2015-2020
STRATEGIC PLAN
UNITED STATES ANIMAL HEALTH ASSOCIATION

118TH ANNUAL MEETING
KANSAS CITY, MISSOURI
OCTOBER 16-22, 2014
2015-2020
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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.
2015-2020
USAHA GOALS, OBJECTIVES, ACTIONS AND TIMELINES

Goal 1. Broaden Membership and Increase Engagement

Objective: Increase Membership and Meeting Participation by a minimum of 10% by 2020.

Actions:

1. Analyze and categorize current membership and identify any under-represented stakeholder sectors during 2015.

2. Based on analysis (1), develop and execute outreach to prospective member audiences, utilizing existing membership network when possible. Stress individual benefits of USAHA membership. Potential key groups include:
   - Allied Professional, Business, and Commodity Associations
   - Farmers and Ranchers
   - Accredited Veterinarians
   - State Veterinary Medical Associations
   - Veterinary Diagnosticians
   - Extension
   - Animal Scientists
   - Feed Industry
   - Relevant Federal and State Agencies

3. Establish ambassador program within individual states from 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.

Timeline:
- Action 1: Complete analysis before 12/2015
- Actions 2-4: Execute remainder by 2020
Goal 2. Optimize Committee Effectiveness

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

Actions:

1. Establish a task-force, which shall include representation of committee chairs, to develop evaluation criteria to optimize committee structure and function for effectiveness (6 months).
2. Executive Committee to implement, review, and develop restructuring recommendations by the annual meeting in 2015. Implement committee restructuring for 2016.

Objective 2: Optimize Annual Meeting Efficiency

Actions:

1. Executive Committee to review the overarching meeting agenda, recommend and implement appropriate Annual Meeting schedule changes.
2. Executive Committee to implement regular review of Committee Operations Manual.

Timeline:

- Objective 1: Action (1) to be completed in 6 months from approval of plan; Action (2) to be completed by 2015 Annual meeting, implemented in 2016.
- Objective 2: Actions (1) and (2) processes to be implemented immediately and on an ongoing basis.
Goal 3. Increase the Effectiveness of Resolutions

Objective: Establish clear guidelines for resolution submission process and tools for succinct, timely communication of responses and evaluation of resolution status.

Actions:

1. Improve resolution quality, relevance of content, and timeliness of submission.
   a. Charge Committee on Nominations and Resolutions to make recommendations for bylaws and/or policy to standardize resolution submission timeliness

2. Develop a task force to:
   a. Develop a tool that will clearly convey basic information about the status of all resolutions from the annual meeting. 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. As part of the committee operations manual, include process for committee chairs to review and communicate resolution response or status.
   c. Evaluate cost of a mobile application (smartphone/tablet) to accompany reporting and communication.

Timeline:

- Action 1: Directed immediately (2015)
- Action 2: Implemented in 2016
Goal 4. Increase Awareness of the Role of USAHA to broader audience and influence animal health policy for the public good.

Objective: 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, with the aim of supporting their mission through USAHA.

Actions:

1. Priority Groups, in addition to established relationships:
   - White House Office of Science and Technology
   - FDA – Deputy Commissioner of Foods and Veterinary Medicine
   - EPA
   - CDC – Director’s Office
   - USDA-FSIS
   - DHS-FEMA

   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 list of key contacts within all partner agencies to maintain relationships through direct contact.

2. Increase awareness of USAHA within allied organization members.
   a. Contact the allied organizations’ USAHA representatives to discuss the best methods to better engage their leadership and general memberships. Also, make them aware of the opportunities in individual memberships.
   b. Create information toolkit for potential allied members.

3. Develop and implement a plan for utilization of trade publications, social media, and other identified communication channels to reach out to a broader audience with interest in animal health and the work of USAHA.

Timeline:
- Action 2: Development of materials & available 2015 Annual Meeting
- Action 3: Immediately
Goal 5. Engage the USAHA throughout the Year with the Most Effective Technologies

Objective: Determine the most effective communications technologies for USAHA.

Actions:

1. Establish a team to look at the most effective technologies and communications channels for USAHA membership. Opportunities to explore include:
   a. Interactive technology for news alerts or emerging issues
   b. Document sharing/collaboration
   c. Meeting facilitation
   d. Communication channels within member organizations
   e. Notification on Internet of updates and other news
   f. Technologies such as social media (Facebook, Twitter, LinkedIn, RSS feeds, etc.)
   g. Use of quick response (QR) Codes

2. In consultation with existing subject matter experts within USAHA membership, explore the potential to execute communications and technology strategies.

3. Consider an online forum for members to discuss emerging animal health issues.

Timeline:

- Action 1: Team in place by GRC 2015; initial report by summer Executive Committee meeting, 2015. Annual review to be conducted at summer meeting.
- Actions 2-3: Subsequent implementation by 2020
USAHA Staffing

Implementation of this strategic plan will require a continual review of current USAHA staffing levels to ensure goals and service expectations are being met.

Accountability

In order to ensure successful implementation of this plan, the established task force will review annually the progress of the goals.
SUPPORTING INFORMATION

On March 6 and 7, 2014, the USAHA Strategic Planning Task-Force held its first planning session in Washington DC. This first session initially focused on the environment, both external and internal, that USAHA is operating in now and will be operating in the future.

The following is a summary of the Task-Force collective overview.

Environmental Analysis: External

Economic

1. Cost of USAHA participation on individual basis – value proposition
2. Agricultural economy is good -- could breed apathy.
3. Government budgets affect how animal health is managed
4. Global food economy

Political

1. Maintain and broaden access to political leadership
2. Respond to changes within agencies/organizations
3. Funding – program issues.

Social

1. Public has less ties to agriculture
2. Erosion of trust/expectation of transparency.

Technology

1. Using new technology to accomplish –clearinghouse platform for current issues
3. Bring in and retain younger generation
   a. Social platforms
   b. Education on animal health programs
   c. Veterinary schools
Environmental Analysis: Internal

Strengths

1) Resolutions do impact policy/leveraging with government agencies.
2) Venue for 3rd party science information - clearinghouse
3) Organization structure – broad scope and diversity of disciplines.

Weaknesses

1) Turnover in leadership – state, industry. Need for toolkit for new leadership.
2) Interfacing with newer membership, social media
3) Engage producer/industry – new membership.

Opportunities

1) Organizing committee structure – commodity line, tiered structure
2) Resolution Process – Survey, improve monitoring and follow-through status, create better rationale
3) Utilizing social media – augment meeting—video conferencing

Threats and Competitive Analysis

1) Plenary Session – more cutting-edge, more interactive, hot topics
2) Cutting edge on engaging members on new technology
3) Attract funding based on information presented
USAHA HISTORY AND DEVELOPMENT

Founded in 1897, the organization experienced several “rallying points” throughout its history, usually centered on a significant animal-health crisis. By bringing together the key decision and policymakers at the state and Federal level, USAHA demonstrated extraordinary effectiveness. This reputation for “getting things done” through interdisciplinary collaboration at all levels was the unique hallmark of the organization. Key to this reputation has been the involvement of the “triad” of Government, Industry and Academia. As a result of improvements in animal health, production systems and professionalism, USAHA became less focused on responding to specific issues and more focused on broader problems. At the same time, the way that state and Federal policy is made has become more diffuse, complex and global: simply getting “all the decision-makers in the room” is no longer the way that things get done. Simply getting everyone together once a year at the Annual Meeting is no longer a sufficient way to influence policy decisions.

Current Organizational Profile

As of June 30, 2014, USAHA, a 501(c)(5) organization, has nearly $370,000 in gross annual revenue, approximately $1.2 million in assets and approximately 1000 members. Gross revenues have remained steady in the last 5 years, weakened by the general economy. Revenue breakdown equals 55% of annual income being derived from the Annual Meeting and 40% from dues. The Annual Meeting is the premier opportunity for member involvement. In addition, USAHA produces a wide array of Resolutions on key policy subjects. Resolutions are developed through a strong committee system, which involves a wide range of members and subject areas. Four District meetings add additional networking opportunities. Meetings in Washington, D.C. provide direct access to key policy-makers. A number of key relationships have been developed between USAHA and others over the years. Others are emerging. Still others are very new.

Progress since 1997 and 2008 Plans

USAHA Leadership established an official strategic plan in 1997. This plan established three key goals. The goals, with progress since then, were summarized as follows:

- Establish a Year-Around Presence
  1. The Executive Committee has become more active, with monthly conference calls and response to issues as they emerge;
  2. A full-time Executive Director was employed in 2006, with an effective transition.
  3. News Alerts and News Flashes have provided frequent and consistent communication with members.

- Expanding Communication and Information
  1. More frequent meetings with USDA and other key policy-makers have been held.

- Newsletters, the web site, e-news and other vehicles have greatly expanded communication with members.

- Improve the Annual Meeting
  1. The Annual Meeting was shortened by a full day.
  2. Careful annual evaluation has resulted in continuous improvement. The schedule has been configured to better partner with the American Association of Veterinary Laboratory Diagnosticians (AAVLD).
In 2008, leadership sought to enter a new phase of strategic planning, with several goals outlined in that report. In total, there were 14 key areas that were identified for the association to address, including the exploration of partnerships, association staffing, committee and resolution effectiveness, membership communication, external outreach, and other administrative issues. As a whole, many of the objectives were addressed successfully since the last plan. Some goals were carried forward from the original plan, and will continue to require constant monitoring as perpetual priorities for the association.
# 2014-2020 Strategic Plan Task Force Members

The Strategic Planning Task Force, appointed by the USAHA Executive Committee in late 2013, presented the 2015 Strategic Plan to the USAHA Executive Committee in September 2014. Members of the Task Force are listed below.

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>USAHA Relationship</th>
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<tbody>
<tr>
<td>Bruce King, Chair</td>
<td>Veterinarian</td>
<td>President Elect</td>
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<tr>
<td>Chris Ashworth</td>
<td>Am. Assn. of Bovine Practitioners</td>
<td>Board of Directors</td>
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<tr>
<td>John Clifford</td>
<td>USDA-APHIS-VS</td>
<td>Key Stakeholder</td>
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<tr>
<td>Stephen Crawford</td>
<td>New Hampshire State Veterinarian</td>
<td>President</td>
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<tr>
<td>Barbara Determan</td>
<td>National Pork Producers Council</td>
<td>Third Vice President</td>
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<tr>
<td>Francois Elvinger</td>
<td>Virginia Tech University</td>
<td>AAVLD, Past Chair</td>
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<tr>
<td>John Fischer</td>
<td>Assn of Fish &amp; Wildlife Agencies</td>
<td>Past Chair, Wildlife Diseases</td>
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<tr>
<td>Julie Helm</td>
<td>Clemson University</td>
<td>Past Chair, Transmissible Diseases of Poultry &amp; Other Avian Species</td>
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<tr>
<td>Heather Hirst</td>
<td>Delaware State Veterinarian</td>
<td>NEUSAHA President, 2013-14</td>
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<tr>
<td>Annette Jones</td>
<td>California State Veterinarian</td>
<td>Treasurer</td>
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<tr>
<td>Bret Marsh</td>
<td>Indiana State Veterinarian</td>
<td>Past President</td>
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<tr>
<td>David Marshall</td>
<td>North Carolina State Veterinarian</td>
<td>Past President</td>
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<tr>
<td>David Meeker</td>
<td>National Renderers Assn</td>
<td>Immediate Past President</td>
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<tr>
<td>Dustin Oedekoven</td>
<td>South Dakota State Veterinarian</td>
<td>Chair, Tuberculosis</td>
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<tr>
<td>Boyd Parr</td>
<td>South Carolina State Veterinarian</td>
<td>Second Vice President</td>
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<tr>
<td>Mo Salman</td>
<td>Colorado State University</td>
<td>Past Committee Chair</td>
</tr>
<tr>
<td>David Schmitt</td>
<td>Iowa Dept of Agric</td>
<td>First Vice President</td>
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<tr>
<td>Harry Snelson</td>
<td>Am Assn of Swine Veterinarians</td>
<td>Chair, Transmissible Diseases of Swine</td>
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<tr>
<td>Scott Stuart</td>
<td>NIAA</td>
<td>Chair, USAHA District at Large</td>
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<tr>
<td>Marty Zaluski</td>
<td>Montana State Veterinarian</td>
<td>Subcommittee Chair</td>
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<tr>
<td>John Huston</td>
<td>Independent</td>
<td>Facilitator, ex-officio</td>
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<tr>
<td>Ben Richey</td>
<td>USAHA</td>
<td>Executive Director, ex-officio</td>
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