



STRATEGIC FRAMEWORK - July 2026

Mission – CESSE provides leadership development through networking, education, and the sharing of best practices for the professional leaders of science, technology, engineering, and math (STEM) societies.

Vision – Transforming the future through leadership in science, technology, engineering, and math (STEM).

DOMAINS & GOAL STATEMENTS

Domain: Networking and Connections	Domain: STEM Society Professionals' Engagement	Domain: Professional Development	Domain: Operational Excellence
Goal: CESSE will create a safe, inclusive, and equitable environment that fosters meaningful professional relationships, supports the exchange of best practices and innovative ideas, and welcomes a diversity of perspectives to help all our members advance their careers, organizations, and the broader STEM community.	Goal: CESSE will meaningfully engage STEM society professionals from all staff roles and backgrounds to identify and meet their diverse professional needs and will be known as the professional home for STEM society staff.	Goal: CESSE will provide education and knowledge exchange opportunities to STEM society professionals at all levels of their career.	Goal: CESSE will operate ethically, efficiently, and inclusively while ensuring long-term financial sustainability and growth.

A. Promote networking among STEM society professionals in all roles and at all levels. B. Create an open, safe, and trusted learning and networking environment that enables the sharing of best practices, shared challenges, and opportunities and welcomes diverse perspectives across all communities.	A. Better define each market segment and its associated value proposition (e.g., CEO, Executive Suite & Non-Executive). B. Gather and use data to inform decisions - by actively incorporating a diverse range of member feedback and engagement insights to better align programs with the needs of all members. C. Increase member engagement across all CESSE programs.	A. Provide leadership training and opportunities within the STEM community. B. Offer the highest quality educational content and programs for STEM society staff. C. Lead by example and provide meaningful and practical DEI resources for STEM societies.	A. Grow partnership revenue. B. Optimize membership revenue. C. Develop non-dues revenue streams. D. Ensure organization has sufficient reserves and controls costs, while still investing as appropriate in new programs and services. E. Support operational excellence by integrating the principles of diversity, equity, and inclusion across all activities and decision-making.
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	Objectives	Strategies
Networking and Connections Goal: CESSE will create a safe, inclusive, and equitable environment that fosters meaningful professional relationships, supports the exchange of best practices and innovative ideas, and welcomes a diversity of perspectives to help all our members advance their careers, organizations, and the broader STEM community.	A. Promote networking among STEM society professionals in all roles and at all levels.	1. Identify the networking needs of members to ensure CESSE provides meaningful opportunities. 2. Promote networking opportunities to intentionally meet the needs of members based on organization size, career stage, and functional area. 3. Define success metrics to determine if CESSE networking is valued by members.
	B. Create an open, safe, and trusted learning and networking environment that enables the sharing of best practices, shared challenges, and opportunities; and welcomes diverse perspectives across all communities.	1. Using the CESSE Code of Conduct, reinforce a culture that supports civil discourse, participant safety, and welcomes (amplifies) diverse perspectives. 2. Define success metrics to validate that CESSE has created a safe and trusted learning and networking environment.

	Objectives	Strategies
STEM Society Professional Engagement Goal: CESSE will meaningfully engage STEM society professionals from all staff roles and backgrounds to identify and meet their diverse professional needs and will be known as the professional home for STEM society staff.	A. Better define each market segment and its associated value proposition (e.g., CEO, Executive Suite & Non-Executive).	1. Develop differentiated value propositions for each member segment and leverage them to drive membership growth, engagement, and retention tactics. 2. Conduct research to learn the needs of each market segment and identify opportunities for membership growth.
	B. Gather and use data to inform decisions - by actively incorporating a diverse range of member feedback and engagement insights to better align programs with the needs of all members.	1. Establish a cadence for collecting member feedback to ensure strategic and operational decisions are informed by current member needs, emerging trends, and diverse member perspectives. 2. Monitor emerging challenges and opportunities affecting STEM society professionals, particularly those underserved by other organizations, and develop programs, resources, and connections that address those needs.
	C. Increase member engagement across all CESSE programs.	1. Leverage CESSE's position as the place "Where STEM Society Professionals Connect" to strengthen brand awareness and reinforce its role as the professional home for STEM society staff. 2. Use member feedback and engagement insights to inform decisions and identify opportunities to increase participation across CESSE programs and services. 3. Develop and deliver targeted engagement opportunities that foster meaningful connections and provide value to diverse member segments.

	Objectives	Strategies
Professional Development Goal: CESSE will provide education and knowledge exchange opportunities to STEM society professionals at all levels of their career.	A. Provide leadership training and opportunities within the STEM community.	1. Enhance existing educational programs to support leadership development needs of STEM society professionals throughout their careers. 2. Develop meaningful volunteer leadership opportunities that prepare and develop future leaders for CESSE.
	B. Offer the highest quality educational content and programs for STEM society staff.	1. Identify emerging and relevant topics for STEM society professionals and incorporate those insights into CESSE's educational offerings. 2. Collaborate with subject matter experts and thought leaders to curate timely, relevant, and high-quality educational opportunities. 3. Define success and evaluate the impact and member value of CESSE's educational programs.
	C. Lead by example and provide meaningful and resources that are equitable, inclusive, and accessible to all STEM society professionals.	1. Ensure that CESSE programs and communications reflect the diversity of STEM societies, offering diverse perspectives and aiming to be a model for the STEM association community. 2. Design and deliver programs, services, and experiences that are equitable, inclusive, and accessible to STEM society professionals.

	Objectives	Strategies
Operational Excellence Goal: CESSE will operate ethically, efficiently, and inclusively while ensuring long-term financial sustainability and growth.	A. Grow partnership revenue.	1. Determine what Partners value and create programs to meet those needs. 2. Develop a structured partnership sales and engagement strategy that includes both event-based and year-round opportunities.
	B. Optimize membership revenue.	1. Identify and recruit STEM society CEOs that are not currently engaged with CESSE. 2. Increase Staff level membership within organizations where only the CEO participates in CESSE. 3. Benchmark CESSE membership dues, benefits, and value against comparable associations to support membership growth.
	C. Develop non-dues revenue streams.	1. Maximize revenue from existing educational courses by expanding participation, enhancing value, and optimizing program performance. 2. Develop new educational programs and offerings that address member needs and contribute to sustainable revenue growth. 3. Explore strategic partnerships that create revenue-share opportunities and expand CESSE's impact.
	D. Ensure organization has sufficient reserves and controls costs, while still investing as appropriate in new programs and services.	1. Implement multi-year financial modeling to support long-term planning and financial sustainability. 2. Establish reserve targets and policies to strengthen financial stability and resilience.
	E. Support operational excellence by integrating the CESSE Core Values across all activities and decision-making.	Integrate and consider CESSE Core Values into vendor selection, speaker selection, and leadership pathways to ensure CESSE reflects and serves the diversity of the STEM society community.