



MORS
Leading the National
Security Analytic
Community



The MORS Five Year Plan



72nd MORSS



POSTORNGATE SCHOOL

First Presented By:

MORS Executive Council June 2008

Approved for Implementation By:

MORS Board of Directors February 2009



The MORS Five Year Plan

Developed under the direction of

The Society President: Jack Keane

by

The Society Executive Council

President-elect: Dr. Michael J. Kwinn, Jr.

Immediate Past President: Patrick McKenna

Vice-President for Meeting Operations: Kirk Michealson

Vice President for Finance and Management: Joseph Bonnet

Vice President for Professional Affairs: Dr. Niki Goerger

Secretary: William Kroshl

Executive Vice President: Brian Engler

Vice President for Administration: Natalie Strawn-Kelly

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Purpose

The purpose of this document is to establish and present a five-year plan for MORS. This undertaking was directed by the current MORS President, Mr. Jack Keane. A five-year plan is important to the Society as it provides direction to the Society's Board of Directors, ensures that the Executive Council makes a deliberate assessment of the state of the Society to ensure it remains relevant and, arguably more importantly, provides its members and potential members with insights as to the nature of the Society as seen by its leadership. Such a plan has not been developed for some time but Mr. Keane realized the importance of such a plan at this critical juncture of the Society.

The President directed that his President-elect, Dr. Michael J. Kwinn, Jr., lead this study and develop the plan for his approval. Dr. Kwinn enlisted the support of the entire Executive Council: Mr. Joseph Bonnet (Vice President Finance and Management), Mr. Kirk Michealson (Vice President Meeting Operations), Dr. Niki Goerger (Vice President Professional Affairs), Mr. William Kroshl (Secretary), Mr. Patrick McKenna (Immediate Past President), Mr. Brian Engler (Executive Vice President) and Mrs. Natalie Strawn-Kelly (Vice President for Administration). The obligation for developing this plan was not taken lightly by this professional group and the work was not done capriciously. The significant changes contained herein are:

- o We unveil the Society's new slogan and vision;
- o We define the important functions for the Society to achieve this vision;
- o We establish measures and goals for each function and identify how we intend to achieve these goals; and
- o We suggest that a study be undertaken to review the appropriateness of the Society name in the context of the current and future interagency environment.

Before we began discussing proposed changes to the Society, we fully appreciated where the Society began and embraced the legacy we wanted to maintain. We start this plan with that understanding.

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Where we started is why we started

For over forty years the Military Operations Research Society (MORS) has proudly served the Department of Defense analytic community. Under the sponsorship of the Army, Navy, Air Force, Marine Corps, Office of the Secretary of Defense, the Joint Staff, and recently The Department of Homeland Security, the continuing objective of MORS has been to enhance the quality and effectiveness of military operations research. That does not mean that the Society has not undergone significant changes over the years.

The Society traces its roots back to 1957 when the first Military Operations Research Symposium was held at the Naval Ordnance Lab in Corona, California [*World of MORS*, 2007, p. 3.] Scientists at the Office of Naval Research (ONR), Pasadena, organized that symposium to address a need to collaborate with other scientists on significant military issues. With the size of the symposia growing, after holding 15 symposia, ONR asked that a society be established to reduce their administrative burden while continuing to address the need for collaboration between military operations research analysts. To this end, the Military Operations Research Society was established on April 17, 1966.

The Society continued to evolve to meet the changing needs of its constituencies as well as the national security environment. Probably the next most significant change in the Society occurred in 1989. During that year, the Society changed its charter to include membership. Prior to 1989, there were no members in the usual sense. Since that time there have been three classes of membership: Members, Directors and Fellows. The Members of the Society now include a cross section of the best defense analysts, operators and managers from government, industry and academia. Their involvement continues to foster professional interchange within the national security analytical community, the sharing of insights and information on challenging national security issues and specific support to decision makers in the many organizations and agencies that address national defense. It is time that the Society takes another step in its evolution.

Impetus for Change

Before we discuss where we are moving the Society, we need to discuss the forces of change. There have been two significant developments in recent years, both motivated

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externally. One change relates to the financial relationship between the Sponsors, the Society and the Membership. The other change is to the very environment in which MORS operates. Together, they have so greatly affected MORS, so as to change the nature of the Society. We discuss these changes below and, quite logically, begin with the financial discussion.

GAO Ruling

In 2004 the Government Accounting Office (GAO) issued a ruling that shook the world of MORS. This ruling essentially changed two significant aspects of MORS. First, the ruling stated that MORS could not charge fees above direct costs for meetings to which the government sponsors had provided funding. Second, the ruling stated that MORS could no longer couple membership in the Society with meeting fees.

Though MORS always had two sources of funding (Government contract and Societal revenue), this ruling essentially directed that the two could not be intermingled at anytime. This created a situation whereby for MORS to continue to fulfill its obligation to its members to provide meetings for collaboration, they had to generate the entire costs of the meetings through meeting fees.

The second aspect of the ruling was more profound. It changed the nature of membership in the Society. Essentially general membership must now be paid for by the individual who *wants* to be a member as opposed to someone who just wants to attend a meeting. This means that the Society, through its Board of Directors, must make membership even more appealing to its constituents beyond meeting attendance in order to maintain its membership levels.

The collective effects of these changes significantly raises the importance of membership at large to the Society. The Society must be more responsive to its members in order to expand membership and encourage meeting attendance. These are the only means available for the Society to generate revenue necessary to continue to pursue its historical objective to enable collaboration between analysts, scientists and decision makers. As significant as this change is to the governance and operations of the Society, its impact is far less than the changing analytical environment to which we must adapt.

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The Analytical Environment

Many things are arguably more complicated today than when MORS started. The lines between operations research and other analytical techniques used to be relatively definitive. So were the lines between the military and the rest of the government, as was the case between US and non-US national security issues. These lines have started to blur over the years and have become nearly unrecognizable since September 11th, 2001, and the start of the Global War on Terror (GWOT). There are new definitions of “military” projects, US national security issues and actors, and the application of techniques we are applying to these problems. The environment in which MORS members and other constituents operate has changed. The Society must adapt to this more robust environment in order to remain current and significant.

Military analysts are working on a huge variety of projects throughout the world. They are still developing models and conducting simulations (though some have argued that simulation is not operations research). They are also analyzing social networks, using decision analysis techniques, conducting risk assessments, developing plans for establishing governments and developing and managing assessment systems. Often the people working these problems do not identify themselves as doing Operations Research. These are of significant interest to our community and our constituents, however. We cannot narrowly define our problem types and remain viable in the future.

Not only is the definition of OR becoming fuzzy, so is the definition of a military problem and a military analyst. There are members of the military analytical community who are working on economic development projects as well as campaign analysis. They are working on homeland security issues and military manpower questions. The key buzzword is no longer “joint” but rather “interagency”. MORS needs to embrace the interagency aspect of the environment to remain current. The first step is the addition of the Department of Homeland Security as our newest Sponsor. It is time to take the next steps to fully embrace the entirety of our analytical efforts and not just for the United States.

A recently deployed analyst complained that a MORS Special Meeting did not have any allied representation because “it only included representatives from the US, UK, Australia and Canada.” This is the new reality that our analysts find themselves in all the time. They work alongside representatives and analysts from dozens of countries around the world. At the Combined Joint Headquarters in Afghanistan, as early as

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2003, the Effects Assessment operation was lead by a British Colonel and included a US Marine Major, a German Air Force Major, and a representative from the US State Department! Including international participation in our meetings imperative, as we are at the point where we cannot really have an informed discussion of national security without our allies. Here again, it is time to take the next steps which we turn to now.

The New MORS

Over the past number of years, a succession of MORS Presidents have discussed the changes detailed in the Analytical Environment section and how MORS should adapt to keep in step with its constituents and fulfill its mission. Starting with Suzanne Beers who was President when the GAO ruling was announced and continuing with Pat McKenna, currently Jack Keane and soon Mike Kwinn, each has mulled the direction of the Society. They have collectively discussed these issues and the end result is the realization that MORS should expand its reach to include all aspects of national security beyond traditional military applications. Similarly, we should begin to include in our discussions other analytic techniques which compliment the strict definition of operations research.

As we move to reach out and expand our scope, MORS should conduct a study to review the name of the Society. One potential option would be that MORS would cease being an acronym and simply be the title of the Society. There are many precedents for this type of change. Some examples are ABET (formerly known as the Accreditation Board for Engineering and Technology), SAIC (formerly Science Applications International Corporation) and even ESPN (formerly known as the Entertainment and Sports Programming Network.)

Other options include completely changing the name of the Society to reflect the expanding constituents or even to keep the name and change our motto. Regardless of the suggestions from this study, it is important to keep the best aspects of the MORS name while becoming significantly more inclusive. To this end, our Society motto will be "Leading the National Security Analytical Community." This reflects the focus on national security analysis which expands our base.

Though this change is very significant, it is only the start of what we took on in this plan. We now turn to our vision for the future of MORS.

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A Vision of the Future

To move forward, the Society demands vision from its leaders. President Jack Keane, Immediate Past President Pat McKenna, and President-elect Mike Kwinn spent many hours in discussion on the direction of the Society to capture their vision of the Society's future. From their discussions and with the input of the Executive Council, they developed the following vision for the Society:

Become the recognized leader in advancing the national security analytic community through the advancement and application of the interdisciplinary field of Operations Research to national security issues, being responsive to our constituents, enabling collaboration and development opportunities, and expanding our membership and disciplines while maintaining our profession's heritage.

This vision captures our objective to lead the effort to advance the national security analytic community. There are four key aspects to this vision which will shape the Society and its activities within this five-year planning horizon.

1. Focus on Leadership

We want MORS not just to be a leader but to be *the* leader in advancing the national security analytical community. To do this, we have to be proactive in our development of meeting topics to ensure they are timely, relevant and interesting. We have to be agile in our symposium discussions and our working groups. The current structure of fixed working groups at each symposium lacks that agility. We will continue to make the symposium topics timelier especially by expanding Focus Sessions.

To be the leader, we also have to get the word out to our constituents about our activities. We have relied mostly on previous contacts and word of mouth to get the word out about MORS, its meetings and its opportunities. We cannot lead the community without expanding our reach — and thereby expanding our impact. We have to get ahead of the community and rally the community to lead the community. We will immediately begin improving our strategic communications.

2. Focus on National Security

This vision encompasses all aspects of national security including not only the military

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but also Homeland Security and the other agencies of government – including the US and its allies. We can no longer have viable discussions about the work analysts in our community are undertaking without discussing the implications beyond the US military. The world has become too complex and interconnected for us to remain myopic and risk isolation.

We will build on the momentum gained by adding the Department of Homeland Security as a sponsor and develop inroads to the other agencies within our government, especially the Department of State. We will also greatly expand the opportunities for our allies to participate in our discussions primarily at Special Meetings, and we will continue to explore options to include them in our symposia. We have to. This is the environment in which we are operating. Some years ago a rational argument could have been made that international participation would limit our discussions. Within our new global operating environment excluding international participation limits our discussions.

3. Focus on the Analytic Community

It is important to note that we are no longer limiting our discussion topics to traditional operations research. This might be a more significant cultural change than expanding from our military-only focus to a national security-focus. Again, the question is not “why would we change” but “how could we not expand our reach if we want to maintain our impact in this operating environment?” This is especially important when our analysts are being called upon to do so many different things.

Like the agency discussions, analytic disciplines are becoming similarly interconnected. We will reach out beyond traditional OR to other related disciplines like systems engineering, social/behavioral analysis, political science, and economic analysis. We need to show that we are a more inclusive society to bring in the right people to add to our discussions on significant, timely topics.

4. Focus on Functions

It is not a coincidence that the new MORS vision includes what the Executive Council believes to be the Society’s core functions. These areas are where we believe MORS must add to the community to lead it into the future. These core functions were developed in a detailed and painstaking process by the Executive Council with the input of the Strategic Development Committee to ensure we captured the right direction for the Society. As they are the centerpiece in our five-year plan, we turn the

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discussion to them now.

The MORS Functions, Objectives and Goals

The Executive Council decided on the four top-level functions to be incorporated in the vision but understood that these functions in and of themselves would not be sufficient guideposts for the Board of Directors as it sought to move the Society forward. To assist in that responsibility, the Executive Council decomposed each core function and developed objectives for each sub-function. The complete hierarchy is located in Appendix A of this document.

Some of the functions in the hierarchy are new to the Society (such as explicitly tracking the number of international members) and others are restatements of what the Society has been doing all along (maintaining publications and personal histories) — but each are important. Collectively, these goals will help shape what MORS should become in the next five-years and guide the MORS Board of Director committees as to their focus.

The functional hierarchy for the MORS five-year plan will not only serve to explain the important aspects of the five year plan, but it will also allow future Executive Councils to track progress toward achieving our collective goals for each objective. In Appendix B, we have identified how each objective listed in the hierarchy will be measured and our three- and five-year performance goals.

Our Strategic Planning committee will have the task of collecting the inputs from the other committees and developing the annual assessment for the President and the Executive Council. From this, the incoming President-elect can formulate the plan for his or her term of office. Additionally, this assessment and future plan will be presented to the membership at large at the annual symposium.

Updates and Revisions

Though we have done a great deal of analysis and put in a lot of thought into the future environment in which MORS will find itself within the timeframe of this five-year plan, we quickly acknowledge that we will not be exactly correct about the situation. In that light, this is a document that not only can be modified, but must be modified as MORS moves forward.

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It is the responsibility of each President and President-elect to review this document, add their initiatives and revise this appropriately. It is a living document much like MORS is a living and growing entity. Updating this document should be routine and continuous so to make the Society as agile as possible.

Conclusions

We all understand that change is difficult. The changes proposed in this plan are significant as they directly impact the culture of the Society. This is intentional. We cannot define where we want to take the Society without assessing who we are and the current and future environments in which we will be operating. We believe that this plan will allow the Society to continue its run of over forty years of significant contributions.

We set out on the development of this five-year plan with the thought in mind that we would leverage the things that make MORS great and make it even greater. We also realize that developing a plan is the first step in the process. We believe that we have accomplished this goal.

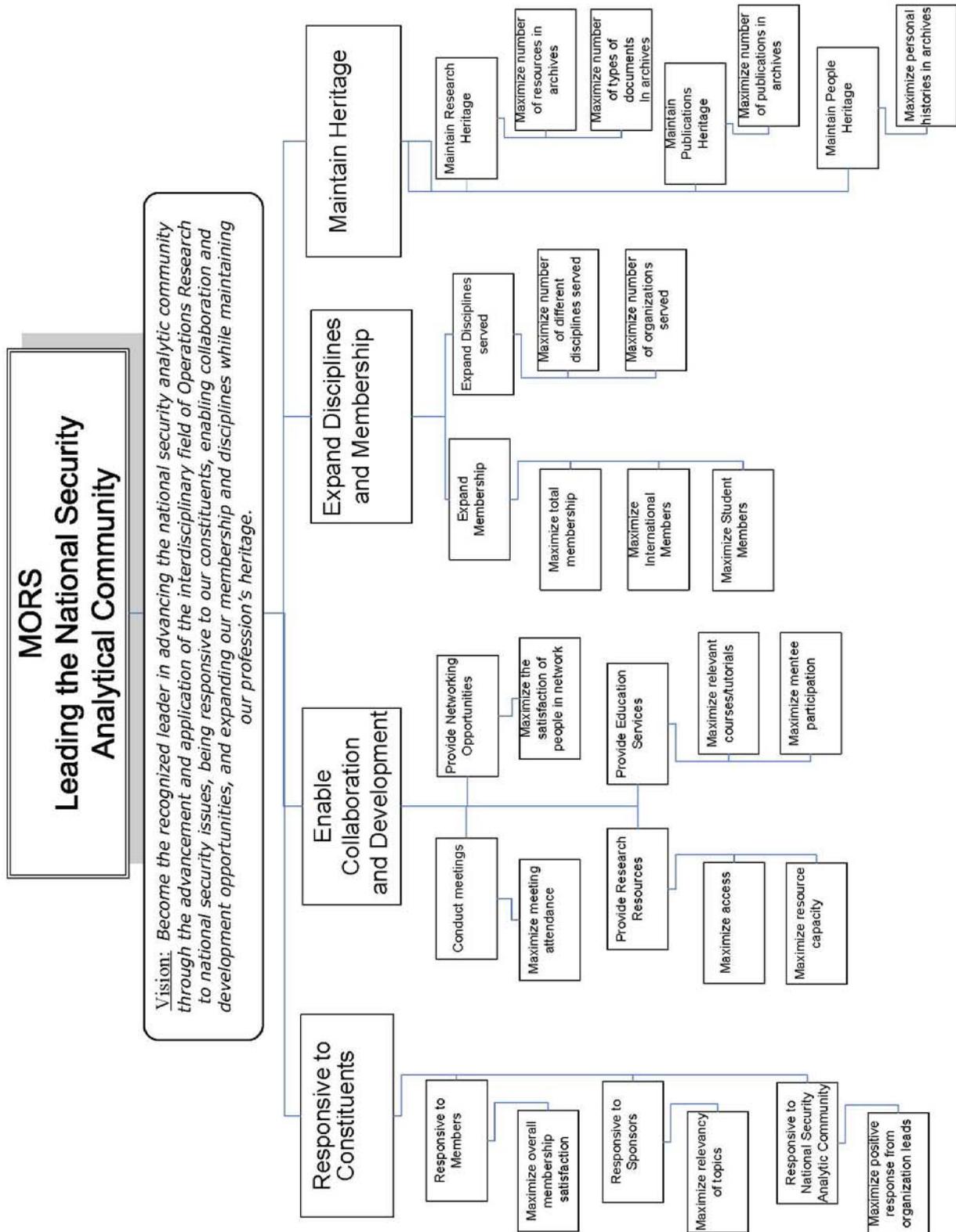
Implementation of this plan will be far more challenging than developing it. Successful implementation requires a high level of acceptance of the members of an organization. We will work hard to develop acceptance of this plan which we believe will allow the Society to remain viable and strengthen our position as we move into the future.

Finally, we understand that this plan must be flexible. Acceptance may not be universal as there are things that we may have missed or that we have not emphasized sufficiently. It is the responsibility of each subsequent President and Executive Council to revise this plan as appropriate. They should only do so upon deliberate assessment and reflection on the state of the Society, and with the concurrence of the Board of Directors.

The charge should be the same for each President and Executive council: make the Society better. We believe that we have set in motion a plan that will make the Society better. We owe this to the people who came before us and built this Society – and especially to that group that first thought it was important back at that lab in Pasadena over 40 years ago. We owe it to the people who will follow us in the management of the Society. More than that however, we owe it to the young Soldiers, Sailors, Airmen, Marines and Statesmen who are winning our wars, preserving our peace, and making

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the world safe for democracy. We are their Society.



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Appendix A: MORS Functional Hierarchy

Appendix B: Definition of Measures and Performance Goals

Top Level Function:	Responsive to Constituents
Sub-Function:	Responsive to Members
Objective:	Maximize Overall Membership Satisfaction
Three-year performance goal	Consecutive years above 4.0 average satisfaction rating
Five-year performance goal	Consecutive years above 4.5 average satisfaction rating
Responsible Vice President	Member Services
Reporting Method	Annual membership survey
Strategy	
The Membership Committee will be responsible for conducting an annual membership survey within 30 days following the Symposium. They will query the other committees for potential questions for this survey so that we can be responsive to our membership. One of our questions will investigate the overall satisfaction with the Society. Using a Likert scale, we will work to score at least a 4.75 each year.	

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Top Level Function:	Responsive to Constituents
Sub-Function:	Responsive to Sponsors
Objective:	Maximize Relevancy of Topics
Three-year performance goal	Consecutive years above 4.0 average satisfaction rating
Five-year performance goal	Consecutive years above 4.5 average satisfaction rating
Responsible Vice President	Member Services
Reporting Method	Survey of Sponsors and Sponsor Representatives'
Strategy	
<p>The Membership Committee will be responsible for conducting an annual survey of Sponsors and Sponsor Representatives within the 30 days following the Symposium. They will query the other committees for potential questions for this survey so that we can be responsive to our Sponsors. One of our questions will investigate the overall satisfaction with the Society. Using a Likert scale, we will work to score at least a 4.75 each year.</p>	

Top Level Function:	Responsive to Constituents
Sub-Function:	Responsive to National Security Analytic Community
Objective:	Maximize Positive Response from Organizational Leads
Three-year performance goal	Consecutive years above 4.0 average satisfaction rating
Five-year performance goal	Consecutive years above 4.55 average satisfaction rating
Responsible Vice President	Member Services
Reporting Method	Survey of organizational leads identified by membership committee
Strategy	
<p>The Membership Committee will be responsible for conducting an annual survey of organizational leads (heads) and other constituents of the national security community as identified by the Membership Committee within 30 days following the Symposium. They will query the other committees for potential questions for this survey so that we can be responsive to our community. One of our questions will investigate the overall satisfaction with the Society. Using a Likert scale, we will work to score at least a 4.75 each year.</p>	

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Top Level Function:	Enable Collaboration and Development
Sub-Function:	Conduct Meetings
Objective:	Maximize Meeting Attendance
Three-year performance goal	Have at least 2000 attendees at meetings in a given MORS year.
Five-year performance goal	Have at least 2500 attendees at meetings in a given MORS year.
Responsible Vice President	Meeting Operations
Reporting Method	Attendance at meetings in a given MORS year
Strategy	
<p>We will conduct meetings of interest to our constituents identified through surveys and focus group meetings. We will conduct meetings at locations of interest including enabling virtual meeting attendance. We will price our meetings appropriately with the primary objective to achieve our attendance goals and a secondary objective to maximize expected revenue. This priority order will work to achieve our long term attendance <i>and</i> revenue goals.</p>	

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Top Level Function:	Enable Collaboration and Development
Sub-Function:	Provide Networking Opportunities
Objective:	Maximize the Satisfaction of People in the Network
Three-year performance goal	Consecutive years above 4.0 average satisfaction rating
Five-year performance goal	Consecutive years above 4.5 average satisfaction rating
Responsible Vice President	Society Services
Reporting Method	Input from the annual survey
Strategy	
<p>We will establish a network of National Security Analytic professionals who will share information including contact information, professional competencies and opportunities. Society members will be able to access this network by signing into the membership site and then accessing the society's social network. One of our annual survey questions will investigate the overall satisfaction with our collaboration network. Using a Lickert scale, we will work to score at least a 4.5 each year.</p>	

Top Level Function:	Enable Collaboration and Development
Sub-Function:	Provide Research Resources
Objective:	Maximize Access
Three-year performance goal	Achieve 5,000 hits on the site annually
Five-year performance goal	Achieve 10,000 hits on the site annually
Responsible Vice President	Society Services
Reporting Method	Track hits on the research resource site
Strategy	
<p>We will provide a research library which can be searched by topic of interest. This library will be organized by the Symposium Working Group structure and will include "wildcard" topics of interest. Within these groupings, we will include presentations, papers and other research topics. The inputs will be by members in a manner similar to a wiki. We will work to have a classified and an unclassified area for these groupings. Another benefit of this approach will be to track interest in a given area. The more hits on a topic area, the more we would anticipate interest at the annual symposium or even a special meeting on this topic.</p>	

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Top Level Function:	Enable Collaboration and Development
Sub-Function:	Provide Research Resources
Objective:	Maximize Resource Capacity
Three-year performance goal	Maintain 1,500 documents online
Five-year performance goal	Maintain 3,000 documents online
Responsible Vice President	Society Services
Reporting Method	Number of documents in all the resource groupings
Strategy	
We will advertise the capability to our members at our Special Meetings and our Symposia. In an effort to encourage submittal of papers and presentations, we will not limit the submissions to those papers and presentations at MORS events (subject to copyright and releasability restrictions). The ultimate goal would be that these resources were made available to members online.	

Top Level Function:	Enable Collaboration and Development
Sub-Function:	Provide Education Services
Objective:	Maximize Relevant Courses and Tutorials
Three-year performance goal	20 courses and tutorials online
Five-year performance goal	50 courses and tutorials online
Responsible Vice President	Member Services
Reporting Method	Number of courses and tutorials online
Strategy	
We will capture video of tutorials presented prior to Special Meetings and at the Symposium. We will identify courses of interest for the membership to present online which will include MORS relevant topics such as "How to be a Working Group Chair," etc. The ultimate goal would be that these resources were made available to members online.	

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Top Level Function:	Enable Collaboration and Development
Sub-Function:	Provide Education Services
Objective:	Maximize Mentee Participation
Three-year performance goal	Maintain a three year moving average of at least 10 mentees
Five-year performance goal	Maintain a three year moving average of at least 20 mentees
Responsible Vice President	Member Services
Reporting Method	Number of mentees registered on the MORS website
Strategy	
We will continue to develop the current MORS mentor/mentee program and expand the program established by Denny Baer, FS, through advertising. This will be developed in conjunction with the MORS social network.	

Top Level Function:	Expand Disciplines and Membership
Sub-Function:	Expand Membership
Objective:	Maximize Total Membership
Three-year performance goal	2000 total MORS members
Five-year performance goal	3000 total MORS members
Responsible Vice President	Member Services
Reporting Method	Number of paid memberships
Strategy	
We will greatly increase the number of MORS members by adding value to the membership, advertising the value of membership, and being responsive to the membership. We will work to expand our membership in directions which are in concert with our stated mission and vision. We will track why people are members and why they may or may not renew their membership through the annual member survey. Additionally, we will conduct more-focused analyses by contacting members directly who do not renew membership to determine how to change our approach.	

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Top Level Function:	Expand Disciplines and Membership
Sub-Function:	Expand Membership
Objective:	Maximize International Membership
Three-year performance goal	200 international MORS members
Five-year performance goal	500 international MORS members
Responsible Vice President	Member Services
Reporting Method	Number of paid international memberships
Strategy	
<p>We will greatly increase the number of international MORS members by adding value to their membership, advertising the value of international membership, and being responsive to their analytical needs. We will track why international analysts are members and why they may or may not renew their membership through the annual member survey and direct contact for those who do not renew their membership.. We will work to expand international participation in the Special Meetings and the Symposium.</p>	

Top Level Function:	Expand Disciplines and Membership
Sub-Function:	Expand Membership
Objective:	Maximize Student Membership
Three-year performance goal	50 student MORS members
Five-year performance goal	150 student MORS members
Responsible Vice President	Member Services
Reporting Method	Number of paid student memberships
Strategy	
<p>We will greatly increase the number of MORS student members by adding value to their membership, advertising the value of membership and being responsive to the student members. We will also focus on attracting student members from non-military educational institutions as that is a greatly-untapped resource. We will track why students are members and why they may or may not renew their membership through the annual member survey and direct contact for those who do not renew their membership.</p>	

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Top Level Function:	Expand Disciplines and Membership
Sub-Function:	Expand Disciplines Served
Objective:	Maximize Number of Different Disciplines Served
Three-year performance goal	Five different disciplines presented at annual meetings.
Five-year performance goal	Ten different disciplines presented at annual meetings.
Responsible Vice President	Meeting Operations
Reporting Method	Number of different disciplines represented in meeting topics
Strategy	
<p>We will first identify the different analytic disciplines which MORS members or potential members use in their studies. We will then track how our different meetings provide opportunities for individuals from each of these disciplines to present their approaches and advertise directly to those under-represented constituents. This will be evaluated by the WG/CG Chair through a review of presentation topics following the Symposium.</p>	

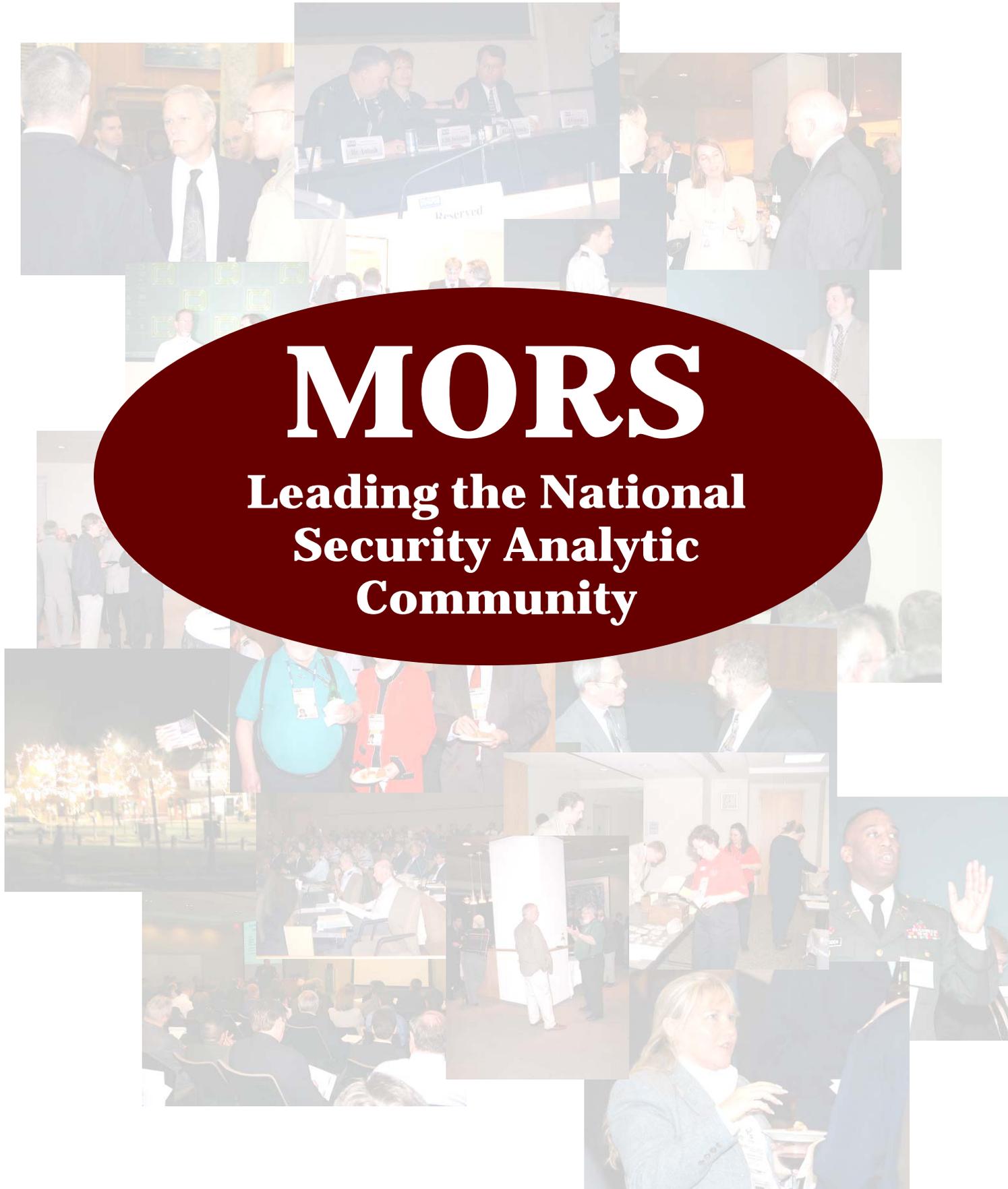
Top Level Function:	Expand Disciplines and Membership
Sub-Function:	Expand Disciplines Served
Objective:	Maximize Number of Organizations Served
Three-year performance goal	50 different organizations represented at meetings.
Five-year performance goal	100 different organizations represented at meetings.
Responsible Vice President	Member Services
Reporting Method	Major organizations as listed on meeting registration forms
Strategy	
<p>We will attract individuals from different organizations by advertising to their organizational leads. We will strive to ensure MORS events are attractive to target organizations to motivate those organizations to fund attendance of their work force members at Special Meetings and the Symposium. This is gained through strategic communications. On the registration forms we will ask for the name of the organization and the size (small (<250 employees), medium (250-500), large (500-750), very large (>750)) to more deliberately define the organizations.</p>	

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Top Level Function:	Maintain Heritage
Sub-Function:	Maintain Research Heritage
Objective:	Maximize Number of Resources in Archives
Three-year performance goal	Over 70% of previous three years' meeting content in archives
Five-year performance goal	Over 90% of previous five years' meeting content in archives
Responsible Vice President	Secretary
Reporting Method	Number of publications, papers and presentations in online archives
Strategy	
We will collect publications, papers and presentations associated with the heritage of MORS and the OR discipline. This information will be catalogued and be searchable by members. We will also include related publications and supporting documents, as appropriate.	

Top Level Function:	Maintain Heritage
Sub-Function:	Maintain Research Heritage
Objective:	Maximize the number of types of documents in archives
Three-year performance goal	Over 60% of previous three years' meeting content for each type of document in archives
Five-year performance goal	Over 80% of previous five years' meeting content for each type of document in archives
Responsible Vice President	Society Services
Reporting Method	Track document types and percentage captured
Strategy	
There are five different types of documents that are related to MORS and the OR discipline. These are presentations, publications, reports, tutorials and courses given. We want to not only maintain a sufficient percentage of our total documents, but a sufficient percentage of each type of document. These will be catalogued and archived.	

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