THE FUTURE OF ASRC

The First Steps

1. Presentation by Gary Mechtel on future development.
2. Decision by BOD to start the process of answering Gary’s questions
   a. see attachment 1 as a reminder
3. Decision to hold retreat to tackle overall situation away from usual BOD issues.
4. Retreat held:
   a. First broad cut at mission statement made
   b. Decisions about things to concentrate on made
   c. Assignments for preliminary work made
5. Individuals assigned to preliminary tasks accomplished task at Dec 93 BOD meeting.
   a. Gary to summarize actions and comments regarding future.
   b. Dave to develop fund raising concepts and present to BOD
   c. Jenny to research and present thoughts on hiring staff with constraints and concerns.

What do we do next?

1. Review where are we.
   a. Options which are currently open and undecided:
      1). The make up and job of the BOD
         a). Split BOD into operational and business
         b). Create a true Operations group to handle OPS issues.
         c). Leave things as they are
         d). Develop trust in allowing people to work
      2). Fund raising
         a). Who do?
            (1). Create a committee to develop ways to raise funds and manage to raising of those funds.
            (2). Make it the responsibility of the Treasurer
         b). How do?
            (1). Grants
            (2). Pledges
            (3). Selling something
3). The mission statement needs to be completed and published

4). How to pursue the other goals that came from the retreat
   a). Committees of BOD members
   b). Committees of other ASRC members committed to tasks
   c). One person do all

b. Options not explored

1). Change corporate structure of BOD
   a). Examples
      (1). Executive committee along lines of CAP's system
      (2). Use Regional approach

2. Decide what route we are going to take.
   a. Entire BOD discuss all issues
   b. Break BOD in working groups and assign work to bring back to BOD
   c. Wait until after elections to do anything

**WHAT TO DO THIS MEETING**

1. Set a retreat date to continue work

2. Agree on changes (if any) to corporate structure
   a). General membership meeting provides launch pad for future since changes can occur there to corporate structure
   b). Create a committee to develop the written changes to by-laws, etc for voting at the General Membership meeting

3. We can decide to do nothing at all

4. Agree on a path for the future
Tasks:

- Enhance Espirit de Corps
- Develop a Mission statement that we all agree to
- Long range plans and vision
- Where do we want to go?
- What do we want to do?
- Then evaluate each customers needs.
- Decide who our customers are

Perform a serious evaluation of ASRC.
Approach:

- Can not begin to resolve today
- start today via brainstorming sessions
- plan retreats to continue tasks
- assign ad hoc task forces to begin with
- bring results to each board meeting
- set goal to complete first cut by next general membership meeting

- Key issues for general membership
  -- get approval of general direction.
  -- approve mission statement
Development flow:

Board carries through with evolution

Reviews efforts each board meeting

breaks up into ad hoc task forces

board mutually agrees on issue priorities

Board agrees to work at issues

Critical issues:

- Long range (5 yr) ASRC goals
- If yes, when
- How should board evolve
- Use of paid staff? yes / no
- Mission statement
My suggestion

Decouple problems
Authorize individuals / teams to solve
Trust/live with solutions
Provide high level checks & balances

E.g.,
Finances
Legal services
Day-to-day operations
Training
Coordination
Communications
Personnel
External relationships

Teach people how to solve problems
Keep it small
Develop a better approach to problem solving
Encourage participation
Reduce problem inter-relationships
Focus, focus, focus
More trades must be performed -- better requirements analysis
More big picture thinking
Downplay NIH
Use other's developments (e.g., personnel expectations)