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
Extensive strategic dialogue has already taken place
Extensive effort to gather feedback from members & stakeholders
GOOD TO GREAT

Build Up...

- Level 5 Leadership
- First Who / Then What
- Confront the Brutal Facts
- Hedgehog Concept
- Culture of Discipline
- Technology Accelerators
- DISCIPLINED PEOPLE
- DISCIPLINED THOUGHT
- DISCIPLINED ACTION
- ATTRACT BELIEVERS
- BUILD STRENGTH
- DEMONSTRATE RESULTS
- BUILD THE BRAND

Distinct for the social sectors

Flywheel

Inflection Point
Membershi p decline across the three societies

Can’t sustain operational deficits indefinitely

Haven’t found new sources of revenue in a generation

Publishing model significantly impacted our financial model

Increase of staff to 53 from 43 over 10 years

We accept projects & initiatives that aren’t aligned w/ member need or articulated value

Certification numbers have declined
American Society of Agronomy

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

Drives Our Economic Engine?
- Annual Meeting
- Professional networking opportunities
- Publications
- Membership

Educating & networking with crop scientists
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
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

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