



PUBLIC RELATIONS SOCIETY OF AMERICA

**2008 – 2010
Strategic Overview and
Business Plan**

ADVANCING THE PROFESSION AND THE PROFESSIONAL.

A year of intensive volunteer and staff effort has delivered a new strategic direction for the Society. The 2007 Strategic Planning Committee engaged business-centric methodologies to craft guiding principles and goals for 2008-2010 and then to develop a business plan for 2008. The following is the strategic road map for the next three years and a plan that establishes the immediate objectives and supporting actions for next year.

The Overview and Business Plan are based on knowledge obtained from member surveys and market research, and input from the PRSA Board of Directors, national committee and task force leaders, Assembly delegates, partners and sponsors, and staff.

The Strategic Overview is a living document that establishes six overarching goals covering learning, community, thought leadership, recognition, advocacy and ethics, and organizational excellence. The Overview outlines the organizations vision, mission, goals and key performance indicators (KPIs) that will guide all PRSA activities toward those goals. Fundamental to each goal is an overriding commitment to help each member find self-defined career success in an evolving professional environment.

The Strategic Business Plan sets annual objectives and supporting actions targeted at achieving each goal. The Plan incorporates PRSA departmental plans, committee mandates and task force objectives. The 2008 Strategic Planning Committee will develop goals for the 2009 Strategic Business Plan that will build on this year's successes.

This planning process is meant to be used across the Society. We hope that in addition to the national board, committees and task forces, that Chapters, Districts and Sections will also embrace the 2008 Strategic Business Plan as their own. By all of us working together, PRSA will be able to deliver the professional community and learning resources that will make a difference to each and every member. We welcome your comments and suggestions as we create a new, exciting future for PRSA.

Sincerely,

The PRSA Board of Directors

February 2008

PRSA Strategic Overview 2008 – 2010

Vision

The Public Relations Society of America serves a diverse community of professionals, empowering them to excel in effective, ethical and respectful communications on behalf of the organizations they represent and the constituencies they serve.

Mission

The Public Relations Society of America, the world's leading advocate for communications professionals, advances the careers of its members by providing:

- **Lifelong learning.**
- **Vibrant, diverse, and welcoming professional communities.**
- **Recognition of capabilities and accomplishments.**
- **Thought leadership, ethics and professional excellence.**

Goals: 2008 – 2010

- **Learning**
Deliver exceptional, relevant lifelong learning opportunities.
- **Community**
Create welcoming, diverse, global communities where members engage, connect and build relationships.
- **Thought Leadership/Knowledge Sharing**
Advance strategic and tactical capabilities by serving as the leading source of ideas, techniques, best practices and innovative research.
- **Recognize Capabilities & Accomplishments**
Recognize and honor the capabilities and accomplishments of members through credentialing, awards and leadership development.
- **Advocacy & Ethics**
Enhance awareness of the vital role of public relations and its contribution to open, honest and respectful communications.
- **Organizational Excellence**
Enable PRSA to be a best in class member service organization where members and staff collaborate for success.

Key Performance Indicators (KPIs)

How we determine that we are achieving our goals.

Membership

- Membership Totals – Growth %
- Membership Retention
- PRSSA Conversion
- # APRs/Growth % APRs
- Diversity

Financial

- Dues Revenue
- Average Income/Member
- Non-dues Revenue/Profit

Quality

- Membership/Customer Satisfaction
 - Overall Measure
 - PD Evaluation
 - Conference Evaluation
 - Section Evaluation
 - Leadership Rally Evaluations
 - Readership Survey

Impact

- Web Traffic
- Effectiveness of Advocacy Initiatives

Goal: Learning — Deliver exceptional, relevant lifelong learning opportunities.

Objective — Respond to the market for professional development learning opportunities by delivering relevant programming through multiple channels with competitive pricing options.

- **Supporting Action** — Further develop a segmentation framework to elevate relevancy and value — targeting PD to career stages, specialization and industry.
- **Supporting Action** — Broaden content expertise by expanding the pool of presenters.
- **Supporting Action** — Provide leadership development for PRSA leaders.
- **Supporting Action** — Market and promote learning opportunities to customers using innovative technologies including a PD blog and video/graphic narratives.

Objective — Ensure that PRSA's International Conference offers attendees a rich, intensive learning experience including peer-to-peer networking; opportunities to explore industry products and services; and motivational and inspirational presenters and roundtable discussions.

- **Supporting Action** — Create a calendar that establishes deadlines for programming, sponsorship, marketing and other decisions earlier in the planning cycle.
- **Supporting Action** — Recruit a mix of presenters that inspire discussion and debate including business and professional leaders as well as media and political personalities.
- **Supporting Action** — Establish a conference theme to help create a cohesive experience for attendees.
- **Supporting Action** — Develop a comprehensive Conference marketing plan.

Objective — Advance the quality of public relations education.

- **Supporting Action** — Continue the growth in the number of programs receiving the Certification in Education for Public Relations.
- **Supporting Action** — Continue to support initiatives to integrate public relations education into MBA programs.
- **Supporting Action** — Promote the Internship Guide and update as appropriate.

Objective — Encourage and ease practitioners transitioning into teaching as a second career.

- **Supporting Action** — Continue to support the Learning to Teach program through professional development seminars and publications.

Goal: Community — Create welcoming, diverse, global communities where members engage, connect and build relationships.

Objective — Increase the value of PRSA membership with virtual and face-to-face networking opportunities that extend peer networks and enhance career opportunities.

- **Supporting Action** — Provide flexible virtual options to bring people together by exploiting social media venues.
- **Supporting Action** — Determine how best to evaluate and support Chapters.
- **Supporting Action** — Expand mentoring programs to include e-mentoring and reverse mentoring.
- **Supporting Action** — Provide segmented networking opportunities in specific vertical market areas, specializations and career stages.
- **Supporting Action** — Facilitate relationships between job seekers and employers through an enhanced electronic career center.

Objective — Explore the opportunities associated with redefining membership requirements to create a more diverse and global society.

- **Supporting Action** — Continue initiatives to create a more diverse society and profession.
- **Supporting Action** — Identify and assess the potential to grow membership internationally.

Objective — Strengthen the relationship with PRSSA and explore opportunities to reach out to the broader community of public relations and communications students.

- **Supporting Action** — Research transition process of PRSSA graduates to PRSA.
- **Supporting Action** — Assess organizational relationship between PRSA and PRSSA.

Goal: Thought Leadership/Knowledge Sharing — Advance strategic and tactical capabilities by serving as the leading source of ideas, techniques, best practices and innovative research.

Objective — Facilitate knowledge transfer through exploiting new technologies that promote and encourage interactive dialogue.

- **Supporting Action** — Further develop and promote dynamic, engaging and collaborative versions of PRSA publications (*Tactics, The Strategist, Issues and Trends*) in the most efficient and effective formats.

Objective — Support and promote research that encourages knowledge transfer between theory and practical application. Bridge the gap between academics and practitioners.

- **Supporting Action** — Promote the *Public Relations Journal* as the preeminent academic publication in public relations/communications.
- **Supporting Action** — Fund best-in-class research and scholarship through the PRSA Foundation.
- **Supporting Action** — Support scholarly research by granting access to PRSA member lists to researchers conducting studies on topics that advance the profession and adhere to PRSA policies.

Objective — Establish a distinguished forum for industry thought leadership through PRSA.

- **Supporting Action** — Encourage PRSA leadership including board, Fellows and Section leaders to present and/or write on cutting-edge topics affecting the public relations and greater communications industry.
- **Supporting Action** — Facilitate roundtables and other forums, both virtual and face-to-face that encourage idea exchange and debate by recognized industry leaders.
- **Supporting Action** — Take thought leadership to the local level — create templates that Chapters can use for local programming.

Objective — Facilitate access to a comprehensive public relations body of knowledge through an electronic repository.

- **Supporting Action** — Enhance Professional Resource Center offerings by creating a “file of facts” — facts and figures on the profession, news on events, research, commentary, etc. — to draw readers to www.prsa.org.

Goal: Recognize Capabilities & Accomplishments — Recognize and honor the capabilities and accomplishments of members through credentialing, awards and leadership development.

Objective — Continue to raise the bar for professional excellence through PRSA award programs.

- **Supporting Action** — Honor outstanding achievements in public relations and PRSA leadership through award programs including Silver Anvils, Public Relations Professional of the Year, Gold Anvil, Patrick Jackson Award, Sections Awards, Bateman and recognition of outstanding Chapters.
- **Supporting Action** — Continue to attract entries and judges for Silver Anvils and other awards from a diverse and distinguished group of industry professionals.
- **Supporting Action** — Maximize use of the PRSA brand to promote best-in-class public relations through all awards programs.

Objective — Develop a strategic vision for the distinction of APR for PRSA and the industry at large.

- **Supporting Action** — Determine optimal levels of participation for members.
- **Supporting Action** — Work with UAB to quantify the value of the APR distinction.

Objective — Explore the value of certification for public relations professionals.

- **Supporting Action** — Continue to support the work of the Certification Task Force.

Goal: Advocacy & Ethics — Enhance awareness of the vital role of public relations and its contribution to open, honest and respectful communications.

Objective — Clearly delineate “advocacy” for issues related to public relations from publicity or promotion for PRSA and the profession.

- **Supporting Action** — Identify 2008 focus for advocacy initiatives.

Objective — Promote PRSA Code of Ethics as standard for public relations and communications professionals.

- **Supporting Action** — Leverage the code to further define best practices and standards.

Objective — Create platforms, positions, best practices and responses to industry issues, news, trends and events as they relate to advocacy and ethics.

- **Supporting Action** — Continue to develop media alerts, position statements, announcements and news.
- **Supporting Action** — Generate dialogue on critical issues through social media channels including blogs.
- **Supporting Action** — Monitor legislative and regulatory activity and respond to relevant issues.
- **Supporting Action** — Create media events, including roundtables and programs to strengthen PRSA's presence and position on best practices, response to industry issues, news and trends.

Objective — Continue to elevate Advocacy initiatives from grassroots level through continued development of Chapter Advocacy Officer Program.

- **Supporting Action** — Develop “tool box” for local media alerts, letters to the editor, letters to Congress, etc.

Goal: Organizational Excellence — Enable PRSA to be a best in class member service organization where staff and members collaborate for success.

Objective — Foster a stronger customer service culture.

- **Supporting Action** — Establish a member service center as an initial and primary contact point for members, prospects and customers.

Objective — Upgrade technical infrastructure to support a dynamic marketplace.

- **Supporting Action** — Redesign Web site to effectively and efficiently communicate to members and the profession.
- **Supporting Action** — Implement process improvement to streamline applications registration, fulfillment, renewals, etc.

Objective — Integrate the PRSA voice, vision and values to communicate a unified brand to members and the profession.

- **Supporting Action** — Create uniform messaging and communication strategies across PRSA.

Objective — Develop a commitment to analysis and feedback.

- **Supporting Action** — Support a customer-focused research function (primary and secondary) by developing and implementing a strategic, comprehensive association-wide

program that integrates the collection and analysis of information to support organizational objectives.

- **Supporting Action** — Benchmark PRSA against other professional associations.

Objective — Create a modern, flexible, efficient system of governance for the Society.

- **Supporting Action** — Support a task force to study and rewrite the Society's bylaws.
- **Supporting Action** — Support a task force to study opportunities and improvements in developing future leaders for PRSA.

Objective — Maintain PRSA's fiscal strength.

- **Supporting Action** — Review business models employed at the macro and micro levels for relevance, effectiveness and flexibility.
- **Supporting Action** — Employ financial and operational “dashboard indicators” that present a concise summary of the Society's financial health at regular intervals.
- **Supporting Action** — Expand corporate sponsorship program beyond current partners.
- **Supporting Action** — Expand current sources and explore additional sources of non-dues revenue.
- **Supporting Action** — Review current dues structure and propose options to maximize member value while maintaining revenue stream.
- **Supporting Action** — Review and recommend investment policy updates to maximize long-term growth of net assets while maintaining a minimum income contribution to annual operating needs.
- **Supporting Action** — Review budgeting approach and implement changes that will enable realistic financial goals with appropriate contribution to net asset building.
- **Supporting Action** — Review all spending policies for appropriateness and implement changes to maximize benefits returned on funds expended.
- **Supporting Action** — Review all internal controls and update as appropriate. Implement new controls as warranted.

2007 Strategic Planning Committee

Jeff Julin, APR (Chair)

Mary Deming Barber, APR, Fellow PRSA (Member)

Michael Cherenson, APR (Member)

Gerard Corbett, APR, Fellow PRSA (Member)

Mary Lynn Cusick, APR (Member)

Anthony D'Angelo, APR (Member)

Robert Frause, APR, Fellow PRSA (Member)

Gary McCormick, APR, Fellow PRSA (Member)

Elizabeth Pecs, APR (Member)

Cheryl Procter-Rogers, APR, Fellow PRSA (Member)

David Rickey, APR (Member)

Renee Walker, APR (Member)

Susan Walton (Member)

Rhoda Weiss, APR, Fellow PRSA (Member)

William Murray, President and COO PRSA (Staff)

Christina Darnowski, Director of Research and Project Management (Staff)

Donna Jonas, Executive Assistant and Leadership Project Manager (Staff)