Poultry Science Association

Strategic Plan
(FY 2011 – 2016)

Approved by the PSA Board of Directors
July 2010
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I. Executive Summary

The Poultry Science Association (PSA) successfully concluded its first five-year strategic plan in 2010. Leveraging the accomplishments and employing its new capacity, PSA has created its second ambitious strategic plan to further develop the Association and help meet future challenges and opportunities in poultry science and the larger poultry enterprise.

The PSA Mission Statement:
The Poultry Science Association (PSA) is a diverse global society dedicated to research and to dissemination and application of knowledge that supports an ethical and sustainable poultry food enterprise and enhances animal and human health and well-being.

Vision for its future -- PSA in 10 to 15 years:
A pre-eminent global organization of poultry scientists and leaders in academia and industry firmly grounded in scientific endeavors related to poultry biology and the poultry enterprise. PSA’s members are leaders in the production of animal protein and also in the arena of animal and human health and medicine.

PSA is a dynamic organization that:
- serves as the premier and central clearinghouse for poultry information.
- attracts a diversity of people, as a result of its innovative leadership.
- through its Foundation, provides significant program revenue and support for its future leaders.
- is a highly credible, well-respected, and powerful force in the public policy arena on behalf of animal agriculture.
- has the ability to bring sound scientific information to public discussions of challenging issues.
- creates the links that bring scientific knowledge to field applications.

PSA’s niche and competitive advantage lies in its ability to:
- Publish a high impact scientific journal -- Poultry Science.
- Publish the Journal of Applied Poultry Research, a valued and practical publication for the industry audience.
- Provide the venues for poultry scientists and industries to share their research, perspectives and challenges.
- Retain and congregate a global membership of high quality scientific expertise that can benefit the larger society.
- Nurture and develop the future leaders of both the poultry industry and academia.
- Access the resources of FASS and collaborate closely with Dairy and Animal Science Associations, when appropriate.

PSA’s five-year strategic directions:
In keeping with the mission, values, niche, vision and goals in this strategic plan, PSA will focus its efforts over the next five years in these seven key directions and strategies.

1. Build upon the communication strategies and electronic technologies of the previous strategic plan in order to: (1) convey the PSA message and perspectives; (2) deliver important and timely information tailored to specific audiences; and (3) establish a member network and create interactive meeting venues.
2. Provide high quality, relevant and innovative member core services -- the PS Journal, the JAPR and the Annual Meeting.
3. Play a more active and visible role in public policy that significantly impacts PSA and its membership, university research funding and the health of the poultry enterprise, cooperating with FASS to take full advantage of the public policy resources FASS has in place.
4. Broaden the reach and relevance of PSA to all poultry related industry sectors (production and allied) and academic disciplines. Carefully reorganize and expand PSA’s member recruitment, benefits and programs to serve the entire poultry enterprise.
5. Invest in developing the skills, knowledge and capacity of PSA’s leaders at all career levels (undergraduate students to retirees).
6. Explore new and flexible revenue generation models and strategies, including those that will help secure PSA’s financial sustainability in the next 5 to 10 years.
7. Significantly grow the assets of the PSA Foundation in order to: (1) create high-quality, cutting-edge scientific programs that will enhance and increase the visibility and credibility of PSA (2) support future leaders of PSA, students and early career poultry scientists and (3) provide on-going core support for PSA.

**PSA’s outcome goals and results:**
By its diligent focus on the seven strategies listed above, PSA will achieve the following results.

**Outcome Goal #1:** PSA is looked to as a credible and influential source of information in the field of poultry science among a diverse set of interested audiences.

**Outcome Goal #2:** PSA is a recognized and engaged provider of poultry science-based information in the shaping of public policy (legislative and administrative), particularly at the federal level.

**Outcome Goal #3:** PSA’s worldwide members and leaders are well connected and informed through state-of-the-art electronic and interactive communications technology and strategies.

**Outcome Goal #4:** PSA’s membership increases by 25% and is more representative of the full spectrum of the poultry enterprise. PSA members and leaders are engaged on issues of importance to poultry science and contribute to the vitality and growth of PSA.

**Outcome Goal #5:** PSA significantly expands and serves its international membership, initially emphasizing recruitment and retention in Latin American countries followed by later expansion to the Asian Rim. PSA’s international membership will be increased by 50%, of which 75% will be from Mexico and other Latin American countries.

**Outcome Goal #6:** PSA’s retains its members from student to retired and emeritus over the course of their careers and wisely invests in their leadership and professional skills and abilities.

**Outcome Goal #7:** PSA is a financially sound organization, weathering changes in its environment proactively and with flexibility.
II. Introduction and Context

PSA History:

The Poultry Science Association (PSA) was organized in 1908 by poultry scientists from 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 the majority of PSA members are still 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. A Long-Range Planning Committee, a fairly diverse committee with regard to expertise, length of PSA involvement, and perspective, has advised the PSA Board for many years. 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 a 3-day Shared Leadership 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 Workshop.

A significant new direction for PSA during this time was the establishment in 2003 of the PSA Foundation, under the leadership of Dr. Mary Beck. 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. Patricia Hester, Dr. Anthony 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 nearly yearlong strategic planning effort resulted in the 2006-2010 Strategic Plan being approved by the PSA Board of Directors on July 30, 2005.

The Board of Directors immediately identified initiatives targeted for completion during the first twelve months of the plan, prepared a budget to accomplish those initiatives, and moved forward to achieve those first-year goals. The Board also identified initiatives to be completed during the second year of the plan. The First Vice-President and Executive Director developed a budget that was approved by the Board of Directors at the January 2006 Mid-Year Board Meeting for implementation beginning the summer of 2006.

The Board of Directors also established a permanent Strategic Plan Evaluation Committee (SPEC) consisting of 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. The PSA President appoints the chair of the committee, which is charged with annually monitoring and evaluating the implementation of the PSA Strategic Plan. The committee created questions, criteria, and a template for consistent semi-annual assessment of the strategic plan.

Toward the end of each fiscal year, the Strategic Plan Evaluation Committee evaluates the progress on the annual plan and the larger Strategic Plan. An annual report on the assessment, along with recommendations for changes in the Strategic Plan and their implications for the development of the coming year’s annual plan are discussed in a report to the PSA Board of Directors at the annual meeting. The chair of the SPEC also presents a report to the PSA membership at the Annual Business Meeting.

During the first year of the plan (July 2005 to July 2006), a total of 74% of the initiatives targeted for completion were accomplished in their entirety. The second year (July 2006-July 2007) and third year (July 2007-2008) provided success rates of 50% of the targeted initiatives completed on an absolute basis each year. During the fourth and fifth year of the plan (July 2008-2010), all but one of the remaining objectives were dropped or abandoned as unworkable, providing a 16% success rate.

At the 98th Annual Business Meeting in July 2009, the Strategic Plan Evaluation Committee reported that after four years of the initial Strategic Plan, a total of 93% of the overall plan initiatives had been completed or were in progress. It was pointed out that while a few initiatives had been abandoned as unworkable or could not be completed under the current plan, the committee recommended that those be considered for the second Strategic Plan before final abandonment. It was also announced that the PSA Board of Directors had again contracted with Pam Mavrolas of the Institute for Conservation Leadership to facilitate the process of developing the 2011-2015 Strategic Plan. The structure of the Strategic Planning Committee would be similar to that of the first committee, with Dr. Mary Beck serving as chair.

Work on the 2011-2015 Strategic Plan began on September 10, 2009, with an initial conference call of the PSA Strategic Planning Team. A series of monthly conference calls followed and three focus groups of active PSA members were developed to identify key accomplishments and lessons from the previous plan, and to discuss changes in the environment that may affect PSA’s future work. Several key internal and external stakeholders were also identified and interviewed, and current and former international members were asked to participate in an online membership survey. Results of a recent survey of the membership were also evaluated.
Key Challenges Facing PSA:

With the consolidation of university poultry science departments into animal science departments, and the consolidation of the poultry industry within the United States, it became apparent that PSA needed to develop a stronger approach to membership development. Growth in the international poultry industry has resulted in increased international attendance at annual meetings and a parallel increase in journal publications from international authors. These increases, along with a tighter economic climate and increased travel restrictions, have given new light to the need to seek involvement and to share information with those outside our traditional North American borders through meetings and the use of electronic communication.

The priorities for funding of agricultural research are shifting and are no longer commodity based, due to the development of the USDA National Institute of Food and Agriculture (NIFA). This has resulted in the need for a more consolidated and unified push for increased research funding. The growing influence of animal rights groups on the public’s perception of animal agriculture and animal use in research, as well as the public’s concern for the environment and food safety emphasizes the need for PSA to be proactive in providing accurate science-based information to the public on these issues. Finally, the potential impact that Open Access may have on the PSA revenue stream and business model could have an everlasting impact on the publishing structure of PSA journals (Poultry Science & Journal of Applied Poultry Research). Strategies to retain the journal impact factors and publishing revenue must be developed to offset this change.

Information obtained and developed through the focus group and stakeholder interviews, as well as the international membership surveys, were accumulated and supplied to participants attending a Strategic Planning Retreat in April 2010. Throughout the two-day event, attendees established the key strategic direction for PSA for the next five years. With a clear direction established for the association, the group developed programmatic and organizational outcome goals and objectives for the new Strategic Plan. The result of that work is the 2011-2016 PSA Strategic Plan.

III. Mission Statement: Poultry Science Association

The Poultry Science Association (PSA) is a diverse global society dedicated to research and to dissemination and application of knowledge that supports an ethical and sustainable poultry food enterprise and enhances animal and human health and well-being.

IV. Values and Beliefs

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

The PSA values:
• Integrity, creativity and innovation in scientific research.
• Social, ethical and environmental responsibility in the poultry food enterprise.
• Sustained dissemination and enhanced impact of peer-reviewed poultry research.
• All segments of the poultry and allied industries and diversity of its members and leaders.
• An environment that stimulates exchange of ideas and knowledge leading to new discoveries.
• Leadership and professional development for current members and future leaders.

V. Constituency and Other Important Stakeholders
The PSA serves its members, the poultry enterprise, 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 leaders in the poultry enterprise.

PSA constituents, beneficiaries and stakeholders include the following:
- Poultry Science Association active members (professionals and students), encompassing both North American and international.
- Members of the USA Branch of the World’s Poultry Science Association.
- International poultry science colleagues and their respective institutions and enterprises.
- Institutions, companies or other organizations that have journal subscriptions.
- Students training in poultry science or related 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 but are not current members.
- Consumers of poultry products.

VI. PSA’s Niche and Competitive Advantage
There are key roles, services and attributes to which PSA uniquely possesses and contributes that set it apart from other poultry and animal science societies or associations. The goals and objectives of any strategic plan should be built off of and play to an organization’s niche and competitive advantage. PSA’s niche and competitive advantage lies in its ability to:
- Publish a high impact scientific journal -- *Poultry Science*.
- Publish the *Journal of Applied Poultry Research*, a valued and practical publication for the industry audience.
- Provide the venues for poultry scientists and industries to share their research, perspectives and challenges.
- Retain and congregate a global membership of high quality scientific expertise that can benefit the larger society.
- Nurture and develop the future leaders of both the poultry industry and academia.
- Access the resources of FASS and collaborate closely with Dairy and Animal Science Associations, when appropriate.

VII. PSA’s Future Vision
Throughout its 102 year 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 the PSA journals (*Poultry Science & 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 our vision for the future, we see PSA in 10 to 15 years as:**

A pre-eminent global organization of poultry scientists and leaders in academia and industry firmly grounded in scientific endeavors related to poultry biology and the poultry enterprise. PSA’s members are leaders in the production of animal protein and also in the arena of animal and human health and medicine.

**PSA is a dynamic organization that:**

- attracts a diversity of people, as a result of its innovative leadership.
- serves as the premier and central clearinghouse for poultry information.
- through its Foundation, provides significant program revenue and support for its future leaders.
- is a highly credible, well-respected, and powerful force in the public policy arena on behalf of animal agriculture.
- has the ability to bring sound scientific information to public discussions of challenging issues.
- creates the links that bring scientific knowledge to field applications.

**VIII. Five-Year Strategic Directions for PSA**

1. **Build upon the communication strategies and electronic technologies of the previous strategic plan in order to:** (1) convey the PSA message and perspectives; (2) deliver important and timely information tailored to specific audiences; and (3) establish a member network and create interactive meeting venues.

2. **Provide high quality, relevant and innovative member core services -- the PS Journal, the JAPR and the Annual Meeting.**

3. **Play a more active and visible role in public policy that significantly impacts PSA and its membership, university research funding and the health of the poultry enterprise, cooperating with FASS to take full advantage of the public policy resources FASS has in place.**

4. **Broaden the reach and relevance of PSA to all poultry related industry sectors (production and allied) and academic disciplines. Carefully reorganize and expand PSA’s member recruitment, benefits and programs to serve the entire poultry enterprise.**

5. **Invest in developing the skills, knowledge and capacity of PSA’s leaders at all career levels (undergraduate students to retirees).**

6. **Explore new and flexible revenue generation models and strategies, including those that will help secure PSA’s financial sustainability in the next 5 to 10 years.**

7. **Significantly grow the assets of the PSA Foundation in order to:** (1) create high-quality, cutting-edge scientific programs that will enhance and increase the visibility and credibility of PSA (2) support future leaders of PSA, students and early career poultry scientists and (3) provide on-going core support for PSA.
IX. **PSA Outcome Goals and Objectives (2011 – 2016)**

*PSA Programs Impacting the Poultry Science Arena*

**Outcome Goal #1:** PSA is looked to as a credible and influential source of information in the field of poultry science among a diverse set of interested audiences.

**Objective A:** Build on the communications and media capacity realized in the last strategic plan and develop more sophisticated systems and approaches that tailor information (content, venues and format) to PSA’s diverse audiences. Acquire the database capacity and technology that can implement this strategy. Assess whether these services could generate revenue for PSA.

**Objective B:** Continue to partner and collaborate with other societies and animal industries to provide a scientific voice on issues of public concern, such as food safety, environmental quality, and animal welfare. Use the media and web communication more effectively to get this information into the public discussion.

**Objective C:** Use PSA’s members as a vehicle for publicizing PSA positions and activities. Distribute PSA news to university, industry, and other associations’ newsletters and encourage them to use these articles in their respective in-house communications.

**Objective D:** Continue to expand the reach, improve the quality and impact, adapt, and be innovative with PSA’s journals; particularly as open access legislation may alter the market for these publications. Consider broadening the scope of the PSA journals to include more aspects of poultry research.

**Objective E:** Collaborate opportunistically with commodity and other agricultural organizations and Extension professionals interested in including poultry production as one component of their educational materials and curricula for youth (K-12) and interested food consumers. For example, approach STEM (Science, Technology, Engineering, Math) as a potential pilot project.

**Outcome Goal #2:** PSA is a recognized and engaged provider of poultry science-based information in the shaping of public policy (legislative and administrative), particularly at the federal level.

**Objective F:** Establish a formal Policy Education Committee within PSA that has academic, student and industry representation. One objective of this committee will be to schedule regular (quarterly) visits to Washington DC to keep abreast of and advocate for policies of interest to PSA and its members. The Policy Education Committee would partner with other like-minded organizations such as NCC, NTF and UEP and effectively collaborate with the DC-based resources FASS has engaged.

**Objective G:** Create a special PSA task force or subcommittee that monitors and actively works on Open Access legislation currently in Congress to advocate for an advantageous outcome for PSA.

**Objective H:** Educate and engage PSA membership in the discussion of key public policy issues. Include symposia on policy development and hot issues at the PSA Annual Meeting. Consider media coverage of these sessions or summarize the highlights and distribute them to interested audiences. Use the PSA website to better inform members on policy issues that may impact them and/or the larger poultry enterprise.
Growing and Engaging PSA Membership

**Outcome Goal #3:*** PSA’s worldwide members and leaders are well connected and informed through state of the art electronic and interactive communications technology and strategies.

**Objective I:** Invest in electronic communications technology that delivers member benefits and services and keeps PSA’s members engaged with each other and knowledgeable in their field. Examples include:

i. Utilize social networking sites to promote PSA and networking abilities among PSA members.

ii. Create blogs that target different aspects of the poultry enterprise.

iii. Hold a series of webinars that focus on timely issues of interest to PSA members.

iv. Use webinars to inform and engage both the allied and production segments of industry on key issues of interest to them.

v. Continue to upgrade PSA’s website and make it more interactive.

vi. Produce webinars and podcasts of Annual Meeting symposia, both live production and recorded for purchase off the PSA website. Consider charging for these products.

vii. Offer specialized programs by geographical region.

viii. Hold virtual PSA Board meetings or patch-in Board members who are unable to travel to an in-person meeting.

ix. Create 1-page summaries of selected Poultry Science or JAPR articles, categorized by subject area for email delivery to interested audiences.

**Outcome Goal #4:*** PSA’s membership increases by 25% and is more representative of the full spectrum of the poultry enterprise. PSA members and leaders are engaged on issues of importance to poultry science and contribute to the vitality and growth of PSA.

**Objective J:** Offer a number of membership incentives to attract and welcome new members. A specific recruitment plan that targets different constituencies is developed by the Membership Committee and should include a cost/benefit analysis to PSA for each potential incentive. Possible incentive ideas include:

i. Reduced cost of multi-year membership dues that increases each year.

ii. Offer free or reduced Annual Meeting registration with first year memberships.

iii. Create a “Poultry Department Challenge” to see which university can bring in the largest percentage of new members.

iv. Consider joint membership strategies with other associations.

v. Develop informative and attractive recruitment materials.

vi. Hold a New Member Symposium at the Annual Meeting followed by a dinner to allow for socializing and networking.

vii. Review current incentives for retired members to continue their membership and to fully utilize their leadership, skills, and experience to PSA’s benefit. Consider holding a retired/emeritus function at the annual meeting.

viii. Work with FASS to create a direct deposit option for members to pay their dues.

**Objective K:** Create a new PSA initiative that begins with a series of forums or discussion groups (on line or in person) with key, diverse players representative of the broader poultry enterprise in order to listen and learn about how PSA can better meet their needs, obtain and/or retain their membership, and continue their involvement and partner or collaborate on shared interests. From the information
generated at these forums, work with interested liaisons to develop an incremental plan of action to recruit and engage members from these industry sectors.

**Objective L:** Evaluate the content and process of the PSA Annual Meeting with regard its relevance to the industry and create sessions that engage academics and industry attendees in critical topics of mutual interest. Create visible roles for production and allied industry participants. Consider personal and electronic marketing strategies that promote the value of PSA’s more inclusive approach prior to the Annual Meeting.

**Objective M:** Challenge the current PSA committee structure (Industry, Environment, Drugs and Chemicals, Welfare, Food Safety, etc.) and Board liaisons to determine how to better institutionalize poultry enterprise engagement.

**Outcome Goal #5:** PSA significantly expands and serves its international membership, initially emphasizing recruitment, involvement, and retention in Latin American countries followed by later expansion to the Asian Rim. PSA’s international membership will be increased by 50%, of which 75% will be from Mexico and other Latin American countries.

**Objective N:** Initiate conversations with the WPSA Board to discuss collaborative development strategies to build the membership base of both organizations.² Leverage personal relationships at the branch level and discuss developing a PSA Regional Ambassadors program that fits with WPSA’s branch structure. Use this as a pilot initiative in Mexico and Latin America and evaluate the outcome in year 4 of this strategic plan.

**Objective O:** Create a special recruitment package to attract international membership. The package may include:

i. Reduced dues for the first 2 years.

ii. Discounts on renewal membership in exchange for peer recruitment.

iii. A special rate for the Legacy Project digitized research collection.

iv. Reduced rates on page costs for publication in the PSA journals.

**Objective P:** Examine the strategies that other scientific societies use to address worldwide membership. In addition, evaluate and prioritize the viability of the following strategies to increase international member participation and retention in PSA:

i. Recruit more international members to serve on PSA Committees.

ii. Recruit a Board member from Mexico, Latin America and/or China and subsidize their travel costs.

iii. Increase the number of international student travel grants to the Annual Meeting.

iv. Create a fund in PSA or through its Foundation that helps to subsidize international member travel to the Annual Meeting and/or publication costs in the PSA journals.

v. Employ the electronic communication strategies discussed in objective I to more fully engage international members.

vi. Give at least one annual early career award to a member outside Canada and the US.

vii. Hold international symposia at the PSA Annual Meeting.

viii. Recruit more international members to review papers.

ix. Create an international scientific fellowship program within PSA or in partnership with others interested in poultry research.

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² 78% of PSA is part of WPSA, but 92% of WPSA is not part of PSA.
Investigate the feasibility of holding an Annual Meeting outside of USA-Canada (i.e., Latin America)

**Outcome Goal #6:** PSA’s retains its members over the course of their careers and wisely invests in their leadership and professional skills and abilities.

**Objective Q:** Develop strategies to increase PSA member retention. Begin by examining PSA member retention rate and trends, and survey members who choose not to renew to determine why. Implement renewal procedures that follow-up with lapsed members and make dues payment easy, i.e. a direct deposit option for members to pay their dues.

**Objective R:** Create a support and professional development initiative for early career members and provide a seamless transition for Hatchery members. Activities for this initiative may include:
   i. Develop a symposium and/or series of webinars directed toward early career success.
   ii. Create a mentoring program for early career professionals who demonstrate PSA leadership qualities. Pair early career professionals with long-time PSA leaders for on-going communication, support and mentoring.
   iii. Increase participation of early career professionals in committee work.
   iv. Invite and encourage early career professionals to volunteer as peer reviewers.
   v. Increase the number of nominations for the PSA Early Achievement Awards.
   vi. Utilize early career professionals as speakers for PSA Hatchery programs.
   vii. Establish a community of young scientists, particularly those in isolated circumstances with no poultry science peers, to help further their careers via networking, collaborative research proposals, etc.

**Objective S:** Increase student membership in PSA by 15%, expand student participation in the PSA Hatchery by 25% and increase the number of schools represented in the Hatchery by 5 by employing the following strategies:
   i. Develop a sales or marketing brochure outlining well-defined selling points of being a PSA Hatchery member.
   ii. Create an on-line quarterly Hatchery newsletter.
   iii. Maintain a career section of the PSA website and link it to the FASS Job Resource and other “head-hunter” websites.
   iv. Target members of student agricultural clubs that do not currently participate in Hatchery activities.
   v. Contact corresponding authors on journal papers to request they encourage their students to join the Hatchery.
   vi. Recruit the graduate and undergraduate students that attend the Annual Meeting into the Hatchery.
   vii. Build upon the Student Champions program to initiate a Student Ambassador Program.
   viii. Create a PSA Hatchery Advisory Board to begin to plan and provide leadership for the development of the Hatchery over time.
   ix. Establish fun and competitive activities between schools that capture the vision/mission of the Hatchery.
   x. Establish a quarterly PSA Hatchery newsletter to publicize Association and student activities and events.
   xi. Initiate outreach to agricultural clubs at universities that do not currently participate in the Hatchery.
xii. Contact corresponding authors on papers submitted to PSA journals to ask them to encourage their graduate students to join the Hatchery.
xiii. Consider contracting with one or two graduate students to provide staffing support to the Hatchery and nurture its growth and development.

**Objective T:** Package a professional development series that contracts with consultants to deliver a specific training Programs. Provide to members at a cost that ensures a percentage of revenue for PSA. This training could be delivered at the Annual Meeting, through on-line venues or extensions of other poultry related events and meetings. Begin by surveying members to determine key topics of interest. Consider beginning this program with a symposium on creating successful interdisciplinary research projects and grant funding.

**Financial Stability for PSA**

**Outcome Goal #7:** PSA is a financially sound organization, weathering changes in its environment proactively and with flexibility. (A number of revenue generation ideas are integrated into the goals and objectives of this strategic plan.)

**Objective U:** Working with a business consultant, develop three to four future business model scenarios for PSA that take into consideration key external factors and impacts, such as: (1) Open Access legislation; (2) fewer poultry scientists and poultry science departments; (3) the poultry industry move out of the USA and (4) potential new enterprises that will generate operating revenue. As a first step, review the current business plan and make decisions regarding on-hand cash reserves; revenue expectations from memberships, with the budgeting process to include forward looking 1, 3, and 5 year cost and income forecast; subscriptions; sponsorships and Annual Meeting; and investment strategies. Present these scenarios to the PSA Board to consider in its thinking and on going planning for the health of the Association. Engage the Board in a rigorous discussion of these future scenarios and experiment with one or two models. Monitor revenue generation and spending strategies and revise PSA ambitious strategic plan annually to keep it current and in line with available resources.

**Objective V:** Implement the new member recruitment and retention objectives and strategies discussed above.

**Objective W:** Significantly build the PSA Foundation so that by 2014 the PSA Foundation will have assets of one million dollars and begin to disperse interest to PSA for operating funds and special projects. Contract with a professional consultant to assist the Foundation Board of Trustees in planning and implementing a significant fundraising campaign.

**Objective X:** Work to retain and widen the subscription base of the PSA journals by:
   i. Monitoring timely renewals and contact those institutions who have not renewed.
   ii. Continue to utilize marketing firms to reach international institutions not already familiar with PSA and the journals it publishes.
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 two proposed new committees and 1-2 part-time grad student staffers; modifications to existing committee charges and possibly structure may be desired. The role of the Assistant Executive Director 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

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1Two members of this committee are liaisons to the FASS Committee
2x denotes secondary or supporting role; X denotes primary responsibility
3Open Access Committee or Subcommittee
4Policy Education Committee
### Committee Responsibilities by Strategic Objective (cont.)

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Outcome Goal 7 – PSA is a financially sound organization, weathering changes in its environment proactively and with flexibility

$^{13}$ Bill Gleason as consultant?

$^{14}$ Open Access Committee/Subcommittee

$^{15}$ Melda Bassett or recommended alternative
X. 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 dynamic and 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 2010) The Strategic Plan is discussed and approved with changes by the PSA Board of Directors at its summer meeting.

**Step 2:** (July 2010) 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; (4) the PSA Executive Director; and (5) the PSA Assistant 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 and Assistant Executive Directors will be permanent members. 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:** (July) Working a year ahead, the Board of Directors will decide at the annual meeting those initiatives that will receive priority in the following year (annual plan) and will direct the incoming First Vice President and the Executive Director to prepare an annual work plan and budget (for those initiatives 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 2010, the current Board needs to identify the initiatives for this year this week and the incoming President (Lilburn) and the ED need to prepare a plan and budget for approval in September 2010; the committee assignments and charges have already been made; however, modifications based on the adopted strategic plan may need to be made by Noll and Lilburn. For 2011, initiatives need to be decided at the current meeting and the incoming First VP (Wineland) and the ED need to develop a plan and budget for presentation and approval in January 2011 for implementation the following summer; the First VP will work on committee assignments and charges for next summer based on these initiatives.

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

**Step 5:** By June 1 of each year, 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. In addition, the SPEC Chair will attend all Board of Directors’ conference calls and meetings and have access to the Board section of the PSA website to monitor and note any decisions or accomplishments for real-time progress updates.

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:** (January) The SPEC will summarize its assessment and recommend any course changes in a report by the SPEC Chair to the PSA Board of Directors at the Midyear meeting.

**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 A

Strategic Planning Process and Methodology

The Poultry Science Association launched the development of its second five-year strategic plan in September 2009. A very active and engaged leadership hallmarks this strategic planning process, especially those serving on the Strategic Planning Committee. The Strategic Planning Committee gathered information from sources both internal and external to the PSA. The Strategic Planning Committee has taken responsibility for drafting the plan for presentation to and approval of the PSA Board of Directors. What follows is a general outline listing the major steps taken to develop this strategic plan.

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<td>June 2009</td>
<td>A Strategic Planning Committee (SPC) was formed to lead this initiative. The Team included 4 leaders from the previous Strategic Planning Committee and key members of the PSA Board and the Long-Range Planning Committee.</td>
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<td>#2</td>
<td>June 2009</td>
<td>Working with the ICL consultant, Pam Mavrolas, the SPC developed a “plan to plan” for presentation to the Board of Directors.</td>
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<td>#3</td>
<td>July 2009</td>
<td>PSA Board agrees to engage in a strategic planning process at its July meeting as presented in the “plan to plan.”</td>
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<tr>
<td>#4</td>
<td>Nov/Dec 2009</td>
<td>Three telephone Discussion Groups were held with the PSA Board and SPC members. The purpose of the calls was to identify key accomplishments and lessons from the previous strategic plan, to identify changes in the environment that may affect PSA’s future work and to articulate the key issues and questions that PSA needed to grapple with in its planning process. The consultant drafted a summary memo from these Discussion Groups for the SPC’s use.</td>
</tr>
<tr>
<td>#5</td>
<td>March 2010</td>
<td>Two electronic surveys were conducted with international members and colleagues to learn more about their experience participating in PSA and ways to better recruit and engage international members.</td>
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<tr>
<td>#6</td>
<td>March/early April</td>
<td>The SPC conducted 12 external stakeholder interviews – nationally and internationally</td>
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<tr>
<td>#7</td>
<td>March/early April</td>
<td>Two specific topics were researched through interviews with key players in the fields of Open Access in publishing and Federal Policy to determine roles and impacts on PSA in its future planning.</td>
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<tr>
<td>#8</td>
<td>April 2010</td>
<td>PSA held a 2-day strategic planning retreat that involved: The PSA Board of Directors, the PSA Long-Range Planning Committee, the Strategic Planning Committee and Early Career Award winners.</td>
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<tr>
<td>#9</td>
<td>May/June 2010</td>
<td>Strategic Planning Committee drafted the PSA Strategic Plan. This draft was sent to all who participated in the planning retreat for review and comment.</td>
</tr>
<tr>
<td>#10</td>
<td>July 2010</td>
<td>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 and presentation to the PSA membership at its Annual Meeting.</td>
</tr>
<tr>
<td>#11</td>
<td>July/August 2010</td>
<td>An annual plan and budget for fiscal year 2010-11 will be developed from the strategic plan and presented to the Board of Directors for approval.</td>
</tr>
<tr>
<td>#12</td>
<td>January 2011</td>
<td>An annual plan and budget for fiscal year 2011-12 will be presented to the Board of Directors at the Midyear meeting for approval and subsequent committee charge development.</td>
</tr>
<tr>
<td>#13</td>
<td>On-going</td>
<td>Annual and strategic plans and accomplishments are monitored and evaluated as agreed to by the Board of Directors and described in the strategic plan</td>
</tr>
</tbody>
</table>
Appendix B

PSA Leaders Participating in the Strategic Plan Development
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 Committee

Mary M. Beck, Chair of Strategic Planning Committee
Clemson University

William W. Saylor
University of Delaware

Sally Noll
University of Minnesota

Michael S. Lilburn
Ohio State University

Sergio R. Fernandez
DSM Nutritional Products

James W. Kessler
PSA Executive Director

Jon A. Cole
PSA Asst. Executive Director

Members from the PSA Board of Directors

Christine Alvarado
Texas Tech University

Jessica C. Butler
Auburn University

David J. Caldwell
Texas A&M University

R. Michael Hulet
Penn State University

Michael P. Lacy
University of Georgia

Theresa K. Lavergne
Louisiana State University

**Randolph D. Mitchell**
Perdue Farms, Inc.

**E. Ernest M. Pierson**
Danisco Animal Nutrition

**Frederick G. Silversides**
Agriculture & Agri-Food Canada

**Michael J. Wineland**
North Carolina State University

**XI. Members from the Long-Range Planning Committee**

**Gregory L. Engelke**
Cornerstone Resources, LLC

**Robert A. Renema**
University of Alberta

**Early Career Award Winners**

**Morgan B. Farnell**
Texas A&M University

**Jason T. Lee**
Texas A&M University

**Hsiao-Ching Liu**
North Carolina State University

**Kenneth S. Macklin**
Auburn University

**Members from the Membership/Professional Development Committee**

**Valerie L. Carney**
Alberta Agriculture & Food

**Members from the PSA Foundation Board of Trustees**

**John B. Carey**
Texas A&M University

**Bernard D. Murphy**
Jones-Hamilton Co.