



National Institute for Animal Agriculture Strategic Plan 2024-2026

Leadership of the National Institute for Animal Agriculture (NIAA) established the following Strategic Pillars to guide the work of the National Institute for Animal Agriculture (NIAA) for the next three years. Four (4) Strategic Pillars speak to specific areas of focus for the organization over the next three years. These Pillars will be shared, along with the accompanying Strategic Imperative with broad audiences. Specific Strategic Objectives associated with each Pillar and Imperative are shared on a more limited basis with NIAA leaders, members, and partners. The last Strategic Pillar, Imperative, and Objectives are Foundational – internally-facing and shared on a much more limited basis.

The overall design and flow of this Strategic Plan signifies this is a living document. Each Strategic Pillar is accompanied by an Imperative statement that outlines the importance of each Pillar to NIAA fulfilling its mission. Strategic Objectives guide and direct the development of programmatic work plans, budgets, Council activities, and more. Staff, board members, volunteer leaders, and members should use this document to hold themselves and the organization accountable. The Strategic Plan will be reviewed regularly – at least quarterly each year coinciding with regularly scheduled board of directors’ meetings.

As work plans and budgets are created to meet this Strategic Plan, key performance indicators and metrics will be included to measure and evaluate the success of the organization in meeting this Strategic Plan.

Together, this document informs all that NIAA does to fulfill its Mission while working to achieve our Vision.

NIAA Vision

NIAA is the leading resource for the animal agriculture industry and provides value to all stakeholders involved in providing safe and healthy food for the world.

NIAA Mission

NIAA convenes animal agriculture experts and allies in collaborative settings to explore, discuss, learn, and develop knowledge that fosters interdisciplinary cooperation for the improvement and continuous progress of animal agriculture.

NIAA Strategic Pillars & Imperatives

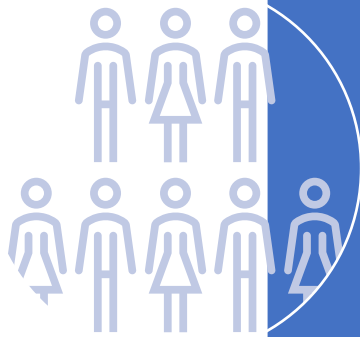
1. **Convening:** NIAA serves as the leading forum to convene diverse thought leaders to discuss and address emerging and relevant issues affecting animal agriculture.
2. **Leadership Development:** Empower animal agriculture leaders to positively affect the future of animal agriculture in the U.S. and around the world.
3. **Communications & Marketing:** Disseminate resources to industry, meeting the needs of membership and engaging those who are not yet members through executing timely and pertinent communication strategies to demonstrate the value of NIAA.
4. **Fostering Innovation in Animal Agriculture:** Facilitate awareness of innovative technologies and practices that are economically viable and scientifically sound to improve efficiency, food security, and profitability – focusing on labor, environmental stewardship, and animal welfare.



Convening: NIAA serves as the leading forum to convene thought leaders to discuss and address emerging and relevant issues affecting animal agriculture.

Strategic Objectives:

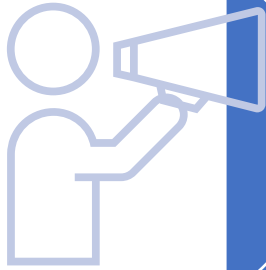
1. Identify, in a timely manner, forward-looking issues in need of exploration.
 - a. Conduct at least annual risk assessments / SWOT analysis for animal agriculture.
 - b. Perform more regular stakeholder polling on issues of concern.
 - c. Address unique circumstances (e.g. emerging disease, disruptive events) and topics as they arise.
2. Engage a diverse audience in the discussions.
 - a. Bring together leaders from multiple species.
 - b. Include different segments within the industry, including academics, regulatory, private sector, association, and other industry experts.
 - c. Engage groups outside of traditional animal agriculture that may have relevant input (e.g. human health, technology, retail, etc.).
3. Develop programing that is dynamic, invites discussion, and science-based.
 - a. Use results from issues identified in imperative 1 to develop dynamic programing.
 - b. Use a variety of mediums for this programing, including annual meeting, antibiotic symposium, topic-based add on days, webinars, and working groups.
 - c. Facilitate opportunities for two-way engagement of participants.
4. Results
 - a. Identify and produce the desired “work-product” suitable to relevant topics. This could include creating informational material, identifying gaps, developing resolutions (e.g. stating positions or recommending action), or some other product.
 - b. Ensure science and data inform any work products produced.



Leadership Development: Empower animal agriculture leaders to positively affect the future of animal agriculture in the U.S. and around the world.

Strategic Objectives:

1. The National Institute for Animal Agriculture (NIAA) brings leaders from diverse agriculture backgrounds to cultivate interdisciplinary exchange, develop expertise, and foster life-long collaborative synergies that will empower their efforts to lead the industry through future challenges. For example, through the Advanced Training for Animal Agriculture Leaders Program.
2. The Advanced Training for Animal Agriculture Leaders creates an active network of alumni [animal agriculture leaders] who use their interdisciplinary expertise and working relationships for the improvement and continuous progress of animal agriculture.
3. The NIAA Board of Directors, Council co-chairs, and additional leadership opportunities in NIAA provide an avenue for a diverse group of leaders to bring their unique interdisciplinary expertise and perspective to actively impact collaborative efforts, initiatives, and projects that advance the mission and goals of the NIAA.



Communications & Marketing:

Disseminate resources to industry, meeting the needs of membership and engaging those who are not yet members through executing timely and pertinent communication strategies to demonstrate the value of NIAA.

Strategic Objectives:

1. Ensure NIAA communications team are following association management and non-profit industry best practices for communications and marketing.
 - Develop 2 key messages by Jan 1, 2025, to further promote the leadership program and the newly formed Animal Disease Issues & Emergency Management Council. Additional NIAA programs can be focused on in 2025 and 2026 via key messages from all Councils, Working Groups, Committees, etc.
 - Build off 2023 baseline metrics and aim for increased engagement by 5% in 2024.
2. Collaborate with and support committees, leaders, and staff to demonstrate organizational prestige, credibility, and relevance.
 - Establish the working relationship between communications and marketing leads, committee chairs, and program managers to ensure timely delivery of content and assets.
 - Continue to build upon the communications plan that involves monthly posts of updates on committee activities, leadership cohort, and NIAA activities, and weekly posts of other topics of importance to NIAA members.
 - Continue to celebrate the success of members and partners through NIAA communications.
3. Identify and maintain collaborative relationships with allied organizations and individuals to advance animal agriculture.
 - Develop a relationship management plan for each collaborative organization – relationship manager, frequency of engagement, statement of work, etc.
 - Work with the board to identify new relationship opportunities.



Fostering Innovation in Animal

Agriculture: Facilitate awareness of innovative technologies* and practices that are economically viable and scientifically sound to improve efficiency, food security, and profitability – focusing on labor, environmental stewardship, and animal welfare.

Strategic Objectives:

1. Promote investment in animal agriculture by showcasing leading investors and innovators' trends and evolving areas on a quarterly basis through webinars, round tables, annual conference, and additional NIAA convenings. Through this Strategic Pillar, NIAA will work to affect a five (5) percent increase in investment in animal agriculture with baseline data be collected in 2024.
2. Explore and foster stronger alignment on data use, security, and ownership within animal agriculture – development of industry-adopted best management practices/code of conduct like or in conjunction with [Ag Data Transparent](#).
3. Provide educational opportunities to NIAA members on future technologies, showcasing practical application at the farm, ranch, and veterinary clinic level. Conversely, showcasing practical needs to innovators and investors.
4. Develop an organizational process to showcase innovation and technology that are informational; not endorsing or promoting.
5. Host regular updates from federal regulatory officials when there are pertinent topics of interest related to animal agriculture-based innovation.

**Technologies are not limited to strictly electronic in nature; NIAA adopts a broader definition of technology.*

Definitions

Foundational Pillars – Key areas of focus for the strategic plan to ensure the NIAA mission is met.

Strategic Imperatives – An explanatory expansion of each Foundational Pillar that articulates *Why* an area is paramount to organizational success and its mission.

Strategic Objectives – Guidance for staff and volunteer leaders via a S.M.A.R.T. Goal on how to move NIAA towards achieving its Strategic Imperatives; leads to tactical work plans.

Key Performance Indicators – Measures of success so Strategic Objectives can be evaluated – *You cannot evaluate what you cannot measure!*

Work Plans – The day-to-day tactical plan executed by staff and volunteer leaders.

S.M.A.R.T. Goal – A goal that is Specific, Measurable, Achievable, Relevant, and Time-based.