

THE FUTURE OF ASRC

THE FIRST STEPS

1. Presentation by Gary Mechtel on future development.
2. Decision by BOD to start the process of answering Gary's questions
 - a. see attachment 1 as a reminder
3. Decision to hold retreat to tackle overall situation away from usual BOD issues.
4. Retreat held:
 - a. First broad cut at mission statement made
 - b. Decisions about things to concentrate on made
 - c. Assignments for preliminary work made
5. Individuals assigned to preliminary tasks accomplished task at Dec 93 BOD meeting.
 - a. Gary to summarize actions and comments regarding future.
 - b. Dave to develop fund raising concepts and present to BOD
 - c. Jenny to research and present thoughts on hiring staff with constraints and concerns.

WHAT DO WE DO NEXT?

1. Review where are we.
 - a. Options which are currently open and undecided:
 - 1). The make up and job of the BOD
 - a). Split BOD into operational and business
 - b). Create a true Operations group to handle OPS issues.
 - c). Leave things as they are
 - d). Develop trust in allowing people to work
 - 2). Fund raising
 - a). Who do?
 - (1). Create a committee to develop ways to raise funds and manage to raising of those funds.
 - (2). Make it the responsibility of the Treasurer
 - b). How do?
 - (1). Grants
 - (2). Pledges
 - (3). Selling something

- 3). The mission statement needs to be completed and published
 - 4). How to pursue the other goals that came from the retreat
 - a). Committees of BOD members
 - b). Committees of other ASRC members committed to tasks
 - c). One person do all
- b. Options not explored
- 1). Change corporate structure of BOD
 - a). Examples
 - (1). Executive committee along lines of CAP's system
 - (2). Use Regional approach
2. Decide what route we are going to take.
- a. Entire BOD discuss all issues
 - b. Break BOD in working groups and assign work to bring back to BOD
 - c. Wait until after elections to do anything

WHAT TO DO THIS MEETING

1. Set a retreat date to continue work ✓
2. Agree on changes (if any) to corporate structure
 - a). General membership meeting provides launch pad for future since changes can occur there to corporate structure
 - b). Create a committee to develop the written changes to by-laws, etc for voting at the General Membership meeting
3. We can decide to do nothing at all
4. Agree on a path for the future

Tasks:

ASRC BOD Report:
ASRC Future

8/27/93 GHM

- Perform a serious evaluation of ASRC.
- Decide who our customers are
- Then evaluate each customers needs.
- Long range plans and vision.
 - where do we want to go?
 - what do want to do?
- Develop a Mission statement that we all agree to
- Enhance Esprit de Corps

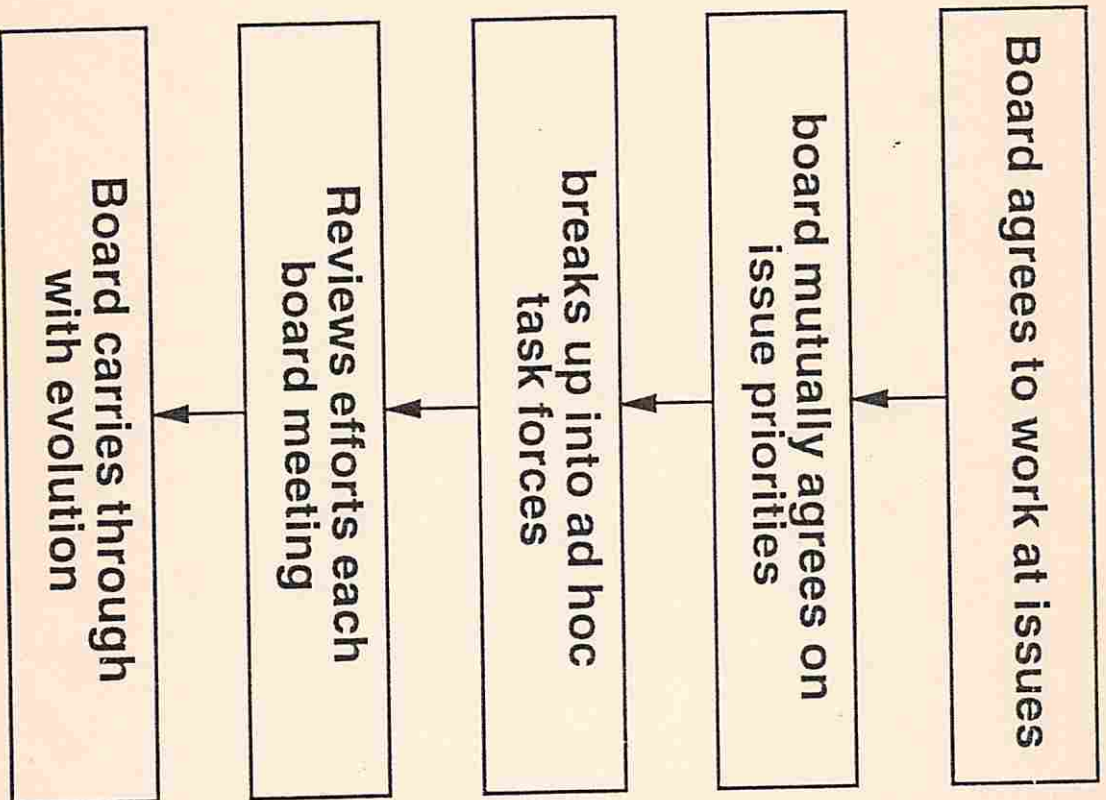
Approach:

- Can not begin to resolve today
- start today via brainstorming sessions
- plan retreats to continue tasks
- assign ad hoc task forces to begin with
- bring results to each board meeting
- set goal to complete first cut by next general membership meeting
- Key issues for general membership
 - get approval of general direction.
 - approve mission statement

Development flow:

ASRC BOD Report:
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— Critical issues:

- Mission statement
- How should board evolve
- Use of paid staff? yes / no
- If yes, when
- Long range (5 yr) ASRC goals

My suggestion

Decouple problems
Authorize individuals / teams to solve
Trust/live with solutions
Provide high level checks & balances

E.g.,

Finances
Legal services
Day-to-day operations
Training
Coordination
Communications
Personnel
External relationships

Teach people how to solve problems
Keep it small
Develop a better approach to problem solving
Encourage participation
Reduce problem inter-relationships
Focus, focus, focus
More trades must be performed -- better requirements analysis
More big picture thinking
Downplay NIH
Use other's developments (e.g., personnel expectations)