size and appropriately representative**

IMPLEMENTATION

This plan provides a roadmap to guide the TVMA through its next five years; it is based on a careful consideration of the current state of the organization, a reasonable speculation as to the forces the organization will be facing in these coming years and a logical approach to determining the best way to navigate into the future. It is therefore based on a number of assumptions; in that sense, it is no doubt an imperfect plan. Those assumptions will be tested as the plan is implemented; some will be found to be true, some will be found to be less than true, and there will no doubt be events that occur that may change the relative priority of some of the actions that are proposed here.

Nevertheless, this is the point at which the organization must commit itself to the plan's implementation. The entire value of this process will lie in the execution of the plan. However, there are three key considerations that must be addressed in order to ensure successful implementation. There must be sufficient:

- **Oversight and support for each of the action plans**
- **Monitoring of the entire plan to ensure that it stays on track and is adjusted as necessary**
- **Communication of the plan as well as ongoing communication about progress toward the plan's goals to TVMA stakeholders**

We therefore propose the following approaches to address each of these requirements.

Oversight of Action Plans: The essential purpose of oversight is to ensure that the action plans are implemented and achieving the results (success indicators) as intended. We propose that co-leads be established for each of the six action plans. For each action plan, one member of the Executive Committee would be paired with one of the Strategic Planning Committee co-leads to perform this role.

The co-leads would:

- **Refine the action plan as needed, including ensuring the availability of the resources that are needed**
- **Meet with each of the accountable parties assigned responsibility for each of the steps in the action plan to review what is intended and to offer whatever assistance is needed**
- **Maintain communication with the assignees to the action steps**
- **Monitor the outcomes and report these to the Executive Committee as a whole on a periodic basis, along with recommendations for changes to the action plan**

Monitoring of the Strategic Plan: The monitoring of the plan is the single most important task to ensure that the plan remains vital and on-track. Therefore, the Executive Committee is the logical party to have an ongoing responsibility for monitoring. We suggest the following mechanism:

- **Every month there will be an update during the teleconferences where each Executive Committee member who is a co-lead for an action plan would report on progress**

- **At every Executive Committee meeting, there would be a substantial review of the status of the plan during which:**
 - a. Each team would report on the status of the plan’s implementation, progress toward success indicators and recommended adjustments to the plan
 - b. The Executive Committee as a whole would consider the recommendations and decide on how the plan will be adjusted

It cannot be emphasized how important this monitoring process is; the entire sustainability of this endeavor relies on this.

Communication: To a great extent, the plan will be successful due to the support it receives from the TVMA community. This includes members and staff primarily but also can extend to allied organizations and those who are potential members. It is therefore critical that once the BOD has agreed upon the plan that it is publicized widely and that people are given opportunities to participate in or support the plan. Everyone in the organization should understand and be excited about the vision and committed to its fulfillment. And as the plan is implemented and monitored, the progress should be widely communicated.

Some of the mechanisms for communication include:

- **Texas Veterinarian magazine to have a regular section about strategic plan updates**
- **Targeted communications to members every 2-3 months, perhaps with specific foci (e.g., government relations)**
- **Website having its own tab in a prominent place and having a user-friendly version of the plan published**
- **Having a targeted push toward local VMAs, using personal contacts**
- **Create a standard PowerPoint and talking points so the plan can be conveyed in a substantive way to other organizations and individuals who may be interested**
- **Creating a video about the plan and putting it on YouTube**
- **Reviewing the plan in staff meetings within TVMA**
- **Down the road, consider other communication options for non-members**

There will no doubt be other mechanisms to consider as the plan is rolled out; this is simply an initial brainstorming of ideas. However it is done, the principle should be “communicate, communicate, communicate” if the plan is going to build a strong sense of alignment and support within TVMA.

FINAL THOUGHTS

This plan is offered to the TVMA leadership for your consideration and in hopes of your acceptance and support. We fully acknowledge that there is no perfect plan for an association as diverse as ours. This plan has been crafted from the crucible of dialogue across a group of people who fairly represent a broad cross-section of this organization. In the end, the committee reached genuine consensus on nearly every single element of this plan. Differences were explored in depth, people learned to appreciate a broader range of perspectives, and solutions were reached that accommodated a broad range of concerns without diluting the central thrust of the plan. In the end, the strategic planning council has made every effort to ensure that the proposed plan meets three core tests:

- **This is the right vision for our organization to achieve**
- **The plan targets the right issues in order for us to achieve this vision**
- **This plan is realistic for TVMA to achieve**

We recognize that there can be a strong tendency to view a plan like this as a buffet at which you can pick and choose different elements. We would like to strongly advise against taking such an approach. Having worked through this plan in such detail, we are fully cognizant of the inter-relationship of each of these action plans. It is not possible to pursue the membership goals without sufficient technology; it is not possible to achieve the revenue goal without the membership plan having been enacted and so forth.

This is a five-year plan; it will not all be done in the first year or two, and the roadmap that is provided will enable the organization to make headway on each of these plans in a logical progression. So the implementation of this plan should be done with a long-range perspective and not simply based on getting a few things done quickly.

Having reached this level of consensus, this plan is now turned over to TVMA leadership. It is up to the leadership to consider what is proposed, accept or adjust it based on your perspective as to what is best for the organization and then commit to its implementation. Because on one level, the easy part is done—formulating what must be done. Now comes the hard part—making sure it happens. And to do that will require the full and active commitment on the part of leadership to dedicate the resources to the plan's implementation, to stay highly engaged as the plan is executed and to make sure it stays relevant and enjoys the support of the larger stakeholder community to whom the board is ultimately accountable.

So in offering this plan to the leadership, the council also offers its commitment to support leadership in its endeavor to implement the plan and to steward TVMA into the future.

APPENDIX A

MEMBERS OF THE STRATEGIC PLANNING COUNCIL

<i>Member</i>	<i>Hometown</i>
Dr. Jed Ford (chair)	Keller
Dr. Dan Posey	College Station
Dr. Mary Anne White	San Angelo
Dr. Steve Golla	Lockhart
Dr. Nancy Turner	Dallas
Dr. James Wright	Tyler
Dr. Orlando Garza	El Paso
Dr. Susan Culp	Austin
Mr. Jason Hill	Austin
Dr. Russell Ueckert	Abilene
Dr. David Taylor	Fort Davis
Dr. Bill Symm	New Braunfels
Dr. Gayle Millard	San Antonio
Dr. Rick Wall	The Woodlands
Dr. Loretta Ehrlund	San Antonio
Dr. Allen Roussel	College Station

Staff: Mr. Chris Copeland; Ms. Devorah Jakubowsky; Ms. Elizabeth Choate

Consultant: Daniel Stone (www.makingchangereal.com)

PARTICIPANTS ON ACTION PLANNING TEAMS

Membership: Dan Posey, DVM (co-leader); Mary Anne White, DVM (co-leader); Ms. Cheryl Knabe; Paul Schmitt, DVM; Dayna Garneau Baxter, DVM; Mr. David Sessum; Jennifer Whatley, DVM; Suzanne Craig, DVM; Robert Munger, DVM; Patricia Collins, DVM; Ms. Devorah Jakubowsky (staff)

Legislative/Public Affairs: Gayle Millard, DVM (co-leader); Elizabeth Choate (co-leader/staff); Mr. Jason Hill; Elizabeth Templeman, DVM; Ron Stried, DVM; Richard Reinap, DVM; Wally Kraft, DVM; Tommy Hays, DVM; Michael Joyner, DVM; Shelly Mitchell, DVM; Shelli Wolfe, DVM; Mr. Joseph Pluhar

External Communications: Nancy Turner, DVM (co-leader); James Wright, DVM (co-leader); Orlando Garza, DVM; Susan Culp, DVM; Mr. Chase Crawford; Mr. Tim Hudson; Jim Humphries, DVM; Lori Teller, DVM; Lisa Willis, DVM; John Morton, DVM; Aaron Rainer, DVM; Mr. Abel Almindárez (staff); Ms. Shelby O'Neill (staff)

Technology: Russell Ueckert, DVM (co-leader); David Taylor, DVM (co-leader); Lori Teller, DVM; Aaron Rainer, DVM; Mr. Sewall (Spike) Cutler; Margaret Macdonald (staff); Abel Almendárez (staff); Devorah Jakubowsky (staff)

Revenues: Rick Wall, DVM (co-leader); Steve Golla, DVM (co-leader); Mr. Jason Hill; Susan Culp, DVM; Ron Stried, DVM; Sam Miller, DVM; Guy Sheppard, DVM; Dwight King, DVM

Governance: Orlando Garza, DVM (co-leader); Bill Symm, DVM (co-leader); Nancy Turner, DVM; Sam Miller, DVM; Lee Goodman, DVM; Ben Buchanan, DVM; Lee Jan, DVM; April Guest -Inman, DVM; Mr. Chris Copeland (staff)

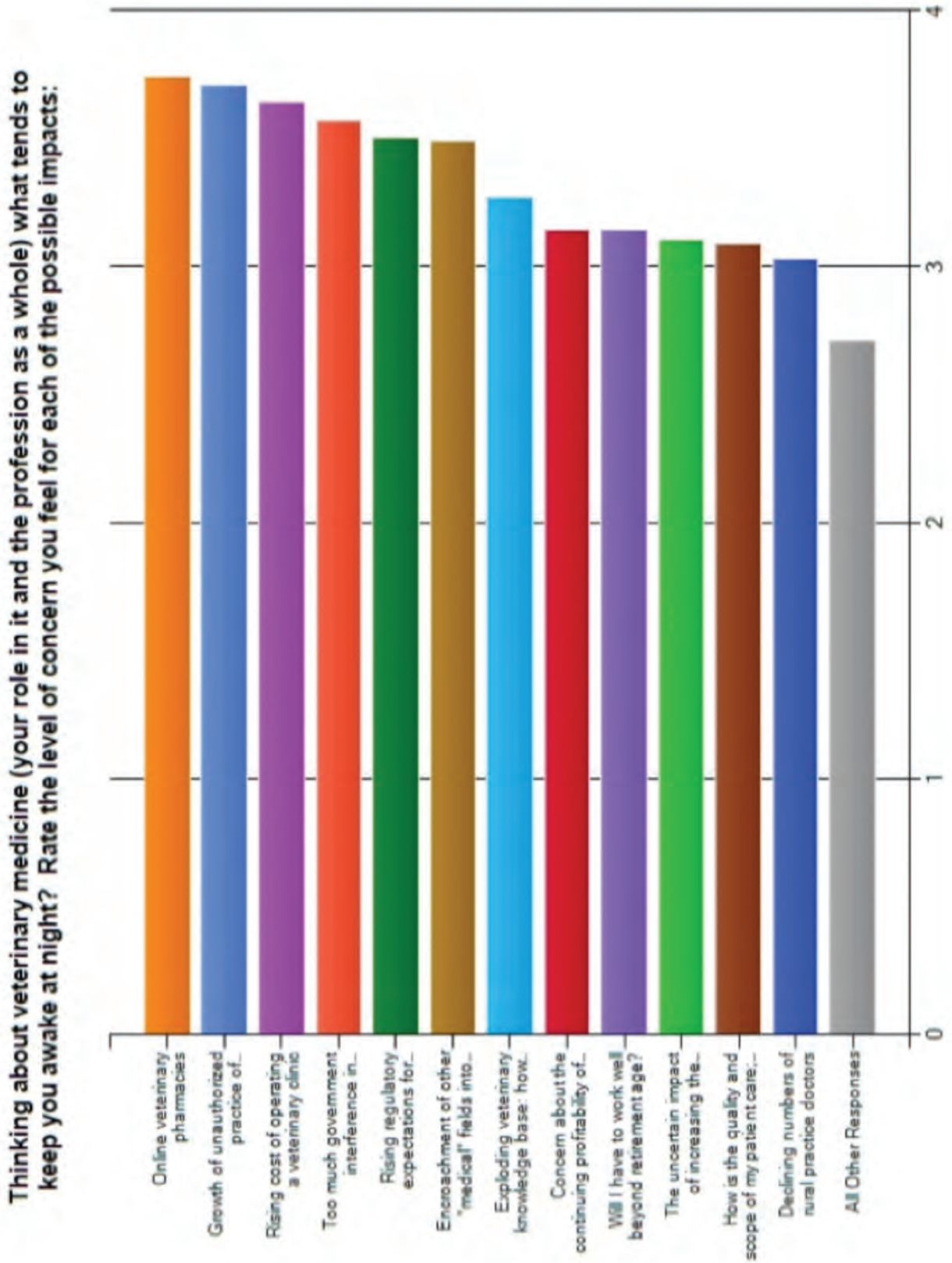
Partnerships & Relationships: Loretta Ehrlund, DVM (co-leader); Allen Roussel, DVM (co-leader); Susan Culp, DVM; Bill Symm, DVM; Vick Burk, DVM; Jodi Long, DVM; David Heflin, DVM; Mike Moore, DVM; James Marshall, DVM



APPENDIX B

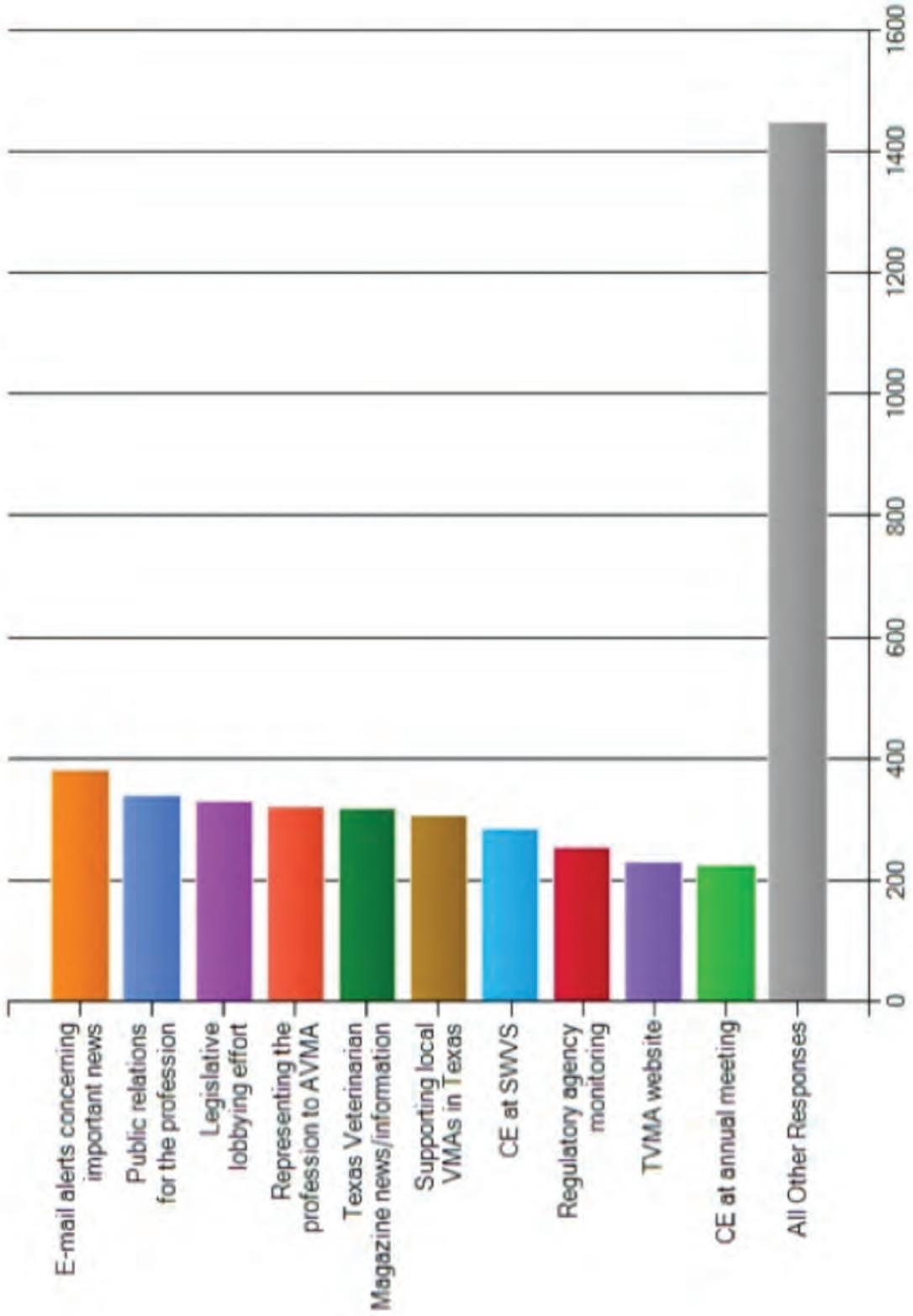
SUMMARY OF STRATEGIC PLANNING SURVEY

Question: What Keeps You Up at Night?



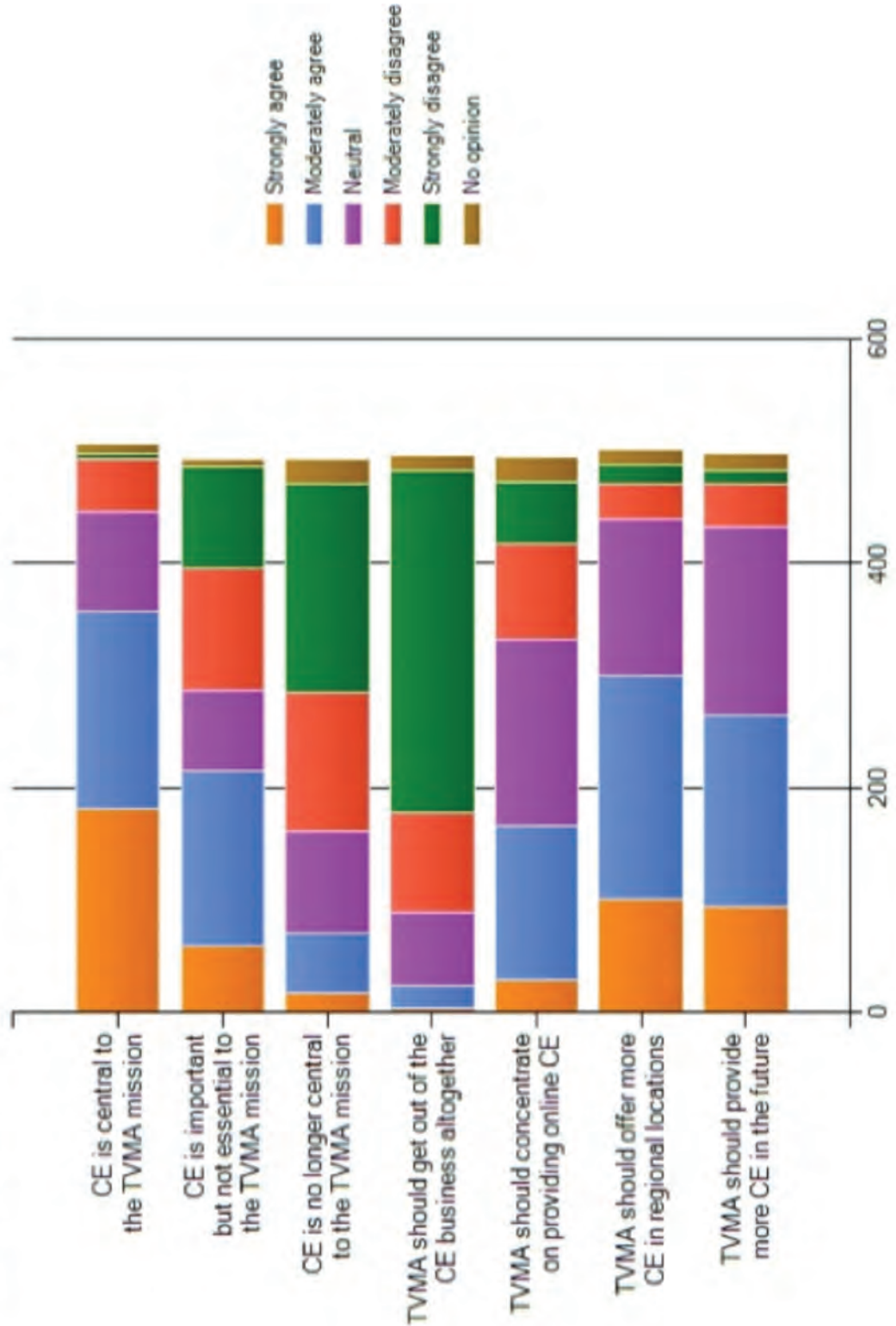
Question: Significant Value

Which of the following association services represents a significant value to you and helps to justify the expense of TVMA membership? (select any that apply)



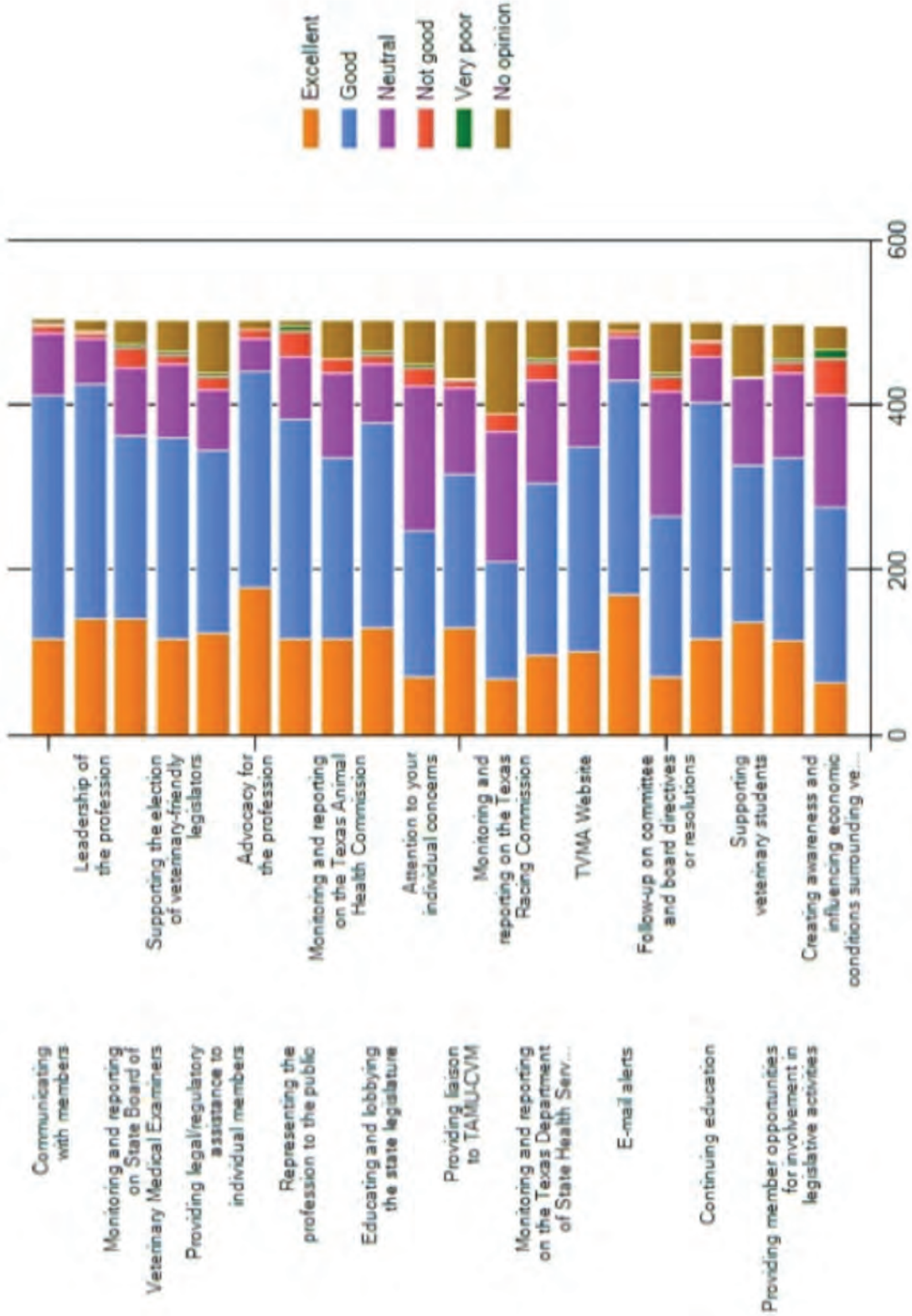
Question: Continuing Education

TVMA is currently evaluating its level of effort in the area of Continuing Veterinary Education. You can render a valuable service by helping us understand the level of need for this service within the profession in Texas. Please click on the button that best reflects the extent to which you agree with the following statements.



Question: TVMA Functions and Services

Please evaluate the following functions/services of TVMA by clicking on the button that best reflects your opinion of that item.



APPENDIX C

ACTION PLANS FOR ADDRESSING CRITICAL STRATEGIC ISSUES

MEMBERSHIP ACTION PLAN:

STEP	WHAT WILL BE DONE	BY WHEN WILL IT BE DONE	WHO WILL BE ACCOUNTABLE	WHAT RESOURCES WILL BE NEEDED
1	Establish a standing membership committee (MC) within the governance structure of TVMA	< 90 days	EC, BOD, TVMA Staff	Meetings, Staff Time (ST)
2	Acquire new association management software (database)	6-12 mo. for selection; 1-1.5 yr. for utilization	EC, Budget & Finance, Staff	Consultant (see Technology Plan for costs)
3	Comprehensive survey and census of all existing and potential members in Texas	3-6 months	MC, Staff	Expert consultant for survey, TVMA staff, information from TSBVME
4	Establish categories that will be measured and determine ways to reach out to the new target groups based on identified needs from the survey (e.g., LVT, academia, government, etc.)	Post-survey (PS)	MC, Staff	Meetings, ST
5	Focus on considering tiered membership; understand what certain member groups need/do not need; mold membership packages accordingly, e.g. a tiered membership taskforce (TMT)	Within one-year post-survey	MC	Meetings, ST
6	Improve overall TVMA benefits – networking, social opportunities, membership services, explore insurance	Within the year post-survey and then ongoing	MC, EC, BOD, Business Alliance (BA) Subcommittee of the BA or MC	Meetings, ST
7	Evaluate and enhance CE programs – online CE, general CE, new meeting location and topic idea, rebranding of annual conference	Within 24 months post-survey	CE Committee, Staff, Members of MC	Technology, secure website, etc. (cannot anticipate costs before survey results are available)
8	Plan and implement a membership campaign, e.g. advertising, every member campaign; Consider benefit enhancement for those that actively participate, e.g. reward points	Within the year post-survey	MC, EC, BOD, PR Committee	Marketing agency, \$25,000 - \$50,000 (includes steps 8 & 9)
9	Establish a member-retention program; focus on advertising, surveys, extended discount plans (students, group practices, etc.) to foster retention and membership appreciation	18 months post-survey	MC, EC, BOD	Marketing Agency, see step 8 above

LEGISLATIVE, MEDIA AND SPECIAL INTERESTS ACTION PLAN:

LEGISLATIVE

STEP	WHAT WILL BE DONE	BY WHEN WILL IT BE DONE	WHO WILL BE ACCOUNTABLE	WHAT RESOURCES WILL BE NEEDED
1	Change name of legislative committee to government relations committee to emphasize criticality of government agency work as well as legislature	Immediately	BOD	
2	Create legislative/government relations data base in TVMA office	March 2013	TVMA staff and EC	Software, staff time
3	Send survey card in TEXVET to members about prior relationships with officials, interest in running for office	2014	Staff	\$1,200
4	Send card to members that contains information on their elected officials for their wallet with veterinary oath	2014	Staff	\$3,000
5	Communications push to membership to increase amount in war chest; redesign legislative messages with prominent VPAC logo (Note: see "Revenues")			
6	Conduct special event at each TVMA annual meeting that falls during a legislative session and each SWVS	Starting in 2015 and annually during legislative sessions and prior to sessions starting	TVMA communications and legislative committees, staff	\$5,000
7	Hold party for targeted legislators, committees and staff that influence veterinary medicine	During sessions (starting in 2015)	TVMA staff, BOD, legislative committee, VPAC	Money for a great party (estimate \$5,000)
8	Initiative to establish relationships with freshman members and staffs	Immediately when sessions start	TVMA staff and leadership	Money to make materials (\$500)
9	Provide information sheet to legislative committee members to better understand their expected level of participation	2014	Committee chair	
10	Have representative from CVM participate in legislative committee to strengthen relationship with college	2014	President/GR	
11	Develop closer ties with SCAVMA and legislative group with CVM; ask student legislative club to nominate student representatives to sit on TVMA legislative committee	2014	President	Money to finance student lunches or dinners for legislative group at CVM (\$1,000)

Legislative continued on next page

LEGISLATIVE

STEP	WHAT WILL BE DONE	BY WHEN WILL IT BE DONE	WHO WILL BE ACCOUNTABLE	WHAT RESOURCES WILL BE NEEDED
12	Explore government relations internship program similar to one AVMA currently conducts	2015	GR	TBD
13	Extend government relations outreach to more remote areas to ensure they know what we are doing and how they can help; get each local VMA to have a government relations contact	2014	GR/VPAC Chair	Money to host VMA meetings
14	Create short videos/podcasts for distribution to local VMAs that report on TVMA activities including GR	2014	GR/staff	Staff time
15	Host regional “hot box” meetings to raise VPAC money	2014	GR/VPAC	Funding for meetings
16	Provide VMAs with option to have TVMA invite local legislators to attend their meetings	2014	GR/VPAC	Funds for meetings
17	Send GR summary email alerts to non-members	2014	GR	Staff assistance to seek out email addresses
18	Send monthly GR email to members	2014	GR director	
19	Increase VPAC contributions through raising dues, holding VPAC dinner at SWVS, solicit lifetime members with a targeted mailing (see “Revenue”)	2013-14	VPAC chair and staff	
20	Hire a paid intern, veterinary student or doctor to become part of GR staff	2014	GR staff	TBD
21	Create pins for members to wear at conferences saying “You can help your profession—ask me how”	2014	GR staff	Cost for pins
22	Rotate veterinarians through legislative offices and help host in-district gatherings for legislators	2015	GR/staff, legislative committee	

MEDIA

STEP	WHAT WILL BE DONE	BY WHEN WILL IT BE DONE	WHO WILL BE ACCOUNTABLE	WHAT RESOURCES WILL BE NEEDED
1	Continue to develop TexVetPets.org as main hub for all TVMA public communications	2013	Marketing Communications team	Advertising/marketing agency to lead project; \$50,000 - \$75,000 for steps 1, 2 and 3 combined
2	Implement media plan to reach target audience, including a media binder	2013	Marketing Communications team	Media planning/buying agency to lead project; see step 1
3	Create integrated advertising and social campaign to drive traffic to TexVetPets.org and TVMA.org	2013	Marketing Communications Team	Advertising agency to lead project, new association management software (AMS); see step 1
4	Develop more local public events to encourage DVMs to interact with the community (e.g., Woofstock)	Ongoing	TVMA staff	

SPECIAL INTEREST GROUPS

STEP	WHAT WILL BE DONE	BY WHEN WILL IT BE DONE	WHO WILL BE ACCOUNTABLE	WHAT RESOURCES WILL BE NEEDED
1	Identify and prioritize special interest groups that don't align with TVMA and develop strategies to address	May 2013	EC	
2	Identify and prioritize special interest groups that align with TVMA and develop joint strategies for areas of shared interest	May 2013	EC	Potentially training of members
3	Develop active relationships with targeted clubs (e.g., TAMU/CVM, FFA, RVTs, high schools, community rescue groups, etc.) to encourage education, mentorship	2013-14	Shelter Veterinary Committee, TVMA student reps, committees under Council on External Affairs	AMS database system to identify and engage members already involved in these groups

EXTERNAL COMMUNICATIONS ACTION PLAN

LOCAL VMAs

STEP	WHAT WILL BE DONE	BY WHEN WILL IT BE DONE	WHO WILL BE ACCOUNTABLE	WHAT RESOURCES WILL BE NEEDED
1	One person will be identified to be the primary contact between TVMA and local VMAs	July 1, 2013	Chris Copeland	A partial FTE of a TVMA staff person
2	The needs and desires of local VMAs concerning TVMA support will be determined, and strategies will be developed and implemented to address high-priority needs	September 1, 2013	A committee of TVMA members and support staff, Dr. Jed Ford	TVMA volunteers and one staff member
3	Establish an annual TVMA/LVMA summit meeting	June 30, 2013	TVMA staff	Staff members and calendar of events/sponsor? (\$5,000)
4	Review state of local VMA/TVMA communications and take actions to continually strengthen	September 2014 and annually thereafter	Chris Copeland	

SPECIALTY VETERINARY ORGANIZATIONS

STEP	WHAT WILL BE DONE	BY WHEN WILL IT BE DONE	WHO WILL BE ACCOUNTABLE	WHAT RESOURCES WILL BE NEEDED
1	Identify several or all of these type organizations	Mar. 1, 2013	TVMA staff and interested veterinarians	TexasVets listserv poll
2	Identify members within TVMA that are already members of these types of organizations	Aug. 1, 2013	TVMA membership staff and membership committee	Membership lists/Who at SWVS has org. booths already?
3	Need to get an active communication through each of their executive boards to TVMA	Sept. 2013	SWVS, TVMA staff	List of organizations within our Texas community
4	TVMA PAC to meet with these organizations	Sept. 2013/ SWVS	Members/staff of TVMA and Political Action Committee members	Success with political action and benefits for other organizations
5	TVMA to enhance communication directly to all other org. (national or otherwise) that also has same political concerns	Jan. 2014	TVMA staff	Something similar to AVMA alerts sent to relevant org. for a concern

ANIMAL HEALTH MANUFACTURERS AND DISTRIBUTORS

STEP	WHAT WILL BE DONE	BY WHEN WILL IT BE DONE	WHO WILL BE ACCOUNTABLE	WHAT RESOURCES WILL BE NEEDED
1	TVMA to establish a contact person for each company as same point of contact	Dec. 30, 2013	Ellen Forsythe at TVMA	Need a list of a specific person per each company
2	Evaluate "menu" that is presently pending and follow up with use of it	Dec. 30, 2013	TVMA staff, TVMA Industry Committee	Menu presently being prepared by TVMA
3	Survey industry to see what TVMA can do for them	In advance of next Industry Summit (mid-year 2013)	Ellen, TVMA staff	List of SWVS industry booths from previous years

TECHNOLOGY ACTION PLAN:

STEP	WHAT WILL BE DONE	BY WHEN WILL IT BE DONE	WHO WILL BE ACCOUNTABLE	WHAT RESOURCES WILL BE NEEDED
1	Budget for technology: IT acquisition and upgrades, additional technology support	May 2013	Finance Committee	Hardware - \$3,000/year Software - \$500/year IT Support \$5K - \$10K/year
2	Conference Capabilities:GoToMy Webinar	2013	Staff	\$948/year
3	Consultant to direct the acquisition and implementation of a new AMS/CMS system	2013	EC & Staff	\$10,000 in addition to budgeted amount
4	Website upgrades	2014	Staff	\$3,500 in addition to budgeted amount
5	Physical plant upgrades: security system, HVAC controls	2014	EC & Staff	\$12,250
6	New Association Management Software and Communication Management Software	2014	EC & Staff	Initial Expenses - \$30K to \$60K, Annual License Fee - \$30K to \$40K, Contingency for customization - \$5K/year
7	Online Certification Programs	2016	Staff, CE Committee	Contingent on capabilities of new AMS
8	Monitor state of technology and acquire upgrades	Ongoing	Staff +/- Consultant Ergos	Currently in budget

REVENUES ACTION PLAN:

STEP	WHAT WILL BE DONE	BY WHEN WILL IT BE DONE	WHO WILL BE ACCOUNTABLE	WHAT RESOURCES WILL BE NEEDED
1	Appoint special TVMA revenue group to identify strategy to increase revenue for operations, reserve fund and VPAC; group should meet the following criteria: have unique understanding of the TVMA and/or organization and development of fundraising; able to think outside the box and introduce new ideas regarding fundraising; passionate about fundraising; able to act quickly	Immediately	TVMA president	
2	Develop and present a concrete strategy to TVMA executive committee prior to May 2013 budget meeting	May 2013	Revenue committee	Experienced fundraising consultant (\$10,000 - \$20,000)
3	Finalize strategy at SWVS	Fall 2013	BOD	
4	Implement strategy	2013 and beyond	TBD	TBD

**GOVERNANCE ACTION PLAN:
BOARD OF DIRECTORS**

STEP	WHAT WILL BE DONE	BY WHEN WILL IT BE DONE	WHO WILL BE ACCOUNTABLE	WHAT RESOURCES WILL BE NEEDED
1	Create task force to assess TVMA governance structure with regards to role of board, structure/composition, operations of board, relationship to committees, relationship to executive director	Immediately	TVMA president	\$1,500
2	Task force prepares and presents recommendations to BOD at SWVS	Fall 2013	EC	
3	Finalize decision about governance structure	Spring 2014	BOD	
4	Implement governance structure based on decision	TBD (based on decision in step 3)	BOD	

COMMITTEES:

STEP	WHAT WILL BE DONE	BY WHEN WILL IT BE DONE	WHO WILL BE ACCOUNTABLE	WHAT RESOURCES WILL BE NEEDED
1	Confirm task force recommendations	2013	EC	
2	Implement all recommendations	2015	Council chairs	