Society of Toxicology
Strategic Profile: 2015 – 2018

PREAMBLE

Life science is in the midst of rapid change as the result of new insights derived from biotechnology, powerful computational tools, and systems-level approaches that identify the underlying basis for the emergent properties that characterize living systems. Toxicology needs to be a vital part of these changes and in many ways is well-situated because it is by its nature, a highly integrative science.

The Society of Toxicology (SOT) Council has developed a new strategic plan that focuses on meeting the challenge of keeping toxicology in the forefront of scientific advancements that benefit public and environmental health. The SOT strategy takes advantage of data from a representative member survey as well as targeted, in-depth interviews with key toxicology thought leaders. The strategy is intended to highlight the approaches that the Council sees as necessary to keep toxicology at the cutting-edge of biomedical research. This will include highlighting the importance of the science of toxicology in understanding the basis for common, chronic diseases, as well as the importance of the Society of Toxicology in bringing together scientists from related fields to discuss ways to use this knowledge to improve public health.

Importantly, the new strategy does not supplant the core functions of the Society – providing forums for scientific exchange, member services and education. It is, however, intended to enhance them in a way that is consistent with SOT's mission, vision and guiding values. The overlap in initiatives within the three strategic objectives was intentional as a method for emphasizing the importance of these concepts.

INTRODUCTION

The purpose of this Strategic Profile is to summarize the Strategic Plan for the Society of Toxicology for 2015 through 2018. It includes the following major elements:

- Vision, Mission and Guiding Values of the Society of Toxicology
- The Society of Toxicology Strategic Map: 2015-2018
- A brief description of and rationale for each element of the Strategic Map

VISION OF THE SOCIETY OF TOXICOLOGY

The Society of Toxicology’s vision articulates the long-term outcome or end-state that the Society will make a definitive contribution to creating. The Society of Toxicology’s vision is:

A safer, healthier world

MISSION OF THE SOCIETY

An organization’s mission is a concise statement of why it exists – its fundamental purpose and reason for being. It is an enduring statement that usually remains the same
for many years – providing long-term direction and continuity for the organization. The Society of Toxicology’s mission is:

To create a safer and healthier world by advancing the science and increasing the impact of toxicology

GUIDING VALUES OF THE SOCIETY

The Society of Toxicology is a professional, scientific society dedicated to:

- Serving the needs of the scientific discipline and our members to enhance human, animal and environmental health
- Life-long learning and Intellectual scientific stimulation
- Diversity of representation in all activities of the Society
- Integrity

SOT is committed to diversity and inclusiveness in all of its activities. We assert that diversity and inclusiveness include many factors, such as gender, race/ethnicity, employment sector, nationality, geographic location, physical ability, and scientific expertise and perspective. Embracing diversity and optimizing inclusion maximizes the range of creativity and innovation in our Society and our science.

STRATEGIC MAP OF THE SOCIETY OF TOXICOLOGY

The Strategic Map of the Society of Toxicology – depicted on page four – summarizes the Society’s strategy for 2015 through 2018.

The oval at the top of the Strategic Map depicts the Central Challenge that the Society of Toxicology faces over the next three years: “Shape the future of toxicology in a changing scientific landscape.” The Central Challenge is the focal point of the Society’s Strategic Plan/Map. It focuses on the Society’s unique role in shaping the future of toxicological science and practice – emphasizing a strong future focus. The central challenge recognizes that toxicology exists in a changing scientific landscape that includes such factors as:

- Emerging science and technologies that significantly impact toxicology
- Changing roles and career paths for toxicologists, and
- Reductions in funding for research and technology.

It stresses the importance of the Society’s efforts to proactively address these threats and opportunities to shape the future of toxicology and support toxicological practice.

The Central Challenge is supported by three strategic priorities, labeled A through C on the Strategic Map. Pages five through seven of this Strategic Profile provide a more detailed explanation of each strategic priority and the strategic objectives that support it.
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Strategic Priority A

Strengthen the impact and relevance of toxicology.

Major advances are reshaping the biomedical sciences as the result of such factors as technological innovation and the successful integration of interdisciplinary approaches. To ensure that the science of toxicology remains at the leading edge of biomedical research, it is imperative for toxicologists to be aware of these advances and apply them to their science.

Strategic Priority A stresses the Society’s role in ensuring that toxicology continues to make meaningful contributions to protecting and improving the health of the public and environment. It recognizes the evolving trajectory of toxicology as well as the need to incorporate current and emerging science into the field. Strategic Priority A emphasizes building recognition of toxicology’s contribution among key constituents not only to foster its relevance and credibility, but also to foster interdisciplinary collaborative efforts to advance the field. This strategic priority and the objectives that support it emphasize the importance of the annual meeting and the journal in carrying out these efforts.

Strategic Objective A-1 focuses on increasing the exchange and dialogue of toxicology with other scientific disciplines to foster integration. It emphasizes the unique role of the Society in promoting and supporting these efforts.

Strategic Objective A-2 emphasizes balancing an increased emphasis on emerging science with continuing efforts to foster existing toxicological science and practice. It focuses on bridging existing and emerging science in effective ways to shape the future of toxicology.

Strategic Objective A-3 focuses on the Society’s efforts to promote breakthrough science and technology – such as predictive approaches – that would be transformational. It stresses devoting effort and energy to addressing those areas that – if successful – would revolutionize toxicology.

Strategic Objective A-4 stresses that the impact and relevance of toxicology critically depends on its ability to directly impact the health of the public. It emphasizes the importance of translation in ensuring toxicology makes meaningful contributions to clinical practice and public health.

Success will result in incorporation of relevant interdisciplinary content into the scientific program of the Annual Meeting and SOT journal, Toxicological Sciences, resulting in greater integration of toxicology in the research by scientists in other disciplines and assimilation of emerging science in toxicology research.
Strategic Priority B

Develop and support toxicologists to capitalize on future opportunities.

Strategic Priority B focuses on providing Society members with the development and support necessary to help them continue to make vital contributions to public and environmental health. It emphasizes the changing roles and skill sets that toxicologists need to meet future needs, and it prioritizes a range of Society efforts to help members capitalize on future opportunities.

Strategic Objective B-1 emphasizes efforts to define the dynamic profiles of toxicologists to describe the evolving roles and skill sets that both current and next generation toxicologists will need to meet future challenges. It stresses clarifying and communicating the evolving roles and skill sets that toxicologists will need, and it includes application of that insight to provide guidance to both current Society members and those preparing for careers in toxicology.

Strategic Objective B-2 focuses on efforts to help toxicologists develop an understanding of how their expertise is related to other scientific disciplines and societies. It also emphasizes efforts to help scientists in other disciplines understand the value of toxicology and its contribution to their professional endeavors.

Strategic Objective B-3 focuses on the vital role that the Society plays both in promoting the education of current members and in recruiting and developing the next generation of toxicologists. It stresses using those efforts to increase diversity among toxicologists and stimulate their creativity to prepare them for vital roles in shaping the future of toxicology.

Strategic Objective B-4 emphasizes that the Society’s role in identifying, promoting and supporting research opportunities that foster the development of current and future toxicologists. It recognizes that this role is increasingly important in the face of declining resources for research and technology.

Success in this area will result in a Society that provides members with relevant and accessible resources that can be used to obtain the information and training needed to achieve professional, educational, and recruitment goals. It also will result in a Society that promotes research and facilitates ideas that will attract and retain a diverse and creative toxicology community as well as increased research funding being directed to leading-edge science with the potential for impactful results.
### Strategic Priority C

**Expand reach and impact globally.**

Strategic Priority C focuses on expanding the reach and impact of both toxicology and the Society. Building on efforts to strengthen the Society as a global organization, it stresses addressing public and environmental health policies and issues as well as efforts to work more effectively with other scientific societies.

Strategic Objective C-1 builds on recent Society efforts to identify key audiences, develop targeted messages, and assess the Society’s capabilities to carry out effective communication. It emphasizes the Council’s role in providing guidance for these communication efforts and stresses effective decision-making to focus on what the Society can meaningfully accomplish. It seeks to avoid diluting the Society’s efforts by focusing on those activities that are most likely to have significant impact.

Strategic Objective C-2 focuses on the Society’s efforts to expand its international activities and become a truly global organization. It emphasizes international efforts in key countries and regions that have the potential to expand the Society’s impact and help shape the future of toxicology.

Strategic Objective C-3 recognizes that the Society’s efforts to expand reach and impact globally require working effectively with a wide range of scientific partners. It stresses increasing collaboration and partnerships with other scientific societies to strengthen the impact of toxicology and shape its future.

Strategic Objective C-4 focuses on the Society’s role of being a forum for the discussion of public and environmental health issues and policies. It stresses the unique contribution that the Society can make in that regard because of its scientific objectivity and its credibility with both the public and government officials.

Success in this area will be characterized by both the Society and its members being recognized as playing integral, impactful roles in achieving key personal, public and environmental health outcomes in all regions of the world; effective worldwide interactions regarding environmental, health, and safety regulations; and the general public being more broadly educated on all aspects of environmental and health issues through more balanced media communications.