

PRSA

VISION 20/20

THE COURAGE TO CHANGE

Executive Summary

Throughout our more than 70-year history, PRSA has taken pride in our unique role as the voice of the public relations industry, trusted by thousands of communications professionals to provide premier learning experiences, skills development and opportunities to connect with a diverse membership community.

We have built our success on a foundation of innovation and an ability to adapt to the myriad changes that are transforming the communications profession. Our programming has evolved to address the new roles and responsibilities of our members as well as the shift in the media landscape. We've expanded our reach to support additional professional and student members, and a continued focus on developing our conference offerings has resulted in increased attendance and best-in-class status in the industry.

These benefits extend to members at all stages of their career and we will continue to review and refine our offerings to keep in step with the changing market at each professional level.

As we look at the road ahead, we see an increasing opportunity to meet the demand for talented communications professionals with expertise across a variety of disciplines. As the nation's leading professional organization serving the communications community, we have a responsibility to expand our vision to align with the needs of our members. This will require an honest review of our programs, services and opportunities offered, and the courage to incorporate the changes needed to evolve.

To do that, we must engage with members in new and different ways, and develop a suite of tools and resources that are responsive to the current operating environment. Our 2020-2022 Strategic Plan outlines the steps we need to take to improve our value proposition — steps that include continuing to develop our content, improving our distribution channels, strengthening our advocacy efforts and redesigning our membership model.

Our commitment to excellence and our Code of Ethics remains at the core of everything we do, and together we can build an even stronger PRSA and member community.

Mission

To make communications professionals smarter, better prepared and more connected through all stages of their career.

Vision

PRSA provides an exceptional member experience that educates, inspires, guides and galvanizes a diverse community of ethical, strategic communications professionals.

Situation Analysis

PRSA is viewed as the premier association for public relations and communications professionals. We have more than 110 Chapters, 10 Districts, 14 Professional Interest Sections and are represented on nearly 375 U.S. and international college and university campuses through PRSSA, our student organization. With more than 30,000 professional and student members, we remain among the most popular choices for professional development and building community relations, but it is becoming increasingly difficult to identify and retain new members and our penetration into the market is low. While first-year retention rates have room for improvement, members who stay with PRSA after 12 months do so at a respectable 76% rate. Alignment with our Code of Ethics continues to rank as one of the most important features provided through PRSA membership, as does access to our suite of professional development offerings, networking opportunities and thought leadership.

Our financial position is healthy, with diverse funding streams via professional development, conferences, awards, sponsorship, the Jobcenter and membership dues. We see a tremendous opportunity to further promote the value of PRSA and increase membership in our Chapters and Sections. Resource limitations had challenged our ability to incorporate the latest technology upgrades, but investments authorized by the PRSA Board of Directors are enabling us to bring our systems up to current standards and continue our innovation of new approaches to data collection and analysis, content distribution and information sharing with our Chapters, Districts and Sections.

The industry at large has been undergoing transformational shifts with the convergence of the various disciplines of communications: public relations, marketing, advertising,

digital, etc. PRSA needs to better understand these changes and react in a way that provides maximum value to our members. In addition, our current operational structure and membership models are outdated so we intend to restructure them to more closely align with modern association practices.

Our staff and volunteers are highly motivated and dedicated, but a lack of proper training and delineation of roles and responsibilities prevents effective forward movement. This Strategic Plan is intended to address these and many of the challenges we face in a thoughtful and methodical approach to conducting research, restructuring systems with clearly defined goals and responsibilities, and allowing for greater flexibility and responsiveness.

In summary, the long-term strategic issues facing PRSA include: Where is the communications industry headed and how does that impact our members? How should PRSA adapt to these changes to provide maximum value? How do we cultivate a system of future leaders? What needs to change in our governance structure? What is needed to fully embrace professionals from diverse backgrounds? What are the next growth steps? Where should we expand/contract programming? How do we ensure the long-term relevance of PRSA?

Strategic Priorities

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|---------------------------|----------------------------|
| 1. Innovation and Change | 5. Diversity and Inclusion |
| 2. Governance and Culture | 6. International Potential |
| 3. Discipline Convergence | 7. Advocacy |
| 4. Membership | 8. Civility |

The board has defined these eight key strategic priorities to serve as a guide during this three-year period. These priorities were established after a thorough review of PRSA's programs and services, and analysis of where we need improvement. To ensure our efforts represent one or more of the strategic priorities, we have identified five goals that we believe will add value for our members and strengthen PRSA's brand and reputation. These goals have corresponding objectives and action plans that build on each other over the course of the next three years. This next section defines the five goals and the measurable objectives we will employ to achieve each goal.

Goal #1

Position PRSA as the leading source of professional development for communications professionals.

2020-2022 Objectives

Objective 1 Use internal and external data intelligence to inform content selection.

- Research
- Connecting data points across the organization

Strategic Priorities addressed — innovation and change, discipline convergence, membership, diversity and inclusion, international potential, civility

Objective 2 Maximize technology to expand our delivery mechanisms.

- Livestreaming
- Webcasting
- Podcasts
- Call for presentations
- Blended learning
- Gamification
- Electronic certificates
- Adequate resource allocation
- Spring learning conference (2022)
- Mentoring

Strategic Priorities addressed — innovation and change, membership, international potential, civility

Objective 3 Increase number of professionals and students seeking certification and credentialing.

- Members
- Non-members
- Participating organizations (UAB)

Strategic Priorities addressed — innovation and change, membership, diversity and inclusion, international potential

Objective 4 Provide professional training for speakers and expand PRSA's Speakers Bureau.

- Speakers Bureau
- College of Fellows
- Develop academy to deliver training

Strategic Priorities addressed — innovation and change, discipline convergence, membership, diversity and inclusion, international potential



Goal #2

Redesign the membership model to maximize engagement with communications professionals.

2020-2022 Objectives

Objective 1 Using internal and external resources, conduct comprehensive research into PRSA's membership to better understand and evaluate our value proposition.

- Convergence of industry disciplines
- Evolution of member needs
- Life cycle of membership from student to retirement
- Group sales, including appeal to multinational corporations
- Strategic partnerships
- Advocacy
- Professional development
- Loyalty/rewards program
- Governance model
- Commitment to make change based upon data collected

Strategic Priorities addressed — innovation and change, governance and culture, discipline convergence, membership, diversity and inclusion, international potential, advocacy, civility

Objective 2 Revise and strengthen leadership programming.

- Leadership Rally
- Succession Planning/Recruitment for Chapters/Districts/Sections
- Regional representation
- PRSSA faculty and professional advisers

Strategic Priorities addressed — innovation and change, governance and culture, membership, diversity and inclusion

Objective 3 Develop and nurture international membership opportunities.

- Puerto Rico
- Mexico
- Other opportunities via the Global Alliance

Strategic Priorities addressed — innovation and change, membership, diversity and inclusion, international potential

Objective 4 Enhance Chapter programming and events.

- PRSA and PRSSA
- Revised approach to SEED funding

Strategic Priorities addressed — innovation and change, membership, diversity and inclusion

Objective 5 Using the research findings from 2020, develop and deploy membership/marketing plans that resonate with members and non-members to increase participation and revenue.

- Enhance all marketing and promotional efforts.
- Obtain association analytics and industry trends reports — target all promotions.
- Promote benefits of PRSA — not just its features.

Strategic Priorities addressed — innovation and change, governance and culture, discipline convergence, membership, diversity and inclusion, international potential

Objective 6 Grow membership through Sections and groups.

- Enhance existing Section offerings and identify new Sections.
- Develop more vertical market programming to coincide with Sections activities and events.
- Target individual memberships, leading with Sections.
- Expand group memberships, leading with Sections.

Strategic Priorities addressed — innovation and change, governance and culture, discipline convergence, membership, diversity and inclusion, international potential

Objective 7 Effectively communicate the value proposition of PRSA and PRSSA programs at the Chapter level.

- Create unique events for Chapters, Districts and Sections engagement — PRSA and PRSSA.
- Increase online programming and electronic delivery.
- Strengthen the bridge between professional and student membership through focused professional development training.

Strategic Priorities addressed — innovation and change, governance and culture, discipline convergence, membership, diversity and inclusion, international potential

Objective 8 Design updated membership model considering preferred methods of consumption by members.

- Subscriptions
- À la carte

Strategic Priorities addressed — innovation and change, governance and culture, discipline convergence, membership, diversity and inclusion, international potential

Objective 9 Promote PRSA as the premier association in public relations and communications.

- Explore membership options for vendors and product suppliers.
- PRSA is the go-to organization for public relations and communications professionals, and for media buyers, marketing and advertising professionals.
- Memberships will take on many different forms and levels of engagement.
- Dedication to change and maintaining value to the profession.

Strategic Priorities addressed — innovation and change, governance and culture, discipline convergence, membership, diversity and inclusion, international potential

Objective 10 Update Chapter/District/Section volunteer structure to meet members' demands.

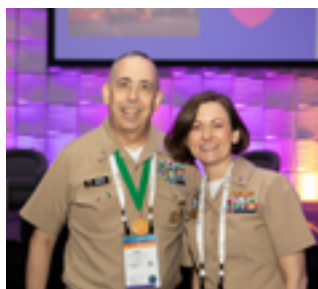
- Time pressed professionals can choose from multiple volunteer options.
- Update volunteer titles to better reflect the tasks they are assigned to perform.
- Modernize the approach to governance and leadership.
- Create leadership pipeline that appeals to the next generation.

Strategic Priorities addressed — innovation and change, governance and culture, discipline convergence, membership, diversity and inclusion, international potential

Objective 11 Implement new membership model so members can select programs and services that meet their individual needs.

- Members (and non-members) will be able to choose their own pathway for products and services.

Strategic Priorities addressed — innovation and change, governance and culture, discipline convergence, membership, diversity and inclusion, international potential



Goal #3

Continue to invest in technologies required to remain relevant and enhance the user experience.

2020-2022 Objectives

Objective 1 Improve infrastructure (hardware, software, training).

- Continue building our foundation and optimizing our processes.
- Launch new flexible membership platform.
- Content management system.
- PCI and GDPR compliance.
- Complete migration of all systems to the cloud.
- Enable a fully mobile-ready workforce.
- Evaluate and improve internal and online hosting infrastructure to align with current technologies.
- Ensure staff is properly trained on the software and technology currently in use.

Strategic Priorities addressed — innovation and change, membership, international potential

Objective 2 Become a more data-driven organization.

- Gather and analyze demographics and participation data on members/prospects to tailor future engagement and increase acquisition and retention.
- Develop engagement score.
- Leverage the knowledge/tools gained to increase member acquisition, engagement and retention.
- Develop a member renewal prediction model to tailor future engagement and increase retention.
- Adopt policies to embrace positive change based upon data.

Strategic Priorities addressed — innovation and change, discipline convergence, membership, diversity and inclusion, international potential

Objective 3 Improve User Experience.

- Enhance ease of use and search functionality on public facing and member websites.
- Improve data integration options for Chapter websites.

Strategic Priorities addressed — innovation and change, membership, international potential

Objective 4 Develop innovation fund.

- Provide organization flexibility to respond to needed upgrades.
- Invest in changing technology.
- Train volunteer leaders and staff.

Strategic Priorities addressed — innovation and change, governance and culture, discipline convergence, membership, diversity and inclusion, international potential, advocacy



Goal #4

Strengthen PRSA’s role as the voice of the communications professional

2020-2022 Objectives

Objective 1 Align the organization around refreshed PRSA and PRSSA identities, reinforcing our value as the nation’s leading professional organization serving the communications community.

Strategic Priorities addressed — innovation and change, advocacy, governance and culture, discipline convergence

Objective 2 Heighten our understanding of—and thought leadership around—the evolving communications profession to increase our relevance and respond more nimbly to opportunities and threats.

Strategic Priorities addressed — innovation and change, discipline convergence, advocacy

Objective 3 Create a more proactive external communications strategy that tells our story to both loyalists and new audiences and communicates the benefits and promise PRSA/PRSSA offers to members and the profession at large.

Strategic Priorities addressed — innovation and change, membership, advocacy

Objective 4 Reinforce the PRSA Code of Ethics and promote ethical standards within the profession, civility in discourse, free flow of information and diversity within the profession.

Strategic Priorities addressed — advocacy, civility



Goal #5

Increase organizational excellence.

2020-2022 Objectives

Objective 1 Diversity and Inclusion.

- Collaboration with PRSSA and their student initiatives with their Vice President of Diversity and Inclusion.
- Create/strengthen opportunities for HBCU students.
- PRSA Foundation and participation in the Diversity and Inclusion Industry Alliance.
- Other initiatives identified by the Diversity and Inclusion Committee.

Strategic Priorities addressed — innovation and change, membership, diversity and inclusion, international potential, advocacy, civility

Objective 2 Improve value proposition of national office to Chapters, Districts, Sections and members.

- Coordinated branding program
- Coordinated marketing/communications approach
- Coordinated Chapter awards program
- Coordinated calendar
- Coordinated professional development campaigns
- Coordinated mentorship program

Strategic Priorities addressed — innovation and change, governance and culture, membership, diversity and inclusion, international potential, advocacy

Objective 3 Evaluate committee structure.

- Research the value of a short-term, task-oriented approach in 2020.
- Implement changes in 2021, revise in 2022.

Strategic Priorities addressed — innovation and change, governance and culture, advocacy

Objective 4 Ongoing improvement of organizational culture.

- Courage to abandon outdated programs and processes and make way for improvements in all areas – structure, programs and processes.

Strategic Priorities addressed — innovation and change, governance and culture, diversity and inclusion

Objective 5 Strengthen coordination of PRSSA into PRSA operational planning and execution.

Strategic Priorities addressed — innovation and change, governance and culture, membership, diversity and inclusion, international potential

