



ANPR 21st Century Revitalization Workgroup
“2010 Revitalization Report and Recommendations”

Dear ANPR Membership:

During Rendezvous XXXII in Gettysburg, Pennsylvania, last December, the membership of the association endorsed a resolution calling for the convening of a revitalization workgroup to consider any issues pertaining to the future of the Association and prepare a written report for the President and the Board of Directors for presentation to the membership. The report was submitted to them on April 1, 2010. As co-chairs of that group, we are now pleased to submit this report to the full membership.

We are also pleased to report that the members of this group provided outstanding service to the Association in preparing this document. They worked long, hard, cooperatively and conscientiously to evaluate all options open to the Association in each of the five areas that the group was asked to evaluate:

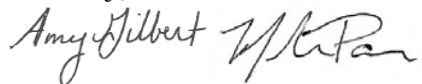
- Recommend additional or improved methods of outreach and communication to the agency, partners and potential members;
- Determine ways to help increase funding and membership that will help ANPR meet future needs of its members and goals;
- Make recommendations on the current and future viability of the ANPR mission statement with suggestions for any changes;
- Make recommendations on ways to ensure an active and effective board and membership that has clear goals and produces measurable results; and
- Recommend an advocacy plan for ANPR that helps support the NPS mission and the NPS employee.

The report lists recommendations in each of these five areas. A sixth charge was to assure that any recommendations for related outcomes are of a nature that can be measured and tracked. That objective was met as well.

The report also provides some background on methodology, lists workgroup members, and breaks out recommendations into two categories – those that are ‘global’, applying to all recommendations, and those that are particular to each of the specific areas. The report concludes with a suggested implementation time line and recommendations on who should be responsible for each action.

We believe that this report provides a comprehensive plan for revitalizing the Association of National Park Rangers, and ask that it be given full and thoughtful consideration by the full membership. Members of this group stand ready to assist in any way you deem appropriate.

Sincerely,



Amy Gilbert and Melanie Parker
Revitalization Workgroup Co-Chairs

Association of National Park Rangers 21st Century Revitalization Workgroup Report to the Board of Directors

Overview

On December 10, 2009, the Board of Directors of the Association of National Park Rangers approved a motion from the floor at its annual meeting, held during the Ranger Rendezvous at Gettysburg, which mandated that ANPR convene a workgroup in 2010 to consider any issues pertaining to the future of the Association. The resolution directed the workgroup to consider issues of specific concern to the organization and prepare a written report for the President and the Board of Directors, by April 1, 2010, to be subsequently presented to the membership.

The workgroup was charged with five goals:

1. Recommending additional or improved methods of outreach and communication to the NPS, its partners, and potential members.
2. Determining ways to help increase funding and membership that will help ANPR meet the future needs of its members and attain its mission goals.
3. Making recommendations on the current and future viability of the ANPR mission statement, with suggestions for any changes.
4. Making recommendations on ways to ensure an active and effective board and membership that have clear goals and produce measurable results.
5. Recommending an advocacy plan for ANPR that helps support the NPS mission and the NPS employee.

This final workgroup report, prepared for the Board of Directors and the membership of ANPR, includes recommendations and an implementation plan for consideration.

1. Recommendations (Global and Outcome Specific)

Responding to the specific issues identified, the workgroup established sub-committees to develop recommendations for each goal which would assist the Board of Directors in identifying plans of action with clear goals and measurable results. These recommendations have been listed in order of feasibility, but not necessarily importance of achievement. Each Board member should be assigned a lead role with the outcomes – suggestions for those Board Leads are listed within the outcome specific recommendations. In some cases, other board members have been assigned to work with the Board Leads. In other instances, there is a Staff Lead or Board Lead assigned, within sections, where their role is a better fit.

2. Implementation Plan

In addition to the recommendations for each goal, the workgroup also developed a separate implementation plan to comply with the resolution's directive that: "All outcomes must be presented in a manner that can lead to measurable results."

Members of the work group are:

- Greg Broadhurst (co-lead for Funding and Membership outcome)
- Amy Gilbert (co-chair and lead for Effective Board & Membership outcome)
- Leslie Green (co-lead for Funding and Membership outcome)
- Dylan Mroszczyk-McDonald (recorder)
- Melanie Parker (co-chair and lead for Outreach and Communications outcome)
- Glenn Smith (lead for Mission Statement and Advocacy outcomes)

Advisors

The Workgroup Members were assisted by four long-term ANPR members – Deanne Adams, Bill Halainen, Dick Martin and Tony Sisto – acting in the capacity as advisors to, but not members of, the workgroup.

Contributors and Final Reviewers

Leland Barker and Sam Sehman were early contributors to the workgroup during the initial brainstorming calls and they reviewed the final drafts, contributing useful feedback and suggested revisions.

Additional Reviewers

The workgroup thanks ANPR members Maureen Finnerty, Bob Krumenaker and Jeremy Kaufman for their review and constructive comments on the final drafts.

Process

After the December Ranger Rendezvous, the Workgroup quickly agreed on the outline for their process, which would result in the delivery of a report of recommendations to the Board of Directors by the April 1 deadline. The Workgroup selected two co-chairs and a recorder, committed to a weekly conference call and to a rotating facilitator with each member taking that responsibility at least once. The co-chairs committed to an additional weekly call with the advisors and a weekly call with the facilitator to develop the next week's agenda.

After an initial brainstorming call where ideas on all the outcomes were captured by the recorder, the Workgroup Members each took responsibility for at least one Outcome and researched the feasibility of the brainstormed ideas. Each week one Outcome was discussed with consensus points captured by the recorder. The lead for the Outcome then took the notes from the recorder and developed a coherent set of recommendations for consideration by the entire Workgroup. Overall this was a thoughtful and structured process.

The workgroup also thanks the Board of Directors for passing the motion for the revitalization of ANPR, and for their confidence in this workgroup to develop recommendations.

Recommendations

Global Recommendations

The following recommendations apply to all Outcome Goals.

- The President-Elect should have the responsibility for following board member progress and ensuring accountability for implementation of the Revitalization Report.
- Interns – Establish an internship program. Look into the possibility of ANPR interns working on projects such as *Ranger*, the website, legislative research, grant-writing, etc. This would encourage undergraduate and graduate student interest in professional internship and advancement opportunities.
 - Place interns with ANPR board members or senior leaders around the country based upon location. Student interns could work from school and meet with ANPR advisor periodically.
 - Establish a position that would oversee intern program & coordinate.
 - Enlist the help of a faculty member whose course requires an internship—these internships may meet specific requirements for credit hours. An academic advisor to ANPR could aid in the setup and structure of an internship that is fulfilling to the student and organization.
- Funding Options – Explore the possibility of funding options, particularly grants.
 - Grants can help pay salaries of part-time employees (particularly a webmaster and an outreach coordinator) or a stipend for interns, which would in turn help the organization to grow.
 - Obtain grants from approved cooperators. Possible candidates include National Park Conservation Association, the National Park Foundation, and various companies and foundations with parallel interests, i.e. auto makers who use national park names for SUV models. Also solicit “advertising grants” from cooperators.
 - Board members should actively look for grant opportunities as pertaining to their roles and responsibilities.
 - A primary job for the President-elect should be to search and apply for grant opportunities which extend over his/her term as President.
 - This revitalization report could provide a guideline for a grant writer, and could tie in with the excitement surrounding NPS Centennial celebration, the Second Century Commission Report and the Ken Burns film.

Outcome Specific Recommendations

Outcome 1 – Outreach and Communications

It is the opinion of the workgroup that this outcome is one of the most important of the five outcomes, as improving ANPR's ability to meet this goal would in turn help the Association meet the remaining four goals.

The recommendations for this outcome are divided into two categories, internal and external. The internal recommendations intend to help improve activities within the association and for current members, whereas the external recommendations intend to help improve outreach and communication with potential members. The recommendations are then listed by feasibility, but not necessarily importance, of achievement.

Internal

Board lead: Internal Communication, Eric Leonard

- Bumper Stickers – By creating a simple and inexpensive bumper sticker, ANPR can help brand the organization, allowing for both name recognition as well as member pride in the association.
- Make *Ranger Magazine* Available Online – *Ranger* Editor Teresa Ford has been working on offering *Ranger* electronically. The workgroup supports continued effort in this. By making *Ranger* available on the Association's website as a simple PDF document or in a more interactive format, ANPR would not only give greater access to the association's work to both current and potential members, but it may also cut down costs and environmental impact of printing the magazine, enabling ANPR to redirect some funds elsewhere. Staff Lead: *Ranger* Editor, Teresa Ford
- Update the ANPR Website – Updating the website is very important, to both current members and potential new members – especially the younger generation that has grown up with the internet. The board should provide support to the *Ranger* editor to seek and implement recommendations on modernizing the appearance and the technology of the website. Current and potential members will have a more favorable and professional view of the association through a modernized website. With Staff Lead: Teresa Ford
- Forums and/or Blogs – Make available an interactive forum or blog on the website to post topics and exchange ideas. These either could be for members only, or could be available to the public to view but not to post on unless an ANPR member. Another option would be to make certain topics available to the public, but limiting the availability of other topics that might be of benefit to members only. This may help to encourage people to join ANPR, and could aid in the impression that they are getting more networking and communication opportunities with one another through the association. Staff Lead: Teresa Ford
- ANPR Regional Representatives – Revisit the idea implemented in the past of regional ANPR representatives. This could help to establish contacts within regions and parks and help develop better outreach and communication. These representatives could be assigned to represent approximately 25 parks. Responsibilities could be adapted from the 1980 list of responsibilities and could also allow representatives to delegate responsibility to others in order to assist them.

External

Board leads: Membership Services, Liam Strain and Seasonal Perspectives, Tom Banks

- Update ANPR Recruitment Flyer – The flier could state association’s relevance to all NPS employees, and should be updated with website info, pictures, etc. This information could also be made available in a two-sided rack card or tri-fold brochure that could be distributed to new hires by a representative in the park/region, and could be produced in a digital form as well. It is also important to tie in the availability of health insurance for seasonals, as this could help attract new members as well. With Staff Lead, Teresa Ford
- Support and Expand College Chapters – Members could go to college campuses and career fairs to work to get students involved with ANPR and thereby the NPS. Ideally, this could be done through the pairing of a veteran member who has the knowledge and experience of working with the association with a younger member who may be less intimidating and more approachable to students. Connecting ANPR to the NPS from the start will help young people to more closely associate ANPR with the NPS throughout their careers and help to maintain membership and interest within the association. With President, Scot McElveen
- Develop/Improve Partnerships – Cultivate partnerships with other, larger organizations, such as National Park Conservation Association and the National Park Foundation. Our involvement with other groups, who focus on a broader spectrum of issues, should be on an issue specific basis. Working with other like-minded organizations would attract potential members to ANPR who may already be part of another organization and promote teamwork to better achieve goals of both organizations. With Professional Issues, Mike Anderson
- Keep Ranger Rendezvous Affordable – Members generally agreed that housing provided by Catocin worked very well at Gettysburg, but very few members knew about it until after other accommodations were made. It would help make Rendezvous more successful if a park housing alternative were regularly available in the future. With Rendezvous Site Coordinator, Mike Pflaum
- Improve ANPR’s Image – Gaining the recognition of NPS management as a professional organization is perhaps the most important recommendation being made for ANPR, but also the most difficult to achieve. To improve standing among NPS management ANPR must survey park superintendents’ for their thoughts on the organization, and for suggestions that would benefit ANPR. It is vital to gain the superintendents support, as they decide whether to allow their staff to attend Rendezvous. With Professional Issues, Mike Anderson
- Training and Mentoring – It is very important to provide training and mentoring opportunities in order to improve ANPR’s image as a professional organization. More detailed recommendations pertaining to training and mentoring are listed under Outcomes 2 and 4. Board lead: Education & Training, Rebecca Harriett

Outcome 2 – Funding and Membership

The recommendations for this category are divided into two sections, funding and membership, with the former divided into internal and external components. The recommendations are also listed by feasibility, but not necessarily importance, of achievement. The workgroup reminds the Board of Directors that in the non-profit community, the task of raising funds for ANPR and for recruiting and maintaining members is the responsibility of every board member. Therefore, while one board member is suggested as the lead for this outcome, all board members should identify how they will be engaged in this outcome.

Internal Funding

Board leads: Fund Raising Activities, Charissa Reid and Treasurer, Bill Schappell

- Donations – Advertise and solicit Centennial donations from both corporate and private sources (expanding on the donation programs that we have had previously).
- Direct Sales – Revitalize in-house “direct sales” programs in conjunction with outside suppliers, such as Western Heritage, Schrade, REI, Columbia, North Face, Helly Hansen, etc.
- CFC – Research having an entry in the Combined Federal Campaign brochure so that members and others could contribute from their salaries. Contact Phil Brueck, Coalition of National Park Service Retirees about their research into the process and their decision not to pursue using CFC.

External Funding

Board leads: Fund Raising Activities, Charissa Reid and Treasurer, Bill Schappell

- Determine standards for future partnerships with non-NPS entities who have shared interests with ANPR that would also protect ANPR’s image.
- Direct Giving – Solicit direct giving programs, better utilize 501(c)(3) status to acquire funding from trusts, inheritances, tax reductions, and annuity programs run through a financial management/donations program. Research how Sierra Club and other larger nonprofits/organizations do this.
- Joint Campaigns – Join combined campaigns with other nonprofit organizations such as the USFS, BLM, USFWS, George Wright Society, FOP NPS Ranger Lodge and other organizations that share similar interests/missions as ANPR.
- Corporate Sponsors – Seek corporate sponsorships, “green-linking”, recruiting of interns and AMERICORPS to help out with getting some of the recommendations up and running.

Membership

Board leads: Membership Services, Liam Strain and Seasonal Perspectives, Tom Banks

- Reduced Cost Membership – Institute reduced cost memberships for seasonals in all divisions (including online *Ranger* access).
- Publicize ANPR – As was recommended for Outcome 1, seek inclusion of membership information in job orientation packets/on job boards.
- Advertising – Increase ANPR exposure with a revved-up ad campaign and online posters to get the word out into regional offices and parks.
- Gift Memberships – Expand and increase visibility of the gift membership program to honor those who support and share ANPR’s goals, whether from park area communities, businesses and corporate communities, or those in government service, including “sister” agencies. This could possibly help identify and promote shared interests and support, as well as enhance membership and volunteer opportunities.
- Extended Membership Benefits – Develop an extended membership benefits program such as Costco has, with gear and publication discounts, like REI, which could be another cooperator/member. With Fund Raising Activities, Charissa Reid
- Video Conferencing – Establish quarterly video conferences for ANPR members centered on issues important to the membership, to provide avenues for increased discussion and involvement. This would give the organization a way to make everyone feel included, and perhaps inspire more involvement. With Professional Issues, Mike Anderson
- Emphasize Mission and Employees – Foster ANPR as an organization dedicated to the NPS mission and support and advocate for employees in all NPS divisions, and place an emphasis on inviting all NPS employees to join. With Fund Raising Activities, Charissa Reid
- Member Recognition – Develop an individual member recognition program for newer NPS/ANPR members, such as featuring them on an ANPR recruiting poster. With Fund Raising Activities, Charissa Reid
- ANPR Representatives – As suggested for Outcome 1, reintroduce ANPR regional/area reps to help get the word out and to recruit and retain members and develop relationships with their parks. With Professional Issues, Mike Anderson
- Link to NPS Managers – Develop relationships with administrators and front line supervisors by offering one time free memberships to develop exposure.
- Campus Chapters – Promote campus chapters of ANPR, identifying present and former NPS people in academia, getting them into an ANPR “campus advisor” program, and recruiting students who are NPS seasonals to help out. This could be a foundation for setting up and building future training opportunities for ANPR/NPS. We could propose being recruitment auxiliary for the NPS, which would serve both our purposes. With President, Scot McElveen
- Corporate Sponsor Memberships – Develop corporate sponsor memberships with cooperators, companies with outdoor/environmental connections, gear/outdoor

clothing companies, publishers, and others. With Fund Raising Activities, Charissa Reid

- Professional Development – Institute “develop professional excellence” or “NPS leadership for the next century” training courses at Ranger Rendezvous, along with professional development seminars and other learning opportunities for new and mid-career NPS employees. Explore opportunity for position on the Council of Park Professionals at the Hartzog Institute. Board lead: Education & Training, Rebecca Harriett
- Regional Field Days – Institute regional field days around the country where the campus chapters and ANPR members from the vicinity can get out into their communities and talk about what rangers do, have “ropes” sessions as how to get hired, and just get to meet people who are in the field, offer memberships, and enjoy camaraderie. These could include extensions of Rendezvous training sessions.
- World Ranger Day – Put World Ranger Day on the map, becoming a primary sponsor, perhaps in link with “Ranger Field Days.” Perhaps we could get some help from like-minded organizations such as National Geographic or the National Park Foundation.

Outcome 3 – ANPR Mission Statement

The workgroup recommends the following actions in updating the organization’s mission and purpose. An updated mission will better serve the association and the National Park Service. This is based on the ideas of Director Jarvis from the Gettysburg Ranger Rendezvous regarding being “more supportive of the NPS and less supportive of ourselves,” and the perpetuation of the “ranger image,” as well as Mike Finley’s comment that the “appropriate role of the organization is to be a friend of the NPS, with honest and open communication, mutual trust and respect, in good times and in bad.” (Mike Finley’s 1982 report to the Association, reprinted in the Spring 1990 issue of *Ranger*.)

Board lead: Secretary, Emily Weisner, with President, Scot McElveen and President-Elect, Stacy Allen

- Expediency-Develop a new draft of the ANPR mission statement by Ranger Rendezvous 2010. This can be discussed and voted on with membership in attendance.
- Consistency – Examine the mission statements as they appear on the ANPR website and in *Ranger*. There are currently two different versions of the mission statement on the homepage and on the “who we are” page. There is also a third version of the mission statement in *Ranger*. These three versions need to be aligned or rectified so that the mission statement is consistent.
- Make More Concise – Revise the mission statement into a short, concise and to-the-point statement of approximately two to three sentences. Additional paragraphs can provide explanations and/or expand on the main statement. As part of this process, examine mission statements for the George Wright Society, NPCA, NAI, etc. to determine what makes their mission statements effective or ineffective.
- Highlight Mission – Separate the mission statement as it appears in *Ranger* from the rest of the text and incorporate it into the inside cover page of the magazine to highlight and emphasize the Association’s mission. Currently the mission statement seems lost within the sea of text surrounding it.
- Revise Language – Replace the term “social enrichment” with “professional enrichment” in order to help the Association garner a more professional standing with NPS management; to reflect that the ranger occupation is a highly professional career that ANPR has enhanced/can enhance through professional networking and advice through “face-to-face” contacts and camaraderie at venues such as Rendezvous, training, and conferences; and to provide a better career image to new/potential members.

Outcome 4 – Effective Board and Membership

The recommendations for this category are divided into two sections, the first concerning an effective board and the second concerning an effective membership. The recommendations are listed by feasibility, but not necessarily importance, of achievement.

Board leads: President, Scot McElveen and President-Elect, Stacy Allen with Board Member, Strategic Planning

Effective Board

- There are two (2) common responsibilities all Board members share: helping to raise money and helping acquire new members. These essential ANPR jobs are not just the responsibility of the President and the Board member for membership.
- Review and Report – Board members should provide a yearly summary review, or state of their office memo, complete with their accomplishments of the past year, as well as goals for the next year, including current information on ANPR goals, missions, values they are they are working to promote.
- Communications – Create an area on the website where board members can communicate what they have been working on. This will help to highlight their work to members unable to attend Rendezvous. With Staff Lead: Teresa Ford
- Regional Representative Communications – Establish effective means for regional reps to communicate with the board, and establish or expand a board position to oversee and communicate with regional reps. Regional reps should be called on in board meetings to report on their activities.
- Develop Clear Expectations for each Board Office – Increase interest in participating on the board by defining what is expected of board members so they know their roles and developing positions descriptions that will help define specific responsibilities and roles. Examine and determine if BOD terms should be shortened.

Effective Membership

With Mentoring Coordinator, Bill Pierce

- Mentoring Program – The existing program should be continued but re-vitalized. Board members should be required to participate in the mentoring program. A clear and defined role should be established for the mentorship program, and a breakout session should be held at the next rendezvous on how to be an effective mentor. A start-up package or guidelines should be developed for interested mentors to formalize the mentorship program and help people get started.
- Board Apprenticeships – Establish apprenticeships to give members better insight into board roles and responsibilities. This might help to convince people to run for board positions by making the task less daunting. Define the limits and role of the apprenticeship to delineate what they can/cannot do vs. a full board member. Apprenticeships should be for one year.

- Regional Retreats – Hold three-day weekend retreats coupled with training opportunities, thereby attracting potential members. Establishing such retreats/training sessions should be part of regional rep duties. They should be called regional training workshops to get away from the idea that they're vacations. Sites should be chosen that are close enough to many areas to encourage more people to attend. Also holding them over weekends would help ensure attendance. Look into funding from the NPS for trainers/instructors. Assure that skills gained from the training are seen as being of value to the NPS. Training should also be for higher positions, not just current positions.

Outcome 5 – Advocacy

The workgroup recommends the following actions regarding the reestablishment of ANPR as a preeminent advocate for all National Park Service employees, the NPS, and pursuits that conserve unimpaired scenery, both natural and historic:

Board lead: Special Concerns, Amy Gilbert with Board Member for Professional Issues, Mike Anderson

- Agency Issue Communications – ANPR’s president should maintain clear and open communications with NPS senior management, especially the Director’s Office, concerning park-related issues that ANPR is advocating for, identifying issues important to the NPS and providing the Association’s perspective.
- Convene Meeting On Common Issues – As part of this effort, organize a meeting of the above groups (either in person or by conference/Telnet, etc.) in order to explore areas of mutual interest/concern.
- Establish Special Concerns Team – Identify a team to work with the President and the Board Member for Special Concerns to address advocacy and issues as a whole. Contact ANPR members who have worked with members of Congress (such as Bevinetto Fellows and superintendents) to get advice on reestablishing contact with Congress.
- Determine Issues – ANPR should recommit itself to presenting professional opinions to NPS management and elected offices concerning issues that affect units of the National Park System and the employees of the National Park Service. These issues will be determined by the organization but should include two areas: 1) issues that affect the integrity of the system and the operation of the NPS, such as budget (hiring freeze, flat budget, etc. and implications to the system), and 2) professional issues, such as professional development (training for current and future positions, leadership skills, mentoring, details), career ladders, position management, hiring practices (seasonal/permanent) and other issues that affect the employment and advancement of employees. The emphasis should be on impacts/concerns/benefits to the field rather than central/support offices.
- Renew Congressional Ties – Renew contact with members of Congress who have supported the NPS in the past. Introduce ANPR to new Congressional members/staffs, starting with members who currently sit on House/Senate committees/subcommittees that oversee the NPS.
- Restore Advocacy Role – ANPR should renew/reestablish/strengthen its ties to NPS management, Congress, partner groups (NAI, George Wright, NPCA, Coalition of National Park Service Retirees) and the Administration/White House in order to have a voice regarding issues important to the NPS and its employees.

Implementation

The workgroup recommends the following guidelines regarding the implementation of this plan:

Implementation Team

- The Board of Directors should establish an Implementation Team(s) to follow through on the recommendations and implementation. Members of the Implementation Team(s) can be from the BOD, general membership or members of the Revitalization Workgroup.
- Each Board member should be assigned a lead role with the outcomes – suggestions for those Board leads are listed with the outcome recommendations.
- The Implementation Team should be responsible for organizing the process to accomplish those recommendations approved by the Board and membership, and for presenting a status report at the next rendezvous in Bend, Oregon.
- The Revitalization Workgroup should remain as established through the end of the next Rendezvous to receive interim status reports from the Implementation Team, and to clarify any questions or concerns regarding its recommendations.
- Members of the Revitalization Workgroup can serve as liaisons with the Implementation Team(s) to provide continuity and additional information on the recommendations. Some may be willing to serve as working members of the Implementation Team(s).
- The Revitalization Workgroup found it effective to break into smaller teams, each focused on an outcome. The Implementation Team may also find this process helpful.

Suggested Timeline

The Workgroup encourages the Board to use a timeline in order to show ANPR membership the progress being made on implementing the recommendations included in this report.

- **April 1st** – Report presented to the Board for initial review before release to membership
- **May 1st** –President to send Board’s consolidated comments on the report to the Revitalization Workgroup Co-Chairs, Board begins the process of establishing Implementation Team(s)
- **May 10th** –Co-Chairs to incorporate comments, if any, and send revised report to President
- **May 15th** –Present report to full membership, with cover memo from President, on the website, in the summer edition of *Ranger* and through email
- **June 10th** – Progress report from Board to Revitalization Workgroup on establishment Implementation Team(s)
- **July 1st** –Board to establish Implementation Team(s)
- **August 1st, September 1st, October 1st** –Progress reports from Implementation Team to Revitalization Workgroup and Board
- **November 1st** –Implementation Team report to Board and ANPR members (at Rendezvous)

Follow-Up

- Employ smaller committees, as required, to focus on different aspects of the report.
- Choose team leads for each outcome that can focus on recruitment for each committee.

Appendix 1

ANPR Board Leads on Revitalization Recommendations

Recommended responsibility for implementation of the ANPR Revitalization Report

President, Scot McElveen

- #3 ANPR Mission Statement (assisting Secretary, with President-Elect)
- #4 Effective Board and Membership (co-lead with President-Elect Stacy Allen and assisted by Strategic Planning)
- College Chapters (under #1 Outreach & Communication, External) – assist Membership Services & Seasonal Perspectives

President-Elect, Stacy Allen

- Overall accountability for implementation of Revitalization Report
- #3 ANPR Mission Statement (assisting Secretary, with President)
- #4 Effective Board and Membership (co-lead with President and assisted by Strategic Planning)

Secretary, Emily Weisner

- #3 ANPR Mission Statement (assisted by President and President-Elect)

Treasurer, Bill Schappell

- Internal & External Funding (under #2 Funding & Membership) co-lead with Fund Raising Activities Charissa Reid

Education and Training, Rebecca Harriett

- Training and Mentoring (under #1 Outreach & Communication)
- Professional Development (under #2 Funding & Membership)

Fund Raising Activities, Charissa Reid

- Internal & External Funding (under #2 Funding & Membership) co-lead with Treasurer

Internal Communications, Eric Leonard

- Internal Recommendation (under #1 Outreach & Communication)

Membership Services, Liam Strain

- External Recommendations (under #1 Outreach & Communication) co-lead with Seasonal Perspectives Tom Banks
- Membership (under #2 Funding and Membership) co-lead with Seasonal Perspectives Tom Banks

Professional Issues, Mike Anderson

- Develop/Improve Partnerships and Improve ANPR's Image (under #1 Outreach & Communication, External Recommendations) – assisting Membership Services & Seasonal Perspectives
- Video Conferencing and ANPR Representatives (under #2 Funding and Membership) – assisting Membership Services & Seasonal Perspectives
- #5 Advocacy – assisting Special Concerns Amy Gilbert

Seasonal Perspectives, Tom Banks

- External Recommendations (under #1 Outreach & Communication) co-lead with Membership Services
- Membership (under #2 Funding and Membership) co-lead with Membership Services

Special Concerns, Amy Gilbert

- #5 Advocacy – assisted by Professional Issues Mike Anderson

Strategic Planning – vacant

- #4 Effective Board and Membership (assisting President and President-Elect)

Staff leads

- Business Office Manager/Editor/Website Coordinator, Teresa Ford
- Rendezvous Site Coordinator, Mike Pflaum
- Mentoring Coordinator, Bill Pierce