

Strategic Plan
(Approved March 18, 2019)

TAMEST

*The Academy of Medicine,
Engineering & Science of Texas*

Prepared by
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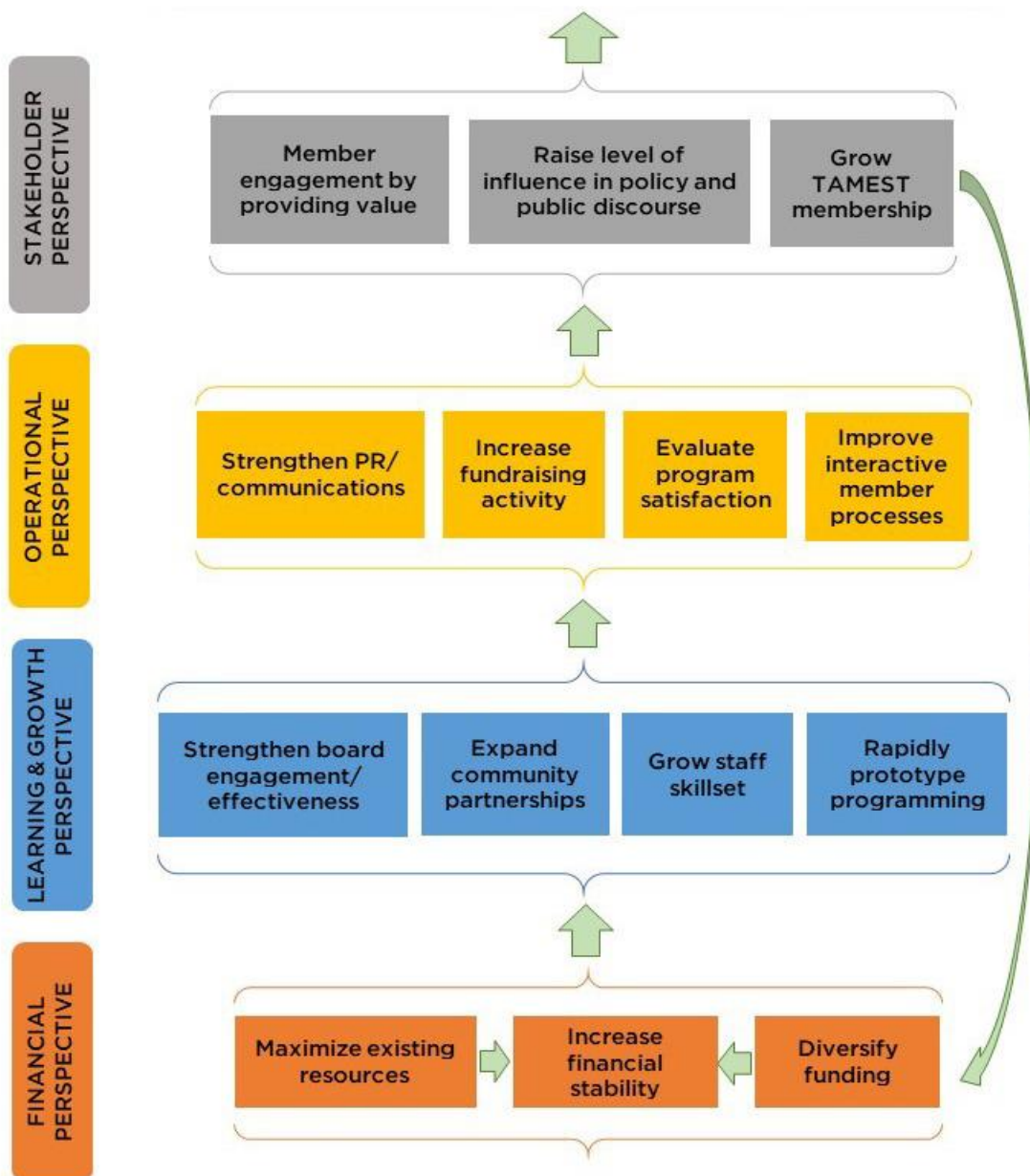
NONPROFIT CONSULTING

TAMEST MISSION STATEMENT

We bring together the state's brightest minds in medicine, engineering, science and technology to foster collaboration, and to advance research, innovation and business in Texas.

TAMEST VISION STATEMENT

Our vision is to make Texas a premier destination for innovation and world-class research in medicine, engineering, science and technology. We will grow our economy and improve the lives of our citizens.



Introduction

SCOPE OF WORK

A strategic plan guides an organization's growth and operational activities in support of a long-term vision. Most importantly a strategic plan aligns volunteers and staff around common goals and prioritizes areas of focus for work. It provides a filter for organizational decision-making and guides the specific short- and long-term activities that result in progress. The strategic plan informs a case for support, the critical backbone for successful fundraising, and is a critical prerequisite to major gift fundraising.

Butler Nonprofit Consulting was engaged by The Academy of Medicine, Engineering and Science of Texas (TAMEST) to facilitate a strategic planning process in Spring 2018 to:

- Affirm TAMEST's value to its membership and the State of Texas,
- Define a set of high-level goals to guide the organization's work,
- Renew engagement and commitment from stakeholders, and
- Provide a high-level, written framework for prioritizing operational activities that advance TAMEST's mission.

ASSESSMENT AND GENERAL PLANNING PROCESS

Butler Consultants began the process by reviewing internal documents, including past strategic plans, bylaws, operational policies and procedures, development policies and procedures, donor or prospect lists, current and past fundraising strategies and goals, and example grant proposals.

Butler began meeting with TAMEST staff members in December 2017 and facilitated an informal visioning session with TAMEST board members before the annual conference in January 2018. A task force was formed to continue the strategic planning work over the course of four 90-minute meetings from March to May 2018.

Strategic Planning Task Force Members

Amelie G. Ramirez, President

David E. Daniel, Vice President

Gordon R. England, Past President

Brendan Lee, Treasurer

David J. Mangelsdorf, Board Member

Bob Metcalfe, Board Member

Lindsey Parham, TAMEST Consultant and former Chief of Staff for Senator Kay Bailey Hutchison
TAMEST Staff

Terrence Henry, Executive Director, 2019-Present

Mary Beth Maddox, Executive Director, 2013-2018

Christine McCoy, Assistant Director

In-depth interview participants included:

David E. Daniel, Vice President

Larry R. Faulkner, TAMEST Endowment Campaign Co-Chair (2009-2010)

Antonios G. Mikos, Board Member

Executive Summary

The Academy of Medicine, Engineering and Science of Texas (TAMEST) was established in 2004 by former Texas Senator Kay Bailey Hutchison and Nobel Laureates Dr. Michael Brown and the late Dr. Richard Smalley. The organization was founded to strengthen the Texas research community and to secure the state's future as a national leader in medicine, engineering, and science.

Since its founding in 2004, TAMEST's endowment has grown significantly and membership has increased. The organization is well regarded by members for program efforts such as the annual conference and the Shale Task Force.

TAMEST staff contacted Butler Nonprofit Consulting in late 2017 seeking counsel and direction in support of a potential major fundraising effort and it was decided that engagement would begin with strategic planning, potentially followed by a feasibility study in the following year. From the beginning of the engagement both the TAMEST staff and board demonstrated a commitment to the planning process.

This planning process was guided by the understanding that in order for TAMEST to better advance business, research and innovation in Texas and prepare for a future major gift drive, the organization needs a clear vision and actionable plan to guide the board toward a common vision.

CONSULTANT OBSERVATIONS AND RECOMMENDATIONS

TAMEST is poised for opportunity. Building on the many achievements of its first 15 years of operation, the organization is ready for new direction.

Both the staff and board are enthusiastic about planning for the future and seem ready to make both strategic and operational changes needed to advance the organization.

Following major efforts like the successful endowment campaign and work of the Shale Task Force, a lack of common and consistent direction from leadership has caused a potential for stagnation. Stagnation is a given if no action is taken, but inaction could also cause the organization to regress.

Strategic Planning Process

The strategic planning task force worked through a process that included a review of the current vision and mission statements, a traditional analysis of strengths, weaknesses, opportunities, and threats (SWOT), a brainstorm and prioritization of strategic opportunities that the organization may choose to pursue.

The task force also reviewed and approved two constituent surveys. One survey focusing on strategic leadership issues was sent to current board members, select past board chairs, and staff. The other survey focused on program satisfaction and was sent to a much broader base of supporters, including TAMEST members, institutional member leaders, industry affiliates, special project task force volunteers, and protégés.

VISION AND MISSION

Vision

A vision statement is typically an inspirational, guiding image of success. Prior to the start of this strategic planning process, there was not a vision statement that was consistently being used publicly or internally by TAMEST. The vision statement from the last formal strategic planning process stated it as:

The vision of The Academy is to secure the future of Texas as a national leader in medicine, engineering and science.

In an informal visioning session in January 2018, board members brainstormed themes around the vision for the organization and questions such as, “What will success look like in 5-10 years?” and, “How will we change the world?” Several themes emerged, including:

- Recognition of excellence for the state of Texas
 - As the research center of the nation
 - As a top destination for research and development (R&D) and commerce
 - As a top location for STEM education and workforce development
 - As a healthy place to live, work, and play
 - For its world-class medical centers

After further discussion by the task force, the task force drafted the following as a revised vision statement:

REVISED TAMEST VISION STATEMENT

Our vision is to make Texas a premier destination for innovation and world-class research in medicine, engineering, science and technology. We will grow our economy and improve the lives of our citizens.

Some of the ways success might be measured included the amount of research dollars that flow in to the state, increased levels of federal research spending, the number of businesses started, the number of TAMEST members, expenditures per capita in TAMEST's fields of study, and levels of private equity investment. The task force further questioned if some of the benchmarks had moved since TAMEST's inception.

Mission

An organization's mission describes its purpose for existence. It can also describe the problem it seeks to address and how it intends to do so.

The most recent version of the official mission statement was often shortened to better suit TAMEST's marketing needs, though a single shortened version of the mission statement has not consistently been used.

The mission statement from the 2009 strategic plan for TAMEST was to:

Elevate the consciousness of Texans on the importance of science and technology to the wealth, health and quality of life of Texans;

Elevate the national stature, reputation and the ranking of Texas in medicine, engineering and science;

Inspire and recognize future generations of Texas scientists; and

Serve as an intellectual resource on scientific and technological issues of importance to Texas.

The mission statement above has not been used in publications in the most recent years. Typically, a mission is not explicitly stated; rather, TAMEST's purpose is often described in an "About TAMEST" section using a variation of the following statement:

The Academy of Medicine, Engineering and Science of Texas provides broader recognition of the state's top achievers in medicine, engineering and science and further positions Texas as a national research leader. TAMEST fosters the

next generation of scientists and increases awareness of and communication among the state's best and brightest scientists and researchers.

When asked during the January 2018 visioning session which problems or misperceptions TAMEST may be in a position to dispel, board members suggested the organization might address:

- Texas' image as unwelcoming to scientific thought,
- The state's poor reputation for K-12 STEM education,
- The talent pipeline, and
- Policy that is uninformed by scientific knowledge.

Ways TAMEST could address misperceptions include:

- Formal and informal convening,
- Cross-disciplinary networking, discussion, and collaboration,
- Improving policy by providing an unbiased, scientific viewpoint,
- Supporting home-grown talent, and
- Promoting science, medicine, and engineering as pillars of a great society.

Using feedback from the visioning session and after further discussion by the strategic planning task force, the task force drafted the following as a revised mission statement:

REVISED TAMEST MISSION STATEMENT

We bring together the state's brightest minds in medicine, engineering, science and technology to foster collaboration, and to advance research, innovation and business in Texas.

CRITERIA TO EVALUATE STRATEGIC IMPACT

Is it a vision fit?	<ul style="list-style-type: none">• Does the opportunity help TAMEST reach its vision?
Is it a mission fit?	<ul style="list-style-type: none">• Does it align with our core purpose?• Does it produce measurable results that support the mission?• Does it have synergy with other programs?
What is the ROI?	<ul style="list-style-type: none">• Can the opportunity cover its own direct and indirect costs?• Will the opportunity generate surplus funds?• Will the opportunity be sustainable in the future?
Is it actionable?	<ul style="list-style-type: none">• Can we easily, clearly define a plan of action to implement the opportunity?

TAMEST Board Approved Vision and Mission Statements

The following TAMEST vision and mission statements were approved at the September 2018 Board of Directors meeting:

Our vision is to make Texas a premier destination for innovation and world-class research in medicine, engineering, science and technology. We will grow our economy and improve the lives of our citizens.

We bring together the state's brightest minds in medicine, engineering, science and technology to foster collaboration, and to advance research, innovation and business in Texas.

TAMEST Strategic Objectives and Supporting Initiatives (*Draft Only, Board Approval Needed*)

Strategic objectives are the continuous improvement activities that TAMEST must implement to successfully achieve its mission and vision. The following are proposed strategic objectives that have been identified by the strategic planning task force in each perspective area, along with specific initiatives for each objective. Initiatives are the actions or projects that will help TAMEST reach target performance in each area.

1. FINANCIAL PERSPECTIVE

1.1 Maximize existing resources

1.1.1 Conduct an internal audit of all programs to improve efficiencies

1.2 Increase financial stability

1.2.1 Offer new, fee-based events

1.2.2 Reposition existing or initiate new annual giving campaigns

1.2.3 Review existing investment management and reserves policies and revise as needed

1.3 Diversify funding

1.3.1 Based on feasibility study findings, initiate new endowment campaign

1.3.2 Increase corporate development work

2. STAKEHOLDER PERSPECTIVE

2.1 Provide value to grow and sustain engagement of current members

2.1.1 Create structured path for new member engagement

2.1.2 Use member survey information to inform program planning that encourages continuing and increased levels of attendance

2.1.3 Work to diversify TAMEST events and initiatives to increase the participation and recognition of women and underrepresented groups.

2.1.4 Use member surveys to track awareness levels and to inform effective communication strategies for promoting achievements and work of members, member institutions, and O'Donnell Award recipients

2.1.5 Create new opportunities for members to engage with TAMEST

2.2 Raise TAMEST's level of influence in policy and public discourse

2.2.1 Create speaker's bureau/experts roster and create process and criteria to evaluate requests

2.2.2 Where appropriate, form mini task forces for single issues to evaluate viability for new TAMEST projects or programs (e.g. reports, special topic summits, etc.)

2.3 Grow TAMEST membership

2.3.1 Evaluate membership structure; add new category of affiliate members for top stars in fields that do not belong to an academy

2.3.2 Establish appropriate and effective ways for TAMEST to facilitate nominations for national academies

2.3.3 Develop programming and initiatives for early career researchers to help cultivate future members and a broader TAMEST community.

3. OPERATIONAL PERSPECTIVE

3.1 Strengthen the effectiveness of communications and public relations

- 3.1.1 Create and implement annual communications plan that defines primary target audiences and establishes key indicators for public awareness among each group
- 3.1.2 Test and evaluate effectiveness of new communications methods (e.g. printed newsletter, more snail mail)

3.2 Increase fundraising efforts

- 3.2.1 Increase development activity for existing staff to strengthen relationships with members and donors and learn about their interests
- 3.2.2 Use feasibility study to assess interest levels in giving to a possible future capital campaign and to assess specific future staffing needs to achieve fundraising goals

3.3 Incorporate evaluation and continuous improvement practices

- 3.3.1 Define program and project success with a set of criteria to track performance and outcomes
- 3.3.2 Monitor performance and adjust programs or projects as needed to improve outcomes

3.4 Improve interaction with members

- 3.4.1 Evaluate user-friendliness of tools used in interactions with members and affiliates
- 3.4.2 Implement enhancements or new technology to create user experiences that support or increase participation

4. LEARNING AND GROWTH PERSPECTIVE

4.1 Strengthen board engagement and effectiveness

- 4.1.1 Update board orientation process and commit to ongoing board development and training
- 4.1.2 Use committee structure as essential part of board member engagement and potential board member cultivation

4.2 Grow skillset of staff

- 4.2.1 Approve a succession plan that supports sustainability of TAMEST operations through cross-training and preparedness
- 4.2.2 Create and implement a staffing plan that ensures professional development opportunities for existing staff and includes hiring strategies for new positions (particularly in the areas of fundraising and initiatives)

4.3 Expand community partnerships

- 4.3.1 Leverage relationships with academia and industry to enhance TAMEST's influence in critical policy areas
- 4.3.2 Actively engage industry members and institutions through programming events and initiatives

4.4 Rapidly prototype new programming for members

- 4.4.1. Develop criteria for launch of new programming for members
- 4.4.2 Develop criteria to evaluate new programming so decisions can be made about whether to continue with improvements or discontinue