



**American Society
of Agronomy**



**Crop Science
Society of America**



**Soil Science
Society of America**



**Agronomic Science
Foundation**



**Alliance of Crop, Soil &
Environmental Science
Societies**

STRATEGIC PLANNING

26-27 JULY 2023

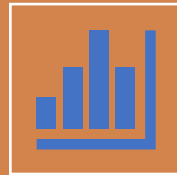
MADISON, WISCONSIN



PROCESS: HOW WE GOT HERE



Board Homework
Assignments
(Summer 2022)



Avant Stakeholder
Survey (Fall 2022)



Baltimore Focus
Groups



Extensive Board
Strategic Dialogue



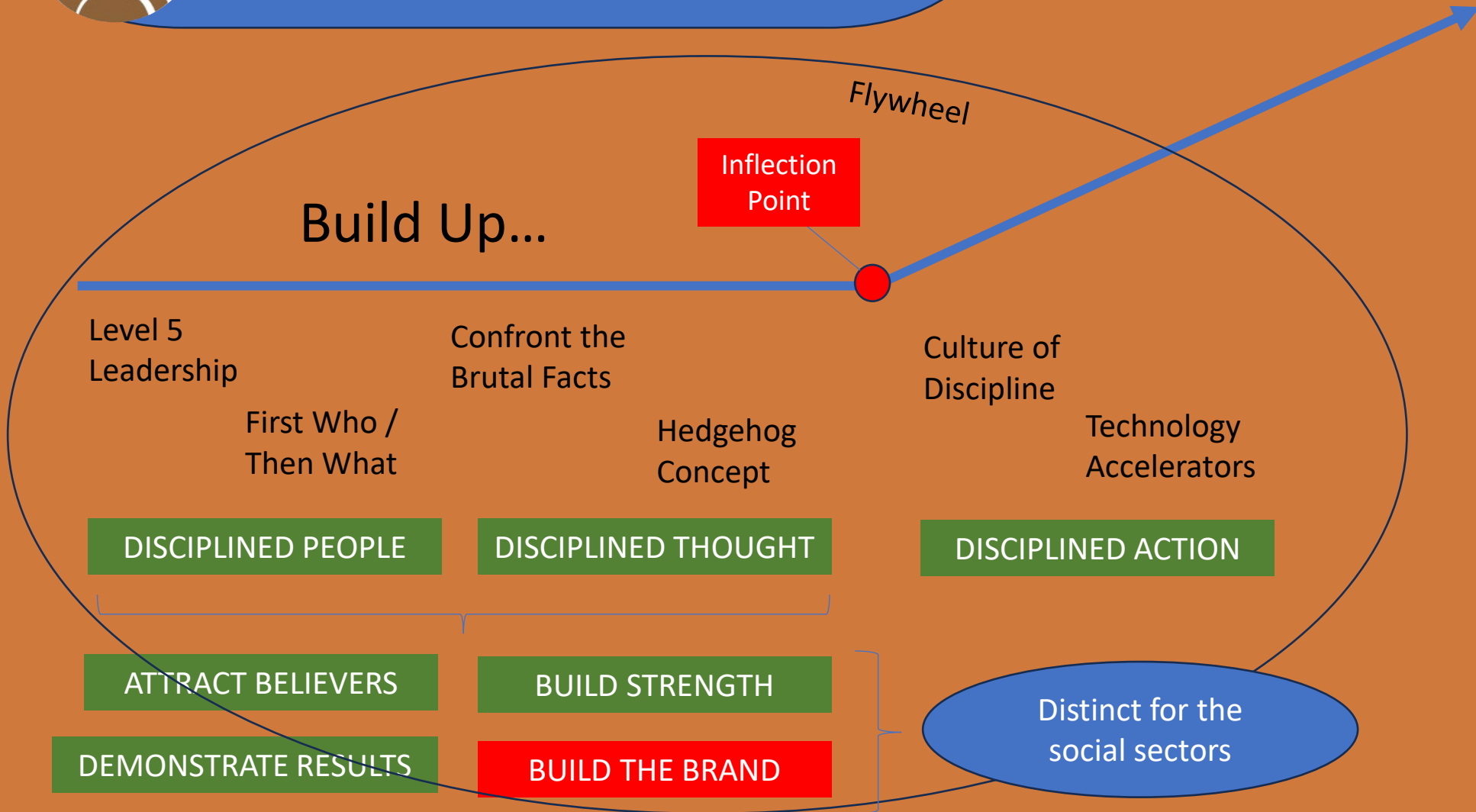
Good to Great
Hedgehog Exercise

Extensive strategic dialogue has already
taken place

Extensive effort to gather feedback from
members & stakeholders

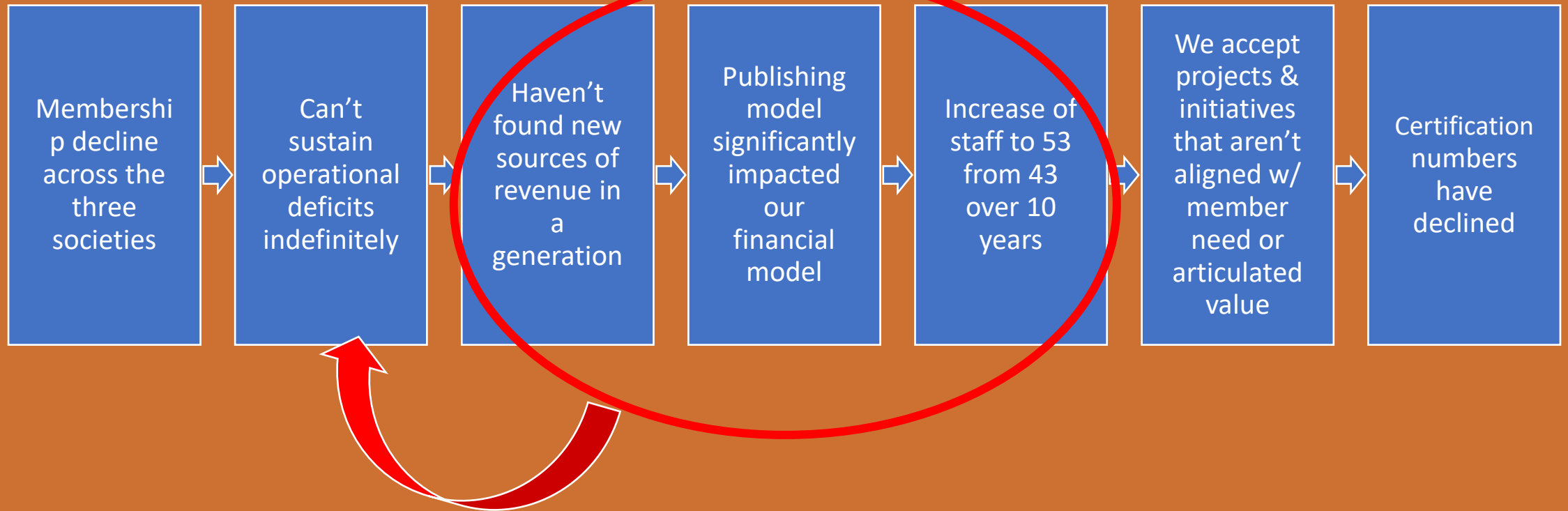


GOOD TO GREAT





CONFRONT THE BRUTAL FACTS





HEDGEHOG CONCEPT (CSSA)

Vision

A global community of professional and applied crop scientists and educators with a common bond of producing food, feed, fuel, and fiber in a scientifically sound and environmentally responsible manner

Best in the World At?

- Crop science research
- Promoting our members as unbiased experts
- Networking, creating a workforce that innovates & applies science

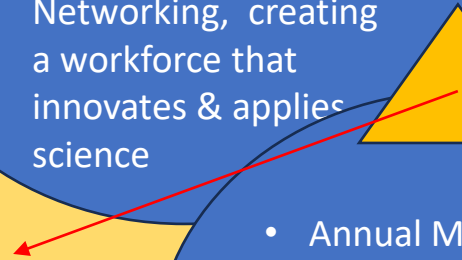
Most Passionate About?

- Teaching plant science, sharing knowledge
- Building careers
- Practical solutions for farmers through science

Educating & networking with crop scientists

- Annual Meeting
- Professional networking opportunities
- Publications
- Membership

Drives Our Economic Engine?





VISION

The preeminent community for diverse agricultural professionals leading education and collaboration with partners to address food and environmental challenges by connecting the science of agronomy to its practical applications



STRATEGIC OBJECTIVES

**BUILD
AWARENESS &
APPRECIATION
OF
AGRONOMY
AMONG KEY
AUDIENCES**

**EXTEND
MEMBERSHIP
VALUE
PROPOSITION
INCLUDING TO
NEW
AUDIENCES**

**CONTINUING
EDUCATION**

**IMPROVE THE
DESIRABILITY
OF
PUBLISHING
IN OUR
JOURNALS**

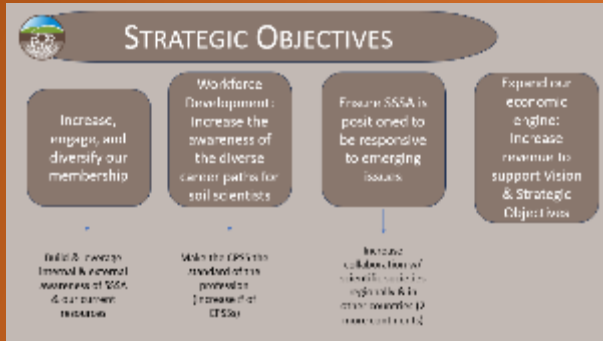
**EXPAND
GLOBAL
FOOTPRINT**

**WORKFORCE
DEVELOPMENT**

- Expand /enhance relationship w/ CCAs
- Develop programs & services aimed at CCAs
- Introduce &/or enhance revenue-generating programs & services



CROSS-SOCIETY OBJECTIVES



1. Innovate Our Financial Model
 - New, revenue-generating programs
 - Increase value proposition
2. Raise the Visibility of Our Disciplines & Our Members
3. Diversify Our Memberships



CROSS-SOCIETY OBJECTIVE BREAKOUTS

Innovate
Our
Financial
Model

Raise the
Visibility of
Our
Disciplines
& Our
Members

Diversify Our
Memberships

Cross Society Objectives: Desired Outcomes

Innovate Our Business Model to Align with Marketplace Realities

- Achieve and maintain balanced operating budgets for the three societies
- Develop and engage in a comprehensive, cohesive fundraising and development campaign
- Reinvent our membership models
- Adapt our publishing practice to account for continued movement toward Open Access
- Deliver educational programming in new ways, to new audiences

Diversify Our Memberships

- Increased number of members from minority-serving institutions and non-land grant institutions
- Expand membership categories and build corresponding programs and services to attract new types of professionals to our societies
- Expand geographic footprint through cooperative arrangements with professional societies and groups in new and emerging markets
- Increase graduate student retention rate
- Increase membership engagement
- Inventory portfolio of member benefits and services to ensure their alignment with members across their life cycles
- Build wider awareness and appreciation of existing membership benefits

Cross Society Objectives: Desired Outcomes






Raise the Visibility of Our Disciplines & Our Members

- Enhance visibility of all our scientists & practitioners through open science: presentations, publications, data, ideas
- Increase undergraduate enrollment in our disciplines
- Elevate our members for awards and with decision-makers in other branches of science/related companies
- Build a two-way connection between the societies and certified professionals
- Collaborate with national and international societies with activities of common interest
- Raise our visibility outside our society to policymakers
- Create opportunities for Tri-Society stories to be picked up by popular media
- Make it easier for outside folks to know whom to contact in our membership for providing knowledge
- Make industry leaders (CTO/CEO) aware of our societies and develop channels of communication

Destination 2029 – Strategic Objectives

American Society of Agronomy	Build awareness & appreciation of agronomy & ASA among key audiences	Extend membership value proposition, including to new audiences	Continuing Education	Improve the desirability of publishing in our journals	Expand our global footprint	Workforce development
Crop Science Society of America	Increase science policy programming for members, and increase advocacy to expand our value to external stakeholders by being the first stop for evidence-based science	Enhance national & international recognition of our society and its members	Make our journals & meetings the first place people want to share their research to increase impact & visibility	Strengthen internal & external communication at all levels to increase engagement, create a sense of community, leverage interactions w/ allied societies & improve member recruitment & retention	Innovate to ensure long-term financial sustainability	Set our members up for advantages throughout their careers w/ ongoing professional development
Soil Science Society of America	Increase, engage, and diversify our membership	Workforce Development: Increase the awareness of the diverse career paths for soil scientists	Ensure SSSA is positioned to be responsive to emerging issues	Expand our economic engine: Increase revenue to support Vision & Strategic Objectives		
Cross-Society Objectives	Innovate our financial model	Raise the visibility of our disciplines & our members	Diversify our memberships			

Associated Core Function(s)

-  Program Development, Budgeting
-  Advocacy, Marketing & Communications
-  Marketing & Communications, Advocacy & Outreach
-  Publishing
-  Program Development, Marketing & Communications



PROCESS: EXPECTED NEXT STEPS



Strategic
Objectives & Cross-
Society Objectives
Est'd
(This Week)



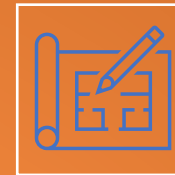
Follow-up
Discussion &
Plans Drafted

Aug-Sept



Board
Approval of
Plans

October



Operational
Plan

December



Presented to
Members

January (with
parts in St. Louis)