**Evaluation of CPS 4th strategic plan by the Board of Directors**

Board members: Lone Buchwaldt (President). Barry Saville (Past President), Sheau-Fang Wang (President Elect), Gary Peng (Vice President), Tom Fetch (Secretary), Ken Conn (Treasure), Vikram Bisht (Membership Secretary), Syama Chatterton (Senior Director), Wen Chen (Junior Director), and Steve Strelkov (CJPP Editor-in-chief).

The 4th strategic plan for the Canadian Phytopathological Society was developed in 2016 by an add Hoc Committee, led by then President Mary Leggett, with the help from a professional consultant, using input from CPS members as well as ideas from scientific societies similar to ours.

The plan aims to increase the value of the society to its members and promote plant pathology as a profession under four objectives: 1) member services and resources; 2) member engagement; 3) membership reach; and 4) advocacy and public awareness. It is a detailed plan that proposes 101 key initiatives. In 2021, the incoming Board members evaluated progress made towards many of these initiatives, and the results can be seen in the Table below.

The 4th strategic plan lists many worthwhile initiatives, and helps identify areas where more work is necessary. The Board therefore decided to keep working according the this plan, and found no need to replace it at this point in time. In the next couple of years, members can continue to make progress towards initiatives they find important and achievable, given that time and other resources are sometimes limited.

Submitted by Lone Buchwaldt, President

March 31, 2022

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| **MEMBER SERVICES & RESOURCES** |
| **Objective**  | **Count** | **35 key initiatives** | **Status on selected initiatives as of March 2022** |
| **Value of Resources & Services** | **1** | Continue to improve the quality and impact of **CJPP**.  | Several undertakings helped raise the CJPP impact factor from 1.0 to 2.4 in 2020, such as the addition of new scientific sections along with more Senior and Associate Editors who worked effectively with Editor-in-Chief, Steve Strelkov, to increase the quality of papers and reduce the turnaround time. Since open access reviews and symposium papers in the CJPP have been cited more often than non-open access papers, the Board decided to pay the publication fee for open access of several articles and reviews to help maintain the journal’s impact factor.  |
| **2** | Enhance and diversify content of **CPDS** by encouraging survey and report submissions, soliciting articles, and **completing the electronic database**.  | Since 2019, theCPDS has been published as part of the CJPP. |
| **Professional Development** | **3** | Increase presentations and/or **training on relevant topics** such as current research or issues within the field at regional and national meetings. Schedule and promote **“special” events** pertinent to significant current issues. Consider offering field based training and offering **topical symposiums** on diseases/pests. | Two new initiatives for professional development were initiated in 2021. Importantly, a new Subject Matter Committee was created for organizing Virtual Workshops. Four workshops have taken place so far, and more are in the planning stage. Furthermore, the Education committee added virtual seminars for graduate students to their objectives |
| **4** | Identify and implement methods to increase **online learning** resources beneficial to members. Example would be webinars that provide hands-on protocols or experiences in plant pathology. |
| **5** | Expand opportunities to share research, **learn from experts,** attend peer-reviewed lectures, discuss common issues, and network with other CPS members and non-members in national and regional meetings and/or **modern technological methods**.  | It would be a good idea to invite authors of selected papers in CJPP to give a virtual lecture (similar to MPMI). Networking options were available during the Virtual Tri-Society meeting in 2021, but was not popular. |
| **CPS Website** | **6** | Add **Events section** that includes events applicable to CPS members and other individuals and groups related to and involved with CPS.  | An upcoming events section have been added to the CPS website |
| **7** | Make optional use of **modern communication technologies** by increasing the use of social media and multi-media for delivery of information and resources. | CPS has Facebook and Twitter accounts. Members have also shared meeting information via LinkedIn. |
| **8** | **Active links** to relevant websites are identified, maintained, and enhanced | Useful links were added to the CPS website |
| **9** | **Publish member names**, positions, industries and contact information to enhance networking and access | The Membership Directory is available to all CPS members if interested. In addition, the Membership Directory could be available on a member-only section on the CPS website. |
| **10** | Add a **Board member only section** on the CPS website. | A Board member-only section on the CPS website was created. It mostly contains the minutes from Board meetings. |
| **Awareness of Resources & Services** | **11** | Increase and promote plant pathology educational material available to **educational institutions** and other non-educational events (science fairs). | 1) In 2021, the Education Committee started a new series of virtual student seminars. 2) Some CPS members are supervising students participating in science fairs, while others volunteer as judges. |
| **12** | Increase use of **social media** (Twitter, Facebook, etc.) to connect with CPS members on an ongoing basis. | CPS have both Facebook and Twitter accounts. In 2021 they were used to spread awareness about the Tri-Society meeting.  |
| **Organizational Structure** | **13** | Increase **industry diversity on the CPS Board** | In 2021, the Board decided to add two Board positions with voting privileges. Since the CJPP Editor-in-Chief already attend Board meetings, and since the journal create both income and prestige to the society, it is appropriate that the EIC also has voting rights. Similarly, the CPS website has become increasingly more important to the society’s functions, so it is appropriate that the Website Editor joins the Board, which obviously will make communication easier. This initiative requires changes to the By-law, which needs the membership’s approval at the next annual meeting of members in July 2022. |
| **14** | Re-structure **Board Committees** to become more participative and involved in the execution and delivery of strategic objectives and initiatives. |   |
| **National to Regional Connection** | **15** | Strengthen national **support to regions** in funding and promoting regional meetings and events that offer enhanced benefits to CPS members. | $1000 are available each year to each regional group to cover expenses related to their annual meeting. These meetings are advertised on the CPS website and abstracts are published in CJPP.  |
| **16** | Continue representation of national CPS **designates at regional events** and meetings.  | The President and other Board members participates in-person or virtually in annual and regional and meetings when possible. The President can also designate a CPS Board member who is local to speak on behalf of the Board.  |
| **17** | Encourage and schedule **joint regional meetings** with other related groups | Here are examples of joint meetings with participation of many CPS members: the Alberta-Saskatchewan regional groups meet every four years, similarly does the Ottawa-Quebec groups. CPS members participate in CanFunNet, in a Tri-Society Virtual meeting (2021), in Plant Canada which consists of seven plant science related societies in Canada, and with APS regional groups such as the Pacific Northwest.  |
| **Historical Information** | **18** | Collect and preserve **historical information** and archive with Archives Canada.  | Two Committees were created related to the history of CPS. 1) A Subject Matter Committee to preserve historical resources, and 2) an ad Hoc Committee to organize the celebration of CPs' 100th Anniversary in 2029. Both are Chaired by Denis Gaudet. In 2021, the Board set aside funds for the 100th celebration.  |
| **19** | Add section on history and recollections to **CPS website.** |
| **20** | **Involve members,** specifically emeritus and long-term members, to participate in projects designed to collect and preserve historical information and memorabilia representing important evens in Canadian plant pathology |
| **Financial Stability** | **21** | Optimize access to and opportunities for additional funding, infrastructure and support by creating and executing a strategy designed to identify, approach, and request financial and other types of **support from potential funders**. | The CPS has been a stable financial situation for several years. Sources of income are page-charges from CJPP, sponsorships at meetings, and private donations. A large donation was received from Mr. Francis Duncan who made a donation to CPS in 2020-21 to commemorate the life and work of Dr. John M. Yorston; another transfer of funds is expected in 2027. Additional initiatives are currently not needed. |
| **22** | Identify and initiate opportunities to **obtain funding for conducting research, training,** and/or adding resources perceived as valuable to our members and/or delivering on our strategic goals.  | The Virtual Workshops initiated in 2021 generate a small amount of profit, however, this is not the primary objective.  |
| **Organizational Structure** | **23** | Conduct a review that evaluates whether a move to a **staff versus volunteer** driven structure is appropriate and financially feasible.  |   |
| **CPS Website** | **24** | Identify methods that **measure use of CPS website** to assess increase/decrease in accessibility and who is accessing the resources provided. |   |
| **Members Only Section** | **25** | Add **interactive discussion** site where members can submit and receive input on issues of concern. Example is “Ask the Expert” where volunteer members are involved and provided with an honorarium to participate. |  |
| **26** | Refine **Members-Only section on the CPS website.**  |   |
| **27** | **Add current information on new diseases, pathogen awareness**, and other relevant issues that increase member competence and effectiveness in controlling and eliminating plant diseases negatively affecting society, growers, producers, and other parties.  |   |
| **28** | **Add “Regulatory Issues”** section that includes contributions, research, articles, and reports from groups associated with industry regulatory issues. Allow members to contribute real case studies of situations affected by changes to industry regulations |   |
| **Awareness of Resources & Services** | **29** | Partner with organizations offering **educational programs at high school/elementary levels** to incorporate information about plant diseases into standard curriculum. Agriculture in the Classroom Canada is an example of a potential partner organization.  |   |
| **Value of Resources & Services** | **30** | Establish formal method of acknowledging and recognizing contributions that encourages individuals and associations to contribute and share resources with CPS members |   |
| **31** | Review input from annual member feedback survey, **verify value of resources currently offered**, and prioritize revisions and/or enhancements to these resources.  |   |
| **32** | Evaluate **resources offered by other scientific organizations** and when appropriate, request permission to add to CPS website. |   |
| **33** | Create **database of plant pathology resources in Canada** by inviting CPS members to identify links to resources perceived to be of ongoing value to CPS members.  |   |
| **34** | Invite non-CPS members such as private industry researchers and related professional associations to contribute articles, research, and other information pertinent to enhancing the competence (knowledge, skills, ability) and **updated industry/agricultural awareness of CPS members**. This is at the regional, national and international level.  |   |
| **Professional Development** | **35** | Identify and implement methods to increase **online resources beneficial to farmers and consultants**. |   |

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| **MEMBER ENGAGEMENT** |
| **Objective**  | **Count** | **22 key initiatives** | **Status on selected initiatives as of March 2022** |
| **Member Networking** | 1 | Partner with related professions and other associations to offer an **annual CPS or joint meeting** with participants from a variety of professional societies. | 1) Plant Canada meetings jointly with six other plant science societies. 2) Tri-Society virtual meeting was held in 2021. 3) Annual meetings with APS-regional groups every 3-5 years.  |
| 2 | Invite individuals from the CPS membership and related professions to **present mini-reviews and/or special topics** of interest to CPS members and non-members at national and regional events. | 1) Virtual Workshops were initiated in 2021; blackleg of canola (2021), rust diseases (2022). 2)Special issue of CJPP; for example on rust diseases.  |
| **Career Support** | 3 | Identify and implement membership **activities specific to students** that offer increased opportunities for making the right contacts, personal learning, development of professional expertise, presenting research, and CPS awards | A workshop on ‘early career development’ was part of the Tri-Society meeting held in 2021. It was a successful event, and should therefore become a permanent feature of future national and regional meetings. Student virtual seminars were initiated in 2021 by the Education Committee (Linda Jewell). Also, the number and dollar amounts for student awards were increased. |
| **Member Involvement at National Level** | 4 | Promote and formally **recognize volunteerism** in the society at a national level.  | CPS' Fellowship Award was reworded to emphasise the individual's contribution to volunteerism. Since COVID prevented annual meetings in 2020, 2021 and 2022, volunteerism was recognized in the President's message in CPS News including Ken Conn (as treasurer responsible for investments, meetings, workshops); Steve Strelkov (CJPP Editor-in-Chief); Jose Torres (as chair of the 2022 virtual meeting), Michael Holtz (Website Editor); Linda Jewell (editor of CPS news and chair of the Education Committee); Wen Chen (Chair of the Virtual Workshop Committee), and all Regional Reps. |
| 5 | Identify and communicate opportunities for members, especially **students, to participate in society activities**. | Lists of committees are regularly published in CPS News with a call for volunteers to contact the chair to fill openings. Updated Terms of References for many committees were uploaded to the CPS website in 2021-2022.  |
| **Member Recognition** | 6 | **Review and potentially restructure the process currently applied for the nomination and receipt of CPS Awards** in recognizing the achievements and contributions of CPS members.  | In 2021-2022 the Board reviewed the process for nominations and found it has worked well, and do not need restructuring. They noted it is important to continuously have 1-2 senior members on the committee with knowledge of colleague's achievement and contributions to plant pathology. Also, timely call for nominations is important. Guidelines developed by the committee will help future evaluation of applications.  |
| 7 | **Set up a formal and public recognition of recipients of awards** | Recipients of CPS prestigious awards are published in CJPP, CPS News, Member Directory, and CPS website. |
| **Member Networking** | 8 | Retain social aspects/**networking opportunities for CPS members at annual events**. |   |
| 9 | Attract additional **registrations to the CPS annual meeting** by increasing involvement, interactions, and professional development opportunities for CPS members and individuals from related professions and other associations. |   |
| 10 | Broaden the involvement of related professions and other associations by **extending invitations to participate in regional and national CPS events**.  |   |
| 11 | Build and publish **roster of CPS members**, including areas of expertise, that are available to participate in industry events such as presentations, research projects, supervision of students, mentorship, educators, etc. |   |
| **Career Support** | 12 | Enhance the **Careers section** of the CPS website to make it more attractive to employers to post job opportunities within the field and/or related fields. |   |
| 13 | Contact all associations, private and public companies, government agencies, professional associations, educational institutions to promote the use of the CPS **Careers section** to post job opportunities and other items of interest to CPS members and in particular, student members. Offer initial “promotional offer” to encourage contributions. |   |
| 14 | Provide career support by establishing a **Mentorship Program** that links students to long-term members. Survey members to identify potential mentors such as government, industry, emeritus scientists, and scientists from universities. Establish formal method of publicly recognizing mentors for contribution to enhancement of profession. |   |
| **Member Involvement at National Level** | 15 | Link regional membership to national membership by offering a benefit to regional societies to **become formally associated with the national society**.  |   |
| 16 | Continue involvement of **national representatives at regional events** to promote participation of members at the national level. | The President and Board members that are local speak and promote CPS at regional meetings. |
| 17 | **Add national “report”** to regional websites and/or newsletters |   |
| 18 | Establish a **succession plan** for existing positions on the Board of Directors and Committees.  |   |
| 19 | Enhance **national support and involvement in regional events**.  |   |
| 20 | Identify and communicate opportunities for members to participate in **regional CPS activities.** |   |
| 21 | Identify and participate in regionally held events that offer opportunities to **promote plant pathologists and CPS.**  |   |
| 22 | Promote and formally **recognize volunteerism in the society at a regional level**. Encourage CPS members to volunteer for specific events such as science fairs |   |

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| **MEMBERSHIP REACH** |
| **Objective**  | **Count**  | **11 key initiatives** | **Status on selected initiatives as of March 2022** |
| **Multi-disciplinary Involvement** | 1 | Add more **diversified membership levels**. Identify and implement methods of promoting CPS membership to individuals (scientists, post-docs, grad students, technicians, molecular biologists, mycologists, geneticists, physiologists, industry, etc.) in professions and related scientific fields interacting with the field of plant pathology. | The CPS has for several years had different fees for scientists, post-docs, grad students, technicians and sustaining associates (industry) both in regards to the yearly membership payment and meeting registration. The CPS and meetings are promoted on social media (Facebook, Twitter and LinkIn). |
| **Student Memberships** | 2 | Increase **financial assistance to students** that assists recipients to attend regional and national events and meetings.  | Have students travel award; however, not utilized in 2020, 2021 and 2022 due COVID that forced CPS to hold virtual meetings. |
| 3 | Invite students to participate in society activities, especially those that build student exposure and competence in their personal **career advancement**. Promote as career and networking opportunities to encourage participation | Student virtual seminars. Call for students to volunteer on committees. Career talks at annual meetings similar to Tri-Society virtual meeting. |
| **Student Memberships** | 4 | Identify and implement methods of **promoting CPS membership to students** gaining education in professions in plant pathology or related scientific fields while still within an educational institution. | Education Committee added virtual seminars for graduate students |
| **Multi-disciplinary Involvement** | 5 | Target new partnerships and relationships that offer the opportunity to **expand the CPS membership** base. |   |
| 6 | Explore and confirm **dual membership deals** with other scientific societies, both national and international. As a starting point, establish formal ties with these organizations to develop mutually beneficial relationships. (2018-2019) | MOU with APS in 2022-2024. CPS students pay only 50% of the APS student membership fee. |
| 7 | Consider offering **free or reduced membership** fee to non-profit organizations that could “spread the word” regarding plant pathology as a career option. An example would be Agriculture in the Classroom Canada and related provincial organizations.  |   |
| 8 | **Promote CPS at related professional associations.** | We will continue to advertise CPS to individuals in related professions such as Plant Canada, Tri-Society meeting (2021), CanFunNet and similar meetings |
| **Member Retention** | 9 | Initiate a project to **identify reasons for lapsed memberships** and based on findings, initiate methods for retaining these memberships in the future.  |   |
| 10 | Promote benefit of involvement and membership in CPS to high **government official**s so that CPS members are eligible to attend CPS regional and national meetings.  | The President or an alternate Board member promotes the CPS at regional meeting that are attended by both CPS and non-CPS members |
| 11 | Invite **emeritus members to share professional expertise** with students and other CPS members in order to build competence and contribution of CPS members.  |   |

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| **ADVOCACY AND PUBLIC AWARENSS**  |
| **Long Term Objective**  | **Count** | **33 key Initiatives** | **Status on selected initiatives as of March 2022** |
| **Visibility** | 1 | Broaden the scope of the CPS website for **public awareness** of plant pathology | In 2022-2023, CPS members have an opportunity to contribute plant health case studies to CABI (London, UK) aimed at educating students and the general public. In addition, many CPS members speaks in sector meetings and trade shows as part of their job; the CPS may or may not have a role to play in this context. |
| 2 | Provide a forum for the collection, discussion, and **dissemination of information** pertaining to all aspects of plant pathology and to activities of the CPS/SPC. |
| 3 | Involve members in building **public awareness** of CPS. |
| 4 | Seek out and participate in opportunities such as **speaking engagements, sector meetings, trade shows**, and other national level events that enhance the visibility of CPS to key stakeholders, and the critical role of plant pathologists |
| **Public Outreach** | 5 | Develop and implement a **public relations (promotion) strategy**. Involve the **Public Relations Committee** in developing and executing this strategy.  | Some CPS members are involved in food safety research and in dissemination of results as part of their job. The CPS may or may not have a role to play in this context. |
| 6 | Address public concerns regarding the contamination of the Canadian food supply by positioning CPS as an expert resource in the identification and control of diseases, and the application of environmentally sound protection practices that affect the **safety of food products**.  |
| 7 | Effectively **leverage media** by communicating and reinforcing the societal (public) benefits of controlling plant diseases, the impact of global warming and droughts on plants, and the role plant pathologists play in this prevention.  |
| 8 | Communicate the importance of science, in relation to plant pathology, to the **general public**. |
| 9 | Establish an industry ethics standard that **protects our Canadian food source** |
| **Primary Science-based Information Source** | 10 | **Unite sectors of the plant protection industry within Canada.** | The following initiatives may be suitable for some CPS members who can incorporate the following into their existing job mandate: 1) Build a Canadian plant disease network and resource database. 2) Facilitate information (manuals and guides) and research (scientific papers and books) to mitigate emerging diseases. 3) Collaborate with interested industry partners.  |
| 11 | Take the lead in **building a plant disease network in Canada**. Genomics, disease management in the field as well as nurseries, research on new invasive alien pathogens and resulting impact on the Agro-Forestry ecosystem. |
| 12 | Promote and support research on plant pathology including **emerging plant diseases,** prevention strategies, and control or elimination once the disease is introduced into our environment. |
| 13 | Enhance information provided on the CPS website such as posting **new disease/pathogen awareness items and researching news highlights** of CJPP (2015/2016). |
| 14 | Establish a means to **be seen as resolving problems for industry/producers** i.e. biocontrol, agricultural practices. An example would be an “Ask the Expert” bulletin board on the CPS website. |
| 15 | Become a source of experts by **linking CPS members with industry/producers** requiring intervention and assistance with issues concerning plant diseases, use of pesticides, invasive species and other issues negatively affecting our Canadian food supply. |
| 16 | Develop and provide commercial resources and guidance in the form of **books, reference manuals, publication of research papers, and quick guides.** |
| 17 | **Promote existing educational and other informational resources** to educational institutes and agricultural groups. |
| 18 | Create a **database of plant pathology resources** in Canada. |
| **Influence on Public Policy** | 19 | Seek opportunities to work with and **influence government policy makers.** | CPS members have influence on public policies as follows: 1) Many CPS members have multi-year involvement in recommendation of crop cultivars for registration and production in Canada. 2) Several CPS members were instrumental in preventing a law restricting research on plant pathogens in field trials. 3) The expertise of CPS members are regularly sought by governments and grower groups to solve export barriers.  |
| 20 | Identify significant, relevant issues appropriate to plant pathology and **submit recommendations and/or position papers to government** that influence and/or initiate government policy consistent with CPS Mission and Guiding Principles. |
| 21 | Become more **involved with government in crafting policies** related to disease control that affects scientists, producers, and the general public. |
| 22 | Seek opportunities to **partner with like-minded professional bodies** in the conduct of research, advocacy initiatives, or other representations. |
| 23 | Act as a forum for discussion of **policies and strategies** affecting aspects of research and education in plant pathology in Canada. |
| **Professional Profile of Plant Pathologists** | 24 | **Lobby government** to re-invest in agricultural research and education by promoting the value of scientific research to the safety of the Canada’s food supply. | The CPS could consider raising the professional profile of plant pathology by: 1) Lobby federal and provincial governments regarding more recourses for research and education. 2) Promote plant pathology education at universities, as well as in primary and secondary schools. 3) Create certification of plant pathologists through the CPS.  |
| 25 | **Identify and document plant pathology education** in Canada’s educational institutions in order to target appropriate educational institutions. Collaborate with these institutions to promote education on plant pathology and continue designation as Plant Pathologist as a career option.  |
| 26 | Participate in developing/**enhancing graduate curriculum** in plant pathology. |
| 27 | Examine the possibility of offering nationally recognized professional **certification as a Certified Plant Pathologist through CPS**. This certification would be a means of guaranteeing professional accreditation and competence. |
| 28 | Educate science teachers and students in **primary and secondary schools** about plant pathology.  |
| **International Role** | 29 | Seek out and **participate in events** that offer opportunities to promote CPS and enhance the visibility and relevance of CPS on the international stage.  | The CJPP publish papers from research groups world wide. Some CPS members play an important role when trade barriers arise due to plant pathogens (blackleg of canola, potato wart etc.). The CPS and the British Society of Plant Pathology have a agreement on speaker exchange at annual meetings. The CPS and APS have a Memorandum of Understanding from 2022 to 2024, and previously from 2019 to 2021. CPS proposed to host the International Congress of Plant Pathology in 2028; however, Australia was selected. Taken together, the CPS could likely play an even bigger role internationally. |
| 30 | Encourage internal contributions (research reports, articles, presentations, etc.) to **increase the knowledge and awareness** of projected issues pertinent to the control of plant diseases within Canada.  |
| 31 | Examine the possibility of **coordinating a global network of specialists** from professional societies to collaborate on issues related to threats to the world’s food supply. Communicate the value of international cooperation and research to government and the public as part of enhancing the image of plant pathologists and CPS. |
| 32 | Raise public awareness of the **value of our profession by advancing strategies to control plant diseases and invasive species related to climate change, population growth, and global trade**. Emphasize our contribution to human health through these interventions. |
| 33 | Attract members from outside Canada by **encouraging foreign plant pathologists** and other individuals to join CPS.  |