

As approved by the FASS Board of Directors on March 24, 2007.



STRATEGIC PLAN
FY2002
(JANUARY 1, 2003 – DECEMBER 31, 2009)

MISSION STATEMENT: FASS strengthens the common interests and collective good of member societies through a unified science-based voice that supports animal agriculture, animal products, and food systems globally through effective and efficient management services.

VISION STATEMENT: FASS is the science-based voice for the use of animals that enhance human life, including animal agriculture, products, and food systems.

FASS
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CONTENTS

| | |
|---|----|
| Title Page..... | 1 |
| Contents Page..... | 2 |
| I. Introduction: Context..... | 3 |
| Historical Perspective | |
| Management | |
| Member Societies | |
| Major Efforts for Member Societies | |
| Major Contributions to Client Societies | |
| II. Strategic Planning Survey..... | 5 |
| Preamble | |
| General Summary | |
| III. Strategic Plan..... | 6 |
| Strengths of This Plan | |
| Goals | |
| Drafting, Review and Ratification Process | |
| Assessment of Proposed Activities and Programs and Implementation Process | |
| Review Process | |
| IV. Goals..... | 8 |
| Enhance FASS Services..... | 8 |
| Advance Animal Agriculture, Animal Products and Food Systems... | 10 |
| Expand Society Membership in FASS..... | 14 |
| Provide Science-Based Information..... | 15 |
| Develop New Products and Services..... | 18 |
| V. Work Program Deliverables..... | 21 |
| VI. Evaluation..... | 21 |
| VII. Appendices | |
| A. Survey Questions and Responses..... | 22 |
| B. Comments Summary Relevant to Goal: Enhance FASS Services ... | 24 |
| C. Comments Summary Relevant to Goal: Advance Animal Agriculture, Animal Products and Food Systems | 25 |
| D. Comments Summary Relevant to Goal: Expand Society Membership in FASS | 27 |
| E. Comments Summary Relevant to Goal: Develop New Products and Services | 28 |

As approved by the FASS Board of Directors on March 24, 2007.

I. INTRODUCTION: CONTEXT

HISTORICAL PERSPECTIVE. The Federation of Animal Science Societies (FASS) was formed on January 1, 1998 by mutual consent and for the mutual benefit of three founding Member Societies: the American Dairy Science Association (ADSA), the American Society of Animal Science (ASAS), and the Poultry Science Association (PSA). The founding goals of and benefits for forming a federated society for the pursuit of scientific and educational good of animal agriculture can be summarized as follows (edited for brevity) based on the FASS History (<http://www.fass.org/history.html>) and FASS Bylaws (<http://www.fass.org/guide.htm>).

- To provide a forum for the societies to discuss common issues and to coordinate strategies and plans of action to meet public needs and to benefit animal agriculture
- To bring together scientists and educators in areas of animal agriculture represented by the Member Societies as a means of facilitating the dissemination of scientific and technical information through publications and scientific meetings
- To finance a Congressional Science Fellows Program. To identify annually an individual to work with Congress on key issues of interest to animal agriculture
- To develop and implement a new process to identify and address research priorities in animal agriculture
- To provide a unified voice in Washington, D.C. for influencing legislation and funding on behalf of animal agriculture
- To finance the chief executive officer (CEO) as the Scientific Liaison, who oversee FASS operations in Savoy, IL and Washington, D.C.
- To assist, as needed, the Headquarters operations of the Member Societies located together in Savoy, IL
- To promote cooperation among all scientific societies, not members of FASS, but that advance and support animal agriculture
- To serve in other capacities in which the Member Societies can function more efficiently as a group than as individual units

MANAGEMENT. The management of FASS is vested in the Federation Board of Directors appointed by the three Member Societies. The Board has responsibility for control and general management of all affairs of the Federation, including overseeing and directing the FASS mission, which is primarily accomplished through the CEO, who provides the professional experience and institutional continuity necessary for sustaining long-term focus on the FASS mission.

- The CEO is responsible to the Board for FASS business operations, including financial affairs, FASS office and department operations, human resource management, facility management, and liaison with Member and Client Societies. Currently, the CEO supervises five service departments: Technology, Membership, Convention, Publication, and Accounting.

As approved by the FASS Board of Directors on March 24, 2007.

- The CEO is responsible for development, recommendation, and conduct of approved activities regarding public outreach on behalf of animal agriculture, animal products and food systems. The CEO maintains a presence in Washington, D.C. and interacts with scientific, commodity, and governmental organizations as a scientific advisor to support the positions and programs of Federation Member Societies. The CEO responsibilities include outreach to and liaison with other scientific organizations, directing the FASS Scientific Advisory Committees, outreach to animal commodity organizations, interaction with governmental organizations, monitoring of legislative activities, supervising the Congressional Science Fellows Program, liaison and communication with Member Societies, and representing FASS at meetings.

MEMBER SOCIETIES

Founding member societies include the American Dairy Science Association (ADSA), the American Society of Animal Science (ASAS), and the Poultry Science Association (PSA). FASS also supports client societies.

MAJOR EFFORTS FOR MEMBER SOCIETIES. FASS provides major support to the Member Societies through the Office of the Scientific Liaison to strive for a Unified Voice in Washington, D.C., to assist in Cooperative Advocacy for Animal Agriculture, and to facilitate and manage the Congressional Science Fellows Program and the joint Scientific Advisory Committees.

FASS also provides major support to the Member Societies through integrated functions for production of Journals and publications, coordinated Membership Services, Accounting and Human Resource Management, and assistance in Conventions and Technology Services through economies of scale based on efficient Management of Pooled Resources.

MAJOR CONTRIBUTIONS TO CLIENT SOCIETIES. FASS supports Client Societies through an integrated administrative management structure. This management structure allows any society, regardless of budget or membership size, access to high quality staff and equipment through a cost-sharing environment. The concept of efficient Management of Pooled Resources is at the core of support to Client and Member Societies.

II. STRATEGIC PLANNING SURVEY

In preparation for strategic planning, a web-based survey was prepared and conducted by the FASS strategic planning facilitator, Dr. David MacKenzie, and his assistant, Ms. Judy Sun. Participation in the survey was restricted to those considered to be most knowledgeable about the past and current performance of FASS, including all who have served during the last five years on the FASS Board and the Executive Committees and Boards of Directors of the three Member Societies. The efforts reflected herein were

As approved by the FASS Board of Directors on March 24, 2007.

initiated towards developing a Strategic, Business or Strategic and Business Plan. All activity was conducted with careful consideration of responses to the survey. At the FASS April 4-5, 2002 meeting the decision was made for this document to be a Strategic Plan. As possible, reference is made within Goals and Objectives to the survey responses. The questions and final response totals are found in Appendix A.

PREAMBLE. The preamble of the survey outlined the intent of the FASS Strategic Planning Committee in developing the survey questions: The Federation of Animal Science Societies (FASS) has successfully completed four years of existence, and we are now looking into how the Federation might become even more successful. The initial intent of the Federation was to provide a unifying voice for our common interests while streamlining member services. These benefits needed to be balanced against the need to protect Member Society's autonomy and identity. We think that has been done well, but continued evolution will always be a cornerstone of FASS, and seeking a better understanding of our Member Society's current and future needs and expectations will help FASS better serve all. This survey is intended to gain an understanding of your opinions and ideas, working toward an assessment of what might be done to improve further the intended benefits of working as a federation of professional societies. Your responses, and especially your comments, will be most valuable in helping us formulate recommendations for further discussion within the Federation.

Positive and cautionary comments relevant to each strategic planning goal are summarized in Appendices B through E. A further summary of responses in general categories follows.

Services and Benefits (Questions 1, 2, 3, 5, 6, 11, 12, and 14). Satisfaction of current benefits provided is high [97% (Q1)]. Other federations of scientific societies offer benefits that FASS could offer [49% (Q2)]. Although 58% responded that FASS could be providing additional services (Q5), 39% (Q14) indicated that there are some services and support activities that FASS should not provide, most of which appear to be related to autonomy. FASS has increased efficiency of providing services [90% (Q3)]. FASS is perceived to be able to merge component services of Member Societies through journal printing and annual meetings for greater benefit [90% (Q6)] and to continue to implement information technologies [97% (Q11)]. Consistent with responses to Q6, the joint meeting of ADSA, ASAS, AMSA, and PSA in 2001 was valuable [95% (Q12)].

Autonomy is important to the Member Societies (Questions 4 and 8). Concern that FASS interfered with Member Society autonomy was expressed by 27% (Q4), but 54% (Q8) responded that the need to preserve autonomy has changed, with the comments appearing to support a decreased need for autonomy.

Future, Facilitating Change, Issues, and Barriers (Questions 7 and 13). Issues and barriers are seen to confront FASS in the future [68% (Q7)]. All respondents provided perspectives, most of which were that FASS must continue to grow in the current mission of providing a unified science-based voice for animal agriculture and animal products through efficient, effective, and economical administrative and programmatic services

As approved by the FASS Board of Directors on March 24, 2007.

while retaining autonomy of Member Societies.

Outreach/Inreach (Questions 9, 10, and 15). Outreach seemed important as measured by seeking new societies to join FASS [93% (Q9)] and recruitment of new members for member societies [68% (Q15)]. Respondents supported FASS as a more active advocate for federal legislation and federal funding for research [88% (Q10)].

Increasing Income (Question 16) through a foundation was supported by 51%.

Governance (Question 17) changes that might make FASS more responsive to the needs of Member Societies were supported by 27% of the respondents.

Definition. The term Animal Agriculture as used herein includes domesticated animals, such as beef cattle, companion animals, dairy cattle, horses, poultry, sheep, swine, and cultured fishes (aquaculture).

III. STRATEGIC PLAN

STRENGTHS OF THIS PLAN. This Strategic Plan retains the individual identity of the Member Societies and builds on the existing FASS organization as codified in the Federation of Animal Science Societies Bylaws, Mission Statement, and Policy and Procedures Manual. The Plan builds on the successes achieved during the preceding four years and reflects Member Society input regarding prospects for the future development of FASS over the ensuing five years. The Plan was crafted by representatives of the three founding Member Societies, was reviewed and approved by the FASS Board of Directors, and remains under the control of the FASS Board.

GOALS. The FASS Strategic Plan is designed to address the following five Goals, while being sensitive to the degree of autonomy desired by the individual Member Societies.

- **Enhance FASS Services by providing increased management effectiveness, efficiency and financial stability for Member Societies**
- **Advance Animal Agriculture, Animal Products and Food Systems Through Enhanced Activities of the Office of the Scientific Liaison**
- **Expand Society Membership in FASS**
- **Provide Science-Based Information for Global Animal Agriculture, Animal Products and Food systems**
- **Develop New Products and Services that Enhance the Financial Stability of Member Societies**

DRAFTING, REVIEW AND RATIFICATION PROCESS. The Strategic Plan drafting process was to commission the FASS-designated five-member Writing Team to draft the Strategic Plan (completed March 24, 2002), to have the draft plan reviewed by and revised under the direction of the FASS Board with two additional Member Society representatives (completed April 6, 2002), for the Writing Team Chair to revise the draft plan consistent with FASS Board input of April 6, 2002 and submit the document to the

As approved by the FASS Board of Directors on March 24, 2007.

Writing Team for review and revision (completed May 1, 2002), submit the “Final Draft” to the FASS Board with two additional Member Society representatives for further review (sent June 20, 2002), to deliver the “Final Draft” to the FASS Board President ((Draft #14 delivered June 5, 2002) for delivery by the FASS Board President to each Member Society Board for their review (completed July 1, 2002).

The ratification process, under the control of the FASS Board, was for Member Society Boards to review the draft Strategic Plan during their respective Annual Meetings (summer 2002) and provide Member Society Board guidance to the respective FASS Board representatives. The FASS Board, during its September 22-23, 2002 Board meeting, accepted the Mission and Vision Statements. The FASS Board identified additional revisions were needed to DRAFT #14. Those revisions were made herein, resulting in DRAFT #15, September 23, 2002.

ASSESSMENT OF PROPOSED ACTIVITIES AND PROGRAMS AND IMPLEMENTATION PROCESS. The ambitious Goals are presented without staff and budget for this Strategic Plan. Thus, the FASS Board is required to initiate a process whereby an assessment template is developed for each Goal prior to implementation of the Goal. Such an assessment template should address at least justification of the need for the Goal (especially how the Goal will support Member Society needs), potential/predicted value to the targeted audience, and projected financial consequences including costs, staffing needs and potential/predicted income (loss). Ongoing oversight by the FASS Board will be critical to ensure that proper implementation can be accomplished without costs and staffing exceeding income. With implementation, periodic evaluation of progress and impact of programs and activities also will be crucial. Correct identification of the “customer” is essential to effective implementation of the Goals of this Plan.

REVIEW PROCESS. Twice annually, during the regularly scheduled FASS Board meetings, the Strategic Plan is to be reviewed for implementation of Goals and/or revised to meet new initiatives as requested by Member Societies. An accounting and assessment of the implementation of the Goals and revisions is to be reported to the Member Societies via the FASS Board meeting minutes and by the Member Society representatives on the FASS Board.

IV. Goals

Goal: ENHANCE FASS SERVICES

The overall goal is to enhance FASS services, while retaining autonomy of Member Societies, by providing increased management effectiveness, efficiency, and financial stability for Member Societies.

Objectives:

- **Consolidate Services.** Evaluate and identify new areas of potential consolidation that will provide benefits to those Member Societies desiring such

As approved by the FASS Board of Directors on March 24, 2007.

services, while preserving autonomy of Member Societies.

- **Membership Services.** Manage the membership services for retention, renewal, and recruitment for the Member Societies.
- **Meetings.** Manage meetings for the Member Societies.

Strategies or Tasks:

- **Consolidate Services**

1. Identify current and new services that Member Societies are interested in consolidating.
2. Assess the operational and financial impacts of consolidation of requested services.
3. Recommend to the FASS Board and Member Society Boards either the implementation process or bases for rejection of implementation of requested services consolidation.

- **Membership Services**

1. Working through Member Societies, develop the “Value to the Member” as members of each Member Society. Write the “Purpose, Uniqueness, and Value” of belonging and develop the “Case for Belonging” for each Member Society as requested by Member Societies.
2. Develop the plans for the processes for member retention, renewal, and recruitment for each Member Society.
3. Assess the operational and financial impacts of FASS as the manager of membership services, including membership retention, renewal, and recruitment for the Member Societies.
4. With Member Society agreement, implement the processes for retention, renewal, and recruitment of members for each Member Society.
5. Develop a communication process to inform each Member Society regarding the results of the retention, renewal, and recruitment activities.

- **Meetings**

1. Facilitates, as requested by Member Societies, the process of managing the Annual Meeting and occasional other meetings identified by the Member Societies.
2. Identify both the cost sharing and the income sharing for each Member Society for the FASS management of each requested meeting.

Enhance FASS Services

Assessment and implementation of these Objectives in support of this Goal is consistent with the existing FASS CEO job description (see Section III and Appendix B of the FASS Policies and Procedures Manual: <http://www.fass.org/policies.htm>).

Assessment and implementation of these Objectives is consistent with both of the following

As approved by the FASS Board of Directors on March 24, 2007.

certainties. 1) FASS currently provides valuable services to Member Society Annual Meetings (ADSA and ASAS will meet together for annual meetings; PSA has joined previously with ADSA and ASAS in 2001, 2004, and 2007). 2) About 30% of ASAS and ADSA members are members of each society; approximately 9% of ASAS and PSA members have dual membership.

The Objectives and Strategies/Tasks are consistent with the FASS and Member Society Survey responses indicating satisfaction with current services (97%) and support for addressing additional services (58%) with the assurance that some services should not and will not be provided by FASS (39%). FASS is considered to be efficient in providing services (90%), effective in managing the annual meeting (95%), and is supported in the implementation of information technologies (97%).

The FASS Board and the Member Boards will identify which of these Objectives should be implemented and the timelines for decisions/implementation.

Consolidation of services should contribute positively to effectiveness, efficiency, and financial stability of FASS and Member Societies while assuring Member Society autonomy. This will be accomplished through consolidation of activities of common interest: enhancement of Member Society Foundation income generation and centralized meeting management.

Goal: ADVANCE ANIMAL AGRICULTURE, ANIMAL PRODUCTS AND FOOD SYSTEMS THROUGH THE OFFICE OF THE SCIENTIFIC LIAISON

The overall goal is to advance animal agriculture by providing a unified scientific voice to decision-makers in governmental agencies and federal legislative activities.

Objectives:

- **Develop and Cultivate Global Interactions.** Develop and implement international affairs efforts that seek active involvement in the global agricultural sciences, education and decision-making communities.
- **Initiate FASS Legislative Interactions.** Develop and implement effective interactions on both federal and state legislative issues with key decision-makers. Include congressional committees, members of Congress, a grass roots approach for state issues, and key international policy issues.
- **Enhance Interactions with Governmental Agencies.** Expand and implement proactive interaction, including use of web-based technology, with government agencies on issues pertaining to animal agriculture, animal products and food systems.
- **Partnerships—Optimize Commodity/Industry Interactions.** Expand involvement in issues related specifically to research and education in animal agriculture, animal products and food systems.
- **Partnerships—Optimize Science Community Interactions.** Expand involvement in the science community as well as the agricultural science community via leadership and participation in coalitions, joint efforts, and memberships.

As approved by the FASS Board of Directors on March 24, 2007.

- **Seek Funding for Agricultural Sciences Research and Education.** Seek funding for scientific research and education for animal agricultural, animal products and food systems.

Strategies or Tasks:

- **Develop and Cultivate Global Interactions**

1. Assess vision, mission, goals, and staffing requirements.
2. Initiate involvement in international food safety standardization such as WHO, UN FAO, Codex Alimentarius, international trade, and export/import issues.
3. Initiate involvement in international science and agricultural science communities through partnerships in meetings, scientist exchanges, and advisory committees.
4. Achieve and publish international scientific consensus on key issues.
5. Initiate involvement to develop harmonization of guidelines for the conduct of animal experimentation.

- **Initiate FASS Legislative Interactions**

1. Initiate effort to track and be a participant in federal legislative issues.
2. Initiate effort to track and be a participant in state legislative issues using a grass roots approach.
3. Establish legislative action teams and list serves.
4. Assess costs and relative impact of a FASS-registered lobbyist.
5. Assess costs and relative impact of participation in a Political Action Committee.
6. FASS Congressional Science Fellow Program. Expand the program, in partnership with the American Association for the Advancement of Science (AAAS), to have two Congressional Science Fellows by 2010.
7. Initiate efforts to track and be a participant in international policy issues related to animal agriculture, animal products and food systems.

- **Enhance Interactions with Governmental Agencies**

1. Add FASS Scientific Advisory Committees on key issues.
2. Increase staffing, activity, visibility for all Committees.
3. Initiate aggressive use of web-based technology as information vehicle.
4. Assist government agencies with establishment of fellowships to encourage animal scientists to participate in sabbaticals.
5. Assist government agencies, through FASS grant applications, to provide scientific consensus.

- **Partnerships—Optimize Commodity/Industry Interactions**

1. Direct FASS Scientific Advisory Committees to participate with commodity organizations and industry.
2. Expand partnerships with industry and commodity groups on projects involving assessment and dissemination of scientific information.

As approved by the FASS Board of Directors on March 24, 2007.

3. Expand provision of science to coalitions and working groups.

• **Partnerships—Optimize Science Community Interactions**

1. Develop and support member-based leadership (new emphasis) and increased visibility through involvement with science community at-large through coalitions and organizations.
2. Develop and support member-based leadership (new emphasis) and increased visibility through involvement with agricultural science community through coalitions and organizations.
3. Expand national involvement in agricultural sciences research and education.

• **Seek Funding for Agricultural Sciences Research and Education**

1. Through government agency, legislative, and other, choose to serve and expand service in a leadership role to increase awareness of the need for increased funding for agricultural sciences research and education for the Member Societies.

Advance Animal Agriculture, Animal Products and Food Systems Through the Office of the Scientific Liaison

The Objectives represent expansion (vs. consolidation) of the current Scientific Liaison resources and staff. Implementation of these Objectives in support of this Goal is consistent with the existing CEO job description (see Section III and Appendix B of the FASS Policies and Procedures Manual: <http://www.fass.org/policies.htm>). **Implementation of these Objectives is not consistent with current staffing level of one CEO in the FASS Office. Therefore, full implementation of most strategies or tasks will require additional resources and staff if deemed appropriate and feasible by the FASS Board.**

Assessment and implementation of these Objectives is consistent with the Mission Statement of FASS, which states that FASS will provide a unified science-based voice for effective communication on issues relevant to animal agriculture, animal products and food systems.

The Objectives and Strategies/Tasks are consistent with the FASS and Member Society survey responses indicating support for more activity in advocating for federal legislation and federal funding for research (88%).

The FASS Board and the Member Society Boards will identify which of these Objectives should be implemented and the timelines for decisions/implementation.

FASS interactions with legislative bodies would allow FASS to have specific scientific input into the development of law and policies that affect animal agriculture, animal production and food systems which would include a proactive effort to Seek Funding for Agricultural Sciences Research and Education. A FASS International Affairs effort would allow FASS to have scientific input into international standards, law, and, therefore, affect our import/export programs.

As approved by the FASS Board of Directors on March 24, 2007.

Expansion of various activities identified previously will enhance the scientific basis of federal and state regulations, law, and policies that impact animal agriculture, animal products and food systems, generate research and education funding for scientist members, open doors through coalitions, and educate the general public.

GOAL: EXPAND SOCIETY MEMBERSHIP IN FASS

The overall goal is to promote actively the expansion of society memberships in FASS as a means to enhance the impact of FASS as a scientific voice for animal agriculture, animal products and food systems and to enhance further the cost-effectiveness of business operations.

Objectives:

- **Establish a FASS Board Committee to Assess the Financial Impact of Increasing the Numbers of Societies Participating in all FASS Membership Categories;** assess the operational impact of increasing the numbers of societies participating in FASS; re-evaluate current criteria for all levels of membership in FASS.
- **Charge the FASS Board Committee to Develop a Proposal,** based on the findings of “the Objective above,” for definition and future direction of FASS Membership category levels, and report to the FASS Board within one year of the FASS Committee appointment.

Strategies or Tasks:

- **Establish a FASS Board Committee to Assess the Financial Impact of Increasing the Numbers of Societies Participating in all FASS Membership Categories.** Appoint a FASS Board Committee to review the current FASS policies regarding new society memberships in FASS and to recommend revisions to those policies as deemed appropriate.

Assess Financial Impact

1. Current policy dictates that the proceeds from the “buy-in” of new full Member Societies are to be distributed in equal shares among existing Member Societies (return on initial investment) and FASS (establishment of cash reserves). Assess the impact of revising this policy on the current Member Societies’ financial expectations for a fair return on investment and on the need for FASS to establish cash reserves.
2. Assess the possibility that adding new society memberships may serve as a potential source of additional funds to expand the Office of the Scientific Liaison by increasing total contributions to the Office of the Scientific Liaison budget.
3. Assess the possibility that adding new society memberships may serve

As approved by the FASS Board of Directors on March 24, 2007.

as a potential source of funding for additional Congressional Science Fellows.

4. Determine the impact of adding new society memberships as a potential means for improving the “economy of scale” related to all aspects of FASS business operations.
5. Develop complete and realistic lists of prospective new Member Societies and Client Societies.

Assess Operational Impact

1. Assess the impact of adding new society memberships on FASS’ ability to maintain focus on the current needs of Member Societies and on the projected capabilities for providing FASS services in the future. Consider relevant issues related to customer service, accessibility, and potential limitations based on current infrastructure.
2. Consider mechanisms for balancing the voting power within the FASS Board (balance conflicts between the overall interests of FASS vs. the independence of Member Societies) and the size of the FASS Board (cost and management of Board meetings).
3. Evaluate the potential advantages of holding annual multiple-society meetings under the auspices of FASS to improve scientific impact, achieve economy of planning and scale, and increase exhibitor/vendor revenues based on more attractive venues.

Re-evaluate FASS Membership Criteria

1. Take into account the current expectations of Member Societies, projected cost-benefit assessments, and a realistic assessment of the financial resources of potential new Member Societies.
2. Compare and contrast the advantages vs. disadvantages of providing “client services” vs. attracting new participating Member Societies.
3. Consider establishing mechanisms for governance that incorporate a “voice” for new societies that “buy-in” at less than a full market value share.
4. Develop complete and realistic lists of prospective new Member Societies and Client Societies.

GOAL: PROVIDE SCIENCE-BASED INFORMATION FOR GLOBAL ANIMAL AGRICULTURE, ANIMAL PRODUCTS AND FOOD SYSTEMS

Objectives:

- **Clearly Identify the Clientele Groups and Audiences.**
- **Collaborate with Member Societies,** other scientific societies, and ARPAS to develop websites for delivery of education information.
- **Develop User-Friendly Science-Based Information** on key current issues in animal agriculture, animal products and food systems for delivery on a regular basis to trade journals, food processors, legislators, agribusiness professional,

As approved by the FASS Board of Directors on March 24, 2007.

policy makers, the general public, retailers, regulatory agencies, and others.

- **Take Leadership in Partnering and Coordination with Academia in the Development of Information Databases** in the animal sciences and the delivery of the information and modules for undergraduate and graduate courses.
- **Adopt the Latest Information Technologies** to deliver information to clientele groups.
- **Communicate with the General Public.**

Strategies or Tasks:

- **Clearly Identify the Clientele Groups and Audiences**

1. Throughout the document, the clientele being served includes scientists, industry, commodity groups, producers, legislators, regulatory agencies, agricultural professionals, college students, K-12, consumers, media, general public, and others.
2. Priorities must be established by Member Societies based on the clientele groups and target audiences for specified educational products.

- **Collaborate with Member Societies**, other societies, and ARPAS to develop websites or other appropriate web-based technology for continuing education for these identified clientele groups including producers, processors, veterinarians, agriculture professionals, and others (including certification)

1. Assess and analyze priority needs and the targeted audiences.
2. Assess the potential market, revenue, and costs for continuing education products.

- **Develop User-Friendly Science-Based Information**

Information should address current issues in animal agriculture, animal products and food systems and be delivered on a regular basis to trade journals, food processors, legislators, agribusiness professionals, policy makers, public, retailers, regulatory agencies, and others.

1. Assess and clearly identify the audiences and establish priorities.
2. Expand the current FASS effort in frequent delivery of current information.
3. Work with Member Societies in getting members and authors of journal papers to prepare summaries and impact statements of their research for delivery to various clientele groups.
4. Tailor package science-based communications to each audience.

- **Take Leadership in Partnering and Coordination with Academia in the Development of Information Databases**

1. Carefully assess the need for this objective (Note: With the shrinking budgets and faculty, universities will likely have fewer faculty to teach the basic core courses in animal sciences) and assess the current status of web-based education systems in animal agriculture, animal products and food systems.

As approved by the FASS Board of Directors on March 24, 2007.

2. Clearly identify the audiences, which may include agriculture professionals and consultants, as well as students.

- **Adopt the Latest Information Technologies**

1. Assess the potential revenue vs. costs and the timing of the paybacks.
2. Establish a FASS advisory committee in the “Education/Outreach Area” to assess the appropriate clientele, establish priorities, and provide leadership in the development of educational products.

- **Communicate with the General Public**

This communication should emanate from FASS Headquarters and is not a department of the FASS Office of the Scientific Liaison.

1. Provide integrative oversight of FASS web sites. Provide daily, proactive oversight of the FASS library of web sites, including the FASS main site.
2. Develop FASS General Public Publications. Select various audience tiers, such as K-12, consumers, seniors, and media. Work with Scientific Advisory Committees to identify topics, charge author teams with writing Fact Sheets, “Breakthroughs” series, Press releases, other communications.
3. Establish protocols for “mining” current journals, abstracts and proceedings for topics of interest to various audiences.
4. Establish FASS Scientist Communicators. By 2010, train 200 scientists to speak publicly about animal agriculture, animal products and food systems with emphasis on public outreach.
5. Develop Media Interactions. Expand and implement proactive print and TV and radio programs. Include media training for FASS Scientist Communicators as the voice for animal agriculture, animal products and food systems..
6. Provide media training for scientist members.

PROVIDE SCIENCE-BASED INFORMATION FOR GLOBAL ANIMAL AGRICULTURE, ANIMAL PRODUCTS AND FOOD SYSTEMS

Throughout this strategic planning document, the message is stated, beginning with the vision statement, that “FASS is the science-based voice for animal agriculture, animal products and food systems.” This is further amplified in the synopsis of the Goal “Advance animal agriculture, animal products and food systems through enhanced activities of the Office of the Scientific Liaison”.

The need to achieve this Goal is further justified by some of the following text from this Strategic Plan:

- ◆ Goal: Advance animal agriculture, animal products and food systems through enhanced activities of the Office of the Scientific Liaison. Expand and implement proactive interaction, including use of web-

As approved by the FASS Board of Directors on March 24, 2007.

based technology, with government agencies on issues pertaining to animal agriculture.

◆ Goal: Develop New Products and Services.

Implementation of the stated objectives in support of this Goal is consistent with the missions and visions of the Member Societies and of FASS, the many phrases cited in this Strategic Plan, and the Member Society survey.

Goal: DEVELOP NEW PRODUCTS AND SERVICES THAT ENHANCE THE FINANCIAL STABILITY OF MEMBER SOCIETIES

Objectives:

- **Education Products.** Develop educational products that will find specific acceptance and appeal in four major market areas: Consumers, Industry, Producers, and Academia.
- **Certification Products.** Develop educational materials for use in certification programs that meet the general public and governmental needs.
- **Publication and Information Distribution.**
- **Professional Series Seminars.** Develop seminars and forums that will assist individuals in the four market areas (Consumers, Industry, Producers and Academia) to become more successful in their chosen fields.
- **Web-Based Products.** Develop web-based platforms that will enable FASS to reach and deliver products to more markets, quicker, and less expensively both domestically and internationally.
- **Services to Non-Member Clients.** Continue to develop products to meet the needs of our current and potential Client Members. Develop a service focus in which each effort and dollar spent on new services support the overall goals and direction of our core users—FASS Member Societies.

Strategies or Tasks:

• Educational Products

Develop education products that will find specific acceptance and appeal in four major market areas: Consumers, Industry, Government, and Academia.

1. Identify and assess potential markets.
2. Assess the financial and operational impact of required professional staffing for this proposed effort.
3. Assess the space requirements for this proposed effort and the financial impact on operations and administrative management to achieve success in this profit center.

• Certification Products

Develop educational materials/tools to use in programs that meet the general public and governmental needs for certification of acceptable processes and

systems.

1. Identify and assess potential markets.
2. Assess the financial and operational impact of required professional staffing for this proposed effort.
3. Assess the space requirements for this proposed effort and the financial impact on operations and administrative management to achieve success in this potential profit center.

• Publication and Information Distribution

Develop products needed to establish FASS as the premier source for publication and distribution of scientific animal agriculture, animal products and food systems information in the world.

1. Assess the financial and operational impact of required professional staffing of this proposed effort.
2. Further develop existing FASS publications and expand audiences to include international outlets and markets.
3. Assess need and develop appropriate applied science journal for distribution to national and international markets.

• Professional Series Seminars

Develop professional series seminars and forums that will assist individuals in the four market areas (Consumers, Industry, Government, and Academia) to become more successful in their chosen fields.

1. Assess market capability of professional series seminars and forums by targeted surveying of four major market areas.
2. Assess the financial and operational impact of required professional staffing of this proposed effort.

• Web-Based Products

Develop web-based platforms that will enable FASS to reach and deliver products to more domestic and international markets, quicker, and less expensively than currently is possible.

1. Assess technology needs (both staff and hardware/software).
2. Assess space needs requirements.

• Services to Non-Member Clients

Continue to develop products to meet the needs of our current and potential Client Members. Develop a service focus in which each effort and dollar spent on new services support the overall goals and directions of our core users—FASS Member Societies.

1. Assess current and future staffing requirements to determine whether optimum staffing exists and what training may be required to fully utilize staff.
2. Assess financial and philosophical impacts of each core service area to determine whether outputs support the overall goal for the FASS Member Societies.

As approved by the FASS Board of Directors on March 24, 2007.

3. Assess the space requirements for expansion of non-member client services and the financial impact on operations to achieve success in this potential profit center.

Develop New Products and Services that Enhance the Financial Stability of Member Societies

Implementation of these Objectives in support of this Goal is consistent with the existing FASS CEO job description (see Section III and Appendix B of the FASS Policies and Procedures Manual: <http://www.fass.org/policies.htm>).

Assessment and implementation of these Objectives is consistent with the FASS Mission Statement, Business Objectives, and Vision Statement, which charge the CEO of FASS to “provide efficient, and economical administrative...services,” to be “fiscally responsible,” and to serve “in a profitable manner,” respectively.

The Objectives and Strategies/Tasks are consistent with the FASS and Member Society survey responses indicating a satisfaction with current services (97%), while suggesting a need for additional services (58%), increased efficiency (90%), and support for the use of information technologies (97%) to achieve stated goals. There also is support for these goals within the survey responses that showed support for FASS activity in the maintenance of a common administrative operation with the preservation of each society’s autonomy (interference with autonomy 27%).

The FASS Board and the Member Boards will identify and assess which of these Objectives should be implemented and the timelines for decisions/implementation.

Additional considerations: Accomplishment of all of the above stated Objectives will require staffing and infrastructure not currently in place at Headquarters. Appropriate evaluation of space needs, staff requirements, and underlying infrastructure will need to be completed. In addition, an evaluation of short-term funding needs will be critical to provide an accurate assessment of need and potential source of critical start-up support for the above objectives.

V. WORK PROGRAM DELIVERABLES: TO BE WRITTEN BY FASS AND/OR FASS STAFF WHEN THE GOALS TO BE DEVELOPED/FOLLOWED ARE DETERMINED BY THE FASS BOARD

Agenda of outputs
Results agreements
Major deliverables of FASS staff

VI. EVALUATION

1. A regular review of the Strategic Plan is required for this Plan to be dynamic.
2. A review by the FASS Board with the CEO at each of the twice-yearly FASS Board meetings is recommended to track implementation of accepted Goals and

As approved by the FASS Board of Directors on March 24, 2007.

activities.

3. A survey of membership satisfaction is recommended for 2009 to monitor programs and successes.
4. FASS staff is requested to develop benchmarks to quantify progress and impact for each of the initiatives selected for pursuit by the FASS Board.
5. Recommended is the establishment of an “Expert Panel” to assess progress relative to established benchmarks in 2009.

VII. APPENDICES

- A. Survey Questions and Responses
- B. Comments Summary Relevant to Goal: Enhance FASS Services
- C. Comments Summary Relevant to Goal: Advance Animal Agriculture, Animal Products and Food Systems
- D. Comments Summary Relevant to Goal: Expand Society Membership in FASS
- E. Comments Summary Relevant to Goal: Develop New Products and Services

As approved by the FASS Board of Directors on March 24, 2007.

APPENDIX A: Survey Questions and Responses

Forty-one of ninety-three individuals (44% response rate) with experience in FASS and Member Society leadership over the past five years responded to the survey. The questions, responses, and comments can be accessed at <http://129.2.12.6/fass/totalresults.cfm>. The questions and final response totals are provided below.

1. Are you satisfied with the benefits now being derived by the formation of FASS?
97% Yes

2. Are there other federations of scientific societies that offer benefits you would like to see FASS offer?
49% Yes (formerly 65%)

3. Do you feel that FASS has increased overall the efficiency of the services provided to members?
90% Yes

4. Has FASS interfered with member society's autonomy or identity?
27% Yes

5. Do you see additional services that FASS could be providing to you or others?
58% Yes (formerly 69%)

6. Do you see opportunities to merge component services of the member societies (e.g., journal printing service, organizing annual meetings) for greater benefits?
90% Yes

7. Do you see issues and or barriers confronting FASS now or in the future that may impact its future growth success?
68% Yes (formerly 81%)

8. Has the need to preserve the autonomy and identity of member societies changed in the last years?
54% Yes

9. Should FASS be inviting other professional societies (both nationally and internationally) to join the Federation?
93% Yes

10. Should FASS become more active in advocating for federal legislation and federal funding for research?
88% Yes

As approved by the FASS Board of Directors on March 24, 2007.

11. Should FASS continue to rely heavily on information technologies (e.g., electronic media, internet, and related technologies)?

97% Yes

12. Was the joint annual meeting of ADSA, ASAS, AMSA, and PSA in Indianapolis valuable to you as a participant?

95% Yes

13. How do you see FASS developing in the next five to ten years?

100% provided responses

14. Are there some member services and support activities that you feel FASS should NOT provide to members?

39% Yes (formerly 54%)

15. Should FASS consider making a collective effort, both nationally and internationally, to recruit new members for the member societies?

68% Yes (formerly 81%)

16. Should FASS consider forming a collective drive for raising money through a foundation?

51% Yes

17. Would changes in the organizational structure make FASS more representative of, or responsive to, the member's needs?

27% Yes

18. Do you have any additional advice for the FASS Strategic Planning Committee?

44% provided responses.

As approved by the FASS Board of Directors on March 24, 2007.

APPENDIX B: Comments Summary Relevant to Goal: Enhance FASS Services

Goal: Enhance FASS Services (Questions 1, 2, 3, 5, 6, 11, and 12)

Positive Comments

Growth curve will take time
Benefits have been tremendous
Many improvements seen
Imperative to have a unified voice for the animal industries
Concise communication essential
Actively and energetically enter the field of distance education
Emulate FASEB
Operate in a cost effective manner
Excellent innovation, expansion, and implementation of new technologies
More electronic communications via the web
Expand the Washington office
Information technology essential
Joint meeting needs to be the norm

Cautionary Comments

Do not use available services
Should come across less of an advocate for animal agriculture and more as objective scientists
FASS should be nearly invisible. Executive Director of FASS should not have the microphone
Not aware of benefits of other societies
Do not know if efficiencies are increased
Turnover in staff has negative impact
Potential for efficiency has not been reaped
Must accomplish current tasks before taking on more
FASS cannot provide additional services
Not versed in society management to know what services are needed
FULL annual audited financial statement required
Do not like the web or electronic processes
Joint meeting has little professional advantage (dairy foods perspective)
Joint meeting overwhelming

As approved by the FASS Board of Directors on March 24, 2007.

APPENDIX C: Comments Summary Relevant to Goal: Advance Animal Agriculture, Animal Products and Food Systems

Goal: Advance Animal Agriculture (Question 10) Should FASS become more active in advocating for federal legislation and federal funding for research? 88% Yes.

Positive Comments

ABSOLUTELY...to the maximum extent that the 501(c)3 status allows

Yes! We need to find ways to expand the Office of the EVP-SL to enhance these efforts. This is a role that is best performed by FASS, and that can have a major positive impact on all members.

This is where FASS can have a major impact nationally, and also is why additional resources may be needed in the Washington office.

Absolutely! Funding for agriculture research is pathetic, compared, for example, with funding for NIH intramural and extramural programs. FASS should do everything legally possible to encourage Congress to enhance funding for agriculture research.

I think this should be one of the primary focuses for FASS.

Yes, drive on, without such effort funding will dry up. We face loss of tax exempt status, but may be a requisite if we are to hold the funding levels we currently have at both state and federal levels.

I think it is crucial that FASS be active in this area, and if at all possible, try to expand this area of activity. I would like to see a greatly expanded effort in the area of public information. Is there a way that the animal commodity groups could help provide financial resources to FASS for developing press releases, white papers, etc. that address topics of general concern to the livestock and poultry industries--and to the general public? CAST has done a great job with its reports. They tend to be fairly technical, however. Is there a place for more consumer oriented information, and would it be more acceptable if developed and disseminated by a group like FASS? Would information developed by FASS appear less self-serving than if developed and distributed by a commodity group? There is need for public debate on more and more issues, and the scientific community must participate in that dialog. Can FASS facilitate that discussion?

USDA funding has not grown in recent years, particularly in comparison to NIH and NSF. FASS should be proactive in this respect.

FASS has the scientific basis and credibility to influence this effort.

As approved by the FASS Board of Directors on March 24, 2007.

Cautionary Comments

Through the Office of the Scientific Liaison, along the lines of the FAIR process so there are definite initiatives and the bases for support of these limited initiatives.

I suggested a Political Action Committee to raise some money for political activities. This should be very separate from FASS.

There is no end in site for more requests. On balance we spend as much of our limited budget as we can afford. Information not advocacy is our goal.

But only what we can afford. Ranks third behind publications and annual meetings

I would like to see this if we can do it w/o sacrificing our scientific integrity.

Yes, but once again, from the perspective of representing the very best, objective scientists in these fields. We need to be very careful not to come across as blindly supporting a platform of animal agriculture issues, but rather, providing balanced information. If we come across as one-dimensional, we will lose all credibility.

This is the responsibility of the societies that actually have rank and file members. No person pays dues to FASS thus how can FASS advocate for anything?

Very much so! We formed FASS so as to have more member numbers. We were told that higher numbers would make a BIG difference in the perception of our promotions and lobbying for acceptance by Congress. Hasn't seemed to have worked out this way. (Or, am I wrong?) Perhaps, our scientific VP and liaison officer could provide details of success(es) in our Newsletter? We also need FASS professional members lobbying with their congressional representative on those issues important to our industries. Direct contacts with Congressional representatives by members from their home districts can and often carries more weight than the contacts from the association groups. Develop strategies and marketing programs that can be effectively used by individual members for soliciting votes for specific issues. Competition for federal funding has been highly significant and is likely to become more so. FASS MUST become much more proactive in these activities, if we want to be appropriately recognized with our fair share. This is important!!

Probably but difficult without acting in one way or another as a "lobby".

As approved by the FASS Board of Directors on March 24, 2007.

APPENDIX D: Comments Summary Relevant to Goal: Expand Society Membership in FASS

Goal: Expand Society Membership (Question 9) Should FASS be inviting other professional societies (both nationally and internationally) to join the Federation? 93% Yes.

Positive Comments

ABSOLUTELY! There will be an opportunity to bring the World Association for Animal Production into the Federation in about two years. That should be housed in DC, and it would give an added and important dimension to the Washington Office.

Good idea. These societies would hire FASS so as to get closer to like societies - any attempt to centralize "power" will be a deterrent. They need to recognize the cost savings and communication advantages of hiring FASS.

Yes! FASS was founded on the principle and vision of representing animal agricultural science in the broadest fashion. This can only be accomplished by seeking and developing the broadest base of member societies that will lend credence to our efforts for all of the animal scientific societies.

Yes, FASS must grow to remain viable. The only way that we can continue to keep costs down is to become more efficient. That means more jobs done with the same amount of help.

I believe that any societies that deal with animal agriculture should be a member of FASS. This would allow the societies to speak with one voice that would be stronger.

Definitely "YES". But, FASS needs to have a clear identification of the value added that will be available to the professional societies we seek to convince to join FASS. I believe there is a need to identify the purpose, uniqueness and value for other societies to join FASS.

Cautionary Comments

FASS should be actively looking for future partners. But not a major thrust at this time. Let this one happen at a deliberate pace.

Yes, but with caution. The Canadian Society of Animal Science would be an example of a group that could benefit from the administrative services FASS has to offer. The key is to assure that all new groups invited or considered for membership genuinely share common interests and needs. If group objectives differ a great deal, then there will be constant potential for conflict. We need to critically review the buy-in procedures for new member societies. Yes, as long as it is not at the expense of interfering with all of the good things that have transpired to date.

As approved by the FASS Board of Directors on March 24, 2007.

APPENDIX E: Comments Summary Relevant to Goal: Develop New Products and Services

Goal: Develop New Products and Services (Question 11) Should FASS continue to rely heavily on information technologies (e.g., electronic media, internet, and related technologies)? 97% Yes. (Question 13) How do you see FASS developing in the next five to ten years? 100% responded.

Positive Comments (Question 11)

It should not only continue but that should grow to include distance education delivery, etc.

Definitely

Absolutely!

Definitely, but that presents challenges of financing publication and review costs when the information is so widely available.

Yes, if not to expand the efforts

Essential.

I would suggest that FASS should rely even more heavily on information technologies. For example, member societies and FASS could sponsor video conferencing short courses and symposia throughout the year, rather than relying on annual meetings to provide the forum. Of course, a user fee would have to be accessed to cover costs. This could help reduce the feeling of many members that annual meetings are too busy and could create new services to attract new members and benefit current members.

I believe that this area is especially important as a service to individual societies because the benefits of size are particularly important here.

Absolutely

Positive Comments (Question 13)

Exponentially. It must increase in attention to the producer and commodity groups. We don't do very well there. And that is where the issues are located. We must work to address the needs of the majority of the graduates from academic institutions, who we don't follow very well nor do we maintain contact except through the fundraising efforts of the alumni associations. Part of the need for distance education is to build continuing education programs that can be delivered to producers...WE NEED TO DO THAT!!!

Reducing the cost of business to the professional societies. Increasing the communication among the societies.

