

AMERICAN SOCIETY OF ANIMAL SCIENCE

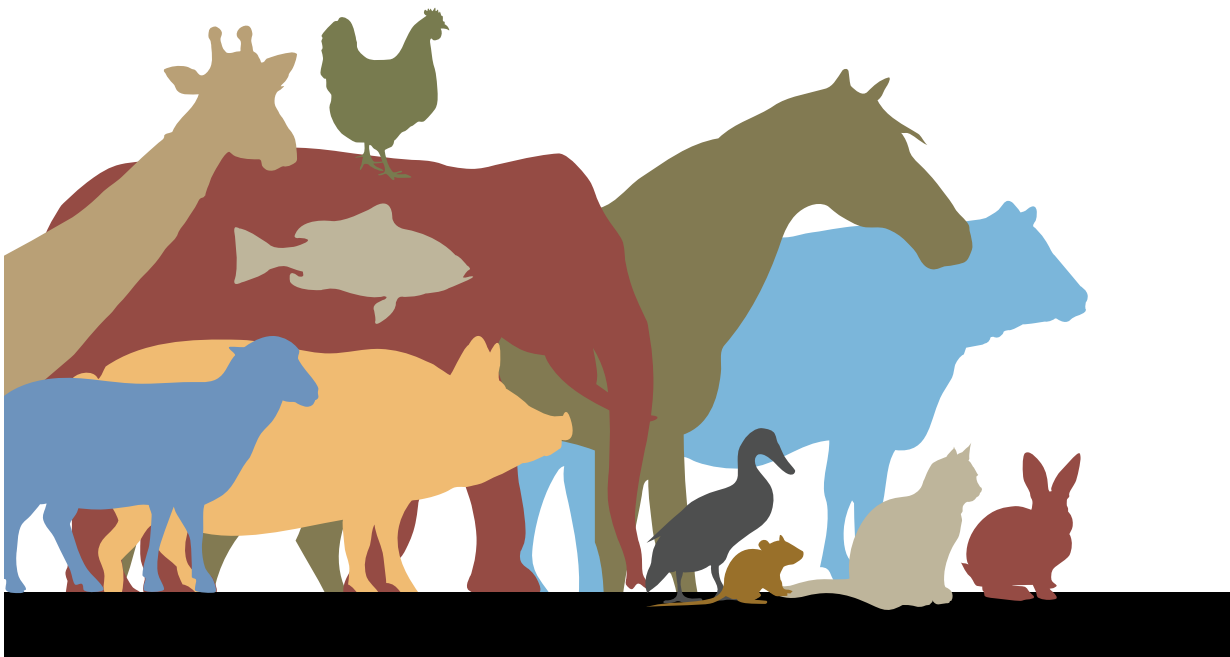
Strategic Plan: FY 2008 – FY 2014

Addendum: FY 2012 – FY 2015



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AMERICAN SOCIETY OF ANIMAL SCIENCE
SEVEN-YEAR STRATEGIC PLAN
FY 2008 – FY 2014

American Society of Animal Science Seven-Year Strategic Plan FY 2008 – FY 2014

Executive Summary

The American Society of Animal Science (ASAS) celebrated its 100-year anniversary in 2008, and the society felt there was no better time than during its centennial year to announce its plans to kick off the next 100 years. As we move forward, the society will continue to focus on animal science in terms of animal agriculture, but we plan to become more inclusive and begin to focus on the scientific issues of all animals used to benefit humans. In addition, we have entered a time where we must return to our roots by increasing our focus on teaching, extension, and industry as well as increasing our international presence and membership. ASAS has a history of reviewing its membership needs and working to meet those needs. In 1994, ASAS created its first strategic plan, which was reviewed and reworked in 2002. Many of the elements of that first strategic plan were incorporated into ASAS, and many of them were used as the cornerstones of FASS. It is our hope that the proposed strategic plan reflects the changes and needs of our current membership. The planning process was initiated by the ASAS Board of Directors in 2006 and included a benchmarking survey, a membership survey, external stakeholder interviews, and focus groups held at the annual and sectional meetings.

Strategic Directions

Strategic Direction #1: ASAS will strengthen its scientific voice and increase its influence in public policy and funding for research and education in the field of animal sciences.

Strategic Direction #2: ASAS will market and make known to the larger public its value, knowledge, and contributions as the leading comprehensive scientific information resource in the field of animal sciences.

Strategic Direction #3: ASAS will expand the numbers and diversity of its membership by actively recruiting, welcoming, and providing services that attract and engage all professionals who work with domesticated animals or animals in managed settings.

Strategic Direction #4: ASAS will invest in its current and future members and leaders by providing professional and leadership development opportunities and by creating new structures and venues that better engage, represent, and meet diverse member needs and interests.

Strategic Direction #5: ASAS will develop and invest in cutting-edge communications technology and infrastructure that can effectively and efficiently facilitate scientific information exchange, dissemination, and networking to ASAS members and other interested audiences around the globe.

Strategic Direction #6: ASAS will partner and cooperate with other scientific societies, organizations, and government agencies to sponsor multi-disciplinary educational forums, symposia, and activities that address and problem-solve critical and timely issues in the animal sciences.

Strategic Direction #7: ASAS and the ASAS Foundation will work to ensure that the society continues to be a vital, healthy and financially sound, and growing organization that can raise the needed resources to implement this strategic plan and remain accountable to its members and their diverse needs.

History and Context

The American Society of Animal Science (ASAS) celebrated its 100-year anniversary in 2008, and the society felt there was no better time than during its centennial year to announce its plans to kick off the next 100 years. During the first 100 years, ASAS broadened membership to almost 5000 members by 2008, developed diverse and dynamic membership programs, and fostered the growth of the premier journal in animal science and the premier animal science meetings.

ASAS had its beginning on July 28, 1908, at Cornell University, Ithaca, New York. A group of animal nutritionists, representing 13 state agricultural experiment stations and the U.S. Department of Agriculture, met during a summer school session and formed a permanent organization with a focus on animal nutrition research. A committee was appointed to present a plan for organizing during the International Livestock Exposition in Chicago that fall. On November 26, 1908, the group met and formed an organization called the American Society of Animal Nutrition. Thirty-three charter members represented 17 state experiment stations, the U.S. Department of Agriculture and Canada.

A constitution was adopted, and four committees were established:

1. experiments,
2. terminology,
3. methods of reporting results, and
4. affiliation.

The objectives of the new Society were

1. to improve the quality of investigation in animal nutrition,
2. to promote moresystematic and better correlated study of feeding problems, and
3. to facilitate personal interaction between investigators in this field.

The first professional papers were presented at the Livestock Exposition Hall in Chicago on November 27–29, 1909. At the business meeting, the membership voted to publish proceedings of its annual meeting representing the first journal publications. During the first year, 100 members joined the roll.



At the business meeting in 1912, efforts were made to broaden the membership base. On November 30, 1915, the name of the Society was changed from the American Society of Animal Nutrition to the American Society of Animal Production, and an amendment to the constitution was passed to allow members to include those interested in teaching, breeding, and management investigations as well as nutritionists. A committee on instruction was added. At that time there were 114 members.

The Society was fulfilling a genuine need, and membership began to increase. Growth in membership was almost continuous; by the golden anniversary year of 1958 there were 1829 members. A second name change was approved at the 53rd annual business meeting in Chicago on November 24, 1961, when the official name became the American Society of Animal Science.

The American Society of Animal Science expanded to meet the diverse needs of its members by adding sections (Midwest, South, Northeast, and West) with their own meetings. In 1998, ASAS joined forces with its sister societies, the American Dairy Science Association and the Poultry Science Association, to form the Federation of Animal Science Societies (FASS) to help foster a voice for professional animal scientists. It is only fitting that we review our history and determine our future needs as we finish our first 100 years and begin our second 100 hundred years.

At the beginning of our second hundred years we are facing some of the same challenges faced in our first hundred years but on a larger scale. Much like our founders asked, it is time for us to ask “Who is our membership?” and “Who should our membership become?”. Our founders defined and reevaluated membership components twice as demographics of their traditional base changed. It is time for us to do the same to incorporate the expanded scope of the field of animal science. In fact as we move forward, we recognize that the current demographic makeup of ASAS will change and expand to reflect the difference between our traditional animal science base and the young animal scientists currently being trained. As we move forward, the society will continue to focus on animal science in terms of animal agriculture, but we plan to become more inclusive and begin to focus on the scientific issues of all animals used to benefit humans. In addition, we have entered a time in which we must return to our roots by increasing our focus on teaching, extension, and industry as well as increase our international presence and membership.

It is also a time for us to change one of the most fundamental roles of ASAS in the field of animal sciences and in society. ASAS needs to continue to serve as a distributor of animal science information while enhancing its role as a creator of information pertaining to the field of animal science. ASAS has always stated that science needs to inform policy, but at this time we need to move a step further so that ASAS takes a more active role in using science to help shape policy. Essentially, ASAS needs to proactively serve as a voice for animal science and animal scientists. We need to leverage our strength as a diverse organization.

ASAS has a history of reviewing its membership needs and working to meet those needs. In 1994, ASAS created its first strategic plan, which was reviewed and reworked in 2002. Many of the elements of that first strategic plan were incorporated into ASAS, and many became the cornerstones of FASS. It is our hope that the proposed strategic plan represents the changes and needs of our current membership. The planning process was initiated by the ASAS Board of Directors in 2006 and included a benchmarking survey, a membership survey, external stakeholder interviews, and focus groups held at the annual and sectional meetings.

ASAS Mission, Beliefs and Values, and Vision for the Future

ASAS Mission

The American Society of Animal Science fosters the discovery, sharing and application of scientific knowledge concerning the responsible use of animals to enhance human life and well-being.

ASAS Beliefs and Values

The following core beliefs are the foundation for the mission, vision, and seven-year strategic plan of ASAS.

ASAS believes that:

1. Animals are essential to human life and well-being.
2. Care and use of animals should occur in a socially, ethically, and environmentally responsible manner. The highest standard of professional ethics must be applied.
3. Care and use of animals should be based on scientific knowledge.
4. Generation and application of new knowledge must be based on scientific inquiry.



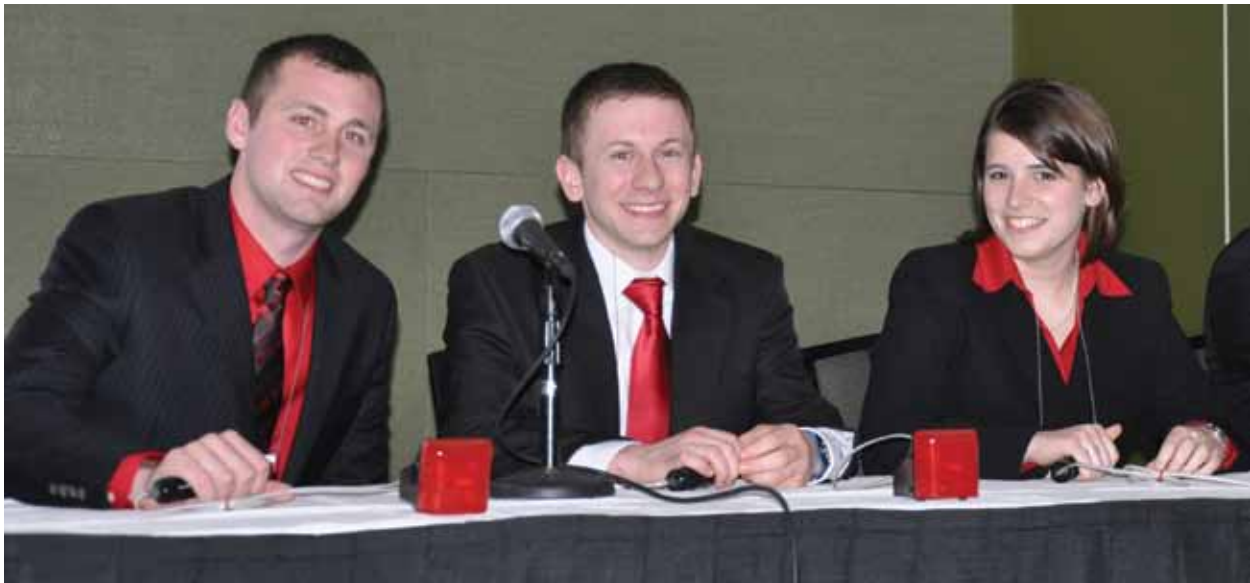
5. Scientific knowledge should be communicated in an open and dynamic manner.
6. Science-based knowledge should be disseminated through teaching and outreach. Professional development of scientists, educators, and producers is essential to the expansion and communication of science concerning animals.
7. ASAS must continually develop and change to meet the needs of its members.
8. The ASAS membership must be global and diverse.

Vision for the Future

As ASAS enters its second century, its vision must change and adapt to current and future conditions and environments. ASAS will continue to be the world leader as a source of scientific information on the contributions of animals to food and fiber production. We recognize, however, that animals contribute greatly to enhancing the human life and wellbeing in a wide variety of ways, including companionship, recreation, and human aid. Therefore, the broader vision of ASAS is to be a diverse community of professionals recognized as the leading source of new knowledge and perspective on animals that enhance human life and well-being.

ASAS facilitates global scientific exchange through innovative and inclusive venues. In the next century, we will look for new opportunities to partner with other professional organizations and non-traditional venues to enhance scientific exchange concerning animals. We will become a facilitator of effective interactions among academia, industry, government agencies, and other stakeholders to reach consensus regarding science-based animal issues. Continued leadership in providing a scientific voice of animal science to the broader public is an inherent component in facilitating scientific exchange.

To deal with the myriad contributions of animals to society, we recognize that it is vital for animal science professionals to be trained in a variety of disciplines. To this end, ASAS will provide member services and professional development opportunities in a proactive and accountable manner. Through our meetings, journal, and professional development opportunities, ASAS will be the training ground for future animal scientists.



**ADDENDUM TO
AMERICAN SOCIETY OF ANIMAL SCIENCE
ORIGINAL STRATEGIC PLAN: FY 2008 – FY 2014
ADDENDUM EXTENSION: FY 2012 – FY 2015**

Addendum to ASAS Original Strategic Plan: FY 2008 – FY 2014 Addendum Extension: FY 2008 – FY 2015

Introduction and Context

The ASAS Board of Directors and its Strategic Planning Committee met on January 21 and 22, 2012 to review the progress made on its strategic plan at midpoint, and to identify modifications that ensure the plan's relevance. The Board was pleased by the significant progress and accomplishments (See Appendix A) ASAS had made, and the board was encouraged to see that the overall directions and goals set in 2008 continued to be pertinent. In addition, several new opportunities emerged as a result of ASAS success, as well as changes in the Society's external environment that warranted adjustments in strategy and tactics. What follows is a modestly modified ASAS strategic plan that outlines the Society's direction through fiscal year (FY) 2014. The Strategic Planning Committee will continue its responsibility to assess the plan on an annual basis.

Highlights of modifications made to the original plan and included in this Addendum:

Please note that the Outcome Goal (OG) that covers this change is referred to in parentheses.

1. ASAS will take leadership in developing new models for public and private research funding, in partnership with universities, industry, government, commodity groups, and other interested scientific societies. (OG#2)



2. The roles and responsibilities of the ASAS Policy Committee are more clearly defined. The Committee will continue to develop strategies and mechanisms to inform federal policy. (OG#1)
3. ASAS will emphasize the development of educational resources for educators and the interested public, including its Educators' Toolbox, AgFacts, and AnimalSmart.org. (OG#3 & OG#6)
4. New membership recruitment goals will more than double (from 10% to 25%) by 2014. (OG#3)
5. ASAS member recruitment and member engagement will focus on:
 - a. International membership, China, South America and the Pacific Rim and
 - b. US membership, Extension and teaching faculty (both tenured and non-tenured), lapsed ASAS members, professionals involved in service, companion and non-agricultural animal disciplines, as well as both alternative and conventional animal agriculture industries. (OG#3)
6. Greater emphasis will be placed on retaining ASAS' new members, particularly undergraduates, international members, as well as ASAS' "traditional" or core membership. Both short- and longer-term strategies will be developed for new member retention and engagement supported by a new staff position with major responsibility in this area. (OG#3 & OG#4)
7. ASAS will take additional steps and strategies to further engage industry in the life and work of the Society. (OG#3)
8. ASAS will continue to strengthen its internal operations and administrative capacity. (OG#7)
9. The ASAS Foundation has set an ambitious goal of raising its second million dollars by 2014. ASAS and the Foundation will also increase planning and integration between the Society and its Foundation. (OG#7)
10. ASAS will strengthen the relationship, communication and coordination between ASAS and each of its four Sections. (OG#7)



Seven-Year Strategic Directions: An Overview

The following strategic directions highlight where the American Society of Animal Science will focus its energy, activity, and resources over seven years (FY 2008 – FY2014) to move the Society toward effectively achieving its mission and vision.

Strategic Direction #1: ASAS will raise its scientific voice and increase its influence in federal public policy, particularly funding for research and education in the field of animal sciences. ASAS will take a leadership role in developing new models for public and private research funding, in partnership with universities, industry, government, commodity groups and other interested scientific societies.

Strategic Direction #2: ASAS will market and make known to the larger public its value, knowledge, and contributions as the leading comprehensive scientific information resource in the field of animal sciences.

Strategic Direction #3: ASAS will expand the numbers and diversity of its membership globally by actively recruiting, welcoming, and providing services that attract and engage all professionals who work with domesticated animals or animals in managed settings.

Strategic Direction #4: ASAS will invest in its current and future members and leaders by providing professional and leadership development opportunities and by creating new structures and venues and employing new technologies that better engage, represent, and meet diverse member needs and interests.

Strategic Direction #5: ASAS will continue to invest in cutting-edge communications technology and infrastructure that can effectively and efficiently facilitate scientific information exchange, dissemination, and networking for ASAS members and other interested audiences around the globe.

Strategic Direction #6: ASAS will partner and cooperate with other scientific societies, organizations, universities, and government agencies to sponsor multi-disciplinary educational forums, symposia, and activities that address and solve critical and timely issues in the animal sciences.

Strategic Direction #7: ASAS, its Sections, and the ASAS Foundation will work to ensure that the Society continues to be a vital, healthy, and financially sound, and growing organization that can raise the needed resources to implement this strategic plan, build its capacity to most effectively and efficiently manage its internal operations and remain accountable to its members' diverse needs.

Outcome Goals and Objectives (2008 – 2014)

OUTCOME GOAL #1: ASAS is a strong, knowledgeable, and well-respected voice and resource in the field of animal sciences. ASAS information and opinions are sought by public policy and funding decision-makers and the interested public.

Objective A: The newly formed ASAS Public Policy Committee will continue its efforts to develop a prioritized slate of tangible policy outcomes and identify opportunities for ASAS and its members to inform, influence and engage in key federal legislative and administrative policy decisions related to animal sciences.

Objective B: The ASAS Public Policy Committee, working in concert with the FASS Science Policy Committee, supports a Washington D.C. office and presence that will:

- Write policy position papers and statements.
- Organize Capital visits for ASAS leadership and members.
- Act as liaisons and provide expertise to federal agencies.
- Organize webinars on important policy topics.
- Create a sabbatical program for ASAS academic members to participate in policy analysis and development at the federal level.
- Develop an “experts” list in order to best provide information to agencies for their effective decision-making.

Objective C: Develop stronger working relationships with Washington D.C. liaisons of major universities in order to more effectively influence public research funding priorities in the animal sciences. Organize ASAS members to apply needed political pressure when appropriate.

Objective D: Be proactive in defining and educating the public on issues related to animal sciences. Employ a science writer to translate critical issues in the animal sciences for a broad public audience and distribute these pieces widely and strategically in a variety of media venues, particularly the national media.

OUTCOME GOAL #2: A collaborative effort between universities, foundations, other scientific societies, commodity groups, industry and other nonprofits to increase both public and privately funded research in the animal sciences is operational by 2014.

Objective A: ASAS will take leadership in bringing together industry, producer and commodity groups, universities, government and other animal-related scientific societies to research, discuss, and create new models for public and private funding for animal science research. A “white paper” summarizing this work and proposing recommendations will be published by ASAS.

Objective B: ASAS will use the information and perspectives generated at multi-stakeholder forums, such as FAIR 2012, to draft and promote its “Grand Challenges.” The “Grand Challenges” will be viewed and updated bi-annually.

Objective C: ASAS provides professional development workshops/webinars (electronic and in-person) to help its members re-frame and craft proposals to government agencies and foundations around multi-disciplinary problems that involve animals. For example: global food demand, bio-energy, global warming, etc.

OUTCOME GOAL #3: ASAS expands its membership numbers by 25% and is able to retain this new growth. ASAS actively recruits, welcomes, and provides benefits and services that attract, engage, and retain these new members. Furthermore, ASAS successfully satisfies and retains its core membership constituencies and numbers.

Objective A: Increase efforts to educate and market the new and expanded services, benefits, and technologies for member engagement that ASAS now provides to existing and potential members.

Objective B: Create and implement an outreach and recruitment program plan that targets lapsed member and newer constituencies, including international members, basic scientists, Extension and teaching faculty (both tenured and non-tenured), and professionals involved with service, companion, and non-agricultural animal disciplines as well as alternative and conventional animal agriculture industries. Market existing ASAS benefits and services and develop new ones tailored to each constituency.

Objective C: Focus international recruitment and member engagement in China, South America and the Pacific Rim. In the short term use co-sponsorship of meetings and speaker exchanges to make contact and inroads. In the longer term:

- Employ translation software for ASAS electronic communications and translate interpretative summaries into Spanish and Chinese first.
- Provide opportunities for international members to be involved in ASAS publications, specifically *Animal Frontiers* and *JAS*. Provide the added assistance to aid international members to publish in ASAS journals.
- Create a new “International Award.”
- Develop an appropriate geographic sections model.
- Consider the viability of adding international members to the ASAS Board of Directors and committees.

Objective D: Continue to implement “coupling,” or creating joint memberships, with other interested scientific societies in the U.S. and internationally.



Objective E: Develop a specific initiative to further engage industry in the life and work of ASAS. Initial steps may include:

- Define what sectors of “industry” (from both production and research) would benefit from and be most interested in ASAS and its mission and vision.
- Gather data on why industry people have left or not joined ASAS and what services different sectors need and want from ASAS.
- Recruit, welcome, and involve these targeted sectors.
- Continue to publicize and improve recognition of industry’s past and current contributions and involvement in ASAS.
- Sponsor short practical courses that would attract industry employees, particularly those without advanced degrees.
- Leverage and connect ASAS movement internationally with industry’s interests and needs for development.
- Recruit industry champions to the ASAS Membership Committee, including academics that are actively engaged with industry.

Objective F: Create a new staff Membership Manager position. The Membership Manager will work closely with the ASAS Membership Committee to champion, recruit, engage, and develop ASAS’ ambitious membership expansion initiative.

Objective G: The Membership Manager, working closely with the Membership Committee, will develop and implement outreach activities that help ensure first-year and newer members are retained including; (1) a new member orientation packet, (2) survey their needs and experience with ASAS; and (3) regular



communication about ways to participate in the Society. Also ensure that ASAS' core membership is well-served and satisfied.

Objective H: The Membership Committee in collaboration with the ASAS Board, will create a ten-year "vision paper" that describes the desired membership composition of ASAS and identifies the potential changes and accommodations ASAS will need to plan for and make to serve and engage this more diverse membership. This "vision paper" will be discussed with the ASAS members so all understand the potential impacts of this planned growth and development. The "vision paper" will be finalized and used in the development of ASAS' next strategic plan in FY 2014.

Objective I: Develop more formal and ongoing processes, employing new communications technology, for ASAS members to convey their ideas, issues, and concerns to the ASAS leadership. Explore using electronic communications technology to better involve members in leadership elections.

Objective J: Design the annual meeting to better meet the needs of priority constituency groups that ASAS is working to recruit and retain over the next seven years. Include representatives from these constituencies on the annual meeting planning committee. In addition, pilot theme-based regional meetings, incorporated into the sectional meetings, that can be used to launch new meetings with unique formats.

Objective K: Hold special symposia and interactive sessions and forums (perhaps using communications technologies listed in Outcome Goal 4, Objective A) to attract new constituencies. These could be sponsored with other societies, organizations, or scheduled next to their meetings.

OUTCOME GOAL #4: ASAS values its members and wisely invests in and utilizes their leadership and professional skills and abilities.

Objective A: ASAS will start early to develop its future members and leaders by engaging and investing in animal science graduate and undergraduate students by:

- Identifying an advocate at each animal science department or program who will encourage students to join and participate in ASAS.
- Developing written and electronic materials, events and networks that communicate to undergraduates the full range of exciting career possibilities in the field of animal science and fully engage industry in this effort.
- Continuing to publicize and provide free membership to undergraduate students.
- Providing competitive student travel grants to the ASAS annual and regional meetings.
- Developing opportunities for undergraduate students to feel welcomed into and nurtured by ASAS, including: forums for presentation of their research endeavors; mentoring/personal attention to facilitate their full inclusion at the ASAS annual meeting; National Quadrathon Competition, and topical professional development workshops.

- Continuing to have designated slots for graduate student representatives on the ASAS Board of Directors and pay their costs of participation.
- Adding both graduate and undergraduate student members to Society committees and providing the resources for them to fully participate.

Objective B: Include professional development workshops and symposia at both annual and regional meetings that provide continuing education. Topics might include grant and manuscript writing, how to use new communications technologies, lobbying skills, teaching, and adult education theory and skills, etc.

Objective C: Include more opportunities within the ASAS publications portfolio (i.e., JAS, Animal Frontiers, Educators' Toolbox, Image Gallery, etc.) for recognition of teaching and Extension.

Objective D: Conduct an assessment of the current ASAS Board election process and committee assignment process and work proactively to expand and diversify how individuals gain access to these opportunities. As part of the assessment process, ASAS will consider diversifying the Board members and designate positions (e.g., industry, geography, Extension, species other than agricultural) and rethinking its current committees and/or task forces for member engagement. Leadership in ASAS should be more reflective of its membership composition.

OUTCOME GOAL #5: ASAS continues to employ cutting-edge communications technology and infrastructure that effectively and efficiently facilitates scientific information exchange, dissemination, and networking to its diverse membership and other interested audiences around the globe.

Objective A: Create an ASAS Communications Committee that continually to explore and stay current on new information delivery and networking technologies (e.g., podcasts and videocasts [YouTube], Webinars, Blogs, JAS letters and interactive journal, social networking, Wiki, policy forums, and video conferencing) that can better connect and engage ASAS members. The Communications Committee reports annually to the Board of Directors and the Executive Director about new communications venues and technologies that could better serve ASAS and its members and assist the organization with the planning and implementing of these new technologies.

Objective B: Make ASAS the first and foremost information source for animal sciences on the Worldwide Web. Ensure that an "anonymous" web search hits ASAS first. From ASAS.org, the user is able to navigate the information gateway or portal to access key animal sciences information (the "Hitchhiker's Guide to the Universe



of Animal Sciences”). Keep the ASAS site continually updated and track usage statistics. Develop an “experts” list to quickly and easily respond to issues of the day and reinforce ASAS’ presence.

Objective C: Ensure that the JAS, currently the Society’s most important vehicle for information, is marketed, packaged, and distributed using a number of venues. JAS will continue to increase its reach, impact, and value to all ASAS members. Also, create mechanisms and venues to publish high-profile and high-impact information from the JAS for a wider audience, including policy makers and interested consumers. Continue to explore and prepare business strategies for financial compensation when “Open Access” is fully realized.

OUTCOME GOAL #6: ASAS is viewed as a generator and disseminator of multi-disciplinary information, research, and potential solutions to critical issues affecting animal sciences and management.

Objective A: Partner and co-sponsor multi-disciplinary educational forums, symposia, and activities that bring together people and interests who historically do not communicate to address and resolve critical and timely issues in the animal sciences. Publishable proceedings may be generated from the forums that would be distributed widely using a variety of communications venues and technologies. ASAS will look at similar models in developing this program, such as that of the National Academy of Sciences.

Objective B: Create, from these multi-disciplinary forums and activities, new and non-traditional research collaborations and funding. Disseminate the results to all interested audiences, using a variety of communication venues and technologies.

Objective C: Continue to develop and promote through a variety of venues animal science resources for educators, such as the Educators’Toolbox, AgFacts, and AnimalSmart.org.

OUTCOME GOAL #7: ASAS continues to be a vital, healthy, and financially sound organization that is accountable to all its members. ASAS will continue to grow in number and diversity of membership and in public recognition and be able to generate new financial, staff and volunteer resources necessary to effectively implement this strategic plan.



Objective A: Raise a minimum of two million dollars for the ASAS Foundation by the close of FY 2016. The Foundation and ASAS will work together to develop a more pro-active, detailed, and strategic fundraising plan in order to:

- Better differentiate fundraising roles and key activities between the two entities.
- Identify significant growth opportunities and create exciting “designated funds” (initiative-, geographic-, or project-specific) that will attract interest and dollars while continuing to complete fundraising for the Appreciation Clubs.
- More strategically connect the Foundation’s fundraising to ASAS’ current programs, growing directions, and new initiatives.
- Identify and pursue more diverse sources of funding, both domestic and international.

Objective B: Strengthen communication, improve coordination, and clarify roles and responsibilities between ASAS and each of its four Sections. Hold an in-person “feedback” and information session with each Section’s Board to hear their needs and wants for assistance from ASAS and learn about new ASAS directions and activities. Determine with each Section how to best support, coordinate with, and leverage each other’s work. Continue the valuable role that Sections play in engaging and nurturing graduate and undergraduate animal science students.

Objective C: Strengthen ASAS’ internal operations and administrative capacity. As ASAS transitions its service delivery, ASAS will regularly assess the quality, efficiency, and cost-effectiveness of these alterations and report results to the ASAS Board and membership. Continue to be an active and vocal member organization of FASS while continuing to evaluate the benefits of this partnership in order to ensure the relationship is meeting the needs and providing the services necessary to the growth and development of ASAS.

Objective D: By FY 2014, increase ASAS staff resources, particularly administrative support, membership development and at least one program officer or director to handle the expansive growth of the Society’s services, activities, and diverse membership.

Objective E: The ASAS Board of Directors will continue to hold the organization’s vision and strategically govern and lead the Society into its future. The Board’s commitment to innovation, learning, and calculated risk taking will keep ASAS vital, relevant, and growing. The Board will carefully expand and change to reflect the diversity of the Society’s membership.

Objective F: Evaluate the current ASAS Committee structure to ensure that (1) it provides a number of opportunities to engage a diverse membership and (2) it has the right structures, people, and resources needed to effectively implement this strategic plan.

Objective G: Keep this strategic plan a “living document” by annually monitoring its success and implementation and making needed course corrections. Create a detailed annual plan from the strategic plan that includes specific steps to program implementation, organizational development, and a funding plan and budget.

APPENDIX A
ASAS STRATEGIC PLAN UPDATE
AND SUMMARY OF SIGNIFICANT OUTPUTS
AND ACCOMPLISHMENTS (2008 – 2011)

ASAS Strategic Plan Update and Summary of Significant Outputs and Accomplishments (2008 – 2011)

Overview of the Plan Implementation Process

- The 2008 ASAS Strategic Plan was released in July of 2008.
- Annually, the ASAS President (July to July) submits a Presidential Plan identifying his or her priorities for implementation in the coming year and presents it to the Strategic Planning Committee for their discussion and approval.
- The Strategic Planning Committee presents the Presidential Plan to the ASAS Board for final approval.
- The Presidential Plan is reviewed by the Strategic Planning Committee to ensure that progress is made on the plan prior to the January and July Board meetings.
- In addition, the Strategic Planning Committee reviews the overall strategic plan twice yearly to ensure adequate progress is made.

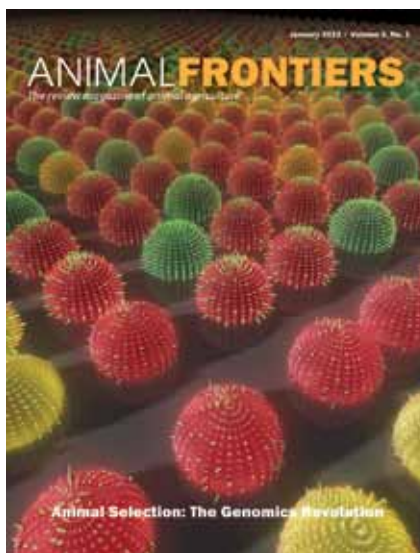
Significant Strategic Plan Outputs and Accomplishments (2008 – 2011)

Engagement in Public Policy

1. In 2008, ASAS formed the ASAS Public Policy Committee. Since formation the Committee has helped FASS form a Science Policy Committee and helped FASS hire consultants to represent ASAS and FASS in Washington, D.C. The ASAS Public Policy Committee, in concert with the FASS Science Policy Committee and independently:
 - Writes policy statements.
 - Organizes Capitol Hill visits.
 - Facilitates and acts as a liaison to Washington agencies.
 - Organizes webinars.
 - Worked with FASS to conduct FAIR 2012.
 - Will work with an ASAS Ad Hoc Committee to generate ASAS Grand Challenges
 - In 2011 and 2012, this Committee will work in concert with the leadership of ASAS to create “experts” lists, to more fully develop our agency relationships, and to more fully develop our web presence.

Communications and Information Dissemination

2. In June of 2011, ASAS employed a science writer to increase ASAS' ability to communicate effectively with our members and key stakeholders and audiences.
 - The ASAS Online Newsletter is released twice weekly. The online newsletter is receiving more than 8000 individual hits per month.
 - Since employing a science writer to update and leverage social networking sites, the number of followers on Facebook and Twitter has doubled.
 - Science writer populates student blog.
 - Science writer writes and coordinates the writing of interpretative summaries. The interpretative summaries link JAS journal articles to the application. Interpretative summaries are distributed through the newsletter and through a number of list serves.
 - Science writer has added podcasts and videocasts.
 - Science writer is in charge of keeping information on website current. The number of unique hits to the website has doubled since hiring the science writer.
 - Science writer is helping to coordinate collection of content for the external stakeholder website AnimalSmart.org, set to be released in July 2012.
 - Science writer writes press releases. The science writer is working to increase the number of press releases put out monthly and "pick up" by news entities.
3. ASAS in conjunction with EAAP and CSAS launched a new journal: *Animal Frontiers* in July of 2011. *Animal Frontiers* is a joint venture between three globally active professional animal science societies: American Society of Animal Science (ASAS), Canadian Society of Animal Science (CSAS), and the European Federation of Animal Science (EAAP). Each issue of *Animal Frontiers* consists of a series of invited, peer-reviewed articles that present several international perspectives on the status of a high-impact, global issue in animal agriculture today.
 - Since its launch in July of 2011, 20,000 printed copies of *Animal Frontiers* have been distributed and over 100,000 electronic copies have been distributed.



4. Continue to assess and improve JAM.
 - Undergoing a full review of JAM. This is based on a joint committee with ADSA. This committee will present its recommendations at the January board meetings.
 - Added new JAM partners: CSAS, ASN, and EAAP.
 - Students have been added to JAM programming committees.
5. Created and launched the Educators' Toolbox to offer a place for publication for teaching and extension papers.
6. ASAS created a Communications Committee that has been responsible for:
 - Improvements to the ASAS website
 - Creation and distribution of interpretative summaries
 - Increasing timeliness and distribution of Taking Stock
 - Launching webinar series: 10 to 12 webinars per year.
 - Launching web chat series: 10 to 12 web chats per year.
 - Launching the ASAS Ambassadors page
 - Creating with intent to launch the ASAS external stakeholders website: AnimalSmart.org.
7. ASAS has worked in conjunction with FASS to organize FAIR 2012. FAIR 2012 took place in March 2012.
 - FAIR will be used as preliminary data to set ASAS research priorities.
 - Additionally, ASAS is working on a complementary set of animal science specific research priorities.
8. Formed partnerships to involve ASAS in the DPP and WCGALP meetings.



9. Held two successful high profile international meetings: 2009 meeting in China and 2011 meeting in Argentina.
10. In 2012, ASAS will host our first small regional meeting, Innovate 2012.

Membership Recruitment, Retention and Services

11. Between 2008 and 2011, ASAS has increased total membership by 25%. The largest increases in membership base have been in international members and student numbers, as targeted in our strategic plan.

Other member recruitment activities include:

- Hiring staff with a marketing skill set to replace Paula Schultz (2011). In 2012, ASAS plans three targeted marketing initiatives to attract the attention of (1) veterinarians, (2) basic researchers, and (3) industry.
 - Increased marketing materials (paper and web-based) available to ASAS members. In addition, we began the ASAS Ambassadors program. Through the Ambassadors program ASAS CEO and other board members give talks to promote ASAS and benefits of membership.
 - Created bundled memberships with ESS and EAAP.
 - Created a membership feedback mechanism online.
12. Launched series of professional development workshops for ASAS:
 - Grant writing.
 - Writing scientific papers.
 - Oral and poster presentations.

Organization Strengthening Outcomes

13. Since launch of the 2008 Strategic Plan, we have increased our net assets by 25% or 1.1 million.
14. The ASAS Foundation has passed the million-dollar mark and has launched two additional clubs that fund travel: Pond and Britt.
15. Conducted an extensive review of board election process, board demographics, awards nominations, and implemented improvements based on review.
16. ASAS Board has student representatives and has added a committee to work with students on student representative initiatives. Each section has added student representation to the sectional boards.
17. ASAS is in the process of evaluating our relationship with FASS. We will be suggesting methods of leveraging the benefits of our FASS relationship and proposing alternative models of individual services that FASS could improve upon in January 2012.



APPENDIX B

FACTORS, FORCES, AND PRACTICES THAT HAVE ENABLED ASAS TO MAKE SIGNIFICANT PROGRESS ON ITS STRATEGIC PLAN

Factors, Forces, and Practices That Have Enabled ASAS to Make Significant Progress on its Strategic Plan

The following list was generated by ASAS board members at its January 21 – 22, 2012 meeting where they reviewed, assessed, and made small revisions to the Society's strategic plan after 2.5 years of implementation. It was important to articulate these conditions and actions so that ASAS can successfully and intentionally continue to create the change it desires in the external world and in the growth and development of the Society.

1. The ASAS Board was able to operate at the “strategic level”—not mired or burdened with operational details.
2. The ASAS Board was able to hold the “big picture” vision for the Society's growth and change.
3. The ASAS Board was willing to take calculated risks. ASAS leadership did not choose a “hunker down” or “pull back” strategy in these tough economic times, but leadership continued to innovate carefully and more forward toward on its goals.
4. ASAS leadership was able to reflect, assess, and learn from its plans and actions and strive for continuous improvement.
5. The ASAS CEO is a competent, trusted, and respected leader.
6. ASAS leadership was able to identify and recruit volunteers who had the skill, drive, and expertise to implement aspects of the strategic plan. Committee members were recruited and assigned appropriately and given direction and responsibility immediately.
7. ASAS followed its strategic plan and made it a living, working document.
8. “ASAS found its identity.” ASAS recognized that the three scientific societies (ASAS, ADSA, and PSA) were not going to consolidate under the umbrella of FASS.
9. ASAS leadership recognized the value of partnering, collaborating, and/or cooperating with other organizations and agencies in implementing shared work. These actions have also created new opportunities initiated by collaborators.
10. ASAS moved more intentionally into the international arena in countries of larger populations and a growing demand for meat. ASAS was fortunate to have an CEO who had the expertise and desire to take advantage of this growth opportunity.
11. ASAS hired staff that can speak to other audience and the general public about scientific information.

APPENDIX C
PROCESS AND TIMETABLE FOR
REVISING THE ASAS STRATEGIC PLAN

Process and Timetable for Revising the ASAS Strategic Plan

| Due Date | Activity | Progress |
|-----------------|--|----------------------------|
| By mid-February | Create first draft of Strategic Plan revisions and send for review. | |
| By mid-March | Review first draft and sends edits to incorporate into 2nd draft. | Completed |
| By end of March | Send revised draft to Strategic Planning Committee for review. Conference call is scheduled to discuss draft. | Completed |
| April/May | Prepare 3rd draft from Committee conference call discussion. The SPC will do a final review by conference call in May. | Completed |
| May | A joint conference call of the SPC and Board will be held for review of final draft and revisions made in preparation for Board approval and acceptance at the JAM. | Completed |
| June | In coming President will prepare his/her performance plan for the coming year off the updated Strategic Plan. | Completed |
| July | The Strategic Plan Addendum will be presented to the ASAS Board for approval. | Presented on July 18, 2012 |
| July | Presentation to the ASAS membership: <ul style="list-style-type: none"> • Significant accomplishments to date. • Modifications of the Strategic Plan through 2014. | Presented on July 18, 2012 |

APPENDIX D
AMERICAN SOCIETY OF ANIMAL SCIENCE
ANNOTATED PRESIDENT'S ACTION PLAN

American Society of Animal Science

Michael Galyean, ASAS President 2007-2008

Annotated President's Action Plan – February to July 2008



At the 2008 Mid-Year ASAS Board meeting, three specific actions were proposed by the ASAS President as initial implementation steps for the ASAS Strategic Plan. These proposed actions and steps taken as of June 2008 are as follows:

1. Establish a new ASAS Board Committee, the Strategic Plan Implementation and Review Committee.
 - a. The committee will be appointed by the President-Elect and will consist of the President, President-Elect, Past-President, three ASAS Board members (one each beginning their first, second, and third years of service on the ASAS Board, to be appointed by the President-Elect), the ASAS Executive Director, the ASAS Associate Executive Director, and Jim Males (Chair of the Strategic Planning Committee; ex-officio for the first year of operation).
 - b. The duties of this committee will consist of:
 - i. Assist the ASAS President-Elect in developing a yearly action plan that is designed to ensure implementation of the ASAS Strategic Plan.
 - ii. Conduct a yearly review of the ASAS Strategic Plan to assess the success of implementation efforts and to advise the ASAS Board on aspects of the plan that require review and revision by the Board.

STEPS TAKEN – The committee (Wettemann, Oltjen, Galyean, Webb, Barczewski, Pettigrew, Wulster-Radcliffe, Schultz, and Males) has been notified by e-mail. This committee will initially function to review the 2008-2009 Action Plan proposed by Wettemann and will meet to review progress on the Strategic Plan at the 2009 Mid-Year Board meeting.

2. Establish an ad hoc ASAS Board Committee, the International Activities and Involvement Committee.
 - a. The committee will be appointed by the President-Elect and will consist of the ASAS Past President, one ASAS Board member, two ASAS members chosen for their experience and expertise in international activities, and the ASAS Executive Director.
 - b. The duties of this committee will consist of:
 - i. Review and recommend ASAS participation in various international activities (e.g., ASAS meetings in foreign countries and scientific exchange programs with international societies and organizations).
 - ii. Serve as the focal point for communication with international societies and organizations involved in animal science.

- iii. Evaluate opportunities for expanding the ASAS membership base through international members and affiliations with international societies and organizations involved in animal science.

STEPS TAKEN – *The committee, consisting of Galyean, Morrison, Bud Harmon (Purdue), Dave Thomas (Wisconsin), and Wulster-Radcliffe will meet by conference call before the 2008 Joint Annual Meeting. The charge to the committee will be to make recommendations to the ASAS Board by the 2009 Mid-Year Board meeting related to involvement in international activities.*

- 3. Establish an ad hoc ASAS Board Committee to establish guidelines for processing and publication of invited reviews and symposia papers in the Journal of Animal Science.
 - a. The committee will be appointed by the President-Elect and will consist of the current and immediate past Editors-in-Chief of the Journal of Animal Science, four ASAS members with expertise in the major disciplines published in the Journal of Animal Science and a significant record of publishing in scientific journals, and the ASAS Executive Director.
 - b. The duties of this committee will consist of:
 - i. Review current practices for review and publication of all types of review articles, including Board-invited reviews, other invited reviews, and reviews arising from symposia presented at ASAS joint-annual and sectional meetings.
 - ii. Recommend procedures for review and publication (including financial aspects) of all types of review articles published in the Journal of Animal Science.

STEPS TAKEN – *The committee consists of Zinn (Chair), Reynolds, Sartin, Hans Stein (Illinois), Ignacy Misztal (Georgia), Min Du (Wyoming), and Wulster-Radcliffe. The committee has been charged with reviewing the current policies and establishing guidelines for publishing invited reviews and symposia papers in the Journal of Animal Science. The target for a recommendation will be the 2009 Mid-Year Board meeting.*



American Society of Animal Science

Robert Wettemann, ASAS President 2008-2009

Annotated President's Action Plan – July 2008 to July 2009



The American Society of Animal Science has been very active serving the needs of our members and animal science as directed by our strategic plan. Our Executive Director, Meghan Wulster-Radcliffe and Associate Executive Director, Paula Schultz, continue to provide outstanding service and leadership to ASAS. Our Board ensures that the professional and scientific needs of members are provided and that ASAS is financially stable. It is an honor to serve as President and to represent an organization that is recognized as a leader in animal science throughout the world.

ASAS has continued to participate globally to advance animal science. We participate in the European Association of Animal Production (EAAP) with a very successful exchange program that partially supports speakers at the EAAP annual meeting and EAAP has a similar program to support speakers at our annual meeting. A new program was developed with EAAP that initiates a symposia series on global concepts at annual EAAP and ASAS meetings. The symposia will enhance both meetings and strengthen international collaboration. ASAS is also a member of the World Association for Animal Production and supports speakers at the conference that occurs every 5 years. We collaborate with the Canadian Society of Animal Science and the Mexican Association of Animal Production (AMPA) by participation in their meetings or with joint meetings as we have with CSAS this year and with AMPA in Denver in 2010. These activities allow us to contribute to animal production, and the quality of life, in many areas of the world, and ASAS members gain from these experiences.

Membership has decreased about 6% since the early 2000s. Our plan to increase diversity in the species included at meetings and in the journal, and recruiting of international members (especially with the new meeting in China), should increase professional membership. Our Joint Annual and Sectional Meetings are well attended and continue to be important events for scientific exchange, networking and professional development. The impact factor of the Journal of Animal Science is strong and the Journal is recognized as the journal of choice to publish animal research.

Our Strategic Plan is very functional and requires that the President develops an action plan each year. Below is a summary of the five action items for 2008-2009:

1. Establish an office of Scientific Liaison (SL) in Washington DC.

FASS, with the strong encouragement of ASAS, developed a Science Policy Program. Lowell Randel will be the Science Policy Director in collaboration with Walt Smith. The Program is funded by ASAS, ADSA, PSA, FASS, and Midwest ADSA/ASAS. Other groups may also contribute to the Program. The FASS Science Policy Committee will work with the Director to plan activities and programs, and will have representation of the societies that are the major financial supporter of

the Program. A Science Policy Program that represents all of animal agriculture will be a voice for more organizations, species, members, etc. and should be more influential and recognized as the source of scientific information. In addition, the FASS Science Policy Program's budget will not be the total responsibility of ASAS.

2. Establish a new ASAS Board Committee, the Public Policy Committee.

A committee has been established and is chaired by Jim Pettigrew and members are Don Beerman, Barb Glenn, Christy Oliver and Bob Zimbelman. This committee has been active concerning several issues and the chair of the committee will be a member of the FASS Science Policy Committee.

3. Work with the International and Membership Committees to increase recruiting of international members.

Meghan has led activities to initiate a scientific meeting in China in November, 2009. This meeting will serve the global animal science community and will recruit new ASAS members. Meghan has applied for a grant to help support the meeting and is obtaining sponsors.

4. Establish an Ad Hoc committee to evaluate structure of the Board and recommend potential changes in Board structure.

A committee has been appointed and activities will commence at the July Board meeting (2009).

5. Work to increase the involvement of early career, post-doctoral fellows, and graduate students members within ASAS.

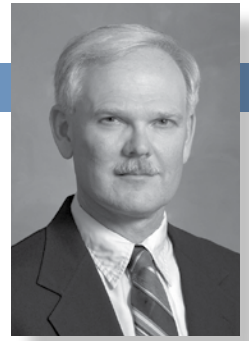
The membership was requested to nominate early career, post doctoral and graduate student members to be on program committees. There were about 15 individuals nominated and Jim Oltjen has assigned them to program committees for 2009-2110.



American Society of Animal Science

James Oltjen, ASAS President 2009-2010

Annotated President's Action Plan – July 2009 to July 2010



Each year before the Annual Meeting, the President-Elect will develop an Action Plan based on the ASAS Strategic Plan for approval by the Board of Directors. Then, progress made to will be reported by the President at his/her last Annual Board meeting.

In addition to overseeing implementation of ASAS Board-approved policies and directives, the following actions were proposed by the ASAS President as ongoing implementation steps for the ASAS Strategic Plan:

1. The process of re-establishing a Washington DC office via our Public Policy Committee working through FASS has been successful. This committee is doing an outstanding job in reinventing our influence and becoming a presence in DC. Specific items I asked them to consider were:
 - a. Develop a structure to give direction on policy-related issues and activities to our FASS Science Policy Program Committee. DONE
 - b. Work to ensure that FASS maintains a strong financial commitment from FASS resources to support the Science Policy Office. DONE
 - c. Annually review the efforts of the FASS Science Policy Director and the FASS Public Policy Committee relative to the ASAS Strategic Plan. May be Done
 - d. Create and implement a system whereby the Washington office and the FASS Science Policy Program Committee can contact the appropriate person or group in ASAS as needed, and that this office can report to the ASAS membership monthly. DONE
 - e. It is imperative that we become a persistent presence in Washington DC and the committee will be bringing recommendations to the Board to ensure this. ONGOING
2. We are reaching out to new constituencies and potential members:
 - a. After our meeting in China in November, the international committee has evaluated and will report to the Board on the success of our 2009 International/Pacific Rim meeting, and plans for a 2010 Latin American meeting DONE
 - b. The Ad Hoc Membership Priority Committee has met and created an outreach and recruitment/retention program plan that targets the key constituencies that are priorities for ASAS recruitment. DONE
 - c. A more formal and ongoing process for ASAS members to convey their ideas, issues, and concerns to the ASAS leadership is now available via the web, and Exec Comm minutes are now available to entire Board. DONE

- d. The beginning of a plan to recognize Teaching and Extension with more opportunities for peer-reviewed contributions is forthcoming from the Ad Hoc Communications Committee. ONGOING
 - e. Identify an advocate at each animal science department, animal related company/industry, or program who will encourage students (and teaching, extension) to join and participate in ASAS, as well as nominate persons to the Board, Committees, and Awards. NOT DONE
3. A report will be made by the Ad Hoc Board Composition Committee at the Midyear Board Meeting, as well as time scheduled therein to evaluate structure of the Board, and possible to propose a way to modify the bylaws and election process as appropriate. DONE
 4. The ad hoc Communications Committee has met to explore new information delivery and networking technologies (e.g., Podcast, Webinar, Blog, JAS letters and interactive journal, Wiki, policy forums, and video conferencing) that can better connect and engage ASAS members. Four proposals will be presented at the Midyear Board meeting. Ideas addressed were:
 - a. Make ASAS the first and foremost information source for animal sciences on the Worldwide Web. IN PROCESS
 - b. Create mechanisms and venues to publish high-profile and high-impact information from the Journal of Animal Science for a wider audience, including policy makers and interested consumers. For example, have an informational non-member part of the web site to inform about Animal Science. IN PROCESS
 - c. Ensure that the Journal of Animal Science is marketed, packaged, and distributed, using a number of venues, continues to increase its reach, impact, and value to all ASAS members. ONGOING
 5. The effort to challenge program committee chairs to take risks and partner and co-sponsor multi-disciplinary educational forums, symposia, and activities that bring together people and interests who historically do not communicate to address and resolve critical and timely issues in the animal sciences is underway. Part of the effort has been to talk with industry groups (companies, associations, ARPAS) for their input to strengthen the program committee's symposia and other forums. The Board has set a budget of \$10,000 for sponsorship of these external venues. For example, ASAS can sponsor or partner in an invited talk at a external meeting, or additional symposiums like the Alharma one may be started. These may be publishable proceedings that would be distributed widely using a variety of communications venues and technologies. ASAS will look at similar models in developing this program, such as that of the National Academy of Sciences. Board members and the ED and program chair has consulted with Corporate Sustaining members for ideas. Embedded in this is the question of how ASAS members might be asked to represent us at other forums besides ASAS meetings; no protocol for how to do this has been established. DONE

American Society of Animal Science

Ronnie Green, ASAS President 2010-2011

Annotated President's Action Plan – July 2010 to July 2011



After review of progress against the ASAS Strategic Action Plan, the following are proposed as key planks of emphasis for the coming 2010-11 year.

1. Become much more engaged in DC through:
 - a. Formalized visit process of ASAS (at least once per year if not twice).

ASAS Executive Committee and the ASAS Public Policy committee met in Washington, DC in October 2010. In the course of meeting, the committees proposed processes to accomplish the following goals:

 - i. Establish the need for a FAIR 2012 event and a process to accomplish FAIR 2012.
 - ii. Established the need to start yearly sponsorship of an AAAS Symposia. Following the October meetings we have initiated working with AAAS to accomplish this goal. We have submitted a proposal to AAAS. Discussed level of funding needed and are waiting for the final reply. Rod Hill will update on status in July. The submitted proposal is attached to the July 2011 Board agenda.



- iii. Discussed needed improvements to the Public Policy Website. The Public Policy Website has been updated to more adequately reflect partnerships with FASS and we are working towards having more material available on the site.
- iv. Discussed issue-specific smaller meetings in conjunction with Universities, to tackle regionally specific, politically hot topic issues. The first of these should be held in conjunction with Cal Poly and WSU in Spring of 2012.
- v. Empowered Public Policy Committee to send people to present on behalf of animal science as needed:
 - Bill Muir was able to present on behalf of ASAS concerning labeling of Genetically Modified Salmon.
 - Jim Pettigrew will represent ASAS at the Feed the World Initiative in June.
 - At least four scientists plus committee members will be traveling to DC on June 25 to present symposia for education purposes to EPA.

ACTION NEEDED – The ASAS board needs to discuss if they want the EC to meet jointly again with the Public Policy Committee in DC in the fall or should another form of formalized visits be initiated?
- b. Increased activity in terms of number of policy statements and support, including additional avenues of publication support (e.g. white papers).
 - i. With the revamp of the website, all policy papers that we write and letters we endorse are listed separately.
 - ii. Developed a rapid response, bullet point mechanism.
 - iii. Public Policy has presented to the ASAS EC a listing of Animal/Animal Science contributions to society for posting to the Public Policy website.
- c. Full- scale assault on FAIR 2012 (or whatever it is ultimately named), including evaluation of bringing AAAS back in to the discussion and planning.
 - i. Determined a method to proceed and pushed until FASS took over. FASS is now in the process of planning FAIR 2012.
 - ii. Deb Hamernik is serving as chair of the FAIR Executive Committee.
 - iii. Jerry Weigel is serving as chair of FAIR Programming Committee.
 - iv. FASS is in the process of developing a FAIR funding proposal.
- d. Additional provision of membership services to help our folks deal with the changed funding landscape in Washington (e.g. start offering at reduced cost multiple day funding workshops with high level grant training groups).
 - i. Grant Writers LLC will present a full day symposium/workshop at JAM 2011. The workshop will concentrate in the changes to NIFA/AFRI and NIH in the last couple of years. Participants that attend will be eligible to attend a 3 day workshop given in the fall of 2011 with the objective of creating the specific aims of a USDA or NIH grant.
 - ii. We are in the process of pricing and scheduling the full 3 day fall workshop with Grant Writers LLC. We should have cost, funding source and dates by the July meeting. If series is successful we will plan on an every other year offering.

- iii. We plan to begin offering in the Fall of 2012, professional development for New Faculty, basically New Faculty School. About 10% of this professional development will concentrate on Grant Writing.
2. Expand our programming to support and provide under-pinning for the items above.
- a. Evaluate the offering by ASAS of a symposium series like the DISCOVER Conference idea from ADSA applied to ASAS issues, along with exploration of partnering with the National Academy of Sciences on key issues of our time—ideas for a name are invited and welcome!
- See updates under number 1.
- b. Revisit how we can improve programming and support for the domestic sectional meetings.
 - i. Time is slated at the July 2011 board meeting to discuss increasing support of the ASAS sections.
 - ii. ASAS National is involved in helping reinvigorate NE by bringing a speaker back to the 2011 lunch and coordinating a survey to determine NE section needs.
 - iii. The ASAS Foundation has fully funded two new Appreciation Clubs that will fund new standing Symposia at the Midwest Section.



- c. Expansion of our programming efforts in to non-traditional avenues such as WCGALP is a great opportunity – such avenues should be further investigated.
 - i. ASAS is coordinating the 2014 WCGALP meetings.
 - ii. JAS will be publishing a pre-conference symposia for DPP
 - iii. ASAS is publishing via JAS the DPP abstracts and Proceedings
 - iv. On Saturday June 9, 2011, we are holding a joint pre-conference between ADSA, ASN and ASAS. We have over 175 preregistered for this inaugural event.
 - v. CSAS has approached us about bidding to host the 2018 WCAP meeting in Vancouver with CSAS.
- 3. Resolve issues associated with JAM structure and function, not only limited to the relationship with ADSA. The Strategic Planning process must have a measurable outcome and result in the next 12 months.
 - a. A consultant was hired and a committee appointed for JAM Strategic Planning.
 - b. The consultant and committee will report on progress at JAM.
- 4. Increase opportunities for student engagement in ASAS.
 - a. Establish a board-appointed Student Involvement and Services Committee (see separate proposal).
 - i. This committee has been very active, please read individual committee report.
- 5. Allocation of resources to increase content generated for newsletters, web-sites, public documents and additional meetings and symposia.
 - a. Put wheels under the effective use of a science writer as outlined in the SP.
 - i. We have launched a weekly newsletter.
 - ii. We have launched interpretive summaries.
 - iii. We have launched the Extension and Educator's Toolbox.
 - iv. Animal Frontiers will launch at JAM
 - v. We have hired a science writer to work full time in the office. She begins work on June 29, 2011 and will be in attendance at JAM.
- 6. Review of awards solicitation and evaluation structure – new ad hoc committee.
 - a. Ad Hoc Committee was appointed (chaired by Jack Whittier) and will present a report with recommendations at the July Board Meeting.
- 7. Work to ensure the successful launch of the ASAS Extension and Teaching Peer Reviewed Platform. LAUNCHED
- 8. Deepen our contact / network with allied industry.
 - a. Industry Focus Group will happen at 2011 JAM.
- 9. Put full plans in place for successful Latin America meeting in Argentina in 2011.
 - a. Meeting is set for first week in October of 2011. Currently it is anticipated that all costs will be covered by sponsorship.
 - b. We have received over 700 abstracts for this meeting.

American Society of Animal Science

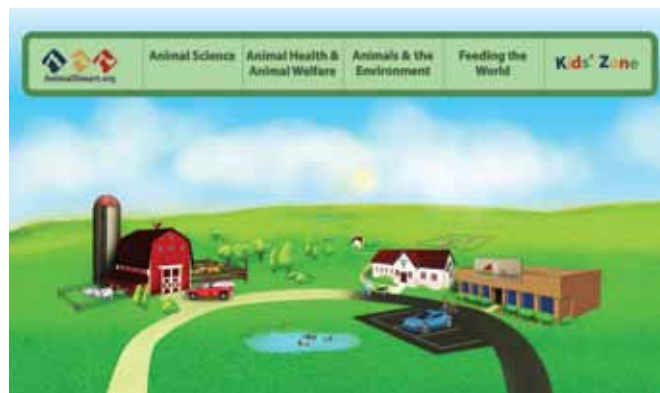
Margaret Benson, ASAS President 2011-2012

Annotated President's Action Plan – July 2011 to July 2012



After review of progress against the ASAS Strategic Action Plan, the following are proposed as key planks of emphasis for the coming 2011-12 year.

1. Market ASAS more broadly and effectively.
 - a. Define our audiences and develop short and long term marketing strategies in support of advancing ASAS's strategic priorities.
 - i. A 2012 Marketing Plan was developed. The plan emphasizes sections, JAM, and outreach or emphasis to students, industry and veterinary groups.
 - ii. Additional project marketing plans have been developed and are being utilized for Animal Frontiers, Innovate 2012, and AnimalSmart.org.
 - iii. Standing programs evaluated and upgraded to increase marketing potential. Examples include: 1) Changes to the ASAS National Awards, 2) ASAS Awards Celebration, and 3) Presentation and Release of Strategic Plan Addendum.
 - b. Build on and highlight new strengths and initiatives including: Animal Frontiers, Webinars/Web Chats, Educators Tool Box.
 - i. Active marketing plans were developed and used for the Educator's Toolbox and Animal Frontiers.
 - ii. Implemented sponsorship-funding models for webinars.
 - iii. Increased visibility of the Image Gallery by using Image Gallery assets weekly.
2. Define ASAS's External Voice and implement a plan for its management.
 - a. Extend ASAS's impact by targeting a broader audience and having a broader perspective on issues of importance and relevance to animal agriculture and society.
 - i. Design of ASAS External Stakeholders website AnimalSmart.org is complete. AnimalSmart.org will launch at JAM 2012.



- ii. We have increased our web presence on the asas.org site by increasing number of interpretative summaries, blog entries and society news (see communications committee report for metrics).
 - iii. Interpretative summaries and press releases have begun to be picked up by other groups increasing our audience and impact. Examples of press releases that have garnered national and international attention included: 1) ASAS response to article ranking animal science degrees as low value, 2) ASAS response to Chipolte Super Bowl add in January 2012, 3) ASAS response to Chronicle of Learning Article concerning biases in reporting of data garnered from joint research between academics and industry.
 - iv. We have increased our use of social networking platforms (see communications committee report for metrics) and seen an increase by our membership in using these platforms.
 - v. To date, Animal Frontiers issues are averaging more than 8,000 unique downloads per issue.
3. Implement renewal of ASAS Strategic Plan – 2011-2015.
- a. Schedule timeline, budget resources, identify committee.
 - i. Strategic Planning Retreat occurred in January of 2012.
 - ii. ASAS Board approved plan addendum in June 2012 and was completed for less than budgeted.
 - iii. Plan addendum will be released to the membership in June 2012.
4. Establish committee that will report to the Board to monitor/evaluate our relationship with FASS.
- a. Define, review and evaluate our relationship with FASS as a founding co-owner.
 - i. A committee was formed to conduct this evaluation and the results of the committee evaluation and subsequent board actions have resulted in significant changes to ASAS operations.
 - b. Evaluate operating procedures (to include staffing, project management, other service provisions) for owner societies and evaluate if those procedures serve ASAS and other owner society well.
 - i. Following evaluation and identification of changes needed to accomplish ASAS's new initiatives, ASAS solicited competitive and cost effective bids for contract services.
 - ii. February 2012: ASAS transitioned production and marketing of the journals to ACSESS as of the May 2012 issues.
 - iii. May 2012: Membership, Information Technology, and Accounting will transition from current provider as of August 1, 2012 giving ASAS direct access to the ASAS databases to better serve our members.
 - iv. As of June 1, 2012, ASAS no longer shares office space with FASS.
 - v. ASAS will continue to be a Founding Member of FASS and a 1/3 equity partner. ASAS remains committed to the FASS public policy services and programming in Washington, DC.

- vi. These changes have allowed ASAS to employ new technologies, upgrade services received with improve efficiencies and to do so with significant annual savings which will enable membership services and programming to be enhanced and strengthened.
- 5. Continue Washington DC presence and support of Public Policy Committee efforts.
 - a. Continue DC visit for ASAS reps, identify and target key issues we desire to influence.
 - i. ASAS has sponsored 2 educational visits to EPA in July 2012 and November 2012.
 - ii. ASAS Executive Committee and ASAS Public Policy Committee met jointly in Washington, DC in October 2011. During that meeting, ASAS conducted agency visits to EPA, FDA/CVM, USAID, and USDA.
 - iii. ASAS sponsored and participated in the FAIR 2012, with members serving on the planning and writing committees.
 - iv. ASAS sponsored a highly attended AAAS symposium in Washington, DC.
 - v. ASAS continues to have an actively engaged Public Policy Committee.
 - vi. The Public Policy Committee has produced several modules for the new AnimalSmart.org.
 - b. Continue to support and enhance Public Policy information web presence.
 - i. Public policy committee has reviewed the website, and is working with staff to develop new and updated content for the site.
- 6. Establish ASAS as a recognized source for annually identifying the “Grand Challenges for Animal Research”. (research priorities)
 - a. Position ASAS as an annual source for “top ten list of research priorities”. This could be done in concert with the FAIR 2012 recommendations when available.
 - i. A committee has been appointed to develop the Grand Challenges immediately following receipt of the final FAIR report. ASAS Grand Challenges will be launched at the Innovate 2012 Conference. The committee to develop the Grand Challenges includes: Clint Krehbiel (chair), Deb Hamernik (Public Policy Chair), Margaret Benson (President), and James Sartin (President-Elect).
 - b. Distribute Grand Challenges to all Universities involved in Animal Agriculture research, federal agencies, and others as appropriate on an annual basis.
 - i. This will be done immediately following Innovate 2012.
- 7. Continue strengthening international programming.
 - a. To include: speaker exchanges, international joint meeting partnerships, international member representation on ASAS committees, initiatives and projects.
 - i. International members were added to 2012 awards, program and board committees. (see International Committee report for details).
 - ii. In 2012 we will have a high profile presence at 3 meetings in the Pacific Rim rather than a specific international meeting. For more details see the International Committee report.

- iii. Beginning in 2013, ASAS will be an active part of the Canadian Society of Animal Science (CSAS) meeting on years that CSAS does not meet with JAM.
 - iv. ASAS is actively planning for World Congress on Genetics of Applied Livestock Production (WCGALP).
 - v. ASAS in conjunction with CSAS will host World Congress on Animal Production (WCAP) in 2018.
 - vii. ASAS plans to present a bid for 2016 International Society of Animal Genetics (ISAG) in July 2012.
 - viii. ASAS will continue to explore new methods of linking the following memberships: CSAS and Argentinian and Brazilian as regional scientific societies in response to meeting continuing global demand to partner with us.
8. Implement crisis management plan to be positioned to proactively address unexpected situations.
 - a. Business management plan in place to remain fiscally sound if financial crisis or distress occurs.
 - i. A crisis management plan was written, presented to the ASAS Executive Committee in March 2012 and was accepted.
 - b. Communication plan in place should subject matter crises occur. To include pre-written, pre-approved messages ready for distribution to the media on select topics.
 - i. An experts list has been created to ensure that ASAS, ASAS members and the media have easy access to experts within animal science to answer questions in an expedient manner.
 9. Continue efforts to resolve Joint Annual Meeting (JAM) structure and function issues including operational relationships with ADSA and FASS.
 - a. The "Way Forward Committee" a joint committee with ADSA was formed. The committee participated in two retreats: 1) November 2011 and 2) June 2012. A document agreed to by both ASAS and ADSA that defines the expectations and operations of a JAM is being developed. this document will be presented to the ASAS and ADSA Boards for consideration at JAM 2012.
 10. Initiate a program for professional development of new Animal Science faculty.
 - a. Create a program for faculty joining Animal Science departments who have few, or no, previous ties to animal science departments nor an understanding of priorities, industry relationships, funding venues, etc. This program would offer these faculty opportunities to learn how to become engaged, why their expertise is important and what their departments and ASAS can do for them.
 - i. We are working on this as our first formal distance-learning program. The goal is to offer ½ day of programming at JAM 2013 with a series of web-based follow-ups. We will present a curriculum and proposal at the July 2012 Board Meeting.



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