

2007 Revision of APS Strategic Plan

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Following below is the updated APS Strategic Plan. This is a “living document,” which is reviewed annually under the auspices of the immediate past president and revised as circumstances warrant. The version here was developed during the 2006-2007 fiscal year and taken to APS Council for review and comment at the midyear meeting in February 2007. Revisions were made based on that discussion and further minor changes were made by an ad hoc group consisting of **Joyce Loper, Margery Daughtrey, Ray Martyn, and John Andrews**. The resulting version was finally reviewed and approved by the combined Executive Committee and Financial Advisory Committee in May 2007.

We now invite your comments and suggested revisions. The plan will be reexamined by APS Council at San Diego and any further changes will be incorporated in the review process during the 2008 fiscal year. The strategic plan is a key instrument for the direction of our society because it is a roadmap of where we are going and tells us what routes we should be taking and which ones we should be avoiding.

Please send any comments you may have to either me or to APS President Jan Leach (jan.leach@colostate.edu).

APS Strategic Plan

(Revision 2007 approved by Exec/FAC May 9, 2007)

I. Preamble

Background Comments

Strategic planning is an ongoing process of which the “plan” document is only a part. Other parts include, but are not limited to, ongoing financial planning; member surveys; identification of emerging issues; strategic thinking by the officers of APS and Scientific Societies (annual retreats and priorities statements), editors-in-chief, staff, the boards/offices, and the ad hoc and other committees

For brevity, the attached plan is shown in succinct form. Other versions exist or can be developed to show progress under each goal; strategic benchmarks and timeframes; or responsibilities for execution

Any plan needs to be developed against a backdrop of 1) ongoing activities; 2) emerging issues; 3) assumptions on future trends; and 4) statement of core values/ideology. See below for possible examples.

Current Activities (examples)

Transition from hard copy print to electronic information age; open access; Atypon indexing and cross-referencing activity; institutional site licenses; etc.

Reassessment of direction of profession (MacDonald ad hoc; Gadoury ad hoc), and infrastructure support (Jones ad hoc microbial culture collections)

International initiatives

Collaboration with other scientific societies

Strategizing with our partner AACC International (Scientific Societies umbrella)

PMN evolution

Expansion of meetings philosophy beyond annual meeting to smaller, focused, topical, or regional meetings (e.g., soybean rust symposia)

Biosecurity initiatives (PPB)

Planning for Centennial 2008

Emerging Issues (examples)

Introduced and resurgent pathogens

Niche agricultural markets (organic; specialty crops)

Biofuels

GMOs

Climate change

Assumptions (examples)

International

- Accelerated movement to a global economy, increasing world travel
- Progressive shift in technology, science, engineering spotlight away from United States to Asia (China, India); global race for talent
- Intensification of population and food problems in third world
- Climate change inevitable with accompanying vast implications, direct and indirect, to agricultural and natural ecosystems
- Explosive growth of information
- Rapid transition from print medium to electronic format

National

- Aging demography
- Erosion of science and technology education
- Need for secure food and energy; preservation of natural ecosystems
- Erosion of public understanding of and support for agriculture
- Erosion of stature (support) of land grant colleges and agricultural research and extension/outreach
- Likely continued erosion of support for nondefense research spending

Profession

- Plant pathology is an integrated science (basic/applied; generalist/specialist)
- Stresses on volunteerism, changing composition and needs of membership
- Erosion of membership base nationally and in total if not offset by increase in international members
- Erosion of faculty positions and numbers of free-standing departments of plant pathology
- Advancement of the science will hinge on advancing knowledge of the cellular, organismal, and ecological levels of plants, pathogens, and plant-associated microbes
- Essential role of APS in national visibility of plant pathology and in networking and lifelong learning of members, nonmembers, and general public

Core Purpose & Values (Ideology)

The APS is a diverse global community of scientists that:

- strengthens the science and practice of plant pathology;
- provides credible and beneficial information related to plant health;
- advocates and participates in the exchange of knowledge with the public, policy makers, and the larger scientific community; and
- promotes and provides opportunities for scientific communication, career preparation, and professional development for its members.

Planning Horizons

Tecker (see Leadership Forum, Québec presentation 2006) advocates four timeframes in strategic thinking: 10–30 years (a “big, audacious goal”); 2–10 years; 3–5 years; 1–2 years

While we do not need to identify goals with this degree of precision, the APS strategic plan would be improved significantly by identifying a “big audacious goal” and by assigning annually a high, medium, or low priority to each objective within our five goals. It would also be useful to identify benchmarks (milestones) to evaluate our progress

Big Audacious Goal: That APS be the preeminent international resource for professionals and the public on plant health and plant-microbe interactions.

II. The Plan

GOAL 1. PROMOTE HIGHEST QUALITY SCIENTIFIC STANDARDS

Objective 1A. Develop, implement, and continuously reassess meeting strategy, format, and content.

Objective 1B. Monitor the quality and success of APS journals, APS PRESS, electronic services/products, Plant Management Network, and APS Education Center through surveys, industry indicators, market analyses, and internal review. Establish and support policies and procedures that enhance the value, reputation, and competitiveness of these operations to ensure their future success.

Objective 1C. Build and capture opportunities for plant pathology to compete for resources, infrastructure, and support.

GOAL 2. MAINTAIN A STRONG, PROACTIVE, AND UNITED PROFESSIONAL ORGANIZATION

Objective 2A. Increase and broaden the membership base by providing new and innovative options that add value to the membership. Promote opportunities for involvement at the annual and other meetings for undergraduate and graduate students, postdoctoral researchers, members of industry, international scientists, members of sister societies, those who are working in plant pathology but who have non-plant pathology backgrounds, and others with interests in or ties to plant pathology.

Objective 2B. Engage in continual, proactive strategic and financial planning to assure a dynamic, flexible, and responsive organizational structure that is financially sound and transparent.

Objective 2C. Proactively identify plant health topics and scientific and layperson audiences for programs, publications, electronic media, and topical meetings and workshops.

Objective 2D. Recognize and support Divisions.

GOAL 3. BE RECOGNIZED AS THE LEADING GLOBAL RESOURCE FOR PLANT HEALTH INFORMATION AND KNOWLEDGE DISSEMINATION

Objective 3A. Utilize interdisciplinary strengths offered by the Plant Management Network to make plant health information broadly accessible.

Objective 3B. Be the foremost Internet resource for all aspects of plant health. Develop a comprehensive, cutting-edge Information Technology capability and state-of-the-art websites for members and for the public face of plant pathology.

Objective 3C. Develop new opportunities at annual meetings and year-round for meaningful interaction and information exchange among members, affiliates, and the public.

Objective 3D. Expand APS into a major international presence by offering products and services and facilities to international members and nonmembers, with the intent of fostering dissemination and exchange of knowledge as well as global research collaborations.

Objective 3E. Be the foremost print and electronics resource for all aspects of plant health. Move aggressively to get journal back-content online, expand electronic consolidator (Atypon) services, and promote institutional site licenses for APS publications.

GOAL 4. FOSTER PROFESSIONAL GROWTH AND DEVELOPMENT

Objective 4A. Develop and conduct opportunities for networking to foster professional growth and development for national and international members.

Objective 4B. Develop and conduct opportunities for continuing education.

Objective 4C. Attract undergraduate and graduate students into the profession of plant pathology and APS.

Objective 4D. Promote a culture of effective and meaningful scientific and society volunteerism.

Objective 4E. Develop and execute a comprehensive awards and honors program that acknowledges excellence in scientific achievement in plant pathology, and major contributions to APS, at all stages of professional development.

GOAL 5. PROMOTE UNDERSTANDING AND INCREASE AWARENESS OF PLANT DISEASES AND THE PRACTICE OF PLANT PATHOLOGY

Objective 5A. Identify and monitor emerging national and international issues and opportunities affecting policies and funding for plant pathology and plant health and provide information, advice, and counsel regarding these issues.

Objective 5B. Provide timely (proactive as well as reactive) and credible science-based information to national and international policy and funding organizations and institutions that are engaged in defining critical issues, drafting position statements, making recommendations, and regulating and funding policies affecting plant health sciences.

Objective 5C. Advance public relations and outreach of plant pathology and agriculture to teachers, K-12 students, policy makers, and citizens. Promote understanding of the contributions of our science and the vital roles of plant pathologists in science, agriculture, the environment, and society.

Objective 5D. Promote understanding of plant pathology among allied sciences and facilitate strategically beneficial intersociety collaborations.