

# **Poultry Science Association**

## **Strategic Plan** **Years 2017-2021**

**Board-Approved: April 27, 2017**



# PSA Vision Statement

To be the world's most  
respected resource for the  
poultry sciences



# PSA Mission Statement

An international society dedicated to  
advancing the discovery,  
dissemination and application of  
knowledge in the poultry sciences



# PSA Strategic Goals

(2017-2021)

1. Optimize the advancement and dissemination of knowledge
2. Expand membership reach and relevance
3. Build an effective global knowledge communications network
4. Foster Professional Development
5. Improve financial stability through growth and diversification



# 1. Optimize the advancement and dissemination of knowledge

- A. Expand the Impact and global reach of PSA Scientific Conferences to attract 2000 attendees annually by 2021
  - 1. Grow attendance of Annual Meeting by 5% annually to ~1500 attendees
  - 2. Grow international participation in Annual Meeting by 7% annually to ~600 attendees



# **1. Optimize the advancement and dissemination of knowledge**

- A. Expand the Impact and global reach of PSA Scientific Conferences to attract 2000 attendees annually by 2021
- 3. Establish biennial international Conferences attracting 400+ per conference
  - a. Latin America established in 2016 and thereafter
  - b. Southeast Asia in 2021 and thereafter; begin by building an Asian network of members interested in serving on the planning committee
- 4. Collaborate on Joint Conferences which enhance the poultry sciences, in keeping with PSA's vision



# 1. Optimize the advancement and dissemination of knowledge

B. Increase Impact Factor of *PS* to 2.1 (25% increase) within five years and no less than 2.5 (50% increase) within 10 years

1. Increase number of quality submissions and publications across all targeted sections, establishing targets and plans by October, 2017
2. Increase citation of *PS* articles, with development and implementation of citation education plans by October, 2017
3. Improve quality and speed of the review process, with established guidelines and implemented reviewer training processes by December 2017



# 1. Optimize the advancement and dissemination of knowledge

- C. Establish JAPR as the #1 global reference source for applied poultry research by 2021
  - 1. Clarify the future role and scope of *JAPR* by July 2017
  - 2. Develop and implement plan by January 2018 to reach JAPR page volume and usage targets





## 2. Expand membership reach and relevance

- A. Grow membership to 2300 professional and student members by 2021 (~ 5% annually)
  - 1. Grow international membership to 1100 by 2021
  
- B. Improve the scientific diversity of membership to include more specialty fields of study and poultry industry professionals, establishing targets by discipline and industry, with an implementation plan by January 2018.



## 2. Expand membership reach and relevance

- C. Grow global membership of veterinarians to no less than 10% of membership by 2021
- D. Grow global membership of poultry food scientists to no less than 5% of membership by 2021
- E. Improve professional connectivity and networking between academia and industry



### **3. Build an effective global knowledge communications network**

- A. Make PSA externally recognizable as the poultry science authority and resource of key global stakeholders by 2021
  - 1. Build a global database of PSA stakeholders by July 2018
  - 2. Implement a plan to build the stature of PSA, its member scientists and its publisher by 2018



### **3. Build an effective global knowledge communications network**

- A. Make PSA externally recognizable as the poultry science authority and resource of key global stakeholders by 2021
  - 3. Position PSA as the world's respected resource for policy-makers, worldwide, on issues of global significance to the poultry industry by December 2021
    - a. Determine resource requirements and develop an implementation plan by December 2017
  - 4. Establish effective working relationships with key global poultry organizations by 2020



### **3. Build an effective global knowledge communications network**

- B. Implement a contemporary communications mechanism to enhance networking and communications among global colleagues, partners and stakeholders by July 2018
  - 1. Develop and implement plans to enhance networking capabilities to generate opportunities for scientists to identify collaborators and other resources increasing multi-discipline, multi-institutional and international research programs by July 2019



### **3. Build an effective global knowledge communications network**

- C. Develop plan to implement language translation capabilities at all critical points of knowledge sharing by January 2019



## 4. Foster Professional Development

- A. Develop and implement a career-enhancing proprietary network of member services by July 2018
  - 1. Identify needs and future professional development opportunities for members by January 2018
  - 2. Develop and implement means to educate young poultry professionals with obtaining research funding by December 2018
- B. Retain and develop the very best of life science students for future poultry scientists
- C. Refine PSA's professional recognition program by December 2017



## **5. Grow and Diversify Financial Sustainability**

- A. Develop a 5-year comprehensive financial plan by July, 2018
  - 1. Develop a plan which incorporates current income streams, new potential income streams and the fully leveraged cash valuation of PSA's intellectual property. First draft to be presented for Board consideration in January 2018.





## **5. Grow and Diversify Financial Sustainability**

- A. Develop a 5-year comprehensive financial plan by July, 2018
  2. Develop an alternative plan for Board consideration by July, 2018 to reduce or eliminate journal publishing page charges as early as January 2019
  3. Update the five year plan by July 2020 which addresses the additional generation of new and/or significantly expanded income-generating revenue streams for 2020 to 2025, insuring PSA has the financial resources to pursue its strategic growth plan.



# 5. Grow and Diversify Financial Sustainability

B. Grow the PSA Foundation to \$10M by 2020

1. Develop and implement Board-approved plan by July 2017



## **5. Grow & Diversify Financial Sustainability**

- C. Conduct a high-level overview assessment of the shifts being seen in the global poultry research funding routes, sources and amounts; determining the impact on our PSA members to advance the value of PSA members and PSA, as an organization.
  - 1. Assess the value of poultry research to the industry and consumer for inclusion in capabilities assessment by January, 2019



# **Strategic Plan Implementation Assignments are Noted in the Attached Appendix**



# PSA Strategic Planning Committee

- **Co-Chairs:**

- D. Caldwell (Texas A&M University)
- R. Mitchell (Perdue Farms, LLC)

- **Members:**

- T. Applegate (University of Georgia)
- M. Bedford (AB Vista)
- T. Broderick (Texas A&M University)
- V. Carney (Alberta Agr and Food)
- J. Cole (PSA Operations Director)
- M. Cook (University of Wisconsin)
- G. Engelke (Cornerstone Resources LLC)
- S. Fernandez (DSM Nutrition)



# PSA Strategic Planning Committee

- **Members (continued):**
  - T. Fisher (University of Kentucky)
  - J. Hess (Auburn University)
  - S. Koenig (PSA Executive Director)
  - T. Lavergne (Church & Dwight, Inc)
  - E. D. Peebles (Mississippi State University)
  - M. Persia (Virginia Tech University)
  - E. Santin (Federal University of Parana)
  - K. Schwean-Lardner (University of Saskatchewan)
  - I. Upadhyaya (University of Arkansas)
- **Facilitator:**
  - D. McIntyre (Diamond V)



# APPENDIX



1. Optimize the advancement and dissemination of knowledge	WHO OWNS
A. Expand the Impact and global reach of PSA Scientific Conferences to attract 2000 attendees annually by 2021	Board and Staff
1. Grow attendance of Annual Meeting by 5% annually to ~1500 attendees	Board and Staff
2. Grow international participation in Annual Meeting by 7% annually to ~600 attendees	Board and Staff
3. Establish biennial international Conferences attracting 400+ per conference	See Below
a) Latin America established in 2016 and thereafter	Staff and L.A. Mtg Planning Committee
b) Southeast Asia in 2021 and thereafter. Begin by building an Asian Network of members interested in serving on the planning committee	Board and Staff
4. Collaborate on Joint Conferences which enhance the poultry sciences, in keeping with PSA's vision	Board and Staff





1. Optimize the advancement and dissemination of knowledge	WHO OWNS
B. Increase Impact Factor of <i>PS</i> to 2.1 (25% increase) within five years and no less than 2.5 (50% increase) within 10 years	Journal Planning Committee
1. Increase number of quality submissions and publications across all targeted sections, establishing targets and plans by October, 2017	Journal Planning Committee
2. Increase citation of PS articles, with development and implementation of citation education plans by October, 2017	Journal Planning Committee
3. Improve quality and speed of the review process, with established guidelines and implemented reviewer training processes by December 2017	Journal Planning Committee and Pub Committees



1. Optimize the advancement and dissemination of knowledge	WHO OWNS
C. Establish JAPR as the #1 global reference source for applied poultry research by 2021	Journal Planning Committee
1. Clarify the future role and scope of <i>JAPR</i> by July 2017	Journal Planning Committee
2. Develop and implement plan by January 2018 to reach JAPR page volume and usage targets	Journal Planning Committee



## 2. Expand membership reach and relevance

### WHO OWNS

A. Grow membership to 2300 professional and student members by 2021 (~ 5% annually)

Board

1. Grow international membership to 1100 by 2021

Board

B. Improve the scientific diversity of membership to include more specialty fields of study and poultry industry professionals, establishing targets by discipline and industry, with an implementation plan by January 2018.

Board



2. Expand membership reach and relevance	WHO OWNS
C. Grow global membership of veterinarians to no less than 10% of membership by 2021	Board
D. Grow global membership of poultry food scientists to no less than 5% of membership by 2021	Board
E. Improve professional connectivity and networking between academia and industry	Industry Committee



3. Build an effective global knowledge communications network	WHO OWNS
A. Make PSA externally recognizable as the poultry science authority and resource of key global stakeholders by 2021	Board and Staff
1. Build a global database of PSA stakeholders by July 2018	Board and Staff
2. Implement a plan to build the stature of PSA, its member scientists and its publisher by 2018	Board and Staff
3 .Position PSA as the world's respected resource for policy-makers, worldwide, on issues of global significance to the poultry industry by December 2021	Board and Issues Committees
a. Determine resource requirements and develop an implementation plan by December 2017	Board
4. Establish effective working relationships with key global poultry organizations by 2020	Board and Staff



### 3. Build an effective global knowledge communications network

WHO OWNS

B. Implement a contemporary communications mechanism to enhance networking and communications among global colleagues, partners and stakeholders by July 2018

Board and Staff

1. Develop and implement plans to enhance networking capabilities to generate opportunities for scientists to identify collaborators and other resources increasing multi-discipline, multi-institutional and international research programs by July 2019

Board and Staff

C. Develop plan to implement language translation capabilities at all critical points of knowledge sharing, by January 2019

Board and Staff



4.Foster Professional Development	WHO OWNS
A.Develop and implement a career-enhancing proprietary network of member services by July 2018	Membership
1.Identify needs and future professional development opportunities for members by January 2018	Membership
2.Develop and implement means to educate young poultry professionals on how to obtain research funding by December 2018	Membership
B.Retain and develop the very best of life science students for future poultry scientists	Carears / Foundation
C. Refine PSA's professional recognition program by December 2017	TBD



5.Improve financial stability through growth and diversification	WHO OWNS
A. A. Develop a 5-year comprehensive financial plan by July, 2018.	Finance Committee
1. . Develop a plan which incorporates current income streams, new potential income streams and the fully leveraged cash valuation of PSA intellectual property. First draft to be presented for Board consideration in January 2018.	Finance Committee
2. Develop a alternative plan for Board consideration by July, 2018 to reduce or eliminate journal publishing page charges as early as January 2019	Finance Committee
3. Update the five year plan by July 2020 which addresses the additional generation of new and/or significantly expanded income-generating revenue streams for 2020 to 2025 insuring PSA has the financial resources to pursue its strategic growth plan	Finance Committee





5.Improve financial stability through growth and diversification	WHO OWNS
B. Grow the PSA Foundation to \$10M by 2020	Foundation
1.Develop and implement Board-approved plan by July 2017	Foundation Board
C. Conduct a high level overview assessment of the shifts being seen in the global poultry research funding routes, sources, amounts; determining the impact on our PSA members to advance the value of PSA members and PSA as an organization.	Board/Staff
1. Assess the value of poultry research to the industry and consumer for inclusion in capabilities assessment by January, 2019	Board/Staff

