

**GSSA Strategic Planning Meeting
Ukulinga Research Farm
28 to 29 April 2004**

Present:

Both days: Clive Bunting (CB), Richard Hurt (RH), Nicky Allsopp (NA), Freyni Killer (FK), Annelie de Beer (AdB), Annelene Swanepoel (AS), Sigrun Kassier (SK), Terry Everson (TE), Justin du Toit (JdT), Graham Peddie (GP), Klaus Kellner (KK), Peter Scogings (PS), Dawood Hattas (DH), Winston Trollope (WT), Alan Short (ASh)

First day only: Mpoya Thobela (MT) (as facilitator), Pete Zacharias (PZ), Dave Goodenough (DG)

1. Welcome and purpose

N Allsopp welcomed everyone to the meeting and gave an introduction, covering the following:

- are in a more “unfriendly” environment as before
- need to develop a new mission and vision (so that we do not become a remnant of the past)
- there are new spheres we should be part of and new bodies we should represent
- we should not attempt things we cannot do (realistic goals)

2. Programme

- 2.1 What do I bring?
- 2.2 Vision and mission ???
- 2.3 Analysis of
 - achievements
 - strengths
 - challenges
- 2.4 Develop strategic objectives
- 2.5 Review mission and vision
- 2.6 Review budget
- 2.7 Review portfolios
- 2.8 Review membership / administration
- 2.9 Strategic plan
- 2.10 Actions plans
- 2.11 Evaluation

2.1 What do I bring?

RH & MT	policy development for use of livestock and for conservation agencies
RH	considerable experience in GSSA management; some insight into successes and challenges of the past
NA	desire to see GSSA flourish to help livestock owners, livelihood of people and the environment
DH	website knowledge
CB	practical experience as a user of grassland and passing info on to producers
PS	involvement with editing of the journal
MT	open mind, experience in facilitation
KK	experience in GSSA management matters
PZ	knowledge of the evolution of the GSSA; knowledge of how to change and organisation
GP	willingness to work for the GSSA
FK	knowledge of the membership situation – what they want, the problems of members; enthusiasm

JdT	involvement with new and emerging grassland scientists; some understanding of what younger members want; ideas on recruiting new members; future vibrancy
AdB	good contact with farmer organisations
TE	experience in the finances of the GSSA; research with communal farmers and knowledge of their needs
DG	co-ordination of planted pasture tours; link consultants in planted pastures to the GSSA
AS	knowledge of the Western Cape – diversity of pasture management; managing scientists; getting students and learners into development programmes
WT	founder member; understanding of GSSA history; 38 years active involvement; the value of networking is what the GSSA has meant to him
SK	contact with pasture scientists and pasture seed companies

All members of council bring experience (NA)

- specific fields of range and forage science
- skills in management
- experience at various levels

2.2 Vision and mission

MT as asked each person to write down something about:

Look back at what the GSSA was set up to achieve

What is the current and past mission?

For clarification the following definitions were decided upon:

Mission	general statement of intent (what we want and should achieve)
Objectives	specific goals / operational statements – these can be measured
Vision	dream for the future, also includes value system

(Realise the vision through the mission?)

Current mission

- communication (verbal and written) / collaboration between scientists and landusers to further range and forage science
- scientific forum } and networks
- practical forum }
- fostering interest in the discipline
- influencing policy and civic society
- make and impact on degradation
- **further objectives of the GSSA as stated in the constitution**
- independence through PAC and response protocol
- influence livelihoods of users (sustainability)

Value system (as at present)

A

- Autonomy
- Scientific inquisitiveness
- Personal integrity and ethics
- Accountability

B

- Love of nature and what it offers in terms of esthetics and how to keep it
- Environmental responsibility

C

- Dynamic (open mindedness)
- Commitment to the discipline

D

- Interactive (while being autonomous)
- Open and accessible to everyone
- Collegiality – communication and interaction between members, family of grassland scientists
- Useful to society – concerned about nature and people – social responsibility
- Developing new scientists

2.3.1 Analysis of achievements of the GSSA

What have we achieved as the GSSA/individuals to promote the image/mission/vision of the GSSA?

- non-racial since the beginning
- continuity
- publications
 - scientific publication (journal/proceedings) – peer reviewed
 - other publications (bulleting, newsletter)
- journal is internationally recognised
- the GSSA is internationally recognised
- collaboration with other societies
- good quality scientists
- IRC
- establishment of the trust
- website
- a forum for all to communicate results
- pasture tours
- networking e.g. books
- influence on land-use policy and practice – has this been the GSSA or individuals?
 - ↳ the society has fostered people who make inputs hence → indirect influence
- training grassland scientists/mentorship – may also be indirect
 - ↳ - achieved international recognition
 - collaboration
 - international co-operation
 - responding to needs

Have these achievements covered our mission?

Achievements

- 39 congresses and existence for 38 years
- publications
- promoted good quality science
- students trained
- assistance of students by Trust
- international recognition e.g. IRC
- indirect influence on policy
- outreach e.g. tours
- website – improved communication strategy

Gaps in achievements

- influence on policy

2.3.2 Analysis of strengths of GSSA

- strong knowledge base
- serve diverse needs
- good rate of student recruitment
- critical mass of professional grassland scientists
- non-hierarchical (wisdom not veto)
- broadening range of interested parties
- world class individual authority and recognition
- people in high places
- strong training institutions including partnerships
- good social rapport amongst members – non-threatening social space, is critical to the GSSA
- journal of increasing repute
- publications and congresses
- good IT support base
- increasing interest in rangelands
- local and international links

The GSSA has lots of strengths to build on and use them to face the challenges of the future. The society has been bale to retain strengths but also attracting new people with strengths. This is a positive picture but we may not rest on our laurels. The society still has a critical mass of individuals but the rules of the game have changed - the work environment has become more competitive and output driven.

2.3.3 What challenges are we facing as the GSSA?

Recognising our strengths, values and past achievements, what/how can we address these challenges? Do we need any help? If so from whom?

New summary of value system (refer to pg2)

- Collegiality (encompasses open & accessible, interactive, tolerance, open-mindedness then can be dynamic, flexible and adaptable)
- Loyalty (commitment to the discipline)
- Autonomy
- Integrity
- Accountability (accountable to nature, environmental sustainability)
- Environmental sustainability
- Inquisitiveness (scientific and social)
- (Altruism or benevolence)

Challenges and solutions

- Financial
- Maintain critical mass e.g. to find people to serve on council

How do we enthuse people to become part of the leadership of the GSSA?

Generally people have time limitations.

Actively recruit people!

Retain older/experienced people → a list of ex council members with their contact details so that, they can be consulted by present council members.

The GSSA should obtain a higher profile and then members will possibly also make more time for the activities of the society.

The GSSA has expertise profiles of its members, however policy makers do not know these. Consider linking the database to keywords that will result in more hits when someone searches for range and forage related topics.

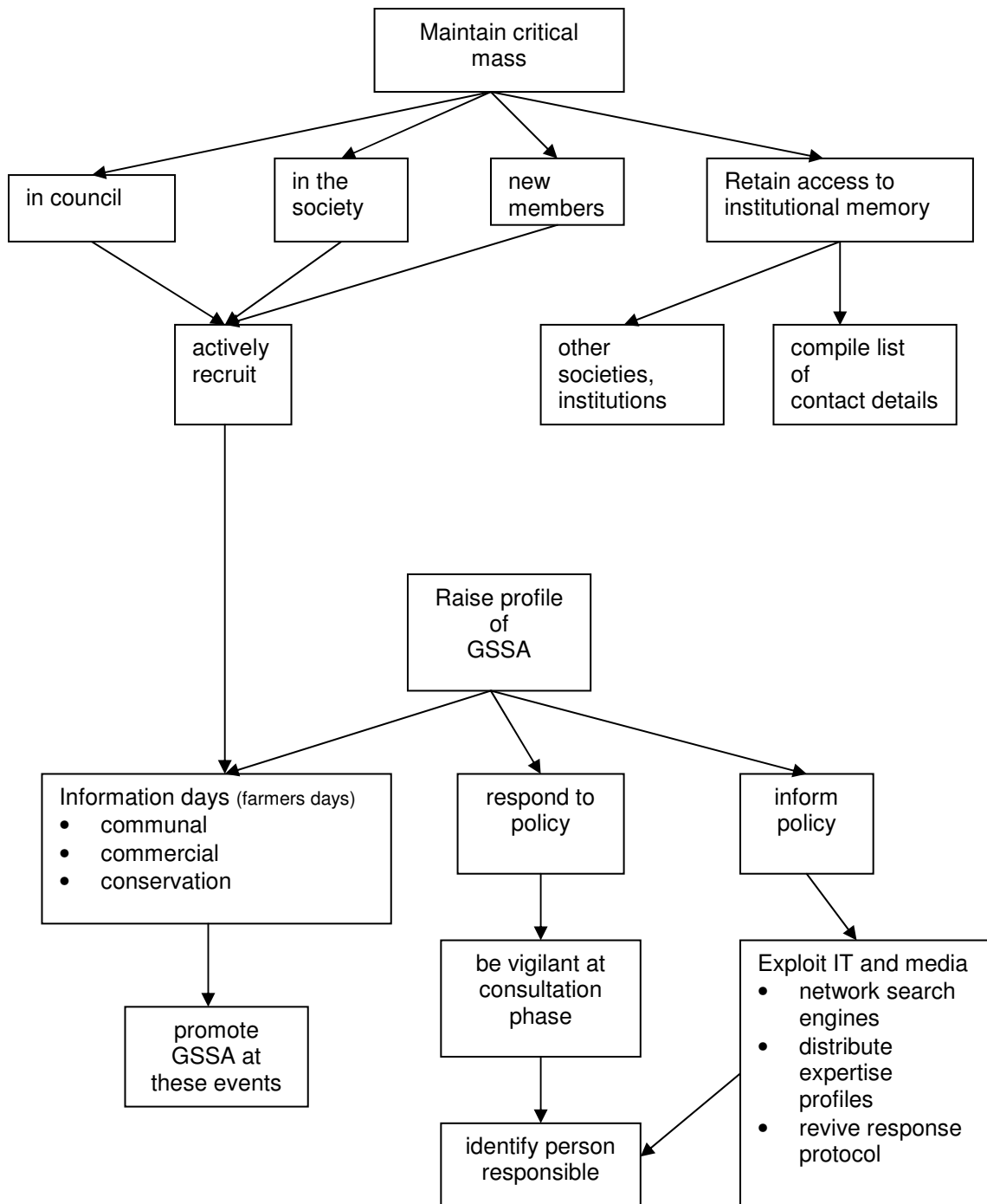
Should look at more farmers days, especially for communal farmers, as these have shown a very positive response.

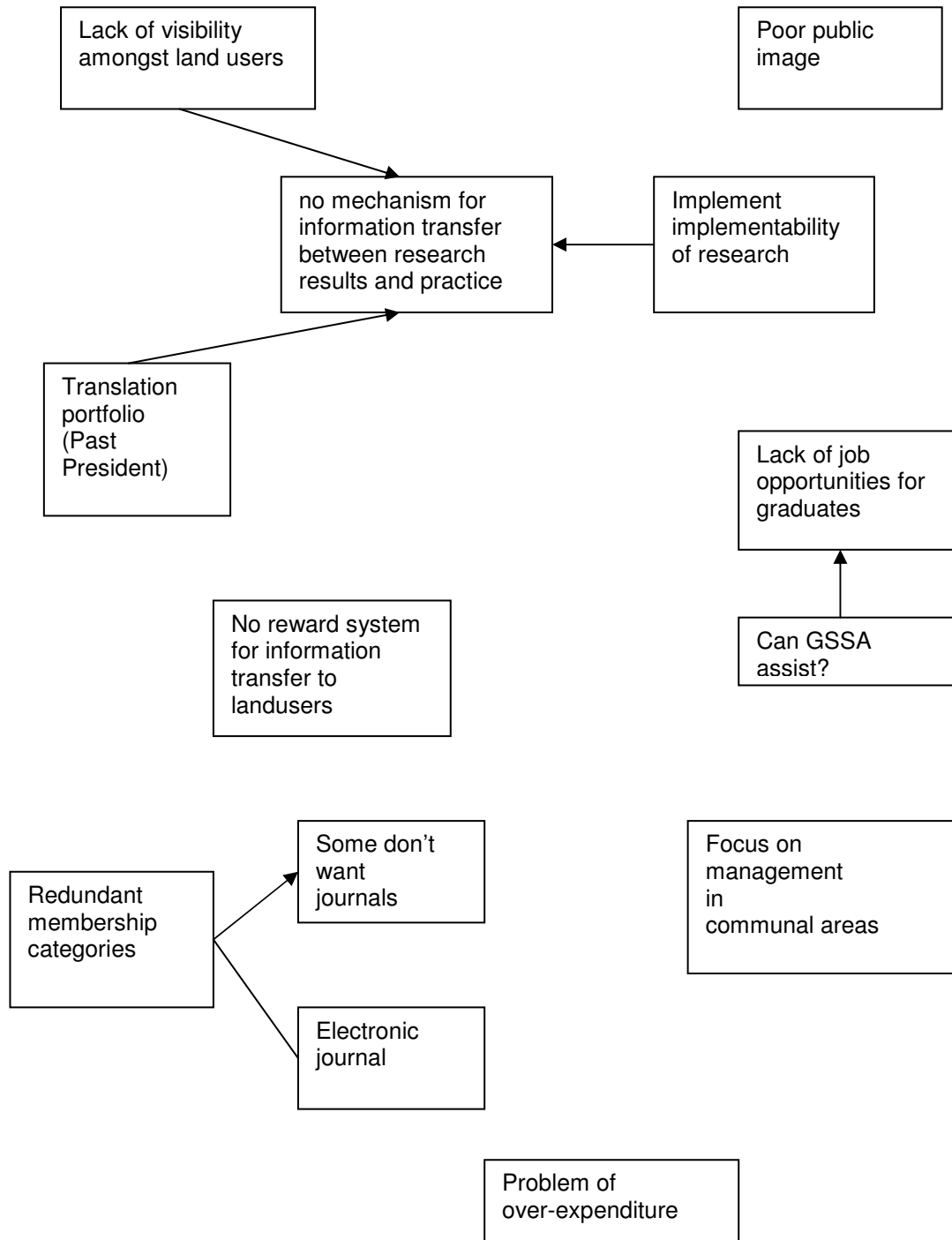
The GSSA should seek to influence policy. For that the response protocol must be operational. This would also result in the GSSA becoming more known amongst policy makers.

Responses should be under the signature of the president even though someone else may be asked to write the response.

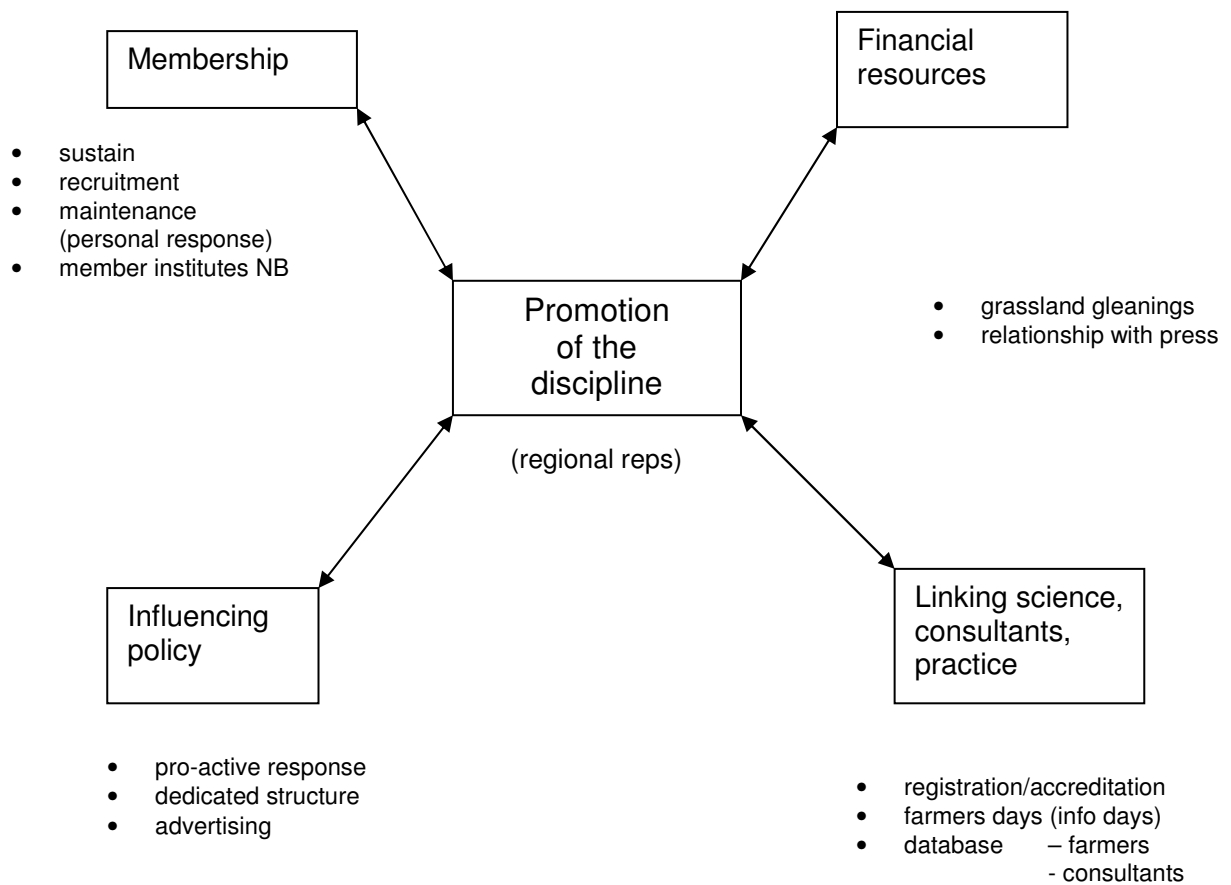
The membership profile has changed; more members are in private business than was the case in the past.

Three groups were formed and each group had to identify challenges and solutions.





There should be a reward system for scientists to transfer scientific information into practical information i.e. take it one step further than peer-reviewed papers.



- At congresses we need “big names” (guru’s)
- accreditation or registration of consultants

If we are serious about our discipline and its credibility, then we need to inform society out there what the difference is between SACNASP and PAC.

What do we offer members?

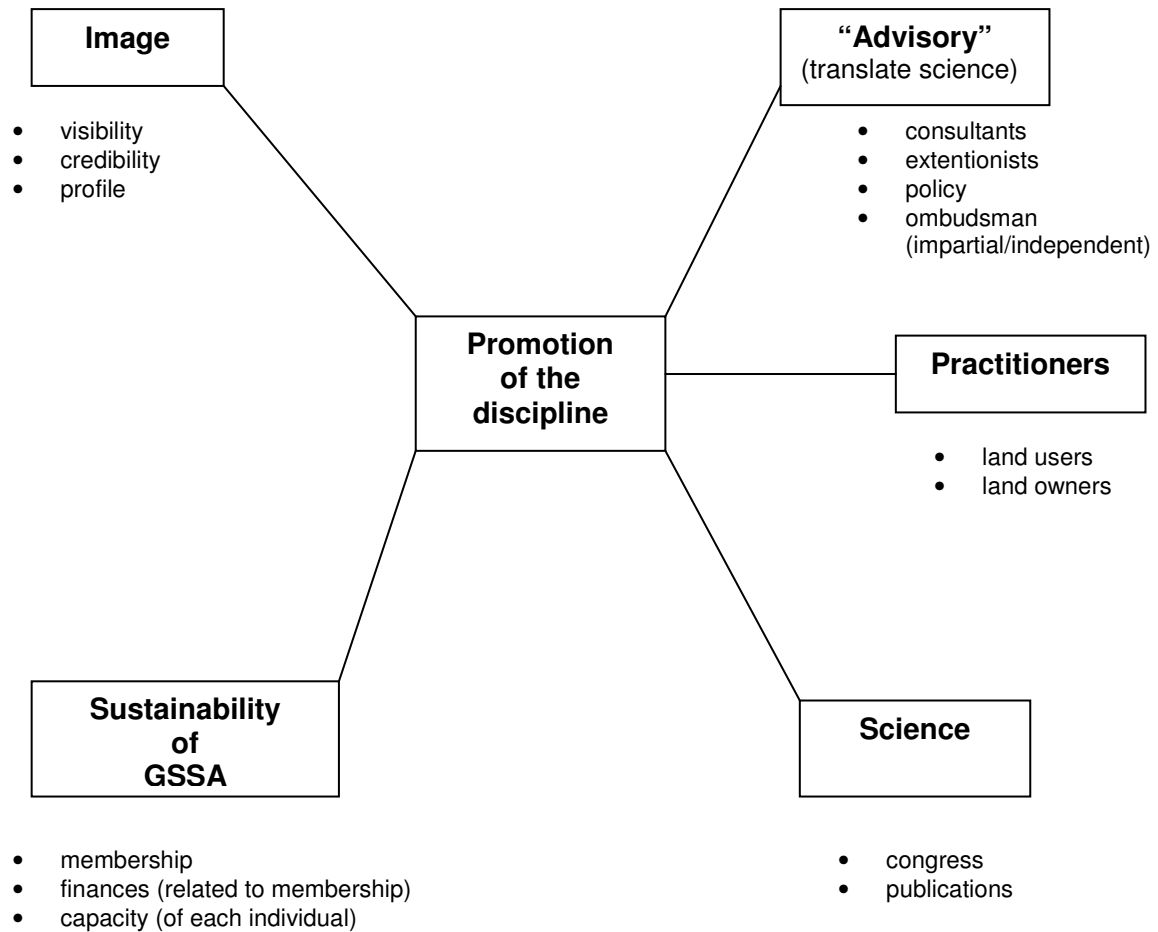
We should invite guru’s to congresses.

We need to address membership concerns e.g. retired members, revisit categories, etc.

Additional challenges:

- CAPACITY
- Improve Grassroots to contain debates, discussion of topics, issues.

Summary of challenges



We need to identify a way forward WITHIN our capacity.

STRENGTHS

- 1.1 Strong knowledge base
- 1.2 Critical mass of professional grassland scientists
- 2. Strong training institutions, including partnerships (linked to 1)
- 3. Serve diverse needs
- 4.1 Good rate of student recruitment
- 4.2 Attracts multi-faceted members (members with multiple talents)
- 5. Non-hierarchical (wisdom, not veto; democratic)
- 6.1 Good social rapport amongst members
- 6.2 Non-threatening social space (linked to 5)
- 7. Local and international links
- 8.1 Broadening range of interested parties
- 8.2 Know people in high places
- 9. Increasing interest in rangelands
- 10.1 Journal of high repute
- 10.2 Publications and congresses
- 11. Good IT support base
- 12. World calls individual authority and recognition

VALUES (underlined = value, other words are defining actions associated with the value)

- 1. Personal integrity and ethics
 - 1a Altruism, Benevolence
 - 1b Useful to society
- 2. Accountability
- 3. Autonomy
- 4. Collegiality
 - 4a Open and accessible to everyone
 - 4b Sharing, tolerance
 - 4c Interactive
 - 4d Developing new scientists
- 5. Inquisitiveness (scientific)
- 6. Open mindedness
 - 6a Dynamic
 - 6b Flexibility
- 7. Loyalty
 - 7a Commitment to the discipline
- 8. Environmental sustainability
 - 8a Love of nature

ACHIEVEMENTS

- 1.1 Continuity (38 years)
- 1.2 Hosting 39 annual congresses

- 2.1 Promotion of grassland science through congresses
- 2.2 Forum for all to communicate results
- 2.3 Networking to produce publications such as books

- 3.1 Proceedings, journals, other publications
- 3.2 Successful journal
- 3.3 Self-funded publication (38 years, peer reviewed)
- 3.4 Grassroots newsletter
- 3.5 Journal is internationally recognized

- 4.1 Networking, especially young scientists, students
- 4.2 Good quality scientists
- 4.3 Trained grassland scientists, universities

- 5.1 International recognition / credibility
- 5.2 Developed and maintained international recognition
- 5.3 Achieved international recognition

- 6.1 IRC (link to 5)
- 6.2 Hosting major international congress (GSSA secured the bid)

- 7.1 Collaborations with other societies
- 7.2 Collaboration, international co-operation (link to 5)

- 8. Establishment of Trust (facilitation of scientific achievement) (link to 2 and 4)

- 9. Responding to needs e.g. wildlife management document

- 10. Outreach e.g. planted pasture tours

- 11. Influence on land-use policy and practice

- 12. Non-racial 9since 1st AGM)

- 13. Website (user friendly) (link to 3)

2.6 Review of the budget (Finances)

F Killer has ordered 350 journals and not 300 as decided at the last council meeting.

A de Beer will write to NISC to inform them that GSSA wants to negotiate the increase for 2005. (see Annexure A)

At the congress all the members that are paid-up to 2003, qualify for R1100 registration fee, otherwise R1400.

All members are to be e-mailed to inform them that subs will be due at the latest at the congress in order to be able to register. (AS)

Payment to NISC – should be able to pay the accounts if they allow payment as the journals are received.

Expenses for council meetings – What about telephone video conferences??

Grassroots – are battling to get advertisers because Grassroots is not up to scratch. There are too few submissions of articles, hence all articles have to be accepted and there can be no choices made on quality etc.

Bank charges – are in the process of registering as a non-profit organisation and then there will no longer be bank charges.

Loan repayment – GSSA owes Trust R78323.00

It should be considered to approach lapsed members personally (individually) rather than send out a generic letter.

Money will be required from other sources in order to fund the advertising for the GSSA.

Could Trust be asked to finance the strategic planning meeting? TE will inquire from Trust.

In the budget there should also be a cost included for medals and trophies.

It would be very advantageous if there was income from the 2004 congress. No income was received from congress for 2003 i.e. IRC.

GSSA to ask Trust regarding the R8000 interest of the IRC payment in excess of the loan. (WT to investigate)

CB suggested that we should rather only include “cash on hand” in the budget and not the potential income as this may never be realised.

It was suggested that council should consider all possible options of earning interest on the cash on-hand in future, however the money owing should be paid off first. FK and CB will investigate possible options.

2.7.1 Review of membership

Of concern is the low number of institute members left in the GSSA. There has been a steady decline over the past years.

SK suggested that an individual letter be written to each institute member on an annual basis from the GSSA president giving a short overview of the activities of the GSSA and thanking them for their support of the society. AdB and SK will put together a letter.

All council members were again requested to compile a list of possible institute members.

D Hattas suggested that institute members should be included on the "friends of the GSSA" web page.

It was also suggested to consider the renaming of this category to corporate member when it refers to commercial companies.

NA mentioned that the congress should really be advertised beyond the membership of the GSSA. e.g. invitations should be sent to all universities specifically aimed at students.

As far as council is aware, there is no Grassland Society in east and west Africa. The GSSA may potentially also have a role in these areas.

It was again discussed that a membership category is required where the journal is not required. It was decided that this option should only be available to retired members and that its existence should not be advertised but rather offered on request only. i.e. members over the age of 60 could request such an option and pay only R130. If retired member still want a journal then the subs should be the same as associate members (R200). This will have to be discussed at the AGM. NA to propose re-wording of the constitution.

For the AGM TE and FK were requested to prepare a document outlining the new membership categories and fees according to costs (journal, admin, etc.)

2.7.2 Review of PRO portfolio (see Annexure B)

JdT reported that in the past a large part of the PRO portfolio consisted of activities to promote the GSSA at schools and universities. The role of sending out fliers for this purpose was discussed. KK mentioned that the fliers do have an impact at universities, if they are placed in a prominent position. The awards also help in this regard.

NA mentioned that it is important to determine the correct contact person at each university for the fliers and awards to be effective.

FK suggested that maybe council should consider the awards be managed by the administrator instead of the PRO in order to ensure continuity. This would be the case for the awards that have already been established and a regular event. NA mentioned that the awards should remain on the PRO portfolio but with the tasks delegated to the administrator. Another issue is that many universities have merged in the recent past. FK will endeavor to obtain contact details.

JdT reported that large part of the PRO work seemed to be pleading with the regional reps to make a contribution. KK felt that some effort will be required to enthuse the regional reps. DH also confirmed that it requires constant contacting of these people in order to get a response. NA felt that the system of having regional reps has had its ups and downs, in some regions more than in others. DH questioned whether all regional reps have been fully informed of their tasks. FK suggested that council be careful in choosing the correct regional reps. NA suggested that the current regional reps all be contacted and asked about their willingness to participate and otherwise try and find replacements. AdB will contact the regional reps. KK and GP will try and identify possible replacements and also compile a job description. The names of the regional reps should be announced at the AGM. (AdB)

JdT suggested that something in the line of what was in the past termed “grassland gleanings” be reinstated. This would be a useful forum for publicity and raising the profile of the GSSA. Possibly the GSSA should consider an insert of Grassroots into the Farmers Weekly, if possible. Retaining contact with publications such as the Farmers Weekly could be the responsibility of the Past President.

JdT offered to investigate the popularising of technology transfer.

It was also suggested that the Past President be tasked with identifying articles and issues for discussion to put into Grassroots, themes for the year, etc. Four articles for a theme would be useful.

JdT mentioned that the flier required re-wording. It must be catchy and interesting (NA). All council members to consider contents of the flier.

KK offered to give the current flier to his daughter to redesign (for a small fee). The flier could have as an insert on ordinary white paper referring to the translations of the information in other languages available on the website. These inserts could be area specific as to the language they are written in.

2.7.3 Review of the editor portfolio

PS reported that the tasks of the editor are as per the task document compiled recently. Regarding the budget for the editor, the main expenses are consumables and printing of documents for own records. These are mainly covered by UNIZUL (employer of PS).

The time that is required by this portfolio is about two days per month i.e. 25 to 30 days per year.

As far as meeting the objectives of the GSSA is concerned, the journal is fulfilling these.

New activities

- special theme issues of the journal using a guest editor. There will be two issues related to the IRC.
- get AJRFS onto ISI database – this is time consuming but is worthwhile and should be pursued.
- name change – feedback on this matter as indicated that it should not be regarded as a major issue to consider.

Main activities

- to increase the number of submissions, especially through theme issues.

NISC is not regarded as an expensive option, however RH mentioned that it should be looked at considering that the payment to NISC presently comprises 50% of the GSSA subs, but not compromising the journal. Options could be explored:

- continue status quo
- change the membership structure to divorce the journal from the membership. The majority of members at the workshop felt this would not be a good option.
- ISI database – this is critical for the survival of the journal
 - this should be pursued by NISC and not the editor. PS will check with NISC.
 - many more scientists would publish in AJRFS if it was ISI accredited.
 - it should be stated on the website that the AJRFS is SAPSE accredited. This info should also be placed in Grassroots and the flier and also include what abstracting services list AJRFS. FK and DH to look into.

2.7.3.1 Review of Bulletin editor

GP reported that the main activity is to keep a look out for topical issues and find contributions for them.

KK suggested that the responses from the PAC should also be published in Grassroots. RH mentioned that there is a policy response protocol of the PAC but its operation had been envisaged with payment to members who do this work. Apart from the financial limitations regarding payment, many people also have time constraints.

FK asked that contributions should nonetheless be sought even if the GSSA cannot pay for them. ASH offered to contact Cathy Kay of WESSA for an article about the proposed N2 toll road through the wild coast area.

RH also suggested the use of advertorials in Grassroots. e.g.

- variety + advert
- rehabilitation + advert

ASH suggested that Grassroots contain certain standard columns to bring in regular articles e.g.

- Rangelands
- Pastures
- Students and awards
- Conservation
- Regional news
- Council news

GP will try and find prominent people to contribute to these columns.

2.7.4 Review of website coordinator portfolio (See Annexure C)

It was suggested that DH be listed on the website as the coordinator.

The following points were discussed:

- a) Try and obtain articles from experienced and retired members
- b) Get farmers to share information – this would help developing farmers
- c) Students – to give rangeland and pasture students exposure
 - what do they study
 - outcomes of their research
 - provide disadvantaged communities with role models
 - promote people from disadvantaged communities to go into a career of grassland science.
- d) Education – build a glossary
- e) Give professionals more exposure. List expertise as key words. This is something for the PAC to consider (RH). FK suggested that the only contact address should be admin@gssa.co.za and not those of individual professional members.

FK reported that a notice board has been set up on the website for the use of all members. Sends out an e-mail message is sent out to all members. Only members can access this facility.

The proposed columns for Grassroots could also be put on the website.

DH appealed for new information for the website so that the old info can be taken off.

FK suggested the establishment of links to

- other glossaries
- “where can I study grassland science”
- “where can I get farmer info”

The following actions were suggested:

- links to education material (DH)
- recent student profiles (NA, DH)
- farmer profiles

- profiles of experienced scientists (WT to ask Neil Tainton)
- PAC details (RH)
- Can chat on the notice board or request G Barnes to create a chat facility (Review). Would be good if farmers used this facility.
- Ask the Pasture Association if they would be interested in a “chat room” (SK) (Forward PA contact details to FK)
- Vacancies – put notice of NRF onto website (FK)

WT suggested a new book called Tukulu by Matthews be linked to the GSSA. Everyone was in agreement with this suggestion.

RH suggested that it may be time to revise special book publications e.g Kelson Kemp (ASh) Money could possibly be requested from Trust for such ventures. It should also be considered to ask members to pay up front before the book is published and then their names are listed in the front of the book.

2.7.5 Review of the PAC portfolio (See Annexure D)

RH reported that the PAC was formed some 10 years ago to counteract SACNASP who wanted to list grassland scientists under the agronomists category. The PAC has a set of criteria for members to qualify as professional members.

The register should be made available to people and institutions looking for consultants – this has never really functioned well.

Applications for professional membership do come in but there are long delays in the referee process.

Most professional members have little time available to devote to the GSSA even if they were paid. The GSSA would also not be able to pay professional rates.

Future:

- actively market the register to: (but there is no budget available for this)
 - engineering companies
 - provincial and national government
- does the GSSA need the PAC to carry on???
- recently the national council for natural scientists has been established, however the application is laborious and expensive.

If we as natural scientists give advice then we are required by law to be registered.

RH had the following suggestions:

- target parliamentary committees
- budget required to fly people to these meetings to give presentations

AdB requested the following:

- an article about the PAC for Grassroots and the website.

The PAC should advertise to all members that the law requires registration and members can choose to become professional members.

The following parliamentary standing committees should be considered:

- Agriculture (incl. land affairs)
- DWAF
- DEAT

NA mentioned the following as important:

- must address issues that are of interest to the committees
- they are generally more interested in what the organisation has to offer.

RH was requested that the PAC identify the important parliamentary committees and get a team to make a presentation. A budget has to be drawn up and forwarded to TE, FK.

At a future point the marketing of the PAC has to be revisited. (RH, FK)

2.7.6 Review of the Honorary Secretary Portfolio (See Annexure E)

The tasks of the secretary are as listed in the tasks document.

The secretary should keep copies or a list of

- policies and contracts
- constitution
- portfolios
- awards
- administrator contract
- language policy
- professional response protocol

It was suggested that the action list be circulated on a monthly basis to serve as a reminder. (SK)

The following meetings are held in a year:

- Sept/Oct full council
- Jan/Feb exco
- Apr/May exco
- at congress full council

2.7.7 Review of Congress

Place on the congress AGM agenda: discussion about time of year congress is best held. (SK, AdB)

Collaboration with SASAS

- good for members
- organisation of such a congress is more problematic but doable

Wildlife Management Society

They are concerned about the finances from congress and the organisation of a congress. Future collaboration should be pursued but the major thrust should be to make our congress so worthwhile that they will want to join.

The question about the time of year congress is to be held should be put into Grassroots for members to respond to.

The mailing list for congress should be broadened. The mailing list should be kept by FK from year to year so that it can be expanded over time. The list will then be given to the organisers, which then get added to by the organisers and given back to FK afterwards.

A list is also required of other societies, companies and academic institutions.

All council members are requested to send addresses and contact details to FK for the congress mailing list.

Revisit of mission and vision statements

Reduce the prominence of “policy” in the wording.

- Forum/s for debate of science
- Facilitate transfer of information
- **Develop/foster/promote development of a dynamic and inclusive forum for scientists and practitioners in range and forage science.**
- **For the GSSA and its members to advance the science and practice of sustainable use of range and forage resources for the social and economic wellbeing of the people of southern Africa.**

Members should be requested for a slogan – competition

The mission statement should be circulated.

RH and NA will produce a draft strategic plan from the discussions at this workshop.

ANNEXURE A

Administrator

1. Membership activity
2. Journals ordered
3. Budget

PRO

Activities

Activities include: Farmers days
Science Expo
General publicity
Fliers to universities and other institutions

Evaluation

Budget: No money has been used for the last couple of years

Time: Most of the current activities that appear to be expected from the PRO are a waste of time, and are time consuming.

Meeting obs: Limited meeting of useful objectives.

Suggestions/framework

- a. The Pro should be involved with local activities, as traveling is costly and time consuming
- b. Regional reps should do their job – they should not need to be tempted and cajoled into doing something useful. If they don't do their job, either remove the portfolio, or find someone else.
- c. Trying to promote GSSA at school level is costly and a waste of time – rather promote the GSSA at more useful forums, such as shows, farmers days, etc.
- d. Stipulate a certain carte blanche for the PRO – best results will be realised if the person works to their own particular strengths.
- e. Suggest medals, trophies etc, to become the responsibility of the administrator.

Website report

Annexure D

GSSA Council Meeting 28/29 April 2004

Professional Affairs Committee

New applications

- Dr Marc Stalmans – accepted
- Dr Leslie Brown – pending referee report from George Bredebkamp (no response in spite of numerous e-mails); suggest that he is accepted.
- Dr Bobby Westfall, Marike Trysman, Phillip Breytenbach, Gerrie Trytsman – all pending referee report from Amie Aucamp (no response in spite of numerous e-mails)

Professional Register

- Maintained
- Marketing pending the outcome of Strategic Thinking Workshop.

National Grassland Meeting

- Framework of proposed dates and venues for the series of workshops on threats to grassland sustainability has been set up:
 1. Development Issues – Jul 2004, Port Shepstone
 2. Cultivation of Grasslands – Sep 2004, KZN Midlands
 3. Aforestation of Grasslands – Nov 2004, Durban
 4. Grazing issues – Feb 2005, KZN Midlands
 5. Biological invasions – Apr 2005, Durban
- Most issues of concern have arisen from discussions with groups involved in grassland conservation in the humid and coastal grasslands of the Eastern Cape, KZN and Mpumalanga. This has influenced the decision to hold the workshops in KZN.
- These workshops must be an initiative of the GSSA and not be hijacked by some other organisation. This is an opportunity for the GSSA to market its activities to high-level decision-makers in the country (NDA, DEAT, DWAF).
- The workshops will culminate in a Grassland Summit, which will be held in parallel to the annual GSSA congress in Jul 2005 at Port Shepstone, KZN (note new dates as a result of clash with IGC 2005 – it will now be held from Mon 18 to Thu 21 Jul 2005.)

GSSA

Hon. Secretary

Activities

- arrange council meetings
- prepare and send out agendas for meetings
- take minutes at meetings and distribute to council members
- prepare an action list from minutes and distribute to council members
- receive reports from portfolio holders for inclusion in minutes
- keep records regarding GSSA activities
- keep copy of any contracts between the GSSA and any persons, institutions, companies etc.
- handle all correspondence in collaboration with the administrator
- membership – new application, resignations, correspondence etc - keep copy on file

Activities in terms of budget and time (per year)

Activity	Time (hrs)	Budget (R)
Agenda preparation	8	
Minutes	65	
Action list	15	
Attendance at meetings	40	
Other	20	
Newsletter contributions	8	
Expenses		
Stationery (ARC-RFI)		500
Tel costs (ARC-RFI)		200
Transport (private)		200

Suggested alternative / additional activities

- Liaison with institute members
- Assist at keeping communication channels with institute members open – assist President with sending out letter once a year to institute members
- Assist with obtaining new institute members together with President? Vice President? Immediate Past President?
- Regular contribution to newsletter in “News from council” column