



NEW JERSEY ARBORISTS

INTERNATIONAL SOCIETY OF ARBORICULTURE

Professionals dedicated to proper tree planting, care, and preservation

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2007 – 2010

Strategic Plan

Overview

Vision

To be the premier professional organization for arborists and urban foresters in the State of New Jersey.

Mission Statement

NJAISA's purpose is to advance and promote the art and science of professional arboriculture to New Jersey's tree care industry and the general public through education, the support of research, the promotion of professional practice, and the development of partnerships for the benefit of New Jersey's environment.

Summary of Overall Goals

1. Maintain a viable organization that provides effective and efficient member services and is responsive to its members' needs.
2. Provide professional education for arborists and urban foresters and support the development of a well-trained work force.
3. Improve the quality and professionalism of arboricultural practice.
4. Improve public awareness of the benefits of trees, their proper care, and the profession of arboriculture.
5. Support and disseminate arboricultural research.
6. Develop and maintain relationships with policy makers and allied organizations to promote professional arboriculture.

Goal #1: *Maintain a viable organization that provides effective and efficient member services and is responsive to its members' needs.*

2007 – 2010 Objectives

1. *Increase Paid Staff*

(assigned to Executive Board with assistance of Search Committee)

- a) Review the existing job description of the Executive Director as it relates to the current and future growth, development and needs of NJAISA.
- b) Identify administrative tasks and needs not already covered under the existing job description.
- c) Identify and analyze the costs and benefits associated with expanding the Executive Director's job description and/or creating a new Assistant Director position to handle the needs identified.
- d) Identify and develop funding streams, budget reallocations, etc. for funding an expanded Executive Director position and/or a new Assistant Director position.
- e) If deemed necessary and feasible, establish an expanded Executive Director position and/or new Assistant Director position, as appropriate, and develop the necessary job descriptions, salary scales, and budgets.
- f) If appropriate, search for candidates to fill the position(s) via:
 - i) Advertisements in the Canopy, the NJAISA website, and at Chapter events.
 - ii) Other publications, newspapers and job posting web sites.
 - iii) Contact with outside organizations and employment services.
 - iv) If deemed appropriate, identifying partnership opportunities with other industry organizations for sharing of services, thus making the job more attractive to potential candidates.
- g) Fill the expanded Executive Director and/or Assistant Director positions, as appropriate.

2. *Increase Participation on, and the Diversity of, the Executive Board and Committees*

(assigned to Executive Board with assistance of Executive Director and Search Committee)

- a) Increase participation of non-Board members on committees by:
 - i) Developing descriptions for each committee that explain its purpose, the extent of the help that is needed, the value of their contribution, and contact information for anyone who is interested in helping out with a specific committee.
 - ii) Developing a format for each committee's structure, and defining its responsibilities and expectations.
 - iii) Soliciting volunteers for specific committees by:
 - Posting committee descriptions and openings on the NJAISA website and The Canopy.
 - Displaying committee descriptions and a sign-up sheet available at all NJAISA events.
 - iv) Asking targeted individuals to serve on committees:
 - Identify members who are active in NJAISA events and determine their specific areas of interest.

- Ask those individuals in person to serve on committees that correspond to their specific interests and/or expertise.
 - Identify previous Executive Board or committee members interested in serving.
- v) Routinely sending thank-you letters to members who participate at NJAISA events and including a committee list and contact information with the thank-you letter.
- vi) Routinely acknowledging individual involvement and service at all NJAISA events and in Chapter publications.
- b) Increase membership interest and involvement in serving on the Executive Board
- i) Seek more involvement from employees of large companies who may have adequate time and resources to dedicate to the NJAISA:
- Contact local representatives of large tree care companies to determine interest and encourage involvement in serving on the Executive Board of the NJAISA. If appropriate, make direct contact by phone with upper management of interested companies to explain the value of the organization and the benefits of having management or employee representation on the Executive Board.
- ii) Continue to target small, local companies for involvement through direct contact by phone, or through a mailing explaining the mission and goals of NJAISA and the benefits of involvement.
- c) In all attempts to recruit new involvement on the Executive Board, seek to increase the diversity of background and experience that will make up the leadership of NJAISA.

3. Continue to increase membership in NJAISA and expand the organization's services accordingly within the boundaries of a well-defined and routinely updated strategic plan.

(assigned to Membership Committee)

4. Continue to provide a well-trained, enthusiastic and dedicated leadership.

(assigned to Executive Board with assistance of Executive Director and Search Committee)

- a) Provide for the President-Elect's and other upcoming Executive Board leaders' attendance at the annual ISA Leadership Conference.
- b) Continually seek and provide for other training opportunities for Executive Board and Committee members.

Goal #2: *Provide professional education for arborists and urban foresters and support the development of a well-trained workforce.*

2007 – 2010 Objectives

1. *Hold an Annual Garden State Tree Conference*

(assigned to Garden State Tree Conference Committee)

- a) Continue to plan and hold the Garden State Tree Conference in March of each year.
- b) Develop and implement procedures and schedules for planning, scheduling and promoting the Garden State Tree Conference.
 - i) Identify all necessary tasks for planning, scheduling and promoting the Garden State Tree Conference.
 - ii) Create a checklist of all the necessary items and procedures for planning, promoting, holding, and following-up on a 1½ to 2 day meeting with possible split sessions.
 - iii) Assign completion deadlines for each task.
 - iv) Begin planning the next annual Conference immediately after the current year's Conference is completed.

2. *Make the Garden State Tree Conference the Premier Arboricultural Event in NJ*

(assigned to Garden State Tree Conference Committee)

- a) Expand the Garden State Tree Conference to a two day program as attendance warrants and justifies.
- b) Feature at least one nationally recognized speaker at each Conference.
 - i) Utilize the ISA Speakers Bureau and other sources to seek suitable speakers.
- c) Develop and begin implementing an honorarium system and budget for conference speakers.
- d) Invite allied organizations to attend, provide a display booth and/or provide a brief update of their organizations activities.
- e) Expand vendor and sponsor participation by developing and providing new opportunities for vendors and creating incentives, as appropriate.
- f) Pre-apply for and provide CEU's for multiple disciplines at all NJAISA events (ISA Certified Arborist, NJ, NY and PA Pesticide Applicator, NJFS Community Forestry Program, ALSA, Nursery & Landscape, SAF, etc.).
- g) Investigate the possibility of partnerships and mutual and reciprocal chapter promotion for events in neighboring states.

3. *Improve the Quality and Attendance of Quarterly Meetings*

(assigned to Education / Certification Committee)

- a) Develop and implement procedures and schedules for planning, scheduling and promoting Quarterly Meetings.
 - i) Identify all necessary tasks for planning, scheduling and promoting Quarterly Meetings.
 - ii) Assign completion deadlines for each task.

- b) Utilize these Quarterly Meetings as a vehicle for introducing and disseminating the latest technology and scientific information.
- c) Develop plans for joint educational ventures with allied organizations.
- d) Establish and continually update a list of suitable topics and develop a pool of speakers and sponsors for Quarterly Meetings.
- e) Pre-apply for and provide CEU's for multiple disciplines at all NJAISA events (ISA Certified Arborist, NJ, NY and PA Pesticide Applicator, NJFS Community Forestry Program ALSA, Nursery & Landscape, SAF, , etc.).

4. *Promote and Support the ISA Certified Arborist Program Within and Beyond NJAISA*
(assigned to Education/Certification Committee)

- a) Provide CEU opportunities for ISA Certified Arborists through the Garden State Tree Conference, NJAISA Quarterly Educational meetings, and other educational opportunities, whenever appropriate.
- b) Provide adequate opportunities for candidates to take Certified Arborist and related exams within New Jersey.
- c) Provide targeted training for exam candidates to improve their knowledge and confidence.
- d) Provide educational materials for exam candidates to improve their knowledge and confidence.
- e) Support ISA marketing and trademark enforcement efforts.

5. *Develop Bilingual Educational Programs*
(assigned to Education / Certification Committee)

- a) Investigate and evaluate the feasibility of providing bilingual sessions at the Garden State Tree Conference or Quarterly Meetings and/or partnering with Rutgers Cooperative Extension.

6. *Host an ISA Annual Conference*
(assigned to Executive Board)

- a) Continue to review, discuss and prepare for hosting an ISA Annual Conference when the opportunity arises and suitable conference center and tradeshow facilities become available.
- b) Investigate opportunities to partner with neighboring ISA chapters.

Goal #3: *Improve the quality and professionalism of arboricultural practice.*

2007 – 2010 Objectives

- 1. *Promote and Support the ISA Certified Arborist Program Within and Beyond NJAISA (see Goal #2).***
- 2. *Hold an Annual New Jersey Tree Climbing Championship***
(assigned to NJTCC Committee)
 - a) Continue to organize and hold an annual New Jersey Tree Climbing Championship (NJTCC) event as a means of promoting proper and safe tree climbing practices while providing a day of competitive camaraderie for members and promoting professional tree care practices to the public.
 - b) Continue to include a family picnic at the event.
 - c) Begin planning the next annual NJTCC immediately after the current year's event is completed.
 - i) Begin identifying a site and planning the NJTCC immediately upon completion of the current year's event.
 - ii) Begin soliciting sponsors at least six months in advance of the event.
 - iii) Begin advertising the NJTCC at least three months in advance via The Canopy, the NJAISA Website and the publications of allied organizations.
 - iv) Issue press releases and request the presence of various media at least one month in advance of the event.
 - d) Send written thank-you and congratulatory letters to all sponsors and participants immediately after the event.
 - e) Develop written procedures and schedules for planning, scheduling and promoting the NJTCC each year.
 - i) Identify all necessary tasks for planning, scheduling and promoting the annual NJTCC.
 - ii) Create a checklist of all the necessary items and procedures for planning, promoting, holding, and following-up on the event.
 - iii) Assign completion deadlines for each task.
- 3. *Improve the New Jersey Tree Climbing Championship***
(assigned to Executive Board with assistance of NJTCC Committee)
 - a) Review, develop and implement, as appropriate, recommendations for improving the NJTCC organization, scoring, and judging to reflect changes to the International format and as recommended by the NJTCC Committee.
- 4. *Promote compliance with recognized standards of arboricultural practice.***
(assigned to all Committees for incorporation into all educational sessions, materials and events to which they are assigned)
 - a) Continually promote and encourage compliance with all applicable safety standards, arboricultural standards, best management practices through all educational sessions, in all NJAISA publications, and by example at all NJAISA events.

Goal #4: *Improve public awareness of the benefits of trees, their proper care, and the profession of arboriculture.*

2007 – 2010 Objectives

1. *Hold an Annual Work Day Event*

(assigned to Work Day Committee)

- a) Continue to organize and hold an annual NJAISA Work Day event in December of each year as a means of benefiting public and quasi-public organizations in need of beginning a professional tree care program while funding Chapter services and providing a day of camaraderie for members.
- b) Maintain a balance between the mutually beneficial charitable spirit of the event and the need to raise funds.
- c) Continually seek, identify and evaluate the worthiness of potential recipients at least one year in advance.
- d) Develop written procedures and schedules for planning, scheduling and promoting the Work Day event each year.
 - i) Identify all necessary tasks for planning, scheduling and promoting the annual Work Day event.
 - ii) Create a checklist of all the necessary items and procedures for planning, promoting, holding, and following-up on the event.
 - iii) Assign completion deadlines for each task including:
 - Announcing a date, location and other information at least three months in advance of each event to ensure adequate member participation.
 - Issuing press releases and request the presence of various media at least one month in advance of the event.
 - Sending a written thank-you to the recipient organization immediately after the event.
 - Sending a written thank you to all volunteer participants immediately after the event.
 - iv) Develop and begin distributing to potential recipients, an information packet that describes the project, the benefits and responsibilities of the recipient, and the terms of the NJAISA Work Day agreement.
 - v) Develop an evaluation form and checklist for use in qualifying potential recipients.

2. *Participate in an Annual Arbor Day Event*

(assigned to Arbor Day Committee)

- a) Continue to serve as a partner in the New Jersey Arbor Day Program.
 - i) In November of each year, contact the New Jersey Community Forestry Program and/or the New Jersey Tree Foundation to pledge NJAISA's support and offer assistance.
 - ii) Participate in the Arbor Day Program by providing donations for purchasing trees or other materials, assisting in promoting the event, and providing expert leadership and training to volunteer groups completing planting projects.

Goal #5: Support and disseminate arboricultural research.

2007 – 2010 Objectives

1. **Foster, support, strengthen, and expand a mutually beneficial relationship with Rutgers University:**
(assigned to Education Committee)
 - a) Establish a “Rutgers Liaison” position within NJAISA to facilitate communications between NJAISA and Rutgers and to promote the development of mutually beneficial programs.
 - b) Solicit input from Rutgers (urban forestry, landscape architecture and related departments) seeking specific information about the various types of assistance that NJAISA and its members can provide.
 - i) Schedule a meeting with key members of the Rutgers faculty and staff to discuss NJAISA’s mission and resources and to determine what NJAISA can offer the University.
 - ii) Review their comments and determine the feasibility of their requests.
 - iii) To the extent feasible, begin integrating these requests into the Goals and Objectives of NJAISA.
 - c) Continually seek opportunities for mutual support and assistance with Rutgers urban forestry, landscape architecture and other students.
 - d) Continually assist Rutgers researchers and graduate students in seeking grant applications from the ISA TREE Fund and Special Projects Fund.
 - e) Create and continually provide a regular “Rutgers Corner” column in The Canopy for research updates, staff topics, tree care issues, etc.
 - i) Reach out to Rutgers staff to determine interest in participating, potential topics, etc.
 - ii) Establish procedures and schedules for ensuring that columns are continually produced in accordance with the Canopy publication schedule.
 - Identify authors and topics for the columns at least two to three issues in advance.
 - Establish a timeline for submitting articles.
 - Establish procedures for reviewing articles prior to publication.
 - iii) Begin integrating the Rutgers Corner column in each issue of The Canopy.
2. **Continue NJAISA’s high level of support for the TREE Fund:**
(assigned to TREE Fund Committee)
 - a) Continue to encourage active participation and support Tour des Trees riders from New Jersey.
 - b) Continually solicit NJAISA members, member companies, and others for sponsorship of New Jersey riders and TREE Fund donations.
 - c) Continually recruit additional riders from allied groups, cycling clubs and others that may not be aware of the Tour des Trees or their eligibility participating in the event through advertising in the Canopy, the newsletters of allied groups, mailings, and brochures given to riders and members for distribution.
 - d) Increase NJAISA’s contribution and participation in the annual TREE Fund Gala Auction Event.
 - i) Establish a set limit of money to spend each year (minimum value of \$800.00 or as budget allows).
 - ii) Solicit ideas and donations from all NJAISA members at the Garden State Tree Conference and other NJAISA events.
 - iii) Identify and confirm auction items at least five months prior to the Gala Auction.

3. Hold an Annual Golf Outing Event:

(assigned to Golf Outing Committee)

- a) Continue to organize and hold an annual Golf Outing as a means of raising funds for the TREE Fund and providing a day of camaraderie for members, individuals from allied organizations, and their clients.
- b) Encourage NJAISA members to bring their employees and their clients.
- c) Indicate the purpose of the event and the benefits of the TREE Fund in all announcements and solicitations and follow-ups.
- d) Develop and implement procedures and schedules for planning, scheduling and promoting the annual Golf Outing.
 - i) Identify all necessary tasks for planning, scheduling and promoting the Garden State Tree Conference.
 - ii) Create a checklist of all the necessary items and procedures for planning, promoting, holding, and following-up on the event.
 - iii) Assign completion deadlines for each task identified including:
 - Beginning planning the Golf Outing immediately upon completion of the current year's event.
 - Soliciting sponsorships at least six months in advance of the event.
 - Advertising the Golf Outing at least four months in advance via The Canopy, the NJAISA Website, special mailings, and the publications of allied organizations.
 - Sending written thank-you letters to all sponsors and participants and inform them of the total contribution raised.

Goal #6: *Develop and maintain relationships with policy makers and allied organizations to promote professional arboriculture and share relevant information.*

2007 – 2010 Objectives

1. *Increase awareness of NJAISA and create a stronger presence within the arboriculture and urban forestry industries:*

(assigned to Executive Director)

- a) Continually expand the mailing of The Canopy, Garden State Tree Conference and Quarterly Meeting announcements, and event promotions to individuals and groups outside NJAISA's membership list including New Jersey Community Forestry participants, non-member tree care companies, arborists and foresters, allied organizations, neighboring chapters, etc.
- b) Begin and continue showing the NJAISA Website address on each page of The Canopy and on all correspondence and promotional literature.
- c) Expand advertisement of NJAISA programs and events through external and non-traditional means.
- d) Expand NJAISA's involvement in more tree-related issues and directly and indirectly related groups.

2. *Continually identify and bring attention to pertinent legislation:*

(assigned to Legislative Committee)

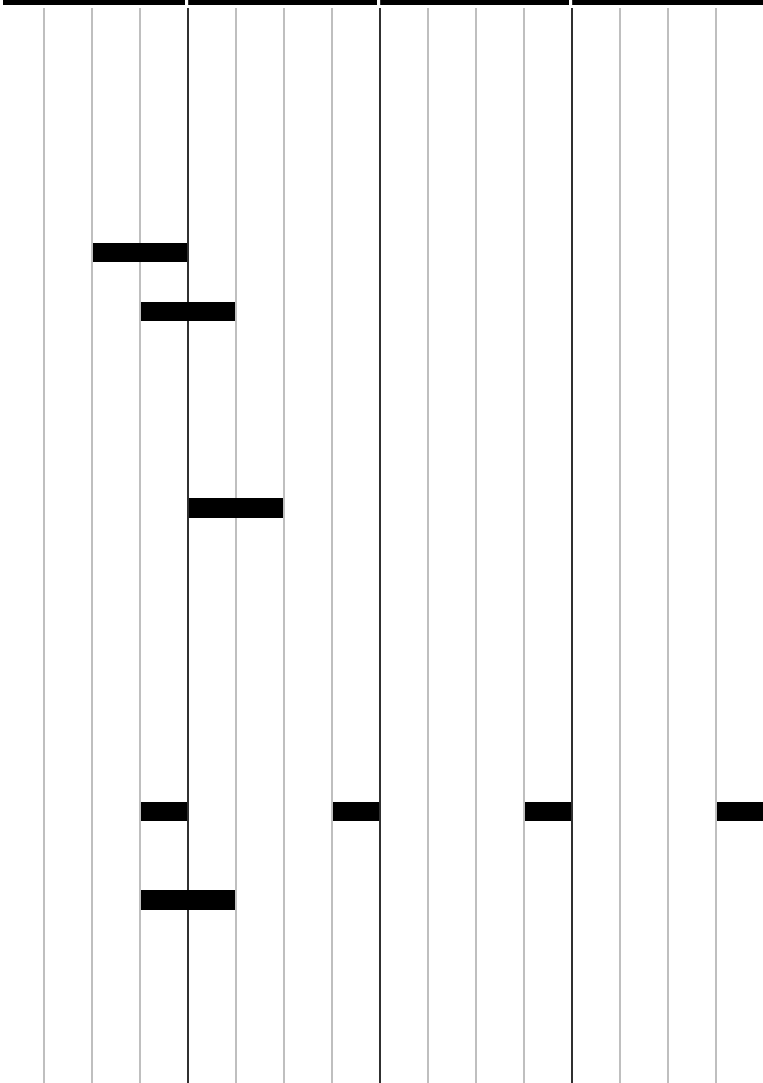
- a) Establish and continually update a regular "FYI" or "Get the Word Out" feature in The Canopy and the NJAISA Website.
- b) Establish and begin utilizing a contact distribution list for rapid notification of important issues requiring immediate attention.
- c) Ensure that all legislative information is disseminated in an unbiased and non-lobbying manner in accordance with NJAISA By-Laws.

Summary of Key 2007 – 2010 Tasks

Objectives / Tasks	2007	2008	2009	2010
<p>GOAL #1: Maintain a viable organization that provides effective and efficient member services and is responsive to it members' needs.</p> <p><i>Increase Paid Staff (Executive Board with assistance of Search Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Review the existing job description of the Executive Director as it relates to the current and future needs of the NJAISA. (p.2, #1.a) <input type="checkbox"/> Identify administrative tasks and needs not already covered under the existing job description. (p.2, #1.b) <input type="checkbox"/> Identify and analyze the costs and benefits of expanding the executive Director's job and/or creating a new Assistant Director position. (p.2, #1.c) <input type="checkbox"/> Identify and develop funding streams, budget reallocations, etc. for funding an expanded Executive Director position and/or a new Assistant Director position. (p.2, #1.d) <input type="checkbox"/> If deemed necessary and feasible, establish an expanded Executive Director position and/or new Assistant Director position, as appropriate, and develop the necessary job descriptions, salary scales, and budgets. (p.2, #1.e) <input type="checkbox"/> If appropriate, search for candidates to fill the position (p.2, #1.f.) <input type="checkbox"/> Fill the expanded Executive Director and/or Assistant Director positions, as appropriate. (p.2, #1.g) <p><i>Increase Participation on, and the diversity of, the Executive Board and Committees (Executive Board with assistance of Executive Director and Search Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Develop descriptions for each committee that explain its purpose, the extent of the help that is needed, the value of volunteer contributions, and contact information for anyone who is interested in helping out with a specific committee. (p.2, #2.a.i) <input type="checkbox"/> Develop a format for each committee's structure, and define its responsibilities and expectations. (p.2, #2.a.ii) <input type="checkbox"/> Continually seek, encourage and invite new individuals to serve in a manner that will increase the diversity of background and experience of NJAISA's leadership (p.2, #2.a-c) 				

Objectives / Tasks	2007	2008	2009	2010
<p>GOAL #2: Provide professional education for arborists and urban foresters and support the development of a well-trained workforce.</p> <p><i>Hold an Annual Garden State Tree Conference (Garden State Tree Conference Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue to plan and hold the Garden State Tree Conference in March of each year (p.4, #1.a) <input type="checkbox"/> Develop and implement procedures and schedules for planning, scheduling and promoting the Garden State Tree Conference, including identifying all necessary tasks, creating a checklist of all the necessary items and procedures, and assigning completion deadlines for each task. (p.4, #1.b.i-iv) <p><i>Make the Garden State Tree Conference the Premier Arboricultural Event in NJ (Garden State Tree Conference Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Continually develop and implement improvements to the Garden State Tree Conference with regard to multi-day programs, speakers, involvement of allied organizations, vendor and sponsor participation, CEU opportunities, and partnerships with neighboring chapters (p.4, #2.a-q) <p><i>Improve the Quality and Attendance of Quarterly Meetings (Education / Certification Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Develop and implement procedures and schedules for planning, scheduling and promoting Quarterly Meetings, including identifying all necessary tasks and assigning completion deadlines for each task. (p.4, #3.a.i-ii) <p><i>Develop Bilingual Educational Programs (Education / Certification Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Investigate and evaluate the feasibility of providing bilingual sessions at the Garden State Tree Conference or Quarterly Meetings and/or partnering with Rutgers Cooperative Extension. (p.5, #5.a) 				

Objectives / Tasks	2007	2008	2009	2010
<p>GOAL #3: Improve the quality and professionalism of arboricultural practice.</p> <p><i>Hold an Annual New Jersey Tree Climbing Championship (NJTCC Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue to organize and hold an annual New Jersey Tree Climbing Championship (NJTCC) and family picnic event in June. (p.6, #2.a-d) <input type="checkbox"/> Develop written procedures and schedules for planning, scheduling and promoting the NJTCC and family picnic each year, including identifying all necessary tasks, creating a checklist of all necessary items and procedures, and assigning completion deadlines for each task. (p.6, #2.e.i-iii) <p><i>Improve the New Jersey Tree Climbing Championship (Executive Board with assistance of NJTCC Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Review, develop and implement, as appropriate, recommendations for improving the NJTCC organization, scoring, and judging (p.6, #3.a) 				
<p>GOAL 4: Improve public awareness of the benefits of trees, their proper care, and the profession of arboriculture.</p> <p><i>Hold an Annual Work Day Event (Work Day Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue to organize and hold a Work Day event in December of each year (p.7, #1.a-c) <input type="checkbox"/> Develop written procedures and schedules for planning, scheduling and promoting the Work Day event each year, including identifying all necessary tasks, creating a checklist of all necessary items and procedures, and assigning completion deadlines for each task. (p.7, #1.d.i-v) <p><i>Participate in an Annual Arbor Day Event (Arbor Day Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue to serve as a partner in the New Jersey Arbor Day event by contacting the NJ Community Forestry Program and/or NJ Tree Foundation to pledge support and offer assistance in the form of donations, assistance in promoting the event, and providing expert leadership and training to volunteer planting groups (p.7, #2.a.i-ii) 				

Objectives / Tasks	2007	2008	2009	2010
<p>GOAL 5: Support and disseminate arboricultural research.</p> <p><i>Foster, support, strengthen, and expand a mutually beneficial relationship with Rutgers University (Education Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Establish a Rutgers Liaison position within NJAISA (p.8, #1.a) <input type="checkbox"/> Solicit input from Rutgers seeking specific information about the various types of assistance that NJAISA and its members can provide; Schedule a meeting, review their comments, and begin integrating the requests into the Goals and Objectives of NJAISA (p.8, #1.b.i-iii) <input type="checkbox"/> Create and continually provide a "Rutgers Corner" column in the Canopy for research updates, staff topics, tree care issues, etc.; Seek input from Rutgers staff to determine interest, potential topics, etc.; Establish procedures and schedules; Begin integrating the Rutgers Corner column in each issue of The Canopy (p.8, #1.e.i-iii). <p><i>Hold an Annual Golf Outing Event (Golf Outing Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue to organize and hold a Golf Outing event in October of each year (p.9, #3.a-c) <input type="checkbox"/> Develop written procedures and schedules for planning, scheduling and promoting the Golf Outing event each year, including identifying all necessary tasks, creating a checklist of all necessary items and procedures, and assigning completion deadlines for each task. (p.9, #3.d.i-iii) 				
<p>GOAL 6: Develop and maintain relationships with policy makers and allied organizations to promote professional arboriculture and share relevant information.</p> <p><i>Continually identify and bring attention to pertinent legislation (Legislative Committee)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Establish and continually update a regular "FYI" or "Get the Word Out" feature in The Canopy and the NJAISA website (p.10, #2.a) <input type="checkbox"/> Establish and begin utilizing a contact distribution list for rapid notification of important issues requiring immediate attention (p.10, #2.b) 			