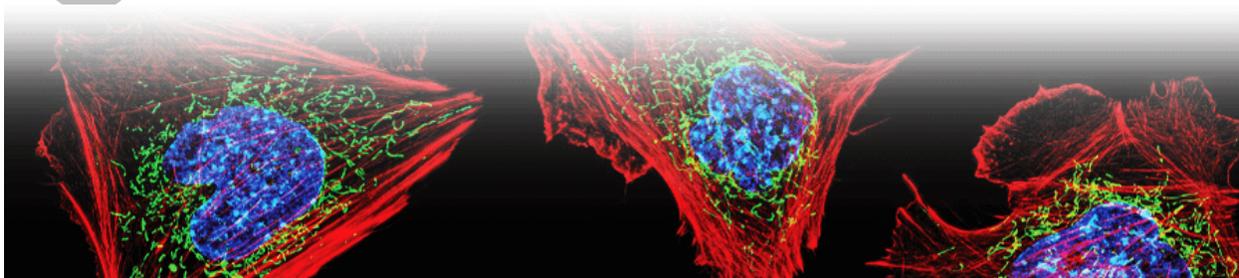


# STRATEGIC PRIORITIES FOR The American Society for Cell Biology

May 2017

Questions or comments? Contact us at [ascbinfo@ascb.org](mailto:ascbinfo@ascb.org)



## From the Executive Director

---



ASCB is a vibrant and robust organization that has grown over the last 50 years to include over 8,000 members and touch many more in the scientific community through our meetings, journals, and programs. We have always stood for the best science and education, strong evidence-based policy, and inclusiveness in the scientific workforce.

In recent years, a number of trends have been affecting ASCB. New tools and interdisciplinary collaborations are expanding the study of cell biology, funding support for the scientific workforce is changing the career paths for early career scientists, and opportunities to apply new discoveries are challenging public policy. For ASCB to remain necessary to our members, we must address these trends. Fortunately, we have many strengths to build on,

including a dedicated group of volunteers, a strong reputation in the advocacy area, and the broad nature of cell biology, which lends itself to cross-disciplinary collaborations.

Starting in 2016 with data collection and interviews of members, I convened a strategic planning effort that has involved volunteers from across the organization, who have identified priorities for ASCB to focus on over the next several years.

ASCB has put reserves away for many years, so we are well positioned to make the investments we need to launch new initiatives that will take us to the next level. I am excited by this plan and look forward to seeing it in action.

**Erika C. Shugart, Ph.D.**

Executive Director, American Society for Cell Biology

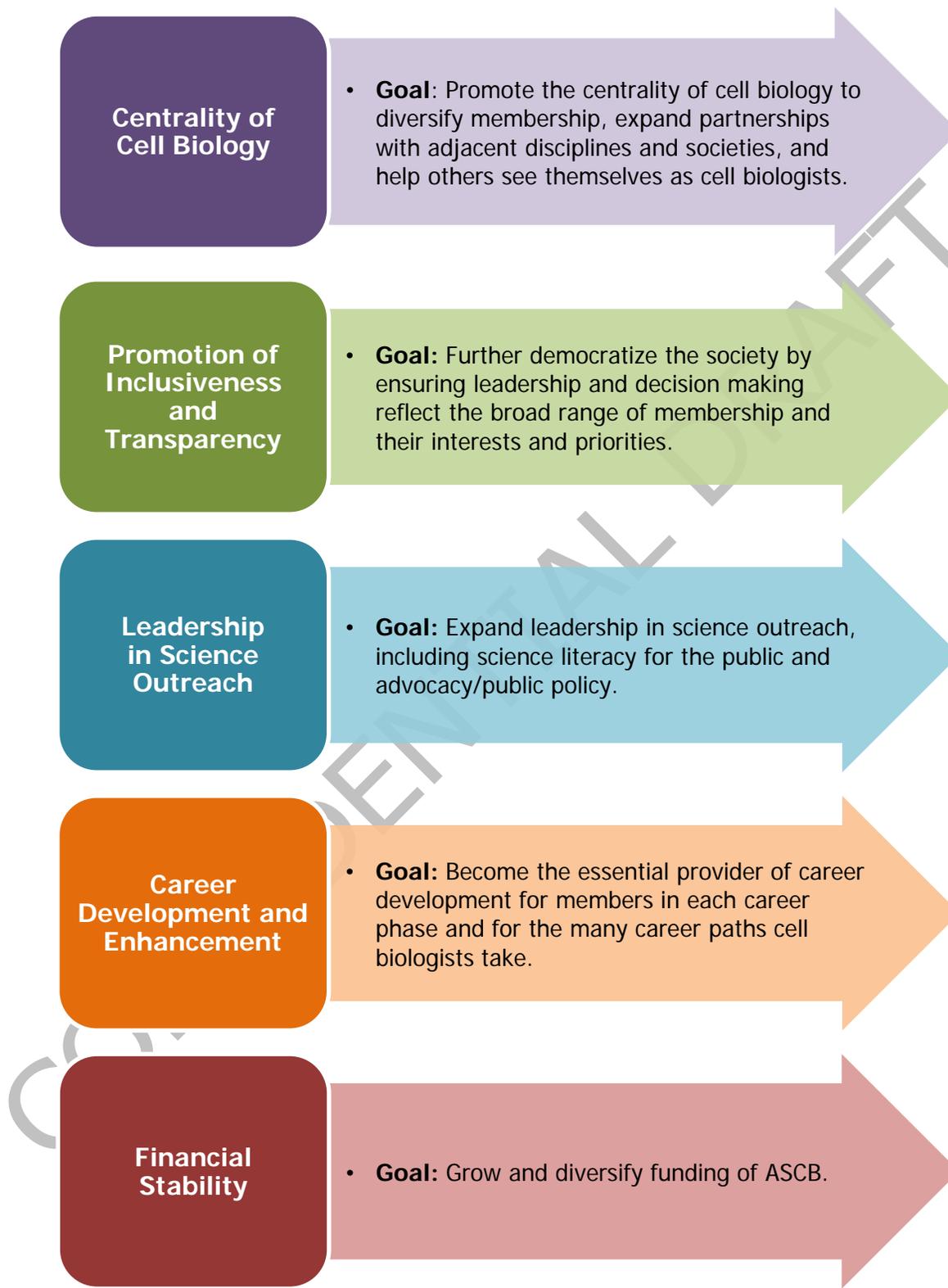
## Table of Contents

This document is organized as follows:

<b>SECTION</b>	<b>#</b>
I. Overview of Strategic Priorities	4
II. Strategic Priorities	
• Centrality of Cell Biology	5
• Promotion of Inclusiveness and Transparency	9
• Leadership in Science Outreach	13
• Career Development and Enhancement	17
• Financial Stability	21
III. Organizational Support	25
IV. Overarching Metrics	26
V. Financial Projection	28
VI. Implementation Timeline	29
VII. Recognition to Planning Teams	35

## I. Overview of Strategic Priorities

---



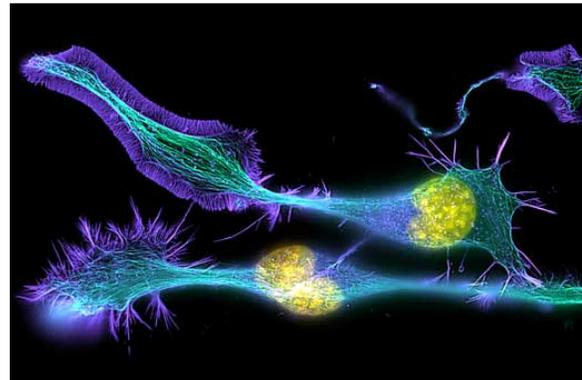
## II. Strategic Priorities: Centrality of Cell Biology

---

**Goal:** *Promote the centrality of cell biology to diversify membership, expand partnerships with adjacent disciplines and societies, and help others see themselves as cell biologists.*

### What this strategic priority means to the organization

ASCB's vitality and influence depend on the ability to attract new members while remaining relevant to existing members. As cell biology evolves, so must ASCB. One way to ensure a robust future for the society is to diversify its membership and the fields represented. If scientists in more disciplines see themselves as cell biologists, ASCB will grow stronger. Recognizing that science is increasingly a multi-disciplinary endeavor, and that everyone benefits when scientists from complementary fields interact, ASCB should define itself as broadly as possible and position itself as a facilitator of cross-disciplinary interactions. A successful effort to draw in members from new disciplines will result in a win-win situation for the society and its members, old and new.



For scientists in traditional cell biology disciplines such as the cytoskeleton, trafficking, motility, and signaling, ASCB is a bedrock organization. For these scientists, ASCB is highly valued for facilitating communication, professional development, and advocacy. However, new developments in research and technology are constantly emerging. Therefore, if the society hopes to thrive in the future it must have a forward-looking vision and capture these new trends and areas. Current members will benefit from exposure to more diverse biological problems, experimental approaches, and perspectives brought by new members representing these new areas. At the same time, the new members from disciplines not previously associated with ASCB will benefit from new scientific interactions and from the many research, career, educational, and outreach opportunities offered by a fantastic society that has been around for 50+ years. Particularly important areas for growth are in clinically relevant research and industry research. If ASCB succeeds in capturing these two areas, its long-time members will benefit from more translational opportunities, while the new members attracted from industry and medicine will see progress in identification of new therapeutic targets and commercial applications accelerated.

A major challenge for the society going forward is to engage young scientists and scientists from new priority areas so that those scientists see themselves as cell biologists and come to value ASCB as much as its long-time members. The society has much to offer new members and must use both existing activities such as its Annual Meeting and its research and educational publications, and new activities such as doorstep meetings, to build a larger, more contemporary and more diverse membership.

### Key Actions

- 1. Pursue the following scientific areas for expansion** of membership and/or partnership with other organizations. These areas should be reviewed by Council every 2-3 years. We will pursue these groups through key actions 2 through 4 in the strategy.

Primary areas to be explored

- Cell Biology of Stem Cells
- Medicine, particularly the cell biology of diseases (Specific areas could include, but not be limited to Cancer, Neurodegeneration, Immunology-related disorders, Host-Pathogen interactions)
- Areas targeted by emerging initiatives including NIH 4D nucleome project, NCI emphasis on inter-organelle communication, and cell atlas initiatives from Allen Institute, Broad, and Chan Zuckerberg
- Biophysics and Quantitative Approaches to Cell Biology
- Cell Biology in the Context of Tissues
- Neurobiology

Secondary areas to be explored

- Aging
- Bioengineering
- Omics and Big Data
- Immunology
- Prokaryotic Cell Biology
- Systems Biology
- Metabolism
- Mechanobiology

- 2. Grow the meeting and sustain members** in those areas by having a sustained focus on selected overarching scientific topics at the Annual Meeting to maintain core cell biology while expanding into the priority science areas.
  - 2.1.** Use Doorstep Meeting on Saturday of ASCB Annual Meeting to introduce new topics designed to increase broader interest and participation in the priority areas.
  - 2.2.** Create a task force to think through how to thread the target scientific areas into our meeting structure and beyond through various follow-up strategies.
  - 2.3.** Look for members who span our society and one of the target areas and engage their help reaching others like them.
  - 2.4.** Create continuity of programs chairs analogous to ASCB President, Past President, and President-Elect to promote diversity of speakers and to sustain scientific focus over multiple years.
  - 2.5.** More intentional emphasis on inter-disciplinary or multi-disciplinary research in the symposia and mini-symposia at the Annual Meeting.
- 3. Develop collaborations with other organizations** (like the ASCB-EMBO collaboration) to encourage cross-disciplinary cooperation, including the possibility of joint meetings with other societies.
- 4. Use thematic issues of *Molecular Biology of the Cell (MBoC)*** to establish ASCB as the publishing destination for new or emerging fields.

- 4.1. Continue the Quantitative Cell Biology special edition and explore viability as a separate publication.
- 4.2. Increase the number of *MBoC* Special Editions to three per year.
- 4.3. Have a Special Edition aligned with Doorstep Meeting – plan ahead for a winter journal issue soon after the ASCB Doorstep Meeting.
5. **Enhance ASCB's ability to liaise with the biotech/pharma sector** and increase our level of sophistication in understanding opportunities and scientific culture in bio/pharma.
  - 5.1. Create an industry advisory committee to increase value to members coming from private industry.
    - 5.1.1. Identify and Contact leaders in large and small bio/pharma organizations asking for support; leaders to be contacted in the first instance could be individuals who are currently, or who in the past have been, members of ASCB.
  - 5.2. Direct personal contact should be made with "high value" leaders in industry with whom a member of the ASCB Council or ASCB Officer (current or past) has a personal relationship.
  - 5.3. Industry advisory committee identifies areas of business need that represent expertise core to cell biologists.
  - 5.4. Initiation of sessions/seminars/meetings that combine basic cell biology with industry interests, based on areas of business need.

## II. Strategic Priorities: Promotion of Inclusiveness and Transparency

**Goal:** *Further democratize the society by ensuring leadership and decision making reflect the broad range of membership and their interests and priorities.*

### What this strategic priority means to the organization

ASCB has long aspired to be inclusive and represent a diverse range of scientific fields and backgrounds. Inside the broad term of cell biology, ASCB is constituted by academic and industry researchers, educators, policy makers, and science publishers, among others. Furthermore, ASCB has a reputation of being a strong advocate for the inclusion of underrepresented demographic groups in decision making, with committees such as International Affairs, Minorities Affairs, and Women in Cell Biology.



To remain a vibrant professional society that is looking toward the cell biology of the future, ASCB needs to engage individuals across the entire spectrum of cell biology and the many scientific fields that overlap with cell biology. This spectrum includes researchers and educators from all regions of the United States and from around the world, those with non-research science careers, such as policy and communications, those in the early stages of their career as well as those who are more established, and underrepresented minorities in science. Particularly for the leadership of ASCB, diverse viewpoints can lead to healthy discussion and creative problem solving.

Based on a recent survey, ASCB has been perceived by some as being a closed society, especially at the ranks of its leadership (which some believe to be dominated by a handful of elite labs and their protégés), with few opportunities for others to add their voices to decision making or to be asked to speak at Annual Meetings. Many long-term as well as recently joined members simply are not familiar with how leadership and committee members are chosen, or how Annual Meeting speakers and session moderators are selected. Whether true or not, a perception of being marginalized does not usually inspire people to join or become active in a group. We believe that the promotion of inclusiveness and transparency, and communication to the membership about these efforts, would make ASCB more welcoming to (and more representative of) a wider range of cell biologists. Further democratization of ASCB will include encouraging and making it possible for a wider spectrum of members to participate on its committees, speak at meetings, and assume leadership positions.

### Key Actions

- 1. Create small units within the society** in order to increase member involvement in ASCB by providing programs that enable them to find and interact with other members.
  - 1.1.** Pilot regional groups, which includes international groups and education and scientific interest subgroups to determine which to implement on a larger scale.
  - 1.2.** Enable regional and interest groups to organize local meetings.

2. **Change nomination and committee recruitment process** to increase transparency, member involvement, and inclusiveness.
  - 2.1. Promote membership nominations to Council (already implemented this year).
  - 2.2. Educate membership about ASCB governance and involvement in committees (through newsletter, Committee for Postdocs and Students, and ASCB website).
  - 2.3. Publicize the composition of the Nominating Committee and Program Committee (ASCB website, newsletter)
  - 2.4. Solicit member nominations to all committees, including Nominating, Program, and Finance.
3. **Create a leadership development program for members seeking volunteer leadership roles within the society.**
4. **Change processes for Annual Meeting Program creation** to increase member involvement.
  - 4.1. Restructure the Program Committee to broaden involvement by ASCB membership.
  - 4.2. Extend Program Committee planning to 2 years, to facilitate point (3).
  - 4.3. Perhaps solicit ideas for meeting program topics from the membership (microsymposia, minisymposia, symposia, etc.).
  - 4.4. Organize 'cross-talk' between minisymposium chairs to avoid the same laboratories giving multiple talks.
  - 4.5. Promote geographical diversity in the meeting program.
  - 4.6. Monitor the Saturday special interest subgroup sessions at the Annual Meeting to promote balance between continuity in scientific topic (as recommended in the Centrality section) and diversity of speakers.
5. **Revise ASCB bylaws** to enable structures and processes that are open, transparent, and increase opportunities for member involvement.
6. **Solicit membership input through a survey** (recently implemented).

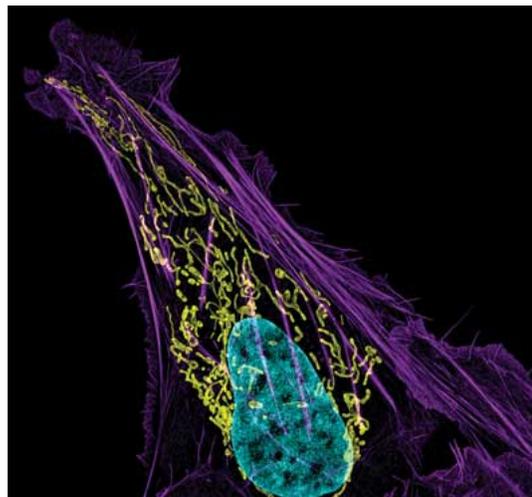
## II. Strategic Priorities: Leadership in Science Outreach

---

**Goal:** *Expand leadership in science outreach, including science literacy for the public and advocacy/public policy.*

### What this strategic priority means to the organization

The ASCB recognizes and is steadfastly and deeply committed to the scholarship of engagement and public outreach. We believe that scientists should embrace the idea that they have a responsibility to the public to disseminate knowledge and to be an active partner in solving broader societal challenges. ASCB initiates and supports scientists' efforts to engage the public through effective policy and outreach programs. We recognize that these efforts are even more urgently needed in the era of post-truth politics.



ASCB is viewed as a leader in science policy, advocacy, and outreach. ASCB has stepped up and had a voice on issues that other scientific societies have deemed controversial or too political. ASCB excels at recognizing critical issues to the membership over the long term. While arguably some of the efforts that ASCB is best known for in this arena are from more than 10 years ago (e.g., stem cell advocacy, open access, and accessibility to scientific literature), those efforts were responsible for ASCB's existing strong reputation as a leader in advocacy. The society continues to have an impact by demonstrating its leadership on topics such as the importance of immigration for science, reproducibility and rigor, travel issues for federal scientists, harassment in science, communicating your science, and more.

ASCB's efforts in outreach and policy traverse several committees. This is in part a consequence of the convergence between policy and outreach under circumstances in which scientists are advocating political and social positions. However, ASCB envisions separate goals for outreach, enabling scientists to communicate science to the non-scientific public as a means to help the public make accurate and informed decisions on broad issues. This effort will also entail the development of educational resources and strategies that can be utilized to educate to advocate for scientific literacy in the general population.

For many reasons our efforts in this arena are no longer as effective as they have been in the past. For policy, it is no longer sufficient to talk with elected officials about the importance of science on the basis of merit. For public outreach, the efficacy of the top-down approach of communication through, for example, journals, has become limited. Given this, scientists need new ways of being heard. The goal of our strategic planning is to directly address this outstanding problem and develop remedies so that our membership can participate in the scholarship of engagement.

### Key Actions

#### 1. Promote science outreach as a core value of ASCB and its members

- 1.1. Provide tools and opportunities for ASCB members to improve their science outreach skills.
  - 1.1.1. Develop science outreach toolbox to be hosted on ASCB website.
  - 1.1.2. Expand/develop programming at Annual Meeting on outreach topics/skills.
- 1.2. Promote science outreach by members via social media, newsletter, website.
- 2. Expand ASCB's policy and advocacy voice**
  - 2.1. Explore whether ASCB should form an ASCB-connected Political Action Committee (PAC) to increase ASCB influence in setting policy by becoming involved in the political process—afterwards we will invite members to advise on what to do. <For more information about PACs see ASCB's [overview of PACs](#)>
  - 2.2. Develop a science policy think tank devoted to the development of White Papers on topics related to the life science community.
  - 2.3. Increase ASCB member activity in science policy advocacy by introducing new grassroots advocacy tools and techniques.
- 3. Create evidence-based science communication resources to be used with public audiences.**
  - 3.1. Explore the development of an applied communication strategy based on cognitive and social science research that can be used by members to further the public's understanding of basic science and cell biology (i.e., scientific literacy).
  - 3.2. Provide resources in the form of online video presentations and slides to supplement the Public Outreach toolbox that disseminate information deemed critical for scientific literacy in general and student sectors of the population.
- 4. Strengthen ASCB's digital presence** (social media, electronic communication, and website) to increase reach and impact of the outreach and policy programs.

## II. Strategic Priorities: Career Development and Enhancement

---

**Goal:** *Become the essential provider of career development for members in each career phase and for the many career paths cell biologists take.*



### What this strategic priority means to the organization

In the changing scientific landscape, it is more critical than ever that cell biologists across career phases and workplaces have access to resources, services, and networks that help them advance and be more effective in their professional lives. ASCB is ideally positioned to provide information that raises members' awareness of career options, training that builds members' professional skills across career phases, and connections that enable members to pursue diverse career paths that take full advantage of their scientific expertise. A strong and cohesive suite of career development resources will not only enable ASCB to better serve its current membership but also position the society to attract, retain, and support greater membership from diverse backgrounds and diverse professions such as industry and teaching. By moving career development beyond traditional venues and timing (e.g., Annual Meeting), ASCB will also be better able to serve the entirety of its membership through dynamic and creative programming that capitalizes on opportunities of the digital age (e.g., social media, online environments).

ASCB currently provides a variety of programs and services designed to support career development for its members. These programs and services include the Annual Meeting, the ASCB-Keck Graduate Institute Biotech Course, the Education Committee mentored teaching initiatives, and the career resources website, as well as a suite of programs and resources offered by Women in Cell Biology (WICB), COMPASS (ASCB's Committee for Postdocs and Students), and the Minorities Affairs Committee (MAC), for scientists from underrepresented minority (URM) backgrounds or who work with URM scientists and scientists-in-training. WICB led the way with career development by establishing the Career Discussion and Mentoring Roundtables, which were the society's primary venue for career-related mentoring for many years. WICB also maintains a speaker list, hosts networking events, authors a career advice column in the newsletter, and supports a variety of activities that promote career development and work-life balance. MAC programs include a summer professional development workshop for junior faculty and postdocs, a year-long grant-writing mentorship program, outreach grants for faculty at minority-serving institutions, and a summer exchange program for teaching-intensive faculty to further research collaborations. COMPASS has recently expanded its career development programming and services, offering Career Perspectives, organizing CV reviews, and supporting its constituents in developing and hosting local meetings that foster professional development and networking. ASCB also publishes *CBE - Life Sciences Education (LSE)*, the premier biology education journal, including a growing number of studies related to graduate, postdoctoral, and faculty professional development. All of this activity speaks to the consensus among members and staff of the importance of career development as a strategic priority for ASCB. Our recommendations aim to bring strategic direction and further coherence to the process.

## Key Actions

### 1. Increase coherence of career development offerings.

- 1.1. Create a cross-committee task force to determine current level of cohesion of career development programming by MAC, WICB, Education Committee, and COMPASS and identify opportunities to maximize synergy and reduce redundancy.
- 1.2. Establish methods for members to receive communications tailored to their areas of interest, such as by including career-related keywords on membership forms.
- 1.3. Expand formal and informal capacity for career coaching such that it is available year-round and in multiple venues.
- 1.4. Take a strategically phased approach to developing career-related resources with an initial focus on industry and teaching, followed by policy, communications, and the law or other career paths of interest to members.
- 1.5. Support continuous improvement of all career development and enhancement offerings by ensuring evaluation is an integral component.

### 2. Create professional development resources for a network of advisors and other mentors.

- 2.1. Establish a network of professionals, including women and minority scientists, who represent diverse career paths and institution types to serve as resources for advisors and other mentors (e.g., willing to serve as a speaker, willing to offer advice to trainees).
- 2.2. Develop a series of workshops at the Annual Meeting for advisors and other mentors on how to provide career guidance and support to others, including how to navigate the unique challenges of being a woman and/or minority scientist.
- 2.3. Translate in-person, synchronous workshops to online, asynchronous workshops for members and integrate into the career development and enhancement site (Action 5).

### 3. Expand and coalesce career and professional development offerings at the Annual Meeting

- 3.1. Include high-profile speakers (e.g., Edward Tufte, Alan Alda), including women and URMs, people who are not cell biologists, but whose work has applications and implications for cell biology (data visualization, science writing, public speaking, etc.).
- 3.2. Explore creation of a more coherent career development experience at the Annual Meeting by establishing a “career development” no-fly zone or a day/time that becomes recognized for career development offerings.
- 3.3. Establish selection criteria for non-scientific session proposals for the Annual Meeting and for year-round programming.
- 3.4. Develop a series of workshops at the Annual Meeting to provide early career development, guidance, and support, including how to navigate the unique challenges of being a woman and/or minority scientist.

- 3.5 Translate in-person, synchronous workshops to online, asynchronous workshops for members and integrate into the career development and enhancement site (Action 5).
4. **Create professional development resources for mid-career and established scientists**
    - 4.1. Identify pressing issues for mid-career and established scientists in diverse career paths and develop responsive, year-round programming, including workshops and roundtables at the Annual Meeting and content for the newsletter.
    - 4.2. Explore mechanisms and platforms (e.g., National Research Mentoring Network [NRMN]; <https://nrmnet.net/>) for increasing mentoring and professional networks of mid-career and established scientists as sources of collegial, career-related support.
    - 4.3. Ensure offerings address mid-career and established scientists' career issues unique to being a women and/or minority scientist.
  5. **Develop deliverables to support career development and enhancement year-round**
    - 5.1. Establish and maintain a dynamic and well-organized career development and enhancement component of the ASCB website that has tailored entry points for members at different career stages and for advisors and other mentors who want to offer career information to others.
    - 5.2. Populate an online toolkit tailored to each entry point with resources developed through the actions outlined above.
    - 5.3. Integrate *LSE* publications on career development and iBiology videos from faculty on diverse array of career topics into the website.
    - 5.4. Design and implement in-person, synchronous workshops to allow for easy translation to online, asynchronous workshops.
    - 5.5. Develop mechanisms for exhibitors to offer technical professional development through the ASCB website (e.g., webinars on technology and "state of a subfield," short-form videos, a technology board).

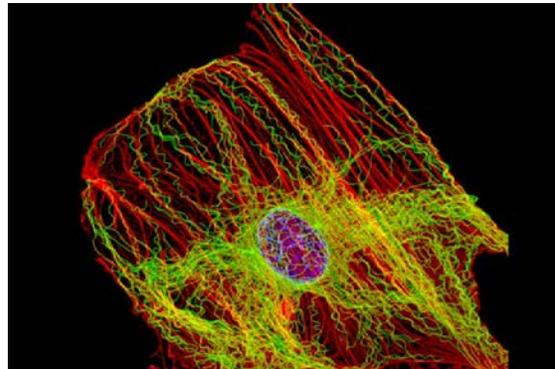
## II. Strategic Priorities: **Financial Stability**

---

**Goal:** *Grow and diversify funding of ASCB.*

### What this strategic priority means to the organization

A sound financial footing is needed for an organization to flourish. For ASCB to achieve and maintain a budget that has enough sustainable revenue to support its programs, it must both grow the traditional revenue sources of membership, meetings, and journals, as well as expand into untapped and new sources of revenue for both specific programmatic support and unrestricted funds. For staff and volunteers to have the bandwidth to be able to pursue new opportunities for funding and grow revenue sources, the overall portfolio of programs must be carefully considered to maximize both responsiveness to member needs and overall appeal.



ASCB's financial portfolio has had a higher dependency on competitive federal grants and a lower dependency on publications revenue as compared with many of its sister societies. Federal support is useful for supporting specific programs, but often has the requirement of being new or innovative, which can make sustainability a challenge. Scholarly publishing is undergoing significant changes at the present time so it may be beneficial that ASCB is not overly dependent on this area, but with only one revenue generating journal, the society does not have any diversity in this source of unrestricted revenue. It will require creativity, flexibility and persistence to ensure that ASCB has a sound financial future.

### Key Actions

1. **Conduct a regular review of non-revenue generating programs** to analyze their competitiveness, member need, and quality in order to determine the overall portfolio of programs for ASCB.
2. **Increase revenue from existing products in primary revenue drivers** (membership, meetings, publications) by 10% by 2022.
  - 2.1. Increase number of units sold by executing the initiatives described in other sections of this strategic plan.
  - 2.2. Increase the price per unit of existing products annually or biennially to match or exceed inflation.
  - 2.3. Identify additional products that can be sold within each existing revenue driver.
  - 2.4. Increase awareness of membership benefits through a sustained marketing campaign in order to increase the revenue from members by 10%.
3. **Increase revenue from other sources**
  - 3.1. Grow revenue from individual giving in order to reach \$125K from this source by 2022.

- 3.2. Maintain and potentially grow advertising revenue by creating more opportunities for digital advertising.
- 3.3. Grow and sustain corporate, foundation, and federal funding of programs.
4. **Launch new initiatives** to expand revenue from primary revenue drivers (membership, meetings, publications) that aim to be profitable by 2022.
  - 4.1. Explore opportunities in publication either by developing a new journal or creating a new publication based on curation of information from pre-prints and/or other sources.
  - 4.2. Explore expanded membership revenue potential from new regional and/or scientific interest groups (see Promotion of Inclusiveness and Transparency section).
5. **Explore and, if viable, establish new revenue sources.**
  - 5.1. Explore and, if viable, expand revenue from new professional development programs (see Career Development and Enhancement section).
  - 5.2. Explore and, if viable, establish a separate Political Action Committee, which could reduce staff expenses in the policy area (see Outreach section).
  - 5.3. Explore and, if viable, establish partnerships with international societies for joint memberships or other programs.

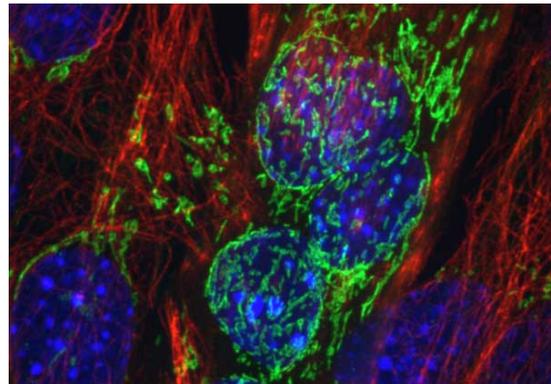
### III. Organizational Support

---

**Goal:** *Adequately support implementation of strategy through a number of platform building activities.*

#### What this means for the organization

For the aforementioned strategic priorities to be successful, the organization needs to undertake several supporting actions. These are cross-cutting actions that will provide a solid foundation for the rest of the strategic plan.



#### Key Actions

1. Strengthen digital communication through improvements and updates to the ASCB website.
2. Track and record data to follow the metrics.
3. Recast the committee budget process to be strategic priority centric.
4. Pilot and, if cost-effective, establish a headquarters fellowship program.
5. Construct and implement a regular member survey.

## IV. Overarching Metrics

While the actions within each strategic priority have specific milestone or other metrics, the strategic priorities themselves also have overarching metrics so that leadership can accurately assess implementation and adjust tactics over time to improve performance.

Below is a table that presents the strategic priorities, the overarching metric(s) for each, the specific measurement recommended, the method of capturing that measurement, and a goal statement.

Strategic Priority	Overarching Metric	Measurement	Measurement Method	Goal
<b>Centrality of Cell Biology</b>	Improved diversity of scientific focus among ASCB membership	Improvement in the % of members that identify themselves as being in one of the target disciplines	Membership census and improved data collection of new membership	Establish baseline ASAP. Depending on baseline, % improvement in x by year y.
<b>Promotion of Inclusiveness and Transparency</b>	Improved engagement in the society among larger portion of our membership	% improvement in volunteering for committees	Recorded volunteer numbers from committees	Establish baseline ASAP. Depending on baseline, % improvement by year y.
		Increase in nominations for awards and leadership	Tracked through improved nominations and awards	
		Improved member understanding of how to engage with the society	Tracking through member survey	
<b>Leadership in Science Outreach</b>	Engage membership to advance science literacy among public	% of membership participation in public outreach	Tracking done by project mgmt. team for public information	Establish baseline ASAP. Depending on baseline, % improvement in x by year y.
	Engage membership to advance science policy through advocacy	% of membership participation in advocacy activities	Tracking through member survey	

Strategic Priority	Overarching Metric	Measurement	Measurement Method	Goal
<b>Career Development and Enhancement</b>	Members at all stages in their career engage with newly refined support	%/# of members that have engaged with career services	Tracked by team developing and deploying support	Establish baseline ASAP. Depending on baseline, % improvement in x by year y.
<b>Financial Stability</b>	ASCB's three primary drivers of revenue experience a boost from the strategy	% improvement in Annual Meeting revenue % improvement in membership dues % improvement in publication revenue.	Year-end financial statement	10% improvement in Annual Meeting revenue 10% improvement in membership dues 10% improvement in publication revenue
	By year 4, ASCB has positive net operating revenue	Positive net operating revenue	Year-end financial statement	Positive net operating revenue in year 4 (2021)
	ASCB successfully raises money through grants and donations for other parts of the strategy requiring investment	% of investment in strategic plan funded from outside ASCB Tracked through financial accounting	Tracked through strategic implementation project management	Goal is 50%

CONFIDENTIAL

## VII. Recognition to Planning Teams

This important work could not have been completed without the diligence and candor of the following groups. A mix of member volunteers, Council members, and staff, these planning teams worked together to address pressing challenges while keeping their eyes firmly on a bright future for ASCB.

<p><b>Centrality of Cell Biology Strategic Planning Subgroup</b></p> <p>David Drubin (chair) Diane Barber Tony Hyman Wallace Marshall Ira Mellman Ora Weisz Mark Leader</p>	<p><b>Promotion of Inclusiveness and Transparency Strategic Planning Subgroup</b></p> <p>Sue Wick (chair) Bruno Da Rocha-Azevedo Gary Gorbsky Ian Macara Yixian Zheng</p>	<p><b>Outreach Strategic Planning Subgroup</b></p> <p>Jodi Nunnari (chair) Simon Atkinson Franklin Carerro-Martinez Connie Lee Lee Ligon Denise Montell Kevin Wilson Anne Sprang</p>
<p><b>Career Development and Enhancement Strategic Planning Subgroup</b></p> <p>Erin Dolan (chair) Sydella Blatch Bob Goldstein Pinar Gurel Veronica Segarra Claire Walczak</p>	<p><b>Funding Strategic Planning Subgroup</b></p> <p>Erika Shugart (chair) Louise Campbell-Blair Beth Esquerre Rebecca Heald Peter Walter</p>	<p><b>Strategic Planning Core Team</b></p> <p>Pietro De Camilli J.K. Haynes Gary Gorbsky Kathleen Green</p>
<p><b>2017 Council Members</b></p>		
<p>Pietro De Camilli (President) Gary Gorbsky (Treasurer) Kathleen Green (Secretary) Jodi Nunnari (President Elect) Peter Walter (Past President) Angelika Amon Bob Goldstein J.K. Haynes Rebecca Heald</p>		<p>Erika Holzbaur Tony Hyman Wallace Marshall Ira Mellman Denise Montell Samara Reck-Peterson Anne Spang Ora Weisz Erika Shugart (Executive Director, Ex Officio)</p>

Questions or comments? Contact us at [ascbinfo@ascb.org](mailto:ascbinfo@ascb.org)