

# American Society of Animal Science

## Seven-Year Strategic Plan

### FY 2008 – FY 2014

#### Executive Summary

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

#### Mission Statement

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

#### Vision

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

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

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

### **Strategic Directions**

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

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

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

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

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

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

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

## **I. History and Context**

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

ASAS had its beginning on July 28, 1908, at Cornell University, Ithaca, New York. A group of animal nutritionists, representing 13 state agricultural experiment stations and the U.S. Department of Agriculture, met during a summer school session and formed a permanent organization with a focus on animal nutrition research. A committee was appointed to present a plan for organizing during the International Livestock Exposition in Chicago that fall. On November 26, 1908, the group met and formed an organization called the American Society of Animal Nutrition. Thirty-three charter members represented 17 state experiment stations, the U.S. Department of Agriculture and Canada. A constitution was adopted, and four committees were established: (1) experiments, (2) terminology, (3) methods of reporting results, and (4) affiliation. The objectives of the new Society were (1) to improve the quality of investigation in animal nutrition, (2) to promote more systematic and better correlated study of feeding problems, and (3) to facilitate personal interaction between investigators in this field. The first professional papers were presented at the Livestock Exposition Hall in Chicago on November 27–29, 1909. At the business meeting, the membership voted to publish proceedings of its annual meeting representing the first journal publications. During the first year, 100 members joined the roll.

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

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

The American Society of Animal Science expanded to meet the diverse needs of its members by adding sections (Midwest, South, Northeast, and West) with their own

meetings. In 1998, ASAS joined forces with its sister societies, the American Dairy Science Association and the Poultry Science Association, to form the Federation of Animal Science Societies (FASS) to help foster a voice for professional animal scientists. It is only fitting that we review our history and determine our future needs as we finish our first 100 years and begin our second 100 hundred years.

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

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

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

## **II. ASAS Mission**

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

**Tag Lines:**

Animals, Science, and Service: The American Society of Animal Science

You got animals, we got answers: The American Society of Animal Science

### **III. ASAS Beliefs and Values**

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

#### **ASAS believes that:**

- 1) Animals are essential to human life and well-being.
- 2) Care and use of animals should occur in a socially, ethically, and environmentally responsible manner. The highest standard of professional ethics must be applied.
- 3) Care and use of animals should be based on scientific knowledge.
- 4) Generation and application of new knowledge must be based on scientific inquiry.
- 5) Scientific knowledge should be communicated in an open and dynamic manner.
- 6) Science-based knowledge should be disseminated through teaching and outreach. Professional development of scientists, educators, and producers is essential to the expansion and communication of science concerning animals.
- 7) ASAS must continually develop and change to meet the needs of its members.
- 8) The ASAS membership must be global and diverse.

### **IV. Vision for the Future**

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

**Therefore, the broader vision of ASAS is to be a diverse community of professionals recognized as the leading source of new knowledge and perspective on animals that enhance human life and well-being.**

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

a scientific voice of animal science to the broader public is an inherent component in facilitating scientific exchange.

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

## **V. Seven-Year Strategic Directions: An Overview**

The following strategic directions highlight where the American Society of Animal Science will focus its energy, activity, and resources over the next seven years to move the society toward effectively achieving its mission and vision.

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

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

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

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

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

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

Strategic Direction #7: **ASAS and the ASAS Foundation will work to ensure that the society continues to be a vital, healthy and financially sound, and growing**

**organization that can raise the needed resources to implement this strategic plan and remain accountable to its members and their diverse needs.**

## **VI. Constituency and Other Important Stakeholders**

The principal constituency of ASAS has been and will continue to be those involved in research, education, and Extension concerning animals produced for food and fiber. However, as we enter the twenty-first century it is important that ASAS expand from this traditional constituency to encompass all professionals who work with domesticated animals or animals in managed settings.

## **VI. Outcome Goals and Objectives (2008 – 2012)**

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

**Objective A:** Assemble an ASAS State and Federal Policy Task Force to research possible models and success stories, as well as priority issues, for the purpose of improving ASAS' participation and influence in policy arenas. This Task Force, made up of key members and other allies who are well versed in policy development, would create an "Options Paper" for the ASAS Board of Directors review, discussion, and action on a model that is well suited to the society. Several initial recommendations include:

1. Create an on-going Public Policy Advisory Team that surveys the landscape and advises ASAS on how best to inform and influence key policy and funding issues and decisions that are related to animal sciences.
2. Create and implement a system whereby an ASAS delegation pays regular, informational visits to Capitol Hill, federal agencies, and industry organizations and associations.
3. ASAS, in collaboration with other scientific societies, develops position papers (4 per year) on critical issues in the animal sciences. These papers would be widely distributed and be well timed to influence key policy debates and discussions.

**Objective B:** Re-establish a Washington DC office alone or in conjunction with other groups as a center for policy-related activities and as a "diplomatic hub" for international relationships, both individual and organizational.

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

**Objective D:** Facilitate with other agriculture scientific societies a Food Animal Integrated Research (FAIR) process to establish research, teaching, and Extension priorities for the animal sciences.

**Outcome Goal #2: ASAS expands its numbers by 10% over five years, while retaining its core membership. Overall, ASAS' membership will be more diverse and priority constituencies for recruitment in the next five years will include groups such as international members, basic scientists, Extension and teaching faculty and professionals involved with service, companion, and non-agricultural animal disciplines as well as alternative and conventional animal agriculture industries. ASAS will actively recruit, welcome, and provide benefits and services that attract, engage, and retain these new members.**

**Objective A:** Create and implement an outreach and recruitment program plan that targets the key constituencies that are priorities for ASAS recruitment. Market existing ASAS benefits and services and develop new ones tailored to each priority constituency.

**Objective B:** Proactively educate and market the many services and benefits ASAS currently provides to existing and potential members.

**Objective C:** Explore possibilities for "coupling" or creating joint memberships with other interested scientific societies in the US and internationally.

**Objective D:** Develop a more formal and ongoing process for ASAS members to convey their ideas, issues, and concerns to the ASAS leadership. Employ new communications technology in this process.

**Objective E:** Design the annual meeting to better meet the needs of priority constituency groups that ASAS is working to recruit and retain over the next five years. Include representatives on the planning committee that include the new constituencies. In addition, theme-based regional meetings will be piloted and will be incorporated into the sectional meetings or will be used to launch new meetings with unique formats.

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

**Outcome Goal #3: ASAS values its members and wisely invests in and utilizes their leadership and professional skills and abilities.**

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

1. Identifying an advocate at each animal science department or program who will encourage students to join and participate in ASAS.
2. Continuing to publicize and provide free membership to undergraduate students.
3. Providing competitive student travel grants to the ASAS annual and regional meetings.

4. Continuing to have designed slots for student representatives on the ASAS Board of Directors and pay their costs of participation.
5. Adding student members to society committees.

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

**Objective C:** Include more opportunities in the *Journal of Animal Science* for peer-reviewed recognition of teaching and Extension.

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

**Outcome Goal #4: ASAS employs cutting-edge communications technology and infrastructure that effectively and efficiently facilitates scientific information exchange, dissemination, and networking to its diverse membership and other interested audiences around the globe.**

**Objective A:** Create an ASAS Communications Committee that continually explores new information delivery and networking technologies (e.g., Podcast, Webinar, Blog, JAS letters and interactive journal, Wiki, policy forums, and video conferencing) that can better connect and engage ASAS members. The Communications Committee reports annually to the Board of Directors and the Executive Director about new communications venues and technologies that could better serve ASAS and its members and assists the organization with the planning and implementing of these new technologies. These technologies would, for example,

Make ASAS the first and foremost information source for animal sciences on the Worldwide Web. Ensure that an "anonymous" web search hits ASAS first, and from ASAS the user is able to navigate the information gateway or portal to access all key animal sciences information (the "Hitchhiker's Guide to the Universe of Animal Sciences"). Keep the ASAS site continually updated and track usage statistics.

Ensure that the *Journal of Animal Science*, currently the society's most important vehicle for information, is marketed, packaged, and distributed, using a number of venues, continues to increase its reach, impact, and value to all ASAS members. Also, create mechanisms and venues to publish high-profile and high-impact information from the *Journal of Animal Science* for a wider audience, including policy makers and interested consumers.

**Outcome Goal #5: ASAS is viewed as a generator, as well as a disseminator, of multi-disciplinary information, research, and potential solutions to critical issues affecting animal sciences and management.**

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

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

**Outcome Goal #6: ASAS continues to be a vital, healthy, and financially sound organization that is accountable to all its members. Over the next seven years ASAS will grow in number and diversity of membership and will be able to generate new financial and human resources necessary to implement this strategic plan.**

**Objective A:** Continue to develop the ASAS Foundation as an important source of funds to seed the new projects and initiatives described in this strategic plan.

**Objective B:** Develop a strategy for forming relationships with industry that are more than one member/contact deep to ensure financial support for the longer term.

**Objective C:** Continue to be an active and vocal member organization of FASS and ensure it is meeting the needs and providing the services necessary to the growth and development of ASAS.

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

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

## **VII. Monitoring, Evaluation, and Plan Renewal**

Ongoing, regularly scheduled monitoring, evaluation, and course correction will help to ensure that the ASAS 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 for ASAS.

**Step 1:** (January 2008) The Strategic Plan is discussed and approved, perhaps with changes, by the ASAS Board of Directors at its winter meeting. Initially, the Executive Director, working closely with the Board President, will create, and propose for approval by the ASAS Board, a six-month plan and budget based on the goals and objectives of the Strategic Plan. The six-month plan will provide direction for implementation of the strategic plan until a full annual plan is developed and approved by the ASAS Board at their July meeting each year.

**Step 2:** (January 2008) The ASAS Board of Directors will create a strategic plan Implementation Committee as a formal and permanent committee of the ASAS Board. This committee will be charged with monitoring the strategic plan's progress and recommending changes to the annual and/or strategic plan to the ASAS Board for their consideration at the January and July board meetings.

The Implementation Committee will comprise up to six ASAS board members who will serve a three-year term. Membership on the Implementation Committee will include the president elect, current president, past president, and three directors at large who are not members of the Executive Committee. For the first year of operation a member from the Strategic Planning Steering Committee will serve on the Implementation Committee to ensure a smooth transition.

**Step 3:** (January to June 2008). The Implementation Committee will assess progress on the initial six-month plan and work with the Executive Director and President Elect to create an annual plan for the coming planning year. The six-month plan will contain specific actions that ASAS will take in the next 6 months (July to December 2008) toward meeting the objectives in the strategic plan. In addition the six-month plan will contain the metrics associated with success for each action to allow for easier evaluation of our progress.

**Step 4:** In June of each year, an annual plan and accompanying budget will be presented to the Board of Directors for discussion and approval. The annual plan will contain the metrics associated with success for each action to allow for easier evaluation of our progress.

**Step 5:** In December of each year, the 6-month progress on the annual plan will be assessed by the Implementation Committee, and a report with recommendations will be presented to the Board at its January meeting. The assessment, which can be conducted by conference call or other communications, will include discussion of questions such as

- Which of our objectives and major activities are we accomplishing and or making significant progress on?
- 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, if any, do we need to make in our annual plan at this juncture?

**Step 6:** (January) The Implementation Committee will summarize its 6-month assessment and recommend any course changes in a report to the ASAS Board of Directors at the January meeting.

**Step 7:** (June) Toward the end of each year, the Implementation Committee will evaluate the ASAS' 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 of 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:** (July) An annual report on the Step #6 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 at its July meeting. A formal motion for change or modification of the Strategic Plan will be approved by the Board of Directors. The chair of the Implementation Committee will present a report to the ASAS membership at the annual business meeting.

**Begin the new planning year with Step #4.**

**Step 9:** In the sixth year of this strategic plan, the Implementation Committee will make recommendations to the ASAS Board as to how and when new strategic planning will be initiated for ASAS.

## **Appendix 1: The ASAS Strategic Planning Process and Timetable**

	Planning Activity	Timeline 2006 - 2008
Step #1	Animal Science Board approves strategic planning process and contract with ICL.	January 2006
Step #2	The Strategic Planning Steering Committee (SPSC) is created. SPSC approves plan and clarifies roles and responsibilities of SPSC and consultant.	February 2006
Step #3	ASAS Board participates in benchmarking analysis to assess internal health of organization.	April/May 2006 Results presented At July 2006 Board Meeting
Step #4	Discussion Group Sessions held at Regional Meetings. Results discussed at July 2007 Board meeting.	July 2006 (Annual) Feb 2007 (Southern) March 2007 (Midwestern) June 2007 (Western)
Step #5	Membership survey is distributed at annual meeting and online for those not attending.	July/August/Sept. 2006
Step #6	Article in ASAS newsletter on strategic planning.	Fall 2006
Step #7	Membership survey compiled and analyzed; discuss results in SPSC conference calls.	October 2006–January 2007
Step #8	External stakeholder conducted telephone interviews (22 interviews). Results reported to Board of Directors (July 2007).	April/May/June 2007
Step #9	Hold strategic planning retreat.	October 2007
Step #10	SPSC creates first draft of the strategic plan and has conference call to discuss and edit.	October/November 2007
Step #11	Second draft that includes SPSC changes.	By end of November 2007
Step #12	SPSC Conference call to finalize draft and sends to ASAS Board for review.	Early December 2007
Step #13	SPSC Create agenda design for discussion at ASAS Board working session on plan.	December 2007
Step #14	Board comments and edits strategic plan at Board meeting.	January 2008
Step #15	Final approval by ASAS Board of Directors	January 2008 (hopefully)
Step #16	Article and or summary of final plan available to members (on-line)	Winter 2008
Step #17	Executive Director prepares 6-month annual plan from strategic plan for presentation at Board Meeting.	January 2008

## **Appendix 2: List of Data Used to Generate this Strategic Plan**

The following information was used to develop this strategic plan:

ASAS Board Benchmarking Survey  
ASAS Membership Survey  
Focus groups conducted at ASAS National and Sectional Meetings  
21 External Stakeholder Interviews  
Strategic Planning Retreat

The summaries and data generated by these surveys and events are held in full at the ASAS offices and are available for the membership to evaluate upon request.