



# 2021-2025 STRATEGIC PLAN

OCTOBER 2021

## BACKGROUND

During March 2021, the leadership of the United States Animal Health Association (USAHA) directed that the organization produce the next generation of its Strategic Plan. Nineteen USAHA Members, representing the USAHA Executive Committee, committee leadership, past presidents, up-and-coming leaders, regional representatives, industry representatives, state animal health officials, and staff comprised the USAHA Strategic Planning Review Team.

Through the enlistment of an outside facilitator, the Review Team was charged with building upon the success of the 2015-2020 USAHA Strategic Plan to ensure the organization continues to address the changing needs of its members and the services it provides. The work of the Review Team took place between May 1, 2021 and July 31, 2021.

An initial step in the review process was conducting a survey of the USAHA membership to gain a current perspective on their views and opinions on a number of issues. 157 survey responses were received which represented a 14% response rate. Highlights of the survey are as follow:

- Of the 157 responses, 36% represented state government members, 19% represented Federal government members, 12% represented industry members, and 11% represented academia and universities.
- 64% of the respondents had been involved in USAHA six or more years.
- 47% of the respondents identified their most challenging work issue involved dealing with legislation and 46% identified the “ability to process voluminous information” as very challenging.
- There was strong overall satisfaction with USAHA expressed by the respondents with especially strong satisfaction with the communications and information provided by the organization.
- Regarding the restructuring of the USAHA committees completed during the past 5 years there was strong satisfaction, although a bit lower satisfaction with committee effectiveness.
- When asked to rank the most important goal areas for USAHA, the top three goals were:
  - Increase the Awareness of the Role of USAHA to broader audience and influence animal health policy for the public good.
  - Increase the Effectiveness of Resolutions
  - Optimize Committee Effectiveness
- Based on the survey responses USAHA is viewed as providing very good value as compared with similar organizations and its vision and mission are still very relevant.

The Review Team was divided into five subgroups and each of the subgroups was charged with fully evaluating one of the five goals contained in the current Strategic Plan. The subgroups met twice each, via video conference, and identified the key drivers and indicators for each goal area as well as potential strategies to better achieve the goals. A consensus meeting of the full Review Team was conducted virtually in mid-July to discuss the proposed enhancements to USAHA’s Strategic Plan and those items for which there was strong consensus are included in the updated goals, objectives, and actions contained in this report.

## 2021 STRATEGIC PLAN REVIEW TEAM MEMBERS

<u>Name</u>	<u>Affiliation</u>	<u>USAHA Relationship</u>
Dr. Charles Hatcher	Tennessee Ag Commissioner	President
Dr. Dustin Oedekoven	South Dakota State Veterinarian	President-Elect
Mr. Steve Rommereim	National Pork Board	First Vice President
Dr. Manoel Tamassia	New Jersey State Veterinarian	Second Vice President
Dr. Peter Mundschenk	Arizona State Veterinarian	Third Vice President
Dr. Beth Thompson	Minnesota State Veterinarian	Treasurer
Dr. Marty Zaluski	Montana State Veterinarian	Immediate Past President
Dr. Kristin Haas	Vermont State Veterinarian	Past President, NEUSAHA
Dr. Bret Marsh	Indiana State Veterinarian	Past President. NCUSAHA
Ms. Barbara Determan	National Pork Producers Council	Past President, District at Large
Mr. Gene Lollis	Archbold Biological Station	Chair, District at Large
Dr. Jim Logan	Wyoming State Veterinarian	Committee Vice Chair
Dr. Katie Flynn	Kentucky State Veterinarian	Committee Chair
Dr. Mo Salman	Colorado State University	Committee Chair
Ms. Chelsea Good	Livestock Marketing Association	District at Large, Comm. Chair
Dr. Burke Healey	USDA – APHIS	Federal Member
Dr. Janemarie Hennebelle	Georgia State Veterinarian	Committee Vice Chair, SAHA
Dr. Stacey Schwabenlander	Minn. Board of Animal Health	State Animal Health Official, NCUSAHA
Dr. Amber Itle	Washington Asst. State Veterinarian	State Animal Health Official, WSLHA
Mr. Ben Richey	USAHA	Executive Director, ex-officio
Mr. Scott Stuart	Stuart Strategic Mgmt. Services	Outside Facilitator

# 2021-2025 PROPOSED STRATEGIC PLAN OF THE UNITED STATES ANIMAL HEALTH ASSOCIATION

## VISION STATEMENT

The United States Animal Health Association (USAHA) is the leading forum for animal health issues in the United States, promoting active participation from industry, academia, and government. USAHA provides a national venue for stakeholders to identify the most effective methods to protect and improve animal health and welfare and public health.

## MISSION STATEMENT

The United States Animal Health Association develops and promotes sound animal health solutions for the public good.

## GOAL 1. BROADEN AND INCREASE MEMBERSHIP AND MEMBER ENGAGEMENT

**Objective 1:** Increase membership to ensure a broad-based representation of individuals in the animal health world are members of USAHA.

### Actions:

- 1) Analyze and categorize current membership and identify any under-represented stakeholder sectors during 2021.
- 2) Based on analysis, develop, and execute outreach to prospective member audiences, utilizing existing membership network when possible. Stress individual benefits of USAHA membership. Potential key groups include:
  - a) Veterinary and Animal Science Students
  - b) Allied Professional, Business, and Commodity Associations
  - c) Farmers and Ranchers
  - d) Accredited Veterinarians
  - e) State Veterinary Medical Associations
  - f) Veterinary Diagnosticians
  - g) Extension Specialists
  - h) Animal Scientists
  - i) Feed Industry
  - j) Relevant Federal and State Agencies including Staff
- 3) Enhance ambassador program within individual states utilizing existing members to recruit and expand outreach to new graduates in veterinary medicine, animal science, and related fields.
- 4) Coordinate with district presidents annually to promote broader participation among students, producers, and current members of the association.
  - a) Encourage district leaders to engage industry individuals in their region and communicate the link between the districts and USAHA.
- 5) Seek out non-renewed members and conduct exit interviews to determine the reasons for non-renewal. Assess reasons for areas of improvement.

**Objective 2:** Increase Member engagement and meeting participation as measured by registrations, attendance, and participation in USAHA activities.

### Actions:

1. Develop more engagement opportunities for USAHA members.
  - a. Encourage committee and subcommittee leadership to hold scheduled meetings throughout the year to engage committee members on a regular basis.
  - b. Identify issues areas in which webinars or seminars may be offered to enhance USAHA members' knowledge and understanding of hot topics.
  - c. Engage mentors to ensure all members are aware of participation and leadership opportunities on an ongoing basis.

2. Make the committee structure “nimble” and able to adapt to changing situations while being focused on member needs and engagement.
3. Explore and develop joint programs with allied organizations to better position USAHA as the “expert” in key animal health areas.
4. Identify how USAHA may leverage its influence through other organizations such as NASDA.

## GOAL 2. OPTIMIZE COMMITTEE EFFECTIVENESS

**Objective 1:** Maintain criteria for committees and subcommittees to be reviewed, established, combined, or dissolved to make structure and function more streamlined and comprehensive.

**Actions:**

1. On an ongoing basis, the Executive Committee and committee chairs review and maintain evaluation criteria to optimize committee structure and function for effectiveness.
2. Ensure committees regularly review and update objectives and mission for their committee to ensure understanding of committee purpose by members.

**Objective 2:** Optimize Committee Meeting Efficiency

**Actions:**

1. Develop a process for working groups, subcommittees, and committees to identify priorities and meeting time(s) needed. Involve parent committee chairs with subcommittee chairs in this process.
2. Executive Committee to review the overarching meeting agenda, recommend and implement appropriate Annual Meeting schedule changes.
3. Executive Committee to continue regular annual review of Committee Operations Manual.

**Objective 3:** Enhance committee engagement opportunities between Annual Meetings

**Actions:**

1. Develop a system through which committees can easily hold meetings on an as-needed or regularly scheduled basis.
2. Encourage committees and subcommittees to schedule at least one additional meeting per year to promote engagement and action by committee members.
3. Explore potential and process to offer Continuing Education (CE) credits for virtual programs and workshops in areas of substantial interest.

**Objective 4:** Recruit and Develop Committee Leaders through support, training, education, and encouragement.

**Actions:**

1. Review the committee leader term requirement of 5 years; consider reducing to one 3-year term with the option of an additional 2-year term to encourage more potential leaders.
2. Develop tools to provide information on how to become a committee leader and recorded modules on being an effective committee leader.
  - a. Suggested topics to include parliamentary procedure, managing resolutions, other best practices.
3. Include committee leader information in the new member orientation presentation.

## GOAL 3. INCREASE THE EFFECTIVENESS OF RESOLUTIONS

**Objective 1:** Establish clear guidelines for the resolution development process and commit to its implementation.

### Actions:

1. Develop a checklist of standards for committee leaders to ensure the most important aspects of the resolution development process are considered in making the resolution most effective. Key aspects should include, but not be limited to:
  - a. The resolution received input from critical stakeholders.
  - b. The resolution targeted the appropriate agency(ies) or entities.
  - c. There is sufficient contribution from the animal/livestock sector that will benefit.
  - d. The resolution is asking for a realistic outcome.
  - e. The resolution is grammatically correct.
2. Provide outreach to committee chairs to ensure these standards are implemented.
3. Improve resolution quality, the relevance of content, and the timeliness of submission.
  - a. Provide committee leaders with tools and information on how to maximize the effectiveness of resolutions.
  - b. Develop resources to educate members on effective resolutions, including components from above and models/templates.
4. Develop a visual “lifecycle” of stages of a resolution to assist in communicating the essential phases of a resolution from development and advocacy to monitoring and conclusion.

**Objective 2:** Ensure timely communication of resolutions to the proper agencies or entities and monitor activities, so responses and outcomes of resolutions are reported to USAHA members.

### Actions:

1. Develop a task force to:
  - a. Enhance the process to clearly convey basic information about the current status of all resolutions. Ensure that the status of all resolutions can be quickly accessed by membership and committee members (color key; keyword, etc.). The committee chair should provide a brief narrative of the current status and necessary follow-up.
  - b. Review the resolution retirement process and consider a retirement/sunsetting process.
  - c. As part of the committee operations manual, including the process for committee chairs to review and communicate resolution response or status.
  - d. Identify and utilize an effective technology (smartphone/tablet /application) to enhance reporting capabilities.

## GOAL 4. DELIVER VALUE THROUGH USAHA

**Objective 1:** Broaden the list of potential stakeholders, particularly in U.S. Government agencies, by reaching out to the other Federal partners and allied organizations. Seek opportunities to meet with high-level appointed officers and leadership to support their mission through USAHA.

### Actions:

1. Further, identify and engage industry and government “buckets” that would enhance USAHA’s ability to influence animal health policy.
  - District level (industry & regulatory)
  - Young professionals
  - Private practitioners (CE?)
  - Producers
2. Priority Groups, in addition to established relationships:
  - USDA-APHIS, ARS, NIFA
  - White House Office of Science and Technology
  - FDA – Deputy Commissioner of Foods and Veterinary Medicine, CVM, CFSAN
  - EPA
  - CDC – Director’s Office, One Health Office
  - USDA-FSIS, WS
  - DHS-FEMA, CBP, Science & Technology
  - a. Committee on Government Relations to meet with key contacts from agencies listed above and invite them into USAHA committee meetings, general sessions to discuss their issues with our subject matter experts.
  - b. Executive Committee to annually review and update the list of key contacts within all partner agencies to maintain relationships through direct contact.
  - c. Explore and implement processes through which USAHA can support USDA in the OIE process.
3. Increase awareness of USAHA within allied organization members.
  - a. Contact the allied organizations’ USAHA representatives to discuss the best methods to engage their leadership and general memberships. Also, make them aware of the opportunities in individual memberships.
  - b. Create an information toolkit for potential allied members.
4. Develop and implement a plan for utilization of trade publications, social media, and other identified communication channels to reach out to a broader audience interested in animal health and the work of USAHA.

**Objective 2:** Focus on industry and government representatives that will benefit from the networking and informational aspects of USAHA.

### Actions:

1. Provide training and information to leaders at the district level on how to become more effective and proactive in outreach efforts.
  - a. Work with district leaders to help communicate the link between regional and national

- aspects of USAHA.
2. Enhance mentoring efforts at the Annual Meeting and District Meetings for both students and new members to ensure they are aware of engagement and leadership opportunities.
  3. Engage with veterinary schools to ensure students are aware of and participate in USAHA programs.
    - a. Assist districts in the communication of program opportunities for students.
  4. Explore opportunities to engage with key stakeholders (similar to Government Relations Committee activities) to further develop relationships and influence.
    - a. Focus on extension specialists, academicians, etc.
  5. Identify virtual resources that may be effectively used to engage with private practitioners, younger members, potential members, and others in the animal health area to inform and involve them in USAHA activities.
  
  6. Explore and implement advisory roles for USAHA committees and members.

**Objective 3:** Retain the current value of USAHA for members. Expand areas perceived as high value.

**Actions:**

1. Identify USAHA services that are consistently perceived as high value for members, i.e., news alerts, networking opportunities, policy change, annual meeting
  - a. Review membership surveys to identify these priorities
  - b. Ensure that USAHA stay focused on these priority areas
2. Create workgroup on value, and task group to:
  - a. Enhance identified high-value activities.
  - b. Identify potential additional areas for providing value to members, i.e., discounts on journal subscriptions, member-only areas on the web, etc.

## **GOAL 5. UTILIZE EFFECTIVE TECHNOLOGY TO ENGAGE WITH USAHA MEMBERSHIP AND PARTNERS THROUGHOUT THE YEAR**

**Objective 1:** Elevate information-sharing using the most effective technology to provide USAHA members the ability to have access to shared documents and information utilizing the USAHA Website, an information storage and collaboration system, and a robust Social Media presence.

**Actions:**

1. Assess the current USAHA website to determine if the capability for mass storage of information exists.
2. Evaluate USAHA Meeting App to determine year-round capabilities.
3. Determine the feasibility of developing a central data and information site (either separate from or in conjunction with the USAHA website) in partnership with other organizations (i.e., NASAHO, AAVLD, etc.).
4. Enable the sharing of communications and information by members on specific issues and topics utilizing the USAHA website and/or the site identified for central data and information sharing.

**Objective 2:** Determine the most appropriate technologies for USAHA to achieve enhanced collaboration and communication.

**Actions:**

1. Engage subject matter experts within and outside of USAHA to recommend the most effective technologies and communications channels for USAHA membership. Needed recommendations:
  - a. Notification and Interactive technology for news alerts or emerging issues
  - b. Document sharing/collaboration
  - c. Virtual and hybrid committee and Annual Meeting facilitation.
  - d. Technologies such as social media (Facebook, Twitter, LinkedIn, RSS feeds, etc.)
  - e. Use of data access tools (i.e., QR codes, etc.)
  - f. Consider an online forum for members to discuss emerging animal health issues.
2. The USAHA Executive Committee will assess the subject matter experts' recommendations and associated cost projections to determine feasibility, prioritize projects, and allocate funding and staff resources necessary to achieve this goal.