

2015-2019 USAS Strategic Plan

United States Aquaculture Society (USAS)
A Chapter of the World Aquaculture Society
(www.was.org/usas or www.USAquaculture.org)



Motion to amend February 2015
or approve

Introduction

The United States Aquaculture Society (USAS) was created in 1990 as a chapter of the World Aquaculture Society (WAS). The USAS operates under articles of incorporation and is managed by an Executive Board. Staff support is also provided by the World Aquaculture Society's home office located in Baton Rouge, LA. Membership in USAS has ranged from 997 members in 2011 to 975 members in 2015. Membership is typically about 44-53% of the WAS membership that have U.S. addresses (Figure 1).

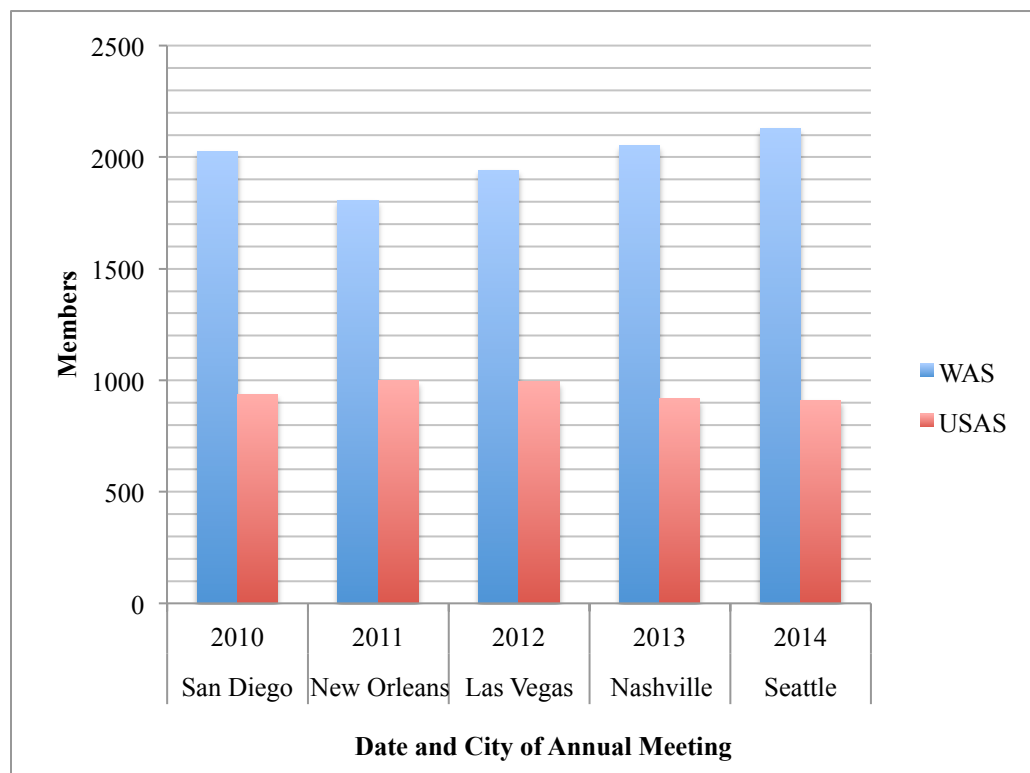


Figure 1. Membership in the U.S. Aquaculture Society and members of the World Aquaculture Society from 2010-2015.

The strategic plan was developed based on input from the current Executive Board of USAS, Past Presidents, and other USAS members, as well as a review of the last USAS strategic plan dated January 2009. The 2015-2019 USAS Strategic Plan provides a vision, mission, values, and

strategic goals that will enable the chapter to efficiently and effectively serve the needs of the U.S. aquaculture industry. The success of this plan can be evaluated through identified performance measures. The goals will be realized only with the support from USAS members and the World Aquaculture Society.

Vision

The USAS will serve a leadership role in the sustainable growth of the U.S. aquaculture industry.

Mission

To provide a national forum for the exchange of timely information within the U.S. aquaculture community.

Values

The USAS values:

1. A sustainable aquaculture industry.
2. Science-based policy decisions.
3. Undergraduate and graduate training and workforce development.
4. Constituent engagement and enrichment through research, extension, outreach, and education programs.

Performance Measures

Assessing the progress of this strategic plan is essential and a check of the progress should be completed annually by the Executive Board or a committee established by them. The following is a list of performance measures to be used:

1. Number of conferences, special sessions and other public events **sponsored** independently or jointly with the Fish Culture Section of the American Fisheries Society, National Aquaculture Association, U.S. Aquaculture Suppliers Association, National Shellfisheries Association, state aquaculture associations, and other professional organizations.
2. Number of participants who attend USAS-sponsored events.
3. Number of speaking engagements or public comment made on behalf of the USAS.
4. Number and type of publications produced.
5. Unique visitors, page views, and time spent on the USAS Web site(s).

Strategies

To reach the goals described in this plan, the USAS will convene workshops and meetings, foster educational and leadership opportunities for members, and disseminate aquaculture-related information important to support a sustainable U.S. aquaculture industry.

Goal 1: Provide science-based educational programs for the U.S. Aquaculture Industry.

Purpose: A core function of the USAS is to provide forums through which the U.S. aquaculture industry can regularly exchange cutting edge research and educational information among its members. The USAS should ensure that these forums are of highest quality and cover topics of broad interest to its members and represent the spectrum of aquaculture species produced in the U.S.

Proposed Actions (*Conference Committee, Promotion and Membership Committee, Student Activities Committee*)

1. Convene science-based and application driven conferences/expositions in geographically balanced locations in cooperation with our U.S. partner organizations.
 - a. Co-sponsor, with the National Aquaculture Association and U.S. Aquaculture Suppliers Association, the Aquaculture America conferences/expositions in 2015, 2017, and 2018.
 - b. Co-sponsor, with the National Shellfisheries Association, Fish Culture Section of the American Fisheries Society, National Aquaculture Association, and U.S. Aquaculture Suppliers Association, the Triennial World Aquaculture conferences/expositions in 2016.
 - c. Partner with appropriate groups to sponsor or co-sponsor regional or topical meetings or workshops.
 - d. Coordinate with conference planners to establish appropriate standing and ad-hoc committees (planning, program and student) as needed to assist in organizing conferences/expositions.
 - e. Coordinate with the U.S. Aquaculture Suppliers Association to ensure a high quality trade show at Aquaculture America meetings.

Goal 2: Provide value and relevancy to society members through leadership, benefits and services.

Purpose:

USAS is a non-lobbying not-for-profit organization that provides a national forum for the exchange of timely information among society members and the larger aquaculture community of researchers, students, industry members and policy makers. USAS provides a unified voice for addressing current issues of importance to the U.S. aquaculture community.

Proposed Actions (*Promotion and Membership Committee, Publication Committee, Student Activities Committee, Awards Committee, Presidents ad hoc committee on Web Development*)

1. Hire a professional designer to update the USAS Web sites (was.org/usas and usaquaculture.org).
2. Hire a qualified student to manage and maintain the USAS Web site.
3. Ensure high quality and timely dissemination of current information via the USAS website.
4. Facilitate and support the production of high quality peer-reviewed publications through the WAS editor and USAS publications committee.

5. Enhance and ensure the exchange of high quality, scientifically-based information by implementing new incentive programs (such increased award amounts and opportunities) to enhance the scientific quality of student and professional presentations at conferences/workshops.
6. Recognize outstanding member contributions through awards and recognition programs.
 - a. Continue student awards for Best Abstract, Best Poster, Best Oral Presentation categories.
 - b. Continue awards for Early Career, Lifetime Achievement and Distinguished Service.
 - c. Continue Douglas Drennan II leadership award to recognize an industry person contributing to industry and community, especially students.
 - d. Determine the need for additional awards.
7. Every five years conduct a member satisfaction survey to determine the value of conferences, publications, communications products, student services, and other aspects of the USAS as identified by the Executive Board.

Goal 3: Provide national leadership in workforce training and development for USAS student members.

Purpose: Undergraduate and graduate students are the future leaders who will advance U.S. aquaculture. Professional development and training of students by USAS will help shape the aquaculture industry and in turn expand the pool for USAS leadership positions.

Proposed Actions (*Student Activities Committee, Student Subunit Committee, Conference Committee, Presidents ad hoc committee on Web Development*)

1. Enhance student communications and networking through a national professional network site (Facebook, etc.).
2. Promote student involvement by including at least one student member on all USAS committees.
3. Provide job placement and internship opportunities at annual conferences and through job fairs and networking opportunities at student receptions during aquaculture meetings.
4. Evaluate student sub-units of USAS and strategies to develop more engagement with subunits
5. Board of Directors should engage students, identify future board members, and serve as mentors for USAS members and encourage members to serve on committees and as board members.

Goal 4: Develop partnerships, collaborations and coalitions with and among other aquaculture-related organizations in the United States.

Purpose: Develop linkages with other state, regional, and national organizations and associations that serve diverse specialized interests associated with aquaculture. Stronger

partnerships and collaborations can increase opportunities for more U.S. aquaculture programs, projects and activities through broader partnership support.

Proposed Actions (*President, President Elect, Past President*)

1. Encourage the USAS membership to communicate to the Executive Board potential partnership and collaboration opportunities.
2. Evaluate the feasibility of creating ex-officio Executive Board positions for keystone partner groups, such as the National Aquaculture Association, National Shellfisheries Association and the U.S. Aquaculture Suppliers Association.
 - a. As of 2015, liaison positions created with AFS FCS and IWG-A
3. Identify opportunities for joint program/project sponsorships.
 - a. Promote producer-oriented sessions at Aquaculture America and triennial conferences.
 - b. Continue and expand industry/association sponsorship of Aquaculture America and triennial conferences.

Goal 5: Provide leadership development opportunities for USAS members.

Purpose: An efficiently operated USAS administration will better serve members and ease the workload of the Executive Board and committee members. To successfully implement the USAS strategic plan by a volunteer Executive Board, a clear understanding of the duties and tasks must be communicated to each person running for office or at-large membership position.

Proposed Actions (*Rules and Regulations Committee, Election Committee, Finance Committee*)

1. Attempt to maintain a geographical and area of expertise balance in the selection of nominees and candidates for Executive Board positions.
2. Develop multi-year standing committees as needed to accomplish long-term objectives for required continuity and sustainability of USAS programs.
3. Develop an annual action plan based on the strategic plan. The annual action plan should be developed by the President-elect and then implemented when he/she takes office as President.
4. Develop a five-year budget during year one of the strategic planning cycle.
5. Develop an annual operating budget and conduct an annual audit.
6. Seek additional funding opportunities through partnerships and other opportunities.
7. Develop an Executive Board Handbook for all new Board members Update the by-laws supplement on rules, policies and regulations to ensure continuity of operation among the Executive Board and consistency with current WAS bylaws.
8. Conduct quarterly Executive Board conference calls to foster communication and monitor progress on individual and committee tasks.
9. Implement a process to track performance measures and outcomes.