American Dairy Science Association
2017-2022 Strategic Plan
ADSA’s Timeless Core Ideology

Core ideology describes an organization’s consistent identity that transcends all changes related to its relevant environment. Core ideology consists of three notions: vision, mission and core values. Vision describes the organization’s core purpose and reason for being. The mission describes who we are, what we do and how we do it. Our core values are the enduring principles that guide the behavior of the organization.

VISION (CORE PURPOSE):
Science, education and service for the global dairy sector.

MISSION STATEMENT:
The American Dairy Science Association promotes the creation, dissemination and exchange of scientific and technical knowledge to improve and sustain the global dairy sector, to the benefit of humankind.

CORE VALUES:

Integrity
Evidenced by recognition for absolute honesty and exhibited by trustworthy behavior and transparency in decision making.

Objectivity
Evidenced by an earned reputation for independent judgement and dedication to a science-based approach.

Open Mindedness
Evidenced by dynamic forward thinking, driven by scientific advances and nourished by creativity and innovation.

Inclusiveness
Evidenced by a friendly, inviting culture that values diverse perspectives, with no barriers to participation.

Commitment
Evidenced by enthusiastic members actively involved in volunteerism and service, passionate about the important work of the organization and dedicated to being responsive to the needs of our members and field.
ADSA’S Competitors &
Key Drivers of Change

ADSA’S COMPETITORS

- Other associations/societies (including trade associations)
- Other journals (including open-access and free)
- Small focused groups
- Online seminars
- Elsevier
- For-profit meetings

Key drivers of change are powerful forces that necessitate ADSA develop strategies to address. They are conditions and dynamics in the relevant environment that will make tomorrow very different than today.

ADSA’S KEY DRIVERS OF CHANGE

1. Presence of non-dairy products and changes in consumer interests.
2. Consolidation.
3. Other dairy centers – how to reach out to other dairy centers that have their own meetings and their own agendas as not everyone who participates in those is a member of ADSA.
4. Disconnection from science resulting in a disconnection in understanding.
5. Lack of federal funding and grants available.
6. The spread of misinformation/negative information about dairy products and general perception that dairy alternatives are healthier than dairy.
7. Employers - there is a need to facilitate or innovate/understand employer needs.

ADDITIONAL ADSA DRIVERS:

1. Advances in technology that can lead to job replacement for ADSA members.
2. Agriculture policy changes.
3. Expenses (meetings, page costs, research costs, open-access fees).
5. Mass information makes it hard to discern what is correct regarding non-dairy dairy products.
6. Changes in membership, consoc’n, research.
7. There has been a change in the profile of the scientist who is doing the research and accessing the limited research funds; Many of our AG departments are hiring basic scientists who are asking for funds as well and they may not belong to our society.
8. Employment opportunities – younger generations are disconnected to agriculture and may be deterred from a career in Ag if they only view it as a manual labor job.
9. University structure - only 3 dairy science departments in the country.
10. Government regulations with food labels are changing.
11. There is decreased trust in science by the public.
12. No longer need a large focused engine or large network to access info as location of information is no longer a factor.
13. Expectations on the speed of information and rapidness of research study results.
14. Peer review and how much the society benefits from that.
15. As scientists, we don’t deflate myths that we know are wrong.
16. We serve a unique niche of an ever-increasing “shrinking pie”.
17. Culinary trends moving towards “non-animal derived foods”.
18. “War” on lactose.
19. Consumers want things that are free of certain things (clean labeling, “alternatives”, GMOs).
ADSA’s Goals

Goal A:
The Journal of Dairy Science will be the premier dairy science journal worldwide that publishes the best scholarly findings.

Goal B:
ADSA will provide the premier global dairy science meeting.

Goal C:
ADSA will enhance its visibility to members and non-members as the world’s leading authority in farm-to-table dairy science.
ADSA’s Goals & Key Initiatives

GOAL A:
The Journal of Dairy Science will be the premier dairy science journal worldwide that publishes the best scholarly findings.

Recommended Key Initiatives:
- Develop a new metric rather than impact factor
- Hire full-time or part-time reviewers or create a volunteer rewards program for reviewers and authors
- Global dairy spending is down so look for innovative models for research
- Expand to include more basic research
- Be more proactive about hot topics

Goal B:
ADSA will provide the premier global dairy science meeting.

Recommended Key Initiatives:
- Focus on Pre-Meeting
- Create marketing documents to send to advisors to inform their students about us & what we do
- Being a welcoming community:
  - Offer an orientation to build relationships
  - Revamp the name tag design to include: first-timers, international guests
  - Increase the number, but decrease the size of receptions
  - Send a follow up letter and/or survey to first-timers
- Meeting accessibility:
  - Refine and publish city selection criteria and place into a central document
  - Market to advisors and employers with help from GSD & SAD
- Program quality
  - Increase vetting of the program design and content with Board’s input and review
  - Increase ability to attract top speakers:
    - Survey
    - Division Chairs of awards
    - Final vetting of what the program looks like to fine-tune it.
    - Ask ourselves each year: What can we do to bring in the best speakers?

Goal C:
ADSA will enhance its visibility to members and non-members as the world’s leading authority in farm-to-table dairy science.

Recommended Key Initiatives:
- Recognize leaders in ADSA with vouchers/rewards
- Focus on whether saturation is a concern
- Visibility:
- Social media push could boost abstracts, awards, leadership, meeting registration, membership renewal
- Hire a marketing person or have Grad students to run the social media
- Pop-Ups on the website could have other members give testimonials on how membership has helped them
- GSD webinars placed on our webpage could be put on YouTube
- Translation of Science:
  - Most members are well versed in their science, but not the entire science
  - Extension style translation
    - Utilize a “fact sheet” with bullet points
    - CAST, American Chem Soc examples
- New journal
- YouTube webinars/videos
- Student tours of posters at meeting to help them understand the science
  - Have mentors walk with them to break it down more to help elevate the conversation
- Response to myths
- GSD/SAD Blogs
- Value Proposition for members:
  - Mentors for early career translation of ADSA values/products/training for the member
  - Keep cost low
  - Try gold level leader for those that are highly invested to show they are valued; give them a voucher
  - Give them a certificate that shows the value of seminars and sessions that people can highlight on their CV
  - Implement a leadership training program that provides ADSA with a built-in leadership base
  - Survey current professional members to see if they were a student member
  - Check retention rates
  - Check international member numbers
- Engage the public with an expanded social media presence (website, Twitter account & identify content providers)
- Have members that speak to the press be identified as members of ADSA
- Create a FAQ page that can be peer reviewed to respond to consumer concerns
- Look at cost of RACE CEs
- Domestic/International stakeholders
  - Economics of countries
- Appoint a point person in DC to develop science policies
- Increase our visibility with vets
- Potentially create a kid’s journal
- Work towards changing the culture at ADSA and modernizing its view of public relations with the help of identified generational leaders
Appendix A – Discussion of Barriers and Critical Issues for each Goal

GOAL A:
The Journal of Dairy Science will be the premier dairy science journal worldwide that publishes the best scholarly findings.

Barriers:
- Lack of visibility of goal strategies
- Volunteers time – EIC
- Global dairy spending is down
- Number of pages has increased which decreases the Impact Factor
- Traditional applied science journal
- SE is not 100% on board with impact factor
- Publisher has been slow
- Market conditions
- The research dollars are shrinking.

Critical Issues:
- We have not been proactively requesting hot issues.
- We need to specify timing
- We need to measure the strength of the JDS Brand

Goal B:
ADSA will provide the premier global dairy science meeting.

Barriers:
- We have many good outcomes but there is some disconnect with strategies, actions, and changes (there are too many)
- IFT-Like Issues
- Competing associations and meetings
- Member and association expenses
- Travel restrictions
- Access and availability to top researchers
- Program quality
- Student schedule
- Student advisors

Critical Issues:
- To have a “quasi-JAM”
- Increase opportunities for scientific exchange
- Invest more in the student experience
- Maximize our global attempt
• Utilize marketing engines (e.g. to attract college advisors)
• Need to have a strong interest in improvement

**Goal C:**
ADSA will enhance its visibility to members and non-members as the world’s leading authority in farm-to-table dairy science.

**Barriers:**
- Visibility to our members/potential members is not high
  - Impact
  - Consequence
  - Immediacy
- The divisions have different needs and competitors
- Student transitions
- JAM uncertainty
- Variable with student involvement
- Milk symposium prioritization/competition
- Mentor involvement
- Value proposition
  - Competition for members
  - Time, money, investment
- Translation of science to other scientists, industry, and public
- Vocabulary (cliques) can lead to intimidation
- ADSA not a top hit on Google and not visible in the popular press
- We need generational leadership
- Cultural mindset at ADSA
- Cost

**Critical Issues:**
- Greater brand visibility with a social media campaign
- Student poster sessions to create mentor/student bond (feeling welcome and comfortable)
- Some type of “gold level leadership” membership category
- Leadership training program
- We require funding to make greater progress on this goal area and to support a coordinated effort
- ADSA has a good track record of generating income that isn’t from expenses
- We have resources in place to generate income and we can begin investing our revenue into other initiatives that will make more money
- We want to be the resource and the expert