ASIS INTERNATIONAL STRATEGIC PLAN (2016-2021)

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

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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.
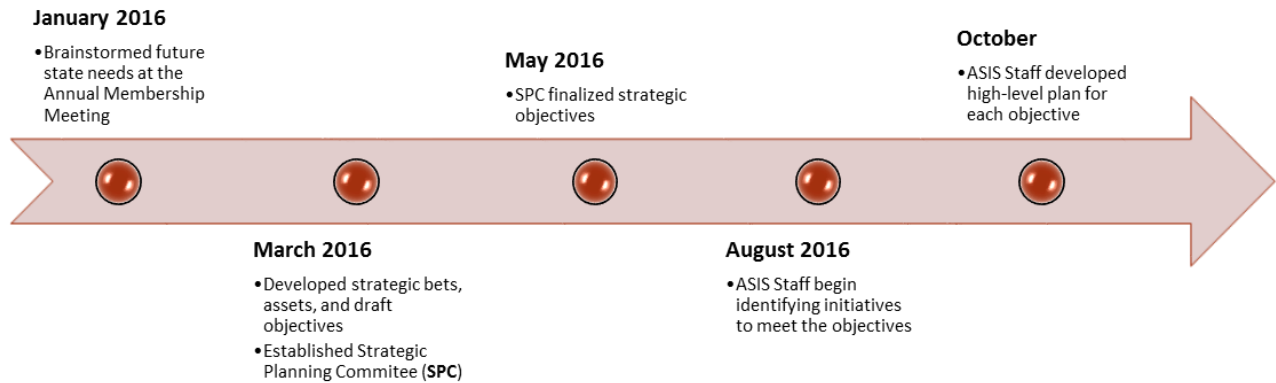
January 2016
- Brainstormed future state needs at the Annual Membership Meeting

March 2016
- Developed strategic bets, assets, and draft objectives
- Established Strategic Planning Commitee (**SPC**)

May 2016
- SPC finalized strategic objectives

August 2016
- ASIS Staff begin identifying initiatives to meet the objectives

October
- ASIS Staff developed high-level plan for each objective

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 AS WELL AS THE EXPECTED OUTCOMES AND APPROACHES, KEY STEPS AND MILESTONES.

STRATEGIC OBJECTIVE: GLOBAL NETWORK

OVERVIEW

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. The three initiatives described below will 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

Successful outcomes of the **Global Network Objective** are highlighted below by each initiative:

Membership Structure and Opportunities develops a membership model and opportunities for growth that serve the needs of members globally. Outcomes for this initiative include:

- Free student membership: Student membership is currently USD 70/year; in 2016, ASIS had 375 student members.
- Discounted early career professional membership offered to those with less than three years of professional experience
- Enterprise membership package to allow a company to purchase memberships in bulk for their security operations team. Memberships can be bundled with CSO Center membership for the most senior people, global event attendance, courses, webinar subscriptions, job postings, etc. and sold in tailored packages.
- Multi-year membership expanded marketing and streamlining of the online renewal process to make multi-year memberships easier to acquire and more visible
- Non-member auto-join pricing, including an across-the-board $200 price difference for non-member programming. Embedded within the higher non-member rate is an automatic one-year membership to ASIS
- Auto-renewal option to enable a member to authorize recurring/annual credit card transactions for membership renewals.)

Information Sharing enhances existing systems and delivers relevant information exchange methods. Outcomes for this initiative include:

- Enhanced self-sustaining security job board that supports multiple languages—if there is a market need—and countries. This will generate revenue and deliver on-demand career information and job opportunities for members across the organization.
- Strategic partnerships catalog to serve internal and external ASIS stakeholders in becoming acquainted with public and private partnerships. The catalog will deliver pertinent information on points of contact, memoranda of understanding, mission statements, outcomes and opportunities surrounding each partnership.
- Effective global volunteer leadership governance and chapter structure, to include roles and responsibilities, staff liaisons, training opportunities and communications system to share and receive information regionally and participate in strategic decision making.
- Enhanced ASIS website that could offer content in major languages such as Chinese, Arabic, and Spanish (depending on market need).

Engagement Channels restructures ASIS International's council structure to form worldwide micro-councils 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. Outcomes of this initiative include:

- Regional Micro-Councils to enable global membership to be engaged on content (versus the current US-centric structure) and foster healthier engagement points and relevance.
- Early-career certification that allows newcomers to the profession to engage directly from university programs or other business functions. This can either be bought (IFPO) or developed in-house.
- Dissemination of council products and research to allow worldwide members the opportunity to subscribe to council output and receive subject matter expert/council input as a member benefit
- Enhanced chapter experience that supports this crucial position in the delivery of relevant local member value. This will define expectations that are aligned with the chapter's role in the member value proposition and will be consistent with the regional and global value propositions. It will also enable chapters to deliver consistently through guidelines, toolkits, funding and resources, coaching and staff support.

APPROACH, KEY STEPS & MILESTONES

The three major initiatives described above (and listed below) have been identified to advance the Global Network strategic objective in the next year (and beyond).

1. **Membership Structure and Opportunities**
2. **Information Sharing**
3. **Engagement Channels**

The following approach will be utilized by each initiative to deliver the desired outcomes.

1. **Membership Structure and Opportunities:**
   Key Steps:
   - 1a. Provide free student membership
   - 1b. Offer an "Early Career Professional" membership
   - 1c. Establish non-member auto-join pricing
   - 1d. Offer auto-renewal
   - 1e. Develop an "Enterprise Membership" package
   - 1f. Grow multi-year membership awareness and usage

2. **Information Sharing:**
   Key Steps:
   - 2a. Develop strategic partnership catalog
   - 2b. Develop effective volunteer governance structure
   - 2c. Update ASIS website
   - 2d. Enhance Security Jobs Career Center

3. **Engagement Channels**:
   Key Steps:
   - 3a. Make council output available to wider and global audience
   - 3b. Create regional micro-councils
   - 3c. Ensure consistent global chapter experience
   - 3d. Develop an entry-level foundation certification

Considerations: Technology will be a factor in the implementation of all three initiatives. Dates and expectations will need to accommodate for the development and execution of necessary technology.

Additional solutions may be required to accomplish stated outcomes, to include:

- *Changes to ASIS bylaws*
- *New policies and procedures*
- *Upgrades to the ASIS website*
- *Enhanced marketing and brand awareness campaigns*

- *A new membership database designed to support cross-functional needs*
- *Additional sales, membership, and operations staff*

VISUAL TIMELINE

Strategic Objective: Global Network		Year 1 2017	Year 2 2018	Year 3 2019	Year 4 2020
1	**Membership Structure and Opportunities Initiative**				
1a.	Provide free Student Membership (2017)				
1b.	Offer an "Early Career Professional" membership (2017)				
1c.	Establish non-member auto-join pricing (2017)				
1d.	Offer auto-renewal (2018)				
1e.	Develop an Enterprise Membership Package (2019)				
1f.	Grow multi-year membership awareness and usage (2019)				
2	**Information Sharing initiative**				
2a.	Develop Strategic Partnership Catalog (2019)				
2b.	Develop effective Volunteer Governance Structure (2019)				
2c.	Update ASIS Website (2019)				
2d.	Enhance Security Job Center (2020)				
3	**Engagement Channels initiative**				
3a.	Make Council output available to wider audience (2018)				
3b.	Create Regional Micro-Councils (2019)				
3c.	Ensure consistent Chapter experience globally (2020)				
3d.	Develop an Entry-Level Certification (2020)				

STRATEGIC OBJECTIVE: PROFESSIONAL COMPETENCY

OVERVIEW

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 previously discussed Global Network Objective.

OUTCOMES

Success of the **Professional Competency Objective** will enable security professionals to advance their careers and will 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.

Additional elements of successful outcomes for **Professional Competency** include:

- A global workforce research survey that develops a self-assessment tool(s) for members to help them hire, develop, retain and upskill their current workforce. The tool will be offered to corporate members and outside entities.
- Additional certifications that identify qualified professionals, ensure recognition of expertise, enhance credibility and prestige, provide a vehicle for professional development and salary increase potential, and affirm commitment to understanding and applying best practices today and into the future
- An entry-level credentialing program to attract young, emerging and transitioning practitioners with less than five years' experience and provide objective measurement across all types of organizations and across borders
- ASIS International will continue to be globally recognized for providing three leading certifications for security management practitioners: Certified Protection Professional (CPP), Professional Certified Investigator (PCI), and the Physical Security Professional (PSP)

APPROACH, KEY STEPS & MILESTONES

Two major initiatives have been identified to advance the Professional Competency strategic objective in the next year (and beyond). These are detailed below, along with key steps to be taken to achieve each initiative:

Career Pathing Mechanism will attract and retain talent for the security workforce, utilizing a workforce research survey. The previously published Enterprise Security Competency Model is a first step in career mapping and can be accessed by all industry stakeholders. Industry models were created to cross-walk industry-defined Knowledge, Skills and Abilities (KSA) for academic, human resource and workforce development entities to standardize and achieve efficiencies for the education and training of the enterprise security workforce.

To begin the next stage of research, ASIS will engage internal and external stakeholders to examine tier 4 and 5 of the model for alignment with ASIS certifications and standards, as well as broader global industry practices. The project will also begin the design of career lattices to help security workers learn about available job options as they begin or progress through a career in the security field. As security is a function that spans all businesses, career ladders specific to industry verticals are not sufficient – career lattices are needed to facilitate portability of skills and qualifications.

A global industry workforce study will support the development of the proposed entry level certification, as well as new credentials and education. The results will assist in mapping out how current security practitioners attained their positions and identify gaps in education and credentials that currently impede their progression. A task force will guide the project utilizing ASIS council and committee expertise across the organization. The survey data will help identify the greatest needs and interests in areas related to professional education. The Career Center will then be able to feature this tool as a global service and be a guide to ASIS resources that are currently hard to find.

Foundation Certification will recognize individuals who desire to build a career in security management and provide the fundamentals toward achieving the CPP, PCI and PSP certifications. Short-term gains through a pilot program should be considered. To achieve this objective, ASIS will form a global benchmarking task force to research the development of an entry-level certification and the development of a business model. A needs assessment will be conducted. The task force will benchmark other associations and their certifications. ASIS understands that stakeholder engagement will be essential in identifying gaps and will allow for credible recommendations and input on the desired approach. Benchmarking efforts, along with a needs assessment, will be used to create the framework of the new certification and will include the development of a basic survey, job analysis and knowledge structure development, determination of eligibility pathway, competence framework, and exam window. Thereafter, a study plan will be developed with an exam outline, textbooks requirements, and study guides. Where necessary, ASIS standards will be developed to support knowledge requirements and determine training outlets for the new program (e.g. online, on-demand, onsite, private/closed setting, etc.). ASIS will seek out subject matter experts to assist with item writing and constructing the exam. Concurrently, ASIS will launch certification prep materials, conduct pass point beta testing, and determine cut score. Thereafter, the new foundation certification will be launched and translated to major languages such as Chinese, Arabic, and Spanish (depending on market need and ROI/ROE).

The two major initiatives described above (and listed below) have been identified to advance the Professional Competency strategic objective in the next year (and beyond).

1. **Career Pathing Mechanism**
2. **Foundation Certification**

The following approach will be utilized by each initiative to deliver the desired outcomes.

1. **Career Pathing Mechanism**

   Key Steps:
   - 1a. Convene Career Development task force
   - 1b. Plan and design a workforce study
   - 1c. Conduct global focus groups/career pathing workshops (100 participants)
   - 1d. Crosswalk findings to Competency Model
   - 1e. Launch proprietary self-assessment tool to related organizations and corporate partners
   - 1f. Begin design of bi-annual global workforce study with task force
   - 1g. Offer self-assessment tools on ASIS Career Center and Learning Management System
   - 1h. Test online survey (broad-based ASIS outreach)
   - 1i. Assess and report preliminary findings
   - 1j. Launch refined survey to full membership (15% response rate)

2. **Foundation Certification**

   Key Steps:
   - 2a. Complete benchmarking and needs assessment
   - 2b. Develop study plan (exam outline, textbooks, study guide)
   - 2c. Complete job analysis

- 2d. Begin exam item writing
- 2e. Begin exam item review
- 2f. Develop exam
- 2g. Launch exam
- 2h. Complete standard setting
- 2i. Assess results and performance

VISUAL TIMELINE

Strategic Objective: Professional Competency		Year 1 2017	Year 2 2018	Year 3 2019	Year 4 2020	Year 5 2021
1	**Career pathing mechanism**					
1a.	Convene Career Development Task Force (2017)					
1b.	Plan and design a workforce study (2017)					
1c.	Conduct focus groups/workshops on career pathing (100 participants) (2017)					
1d.	Crosswalk findings to Competency Model (2017)					
1e.	Launch proprietary self-assessment tool to related organizations and corporate partners (2019)					
1f.	Begin design of bi-annual workforce study with task force (2019)					
1g.	Offer self-assessment tools on ASIS Career Center and Learning Management System (2020)					
1h.	Test online survey (broad-based ASIS outreach) (2020)					
1i.	Assess and report preliminary findings (2020)					
1j.	Launch refined survey to full membership (15% response rate) (2021)					
2	**Entry level certification**					
2a.	Complete benchmarking through task force (2017)					
2b.	Develop study plan (exam outline, textbooks, study guide) (2017)					
2c.	Complete job analysis (2018)					
2d.	Begin Exam item writing (2018)					
2e.	Begin Exam item review (2018)					
2f.	Develop Exam (2019)					
2g.	Launch Exam (2019)					
2h.	Complete standard setting (2019)					
2i.	Assess results and performance (2019)					

STRATEGIC OBJECTIVE: KNOWLEDGE & LEARNING

OVERVIEW

Developing a clear Knowledge and Learning strategy and roadmap is vital for the success of ASIS members and the organization. This strategy and roadmap will include the following five 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. To that end, this initiative collects both existing and new content into coherent collections that simplify the consumption of that content from the member's perspective.
- **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. Current e-Learning offerings consist primarily of webinars. This must be significantly expanded to capture and deliver value, which will require investing in course design, producing consumable course output and maintaining rights to the underlying content. A licensing model can then be developed to ensure a return on investment.
- **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—including that offered at the ASIS Annual Seminar and Exhibits. Learning sessions for all staff and faculty (using the train-the-trainer model to expand learning efforts) and sessions to explore new techniques and formats will help the ASIS team work together to develop innovative, engaging experiences for ASIS members worldwide.
- **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. Issues should be matched with ASIS products and services and new content resources or services developed where a need is identified. The output will broadly inform ASIS content strategy, content development and communications.
- **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. ASIS should be the leader in developing this curriculum, in partnership with higher education partners, to ensure that it is both comprehensive and appropriately prepares students worldwide for a career in security management. This should be aligned closely with parallel efforts to develop and deliver an entry-level certification program.

OUTCOMES

The **Knowledge and Learning Objective** will be achieved through the following outcomes of the five initiatives:

- **Content Strategy:**
  - Members and external stakeholders will be able to more rapidly identify available topical content, and consume that content more easily
  - Both perceived and actual (delivered) value will be increased and ASIS's position as a knowledge leader for the industry globally will be reinforced
- **Enhanced e-Learning:**

- o When an effective e-Learning capability and structure are created, the number of people who take ASIS classes will increase significantly.
- o ASIS will own the content, so it will not be at the mercy of instructors, and will permit ASIS to create licensing schemes for repurposing.
- o Revivifying certification-based education will increase the number of prospective graduates/certificants (and perhaps those seeking micro credentials).
- o E-learning will provide a significant part of the framework for developing an educational path from early careerist to CSO and beyond.

- **Instructional Methods/Adult Learning Methodology/Training Methods:**
  - o When this initiative is complete, faculty and staff will understand which of a variety of technology tools, learning formats, experiences, languages and environments best support member learning and engagement for specific content. Thus, staff and faculty will contribute new and appropriate innovations for all learning activities and experiences.
  - o Member satisfaction with educational offerings, as evidenced by formal and informal evaluations, will be success indicators.

- **Issue Management Framework:**
  - o This initiative will allow ASIS to develop a greater level of organizational maturity in the proactive management of topic initiatives, knowledge assets and related programs. As a result, ASIS will assume a greater presence as the industry leader, creating a virtuous cycle of awareness, engagement, and growth.
  - o ASIS will speak with a clear, coherent voice that establishes the agenda of the security profession.
  - o ASIS will fully assume its responsibility in identifying, cultivating, and defining the issues that are critical to advancing security worldwide.
  - o ASIS will live into its mission and up to its true potential to make the world a safer place and transform lives through leadership.

- **Onboarding Curriculum:**
  - o When this initiative is fulfilled, there will be increased recognition for the profession and elevated public perception of the security industry as an area of professional knowledge.
  - o Broader examination of the concepts within academia will result in growth and refinement of the accepted best practices across the field. This will result in improved security outcomes across the board for the public and for institutions.
  - o Additionally, it will result in improved professional outcomes for ASIS members.

APPROACH, KEY STEPS & MILESTONES

To advance the Knowledge and Learning strategic objective in the next year (and beyond), the key steps to achieve the five major initiatives are detailed below.

1. **Content Strategy:** A multi-departmental team will manage and repackage existing content into topical collections, or "toolkits". This team will focus on content curation, and the value of that content in the context of current events and the state of the security industry. Using the output from this team, the organization will build and disseminate collections directly on the web. In concert with this curation effort, global experts will be identified who can speak to specific topical issues, enabling a more coordinated and authoritative topical response during events of interest to the media.

   Key Steps:
   - 1a. Build/designate multidepartment team
   - 1b. Develop digital framework for content consolidation (new website)
   - 1c. Build & disseminate collections/toolkits
   - 1d. Designate on-call experts matched to toolkits

2. **Enhanced e-Learning:** By selecting (and investing in) an e-Learning approach which will be available globally, multidevice, asynchronously and to multiple levels of security professionals, e-Learning will be a profit center for ASIS. e-Learning will be offered on an integrated platform (AMS, LMS, etc.) for one touch

payment and delivery of courses. ASIS will have the ability to localize content to a specific industry, audience, or region, and to translate courses into languages other than English. Member and instructor surveys will be conducted to identify appropriate course load, expert presenters will be identified and contracted with, and a course design specialist will be assigned to each presenter. Delivered course content will be rights-protected where possible, with attempts made to mitigate the potential downsides of Digital Rights Management (DRM) lifecycle so that member value is not eroded over time.

Key Steps:

- 2a. Explore available e-learning platforms
- 2b. Evaluate existing educational offerings (virtual and live)
- 2c. Survey members & faculty
- 2d. Select e-Learning course topics
- 2e. Select and implement e-Learning platform
- 2f. Identify/select trainers/facilitators
- 2g. Create, test first draft of programs with trainers/facilitators (course designer responsible)
- 2h. Upload first finalized programs
- 2i. Upload finalized programs
- 2j. Develop capacity to localize/target/translate content
- 2k. License courses to vendors/resellers
- 2l. Ensure courses are consumable from any connected device
- 2m.Upload, define e-Learning career paths

3. **Facilitating/Training Methods:** Rapid prototyping to test materials is a standard procedure in the field of instructional design. ASIS will test new facilitating approaches, tools and materials at U.S. membership events to evaluate their effectiveness. ASIS will also proactively train faculty and staff in new facilitating methods and approaches to build staff competencies and ensure their success in delivering member value.

    Key Steps:

    - 3a. Begin staff training on "How People Learn"
    - 3b. Plan 2017 seminar
    - 3c. Debrief faculty/staff of 1Q Security Education Week
    - 3d. Deliver sessions with new formats at Seminar
    - 3e. Complete faculty training: "How People Learn" /facilitating/ training methods
    - 3f. Complete faculty test of new techniques
    - 3g. Test new learning formats at 2019 NYC expo & exhibits.
    - 3h. Hold training of trainers' event

4. **Issue Management Framework:** An internal governing body will recognize and articulate issues, determine annual priorities, identify issue stage of lifecycle and map product and service interdependencies. This team will operate in close concert with the executive management team to determine appropriate issue prioritization, level of effort and strategy. Market and gap analysis will be a key component of this group's activities to ensure that identified issue development is of high value to the membership and to the industry at large. This initiative will establish an ongoing process, beginning in 2017 and completed by 2019.

    Key Steps:

    - 4a. Begin initial work to define inputs, such as research, councils, staff, member feedback, industry news and trends, what competition is covering, etc.
    - 4b. Identify internal governing body
    - 4c. Complete market analysis
    - 4d. Complete gap analysis
    - 4e. Identify issue lifecycles
    - 4f. Develop validated list of 2018 issue priorities
    - 4g. Map product & service interdependencies

- 4h. Complete public launch of 2018 Issue Management Framework
- 4i. Develop/deliver quarterly financial/engagement reports
- 4j. Gather lessons learned / adaptation
- 4k. Complete content audit
- 4l. Develop validated list of 2019 issue priorities
- 4m. Complete public launch of 2019 issues

5. **Onboarding Curriculum:** A complete understanding of undergraduate-level curriculum in security management will be developed and made available for delivery via traditional classroom university setting or as some form of fully articulated e-learning program. The final delivery method will be determined after gaining a thorough understanding of what is achievable and realistic. Consumption metrics will be captured to inform refinement of delivery and evaluate ROI for ASIS and the industry. This is a multi-year development goal, possibly extending to multi-decade.

    Key Steps:

    - 5a. Coordinate with partners in higher education globally to develop curricula and promote awareness, while coordinating closely with ASIS S&G, Certification, and subject matter experts to ensure educational outcomes truly prepare students for security management, as a fully articulated career path
    - 5b. Identify and inventory existing curricula
    - 5c. Expand and update existing curricula
    - 5d. Develop foundation certification study guide
    - 5e. Partner with global subject matter experts, authors, and education partners to develop an entry 100-300 level undergraduate curriculum for publication. This will serve as the framework for developing primary educational resources
    - 5f. Develop primary educational resources (textbooks, e-Learning modules, study guides, workbooks) for publication with the objective of encouraging program adoption in higher education, generally over the coming decade
    - 5g. Establish a measurement target for foundational curriculum adoption

VISUAL TIMELINE

Strategic Objective: Knowledge and Learning	Year 1 2017	Year 2 2018	Year 3 2019	Year 4 2020
1 **Content Strategy initiative**				
1a. Build/designate multidepartment team (2017)	▨			
1b. Develop digital framework for content consolidation (new website) (2018)		▨		
1c. Build & disseminate collections/toolkits (2019)			▨	
1d. Designate on-call experts matched to toolkits (2019)			▨	
2 **E-Learning initiative**				
2a. Explore available e-learning platforms (2017)	▨			
2b. Evaluate existing educational offerings (virtual and live) (2017)	▨			
2c. Survey members & faculty (2017)	▨			
2d. Select e-learning course topics (2017)	▨			
2e. Select and implement e-learning platform (2017)	▨			
2f. Identify/select Instructors (2017)	▨			
2g. Create, test first draft of programs with instructors (course designer responsible) (2018)		▨		
2h. Upload first finalized programs (2018)		▨		
2i. Upload finalized programs (2018)		▨		
2j. Develop capacity to localize/target/translate content (2019)			▨	
2k. License courses to vendors/resellers (2019)			▨	
2l. Ensure courses are consumable from any connected device (2019)			▨	
2m. Upload, define e-learning career paths (2019)			▨	
3 **Instructional Methods initiative**				
3a. Begin staff training on "How People Learn" (2017)	▨			
3b. Plan 2017 seminar (2017)	▨			
3c. Debrief faculty/staff of 1Q Security Education Week (2017)	▨			
3d. Deliver sessions with new formats at Seminar (2017)	▨			
3e. Complete faculty training: "How People Learn" / instructional methods (2018)		▨		
3f. Complete faculty test of new techniques (2019)			▨	
3g. Complete NYC expo & exhibits (test new formats) (2019)			▨	
3h. Hold training of trainers event (2019)			▨	
4 **Issue Management Framework initiative**				
4a. Begin initial work to define inputs, such as research, councils, staff, member feedback, industry news and trends, what competition is covering, etc. (2017)	▨			
4b. Identify internal governing body (2017)	▨			
4c. Complete market analysis (2018)		▨		
4d. Complete gap analysis (2018)		▨		
4e. Identify issue lifecycles (2018)		▨		
4f. Develop validated list of 2018 Issue priorities (2018)		▨		
4g. Map product & service Interdependencies (2018)		▨		
4h. Complete public launch of 2018 Issue Management Framework (2018)		▨		
4i. Develop/deliver quarterly financial/engagement reports (2018)		▨		
4j. Gather lessons learned / adaptation (2018)		▨		
4k. Complete content audit (2019)			▨	
4l. Develop validated list of 2019 issue priorities (2019)			▨	
4m. Complete public launch of 2019 issues (2019)			▨	
5 **Onboarding Curriculum initiative**				
5a. Coordinate with partners in higher education to develop curricula and promote awareness, while coordinating closely with ASIS S&G, Certification, and SMEs to ensure educational outcomes truly prepare students for security management as a fully articulated career path (2020)				▨
5b. Identify and inventory existing curricula (2020)				▨
5c. Expand and update existing curricula (2020)				▨
5d. Develop entry level certification study guide (2020)				▨
5e. Partner with SMEs, authors, and education partners to develop an entry 100-300 level undergraduate curriculum for publication. This will serve as the framework for developing primary educational resources (2020)				▨
5f. Develop primary educational resources (textbooks, E-Learning modules, study guides, workbooks) for publication with the objective of encouraging program adoption in higher education generally over the coming decade (2020)				▨
5g. Establish a measurement target for entry curriculum adoption (2020)				▨

STRATEGIC OBJECTIVE: ENTERPRISE SECURITY RISK MANAGEMENT

OVERVIEW

During the several months after the Event Preparedness and Response Objective was established, ASIS leadership heard from members that two of the primary anticipated work products—an incident response portal and a mass notification system—were available in abundance from both private and public sector sources, and that creating new versions would be a poor use of resources and would not serve the needs of members. Coincidentally, on the same day that the ASIS Board approved the six strategic objectives, it also established a Presidential Commission on Enterprise Security Risk Management (ESRM) and declared ESRM to be a strategic priority for the Society. Accordingly, ESRM has superseded Event Preparedness and Response as a strategic objective in this strategic plan. Most of the elements of the Event Preparedness and Response Objective that remain relevant have been migrated to the Branding Objective.

ESRM is a strategic security program management approach that ties an organization's security practice to its mission and business goals using globally established and accepted risk management principles. ESRM recognizes that security responsibilities are shared by both security and business leadership, but that all final security decision making is the responsibility of the business leaders. The role of the security leader in ESRM is to manage security vulnerabilities to enterprise assets in a risk decision making partnership with the organization leaders in charge of those assets.

To meet the needs of the quickly evolving security field, in which security professionals are becoming business risk professionals, ASIS must take the lead in the ESRM arena. This involves imbuing ESRM principles into the DNA of the organization via four areas identified by the commission: maturity model, education/certification, standards and guidelines, and marketing/branding. In fall 2017, upon the commission's recommendation, the ASIS Board transformed the ESRM Commission into four workstreams corresponding to the four areas the commission identified, each composed of a Board sponsor, an ESRM subject matter expert, a staff liaison, and member volunteers. A member volunteer and ASIS staff member supervise the four workstreams and report to ASIS Board liaisons responsible for the initiative.

OUTCOMES

Success of the **ESRM** will result in ASIS continuing to be recognized as the leading security risk management association in an environment when multiple organizations and companies are pursuing similar goals and making similar claims. As the ESRM authority, ASIS will serve as the definitive source of ESRM-related products, services, and expertise, which will help ASIS position its members as critical allies with the asset owners in their organizations. ESRM also pulls together the various fields of a security practitioner's responsibility: A mature ESRM program encompasses all aspects of security risk mitigation practices: physical security, cyber security, information security, loss prevention, asset management, threat management, organizational resilience, workplace violence, fraud, brand protection, travel safety, and all other practices undertaken to prevent security risk impacts to the enterprise. The enterprise wide nature of ESRM further underscores ASIS's commitment to all aspects and fields of security.

Elements of successful outcomes for the ESRM Strategic Objective include:

- Recognition as the go-to source for media on all matters ESRM
- The source of vetted subject matter experts who provide security "thought leadership" and best practices on ESRM
- A maturity model tool, based in an app or other digital form, that allows users to gauge the level of ESRM implementation in their organizations.
- An ASIS "umbrella" standard on ESRM
- Other ASIS standards that incorporate ESRM principles (e.g. investigations, organizational risk, supply chain
- Potential ANSI or ISO standards on ESRM and/or modification of existing ASIS ANSI/ISO standards to incorporate ESRM principles.

- Exploration of an ESRM-based certification or ESRM inclusion in current ASIS certifications
- ESRM principles incorporated into educational programming, seminar sessions, and content (Security Management magazine, white papers, surveys, etc.) as appropriate

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APPROACH, KEY STEPS & MILESTONES

To advance the ESRM strategic objective in the next year (and beyond), the key steps for the four workstreams are detailed below. Initial outcomes of the objective are expected to be realized as early as 2018. To meet this ambitious deadline, ASIS will need to follow the below timeline:

1. **Maturity model/tool:** This workstream will create a maturity model based on a digital platform, such as an app. The tool will enable users to measure the maturity of their organizations' ESRM programs via five factors: program strategy, program governance, understanding and awareness, program implementation and application, program management and advancement, and alignment of security risk mitigation activity. By using this tool, an organization can embed ESRM into its everyday practices and reap the many concomitant benefits.
   Key Steps:
   - 1a. Interview volunteers/members on building maturity model/app
   - 1b. Draft and approve basic maturity model
   - 1c. Identify technology options for member use of the model
   - 1d. Update model with content based on initial ESRM messaging/education/standard framework plan
   - 1e. Complete tool buildout based on selected technology and updated content
   - 1f. Roll out maturity model to ASIS membership
   - 1g. Identify opportunities to expand tool (e.g. based on industry, geography, regulatory regime)
   - 1h. Continue to update tool incorporate different industries, geographies, regimes, etc. as well as to incorporate ASIS ESRM standards or those that are modified to include ESRM

2.

3. **Education and Certification**: ASIS will document its inventory to identify all legacy ESRM-related content. This workstream will work to infuse ESRM concepts, as applicable, into all ASIS content and educational materials. It will also explore the viability of an ESRM certification and/or the viability of including ESRM in existing ASIS certifications.
   Key Steps:
   - 2a. Compile and update all ASIS ESRM-related material
   - 2b. Develop ESRM 101 material
   - 2c. ESRM SMEs create and approve baseline ESRM message
   - 2d. Publish introductory ESRM terminology and messaging guidelines
   - 2e. Establish a competency baseline for ESRM instructors
   - 2f. Plan an ESRM educational body of knowledge based on new ESRM standard from the S&G workstream
   - 2g. Begin ESRM educational body of knowledge project plan execution (ongoing to future)
   - 2h. Assess POA manuals for integration with ESRM standard
   - 2i. Assess certifications for alignment with ESRM standard--develop options
   - 2j. Review all educational content for consistency with standards/body of knowledge
   - 2k. Plan updates of POA to standard
   - 2l. Plan updates of/additions to certifications to standard
   - 2m. Update POA and educational offerings for ESRM consistency and inclusion
   - 2n. Update certification, as appropriate, to include ESRM as communicated through POA and other certification preparation materials

4. **Standards and Guidelines**: ASIS will review its standards and guidelines and create ESRM-related standards or guidelines as appropriate. The workstream will review current standards and guidelines for

possible modification to include ESRM principles, and it will also drive the inclusion of ESRM principles into new standards and guidelines.

Key Steps:

- 3a. Design an ASIS framework ESRM standard
- 3b. Identify existing standards/guidelines to align to ESRM standards/principles
- 3c. Identify gaps to identify new discipline/topic standards that will incorporate ESRM
- 3d. Complete final draft of ASIS ESRM framework standard
- 3e. Begin approval process of ASIS ESRM framework standard
- 3f. Plan project to update existing standards and guidelines under ESRM framework
- 3g. Begin updating existing ASIS standards, as appropriate, to align with ESRM framework
- 3h. Plan project to create new standards, that incorporate/align with the ESRM framework, in additional security disciplines
- 3j. Engage certification workstream to explore certification options
- 3k. Begin to create new ASIS security discipline standards aligned with ESRM
- 3l. Continue to update existing ASIS security standards, to incorporate ESRM
- 3m. Begin process to move ASIS ESRM framework standard to ANSI or ISO standard
- 3n. Continue standards creation and maintenance

5. **Marketing and Branding**: ASIS will position itself as the foremost authority on ESRM, the thought leader originating and driving advancements in the field. Using accomplishments from the other workstreams, this workstream will publicize these achievements and their significance. The workstream will also publicize ASIS ESRM efforts and accomplishments to heighten interest in and demand for ASIS ESRM resources.

Key Steps:

- 4a. Working in concert with other workstreams, develop a core, global ESRM message for internal and external use
- 4b. Tie core message to ESRM 101 content in education workstream
- 4c. Reconstitute ESRM awards for ASIS 2018 Seminar and Exhibits
- 4d. Develop specialized messaging for global audience, chapters, councils, etc
- 4e. Plan ESRM communication campaign
- 4f. Incorporate ESRM throughout entire website (in conjunction with education workstream)
- 4g. Create ESRM literature to distribute to other professional organizations and associations
- 4h. Continue to market the efforts of the other workstreams

VISUAL TIMELINE

Strategic Objective: ESRM	2017			2018			2019		
1 ESRM BODY OF KNOWLEDGE/EDUCATION/RESEARCH/CERTIFICATION									
1.1 Research/compile/update all material generated by ASIS on ESRM (sessions, reports, articles, white papers, etc	X								
1.2 Interview ESRM volunteers/experts on integrating ESRM into knowledge and learning.	X								
1.3 Create ESRM Education/Certification/Research workstream with board rep, SMEs, staff liaison	X								
1.4 Develop ESRM 101 material				X					
1.5 Approval of baseline message by all board initiative ESRM SMEs				X					
1.6 Publish introductory ESRM terminology and messaging guidelines				X					
1.7 Establish a competency baseline for ESRM instructors				X					
1.8 Plan an ESRM educational body of knowledge based on new ESRM standard from the S&G workstream				X					
1.9 Begin ESRM educational body of knowledge project plan execution (ongoing to future)				X					
1.1 Assess POA manuals for integration with ESRM standard				X					
1.11 Assess certifications for alignment with ESRM standard--develop options				X					
1.12 Review all educational content for consistency with standard/body of knowledge						X			
1.13 Plan updates of POA to standard						X			
1.14 Plan updates of/additions to certifications to standard						X			
1.15 Updates of POA and other education offerings for ESRM consistency and inclusion									X
1.6 Update certifications to include ESRM as communicated through POA and other certification materials									X
2 STANDARDS & GUIDELINES									
2.1 Interview ESRM volunteers/experts on integrating ESRM into standards and guidelines.	X								
2.2 Create ESRM Standards & Guidelines workstream with board rep, SMEs, staff liaison	X								
2.3 Design an ASIS framework standard				X					
2.4 Identify existing standards to align to ESRM standards				X					
2.5 Identify gaps to create new discipline/topic standards				X					
2.6 Complete final draft ASIS ESRM framework standard				X					
2.7 Begin approval process for ESRM framework standard				X					
2.8 Plan project to update existing standards under ESRM framework				X					
2.9 Begin to update existing ASIS standards to align with ESRM framework				X					
2.1 Plan project to create new standards in additional security disciplines				X					
2.11 Engage certification workstream to explore cert options				X					
2.12 Begin to create new ASIS security discipline standards aligned with ESRM						X			
2.13 Ongoing updates of existing ASIS security standards						X			
2.14 Begin process to move ASIS ESRM standard to ANSI or ISO standard								X	
2.15 Ongoing ASIS standards creation and maintenance								X	
3 MARKETING & COMMUNICATIONS									
3.1 Interview ESRM volunteers/experts on integrating ESRM into MarComm.	X								
3.2 Create ESRM MarComm workstream with board rep, SMEs, staff liaison	X								
3.3 Develop a core, global ESRM message to use internally and externally				X					
3.4 Tie core message to ESRM 101 content in education workstream				X					
3.5 Reinstitute ESRM awards for 2018 GSX				X					
3.6 Develop specialized messaging for global audience, chapters, and councils				X					
3.7 Plan ESRM communication campaign				X					
3.8 Incorporate ESRM throughout entire website (in conjunction with education workstream)				X					
3.9 Create ESRM literature to distribute to other professional organizations and associations						X			
3.11 Ongoing marketing of the efforts of standards/education/certifcation workstreams							X		
4 ESRM SUPPORT TOOLS									
4.1 Interview ESRM voluteers/experts on building support tools for ESRM (e.g. maturity model app)	X								
4.2 Create ESRM Support Tools workstream with board rep, SMEs, staff liaison	X								
4.3 Draft and approve basic maturity model	X								
4.4 Identify technology options for providing ASIS members with tools to help them measure their ESRM maturity based on maturity model				X					
4.5 Update content of ESRM maturity model based on initial ESRM messaging/education/standard framework plan				X					
4.6 Complete tool buildout based on chosen technology and updated content						X			
4.7 Roll out maturity model/tool to ASIS membership						X			
4.8 Identify opportunities to expand maturity model/tool (e.g. based on industry, geography, regulatory regime, etc)							X		
4.9 Ongoing updates/expansion of model/tool to ASIS security standards as the standards stream aligns existing standards and creates new standards under the ESRM framework								X	

STRATEGIC OBJECTIVE: BRANDING

OVERVIEW

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). The following initiatives and priorities have been identified to evaluate the appropriate approach to rebranding the organization and elevating its profile across the security profession globally.

OUTCOMES

Successful outcomes of the **Branding objective** include:

- 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

APPROACH, KEY STEPS & MILESTONES

To advance the Branding objective in the next year (and beyond), the key steps to achieving the three major initiatives are detailed below

1. **ASIS Organizational Identity** (strategic planning)
   ASIS will have a clear path to review existing brand, current profession needs and the role we play for our members.
   Key Steps:
   - 1a. Review results of strategic planning working groups
   - 1b. Validate direction with volunteer leaders
   - 1c. Identify key priorities/trends to help clarify global organizational identity
   - 1d. Crosscheck ideas against current brand identity
   - 1e. Draft suggested core positioning/messaging
   - 1f. Finalize recommendations on need for full rebrand or tweak of existing brand, including name, logo, etc.
   - 1g. Receive final approvals from the Board on new direction

2. **Comprehensive Marketing Communications Strategy**
   Utilize highly-visible, high-impact strategies/tactics to accelerate the organization into our next growth phase.

   Key Steps:
   - 2a. Gain a clear understanding of the organizational identity
   - 2b. Obtain thorough visibility and insight into department goals and priorities
   - 2c. Create an integrated marketing communications plan that accounts for department and overall organizational needs
     - Draft I
     - Draft II

- ▪ Final draft for internal leadership review
- 2d. Present plan for "approval/consensus" to the Board
- 2e. Execute, measure and finalize plan as needed to elevate organizational profile

3. **Audience of Influencers/Advocates for the Organization**
   Empower an external network to accurately evangelize the organization, membership and our extensive portfolio of programs and opportunities for the profession.

   Key Steps:
   - 3a. Form a committee to identify top global internal and external influencers
   - 3b. Research targeted media outlets, bloggers, key external targets for engagement
   - 3c. Begin outreach to top targets about co-promotion opportunities
   - 3d. Develop a communications strategy that will encourage and empower influencers to share information about ASIS worldwide
   - 3e. Implement strategy and engage influencers

Considerations: The January Leadership Meetings in 2017 and 2018 both play pivotal roles in advancing the Branding strategic objective. Major events such as Europe 2017 (March) and Seminar 2017 (September) are also important from a planning perspective. Additionally, many of the targets for the Event Preparedness objective have been combined with existing tasks within the branding objective. Specifically within the Audience of Influencers and Advocates initiative.

VISUAL TIMELINE

Strategic Objective: Branding		Year 1 2017	Year 2 2018	Year 3 2019
1	**Refine the ASIS organizational identity (strategic planning)**			
1a.	Review results of strategic planning working groups (2017)	■		
1b.	Validate direction with volunteer leaders (2017)	■		
1c.	Identify key priorities/trends to help clarify organizational identity (2017)	■		
1d.	Crosscheck ideas against current brand identity (2017)	■		
1e.	Draft suggested core positioning/messaging (2017)	■		
1f.	Finalize recommendations on need for full rebrand or tweak of exiting brand, including name, logo, etc. (2019)			■
1g.	Receive final approvals from BOD on new direction (2019)			■
2	**Develop a comprehensive marketing communications strategy**	■	■	■
2a.	Gain a clear understanding of the organizational identity (2017)	■		
2b.	Obtain thorough visibility and insight into department goals and priorities (2018)		■	
2c.	Create an integrated marketing communications plan that accounts for department and overall organizational needs (2018) -Draft I -Draft II -Final draft for internal leadership review		■	
2d.	Present plan for "approval/consensus" to BOD (2018)		■	
2e.	Execute, measure and finalize plan as needed to elevate organizational profile (2019+)			■
3	**Build an audience of influencers/advocates for the organization**	■	■	■
3a.	Form a committee to identify top internal and external influencers (2017)	■		
3b.	Research targeted media outlets, bloggers, key external targets for engagement (2017)	■		
3c.	Begin outreach to top targets about co-promotion opportunities (2018)		■	
3d.	Develop a communications strategy that will encourage and empower influencers to share information about ASIS (2018)		■	
3e.	Implement strategy and engage influencers (2019)			■

STRATEGIC OBJECTIVE: ORGANIZATION OPERATIONS AND PERFORMANCE

OVERVIEW

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. These needs will be addressed with the following initiatives.

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.

APPROACH, KEY STEPS & MILESTONES

To advance the **Organizational Operations and Performance** strategic objective in the next year (and beyond), the key steps to achieving the three major initiatives are detailed below.

1. **Customer Satisfaction:** To serve external customers readily, there is a need for ongoing research to receive snapshots of industry, member profiles, security trends, as well as headquarter improvement. As such, detailed job specification as it relates to department and division functions will be gathered for ASIS internal staff. Each department will designate a customer satisfaction committee point of contact. Research and development will be streamlined to targeted dates as needed by these departments, to limit contacting members and vendors too frequently for the information. Requirements for each department will be

assessed. Considering the quantity of research & development and analytical products needed, the process of hiring a new research & development director will commence, with some current staff reallocated to this function.

Key Steps:

- 1a. Develop enhanced customer service tactics
- 1b. Create research & development committee
- 1c. Identify research requirements by department
- 1d. Develop integrated research capacity plan
- 1e. Collect staff functions by individual role
- 1f. Determine customer service webapp business requirements.

2. **Data Modernization:** An inventory of ASIS current data sources and services status will be completed. With the full picture in hand, a data governance set with defined metrics for each ASIS department and the organization will be developed. There will be a refresh of NetFORUM, the membership record and accounting subledger, to align more effectively to ASIS' needs and connect to the data using APIs, i.e. Great Plains, Zendesk and others. A Content Management System (CMS) platform will connect all sources and seamlessly service all stakeholders. Business intelligence software will also be selected to gather all data and present a single pane of glass for metrics.

Key Steps:

- 2a. Refresh CMS/ CMS + external data sources API & data
- 2b. Audit current data sources across organization
- 2c. Develop IT & data governance and define metrics to report to each department based on business needs assessment
- 2d. Refresh/add APIs for NetFORUM, Great Plains, Zendesk
- 2e. Train staff on new platform
- 2f. Create dashboard wireframes for customer service metrics across organization
- 2g. Create wireframe, design, experience. (internal)
- 2h. Develop customer service webapp
- 2i. Train staff on reporting, data analysis and portal research

3. **Staffing Infrastructure:** Open and supportive discussions will be held with and between each division/department to identify key staffing requirements to support the individual and collective achievement of goals and objectives. Then, a staffing plan that aligns needs, priorities and budget resources will be developed. Creation of new, or revised job descriptions, along with establishment of clear individual goals, will ensure the accomplishment of individual goals and objectives. The performance management process will be reviewed and enhanced to further align individual, department and organizational goals and ensure accountability across the organization. Annual updates to the staffing plan will ensure ongoing continuity.

Key Steps:

- 3a. Conduct staffing assessment
- 3b. Develop plan for focal point performance review and goal setting
- 3c. Review staff plan for budget annually
- 3d. Implement new performance management process for 2018

VISUAL TIMELINE

Strategic Objective: Organizational Operations and Performance		Year 1 2017	Year 2 2018	Year 3 2019
1	**Customer Satisfaction initiative**			
1a.	Develop enhanced customer service tactics (2017)	▓		
1b.	Create Research Committee (2017)	▓		
1c.	Develop research requirements by department (2017)	▓		
1d.	Develop plan for an integrated research capacity (2017)	▓		
1e.	Collect Staff Functions by individual (2017)	▓		
1f.	Determine business requirements for customer service webapp (2019)			▓
2	**Data Modernization initiative**			
2a.	Refresh CMS/ CMS + external data sources API & data (2017)	▓		
2b.	Audit current data sources across organization (2018)		▓	
2c.	Develop data governance and define metrics to report to each department based on business needs assessment (2018)		▓	
2d.	Refresh/add APIs for NetFORUM, Great Plains, Zendesk (2018)		▓	
2e.	Train Staff on new platform (2018)		▓	
2f.	Create Dashboard wireframes for customer service metrics across organization (2019)			▓
2g.	Create Wireframe, design, experience (Internal) (2019)			▓
2h.	Develop customer service webapp (2019)			▓
2i.	Train staff: reporting, data analysis, portal research (2019)			▓
3	**Staffing Infrastructure initiative**			
3a.	Conduct staffing assessment (2017)	▓		
3b.	Develop plan for focal point performance review & goal setting (2017)	▓		
3c.	Review staff plan for budget annually (2018)		▓	
3d.	Implement new performance management process for 2018 (2018)		▓	

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