Vision
The American Society of Agronomy envisions a future where people embrace science to improve agriculture and the environment, while enhancing the human condition.

Mission
The American Society of Agronomy empowers people and communities to develop, disseminate, and apply agronomic solutions to sustain the world.

Grand Challenge
Drive soil–plant–water–environment systems solutions for healthy people on a healthy planet in a rapidly changing climate.
Strategies
Aspirational statements of ASA focal areas to achieve internal and external outcomes.

Knowledge to action
Translate research into practice, driving solutions to relevant societal issues.

Engagement, inclusion, and diversity
Promote and enhance diversity and inclusion throughout ASA.

Enhanced business model
Innovative business model to serve the members, the profession, and ensure financial stability of ASA.

Grand Challenge
Drive soil – plant – water – environment systems solutions for healthy people on a healthy planet in a rapidly changing climate.
ASA Objectives

**Scientific translation and impact:** Increase both the number and types (categories) of research translational products produced by ASA by 25% each year for use by practicing agronomists to promote sustainable production of food, feed, fiber, and fuel.

**Reach, diversity and inclusion:** Increase the diversity of society membership and leadership, our interactions with closely aligned professional and scientific societies, and our interactions with external organizations that promote sustainable production of food, feed, fiber, and fuel.

**Business development and growth:** Explore new and enhanced revenue sources leading to pilot investment in 2 new revenue positive-growth areas.

**Enhance member engagement and leadership:** Launch a career-long, cross-functional leadership development program for transdisciplinary teams.
The American Society of Agronomy is a trusted source of scientific knowledge that serves as a foundation for understanding and action. The American Society of Agronomy provides the global community of agronomists of diverse backgrounds, heritage, and career paths with a supportive home that advances their aspirations. The American Society of Agronomy responds creatively to change, embracing opportunities in agriculture, and our scientific and social environments. The American Society of Agronomy takes responsibility for our actions, and will protect and nurture environmental, social and economic resources.

**Integrity**
The American Society of Agronomy is a trusted source of scientific knowledge that serves as a foundation for understanding and action.

**Inclusion**
The American Society of Agronomy provides the global community of agronomists of diverse backgrounds, heritage, and career paths with a supportive home that advances their aspirations.

**Adaptability**
The American Society of Agronomy responds creatively to change, embracing opportunities in agriculture, and our scientific and social environments.

**Sustainability**
The American Society of Agronomy takes responsibility for our actions, and will protect and nurture environmental, social and economic resources.
Cross-Society Objectives

**Inclusion and diversity** – Launch 2 new initiatives to increase recognition and participation of under-represented individuals.

**Broaden external engagement** by securing collaboration, partnership or participation from 10 nontraditional stakeholder groups and increase number of groups in each current stakeholder category by 50%.

**Publications** – Position publications to embrace open science by enhancing marketing and editorial processes to increase publications exposure by 2-3%, journal usage by 3-4%, and ensuring that each ACS journal is considered a “top tier” journal in its respective discipline.
The ASA organizational strategic plan was developed to set priorities and focus energy across ASA for the next three years. This plan was constructed with input from members, elected Board representatives, organizational partners, and results from research into operational landscape trends. All 6,446 ASA members were invited to participate in the development and review of the strategic plan. External partners, collaborators and key stakeholders were invited to provide input into this plan to provide a diversity of perspectives on creating impact and connectivity to the latest advances in agronomic science.

This strategic plan framework is focused on delivering enhanced inclusivity and diversity, translation of agronomic science into actions, and enhanced financial security of the society. All elements of this plan are intended to set strong direction for the organization, while creating shared ownership for internal and external analysis, review and enhancement opportunities.
The earth and all its inhabitants are facing unprecedented challenges with rising human population and resulting increase in demand for food/fiber/feed/fuel, global climate change, and overall stresses on the environment. The American Society of Agronomy (ASA) offers unique and valuable resources to help address many of these stressors through our evidence-based knowledge of the water-soil-plant-atmosphere continuum. A clear strength of ASA is the combination of rigorous science conducted by members and the Certified Crop Advisers (CCA) Program for practitioners that have a significant and positive impact on land use management to both enhance resilience to, and mitigate the environmental stressors, while highlighting the strong connection to human health. This combination provides multiple opportunities to conduct and target research, translate that work into impact to the benefit of society, and facilitate the development of positive feedback loops that drive additional research.

The future of ASA relies on providing value and relevance to the membership, from students to retirees. Declining membership is an existential threat and is exacerbated by factors as varied as declining investments in research by states, the federal government, and industry; lack of knowledge about our discipline by society as a whole; the rising cost of tuition at many universities; and the state of the agricultural economy. Further challenges exist in developing and maintaining adequate revenue in light of changes in the publication industry, open access, attendance at conferences, and data management.

Several opportunities and challenges surround the potential for extended impact of ASA. Increased collaborative action, a great need for scientific leadership in sustainability, enhanced communications and immediate challenges in agriculture needing research comprise opportunities to extend impact of ASA across agricultural and non-agricultural sectors (Table 1). However, challenges exist in creating this impact that include a societal disconnect with science and agriculture, awareness and understanding of ASA roles, and importance of member research in the food, fuel and fiber supply chain systems.
To realize the full potential of ASA to empower scientists, educators, and practitioners in developing, disseminating, and applying agronomic solutions to feed and sustain the world – capitalizing on opportunities and overcoming challenges – the Society must enhance its sustainable, competitive advantage of ASA, adjust its business model and increase stakeholder engagement (Figure 1).

Table 1: Opportunities and challenges in extending impact of American Society of Agronomy.

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased Collaborative Action</td>
<td>Disconnect with Agriculture</td>
</tr>
<tr>
<td>Additional engagement and partnership suggested</td>
<td>The expanding gap between farmers and the rest</td>
</tr>
<tr>
<td>almost unanimously — industry/brands, commodity</td>
<td>of society continues to impact expectations</td>
</tr>
<tr>
<td>organizations, NGO's, other multi-stakeholder</td>
<td>within our food systems</td>
</tr>
<tr>
<td>groups, etc.</td>
<td></td>
</tr>
<tr>
<td>Scientific Voice in Sustainability</td>
<td>Communication of Scientific Research</td>
</tr>
<tr>
<td>Given consumer pressures, lack of</td>
<td>Scientific research is viewed as too nuanced,</td>
</tr>
<tr>
<td>implementation-based knowledge, fact that many</td>
<td>contradictory at times, and not readily</td>
</tr>
<tr>
<td>commercial organizations are still</td>
<td>applicable to the industry or stored in silos.</td>
</tr>
<tr>
<td>struggling, partnership opportunities</td>
<td>Better communication of the “so what” is</td>
</tr>
<tr>
<td></td>
<td>needed</td>
</tr>
<tr>
<td>Review Messaging/Presence</td>
<td>Agriculture as a Career</td>
</tr>
<tr>
<td>Right platforms? Social media presence appropriate</td>
<td>Many young people don't understand the unique</td>
</tr>
<tr>
<td>and trade show presence?</td>
<td>and exciting careers that can be built in</td>
</tr>
<tr>
<td></td>
<td>agriculture today and tomorrow</td>
</tr>
<tr>
<td>Big Challenges in Agriculture Need Research</td>
<td>Problem or Solution to Climate Change?</td>
</tr>
<tr>
<td>Scientific Solutions</td>
<td>Society doesn't understand if modern agriculture</td>
</tr>
<tr>
<td></td>
<td>is the problem or the solution to climate</td>
</tr>
<tr>
<td></td>
<td>change</td>
</tr>
<tr>
<td></td>
<td>Awareness and Understanding</td>
</tr>
<tr>
<td></td>
<td>Very few people outside of ASA membership</td>
</tr>
<tr>
<td></td>
<td>are aware of who we are and the role we play</td>
</tr>
<tr>
<td></td>
<td>in the food systems.</td>
</tr>
</tbody>
</table>

Strategic Bets to Place

<table>
<thead>
<tr>
<th>Identify Your Sustainable/Competitive Advantage</th>
<th>Adjust Your Business Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify the unique role(s) ASA plays</td>
<td>Develop a clear, concise and comprehensive</td>
</tr>
<tr>
<td>in the current and future state of</td>
<td>business plan that evolves your structure,</td>
</tr>
<tr>
<td>agronomy, crop science, soil science and</td>
<td>value capture, function and strategic</td>
</tr>
<tr>
<td>environmental science.</td>
<td>alliances to bring your sustainable competitive</td>
</tr>
<tr>
<td>The opportunities are bigger than the current</td>
<td>advantage to life, while leveraging your core</td>
</tr>
<tr>
<td>role as an association of scientists with</td>
<td>competencies and staying true to your</td>
</tr>
<tr>
<td>limited stakeholder awareness, relevance and</td>
<td>membership, mission and values</td>
</tr>
<tr>
<td>value to other industry sectors</td>
<td></td>
</tr>
</tbody>
</table>

Increase Stakeholder Engagement

Develop and execute a clear, concise and comprehensive engagement and partnership plan while establishing ASA as a more relevant thought leader in shaping and addressing the critical issues of our time — climate change, farm resilience, soil health, water quality and quantity, etc. This involves more than words. It will require internal assessments of resource allocations, competencies and deliverables.

Figure 1: Strategic bets to realize the full potential of ASA to empower scientists, educators, and practitioners in developing, disseminating, and applying agronomic solutions to feed and sustain the world.
Facilitating the purpose of our science will generate multiple positive feedback loops to the benefit of ASA. Applications of our work will generate additional research questions and funding opportunities. Raising the visibility of our impact will enthuse current members, attract additional members and CCAs, help recruit additional students, and enhance our profile with our stakeholders. An updated business model will ensure future financial stability.

The ASA, in collaboration with the Crop Science Society of America and the Soil Science Society of America, will leverage our strengths toward the shared Grand Challenge. The Grand Challenge captures the essence of our discipline in our ability to utilize the connections between the water-soil-plant-atmosphere continuum to both enhance resilience to, and mitigate the environmental stressors, while highlighting the strong connection to human health. The tagline reflects our commitment to an externally focused, collaborative effort to help address issues of great social importance.
ASA Strategic Vision

and recommendations for impact

Cross-society Objectives

Implementation

Grand Challenge Task Force
Recommendations to the Boards
Internal and external organizations

Grand Challenge

Governance
Accounting
Certification
Communications
Education
IT/Operations
Meetings
Membership
Science Policy

Expected Outcomes

Internal
- Focus on strategic intent
- Inclusivity and diversity
- Culture of innovation
- Member/certified professional energy
- Organizational design — new functions
- Leadership development and strong governance
- New entities to support functions
- Business stability — financial security

External
- Recognition and connectivity
- Awareness and recognition
- Influence (policy, industry, conservation, public)
- Impacts to ag/environmental outcomes
- Partnerships/collaborations
- Science literacy
- Broader support for science and development

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CSSA Strategic Plan
SSSA Strategic Plan

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### Appendix A

#### Strategic planning process and timeline

**Plan Development Process**

<table>
<thead>
<tr>
<th>Month</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2019</strong></td>
<td>Agree on one ASA, CSSA, SSSA Grand Challenge statement with the finalized language: Drive soil – plant – water – environment systems solutions for healthy people on a healthy planet in a rapidly changing climate. The shortened version is Healthy Planet through Soil-Plant-Water Systems (October 2019)</td>
</tr>
<tr>
<td><strong>J</strong></td>
<td>Host ASA-CSSA-SSSA Town Hall focused on the Grand Challenge at the Annual Meeting in San Antonio, TX (November 2019)</td>
</tr>
<tr>
<td><strong>F</strong></td>
<td>Commission The Context Network to conduct an operational Landscape Analysis (January 2020) that was presented to the CSSA Board (February 2020)</td>
</tr>
<tr>
<td><strong>M</strong></td>
<td>Commission a Landscape Analysis (January 2020) that was presented to the CSSA Board (February 2020)</td>
</tr>
<tr>
<td><strong>A</strong></td>
<td>Held virtual Town Hall event for members and certified professionals on the ASA, CSSA, SSSA Strategic Plans (April 2020)</td>
</tr>
</tbody>
</table>

| **2020** | Held a virtual ASA Board Meeting to finalize and approve ASA Strategic Plan (June 2020) |
| **J** | Held virtual Town Hall event for members on the Landscape Analysis (March 2020) |
| **F** | Draft, Review, Edit the ASA, CSSA, SSSA Strategic Plans drafted, reviewed, edited (July 2019-May 2020) |
| **M** | Host combined meeting of ASA, CSSA, SSSA, CCA, & ASF Boards for Strategic Planning & Grand Challenge Development with 54 board members + 9 staff in attendance at Cape Coral, FL (June 12-14, 2019) |
| **J** | Hire consultant Seth Kahan, Visionary Leadership (January 2019), which included board interviews, Brain Trust calls, and introductory videos on the Grand Challenge and meeting facilitation (January-July 2019) |
| **F** | All ASA, CSSA, SSSA Members survey - strategic planning and Grand Challenge (April 2019) |

### Inputs

- Summary slide deck on vision/expected outcomes
- June flip chart meeting notes
- Mission, Vision, Values document
- Landscape analysis document
- Discussion Board topic links
- Individual comments from Board members
- ACSESS Resource requirements
Appendix B

American Society of Agronomy Board members contributing to this strategic plan:

Sylvie M. Brouder, ASA President, Purdue University
Gary M. Pierzynski, ASA Past President, Ohio State University
Jeffrey J. Volenec, ASA President-Elect, Purdue University
Amanda Joy Ashworth, Early Career ASA Board Representative, USDA-ARS, Fayetteville, AR
Amy Beth Asmus, ICCA Registrants Board Representative, Asmus Farm Supply, Inc., Rake, IA
Patrick M. Carr, Board Representative, Agronomic Production Systems Section, Montana State University
Johnathon D. Holman, Board Rep., Education and Extension Section, Kansas State University
Grace Katherine Ogden, Graduate Student Representative, Oklahoma State University
Susan A. O’Shaughnessy, Board Representative, Climatology and Modeling Section, USDA-ARS, Bushland, TX
Steven E. Petrie, Finance Board Representative, Yara North America, Inc., Bremerton, WA
Giovanni Piccinni, Industry Board Representative, Bayer Crop Science AG, St. Louis, MO
Amy L. Shober, Board Representative, Environmental Quality Section, University of Delaware
Sieglinde S. Snapp, Board Rep., Global Agronomy Section, Michigan State University
Kristen S. Veum, Board Rep., Land Management and Conservation Section, USDA-ARS, Columbia, MO
Maria B. Villamil, Board Rep., Biometry and Statistical Computing Section, University of Illinois
Nicholas J. Goeser, Chief Executive Officer (Member, ex officio)
James A. Ippolito, ASA Program Planning Officer (Member, ex officio)
Seth Murray, ASF Board of Trustees Chair (Member, ex officio)
Dan Sweeney, ASA Editor-in-Chief (Member, ex officio)