

American Association of Petroleum Geologists (AAPG)

Strategic Plan

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OVERVIEW

The American Association of Petroleum Geologists (AAPG) has renewed a process, started in 2003 that will assist the association in creating clarity and focus on how it should invest its valuable resources on the identified wants, preferences, and needs of its members and other stakeholder groups. As part of this effort, the AAPG has begun a strategic planning and thinking project that will lead to growth for the organization. This plan facilitates (a) AAPG's identification of the future needs of members and other identified stakeholders and (b) AAPG's options for satisfying those needs. The planning process marks a significant juncture in the organization's history and the results of this plan will initiate choices that the association will make for future success.

Strategic Planning History

1 - Initial Planning by AAPG Advisory Council

On August 22, 2003, the AAPG Advisory Council began the strategic planning and thinking process with a discussion about current conditions and future assumptions regarding their profession. This information was used to form an initial set of options for defining the organization's core ideology and envisioned future. The framework used for this initial discussion and the entire planning process is a model of strategic judgments organized into four time-related horizons outlined on page 5.

2 - Test Initial Planning Elements

Following the initial strategic planning meeting, qualitative research in the form of telephone interviews was conducted with a selected group of AAPG leaders. The purpose of the qualitative research was to test the Advisory Council's initial thinking on their suggested strategic direction for AAPG with other leaders both past and present.

3 - Program Assessment

The next step of AAPG's comprehensive strategic planning and thinking process was to assess the organization's current portfolio of programs and services to determine their fit with the association's strategic direction. The assessment was conducted by a team of AAPG senior staff and volunteer leaders assisted by an outside consultant. The tool used to assess each program and service was introduced by the consultant and is currently used by hundreds of other associations.

4 - Identification of Strategies

The final report generated from the Program Assessment exercise assisted the AAPG Advisory Council in formulating strategies. Strategies are the action statements articulating how the association will implement its strategic plan.

On February 6, 2004, the Advisory Council continued their discussion of the strategic plan. At this meeting the Council used the results of the qualitative interviews as well as the Program Assessment to refine the existing strategic planning elements and to create an initial set of strategies.

5 - Testing of Strategic Plan with Larger Leadership Group

On February 7, 2004, the completed draft strategic plan was offered to a larger group of association leaders to comment on at their Leadership Conference. Session participants were offered opportunities to discuss the draft strategic plan in small groups. Their feedback was tabulated and provided to the AAPG Advisory Council for their review and consideration.

6 - Testing of Strategic Plan with General Membership

Prior to the Advisory Council's next meeting, a survey was developed and made available on AAPG's Web site for member participation and response. AAPG members were notified by email that the survey was available. The survey results represented 1016 member responses. This feedback was used to finalize the draft strategic plan which was reviewed and refined at the Advisory Council's next meeting (April, 2004).

7 - Final Completion of Strategic Plan

On April 17, 2004, the AAPG Advisory Council met together to consider the suggested changes recommended by participants of the Leadership Conference and to consider the results of a quantitative survey that was available on AAPG's web site for members to complete. At the completion of the meeting, the Advisory Council finished the strategic plan and discussed a communications strategy and next steps.

On August 7, 2005 the Strategic Plan was updated and revised by the Advisory Council. After further revision by AAPG leaders, the Advisory Council approved the final 2006 Plan on February 10, 2006.

8 - Implementation and Execution

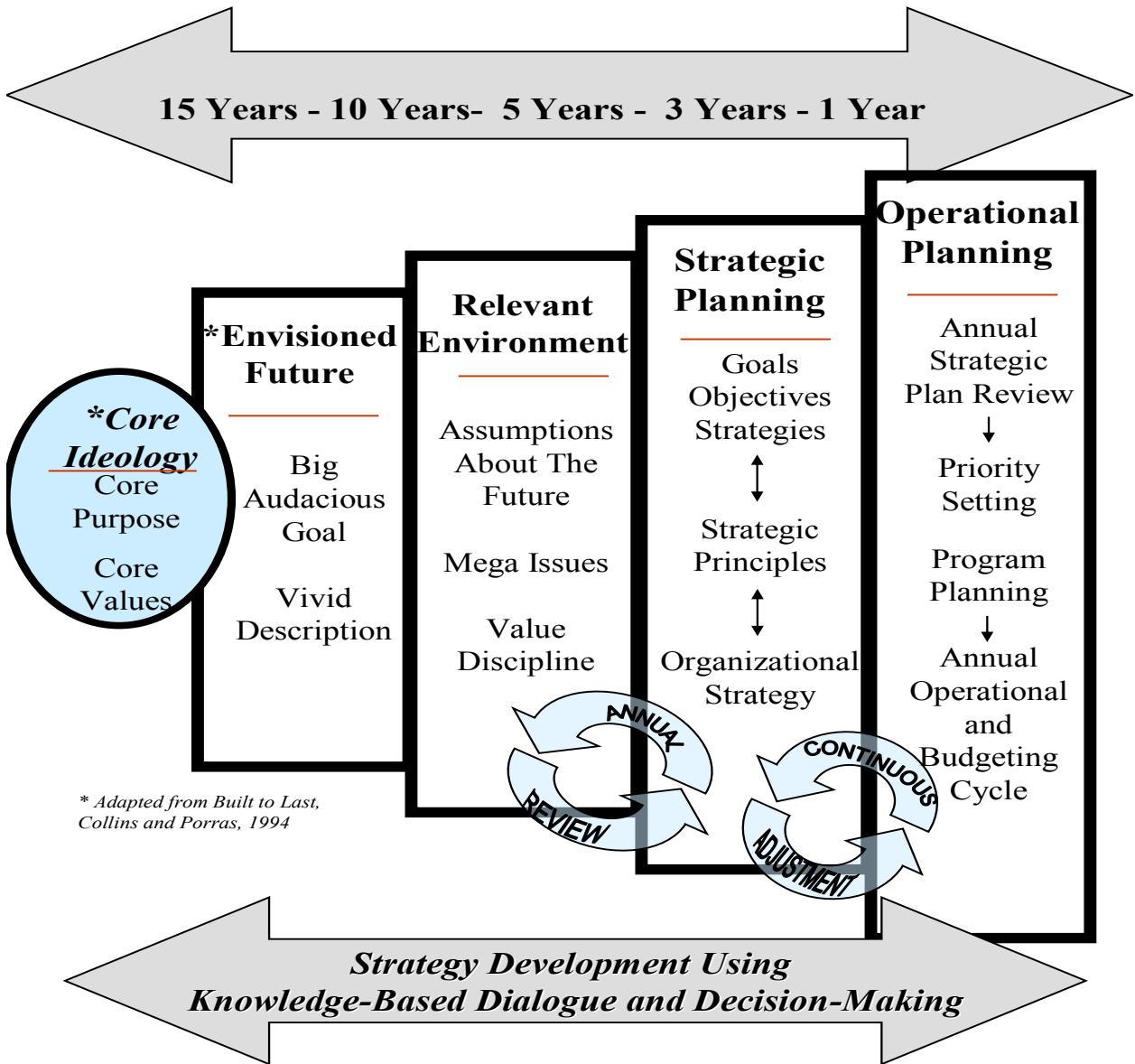
Association staff is responsible for creating the operational plans to execute the strategic plan. Volunteer leaders articulate direction through strategic planning and staff identifies the resources and how the strategic plan will be implemented. With the assistance of an outside consultant, staff will begin the ongoing process of creating action plans and the operational structure and processes to support the strategic plan.

9 - Review of the 2006 Plan

On Thursday August 26, 2010 the Advisory Council was convened to review and discuss the Core Values and the Demographics of the Association along with a review of the Global Business and Economic Climate, the current state of our Science and the Industry Technology, and the changes in the Social Values and Politics since the original assumptions were complete five years ago.

A Subcommittee of the Advisory Council was then tasked with preparing a new Draft Version of the Plan to be presented to the Advisory Council in April 2011 for discussion, review and approval.

Outline of Strategic Planning Process



Using the Four Planning Horizon's model as a framework and group dialogue and deliberation as the information source, the session participants created the following:

- A set of assumptions about the future of the petroleum industry and the professionals that work within it;
- A list of relevant factors in the long-range horizon (10-15 years into the future), core purpose, core values, Big Audacious Goal (B.A.G.) and a vivid description of future success;
- Six goal areas that identify where the AAPG will direct its energy in the next one - 10 year planning horizon. The goal areas focus on outcomes beneficial to AAPG and its members.
- A set of strategic objectives (3-5 years) in each goal area setting measurable direction for the organization to head in to achieve its goals.
- A set of strategies that identify the actions the organization will undertake in the next 1-3 years in order to achieve each goal area.

An Ongoing Process of Thinking Strategically

AAPG's leadership views the process of strategic planning as an ongoing process within AAPG. This is not a "strategic planning project" that is completed. Adoption of a plan is an affirmation of the general intent and direction articulated by the vision, goals and strategic objectives.

Progress toward achieving the strategic objectives will be assessed annually. The plan will be updated based upon achievement and changes in the needs of the stakeholders.

~ ASSUMPTIONS ABOUT THE RELEVANT FUTURE ~

In order to make progress against the 10-15 years Envisioned Future, an organization must constantly anticipate the strategic factors likely to affect its ability to succeed, and to assess the implications of those factors. This process of building foresight about the future assists AAPG in constantly recalibrating its view of the relevant future, a basis upon which to update the strategic plan on an annual basis. The outcome-oriented short-term goals are based on the long-range assumptions identified below. Annual review of the assumptions and their ongoing relation to the short-term goals is an appropriate method of determining and ensuring the ongoing relevance of the strategic plan.

Assumptions

Demographics

1. The industry will increasingly become global.
2. National Oil Companies (NOCs) are becoming international oil companies.
3. Career opportunities will continue to be volatile and will affect student interest in entering the profession.
4. The profession's workforce will increasingly age.
5. Organization (e.g., government, industry and academic) policies will continue to change in order to encourage women and ethnic minorities to enter and remain in the profession.
6. The technical workforce will increasingly be self-employed and will rely on outside resources that are easy and inexpensive to obtain.
7. Young professionals will have greater opportunity for leadership positions.
8. People will change companies more often.
9. Internal company training and research will be supplied externally.
10. The work force may work to older ages.
11. The number of local professional societies will decrease through attrition and mergers.
12. Energy related jobs will become more diverse.
13. Members will increasingly come from industry (as opposed to government or academia).
14. Members will work remotely or via long distance.
15. In the U.S., the concentration of petroleum geoscientists in the Houston area will persist.

Legislation/Regulation

1. Some governments will continue to view the industry negatively; some positively.

2. Many governments will continue to be “crisis motivated” in reacting to the industry which may result in new energy regulations.
3. Regulations will increase with increasing global environmental concerns.
4. The geosciences community has small public policy influence.
5. Public mistrust will increase concerning the “for-profit” industries.
6. Misconception about industry will continue to affect negatively in the way business is conducted.
7. Special interest groups will increasingly provide one-sided advice to governments on the industry and the information will be interpreted as scientific fact.

Global Business/Economic Climate

1. Oil and gas prices will continue to fluctuate.
2. Natural gas will increasingly decouple from oil prices and will be tied to coal.
3. Consuming areas will increasingly diversify their gas sources.
4. There will be increased international partnering by oil and gas companies.
5. Reserves are more controlled by national oil companies in and outside their country.
6. There will be increased opportunity for independent oil and gas companies outside of NA and Europe.
7. Energy demand from the Non-OECD economies will continue to impact supply.
8. Mergers, acquisitions, and consolidation will affect the petroleum industry jobs.
9. Geopolitics will continue to affect oil and gas prices.
10. Influence of NOCs will grow.
11. Changes in tax policy and investor business models will continue to affect exploration and production in the direction of short term perspectives.
12. Availability and protection of water resources will increasingly become an issue.
13. Produced water will become an increasing issue; injection water will become an increasing issue.
14. IOCs will continue to respond to the volatility of the market by making short-term operational decisions while NOCs will focus on longer term strategies.
15. Unconventional and alternative energy sources will become increasingly important.
16. Oil reserve replacement is on a decline and will become an increasing problem.

Science/Technology

1. Industry will hire those with skills in new technologies and classical geological education.
2. The industry will continue to be influenced by cross-over technology coming from other industries.
3. New technologies will increasingly come from small entrepreneurial companies.
4. Research by independents and NOC exploration and production companies is increasing.

5. Research will be increasingly directed to universities, government labs, NGOs, consultants, and service companies.
6. The speed with which technology becomes outdated will increase.
7. As technology grows, the understanding and application of the fundamentals of the science will decline, leading to an increased demand for generalists who can integrate technology with classical geological science.
8. Industry is working more with integrated teams which require more integration of disciplines outside of geoscience.
9. Nano-technologies and nano-materials could provide step changes in reservoir illumination and improved recovery and drilling technology.

10-15 YEAR PLANNING HORIZON **~ CORE IDEOLOGY & ENVISIONED FUTURE ~**

*Core ideology describes an association's consistent identity that transcends all changes related to its relevant environment. It consists of two elements - **core purpose** – the association's reason for being – and **core values** – essential and enduring principles that guide an association.*

*Envisioned future conveys a concrete yet unrealized vision for the association. It consists of a **big audacious goal** – a clear and compelling catalyst that serves as a focal point for effort – and a **vivid description** – vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.*

Core Ideology

Core Purpose:

To advance the science and profession of energy-related geosciences worldwide.

Core Values:

- Scientific excellence (pure and applied).
- Integrity and responsibility.
- Professionalism.
- Ethics.
- High quality membership services.
- Public Service and Outreach.
- Professional development.
- Open communication and transparency.
- Diversity.
- Recognition of scientific and professional achievement.

Envisioned Future

Big Audacious Goal

To be indispensable to all professionals in the energy-related geosciences worldwide.

A Vivid Description of the Desired Future:

External Environment

- Society recognizes geoscience professionals as contributing to the availability of reasonably priced and environmentally responsible energy.
- The petroleum industry is publicly perceived as a protector of a healthy and sustainable environment.
- The standard of living worldwide is enhanced as a result of geoscience-related work.
- Employers recognize the value of geoscience professionals to their success.
- Geoscientists are viewed by the public as scientists with an environmental conscience.

AAPG Members

- Members are aware of and depend on AAPG for their career tools.
- AAPG members are preferred by employers.
- AAPG members are the resource for the public, governments, and international agencies:
 - For their understanding of energy-related resources.
 - For unbiased and factual geoscience information.
 - For finding and producing efficient and environmentally sustainable energy.
- AAPG members are professional and ethical and are accepted by courts, states, and countries as expert witnesses.
- AAPG members are instrumental in the valuing of worldwide future Resources and currently established Reserves.

The Association

- AAPG is recognized for publishing and training of the cutting-edge of geosciences.
- Every energy-related geoscientist belongs to AAPG.
- AAPG is recognized for developing, supporting, and promoting environmentally sound practices in the production of hydrocarbons worldwide.
- AAPG has the best student placement programs within the profession.
- AAPG offers high quality professional development and continuous education.
- AAPG is *the* preeminent source of geoscience information related to the energy industry.
- AAPG is *the* preferred place to publish for energy-related geoscience.
- AAPG offers the best career-long benefits package.
- Other organizations recognize the benefits of merging or partnering with AAPG.

1-10 YEAR PLANNING HORIZON
~ OUTCOME-ORIENTED GOALS, STRATEGIC OBJECTIVES,
AND STRATEGIES ~

The following thinking represents goal areas for the next one to 10 years. They are areas in which AAPG will explicitly state the conditions or attributes it wants to achieve. These outcome statements define “what will constitute future success.” The achievement of each goal will move the organization toward realization of its vision. The goal areas are not necessarily in priority order.

Strategic Objectives and Strategies provide direction and actions on how the association will accomplish its articulated goals. Strategic Objectives are considered in the 3-5 year planning horizon while Strategies are considered within the 1-3 year planning horizon. The Strategies are listed under the Strategic Objective they support. Strategies are reviewed annually by the AAPG leadership.

The Strategies are prioritized to reflect the urgency of accomplishing them. Each strategy is labeled with a (H) high, (M) medium or (L) low rating. High Strategies are to be accomplished within the next operational year, medium Strategies are to be accomplished within the next operational year if resources permit, and low Strategies are to be accomplished within the following operational year. All Strategies included in the Strategic Plan should be considered accomplishable at some point in the future.

Goal Areas

Goal Area: Advance the Science

Foster, facilitate, and disseminate knowledge in leading-edge research and its practical application in the energy-related geosciences worldwide.

Strategic Objectives:

1. Encourage geoscience research
 - a. *Increase effectiveness and role of the AAPG Research Committee in areas such as leading edge Hedberg Conferences, Geoscience Technology Workshops, joint conferences and multi- disciplinary symposia. (H)*
 - b. *Continue to increase grants-in-aid to students to fund research. (H)*
 - c. *Develop research grants for professors to encourage universities to have energy-related research programs. (H)*

- d. *Develop annual meeting of AAPG Committees and Divisions to consider new research and potential new plays (H)*
 - e. *Identify high priority areas of desired research and discuss with selected academic and government institutions and other societies. (M)*
2. Encourage publication of geoscience research, both basic and applied.
- a. *Encourage submittals to the Bulletin based on judging results oral and poster programs from AAPG's ACE and ICE meetings. (H)*
 - b. *Ask the Region leadership to develop a process to find and supply submittals from the Regions to the Bulletin. (H)*
 - c. *Continue to develop the Search and Discovery Digest for applied geoscience. (H)*
 - d. *Maintain process of requiring Hedberg conveners to provide a summary article for publication and encourage speakers to provide expanded abstracts/PowerPoint for publication in Search and Discovery or complete manuscripts in the Bulletin or Special Publications (H)*
 - e. *Continue to expand Geoscience Technology Workshops, GTW, to include the topical Applied Science and Engineering to all Regions and Sections (H)*
 - f. *Where appropriate encourage publication results from GTW's whether via Bulletin, Special Publications, Search and Discovery, etc.*
 - g. *Solicit book review papers for the Bulletin and Environmental Geoscience. (M)*
3. Strategic focus of publications.
- a. *Create strategic plans for publications (Bulletin and special publications). (H)*
 - b. *The Bulletin should maintain the policy of diverse topical papers. (M)*
 - c. *Review role of Publications Committee and Associate editors. (H)*
 - d. *Make special publications more accessible through on-line subscriptions to Datapages for individual users (H)*
 - e. *Investigate print on demand solutions and compare with sister societies' methodology. (L)*
4. Develop online geoscience interest groups (GIGs) (H)

Goal Area: Continuous Professional Development

To be the provider of choice for education and career development for members worldwide.

Strategic Objectives:

1. Increase programs for personal career planning and professional growth.
 - a. *Increase opportunities for management training, teamwork training, and career development that fit within a context of the interdisciplinary, cross-functional teamwork that typifies most E&P companies. (M)*
 - b. *Promote life-long learning for career development by developing a career path education curriculum for various geoscience specialties, e.g. carbonate exploration geology. (M)*
2. Increase the accessibility of AAPG educational opportunities.
 - a. *Create opportunities to communicate the value of educational programs to company management using testimonials and personal visits. (H)*
 - b. *Consolidate and focus educational offerings and field conferences. (H)*
 - c. *Create a curriculum of courses that will meet the training needs of National Oil Companies (NOCs) and large independents. (H)*
 - d. *Create materials for one-day courses with local affiliates. (M)*
 - e. *Expand distance learning programs, including e-certificate programs and e-symposia. (H)*
 - f. *Continue to offer programs for continuing education units (CEU) and professional development hours (PDH) in response to regulatory/registration/licensing requirements. (M)*
 - g. *Expand the offerings of Geoscience Technology Workshops (GTWs). (H)*
 - h. *Reinstitute the Archie Conferences (M)*
3. Increase the exposure of the Distinguished Lecture Series and Visiting Geologist Program globally.
 - a. *Raise additional money for the Distinguished Lecture series. (H)*
 - b. *Co-venture DLS and VGP with international affiliates. (M)*
 - c. *Expand educational offerings through regional AAPG offices (H)*
 - d. *Expand audio and video taping DLs along with their PowerPoint presentations and offer to an expanded audience. (M)*
 - e. *Participate in focused Facebook and LinkedIn social networking focused on prominent geotechnical specialties (M)*

4. Increase corporate support for member continuing education.
 - a. *Ask the Corporate Advisory Board to provide information on their educational needs (M)*
 - b. *Develop a method to recruit and retain high-quality instructors (M)*

Goal Area: Public Awareness and Understanding

Increase the public's awareness and understanding of the value that energy-related geoscience professionals bring to society.

Strategic Objectives:

1. Develop website for public, school teachers (K-12), and students covering the energy-related industries.
 - a. *Continue to coordinate efforts with other energy-related programs. (H)*
 - b. *Develop factsaboutenergy.com to provide a Web based database for frequently asked questions about the petroleum industry. (H)*
 - c. *Coordinate update and addition of information to petroleumgeology.org including the addition of a geologists' shared blog commenting on current events.(M)*
2. Increase coordination of public messages developed by entities approved by the Executive Committee
 - a. *Continue coordination with the Public Outreach Committee, DPA Government Affairs Committee, GEO-DC, and CORE. (M)*
 - b. *Develop a social media strategy that uses these tools to communicate more about petroleum geology and what it does and why it is important.(M)*
 - c. *(M)*
 - d. *Determine a distribution for the USB key developed and a strategy for keeping up-to-date. (M)*
3. Increase coordination of public messages among geoscience organizations.
 - a. *Contact all energy-related geoscience organizations and determine existing outreach programs. (M)*
 - b. *Identify common messages between organizations and combine efforts. (M)*
4. Support and emphasize Geoscience Week through the Public Outreach and Youth Education Committees and affiliated societies. (H)

5. Create a program to encourage members to develop a relationship with media on a local level. (H)
 - a. *Provide a media training program as needed (M)*
 - b. *Provide a list of answers to media's questions as needed (H)*
6. *Promote awareness and support of AAPG and Foundation activities. (H)*

Goal Area: Membership and Member Services

Attract and retain members worldwide by providing programs and services that are essential to professional career development.

Strategic Objectives:

1. Attract new members
 - a. *Redefine member requirements. (H)*
 - b. *Create "branding" ads and advertise in various sister societies (e.g., GSA, SEG, and SPE). (M)*
 - c. *Promote AAPG to major corporations. Promote graduated dues in the Sections and Regions. (H)*
 - d. *Promote Corporate Group Memberships especially to National Oil companies.(M)*
 - e. *Promote Business Group Memberships primarily to small petroleum or petroleum-related companies, private institutes and government agencies.(M)*
 - f. *Go to major universities to promote student chapters and student expos. (H)*
 - g. *Work with faculty through the Academic Liaison Committee to promote AAPG. (M)*
 - h. *Continue to work with affiliated societies to cross reference membership rosters for recruiting purposes. (M)*
 - i. *(M)*
 - j. *Continue marketing plan to recruit more members at Section/Region and sister organization meetings.(M)*
 - k. *Improve online application process and streamline information stored with member record for greater marketing and statistical information (i.e., alma maters) (H)*
 - l. *Transition all student applications to ONLINE only (no paper forms).(H)*
2. Increase member understanding of and participation in existing programs and services.
 - a. *Highlight the value of an association program in the Explorer or social media as opportunity allows. (H)*

- b. *Post membership statistics and/or historical data on our website to raise member awareness of growth (and/or loss) annually.. (H)*
 - c. *Develop easier billing/payment methods for larger employers (for companies outside of the Corporate/Business Group memberships).(H)*
3. Increase retention of young professionals and students.
 - a. *Continue YP initiative in contacting students prior to graduation via email and letter, encouraging them to continue membership. (H)*
 - b. *Continue YPLS in conjunction with AAPG Leadership Days.(H)*
 - d. *Continue Meet & Greet events at ACE and ICE (H)*
 - e. *Continue growth, development and implementation of Imperial Barrel Award (H)*
 4. Develop programs to retain semi-retired and retired members
 - a. *Redefine senior dues and meeting pricing. (M)*
 - b. *Create distinctive emeritus ribbons for conventions. (M)*
 - c. *Hold senior member reminiscences following social/reception at Annual Meetings or luncheons at conventions. (M)*

Goal Area: Financial Strength

Maintain an annual balanced budget surplus (3% to 5%).

Strategic Objectives:

1. Increase the Foundation's fundraising program.
 - a. *Reach the goal of \$35M as established by the Foundation. (H)*
2. Increase the diversity of AAPG's income stream.
 - a. *Conduct financial assessment annually and develop multiple profit centers and eliminate non-essential programs. (H)*
 - b. *Research other associations for income diversification opportunities. (M)*
3. Increase revenue from conferences, exhibitions and publications. (E.g., OTC, APPEX London, NAPE, ICE, Annual Meeting, GEO, IPTC.)
 - a. *Identify and implement partnership opportunities to increase revenue from meetings, expos and educational programs.(M)*
4. Increase training partnerships with companies, NOCs, and government agencies.

- a. *Continue to partner with sister societies in offering training courses. (H)*
 - b. *Continue to develop training partners program especially with NOCs. (H)*
 - c. *Develop strong curricula with highly qualified instructors and state of the art courses. (H)*
5. Continue to review expenses utilizing zero-based budgeting and evaluating overhead allocation. (H)
 6. Increase revenues of Research Conferences by improving quality and appeal. (M)
 7. Continue to review the potential-including profitability of Datapages/GIS. (M)
 8. Review opportunities for capital investment (broaden Investment Committee portfolio options). (H)
 9. Work with the Regions and Divisions to improve their financial models. (M)
 10. Review exposure and solutions to financial liabilities (reduce and/or control). (H)

Goal Area: Global Presence

Evolution of a global strategy that demonstrates responsibility for, and has direct benefit to, the membership and upholds the goals of AAPG.

Strategic Objectives:

1. Increase members' knowledge and understanding of globalization.
 - a. *Continue annual evaluation of membership dynamics and scope of global programs, both current and future, in order to underpin the future planning and development of AAPG. (H)*
 - b. *Implement and engage members with social media applications to facilitate benchmarking and information exchange about AAPG programs and local and regional initiatives between leaders and professionals worldwide. (M)*
 - c. *Ensure that all AAPG communications and images reflect a diverse and global membership and customer base.(M)*

2. Increase member support for the advantages of a global organization.
 - a. *Gather information on worldwide economic development, petroleum industry activities and geoscience educational trends. (M)*
 - b. *Utilize AAPG programs (Hedbergs, workshops, conferences, etc.) to develop volunteerism and recruit leaders within the ranks of indigenous professionals worldwide. (M)*
 - c. *Export extensive AAPG committee/subcommittee structure into all Regions to facilitate participation, input and program development in all energy producing locations. (M)*

3. Sustain value and participation in all sections and regions.
 - a. *Analyze the structural, financial, and organizational changes and impact in becoming a more global organization. (L)*
 - b. *Develop an adoption scheme for regions and sections. (M)*
 - c. *Instigate and maintain regular global tours by AAPG leadership. (M)*
 - d. *Increase participation in new and existing commercial conferences (IPTC, GEO-ME, and GEO-India). and proactively investigate and pursue business opportunities and joint ventures with sister and affiliate societies. (M)*
 - e. *Maintain and create new regional AAPG offices and acquire additional staff resources as needed to implement global business plans. (M)*
 - f. *Expand VGP and DL programs internationally. (H)*
 - g. *Aggressively promote graduated (discounted) membership fees structure to develop new members in burgeoning markets and elsewhere. (M)*
 - h. *Replicate and export AAPG conferences, workshops and education programs to serve new and potential members in broader and developing markets. (H)*
 - i. *Measure demand and, as warranted, use successful webinars to feed workshop (GTW) development and successful GTW's to launch new topical conferences. (H)*
 - j. *Increase exhibit presence at global energy events.(M)*

5-10 YEAR PLANNING HORIZON

~ MEGA ISSUES ~

Mega issues are issues of strategic importance, which represent choices the organization will need to make in defining the ultimate direction of its long-range plan. These issues represent potential impediments to achievement of the Envisioned Future, and form a basis for dialogue about the choices facing the organization. These questions can serve as an ongoing “menu” of strategic issues that, using a knowledge-based approach in gathering insights relative to AAPG’s strategic position and directional choices for each of the issues, can be used by the Board to create regular opportunities for strategic dialogue about the issues facing the industry.

Mega-Issue Questions

1. How does AAPG engage early career professionals so that they retain their membership?
2. How does AAPG get more people to join our profession?
3. Should the AAPG consider merging with other sister societies?
4. How will this organization balance the declining interest in petroleum geosciences of N. America students with the increasing global demand for energy?
5. How will AAPG address the increasing interest in alternative non-fossil energy technologies?
6. How can AAPG be more effective in improving the involvement of underrepresented groups in North America in the geoscience profession?
7. How can AAPG expand endowments?
8. How can AAPG assist in changing the public’s perception of the oil industry?
9. How can AAPG use our divisions more effectively?
10. How can AAPG increase visibility/recognition at geoscience universities worldwide?
11. How can AAPG truly become a global geoscience organization?
12. How does AAPG engage and retain new professionals?
13. How does AAPG retain semi-retired professionals in our association?
14. How should AAPG better disseminate energy-related research and knowledge to our members and the public?
15. How can AAPG encourage increased membership participation in the work of the association?
16. How does AAPG bring the issues of sustainable resource exploration and development into K-12 and undergraduate and graduate classrooms and research?
17. What can AAPG do to bring better science to federal environmental and land management so as to facilitate appropriate energy development?
18. What can AAPG do to lead all of the energy profession to a coordinated and funded public outreach program?
19. How does AAPG maximize the availability of information and data to members in a timely and cost-effective manner?

20. How can AAPG assist members with personal career development through out the career spectrum?
21. How does AAPG create a small annual surplus?
22. Is Tulsa the best place for AAPG headquarters?
23. How does AAPG get management “buy-in” to the Association so as to allow more geoscientists to publish their work and to serve the Association?
24. How can research be publicized and disseminated?
25. How can AAPG leadership better represent the future organization?
26. How can AAPG positively affect employment opportunities for its members?