

Strategic Directive #1: Engage with information exchange platforms that provide the global animal scientific community with research results and facilitate scientific discovery and exchange.

Anticipated Results:

Result 1A: The Journal of Animal Science (JAS) will be the premier scientific journal in animal science, measured by its impact factor, number of downloads, citations, and pages published.

Result 1B: Transitional Animal Science (TAS) will be a valued source of innovative information for the allied animal industry.

Result 1C: ASAS's dynamic, innovative and well-attended in person meetings, particularly its annual meeting, sectional meetings, and special symposia will facilitate networking and exchange of scientific information.

Result 1D: ASAS's web-based technologies facilitate global dissemination and exchange of scientific information.

Major Actions:

Action 1a: Improve the visibility and accessibility of ASAS publications using web-based searches.

Action 1b: Maintain the shortened time to publication of manuscripts in ASAS publications.

Action 1c: Continually search-out, evaluate, improve, and adopt new electronic communication technologies for exchange of scientific information and publication of peer-reviewed manuscripts.

Action 1d: Convene high-impact, national, sectional, and international meetings and special symposia that provide scientists from multiple disciplines opportunities to engage in learning and discussion.

Action 1e: Host webinars per year that provide professional development and training opportunities for ASAS members. Offer continuing education credit for participants where appropriate. Topics addressed including, but not limited to: scientific and technical writing, experimental design, experimental techniques, and animal care.

Action 1f: Maintain an up-to-date ASAS website.

Strategic Directive #2: Invest in developing future generations of animal scientists. Engage ASAS members in promoting and mentoring early-career scientists.

Anticipated Results:

Result 2A: More animal science undergraduate and graduate students consider and secure careers in research, teaching, and(or) outreach within academia, industry, or government.

Result 2B: A significant number of early career scientists including under-represented groups are involved in society governance and meeting planning and organization.

Result 2C: ASAS mentoring and support programs engage scientists to coach and mentor the careers of early- and mid-career animal scientists.

Result 2D: ASAS programming supports professional development opportunities for early- and mid-career scientists.

Major Actions:

Action 2a: Enact programming specific to diversity, equity, and inclusion for members.

Action 2b: Collect and analyze data on animal science undergraduate and graduate students that pursue animal science-related careers to better understand and identify factors that may help and(or) hinder their career path.

Action 2c: Hold networking events at ASAS national and sectional meetings for undergraduate and graduate students to network with potential mentors and advisors.

Action 2d: Develop an early career-support program that provides career development information and mentoring opportunities for early and mid-career professionals. ASAS senior scientists, government officials, and industry professionals are active participants and resources.

Action 2e: Identify and invite a diverse set of early-career animal scientists to participate in meeting planning and society governance.

Action 2f: Develop a curricula package to increase awareness and interest among students in careers in animal science and graduate programs.

Action 2g: Raise and allocate more funding to enable students, early-career, and under-represented scientists to join ASAS meetings and/or participate in professional development opportunities.

Strategic Directive #3: Increase the ability of ASAS to use its scientific expertise to inform science policy.

Anticipated Results:

Result 3A: New, collaboratively developed funding models are developed to increase and improve support for new discoveries, educational paradigms, and impacts in animal science.

Result 3B: Elected officials, commodity groups, the allied animal industries, government agencies, and consumer organizations increasingly seek out and rely on ASAS as a credible source of animal science knowledge that informs public policy development.

Result 3C: ASAS has trained members and an agile structure that ensures a timely science-based response to emerging public policy issues.

Result 3D: ASAS is a global resource and hub for sharing and vetting science-based policy initiatives related to the care and responsible use of animals to enhance animal and human health and well-being.

Major Actions:

Action 3a: Convene and facilitate conversations among U.S.-based scientists in academia, industry, government agencies, and other stakeholders to develop new funding models and update priorities for animal science research, teaching, and extension activities. Share these activities with members to encourage engagement.

Action 3b: Actively partner with other stakeholder organizations (e.g., Supporters of Agricultural Research [SOAR], Alliance of Crop, Soil, and Environmental Science Societies [ACSESS], National Association for the Advancement of Animal Science [NAAAS]), to ensure animal scientists have active roles in setting and advocating for research priorities and funding.

Action 3c: Identify and engage ASAS members to form rapid response teams that use their expertise to efficiently communicate science-based information that will address emerging issues related to animal production.

Action 3d: Increase the number of briefings, concept papers, publications, seminars, and webinars that educate and inform policy makers, producers, and the public about the science of animal production.

Action 3e: Continue to build the ASAS science policy intern program in Washington D.C. and mobilize recent university graduates to work on policy issues. The ASAS Foundation and the 4 ASAS sections will take greater responsibility to fund these internships.

Action 3f: Explore supporting a full-time ASAS representatives in Washington D.C. The staff member will share office space with an allied organization.

Action 3g: Create venues, electronic platforms, and in-person opportunities where the global ASAS community can disseminate and discuss innovative animal science-based policy initiatives, strategies, and resource materials.

Strategic Directive #4: Strategically initiate and develop mutually beneficial collaborations and partnerships with international scientific organizations to promote the science and practice of animal science.

Anticipated Results:

Result 4A: ASAS has mutually beneficial partnerships with international organizations in countries and regions where animal research, animal production, and consumption of animal-sourced foods are important, with strategic expansion.

Result 4B: ASAS has an organizational culture and structure appropriately adapts to engage and include its global partners.

Major Actions:

Action 4a: Initiate a formal evaluation process to learn from ASAS past experiences working in international settings. Develop an evaluation protocol to assess learning, different types of reciprocal relationships, and effectiveness of ASAS efforts to ensure mutually beneficial partnerships based on the conditions and context of the collaborating organization and country.

Action 4b: The ASAS membership committee will explore and optimize membership bundles specifically for developing countries.

Action 4c: Facilitate discussions among ASAS leaders and members regarding the impacts and changes that being a global and multi-cultural society may mean for ASAS now and in the future.

Strategic Directive #5: Strengthen the ASAS business model and financial position by increasing and diversifying its revenue streams and building its financial reserves.

Anticipated Results:

Result 5A: The ASAS reserve fund will increase substantially.

Result 5B: The ASAS CEO, COO and finance committee will develop an annual budget that will be adhered to and overseen by the Board of Directors, with greater financial transparency between ASAS staff and the Board of Directors.

Result 5C: The ASAS Foundation and ASAS Board Development Committees enthusiastically undertake their responsibility to raise funds for ASAS.

Result 5D: ASAS annual meetings ensure a modest profit.

Result 5E: Membership fees increase incrementally over 5 years.

Result 5F: ASAS publications, and their related products and services, are the society's most significant revenue stream. Revenue in this category will grow.

Result 5G: Moving JAS to open access will be considered, including how this will impact the society's revenue stream.

Result 5H: ASAS sponsors and members receive first-rate recognition for their contributions, and they believe they are receiving a positive return on their investment.

Major Actions:

Action 5a: Ensure the financial success of ASAS publications. Continue to diligently assess and improve existing publications and services.

Action 5b: Develop plans and procedures to increase member dues including small, annual increments in individual member fees; create a new category of ASAS membership to encourage animal science departments to become members; and link graduate and undergraduate membership fees to registration fees for attendance at ASAS sectional meetings.

Action 5c: Create a Board Development Committee to raise funds exclusively for national ASAS programs, activities, and infrastructure.

Action 5d: Continue to work with the ASAS Foundation and ASAS sections to ensure that their financial relationship with, and responsibility to, the national ASAS Board of Directors are understood and consistent with ASAS Bylaws.

Action 5e: Develop the capacity of ASAS Foundation trustees to fundraise for the purpose of seeding innovative ASAS projects and honoring prominent members of ASAS.

Action 5f: Develop optimal membership fees for international members.

Action 5g: Explore opportunities for innovative new services and products that can increase revenue and provide additional benefits and services to ASAS members.

Strategic Directive #6: Develop appropriate, effective, and transparent communication strategies for ASAS members, stakeholders, decision makers, educators, and consumers.

Anticipated Results:

Result 6A: ASAS will keep its members and stakeholders informed about programs, accomplishments, and finances to enhance engagement of ASAS members in emerging issues, professional events and opportunities.

Result 6B: ASAS will have professionally designed, easy to read publications for scientists, producers, and non-academic audiences. These publications are cost effective to publish and distribute.

Distribution of all ASAS publications should continue to increase.

Result 6C: The ASAS name, logo, tagline, and other marketing materials will reflect its mission, vision and reach. ASAS is better able to craft and frame its brand, science-based message, and research information for the public interested in the production of animal-sourced foods, animal welfare, the environment, and the care and responsible use of animals to enhance human health and animal well-being.

Result 6D: The ASAS Board of Directors and ASAS sections will continue to foster reciprocal relationships that support, leverage, and further the goals of this strategic plan.

Major Actions:

Action 6a: Assess and improve, or discontinue, existing communication platforms targeted to ASAS members and stakeholders, including Taking Stock, the ASAS website, the President's Annual Plan, and the ASAS Annual Business Meeting.

Action 6b: Convene a temporary ASAS Task Force (that includes its 5 North American Sectional representatives) to develop operating principles, processes, and procedures to ensure that ASAS sections align with the ASAS Bylaws.