

Society of Toxicology Strategic Plan 2012–2015

Vision: A Safer and Healthier World

Mission: To Create a Safer and Healthier World by Advancing the Science of Toxicology

Central Challenge: Enhance the Impact and Recognition of Toxicology

Executive Summary

This spring, SOT Council reassessed the Society's current strategic plan that was initiated in 2008 and now will implement an updated version of that strategy. SOT Council firmly believes that the Society is well positioned to achieve our mission of *Creating a Safer and Healthier World by Advancing the Science of Toxicology*. The 2008 Strategic Plan served the field of toxicology and organization extremely well. Therefore, SOT Council only recommends minor revisions to the strategy.

The 2012 Strategic Plan presents a roadmap for meeting our ongoing challenges by setting priorities that:

- Increase Scientific Impact
- Promote Recognition of Toxicology
- Build for the Future of Toxicology
- Expand and Deepen Member Engagement
- Strengthen Organizational Effectiveness
- Develop and Implement Metrics to Improve Organizational Success and Accountability

The plan details how each of these Strategic Priorities will be executed through a series of outcome-oriented Key Objectives. The Objectives will be supported by embracing best practices of professional society oversight, engaging Society leadership at all levels and increasing the involvement of members at all career stages to ensure the future relevance and global impact of Toxicology. An over-arching Strategic Priority is to implement appropriate metrics to monitor organizational success which is embodied in Strategic Priority 6.

Vision

The vision of the Society of Toxicology is **a Safer and Healthier World**.

Central Challenge

The future success of our Society depends on effectively communicating the importance of the discipline of Toxicology for: improving human, animal and environmental health; enhancing research funding for the discipline; and attracting the next generation of toxicologists. We will continue to expand collaborations with other professional societies to increase the visibility and

impact of Toxicology around the world. These significant issues lead us to our Central Challenge, which is to **Enhance the Impact and Recognition of Toxicology**.

Strategic Priorities and Key Objectives

The Vision, Central Challenge and Strategic Priorities are summarized on the Strategic Map. Each Strategic Priority is described in detail with summarized background information. A brief explanation of each Key Objective and expected outcomes are provided.

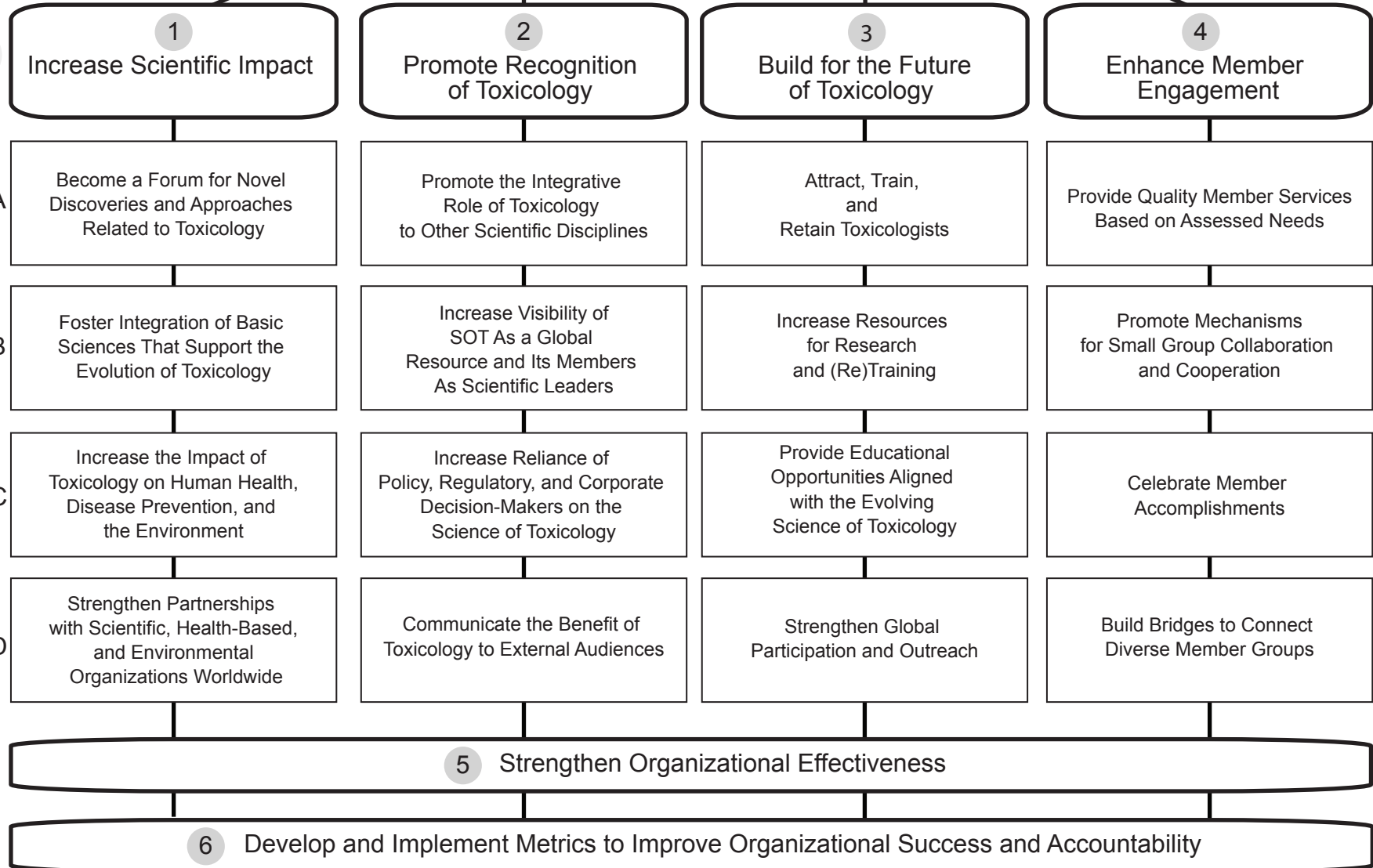
Society of Toxicology Strategic Map: 2012–2015

Vision *A Safer and Healthier World*

Mission *To Create a Safer and Healthier World by Advancing the Science of Toxicology*

Central Challenge **Enhance the Impact and Recognition of Toxicology**

Strategic Priority



Strategic Priority: *Increase the Scientific Impact of Toxicology*

The Issue:

SOT is a broad-based, multidisciplinary organization whose members share the common goal of “Creating a Safer and Healthier World by Advancing the Science of Toxicology.” Over the years, the Society carried out various activities to enhance the impact of scientific advancements in the field of Toxicology. However, additional opportunities exist to increase the visibility of scientific advances made by SOT members and to communicate these advances in a way that emphasizes their potential to positively impact the human condition. Similarly, numerous avenues exist to promote scientific progress within the discipline, with the potential to enhance the impact of Toxicology as a seminal science for human, animal and environmental health.

Key Objectives for this Strategic Priority:

Be a Forum for Novel Discoveries and Approaches Related to Toxicology. SOT strives to be the most sought-after resource for showcasing cutting-edge and emerging science related to Toxicology. This approach will include such venues as its scientific journal *Toxicological Sciences*, the SOT Annual Meeting, ToxExpo™, Web site and ToXchange.

Foster Integration of Basic Sciences that Support the Evolution of Toxicology. SOT will recruit members with diverse scientific backgrounds and cultivate interactions with other scientific disciplines to support and realize the full impact of Toxicology.

Increase the Impact of Toxicology on Human Health and Disease Prevention. SOT will provide leadership in stimulating and sustaining research, training and broadening appreciation of the role of toxicology in predicting, mitigating and preventing disease.

Strengthen Partnerships with Scientific- and Health-Based Organizations Worldwide. SOT will work collaboratively to raise the profile of Toxicology among peers in other scientific societies and organizations worldwide with the long-term goal of increasing the impact of toxicology.

All of these **Key Objectives** will **Develop and Implement Metrics to Improve Organizational Success and Accountability.**

What will this mean for you?

- The Scientific Program Committee will continue to incorporate thematic programming into the Annual Meeting to emphasize global issues and attract broad scientific participation.
- The Contemporary Concepts in Toxicology Conferences Committee will continue to develop cutting-edge scientific meetings that target high-impact and high-visibility research areas.
- The Scientific Liaison Coalition will continue to broaden domestic and global partnerships with other professional societies and organizations to strengthen the science of Toxicology.

- The Society's journal, *Toxicological Sciences*, will continue to grow in stature and impact by showcasing the impact of Toxicology on human health and highlighting areas of emerging science.
- SOT activities will be increasingly recognized as a venue for integrative and emerging areas of science.
- SOT will be a catalyst to foster increased awareness, respect and understanding for issues within each sector of the Society and how we are linked together.

Strategic Priority: Promote the Recognition of Toxicology

The Issue:

The discipline of Toxicology and SOT will strive to be recognized by external audiences such as policy and decision makers, regulators, legislators, the general public, and other scientific disciplines as relevant, valuable resources. It is imperative that SOT promote the recognition of Toxicology as a scientific discipline that makes significant contributions to 1) improve human and environmental health, 2) advance disease prevention, and 3) enhance regulatory and policy decision-making, to create a safer and healthier world.

Key Objectives for This Strategic Priority:

Promote the Integrative Role of Toxicology to Other Scientific Disciplines. Toxicology, an integrated science that draws upon the contributions from a broad base of scientific disciplines, will develop partnership and interactions with professional organizations.

Increase Visibility of SOT as a Global Resource and its Members as Scientific Leaders. SOT is a global organization and serves as the forum for discussion of toxicology and public health issues around the world.

Increase Reliance of Policy, Regulatory & Corporate Decision-makers on the Science of Toxicology. SOT will partner with external stakeholders to emphasize the principles and practices of toxicology in predicting the human and environmental health impact of chemicals.

Communicate the Benefits of Toxicology to External Audiences. SOT will increase the recognition among external audiences that Toxicology is creating a safer and healthier world.

All of these **Key Objectives** will **Develop and Implement Metrics to Improve Organizational Success and Accountability.**

What will this mean for you?

- SOT will develop and publish short statements that describe the role of toxicology in solving key public health issues.

- SOT members will interact with international, national and local governmental organizations.
- SOT will develop ongoing communications with media highlighting the role of toxicology in defining and solving locally-important issues.
- SOT will promote the strategic presence of toxicology at discipline-specific meetings, and promote the presence of and integration of other disciplines into its Annual Meetings.
- SOT will promote the development and implementation of advanced toxicology methods to support the 3R's in animal research.
- SOT will develop materials and training to enable its members to actively engage regulators, policy-makers and legislators to improve their understanding of the basic principles of toxicology and the role of toxicology in protecting public health and the environment.
- SOT will support educational programs to promote the recognition that Toxicology plays a critical role in creating a safer and healthier world.

Strategic Priority: *Build for the Future of Toxicology*

The Issue:

A vibrant Society must plan for the future.

The Key Objectives for this Strategic Priority:

Attract, Train and Retain Toxicologists. SOT is committed to the continuous development, education and training in the broad field of Toxicology. Moreover, SOT will train its members for future roles as leaders within the Society.

Increase Resources for Research and (Re)Training. SOT realizes that there should be an increased effort to develop new Toxicology programs and increase conventional and alternative resources for funding research and retraining. Basic and continuous training throughout a member's career will provide new knowledge and skills so that members will remain competitive with the evolving culture, practice and science of toxicology.

Provide Educational Opportunities Aligned with the Evolving Science of Toxicology. SOT will provide its members with increased avenues for the development and training of new scientific advances.

Strengthen Global Participation and Outreach. SOT is committed to the global development and dissemination of the science of Toxicology as well as the recruitment of basic and applied scientists, clinicians and epidemiologists from allied disciplines into SOT.

All of these **Key Objectives** will **Develop and Implement Metrics to Improve Organizational Success and Accountability**.

What does this mean for you?

- Implementation of new technologies and scientific advancements will provide enhanced opportunities for Toxicologists to contribute to creating a safer and healthier world in the future.
- Continuous training throughout the member's career (including retooling) will provide new knowledge and skills so that members will remain competitive as the culture and practice of Toxicology evolves.
- Toxicology research will be enhanced through increased funding from traditional and nontraditional sources.
- Enhanced leadership will provide scientific advancement and enhanced image to the profession that will be a positive reflection on all Toxicologists.

Strategic Priority: Enhance Member Engagement

The Issue:

The Society is committed to providing member services that promote the professional engagement of all members across all career stages. As the field of Toxicology evolves, so will the SOT and its membership.

Key Objectives for this Strategic Priority:

Provide Quality Member Services Based on Assessed Needs. The quality and range of services will be strengthened based upon membership feedback. The availability and applicability of SOT services will be increased on a global scale.

Promote Mechanisms for Small Group Collaboration and Cooperation. SOT will provide forums for small group collaborations and co-operations that keep pace with new areas of toxicology.

Celebrate Member Accomplishments. The Society will recognize member achievements at all levels and develop new awards and opportunities to celebrate the excellence of our membership.

Build Bridges to Connect Diverse Member Groups. SOT will bring diverse sectors into productive collaborations and reach out globally to scientists in related fields to invite their participation in the SOT.

All of these **Key Objectives** will **Develop and Implement Metrics to Improve Organizational Success and Accountability**.

What will this mean to you?

- ToXchange will be enhanced to facilitate interactions within the Society.
- Member-generated data will direct activities that improve current services and create services that respond to evolving member needs.
- SOT will increase emphasis on smaller groups within the Society to deepen member engagement and create new opportunities for members to interact.
- The programming of the satellite and Annual Meetings will be designed to bring groups together for cross-fertilization and synergy.
- SOT will provide unique services that demonstrate the value of Society membership to scientists worldwide.

Strategic Priority: *Strengthen SOT's Organizational Effectiveness*

The Issue:

SOT has a strong base of members, infrastructure and resources; however, in an ever-changing environment – both scientifically and economically – SOT will optimize its organizational effectiveness so it can achieve its vision and make lasting contributions to its members and to society.

Key Objectives for this Strategic Priority:

Strengthen Fiscal Stewardship. The future success of SOT requires a culture that drives ongoing adjustment of our governance to reach best practices and demands fiscal responsibility.

Align Organizational Structure with Strategic Plan. As the discipline of Toxicology evolves, SOT must have the structure to accomplish its Strategic Priorities and Key Objectives and align its resources to these outcomes.

Optimize Organizational Structure & Leadership at All Levels. SOT will ensure a diverse and talented leadership pool at all levels by cultivating leaders and by developing leadership skills.

Enhance Communications With and Among Members and Groups. SOT will develop an integrated communication strategy that extends to all sectors of the Society and its members.

All of these **Key Objectives** will **Develop and Implement Metrics to Improve Organizational Success and Accountability.**

What will this mean to you?

- Fiscal stewardship will require that SOT resources are re-allocated to maximize the impact of the Strategic Priorities, that new work groups be constituted for optimal alignment with the Strategic Plan, and that those activities with a lower priority be streamlined or eliminated.
- Clarity of financial reporting will be enhanced to facilitate understanding of the Society's financial status.

- SOT Headquarters staff will be organized in accordance with the Strategic Plan and, if needed, supplemented with individuals with specialized skills.
- The Endowment Fund will continue aggressive solicitation of funds to sustain activities in perpetuity with a focus on the general funds.
- Leadership opportunities and training will be expanded.
- Effectiveness and impact of SOT internal communications vehicles will be assessed and improved.

Review Process for the Proposed Strategic Plan

The most important aspects of the SOT 2012-2015 Strategic Plan are the next steps, which we will complete over the next 12 months. As a first step, SOT membership responded to an on-line survey about the Society's future and membership needs. We are now distributing the Strategic Map and soliciting your comments, after which we will make appropriate revisions. By March of 2012, SOT committees and groups will be asked to realign their budgets according to the 2012-2015 Strategic Plan and develop metrics of organizational success. Council will evaluate the progress towards achieving our priorities through our strategic objectives on an annual basis.

Acknowledgements

Many individuals made important contributions to this Strategic Plan. The planning effort began under the leadership of Michael Holsapple (2010-2011 President) and Jon Cook (2011–2012 President) and included members of the 2010–2012 Councils.