

The cover features a dark grey background with a vertical orange-red bar on the left side. The title is written in large, white, sans-serif capital letters. The text is arranged in four lines: 'ASIS', 'INTERNATIONAL', 'STRATEGIC PLAN', and '(2016-2021)'.

ASIS INTERNATIONAL STRATEGIC PLAN (2016-2021)

Approved by the ASIS International Board of Directors on 23 January 2017

ASIS INTERNATIONAL HISTORY

ASIS International (ASIS) was founded in 1955 with the aim of professionalizing the newly emerging field of industrial security. Originally known as the American Society for Industrial Security, the national organization sought to “unite security practitioners and become a focal point for security education, research, and professional development.” The society has grown to be a global community of security professionals, each of whom has a role in the protection of assets—people, property, and/or information.

Today ASIS is the largest professional security membership organization in the world, comprising public and private security practitioners, academics, consultants, and others affiliated with, and dedicated to, the advancement of security worldwide.

With the increasing and shifting demand for global security, this is a transformational time in the profession and subsequently for ASIS. These challenges and opportunities require new organizational strategies and tactics to meet the changing needs of security practitioners, the profession around the world and at all levels of the organization.

To address these market demands, the ASIS Board of Directors (also referred to as the Board) initiated a strategic review that—in a dramatic departure from past approaches—included all stakeholders in the organization. The scope of this year-long effort is not only the most inclusive work of its kind, but the most far-reaching, looking ahead as far as the year 2021.

STRATEGIC PLANNING APPROACH

At the annual Membership Meeting in January 2016, ASIS volunteers were asked to weigh in on two questions: “What will happen if ASIS doesn’t change?” and “Where does ASIS need to be in 3-5 years?” Over the next few months – and after hours of discussion and prioritization across various member stakeholder groups – the answers to these questions resulted in the six strategic objectives described later in this plan. (The full outcome of the meetings may be found in the Appendix.)

A subset of the ASIS Board formed a strategic planning committee in March 2016 and by May had finalized the six strategic objectives, which were then presented to the Board and approved in July 2016 at a meeting in Dallas.

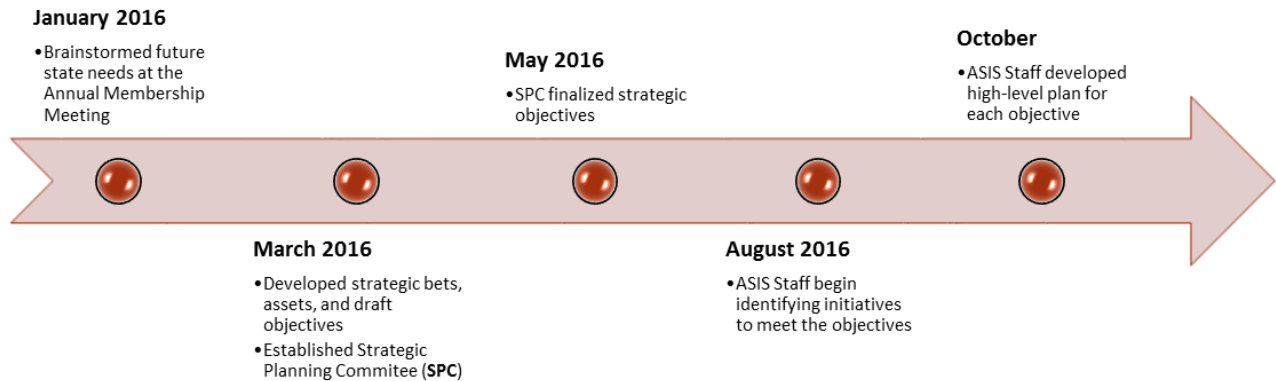


Fig. 1: Year-to-Date Timeline of Planning Events

Following, the Board tasked ASIS staff with creating a workable plan to move the organization towards fulfilling the objectives and their desired future in 2021. In August 2016, ASIS staff met to further understand the objectives and their intent and developed initial ideas for initiatives to achieve the objectives. In October 2016, a smaller subset of staff formed teams focused on each objective and developed high level plans for achieving them.

THE FOLLOWING SECTIONS PROVIDE AN OVERVIEW OF EACH STRATEGIC OBJECTIVE.

STRATEGIC OBJECTIVE: GLOBAL NETWORK

ASIS needs to focus on creating membership *relevance* for members globally across all markets and at every step of the career ladder. This will be accomplished through innovative solutions that foster collaboration and help share information globally, regionally, and locally. Members desire dynamic engagement channels across the ASIS organization that enable a truly global engagement experience on security topics. ASIS will undertake initiatives that offer members a meaningful voice in the security profession and industry, evolving communities of knowledge and expose ASIS to a larger base of prospective members and alliances.

Outcomes:

Membership Structure and Opportunities: Develop a membership model and opportunities for growth that serve the needs of members globally.

Information Sharing: Enhance existing systems and deliver relevant information exchange methods.

Engagement Channels: Restructure ASIS International's council structure and formalize the local chapter experience to a standard of excellence. Doing so will ensure communication of best practices to security practitioners with a focus on their region's informational needs.

STRATEGIC OBJECTIVE: PROFESSIONAL COMPETENCY

ASIS currently provides relevant certifications, professional development and membership opportunities for security professionals worldwide to help them succeed in their role and advance their career. To stay relevant ASIS needs to create a tiered credentialing pathway geared toward life-long learning of and for those in the security profession. Additionally, ASIS needs to create accompanying education and training offerings utilizing a tailored approach. ASIS has a significant opportunity to develop a career pathing mechanism that will provide candidates/practitioners with the onramps and advancement ladders specifically mapped to them, by means of companionable structures and assessment tools that are currently used in other industries to facilitate transitions into the security field. By leveraging strategic partnerships and alliances in an already congested market, ASIS will provide greater reliability, flexibility and responsiveness to this need; it is also critical to achieving the Global Network Objective.

Outcomes:

Success of the **Professional Competency Objective** will enable security professionals to advance their careers and result in ASIS being recognized as the chief resource to enhance skills and knowledge particularly for those new to the profession, as well as mid, senior, executive levels and succession planning.

Two major initiatives have been identified to advance the Professional Competency strategic objective:

Career Pathing Mechanism: Attract and retain talent for the security workforce, utilizing a workforce research survey.

Foundation Certification: Recognize individuals who desire to build a career in security management and provide the fundamentals toward achieving the CPP, PCI and PSP certifications.

STRATEGIC OBJECTIVE: KNOWLEDGE & LEARNING

Developing a clear Knowledge and Learning strategy and roadmap is vital for the success of ASIS members and the organization.

Outcomes:

This strategy and roadmap will include several key initiatives.

Content Strategy: ASIS currently has an incredibly diverse library of content, in many different forms and contexts. Valuable content that may be relevant to a given topic is siloed into books, articles, webinars, training resources and other media, which are delivered by different departments. In our fast-paced, topic-driven world, ASIS needs the ability to deliver content value to its members in a more efficient and curated fashion

Enhanced e-Learning: ASIS needs to develop a framework for delivery of educational content to members and customers in a more convenient and cost-effective form.

Instructional Methods/Adult learning methodology/Training methods: To become a true learning organization, ASIS must ensure that every team member (staff and faculty) understands how people learn. This foundational knowledge will support online, blended and face-to-face programming.

Issue Management Framework: ASIS lacks a process through which issues of interest to the membership and the profession are identified, prioritized and managed—also known as an Issue Management Framework (IMF). The IMF should be developed as a coherent process of issue identification, followed by a strategic organizational response to meet the profession’s need for knowledge leadership around that issue.

Onboarding Curriculum: The security profession currently lacks a fully articulated undergraduate curriculum for academic onboarding of new professionals. This is a significant challenge to the future of the industry, as the need for professionals grows and the pool of second-career entrants decreases. A traditional academic curriculum should be developed to provide a simple, coherent path for entering the profession and developing competency.

STRATEGIC OBJECTIVE: EVENT PREPAREDNESS & RESPONSE

ASIS needs to develop the infrastructure and protocols to ensure that volunteer leaders have a way to communicate—before, during and after a crisis—that members have actionable and searchable information readily accessible and that ASIS is broadly recognized as the “go to” organization for security management thought leadership and best practices.

Outcomes:

Success of the **Event Preparedness and Response Objective** will result in ASIS being recognized as the leading security association, which provides stakeholders with the communications platforms and tools required at the global and local level to prepare for and respond to incidents.

Additional elements of successful outcomes include:

- Recognition as the go-to source for media to contact within 24 hours of an incident
- Ready identification of vetted subject matter experts to provide security “thought leadership” and best practices before, during and after an incident

- Protocols for individuals to speak on behalf of ASIS in response to an incident and for internal incident response
- Accessible incident response portal that leverages ASIS and *Security Management* content, as well as partner and member expertise
- Tools to communicate with volunteer leaders during a crisis and a standardized webinar and conference call system to communicate internally and externally with stakeholders before, during and after an incident.
- Regular measurement to track media mentions of ASIS and identified subject matter experts, by using analytics to measure increased traffic to the incident response portal, through member surveys to measure the effectiveness of the mass notification system, and through tabletop exercises to test the internal incident response plan.

STRATEGIC OBJECTIVE: BRANDING

In consideration of the changing markets in which ASIS operates, it is essential to communicate a clear identity and mission. This will be accomplished through the development and implantation of a strategy that reinforces the organization as the global face and voice of enterprise security risk management (ESRM).

Outcomes:

- Collaborative engagement with subject matter experts
- Easy accessibility to resources
- Having the right team/right leadership in place
- Increased engagement across the ASIS website and social media
- Higher event attendance, membership/renewals rates and booth/sponsorship sales
- Increased attendee/exhibitor satisfaction ratings
- Enhanced internal/external communications, process streamlining, and efficiencies
- More media pick-ups, speaking engagements and in-bound comment requests
- Internal/external stakeholders all speaking about the organization from the same playbook

STRATEGIC OBJECTIVE: ORGANIZATION OPERATIONS AND PERFORMANCE

Addressing ASIS organizational and operational needs is critical to improving overall performance and supporting each of the strategic objectives. As ASIS continues to expand globally and modernize business procedures, there is an ever-growing need for a team that can facilitate such projects, measure success and regularly report progress to ASIS stakeholders. This team will establish a continuous improvement process for the organization and measure incremental progress toward strategic goals. To meet demand, headquarter staff should be equipped with skilled professionals, innovative technology, and useful and pertinent metrics to offer a high level of satisfaction to both internal and external customers. Additionally, ASIS needs to develop a new data infrastructure that can flexibly and efficiently meet the needs of different departments. As ASIS strives to fulfill its strategic objectives, there also is a need to ensure it is organized and staffed effectively to fully support the successful accomplishment of these goals.

Outcomes

The **Organizational Operations and Performance Objective** will be achieved through successful outcomes of the following three initiatives:

Customer Satisfaction:

- ASIS will have the technical ability for staff to make “connections” between all products offered and who or which teams bring those products to fruition.
- Clear and concise information will allow members to gather information and aid them to shape their career in the security field.
- External customers will be better served because ASIS will have the comprehensive knowledge of the current state of the industry and knowledge of their needs to help them reach their company’s goals and objectives.
- By working together, ASIS headquarter staff, members, exhibitors, and advertisers will help shape the future of security.

Data Modernization:

- ASIS will have a coherent IT & data governance structure that consumes actual live data from distinct sources, namely membership statistics, sales, expenses, budgets, and trouble ticket satisfaction.
- This will be provided by a customizable single pane that can offer different useful metrics to all ASIS departments.

Staffing Infrastructure:

- ASIS will have a fully integrated staffing infrastructure that will support the organization’s ability to exchange information and to maximize the diverse wisdom and knowledge that will exist across the organization.
- It will also help ensure that ASIS can staff each position with high caliber talent who bring necessary knowledge, skills, and abilities.

APPENDIX: STRATEGIC PLANNING PRELIMINARY INPUT INTO THE PLAN

The following elements were developed by ASIS volunteers and the ASIS Board of Directors strategic planning committee. They were inputs to the staff strategic planning process that began in August 2016 and resulted in this plan.

ASIS INTERNATIONAL PURPOSE

We are the global leader in security professional development, education and standards, transforming lives through the leadership we provide, the communities we create, and the products and services we deliver. With this support, the security profession makes the world a safer place and has a positive impact on the future of the organizations and stakeholders we serve.

STAKEHOLDER PROMISES

To our members, we promise:

- Best-in-class member services.
- Opportunities to build relationships, exchange ideas, and share insights and best practices with peers around the globe.
- Education and professional development opportunities that help you be more effective in your job and that support you at every stage of your career.
- Opportunities to be involved in the direction and work of our Society.
- To be a global advocate for and a positive impact on the profession.

To the employers of our members, we promise

- Opportunities for your staff to access cutting edge knowledge and to develop relationships with global and local industry experts that create value and reduce risk for your organization.

To our partners, exhibitors and advertisers, we promise

- To be a good partner and work together for the best possible outcome for our respective interests.

To our staff, we promise:

- An empowering work environment and a culture of diversity, inclusion, and transparency.
- Clear strategic intent and will hold you accountable and reward you for fulfilling that intent.
- Appropriate professional career development opportunities.
- The opportunity to work on significant challenges that have global impact.

To governments, we promise

- To have open and transparent discussions with all interested governments about the importance of standards, professional development, and the furtherance of public-private partnerships.

STRATEGIC ASSETS

- Membership: The knowledge, leadership, community
- Volunteer leadership—regions, chapters and councils and ad hoc committees
- Vetted products and standards that protect members and their employers from liability
- CPP, PCI & PSP—globally recognized board certifications
- Our brand
- Members all over the globe & global reach
- Strong investment portfolio & building
- MOUs with other organizations & governments
- Educational programs, web offerings
- Research and reports
- Highly committed and knowledgeable professional staff
- Lobbying in DC and beginnings in Brussels
- Annual conference
- Publications, i.e., POA & Security Management

STRATEGIC BETS FOR FUTURE SUCCESS

ASIS International member make-up, demands and needs will continuously evolve; therefore, our Society must be agile and have its hand on the pulse of members globally to know and deliver what will make a difference for their careers and employers

ASIS International must be the clearing house for best security and risk management practices for all levels and specializations of our profession

ASIS International must be the face and voice of the security & risk management profession globally

ASIS International is a leader in anticipating and dealing with emerging physical, cyber and other threats from nations, organizations, non-nation-state actors, individuals and new technologies

Criminal and terroristic threats will go towards cyber; physical and cyber security will converge; the roles of the CSO and CISO will converge