
STUDENTS FOR THE EXPLORATION AND DEVELOPMENT OF SPACE, USA

STRATEGIC PLAN FOR THE PERIOD

September, 2012 thru July 2022

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ABOUT STUDENTS FOR THE EXPLORATION AND DEVELOPMENT OF SPACE, USA

SEDS is an independent, student-based organization which promotes the exploration and development of space. SEDS pursues this mission by educating people about the benefits of space, by supporting a network of interested students, by providing an opportunity for members to develop their leadership skills, and inspiring people through our involvement in space-related projects. SEDS believes in a space-faring civilization and that focusing the enthusiasm of young people is the key to our future in space.

SEDS was founded in 1980 at the Massachusetts Institute of Technology and George Washington University and consists of an international group of high school, undergraduate, and graduate students from a diverse range of educational backgrounds who are working to promote space as a whole. SEDS is a chapter based organization with chapters throughout the United States, Canada, United Kingdom, Asia, Latin America, and the Middle East.

Over the past five years the organization has made significant progress. With a student run organization, there are challenges in consistency, which twice had lead to the dissolution of the organization at the national level, while still retaining the local chapters. In recent years SEDS-USA has seen a resurgence of interest as a part of the growing interest in space exploration. This has in turn been transformed to providing a stable foundation for the organization. In 2008, SEDS-USA regained its 501(c)3 status, which it has maintained since. In 2008, SEDS-USA also embarked on the goal of providing a permanent operating income for the organization through the funding of an endowment.

Additionally, the past 5 years have seen a growth in projects that SEDS-USA has been able to accomplish. We are now going to be entering our 3rd year of a National Rocketry Competition. Through our chapters, our national conference has grown from its re-inception in 2004 through consistent effort to become a premiere destination for recruiting and learning about the ongoing activities in spaceflight. With 2011 seeing 350 attendees and having an opening event of over 800 people, the growth this has seen has highlighted the capabilities that SEDS as an organization can have. In 2011 we wrote a letter signed by over 300 members of SEDS to President Obama and our Congressional leaders detailing the importance of commercial spaceflight as a component of our nation's space program. This letter was sent to members of congress as well as astronauts such as Neil Armstrong, and entered into the congressional record as part of testimony in the house.

MISSION STATEMENT

SEDS is an independent, student-based organization which promotes the exploration and development of space. SEDS pursues this mission by educating people about the benefits of space, by supporting a network of interested students, by providing an opportunity for members to develop their leadership skills, and inspiring people through our involvement in space-related projects. SEDS believes in a space-faring civilization and that focusing the enthusiasm of young people is the key to our future in space.

VISION STATEMENT

The students of today represent the teachers, engineers, scientists, mathematicians, businessmen, and public of tomorrow. The Vision of SEDS is that we inspire the public at large by inspiring the students of today. With involvement at the student level, we encourage awareness of the spaceflight community, increasing exposure to the possibilities that space exploration and development create.

VALUES STATEMENT

Students are our future; SEDS seeks to give students the opportunity to be leaders while still learning, promoting activities, projects, and leadership skills that can encourage STEM activities. Without the leadership and activities of students, the organization is not acting to encourage the leadership skills of a new generation. Furthermore, the organization values the opinions of the diversity that are present in the spaceflight community. While SEDS is an interest group that seeks to promote exploring and developing space, our best path forward can often come from unexpected directions; because of this the organization seeks to promote active leadership and involvement in fostering the debate of these topics, both among ourselves and the public at large.

GOALS AND STRATEGIES

FOCUS: ORGANIZATION

1. Operational: Maintain 501(c)3 Status
2. Operational: Build active industry connections through revitalizing our Board of Advisors
3. Operational: Reorganize SEDS-USA into an effective body
4. Operational: Improve SEDS-USA documentation and publicity of required documents
5. Operational: Develop an annual packet for Board of Directors and Staff
6. Tactical: Develop an Alumni Association or connections with Alumni
7. Tactical: Offer SEDS-USA Internship Opportunities
8. Strategic: Expand the number of Collegiate Chapters
9. Strategic: Grow High School Chapter involvement and expand to 15+ chapters

FOCUS: FINANCES AND FUNDRAISING

10. Operational: Improve Donor Management
11. Operational: Register and conduct a Combined Federal Campaign
12. Tactical: Fully fund the general endowment campaign
13. Tactical: Apply for and Receive Grants to provide activities in our area of strength
14. Strategic: Provide a group 501(c)3 exemption for Chapters
15. Strategic: Be in a financial position to fund Chapter projects and Student Travel Grants

FOCUS: INVOLVEMENT

16. Operational: Develop a National Unified Education Plan
17. Operational: Create a true national membership system
18. Tactical: Create a Nationally Hosted 'Leadership' conference
19. Tactical: Re-develop effective resources that SEDS once provided
20. Strategic: Build skills through relevant competitions and projects

FOCUS: ADVOCACY AND PROMOTION

21. Tactical: Develop a consistent and reproducible image for SEDS
22. Tactical: Provide opportunities for students to become involved with Space Advocacy
23. Tactical: Utilize Advocacy resources to promote mission
24. Strategic: Develop Public Relations to take advantage of interest in National Projects
25. Strategic: Create greater awareness of SEDS throughout the Student Community

APPENDIXES

APPENDIX A -- ACTION PLANNING

GOAL 1: **OPERATIONAL: MAINTAIN 501(C)3 STATUS**

Description: Part of the success and maintenance of the past 5 years has been as a result of maintaining a successful 501(c)3 status. This allows for donations to be tax deductible. It requires annual reports to the IRS in the form of the IRS form 990. As our revenues are currently under \$50,000, we are not required to fill out the 990 long form but may instead fill out the 990-EZ. As revenues increase we will be required to fill out different forms. As the forms change their requirements and questions change. The IRS is currently using the 990 long for enforcement and to help standardize best practices among non-profits. In order to be in advance of the reporting requirement (which we approached in 2011), SEDS should endeavor to adopt polices outlined in the full 990 long form prior to the requirement placed on it by revenue. Furthermore, we should have a stated goal of completing a full 990 long form filing each year. This goal overall is related to the following other goals: **Operational:** Develop an annual packet for Board of Directors and Staff

Strategies: Implement an annual financial review period process in the bylaws whereas financial statements and the 990 are approved at specific intervals by the Board of Directors and reviewed by the Council of Chapters

Objectives:

Person	Objective	Estimated Date
Finance	Develop a timeline for approvals and review for financial documents and tax documents.	
Finance	Determine Audit requirements	
Finance	Prepare financials	
Secretary	Track dates and add to Board of Directors agenda as required	Ongoing

GOAL 2: OPERATIONAL: BUILD ACTIVE INDUSTRY CONNECTIONS THROUGH REVITALIZING OUR BOARD OF ADVISORS

Description: Strongly related to GOAL 3: **Operational:** Reorganize SEDS-USA into an effective body. SEDS-USA currently has three Boards that act in an advisory capacity to the Executive Board/Board of Directors and the Council of Chapters. These are the Board of Advisors, the Board of Trustees, and the Alumni Board. Due to a lack of communication in past years, these Boards could be said to be on hiatus. This goal is part of the discussion ongoing with members of the Board of Trustees for reorganization.

Current plans are to transition the Board of Advisors, Board of Trustees, and Alumni board into a unitary body, the Board of Advisors. Some of the Board of Advisors would have fiscal authority on the Endowment funds, thus retain the title of Board of Trustees for contract/endowment reasons. Furthermore, a position of 'Chairman of the Board of Advisors' or equivalent would be created with the purpose of making sure that SEDS does not lose contact with the body as it has several times in the past.

Objectives:

Person	Objective	Estimated Date
Chair	Develop & Implement plan of transition	
Vice Chair	Coordinate meeting of new body	

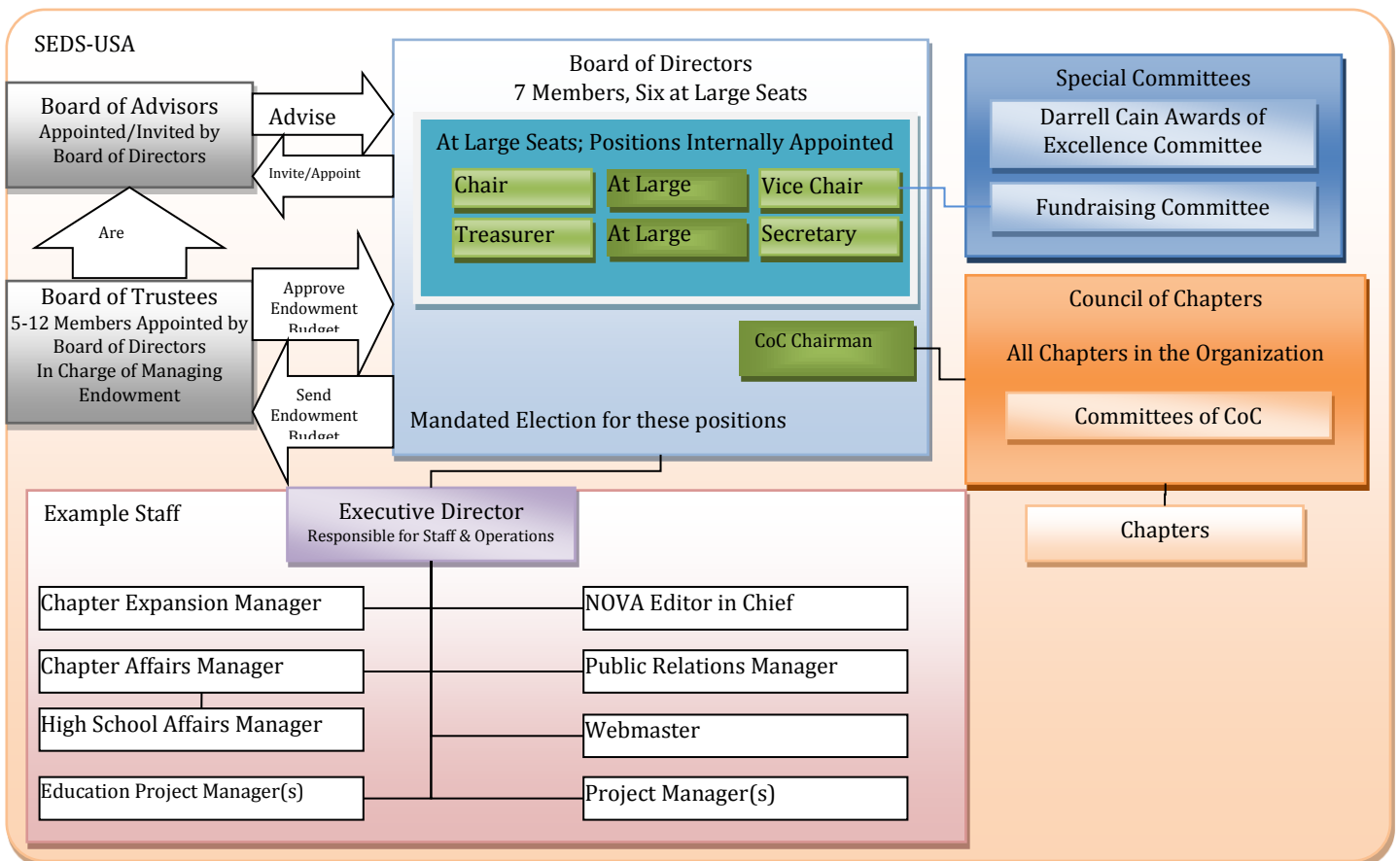
GOAL 3: OPERATIONAL: REORGANIZE SEDS-USA INTO AN EFFECTIVE BODY

Description: Currently SEDS-USA is setup as a unitary Board of Directors/Executive Board. By definition a Board of Directors primary role is to provide oversight of an organization. In the case of SEDS this has regrettably created a scenario due to the changes in the organization where we have those who are providing oversight being those who are tasked with the day to day operations of the organization. Furthermore, this creates problems with persons being responsible for their activities while at the same time being in charge of oversight of them.

The largest obstacle of all to the current organizational plan is its inflexibility. While you can theoretically create positions, it's very difficult to do, and positions where the effectiveness is not there cannot be removed; furthermore those who are not performing cannot be removed from their positions without a series of confusion and difficult motions.

Through moving some current board positions to staff positions, the organization overall will become more competitive and active. By having a flexible staff structure, it will enable additional projects to be undertaken through persons who want to run the projects.

Furthermore, the proposal entails the creation of the Executive Director position. At this time, the position would be unpaid volunteer who would be charged with overseeing the direction that the Board of Directors sets. They would be in charge of the day to day operations of SEDS-USA, and coordinating the staff positions. This proposal is included as part of the strategic plan.



GOAL 4: OPERATIONAL: IMPROVE SEDS-USA DOCUMENTATION AND PUBLICITY OF REQUIRED DOCUMENTS

Description: As a 510(c)3, we are required by law to have our public financial documents available (Form 990 principally). A critical component that SEDS-USA has not done in the past of being a not-for-profit organization is the **annual report**. The annual report is an opportunity for SEDS to state in one clear report what the organization has done over the preceding year, both in terms of activities and programs that SEDS-USA (and its chapters) has accomplished as well as the financial status from the previous year. This should be implemented immediately, and can be as simple as 4-8 pages. This is an excellent document that can help open doors and bring stakeholders and donors up to date with the organization has accomplished. Furthermore it serves as an opportunity to reach out to past donors and tell them how useful their donations have been. This year SEDS has taken a step towards making the annual report much easier to accomplish through the implementation of tracking the monthly executive board reports on the SEDS-Wiki. With the transition outlined above, this process will stay relatively the same, with Staff providing their activities as well as a 'Board' update. Additionally, some method of incorporating Chapter Updates into this report process would be an effective method of adding content that could be filtered throughout the year.

Additionally, SEDS should strive to post our annual report and 990 more publically on the web. Through a better web portal page, we should readily have our 990s and annual reports available. Furthermore, a more refined financial ledger should be examined to assist with displaying organizational transparency.

Finally, there are several documents that currently are being developed or are developed that are necessary for the success of a non-profit, especially as it grows. These include (but are not limited to) the following:

- Conflict of Interest Policy
- Open Door/Whistleblower Policy
- Document Retention and Destruction Policy
- Policy Approval and Retention Policy
- Internal Fiscal Controls

Strategies: Integrate a timeline for an annual report release each year, both in terms of financial components as well as activities. Continue to utilize the wiki to display ongoing project and development items. Develop a method of improving chapter updates to happen monthly in short blurbs on activity.

Objectives:

Person	Objective	Estimated Date
Chair	Consolidate monthly report	Ongoing
Chair	Develop Policies for Approval	
Board of Directors	Approve & Sign annually policies	Ongoing Annually
Secretary	Enter monthly report	Ongoing
Chair/ED	Develop Annual Report	
Finance	Develop Financial Reports for Annual Report	
Chapter Affairs	Improve Chapter Reporting for a monthly report	

GOAL 5: OPERATIONAL: DEVELOP AN ANNUAL PACKET FOR BOARD OF DIRECTORS AND STAFF

Description: Similar to above, through the creation of a packet that is handed down each year to Board members and staff, we will be able to better handle institutional knowledge exchanges in the future. This will be an enabling item which will improve transition periods and enable quicker accomplishments in the first few months of the new terms for staff and officers.

Additionally, these will include policies that are outlined in the previous goal, and will require signatures for certain policies as needed. This internal control method will assure that all personnel are briefed and understand necessary policies that have been implemented to maintain SEDS-USA as an organization. These signatures will be scanned and kept on file in a permanent electronic fashion, as well as a physical copy stored alongside corporate records.

Strategies:

- Have each current Board member develop a written list of their activities in a standardized format.
- Integrate these and required documents into necessary binders.
- Develop a process in which these are sent out each year or as transitions occur and the required signatures are collected
- Update as a resource on an annual basis

Objectives:

Person	Objective	Estimated Date
Chair	Develop Policies for Approval	
Finance	Develop Policies for Approval	
Secretary	Develop Policies for Approval	
Board of Directors	Approve policies	
	Integrate Policies into Binder Form	
Secretary	Track 'binder passing' and collect policy signatures	

GOAL 6: **TACTICAL: DEVELOP AN ALUMNI ASSOCIATION OR CONNECTIONS WITH ALUMNI**

Description: SEDS-USA has an extensive network of Alumni that have participated throughout the years. Assuming an approximate 25% turnover ratio, given the organization being round 1,000 people on average this would mean 250 new alumni exist each year. As an organization we have not done an effective job through the years with tracking these members. SEDS-USA should do a more effective job with building a relationship with our alumni in order to have this as both a future support resource and funding resource.

We have begun tracking alumni through our graduate programs where we offer free memberships currently with the National Space Society and the Society of Satellite Professionals International. This program should be developed into a networking method somehow. SEDS should take an example from the NASA Academy Alumni Association, which while has many differences, can be an effective method of organization. Overall the goal is to use the Network of SEDS-Alumni to be able to create opportunities for current students and other alumni through the shared experiences with SEDS.

In order to accomplish this, an Alumni Coordinator (who is an alumnus) should work to build this network and enable these connections.

Strategies:

- Utilize and encourage an alumni connection or list that other alumni can view and add to.
- Develop the network through chapter graduates and national membership systems
- Appoint a project leader to work on this long term, giving them necessary resources
- Encourage Alumni events at major conferences in which to build the network further

GOAL 7: **TACTICAL: OFFER SEDS-USA INTERNSHIP OPPORTUNITIES**

Description: SEDS-USA is beginning to enter a position where it may be possible to have funded internships though the summer months to work on organizational goal projects and associated goals. There are a great many difficulties which arise from creating such a program, such as having to deal with the prospect of 'hiring' and complying with a significant amount of labor laws. Furthermore it requires evaluation if this would be a central location internship or a dispersed event.

With the difficulties, the opportunity to have a student working full time on SEDS projects would positively impact the organization by allowing the creation of programs and project setups throughout the summer months. This could also be done as a fellowship, where the student could lay out plans throughout the spring and accomplish a project during the summer.

The largest challenge would be securing funding for such a project. This could be accomplished through several places, such as grants available through grants.gov, or through local and national Space Grant consortiums.

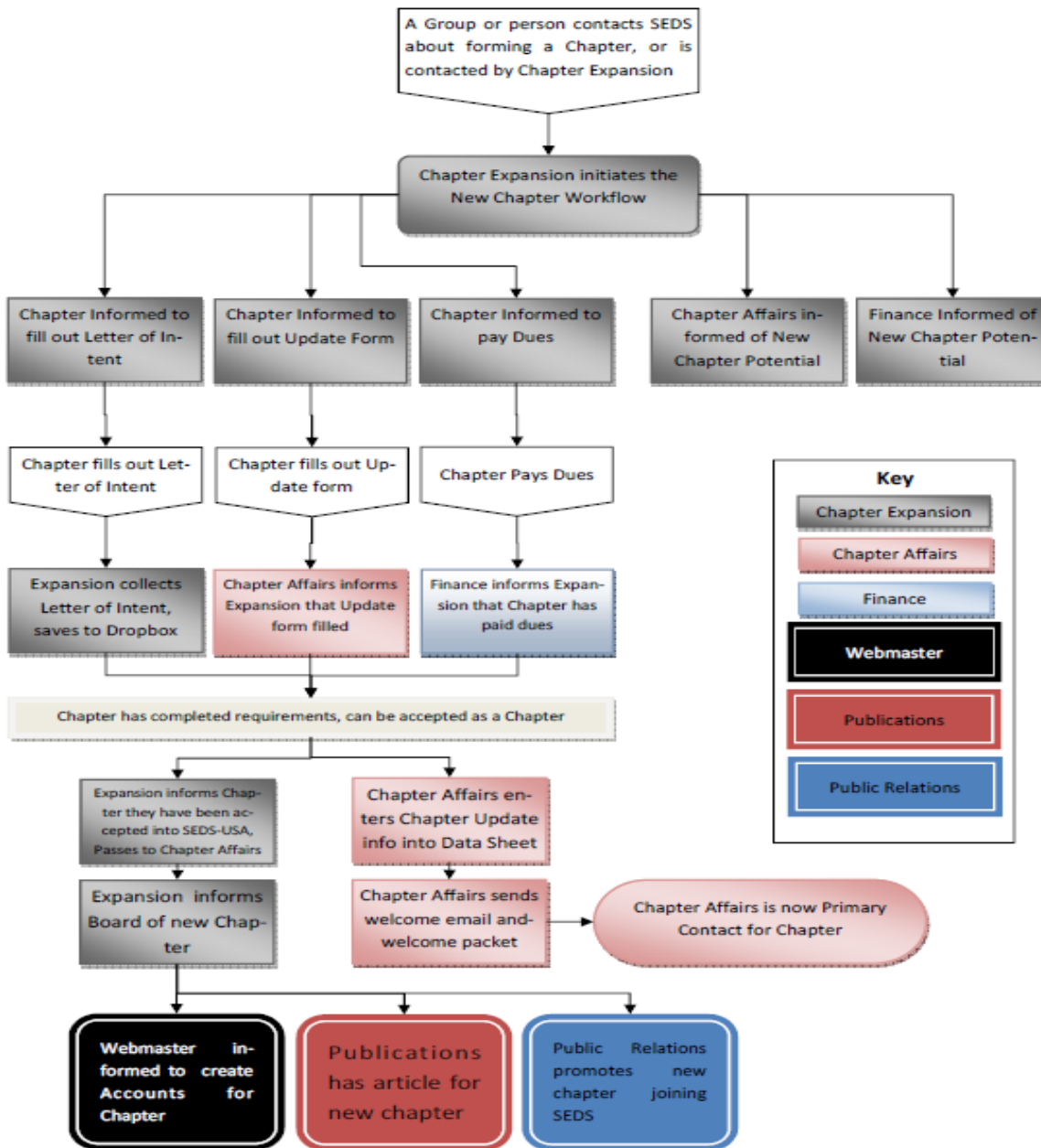
Strategies:

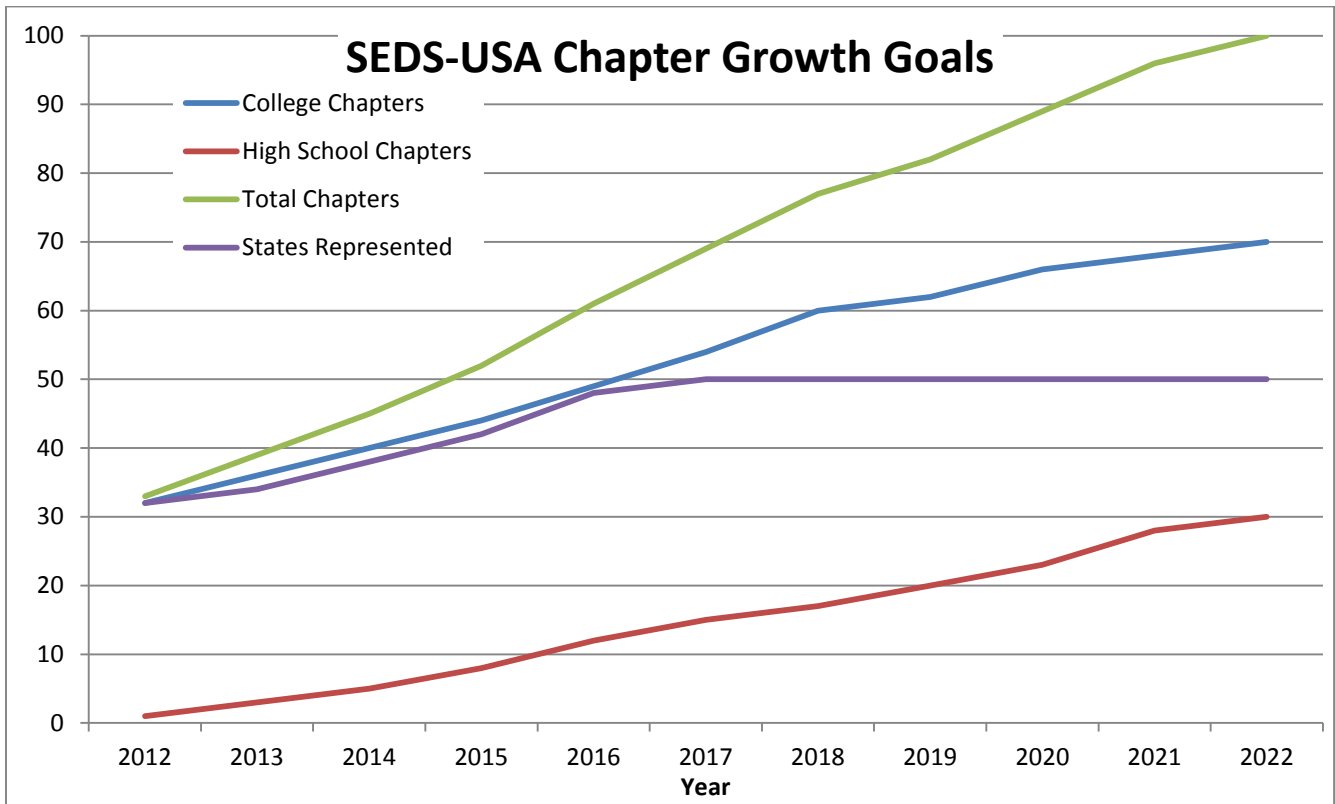
- Investigate and identify grants and funding sources for internship program
- Determine difficulty of creating internships legally
- Develop internship program goals, objectives, and proposals

GOAL 8: STRATEGIC: EXPAND THE NUMBER OF SEDS-USA CHAPTERS

Description: SEDS-USA has undergone growth in the last several years, hitting over 32 chapters. Numbers such as these present an opportunity for further growth. SEDS should be represented in each of the 50 states. Further growth opens up further possibilities, and allows us to reach a significant amount more of the population in our activities.

This year a flow chart was developed to assist with chapters being integrated into SEDS-USA. This should be improved in future years.





Strategies:

- Develop a system of tracking interest in starting new chapters
- Integrate expansion efforts into a marketing plan
- Create contacts at relevant schools though data-mining techniques and contact with relevant departments
- Encourage new chapters and renewing chapters through incentive programs
 - Investigate possibility of referral-incentive program
- Develop helpful materials for starting chapters
- Improve process flow for new chapters as needed
- Expand the number of Chapters by 10% each year

Objectives:

Person	Objective	Estimated Date
Chapter Expansion	Re-develop the Expansion Packet to be simpler, more effective	
Chapter Expansion	Investigate and Develop a 'customer management system'	
Chapter Expansion	Monitor and continually improve chapter expansion flow	Ongoing
Chapter Expansion	Develop New Chapter Incentive Program	
Public Relations	Integrate materials from expansion	
Chapter Affairs	Develop Relevant 'Chapter Guide' from what is currently Chapter Expansion Packet	

GOAL 9: STRATEGIC: GROW HIGH SCHOOL CHAPTER INVOLVEMENT AND EXPAND

Description: College chapters for SEDS-USA are at an all time high; however we only have one single high school chapter, down from a high of 15. Given that there are significantly more high schools, which should be represented by our chapter demographics. SEDS shall endeavor to create high school chapters across the nation.

Strategies:

- Encourage university chapters to go out and help create high school chapters
 - Can be done through 'sponsoring' arrangements with high schools to bridge connections; chapter members can act as high school mentors
 - Develop an incentive program
- Provide resources on how to locate high schools and Science teachers
- Determine if the needs of high school chapters can be met by current expansion and chapter resources, and determine what additional resources should be put in place.
- Provide resources that will effectively attract high school members and teachers to SEDS; this includes items such as the Educational Resource Guide created in 1994:
<http://files.seds.org/pub/seds/ERG/erg.pdf>

Objectives:

Person	Objective	Estimated Date
Educational Outreach	Re-develop the Educational Resource Guide	
High School	Implement a Colligate mentor high school program	
High School	Evaluate current resources for high school chapters and determine effectiveness levels	
High School	Implement a 'how to find a local high school and get people involved' guide	

GOAL 10: OPERATIONAL: IMPROVE DONOR MANAGEMENT

Description: Currently SEDS-USA utilizes spreadsheets to track donors and asks. This is acceptable when dealing with fewer than 25 donors. As stated above, there are potentially thousands of SEDS-Alumni, who if asked would likely be willing to make donations to SEDS, both for the Endowment and for Projects. This will greatly tax the current system. In order to better manage this, SEDS-USA will require a donor management CMS to cope.

Strategies:

- Investigate alternative Donor Management Systems with a preference for online systems

Objectives:

Person	Objective	Estimated Date
Vice Chair	Investigate donation management system	
Finance	Confirm compliance of selected donation management system	

GOAL 11: OPERATIONAL: REGISTER AND CONDUCT A COMBINED FEDERAL CAMPAIGN

Description: The Combined Federal Campaign is a program allowing certain charitable organizations to solicit contributions from employees of the federal government of the United States. This program is utilized successfully by partner organizations such as the National Space Society. Registration with this program has the potential to open up tremendous fundraising opportunities for SEDS, although it requires additional reporting requirements and most of all an Audit of our financials. The CFC typically posts its application in Mid December and is due in early January.

Strategies:

- Register for the Combined Federal Campaign
 - Provide Tax Return (Current 990 as well as a 990 Long form with estimates)
 - Provide an annual report
 - Conduct an Audit on SEDS-USA financials to assure that they are being handled in a manner consistent with the GAAP

Objectives:

Person	Objective	Estimated Date
Chair	Create an annual report from 2011	
Finance	Prepare and have audited SEDS-USA Financials	
Finance	Prepare application for CFC	

GOAL 12: TACTICAL: FULLY FUND THE GENERAL ENDOWMENT CAMPAIGN

Description: The SEDS-USA endowment was created to provide SEDS-USA with a constant stream of income off the interest of a large principal investment account. Currently, we have fundraised just under \$20,000 towards the endowment. Our goal by 2012 was to have approximately \$300,000 in the endowment and be making several thousand dollars a year in interest. Due to a variety of factors, SEDS-USA has not met this goal. The organization should look at this with renewed vigor and apply new methods of meeting our goal through the request for donations from small donors as well as a better campaign for large donors.

Strategies:

- Utilize annual report for small and large donor campaign
- Utilize donor management system to assist with promoting endowment
- Develop a process of continual asking or pledging after showing progress for current donors
- Utilize a group in order to fundraise to reduce dependency on single point failure

Objectives:

Person	Objective	Estimated Date
Chair	Create an annual report from 2011	
Vice Chair	Develop a small donor campaign	
Vice Chair	Develop a large donor campaign	
Vice Chair	Develop and utilize a donation committee	

GOAL 13: TACTICAL: APPLY FOR AND RECEIVE GRANTS TO PROVIDE ACTIVITIES IN OUR AREAS OF STRENGTH

Description: SEDS-USA has recently completed the process of become registered to apply for Federal Grants. This presents an excellent opportunity for the organization to grow through more resources at its programs when applicable. Furthermore, organizations can often put in for Operational and administrative expenses, which would benefit SEDS by being able to grow the organization through these grants; deferring some of the administrative costs of SEDS onto the funding (if allowed under the grant of course).

Strategies:

- Search for and apply for grants on grants.gov.

Objectives:

Person	Objective	Estimated Date
Board of Directors / Staff	Identify applicable grants	

GOAL 14: STRATEGIC: PROVIDE A GROUP 501(C)3 EXEMPTION FOR CHAPTERS

Description: One of the principal benefits of 501(c)3 status is being able to accept tax-deductible donations. Currently we are able to do this for the SEDS-USA organization, and to a lesser extent for the chapters acting on behalf of SEDS-USA. However the correct way to accomplish this is by use of a 'group exemption'. This would allow us to have a much more applicable tax status and give 501(c)3 statuses to chapters who do not already have such. However with this, there are many challenges that arise. The reporting requirements for chapters claiming this exemption would increase substantially. Furthermore, the application filing fee is around \$3000.00 as of 2012.

This is a long term objective of SEDS-USA as a part of filing.

Strategies:

- Have sufficient accounting support and fundraising to be able to support a group exemption filing.

GOAL 15: STRATEGIC: BE IN A FINANCIAL POSITION TO FUND CHAPTER PROJECTS AND STUDENT TRAVEL GRANTS

Description: SEDS-USA shall have the goal of being able to provide grants for projects at chapters as well as for student travel to conferences. At this time, due to other funding considerations we do not have that ability. SEDS-USA should seek to fund deserving chapter projects to further enhance the mission of SEDS, and fund conference student travel grants to enhance the network building aspect of SEDS.

Strategies:

- Fully fund the endowment
- Apply for and receive grants
- Encourage donations among alumni
- Build better connections to donors through annual reports and 'status updates' that are frequent enough to have them remember SEDS and useful

GOAL 16: OPERATIONAL: DEVELOP A NATIONAL UNIFIED EDUCATION PLAN

Description: Each year the Director of Educational Outreach has taken vastly different approaches to SEDS outreach plans, and as a result has had varying levels of success. However, the goal of outreach should be a consistent resource for SEDS chapters and teachers to provide for better promotion of Space Exploration and Development. Due to inconsistencies, this has resulted in a lack-luster series of outreach programs. The Goal should be to develop a consistent national unified education plan where each year the program is spelled out in advance, and changes are made when improvements can be done.

Furthermore, with the changes outlined above to a flexible 'project' focused staff, this would then focus the Unified Plan as a Board objective that then the necessary staff are developed to carry out year after year.

Strategies:

- Develop and review annually a National Unified Education Plan for SEDS
- Focus on Project Specific outreach efforts to promote space exploration

Objectives:

Person	Objective	Estimated Date
Board of Directors / Staff	Develop National Unified Education Plan	

GOAL 17: OPERATIONAL: CREATE A TRUE NATIONAL MEMBERSHIP SYSTEM

Description: Currently the largest downside of the chapter-based system is that SEDS-USA only received the 'membership' of SEDS in two ways, details when they graduate and statistics as part of the chapter survey. Thus, it is very hard to contact members when there is a call to action.

This can be fixed by the implementation of an in-development program, the SEDS-Membership system. This, while adding significant operational difficulties, would also add the ability to have the true SEDS network under operation. With proper filtering, SEDS alumni could be monitored, as well as discounts from vendors obtained. This is the way forward that the organization should go in order to properly function.

Additionally, in the chapter based focus, the only way one can currently 'join' SEDS is by founding a chapter; this is problematic when you have one person or two at a school who wish to be involved or support SEDS but do not have the time or resources to dedicate to forming a chapter. This could be fixed by the creation of an 'at large' chapter, which would give those persons a voice. It can furthermore be incentivized to create a chapter through a price structure that would exist; with chapter dues at \$50, and say individual dues at \$10, you would have it be more cost effective over 5 students, which would be ideal for startup of chapters.

Strategies:

- Implement Membership system
- Develop connections to have chapter discounts

- Implement a member card system

Objectives:

Person	Objective	Estimated Date
Chair	Finish Deployment of Membership System	

GOAL 18: TACTICAL: CREATE A NATIONALLY HOSTED 'LEADERSHIP' CONFERENCE

Description: Though SpaceVision is an excellent opportunity for Networking, it is primarily focused on reaching a wide audience, which is exactly as it should. That being said, there are opportunities for other national events that bring students together; a leadership conference could fill this role. This would be primarily focused on building leadership skills and would take place during the summer around the same time and location as a major conference, to reduce travel costs.

Alternatively, SEDS-USA could explore a 'space-camp' for college students, where skills for projects such as High Power Rocketry, Astronomy, Weather Balloons, and other projects are taught and shared.

Strategies:

- Examine the practicality of setup for a leadership conference surrounding a major space conference in the summer
- Evaluate potential attendance, with a goal of 40-100
- Evaluate possibilities for 'Space Camp' with practical application of space based projects being key

Objectives:

Person	Objective	Estimated Date
Chair/ED	Assign Project Leader to Leadership Event	
Chair/ED	Assign Project Leader to Workshop Event	
Project Lead	Study, Develop and Deploy Leadership Event	
Project Lead	Study, Develop and Deploy Workshop Event	

GOAL 19: TACTICAL: RE-DEVELOP EFFECTIVE RESOURCES THAT SEDS ONCE PROVIDED

Description: SEDS at one point had several effective resources that we're useful to both students and others. This includes such programs as the Job board and the Educators Resource Guide. These should each be evaluated and brought back where they can be effective; in particular the ERG could be an excellent opportunity to get educators and teachers involved with the program. These which the Board of Directors is currently aware of are:

- Educators Resource Guide
- Job-Board publication of Space Jobs
- SEDS Resume Database

Strategies:

- Assign Education Resources to a Project leader as part of the NUEP
- Deploy internal job resume database and job-board
- Evaluate old programs to map success and implement resurrection projects as required

Objectives:

Person	Objective	Estimated Date
Chair/ED	Assign Project Leader to Leadership Event	
Chair/ED	Assign Project Leader to Workshop Event	
Project Lead	Study, Develop and Deploy Leadership Event	
Project Lead	Study, Develop and Deploy Workshop Event	

GOAL 20: STRATEGIC: BUILD STUDENT SKILLS AND LEADERSHIP THROUGH RELEVANT COMPETITIONS AND PROJECTS

Description: Projects are an effective way to build student involvement and expand overall involvement in SEDS. Recently SEDS has seen successes and failure; the Rocketry Competition has had good competition years with our competition's unique approach. This project shall be continued. Further projects should be embarked upon in order to build skills of those organizing as well as create further opportunities.

Strategies:

- Develop each year an evaluation of current competitions
- Brainstorm ideas on a continual basis that could lead to beneficial competitions or projects

GOAL 21: TACTICAL: DEVELOP A CONSISTENT AND REPRODUCIBLE IMAGE FOR SEDS

Description: SEDS throughout the years has gone through several iterations of logos and themes. The current logo is readily reproducible through coding, thus allowing years when SEDS lacks access to a graphic artist for it to be edited and changed. Furthermore several hundred dollars have been invested in SEDS lapel logos, and it is recognizable though a large portion of the industry and our alumni. Major changes to the logo of SEDS could at this time damage identifiability. That being said, it can be modified to be modernized as required, and color scheme and placement within art can be shifted without disrupting the logo.

Efforts should be made to improve the current status of promotional and presentation materials and make them in a consistent manner and theme. Policies shall be adopted regarding materials, and presentations to assure that the same theme is utilized through the country whenever SEDS-USA is involved; changes should be made on a basis where all relevant materials are released and updated at once.

Furthermore, this should extend to envelopes and letterhead, in addition to any shop setup that the organization should choose to utilize.

Strategies:

- Review Imagery, Materials and presentation on a consistent basis to assure constant usage and consistency

GOAL 22: TACTICAL: PROVIDE OPPORTUNITIES FOR STUDENTS TO BECOME INVOLVED WITH SPACE ADVOCACY

Description: SEDS is at its core an organization which promotes and advocates for enhanced space exploration and development. The organization should take a more active role in promoting space exploration and showing the importance of our mission to our political leaders. The most difficult component of this is to balance advocacy without taking positions on one topic or the other which could estrange our chapters.

We should enhance our political outreach capabilities through being able to offer opportunities working with space policy experts in the Washington area.

Strategies:

- Discuss and implement internship opportunities for SEDS members with space policy experts
- Utilize network of SEDS students to provide quality applicants to internship opportunities

Objectives:

Person	Objective	Estimated Date
Chair/ED	Develop and Implement Opportunity program	
Chair/ED	Implement system to provide internship opportunities effectively	

GOAL 23: TACTICAL: UTILIZE ADVOCACY RESOURCES TO PROMOTE MISSION

Description: SEDS through long standing agreement has participated in the Space Exploration Alliance, a coalition of over 13 non-profits who share the goal of promoting Space Exploration. However, this organization in general coordinates typically one event per year to canvas the hill and is limited beyond that scope. While the participation in this coalition is effective in that it provides SEDS participate in a widely accepted space policy, the coalition could be made more effective through additional action.

Additionally, we have longstanding relations with several space policy experts who can be utilized to help enhance SEDS participation in raising awareness for the mission.

Finally, we should endeavor to enhance our participation in the political process to make sure that student's voice is a part of the national conversation regarding why space exploration, spaceflight, and the development of space are important.

Strategies:

- Assign Project leader to the organization to drive more involvement on SEDS side
- Create more opportunities for widespread space advocacy
- Develop programs which can be used to promote space exploration as part of their outcomes

GOAL 24: STRATEGIC: TAKE ADVANTAGE OF INTEREST IN NATIONAL NEWS ITEMS FOR PUBLIC RELATIONS

Description: Oftentimes the national attention will tune to space exploration as a result of budget battles, movies, news, and other items as a result of additional coverage. At these times of National Attention, SEDS should endeavor to raise awareness of the issues facing space exploration. Though these opportunities we are able to reach a far broader audience than is typical and can be effective in raising awareness of our future in space.

While it could be said it is 'corny' to make some of these releases, it is also said that there is no such thing as bad publicity. By being involved with the conversation, even just stating the obvious (in the form of the importance and benefits of space), we advance the national conversation.

Strategies:

- Pre-develop press releases that have easily changeable topics and themes
- Scan national headlines for when relevant press information is there
- Develop network of press relevant to space to send releases

Objectives:

Person	Objective	Estimated Date
Public Relations	Develop and Implement Opportunity releases	

GOAL 25: STRATEGIC: CREATE GREATER AWARENESS OF SEDS THROUGHOUT THE STUDENT COMMUNITY

Description: SEDS as a whole is known somewhat well, but not universally known; thus we do not have a 100% distribution of chapter's at all relevant Universities. SEDS-USA needs to extend its awareness across students and conduct effective marketing campaigns at bringing student awareness out. This can be as simple as sending posters to schools across the country with relevant student major offerings. An effective marketing campaign aimed at SEDS Student awareness should be developed and updated as appropriate to improve student interest and awareness. Through these efforts, we will be able to meet our chapter expansion goals.

Strategies:

- Develop a marketing plan with a continual review period
- Implement a project and distribution focus to marketing
- Provide effective marketing to SEDS projects in markets typically unused

Objectives:

Person	Objective	Estimated Date
Public Relations	Develop Student Marketing Plan	
Public Relations	Implement Student Marketing Plan	
Public Relations	Update Student Marketing Plan	

APPENDIX B - DESCRIPTION OF STRATEGIC PLANNING PROCESS USED

The strategic planning process was developed starting at the beginning of 2012 as a result of discovering the lack of a strategic plan in place for SEDS-USA, as well as the discovery of the past strategic plan from 1994 and realization of its out-dated nature. Plans we're discussed to replace the plan with an updated version, however due to time constrains major efforts beyond brainstorming were delayed until June 2012. At this point the Director of Public Relations, Mr. Brandon Seifert developed a series of questions to the Board of Directors to assist with the planning process. These we're answered by several board members, specifically Mr. Dan Pastuf (Chair), Ms. Sara Meschberger (Vice Chair), Mr. Andrew Dianetti (Director of Finance), Mr. Dan Zhou (Director of Chapter Affairs), and Mr. Michael Zwach (Director of National Projects). These we're compiled by Mr. Seifert, and based on the feedback the strategic plan was then developed and compiled by Mr. Pastuf.

After compilation the document was reviewed with X and changes made. The document was presented to the Board of Directors for Review on __/__/2012 and additional feedback reviewed. The Strategic plan was approved on __/__/2012.

APPENDIX C - STRATEGIC ANALYSIS DATA -- EXTERNAL ANALYSIS

From our external analysis, we identified the following trends and how they might affect our organization:

POLITICAL TRENDS:

Currently Space Exploration is in a unique position where it is regarded as a national priority by the public and is a beneficiary of that overall. The downside is that the current political climate provides for a significant amount of effort to be engaged with budget cutting efforts, and as space exploration is often a major discretionary item of note, it is at high risk of being underfunded or cut. This affects SEDS by reducing opportunities and funding available for projects and travel. Currently this has been seen by the overall cut of the National Space Grant Consortium, which in the past has been a major financial supporter for many SEDS chapters. To counter these affects, new sources of income shall be required to be identified.

ECONOMIC TRENDS:

Economic trends affect SEDS in two manners; with recessions SEDS-USA is forced to account for fewer donations in addition to a more difficult time finding sponsorships. To put simply, when there is less money overall being spent SEDS has the challenge of being able to find funding as donations and over revenue streams become more sparse. This is not a unique issue but a challenge for all non-profits non-the-less, and highlights the importance of both having an adequate reserve as well as the endowment operating. That being said, when the endowment is functioning poor economic and market conditions will also negatively impact interest rates; this has the potential to reduce the amount that the endowment would be able to provide without long, forward looking investment strategy.

SOCIETAL TRENDS:

At present, there is a diversification present in the STEM field that, while slow at scope, is having an effect on the organization. The demographics are diversifying slightly more each year. Examining the gender demographics, SEDS-USA is approximately 25% female. When comparing that to a major demographic dataset, NASA technical division employees, we have a higher percentage and are more diverse. This is a positive outlook as we work to have more 'non-typical' persons in the organization.

A challenge overall being seen is that Space flight and exploration are not the most 'hip' topic that is encouraging students to get into anymore. Recently, this driver has been the growing environmental fields. While there are many components of space exploration and environmental technologies that complement each other, this

TECHNOLOGICAL TRENDS:

Overall, the costs of technology are decreasing. The largest example of this is that the cell phone carried around in the pocket of most students contains more power than the Apollo Lander. Furthermore, sensors are becoming cheaper and more high quality; most of all these are becoming more accessible. This is resulting in it being a more realistic process to consider extensive projects that only five years ago would have been all but impossible. That being said, due to more complexity that can be added, the barrier to entry to have more technology equipment has gone down; overall costs have not gone down as a result, but the barrier to entry for programs overall and the capabilities of such programs have decreased.

APPENDIX D - STRATEGIC ANALYSIS DATA -- INTERNAL ANALYSIS

Strengths of the organization: As a student based organization we have an abundance and constant stream of unique perspectives and energy that help pursue our mission. Due to the student nature, doors are opened for the organization that would typically remain closed, shut, or otherwise inaccessible.

Our long history of over 30 years allows us to state that we have the benefit of being one of the oldest independent space advocacy groups in the industry, while at the same time having little or no historical baggage.

Our overhead as an organization is relatively low; we are covering currently our major costs through chapter dues while we work to initiate the endowment. This year through an increase in the dues we are not dipping into reserves in order to pay for operational and programming expenses.

Weaknesses of the organization: As a result of the student nature, there is a high turnover ratio, which increases the likelihood that organization memory is lost quickly. This can create challenges with developing long term meaningful relations with organizations.

Currently our financial perspective is not where the organization should be in order to perform the programming that should be being done.

There is a lack of project focus and activity focus in several departments as a result of lacking clear long term direction.

Opportunities the Organization has: The organization has tremendous opportunity to expand into new markets and schools due to our flexible chapter based structure.

Due to the organization being as old as it is, there is a cross section of alumni which SEDS can offer giving opportunities to, as well as receive them.

Threats the Organization has: Due to the nature of student leadership, SEDS constantly has to contend with startup organizations which seek to be independent for independence sakes, or to boost the perceived value of being the founder of an organization.

Due to students phasing out of the organization, from time to time a significant threat to the organization is failure of the national board.



APPENDIX F - STAFFING PLANS

Hypothetical Staff Positions - Estimated Hours per Week	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Central Administration, General Operating Activities:</i>					
Executive Director	5	5	10	10	15
<i>Individual Staff Example</i>					
Chapter Expansion Manager	2	2	2	2	2
Chapter Affairs Manager	2	2	2	2	2
High School Affairs Manager	0	2	2	2	2
Education Project Manager	3	2	2	2	2
Education Project Manager – Educators Resource Guide	0	1	1	1	1
NOVA Editor in Chief	3	3	3	3	3
NOVA Staff	1	2	2	2	2
NOVA Staff	0	2	2	2	2
Public Relations Manager	2	2	2	2	2
Webmaster	1	1	1	1	1
Project Manager – Rocketry Competition	1	1	1	2	2
Project Manager – Leadership Conference	1	1	1	1	1
Project Manager – TBD	0	1	1	1	1
Project Manager – TBD	0	0	1	1	1
Accountant	1	2	2	2	2
Advocate Internship (Seasonal)	0	0	30	30	30
General Internship (Seasonal)	0	20	20	20	20
Alumni Manager (Alum)	1	1	1	1	1

APPENDIX G - OPERATING BUDGETS

REVENUE:	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Chapter Dues</i>	\$ 1,650.00	\$ 1,950.00	\$ 2,250.00	\$ 2,600.00	\$ 3,050.00
<i>General Endowment Funding</i>	\$ -	\$ -	\$ 100.00	\$ 200.00	\$ 250.00
<i>Awards Endowment Funding</i>	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
<i>Misc. Donations</i>	\$ 200.00	\$ 200.00	\$ 300.00	\$ 300.00	\$ 300.00
TOTAL REVENUE	\$ 2,350.00	\$ 2,650.00	\$ 3,150.00	\$ 3,600.00	\$ 4,100.00
EXPENSES	Year 1	Year 2	Year 3	Year 4	Year 5
Personnel:					
<i>Executive Director</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Travel</i>	\$ 50.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
<i>Staff development</i>	\$ 50.00	\$ 50.00	\$ 60.00	\$ 60.00	\$ 60.00
<i>Total Personnel Costs:</i>	\$ 100.00	\$ 150.00	\$ 160.00	\$ 160.00	\$ 160.00
Facilities:					
<i>Rental of office space</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Office furniture</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Utilities (electricity, water,</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Telephone (local & long-</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Maintenance and janitorial</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Facilities Costs:</i>	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment:					
<i>Copier leasing</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Computer, printers,</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Training equipment,</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Equipment Costs:</i>	\$ -	\$ -	\$ -	\$ -	\$ -
Marketing and Promotions:					
<i>Media plan (brochures, etc.)</i>	\$ 250.00	\$ 300.00	\$ 450.00	\$ 500.00	\$ 500.00
<i>Yearly meeting</i>	\$ 200.00	\$ 250.00	\$ 300.00	\$ 300.00	\$ 300.00
<i>Annual report</i>	\$ 150.00	\$ 150.00	\$ 200.00	\$ 200.00	\$ 200.00
<i>Build and maintain mailing list</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Web page maintenance</i>	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
<i>Total Marketing & Promotions</i>	\$ 900.00	\$ 1,000.00	\$ 1,250.00	\$ 1,300.00	\$ 1,300.00
Other Expenses:					
<i>General office supplies</i>	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
<i>Liability insurance</i>	\$ 350.00	\$ 400.00	\$ 500.00	\$ 550.00	\$ 600.00
<i>Legal Retainer</i>	\$ 650.00	\$ 650.00	\$ 700.00	\$ 700.00	\$ 700.00
<i>Total Other Expenses/Costs:</i>	\$ 1,100.00	\$ 1,150.00	\$ 1,300.00	\$ 1,350.00	\$ 1,400.00
Projects Cost					
<i>Misc.</i>	\$ 250.00	\$ 300.00	\$ 400.00	\$ 600.00	\$ 1,000.00
Total Projects Cost	\$ 250.00	\$ 300.00	\$ 400.00	\$ 600.00	\$ 1,000.00
TOTAL EXPENSES	\$ 2,350.00	\$ 2,600.00	\$ 3,110.00	\$ 3,410.00	\$ 3,860.00
TOTAL SURPLUS	\$ -	\$ 50.00	\$ 40.00	\$ 190.00	\$ 240.00

APPENDIX H - MONITORING AND EVALUATION OF PLAN

Responsibilities and Frequencies for Monitoring and Evaluation

The Board of Directors shall be tasked with the overall overseeing of the organizations strategic plan. As part of the plan, the Board commits to an annual review of the plan, its successes and failures, beginning the first Sunday after the 4th of July each year. Executive Director, per the above goal, is responsible for the overall implementation of the plan, while the Board of Directors shall oversee that implementation meets the direction determined by the Board of Directors. At the annual review meeting, the following questions shall be evaluated:

1. Are goals and objectives being achieved or not? If they are, then acknowledging, reward and communicate the progress. If not, then consider:
2. Will the goals be achieved according to the timelines specified in the plan? If not, then why?
3. Should the deadlines for completion be changed? Or is the deadline change indicative of a greater problem?
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
5. Are the goals and objectives still realistic?
6. Should priorities be changed to put more focus on achieving certain goals?
7. Should the goals be changed (be careful about making these changes -- know why efforts are not achieving the goals before changing the goals)?
8. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

Additionally, the Monitoring and Evaluation meeting shall conclude with a report detailing the above, as well as:

- Overall Organization Progress (or lack thereof) towards goals, including additional goals and objectives
- Recommendations on the current status based on the above
- Any actions or recommendation based on the above about actions needed to the plan

Changing the Plan

The plan is designed as well to be a flexible document which provides the framework for the organization moving forward. That being said, in order to not lose any institutional memory, the following shall be documented on changes made to the strategic plan approved by the Board of Directors;

1. What is causing changes to be made to the plan?
2. Why should the changes be made (as opposed to what is causing the changes)?
3. What are the specifics of the changes that shall be made?

Additionally, all revision changes shall be reflected in a manner where the changes will be able to be readily identified; furthermore, previous versions of the plan shall be maintained.

APPENDIX I - COMMUNICATING THE PLAN

This plan will be widely communicated including through use of the following approaches:

1. After the approval of the Board of Directors, Each Board Member shall have a copy of the plan delivered to them.
2. A presentation shall be given to the Council of Chapters regarding the strategic plan, how it will improve the organization, what the goals of the planning process have been and will continue to be, and how we will improve the organization through this plan.
3. Chapters will be send, when complete, a copy of the Strategic Plan, Constitution of SEDS-USA, By-laws of SEDS-USA, Rules of Order for the Council of Chapters, and any other relevant documents.
4. Key Goals shall be written in a NOVA article
5. A summary document shall be prepared and published on the website
6. When appropriate, the Strategic plan may be used to assist with the promotion of fundraising efforts; and be given to givers considering donating to us based on the strategic strength of the organization.

APPENDIX J: ANALYSIS OF PAST STRATEGIC PLANS

1995

The Last strategic plan implemented by SEDS was in 1995. As the organization fell apart several years later, the plan did not succeed in meeting the demands of the day. However SEDS-USA has been reasonably successful at meeting the goals they have set out in our current organization. Below is an analysis of the goals that we're laid out in the 1995 strategic plan.

1. Incorporate & get 501(c)3 recognition
 - **Completed**;
2. Create a "virtual" headquarters
 - **Completed**; we now have an online telephone and are paying UPS for a permanent address so we never lose mail to failing chapters
3. Establish a real bank account at a commercial bancorporation.
 - **Completed**; Currently with Bank of America
4. Keep the books public.
 - **Pending**; Recently Transitioned to a better accounting software and working to make public
5. Come up with a plan for how an alumni association might be implemented and utilized, and implement and utilize it.
 - **Pending**; Plan outlined in the strategic plan.
6. Develop a "mission statement" for the Board of Advisors and begin keeping the BoA better informed and listen to their advice!
 - **Pending**; Working to have a better plan of attack with our Board of Advisors detailed above
7. We need to develop standardized letterhead and envelope templates
 - **Pending**; See GOAL 21:
8. A bulk non-profit mailing permit should be obtained.
 - **Not Started**; While could be utilized, the price of discounts require significant sorting; only applicable if the organization was doing a significant amount of bulk mailing, not at a university
9. Contact other countries (most importantly Canada and the UK) and try to set up some sort of formalized SEDS International
 - **Pending**; UK-SEDS has taken the lead on this effort; not significantly addressed in the strategic plan as the goal of the document is to focus on SEDS-USA objectives.
10. Flyers and trifold should be finalized and printed in whatever quantity is economically feasible.
 - **Pending**; See GOAL 21:
11. Publicize the SEDS-USA essay scholarship to many high schools.
 - Program No Longer Exists
12. Facilitate and encourage local PR efforts.
 - This is a benchmark of successful chapters; their own self preservation should promote these efforts.
13. Seek out national PR as is possible and appropriate.
 - **Pending**; See GOAL 24:
14. Maintain and build upon our presence on the Internet.
 - **Complete**; SEDS Website is highly complete and well designed; can be improved by member tracking
15. Institute a monthly newsletter to keep people informed about and interested in the goings-on at other SEDS chapters.
 - **Complete**; Nova satisfies the goal of this
16. A letter should be sent out at the beginning of the school year, probably from the Chair, explaining this strategic plan and the justification behind it.
 - **Pending**; see Appendix I - Communicating the Plan

17. A pamphlet about the current Board, our contact info, our backgrounds, and perhaps scanned-in photos should be created.
 - **Complete**; done via NOVA and published on website
18. Letters should be sent to all chapters periodically asking for feedback and how SEDS-USA can better serve them.
 - **Pending**; Part of Council of Chapters responsibility
19. The Director of Chapter Affairs should personally contact each chapter at least once every quarter, preferably by phone.
 - **Pending**; At the discretion of the DoCA; it is in their responsibilities
20. A "project database" should be developed and maintained
 - **Pending**; An excellent idea
21. A booklet or file containing information about how to hold a star party may be a useful asset to chapters looking for activities.
 - **Pending**; See **Tactical**: Re-develop effective resources that SEDS once provided
22. The Space Jobs publication should be revived.
 - **Pending**; See **Tactical**: Re-develop effective resources that SEDS once provided
23. Some easily available documentation on how to interface with SEDSat should be produced or obtained, and it should be disseminated either upon request or upon recommendation of the DoCA.
 - Program no longer active
24. A booklet on how to fundraise may also be helpful for many chapters.
 - **Pending**; An excellent idea and concept
25. The National Conference this year should be something very spectacular, so as to raise eyebrows and draw attendees.
26. Create written plans for all of these programs, and each should be given a "program manager" to coordinate them.
 - **Pending**; focus of new board layout and other concepts should make this a reality
27. Concrete, phased, and detailed budget requests should be developed for each project and handed over to the Director of Finance.
 - **Pending**; Better internal controls should be developed as part of **Operational**: Maintain 501(c)3 Status
28. General fundraising brochures and materials should be developed.
29. Potential donors should be identified and pursued.
 - **Pending**; See above
30. We need to encourage university chapters to go out and help create high school chapters.
 - **Pending**; See **Strategic**: Grow High School Chapter involvement and expand
31. We need to provide information to university chapters on how to locate high schools (i.e. what is an intermediate school district, etc.) and science teachers, and how to encourage the growth of new chapters.
 - **Pending**; See **Strategic**: Grow High School Chapter involvement and expand
32. We need to institute new programs that will attract high school students and teachers to SEDS.
 - **Pending**; See **Strategic**: Grow High School Chapter involvement and expand
33. We need to distribute good starter kits and promotional materials targeted specifically to high school students and teachers.
 - **Pending**; See **Strategic**: Grow High School Chapter involvement and expand
34. Expand and maintain the ERG (Educational Resource Guide).
 - **Pending**; See **Tactical**: Re-develop effective resources that SEDS once provided
35. Develop a kit of information (slides, suggested scripts and explanations, perhaps videos) that a university chapter could use to perform outreach to high schools.
 - **Pending**; See **Tactical**: Re-develop effective resources that SEDS once provided
36. We must encourage, or at least provide incentives, for chapters and chapter members (both in university and high school chapters) to perform outreach.