

CBSA Strategic Plan 2008

Mission

Lead, serve, educate and advocate for Colorado's bioscience¹ sector² to establish Colorado's national and global leadership in bioscience.

Core values

1. Integrity
2. Initiative
3. Collaboration
4. Achievement

Core competencies

1. Foster growth of the bioscience sector in Colorado.
2. Create programs for member education.
3. Provide a collaborative environment that facilitates a bioscience community.
4. Create professional processes for deliberations and decision making.
5. Create and maintain a trusted bioscience knowledge base that provides insight into the structure, character and needs of the Colorado bioscience sector. Be recognized as the premier source for information about Colorado bioscience.
6. Advocate for the interests of members and stakeholders in the Colorado bioscience sector.
7. Liaison with local, state, national and international organizations.

Strategic Directions for CBSA

During 2008 a Board retreat will be held to investigate the impact of mega-trends effecting the bioscience industry, strategies for CBSA to assist companies in light of these trends, and operational strategies for CBSA to continue to be relevant in the environment of changing demographics, health care policies, workforce needs, economic and business trends, global issues, etc.

2008 Strategic Goals

Membership

Goals

1. Become the membership organization of choice for all Colorado bioscience companies who wish to participate in a statewide industry association.

¹ Bioscience: life science activities that focus on biotechnology and medical devices, but include some activity in pharma, and bioag. Bioengineering is included within medical devices.

² Bioscience sector: includes bioscience research institutions, entrepreneurial companies and established commercial companies.

2. Retain at least 90% of bioscience company members from year-to-year and increase the number of bioscience company members each year. Establish strategic categories for new member recruitment each year, e.g. Colorado-based medical device and instruments companies.
3. Recruit at least 70% of potential members in the statewide bioscience community.

Strategies

1. Maintain and improve materials related to membership recruitment and retention.
2. Engage Board members to assist in recruitment and retention of new members.
3. Retain and recruit corporate sponsors that bring added resources to increase the value proposition of the Association.
4. Routinely survey members on satisfaction with member services and benefits.
5. Provide timely, relevant, and customer-friendly referral services, contacts, and other information requested by individual members. Become the source of expert assistance to member companies.
6. Demonstrate to members the value of CBSA's strategic partnerships with economic development organizations, national professional organizations, elected and appointed officials, research institutions and elected and appointed officials. Communicate the relevance of these relationships to the daily operations of Colorado's bioscience companies.
7. Invite individual members to participate in Committees and other Association activities based on company and personal interests.
8. Populate Committees with new and long-standing members.
9. Create and staff interest groups when there is a need to address discreet issues among a relatively small group of companies.
10. Demonstrate competencies (programs, communications, policies) that relate to specific sub-sectors (device, pharma, bio, ag), as well competencies that develop an overarching bioscience community.
11. Assist, as appropriate, companies and individuals in transition.

Programs and Events

Goals

1. Organize programs and events that inform and educate while fostering an environment that encourages positive interactions within the bioscience community.
2. The programs and events developed will reflect the diversity of the bioscience community and create significant value for CBSA members.
3. Serve at least 4,000 attendees directly through annual event attendance.

Strategies

1. Plan an annual calendar of programs that provide a diversity of relevant business, science, technical, and general interest topics.
2. Plan an annual calendar of programs that provide a diversity of formats, such as larger networking events, CEO-only, small seminars, social events, at least one major conference, comprehensive ½ or 1 day programs.

3. Plan an annual calendar of programs that are located in cities along the Front Range and are close to sub-regional clusters of bioscience companies.
4. Plan an annual calendar of programs that includes partners and co-sponsorship opportunities including, hospitals, research institutions, other industry and professional organizations.
5. Provide a written proposal for co-sponsorship opportunities to other professional organizations.
6. Plan an annual calendar that includes at least three national/international trade shows.
7. Organize events that offer an environment that encourages camaraderie, open interactions and support between members of the statewide bioscience community and interested parties.
8. Plan at least 40 programs for the annual calendar and leave flexibility for opportunities to add additional programs.
9. Organize one major regional conference each year.
10. Organize at least one awards event that celebrates accomplishments of companies and individuals in the bioscience community and which recognizes contributions to CBSA.
11. Organize at least two "social" events each year, including a golf tournament. Revenue from one of these events should be dedicated to projects of the Education and Workforce Committee.
12. Survey attendees at least twice each year with regard to program satisfaction.

Government Relations and Public Policy

Goals

1. Maintain current and clearly articulated government relations and public policies for the Association.
2. Build up on the success of the last several years and develop a pro-active, long-term public policy agenda that is more comprehensive and strategic
3. Work with all levels of government to enhance the Bioscience sector's ability to continue to thrive, grow, and conduct business in Colorado.
4. Maintain productive relationships with key partners, such as other business organizations, to leverage the influence of CBSA.

Strategies

1. Recommend an annual list of policies and initiatives to CBSA Board that include industry-specific initiatives, general economic development initiatives, support for higher education and research funding, and policies related to patient access and safety.
2. Maintain an active and involved Committee and Executive Committee that can act, as needed, to represent the industry on urgent and timely issues at the State and Federal levels.
3. Organize a discussion at the Board Planning Retreat that results in direction for the development of a long-term, comprehensive public policy agenda for CBSA.
4. Contract for high-quality, professional representation at the State level.
5. Maintain current and responsive relationships with AdvaMed, BIO, PhRMA to insure that the voice of Colorado industry is included at the National level.
6. Foster relationships directly with state and federal elected officials, appointed officials, and their staffs. Emphasize programs and meetings that bring

- Colorado's bioscience executives into dialogue with appointed and elected officials.
7. Coordinate the work of the Public Affairs and Government Relations Committee with the Communications Committee and the Programs and Events Committee. Showcase successful legislative efforts and their impact on the bioscience industry.
 8. Produce materials that summarize key initiatives and that provide educational information about the industry.
 9. Develop coalitions for any CBSA sponsored initiative that includes economic development, business, and higher education organizations. Develop a particular focus and strategy for supporting higher education funding.
 10. Develop and disseminate regular reports to CBSA members regarding government relations and public affairs activities. Reach out specifically to higher education faculty to inform them of the value of CBSA's public affairs and government relations activities.
 11. Educate CBSA members about the importance and impact of governmental activities.
 12. Work with cognizant agencies on the implementation of programs where CBSA has supported or initiated the creation of new programs through legislative action.

Technology Transfer and Sponsored Research

Goals

1. Develop productive partnerships with Colorado's life science research institutions to: increase the commercialization of Colorado-based technologies; increase access by companies to research infrastructure; increase the number of faculty-entrepreneurs; and increase research relationships between Colorado's bioscience companies and Colorado's research institutions.
2. Advocate for resources to increase the breadth and depth of activity of Colorado's technology transfer offices related to the biosciences.
3. Develop new industry/research institution relationships within Colorado.

Strategies

1. Foster collaborative projects with the University of Colorado, Colorado State University, National Jewish Medical and Research Center, University of Denver, and Colorado School of Mines to address issues in the interim working document.
2. Promote and market the existing core laboratories that have been "vetted" by the CBSA process and add new laboratories to this effort.
3. Promote and market the contracts and agreements that have been jointly developed between CBSA and CSU.
4. Increase the number of CBSA programs aimed at connecting faculty/physicians with researchers.
5. Specifically engage the teaching hospitals and professional schools (medicine) to address access to clinical trials in Colorado.
6. Explore the feasibility of a "drug/device development center" in Colorado.
7. Continue to serve as a partner with the State in the implementation of H.B. 1060 and H.B. 1360. Fulfill the reporting requirements of the legislation regarding school districts and research institutions.
8. Support interdisciplinary and/or inter-institutional bioscience initiatives at Colorado's research institutions.

- 9 Upon the successful passage of 2008 bioscience legislation, develop a plan for the allocation of funds to the component described as “infrastructure” development.
- 10 Support the growth of FBBp and other incubators that provide specialized services to bioscience companies.
- 11 Develop a plan that leads to making Colorado a more robust environment for clinical trials.

Communications

Goals:

- 1 Increase awareness and favorability of CBSA member companies among local and national media, with a national focus.
- 2 Design consistent branding for all CBSA communications vehicles (web, magazine, flyers, newsletters)
- 3 Work with state and national partners (MDEDC, BIO, AdvaMed, PhRMA) on communication strategies and efforts.

Strategies:

- 1 Highlight member company achievements through media.
- 2 Work with member companies to complement their media efforts and messaging. Collect and package/summarize members’ press releases for media and communications partners
- 3 Serve as a media resource on all bioscience related topics through proactive communications on relevant policy issues.
- 4 Develop speakers’ bureau of CBSA executives and members to speak on issues. Develop a speakers’ training program. Work with the Education Committee on this effort.
- 5 Work with universities and research institutions on communications regarding tech transfer and university spin-outs.
- 6 Trade shows: Create a “home base” for Colorado companies through the Colorado booth, host small gatherings, increase executive and other expert participation on faculties and generate Colorado-based stories.
- 7 Design and implement media programs to promote key CBSA activities and accomplishments.
- 8 Support the work of other CBSA Committees, especially Programs and Events and Public Affairs and Government Relations.
- 9 Increase involvement with key CBSA partners, such as government and higher education entities.
- 10 Develop comparative metrics related to CBSA’s web site and provide regular reports to the Board of Directors. Review the effectiveness and functionality of the web site.
- 11 In order to monitor and assess coverage nationally, explore the feasibility of subscribing to a national clipping service.
- 12 Develop a consistent branding approach on all communications materials.

Education and Workforce

GOALS:

1. Promote bioscience careers and educate parents, students, and teachers about bioscience career opportunities with a focus on high school and undergraduate levels.
2. Create opportunities for Colorado bioscience companies to connect with local schools and colleges for the purpose of promoting bioscience careers to students, develop mentor programs, and advise educators on opportunities in the industry.
3. Create a designated fund within CBSA to channel members' contributions to internship and/or STEM programs.
4. Develop a strategic planning discussion for the Board Retreat to refine the scope of the Committee and the work of CBSA in education related initiatives.
5. Develop a component of the new State Bioscience Plan that assesses the industry's interest in education initiatives. If necessary, re-survey members with a more focused approach on these issue.

STRATEGIES:

1. Partner with education organizations on WIRED grant opportunities that are consistent with CBSA goals, including Community College of Aurora, CU, and CSU.
2. Work with the Advance Colorado Center organizations to create an internship program for undergraduates in the sciences.
3. Identify programs to receive the proceeds of the CBSA golf tournament.
4. Develop a list of opportunities for Colorado bioscience companies to become involved in career promotion and STEM education activities.
5. Identify companies and individuals who are involved in promoting bioscience careers and STEM education and celebrate their contributions.
6. Update Colorado's trends and needs regarding workforce issues in the Bioscience Plan update (Battelle Memorial Institute).

Finance and Audit

GOALS:

1. Provide transparency in the operations of the Association and full accountability to members and investors.
2. Maintain a fiscally healthy organization with adequate reserves and resources to meet the mission of the Association.
3. Provide regular oversight of the financial management of the Association.

STRATEGIES:

1. Engage the Board of Directors in policy discussions regarding allocation of resources in the annual budget.

2. Plan for relocation (furniture/move) and full rent expenses for the end of 2010 when the ACC grant ends.
3. Remain cognizant of the potential recession expected in 2009 & 2010.
4. Succession planning for retirement of the current Executive Director and transition for a newly hired Executive Director. During hiring process ensure all candidates understand the magnitude of fundraising efforts needed to sustain the Association.
2. Engage services for an annual audit, report the results of the audit to the Board of Directors.
3. Implement any findings and recommendations of the annual audit.
4. Maintain and develop, as needed, financial policies.
5. Regular financial reports will be submitted to the Finance and Audit Committee (quarterly), the Executive Committee (monthly), and the Board of Directors (quarterly).
6. Clear delegation of authority and responsibility will be clarified through Board action when necessary.
7. The annual budget will establish a plan for contributions to the operating reserve.
8. The annual budget will reflect allocation of resources consistent with the priorities of the Strategic Plan.

Prepared: December 2007, Approved by CBSA Board of Directors

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