

Poultry Science Association

Strategic Plan (2006 – 2010)

**Approved by the PSA Board of Directors
July 30, 2005**

Table of Contents

I.	Executive Summary.....	2
II.	Introduction and Context.....	4
III.	PSA Mission Statement.....	5
IV.	Values and Beliefs.....	5
V.	Constituency and Other Important Stakeholders.....	5
VI.	PSA’s Vision.....	6
VII.	Five-Year Strategic Directions for PSA.....	7
VIII.	PSA Outcome Goals and Objectives (2006 – 2010)	8
IX.	Strategic Planning Process and Methodology.....	12
X.	Committee Structure to Implement the Strategic Plan.....	13
XI.	Implementation, Monitoring, Evaluation and Plan Renewal.....	17
	Appendix I.....	19

I. Executive Summary

The Poultry Science Association (PSA) leadership has created its first comprehensive five-year strategic plan (2006 – 2010) as a guide to the organization’s growth and development. As societal concerns about animal agriculture increase and as changes in the poultry industry and in universities reduce the numbers of poultry scientists and thus membership in PSA, it became apparent that, in order to maintain relevance, PSA needed to undertake a more rigorous and comprehensive review of its assets, areas of weakness, and reasons for being. The strategic planning process provided the lens for organizational analysis and planning.

Exciting mission and vision statements were articulated, helping PSA to view its purpose and niche in the arena of animal agriculture.

The PSA Mission Statement:

The Poultry Science Association (PSA) is a global scientific society dedicated to discovery and dissemination of knowledge generated by poultry research, that enhances human and animal health and well-being and provides for the ethical, sustainable production of food.

In its vision for the future, PSA views itself as:

- A pre-eminent global organization of poultry scientists and industry leaders.
- An organization firmly grounded in scientific endeavor related to the biology and the production of poultry.
- A dynamic organization that, through its innovative leadership, attracts not only a wide diversity of people, but also a wide representation of poultry producers.
- An organization that serves as the premier and central clearinghouse for poultry science information.
- An organization that provides, through its Foundation, significant financial support to students and young scientists engaged in poultry science research, teaching and outreach education.
- An organization whose members are major players not only in the production of animal protein but also in the arena of health and medicine.
- An organization that has actively expanded its horizons through
 - outreach to scientists engaged in a wider range of avian science than in the past;
 - greater efforts to engage industry leaders;
 - greater efforts to recruit and bring together people of diverse geographic as well as gender and cultural backgrounds;
 - greater efforts to welcome and develop new disparate leadership.
- A highly credible, well-respected, powerful force, able—through its association with FASS as well as independently—to influence policy makers at the federal level for the benefit of animal agriculture.
- A dynamic organization with the ability to meet evolving issues facing the poultry industry with the delivery of sound scientific information.
- A solid organization with extensive industry connections.
- An organization whose membership is actively engaged and whose leadership works together for the common good.

In keeping with the mission, values, vision, and goals within this strategic plan the PSA will focus its efforts during the next five years to:

1. Strengthen the PSA's current core membership to attract greater, more diverse participation in the life of the organization through improved services and outreach.
2. Market and publicize to a broader interested audience the scientific contributions and critical role that PSA has played and continues to play in facilitating knowledge transfer of poultry science.
3. Increase PSA's presence in the international scientific community.
4. Reach out to and engage other poultry and animal science organizations, university departments, industry producers, trade associations, and government agencies, while continuing to retain PSA's distinct niche as a poultry-focused scientific society.
5. Invest in the PSA's current and future members and leaders by providing professional and leadership development opportunities and by creating new structures and opportunities for undergraduate and graduate students to participate more fully in the organization.
6. Create innovative ways, primarily through web-based technology, for PSA members around the world to seamlessly communicate, collaborate, network, and share information.
7. Work collaboratively with the newly formed PSA Foundation to generate funding that will (1) create high-quality, cutting-edge scientific programs that will enhance and increase the visibility and credibility of PSA with its current members and other allied constituencies and (2) provide on-going core support for PSA.

The following strategic plan highlights how these strategic directions will be realized and implemented. It will take the vision, energy, and dedication of PSA leaders and members to ensure that the plan is well implemented, monitored, and altered appropriately, keeping it a living plan of action.

II. Introduction and Context

The Poultry Science Association (PSA) was organized in 1908 by poultry scientists at Cornell and Guelph as a professional scientific society through which they could share research findings and disseminate them to the public. Covering the range of disciplines from genetics to nutrition to physiology to management to product technology, the ultimate goals of these early poultry scientists were two-fold: scientific discovery and providing the best scientific information available to the fledgling poultry industry. The discoveries—many of them profound and fundamental—enabled the poultry industry to become what it is today, surpassing all other animal agriculture production in per capita consumption. Through the years, these discoveries have made significant contributions to human medicine as well.

Today PSA members are still predominantly university scientists but also include government and industry scientists and personnel. Prior to 2001, the PSA had never undertaken rigorous, systematic strategic planning. Successive Boards of Directors set agendas and developed initiatives that were relatively short-term. The PSA Board for many years has been advised by a Long-Range Planning Committee, a fairly diverse committee with regard to expertise, length of PSA involvement, and perspective. The role of the Long-Range Planning Committee has been to advise the Board in the areas of programmatic and organizational development.

As societal concerns about animal agriculture began to increase, and as changes in the poultry industry and in universities reduced the numbers of poultry scientists and thus membership in PSA, it became apparent that PSA needed to undertake a more critical review of its purpose in order to maintain relevance. Addressing concerns that were clearly very big issues as if they were immediate crises was no longer a viable approach.

In 2001, under the leadership of Dr. William Saylor, the Board initiated a formal strategic planning effort, with the application to send a leadership team to the Cultivating Leadership for a Changing Agriculture Program—a leadership program sponsored jointly by ICL (Institute for Conservation Leadership) and CAST (Council for Agricultural Science and Technology). This team, comprising Dr. Murray Bakst, Dr. Mary Beck, and Mr. Greg Martin, attended the 3-day Shared Leadership I workshop in Colorado Springs, CO, in May 2001. In August 2001, the Board of Directors of PSA, joined by the chair of the Long-Range Planning Committee, participated in a daylong strategic planning exercise facilitated by Like Minded People, in Indianapolis, IN. This exercise resulted in a set of strategic goals, a number of which were directly influenced by the experiences in the Shared Leadership I Workshop.

A significant new direction for PSA during this time was the establishment in 2003, under the leadership of Dr. Mary Beck, of the PSA Foundation. Envisioned as a vehicle to provide expanded services and new opportunities for PSA as an organization and for individual members, the first Foundation Board of Trustees under the leadership of Dr. James Denton established strategic directions and initiatives that would enable the development of a strong financial base for PSA.

In 2004, with one member of the original Shared Leadership I team still a member of the Board, PSA's application to participate in Shared Leadership II was accepted. Dr. Mary Beck, Dr. Scotti Hester, Dr. Tony Pescatore, and Dr. James Kessler attended the workshop in Glynwood Center, NY, and, during intense discussions, decided that the next level of strategic planning for PSA was needed to maintain the viability of the organization. A proposal to the PSA Board was accepted, and Pam Mavrolas of the Institute for Conservation Leadership was engaged to facilitate the process. The following is the result of the yearlong strategic planning effort.

III. Mission Statement: Poultry Science Association

The Poultry Science Association (PSA) is a global scientific society dedicated to discovery and dissemination of knowledge generated by poultry research, that enhances human and animal health and well-being and provides for the ethical, sustainable production of food.

IV. Values and Beliefs

These core values are the foundation for the Poultry Science Association's mission, purpose and vision.

The Poultry Science Association values:

- Integrity in scientific research.
- Social, ethical and environmental responsibility in poultry food production.
- Sustained dissemination of high-quality research-based poultry information.
- All segments of poultry production and allied industries.
- An environment that fosters stimulating exchange of ideas and knowledge that can lead to new discoveries.
- The diversity of its members and leaders.
- Leadership and professional development for current and future members and leaders.

V. Constituency and Other Important Stakeholders

The PSA serves its members, industry, and the public by disseminating scientific information developed through the study of poultry species. The result of the aforementioned efforts is the production of a safe food supply, advances in medicine, conservation of the environment, and the development of the next generation of scientists and industry leaders.

PSA constituents, beneficiaries and stakeholders include the following:

- Poultry Science Association active members (professionals, students, and institutions)
- Members of the USA Branch of the World Poultry Science Association.
- Students training in poultry science disciplines.
- The poultry industry, allied industries, and trade associations.
- Policy makers and government agencies.
- Leaders in animal agriculture.
- Individuals interested in poultry and animal science who attend PSA's annual meetings and/or read its journals but are not current members.
- Consumers of poultry products.

VI. PSA's Vision

Throughout its long history, the PSA has remained a science-based society whose primary focus has been to disseminate sound scientific information through its annual meeting and through two journals, *Poultry Science* and, more recently, *The Journal of Applied Poultry Research*.

New challenges now require that the PSA adopt a bolder, more resolute, and more dynamic vision as we seek to build a stronger, more vibrant organization during the next five to ten years.

In this vision for the future, we see PSA as:

- A pre-eminent global organization of poultry scientists and industry leaders.
- An organization firmly grounded in scientific endeavor related to the biology and the production of poultry.
- A dynamic organization that, through its innovative leadership, attracts not only a wide diversity of people but also a wide representation of poultry interests.
- An organization that serves as the premier clearinghouse for poultry science information.
- An organization that provides, through its Foundation, significant financial support to students and young scientists engaged in poultry science research, teaching, and outreach education.
- An organization whose members are major players in the production of animal protein as well as in health and medicine.
- An organization that has actively expanded its horizons through
 - outreach to scientists engaged in a wider range of avian science than in the past;
 - greater efforts to engage industry leaders;
 - greater efforts to recruit and bring together people of diverse geographic as well as gender and cultural backgrounds;
 - greater efforts to welcome and develop new leadership.
- A highly credible, well-respected, powerful force, able—through its association with FASS as well as independently—to influence policy makers at the governmental level for the benefit of animal agriculture.
- A dynamic organization with the ability to meet evolving issues facing the poultry industry with the delivery of sound scientific information.
- A solid organization with extensive industry involvement and connections.
- An organization whose membership is actively engaged and whose leadership works together for the common good.

VII. Five-Year Strategic Directions for PSA

- 1. Strengthen PSA's current core membership to attract greater, more diverse participation in the life of the organization through improved services and outreach.** *We value diversity in membership and are aware that others, not currently engaged in the organization, would contribute to our Association and that we all would benefit greatly from a broader-based participation. Therefore, efforts to be more global in scope, engage all facets of the poultry industry, create opportunities for more student participation, and recruit members from other branches of science and the international community will create a richer scientific dialogue and a more viable organization. Enhanced communication and outreach as well as innovative and creative membership services will be required to attract and retain new and non-traditional members.*
- 2. Market and publicize to a broader interested audience the scientific contributions and critical role that PSA has played and continues to play in facilitating knowledge transfer of poultry science.** *The PSA has historically provided the venue for presenting and publishing scientific findings that have strengthened today's poultry industry and benefited the consumer. Despite PSA's contribution in delivering scientific information, the organization is not well known, even within the context of the industry it serves. Highlighting profound and significant scientific findings that benefit industry and society will lead to improved relationships between the Association and the people it serves.*
- 3. Increase PSA's presence in the international scientific community.** *The greatest potential for membership growth and outreach of the PSA is through the international scientific community. International scientists attend the annual meeting and publish in our journals because of their high impact value. Facilitating the engagement of the international scientific community by minimizing financial, language, and geographical barriers will lead to a more vibrant and global association.*
- 4. Reach out to and engage other poultry and animal science organizations, university departments, industry producers, trade associations, and government agencies, while continuing to retain PSA's distinct niche as a poultry-focused scientific society.** *The PSA was founded on the principles inherent in scientific discovery but must expand its horizons to include scientific liaison with policy makers. Many contentious issues facing the poultry industry are common to all of animal agriculture, e.g., bioterrorism, air emissions, food safety, and animal welfare. Resolution of issues must be based on science rather than emotion. A unified scientific voice with other societies involved in animal agriculture and food production will empower and strengthen the Association when dealing with such issues. Interactions with other animal societies include the already strong presence of PSA in the FASS scientific liaison effort in Washington; alliances with AAAP, among others, are additional venues that will be explored as potential strategic outreach efforts.*

5. **Invest in the PSA’s current and future members and leaders by providing professional and leadership development opportunities and by creating new structures and opportunities for undergraduate and graduate students to participate more fully in the organization.** *The membership values the core services currently provided, but members clearly desire increased opportunities to participate in society activities, recognition, and increased services related to professional development. Continuing education, improving leadership skills of our membership, and early training and integration of our students into society functions are germane to our continued existence and will provide the potential for growth and strength as an Association.*

6. **Create innovative ways, primarily through web-based technology, for PSA members around the world to seamlessly communicate, collaborate, network, and share information.** *Collegial networking enhances communication and promotes engagement. Expedient exchange and discussion of scientific information facilitates discovery and transfer of knowledge. Networking brings together academic, industry, and government personnel around issues, employment opportunities, and information sharing.*

7. **Work collaboratively with the newly formed PSA Foundation to generate funding that will (1) create high-quality, cutting-edge scientific programs that will enhance and increase the visibility and credibility of PSA with its current members and other allied constituencies and (2) provide on-going core support for PSA.** *Even though the PSA is intimately involved in dissemination of knowledge, stimulation of scientific discovery, and the application of science-based information, there are often unique challenges that can benefit from additional targeted efforts and more focused financial support. The opportunities for this added ‘margin of excellence’ created by the generosity of Foundation donors will extend the influence of the PSA beyond the traditional arenas. The Foundation would serve as a means of providing support for addressing contemporary issues affecting the poultry industry that include, but are not limited to, 1) sustaining a wholesome and viable food supply, 2) providing a cleaner environment, and 3) contributing to the well-being of people globally. Through initiatives designed to connect more strongly with the poultry industry and society at large, the Foundation’s activities will complement the strategic direction number two above. This collaboration will truly allow the members of the PSA to become more global in their influence and provide greater overall benefits to the industry and people worldwide.*

VIII. PSA Outcome Goals and Objectives (2006 – 2010)

Outcome Goal #1: The PSA is a well-known and respected leader, innovator and collaborator in advancing the field of poultry science.

Objective A: The PSA will consider the employment of an outside consulting firm to develop a marketing plan for the organization targeted to key government, industry, and academic constituencies that will: (1) tell the story of the valuable role PSA has played and continues to play in the advancement of poultry science knowledge, (2) raise the overall visibility of the PSA, (3) describe the value and benefits of PSA membership, and (4) publicize its future plans and innovative directions.

Objective B: The PSA will create and take advantage of opportunities and develop strategies for improving its outreach and cooperation with other industry, government, institutions, and organizations interested in advancing poultry sciences. Examples of strategies include, but are not limited to:

- i. To continue jointly sponsored annual meetings and symposia.
- ii. To enhance representation on other organizations' committees with a clear tie back to the PSA, especially trade associations.
- iii. To continue to working proactively with other societies on issues such as international trade, food safety, environmental quality, and animal welfare.
- iv. To establish PSA website links to trade associations, government agencies, and industry.

Objective C: The PSA will work closely with the newly formed PSA Foundation to generate funding for creative, cutting-edge scientific programs that will enhance and increase the visibility and credibility of the PSA with its current members and other allied constituencies.

Outcome Goal #2: The PSA values its members and wisely invests in their leadership and professional skills and abilities.

Objective D: The PSA will start early to develop its future members and leaders by engaging and investing in poultry science graduate and undergraduate students by:

- i. Forming a student caucus with officers, representation, or liaison to the PSA Board of Directors and a voice in the PSA newsletter.
- ii. Identifying an advocate at each major poultry science program who will encourage students to join and participate in PSA.
- iii. Continuing to publicize and provide free membership to students.
- iv. Providing competitive student travel grants to the PSA annual meetings.
- v. Including the cost of student attendance at the awards banquet and other social events in the student annual meeting registration fee.
- vi. Publicizing the PSA through the FFA website, the 4-H careers program, and other youth-oriented agricultural organizations.
- vii. Selecting several session chairs from members in the first five years of their post-graduate career.

Objective E: The PSA will provide its membership with professional and leadership development opportunities including, but not limited to:

- i. Continuing education credits offered at the PSA annual meeting.
- ii. Web links or files with resume building and interview skill information.
- iii. Workshops at annual meetings that focus on grant writing, statistics, leadership skills, how to review a paper, applications of molecular biology, animal care (university and industry), etc.
- iv. Fee-based access for distance learning symposia.

Objective F: The PSA will continue to encourage volunteerism of its members and provide new opportunities for all members to contribute, including:

- i. A volunteer link on the PSA's website that makes it easy for members to volunteer their expertise.
- ii. The creation of a professional development component as an additional charge of the Membership Committee.

Outcome Goal #3: The PSA increases its international presence, services and membership.

Objective G: The PSA will develop outreach strategies and package of benefits to increase its international membership by 20% (approximately a 44-member increase) over the next 5 years.

Examples of specific strategies and activities include:

- i. Create an Ambassador Program of current PSA and WPSA members located outside the U.S. that could provide a personal connection to help recruit and engage new and potential international members in their respective nations.
- ii. Survey international members to better determine their needs and requests of PSA.
- iii. Examine and implement strategies for enhancing international participation from other scientific societies that already serve a worldwide membership successfully.
- iv. Create an international scientific fellowship program within the PSA or in partnership with others interested in poultry research.
- v. Encourage membership from developing countries by reducing annual member dues.
- vi. Create web-based packages of “hot” and important global topics translated into languages other than English (initially Spanish).
- vii. Encourage members to submit materials for posting on the PSA website in alternative languages.
- viii. Hold international symposia at PSA’s annual meeting.
- ix. Encourage increased submission of international papers, publications, and talks in PSA publications and at PSA meetings.
- x. Create a three-slide summary about the PSA that can be used by PSA members as they present in other countries.

Objective H: PSA will develop a grants-supported international consulting enterprise that will: (1) maintain a clearinghouse of scientific expertise in the poultry disciplines and (2) place its members in international poultry science projects.

- i. PSA will act as a primary medium to assist organizations to find needed talent.
- ii. PSA will draft proposals and seek funding to address specific needs of countries seeking assistance, i.e., through Peace Corps or USAID.
- iii. PSA will generate revenue from this endeavor by charging indirect costs for administration.

Outcome Goal #4: PSA is a financially sound organization that continues to grow and improve upon its member services, particularly its journals, annual meeting, and collegial networking and recognition.

Objective I: Improve the quality and attractiveness of PSA’s annual meeting to a more diverse community by:

- i. Forming a four-year program planning group that identifies specific themes for each meeting at least three years in advance.
- ii. Planning symposia around each year’s theme and publicize widely and well in advance of the meeting.
- iii. Holding leadership and professional development workshops and symposia with continuing education credit.
- iv. Increase student attendance and participation.
- v. Better integrating FASS workshops and ancillary scientist symposia into the PSA annual meeting.
- vi. Adding new topics for sessions such as behavior, biomedicine, and sustainable agriculture that can attract a more diverse audience.

Objective J: The PSA will expand and improve upon its current member awards and recognition by:

- i. Recognizing and rewarding the work and accomplishments of early-career members.
- ii. Developing a lifetime achievement award for outstanding people.
- iii. Publicizing PSA award winners more rigorously and creatively.
- iv. Re-establish honorary membership for industry greatness.
- v. Recognize members' high-quality research by creating "so what/what difference did it make" stories for the PSA website.

Objective K: The PSA will enhance its published journals by including new topic areas that appeal to a wider audience (i.e., sustainable agriculture or biomedicine).

Objective L: The PSA will continue to contribute to and play an active role in FASS, by active support of the Scientific Liaison function and participation on FASS committees by our members.

Objective M: By incorporating the strategies and activities identified under goals 1 through 3, the PSA should increase its total national and international professional and student membership by 10% (by approximately 100 members) over the 2005 membership total of 1,900 in the next five years.

Objective N: The PSA will examine its member retention rate over time, survey members who choose not to renew to determine why, and develop strategies to increase member retention and make dues payment easy.

Objective O: The PSA will work closely with the PSA Foundation to establish essential core funding (a goal of 5 million dollars) particularly from individual and corporate donors that will help keep PSA financially solvent and sustainable for years to come.

Objective P: The PSA will develop innovative web-based technology that can foster ongoing exchange of research, information, and job opportunities in the poultry science field. Ideas include:

- i. Creating issues sites, topics of wide interest to members and non-members, as a place to encourage discussion. A PSA issues editor, whose job it is to keep each issue site current, will manage these sites and will establish links to the FASS Scientific Liaison office and FASS committees.
- ii. Establishing up to 20 discussion boards by topic for PSA members only. (Each topic will be reviewed at approximately 6 months and unused boards will be removed.)
- iii. Creating a job postings section on the PSA website where a PDF file from industry or academia/government is posted and available to members.
- iv. Posting PDF files of PSA member CVs.
- v. Enhancing fee-based links to industry websites.

IX. Strategic Planning Process and Methodology

The Poultry Science Association initiated its strategic planning work in 2001, with attendance by a three-member team at Shared Leadership I, a three-day workshop of the Cultivating Leadership for a Changing Agriculture Program. The first planning efforts later that summer focused on “big picture” thinking and resulted in a mission and vision statement. In March 2004, a four-member PSA leadership team attended Shared Leadership II, a more in-depth workshop of the Cultivating Leadership for a Changing Agriculture. The team proposed to the PSA Board that the organization enter into a more structured comprehensive strategic planning initiative. This plan is the product of that initiative.

A very active and engaged leadership hallmarks the current strategic planning process, especially those serving on the Strategic Planning Team. The Strategic Planning Team gathered information from sources both internal and external to the PSA. The Strategic Planning Team has taken responsibility for drafting the plan for presentation to and approval of the Strategic Planning Committee and the PSA Board of Directors. What follows is a general outline listing the major steps taken by the Strategic Planning Team and the Strategic Planning Committee to create PSA’s 2006-2010 Strategic Plan.

The Strategic Planning Team members include: William Saylor, Chair; Mary Beck; Sacit Bilgili; James Denton; Patricia Hester; James Kessler; Sally Noll; and Anthony Pescatore. The Strategic Planning Committee is made up of (1) the Strategic Planning Team, (2) the FY 2005 PSA Board of Directors, and (3) members of the PSA Long-Range Planning Committee, which includes a graduate and post-doctorate student. (See Appendix I.)

Step	Date	Activity
#1	April 2004	The leadership team attending the Cultivating Leadership for a Changing Agriculture (CLCA) workshop decided that PSA could benefit greatly from strategic planning at this time.
#2	May 2004	A Strategic Planning Team was formed to lead this initiative. The Team included the 4 leaders attending the Cultivating Leadership for a Changing Agriculture workshop and key members of the PSA Board and the Long-Range Planning Committee.
#3	June 2004	Working with a CLCA consultant, the Team developed a “plan to plan” for presentation to the Board of Directors.
#4	July 2004	PSA Board agrees to engage in a strategic planning process at its July meeting as presented in the “plan to plan”.
#5	July/August/ September 2004	PSA did an extensive member survey.
#6	November/ December 2004	The PSA Board and staff participated in an organizational assessment process, “Benchmarking Your Organization”, to evaluate the overall health of the organization.
#7	January 2005	Members of the Team held discussion sessions with graduate and undergraduate students
#8	February/ March 2005	The Team conducted 19 external stakeholder interviews—nationally and internationally, and conducted a survey with Emeritus PSA members.
#9	April 2005	The Committee held a two-day strategic planning retreat

#10	May/June 2005	Strategic Planning Team drafted the PSA strategic plan. This draft was sent to the entire Strategic Planning Committee for review and comment.
#11	July 30 & 31, 2005	A final draft strategic planning document is presented to the PSA Board of Directors for review and discussion and approval at the July Board meeting.
#12	August 2005	The Strategic Planning Team will evaluate changes requested by the Board.
#13	January 2006	An annual plan and budget for the coming year will be created from the strategic plan and presented to the Board of Directors for approval.
#14	On-going	The annual and strategic plans are monitored and evaluated as agreed to by the Board of Directors and described in the strategic plan.

X. Committee Structure to Implement the Strategic Plan

The existing committee and staffing structures of the Association were taken as the template against which the goals and objectives of the Strategic Plan were examined for fit. With few exceptions, noted in the following matrix, the existing structures are well suited to take on and implement the new initiatives; the exceptions are noted in footnotes and include three proposed new committees and modifications of the general charges to two existing committees. One new volunteer position, an Issues Editor on the PS Editorial Board, is suggested. The role of the Administrative Assistant is expanded to include oversight of or responsibility for some of the goals and objectives. Overall, the match between existing committees and staffing is remarkably close, particularly in that the strategic planning effort did not take either into account.

Committee Responsibilities by Strategic Objective

Outcome Goal/ Objective	Ancillary Scientist	Careers	Animal Care	Environ. Quality	Food Safety	Industry	Membership/ Professional Development ¹	Publication PS/JAPR	Teaching	Extension/ Outreach ²	Board of Directors	Executive Director/ Finance ³	Foundation	Program Committee	Admin. Assist. ⁴	WPSA
<i>Outcome Goal # 1: The PSA is a well-known and respected leader, innovator, and collaborator in advancing the field of poultry science.</i>																
<i>Objective A</i>												X ⁵				
<i>Bi</i>	X													X		
<i>Bii</i>						x				X						
<i>Biii</i>			X	X	X	X										
<i>Biv</i>						x						X				
<i>C</i>												X	X			
<i>Outcome Goal # 2: The PSA values its members and wisely invests in their leadership and professional skills and abilities.</i>																
<i>Objective Di⁶</i>									X							
<i>Dii</i>									X							
<i>Diii</i>													x		X	
<i>Div</i>													x	X	x	X
<i>Dv</i>		X														
<i>Dvi</i>														X	x	
<i>Ei</i>	x						X							x		
<i>Eii</i>							X								x	
<i>Eiii</i>	x						x							X		
<i>Eiv</i>									X			x			x	

¹ Membership/Professional Development Committee.

² Broaden Extension Committee to Extension/Outreach Committee

³ Executive Director/Finance Committee – Some objectives require ED only; others require Finance Committee as well.

⁴ Admin. Assist. = Administrative Assistant.

⁵ X = major responsibility; x = secondary or supporting responsibility.

⁶ Requires a new committee: Student Caucus; would have secondary responsibility for objectives Dii, Diii, Dv.

Committee Responsibilities by Strategic Objective (cont.)

<i>Outcome Goal/ Objective</i>	<i>Ancillary Scientist</i>	<i>Careers</i>	<i>Animal Care</i>	<i>Environ. Quality</i>	<i>Food Safety</i>	<i>Industry</i>	<i>Membership/ Professional Development</i>	<i>Publication PS/JAPR</i>	<i>Teaching</i>	<i>Extension/ Outreach²</i>	<i>Board of Directors</i>	<i>Executive Director/ Finance³</i>	<i>Foundation</i>	<i>Program Committee</i>	<i>Admin. Assist.⁴</i>	<i>WPSA</i>
<i>Outcome Goal # 3: The PSA increases its international presence, services, and membership</i>																
<i>Objective Fi</i>															X	
<i>Fii</i>							X									
<i>Gi</i>										X						X
<i>Gii</i>												X			x	X
<i>Giii</i>											X	X				X
<i>Giv</i>							X					x	x			X
<i>Gv</i>											X	X	x			
<i>Gvi</i>												X			x	
<i>Gvii</i>												X			x	
<i>Gviii</i>	X							X						X		X
<i>Gix</i>								X						X		X
<i>Gx</i>										X		x			x	
<i>H⁷</i>											x	x				
<i>Outcome Goal # 4: PSA is a financially sound organization that continues to grow and improve upon its member services, particularly its journals, annual meeting, and collegial networking, and recognition</i>																
<i>Objective I</i>														X		
<i>Ji⁸</i>											X				x	
<i>Jii</i>											X	X				
<i>Jiii</i>								x			X	x			x	
<i>Jiv</i>						X					X	X			x	
<i>Jv</i>								X				x				
<i>K⁹</i>								X								

⁷ Requires a new committee: International Consulting Committee; would have primary responsibility for objective H.

⁸ Include in specific award charges or create new awards committee?

⁹ May require new committee: Research Committee to review articles in context of this objective.

Committee Responsibilities by Strategic Objective (cont.)

Outcome Goal/Objective	Ancillary Scientist	Careers	Animal Care	Environ. Quality	Food Safety	Industry	Membership/ Professional Development ¹	Publication PS/JAPR	Teaching	Extension/ Outreach ²	Board of Directors	Executive Director/ Finance ³	Foundation	Program Committee	Admin. Assist. ⁴	WPSA
<i>Outcome Goal # 4 (cont.)</i>																
<i>Objective L</i>											X	X				
<i>M</i>							X					X				
<i>N</i>												X	X			
<i>O</i>							X									
<i>Pi</i>								X ¹⁰				x			x	
<i>Pii</i>												X ¹¹			x	
<i>Piii</i>												X			x	
<i>Piv</i>															X	
<i>Pv</i>						X						X				

¹⁰ Requires a new Issues Editor.

¹¹ Coordination through other committees or individuals with relevant expertise.

XI. Implementation, Monitoring, Evaluation, and Plan Renewal

Ongoing, regularly scheduled monitoring, evaluation and course correction will help to ensure that the PSA's strategic plan is a living framework for sound decision-making. A good monitoring and evaluation process allows all involved to continue to assess the external environment, learn from action, discuss options, and make better decisions. The following steps constitute a planning and monitoring cycle.

Step 1: (July 2005) The Strategic Plan is discussed and approved with changes by the PSA Board of Directors at its summer meeting.

Step 2: (August 2005) The PSA Board of Directors will establish a permanent Strategic Plan Evaluation Committee (in accordance with Article 10, Section 8 of the PSA Constitution) with the following members: (1) the Chair of the Long-Range Planning Committee; (2) two members of the PSA Board of Directors; (3) two members from the current Strategic Planning Team, and (4) the PSA Executive Director. Initially, one member each from the Strategic Planning Team and Board of Directors will serve a three-year term, and the other a 2-year term. The Chair of the Long-Range Planning Committee will rotate annually, and the PSA Executive Director will be a permanent member. The President will appoint the chair of this committee.

The Strategic Plan Evaluation Committee (SPEC) will be charged with monitoring and evaluating the implementation of the PSA Strategic Plan. The Strategic Plan Evaluation Committee will create questions, criteria, and a template for consistent semi-annual assessment of the annual plan (see below) and the annual assessment of the strategic plan (see below).

Step 3: (August) Working a year ahead, the Board of Directors will decide at the annual meeting those initiatives that will receive priority in the following year and will direct the incoming First Vice President and the Executive Director to prepare an annual work plan and budget (for those that require one). The draft plan and budget will be presented to the Board at the January meeting for approval.

Note: In order to jump start this cycle and not delay implementation for a year, two cycles need to occur almost simultaneously. For 2005, the current Board needs to identify the initiatives for this year this week and the incoming President (Bilgili) and the ED need to prepare a plan and budget for approval in September 2005; the committee assignments and charges have already been made. For 2006, initiatives need to be decided at the current meeting and the incoming First VP (Giesen) and the ED need to develop a plan and budget for presentation and approval in January 2006 for implementation the following summer; the First VP will work on committee assignments and charges for next summer based on these initiatives.

Step 4: (Summer) The First Vice President will use the plan for identifying committee members and preparing committee charges.

Step 5: By June 1, all committee reports will be forwarded to the President. Relevant reports (from those committees with charges relevant to the annual plan) will be forwarded to the SPEC by June 15. The SPEC, working from the annual plan, the original committee charges, and the reports, makes an assessment of PSA's progress on the plan. Input to the SPEC from the LRPC occurs through the LRPC Chair, who ensures that the SPEC has the benefit of LRPC perspectives.

The assessment, which can be by conference call or other communications, will include discussion of questions such as:

- Which of our objectives and major activities are we accomplishing?
- Which are we not getting to or making headway on? Why?
- What are we learning from how we are doing this work?
- What changes or course corrections do we need to make at this point?

Step 6: The SPEC will summarize its assessment and recommend any course changes in a report to the PSA Board of Directors at the annual meeting. The chair of the SPEC will present a report to the PSA membership at the Annual Business Meeting.

Step 7: (December) Toward the end of each fiscal year the Strategic Planning Evaluation Committee will evaluate the PSA's progress on its annual plan and its larger Strategic Plan. The committee will discuss questions such as:

- What have we accomplished over the past year?
- What didn't we accomplish? Why?
- How and where has our work and accomplishments on our annual plan helped us to make headway on our strategic plan?
- What new capacity have we built?
- What has been the impact of our efforts?
- Have there been significant changes inside or outside our organization that we need to consider as we plan for the future?
- What lessons are we learning about planning and implementing our work?
- What changes do we need to consider making in our strategic plan?

Step 8: (December) An annual report on the Step #7 assessment, recommendations for change in the Strategic Plan, and their implications for the development of the coming year's annual plan will be discussed with the Board, and a formal motion for any changes will be put forth for modification of the Strategic Plan.

Step 9: (August) The Executive Director, working closely with staff and the appropriate Board committees or tasks forces, will create an annual budget and work plan based on the goals and objectives of the Strategic Plan. These plans will be brought before the Board for approval in January of each year. (The cycle continues, beginning with Step 3.)

Appendix I

Composition of the PSA Strategic Planning Committee

Special thanks are extended to the members of the Strategic Planning Committee for committing their time, vision, and energies to developing the first comprehensive five-year strategic plan for the PSA.

Strategic Planning Team

William W. Saylor, Chair of Strategic Planning Committee
University of Delaware

Mary M. Beck
University of Nebraska

Anthony J. Pescatore
University of Kentucky

Patricia Y. Hester
Purdue University

Sacit F. Bilgili
Auburn University

James H. Denton
University of Arkansas

Sally Noll
University of Minnesota

James W. Kessler
PSA Executive Director

Pam Mavrolas, Facilitator
Institute for Conservation Leadership (ICL)

Members from the Long-Range Planning Committee

Mamduh Sifri
Archer-Daniels-Midland Co. (ADM)

Ralph H. Stonerock
Akey, Inc.

George “Bud” Malone,
University of Delaware

Christine Alvarado
Texas Tech University

Robert B. Shirley
Medical College of Georgia

Farrah Madison
University of Arkansas

Members from the PSA Board of Directors

Andrew Giesen
Novus International Inc.

Michael J. Wineland
North Carolina State University

Billy M. Hargis
University of Arkansas

Michael O. Smith
University of Tennessee

Catherine A. Ricks
Embrex, Inc.

Ann M. Donoghue
USDA at the University of Arkansas

Frank E. Robinson
University of Alberta

Jeanna L. Wilson
University of Georgia