

# Society of Toxicology

## **Strategic Profile**

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2019-2023

SEPTEMBER, 2018

# Society of Toxicology

## Strategic Profile: 2019-2023

### INTRODUCTION

This Strategic Profile summarizes the Society of Toxicology's Strategic Plan for the period 2019 through 2023. It includes the following major elements:

- The Mission of the Society
- The Purpose of the Society
- The Guiding Principles of the Society
- The Society of Toxicology Strategic Map: 2019-2023
- An explanation of the key elements of the Strategic Map
- Implementation priorities for the first 12 months of implementation which begins in May of 2019

### MISSION OF THE SOCIETY OF TOXICOLOGY

An organization's **mission** is a concise statement of why it exists, its 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's mission is to create a safer and healthier world by advancing the science and increasing the impact of toxicology.*

### PURPOSE OF THE SOCIETY OF TOXICOLOGY

The Society of Toxicology's **purpose** was first articulated in its Constitution in 1962. It describes the unique character of the Society as a scientific organization.

*Promote the acquisition and utilization of knowledge in toxicology and facilitate the exchange of information among its members as well as investigators of other scientific disciplines.*

### GUIDING PRINCIPLES OF THE SOCIETY OF TOXICOLOGY

The Society operates in a manner that is congruent with the following guiding principles:

- 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
- Conducting all activities with integrity
- Stewardship of human, financial and organizational resources

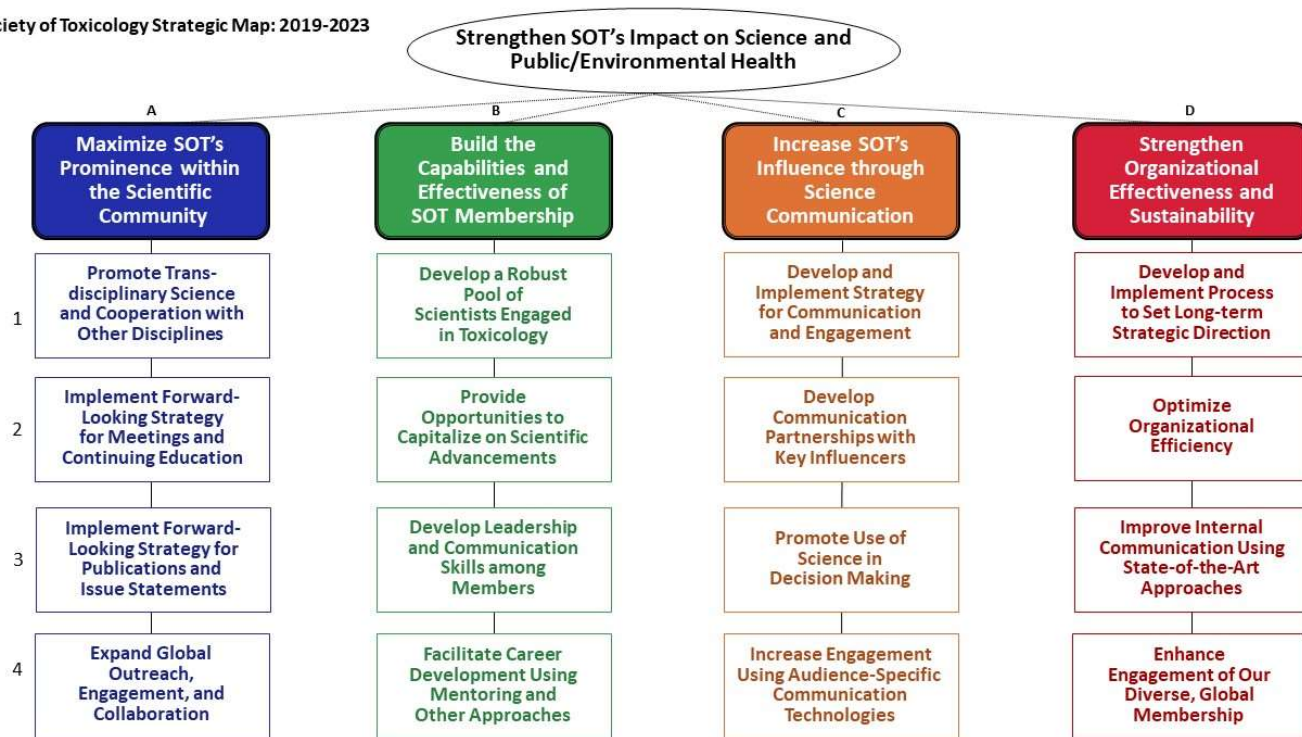
## THE SOCIETY OF TOXICOLOGY'S STRATEGIC MAP: 2019-2023

The Strategic Map depicted on the next page summarizes the strategy for the Society of Toxicology from 2019 through 2023.

A Strategic Map is a one-page visual display that depicts the Society's strategic direction for the next four years. It includes the following elements.

- The **central challenge**, depicted as an oval at the top of the strategic map, describes the focus of the Society's strategy: "Strengthen SOT's impact on science and public/environmental health." All efforts to implement the Strategic Map will focus on meeting the central challenge.
- The Society's **strategic priorities**, depicted in bold under the central challenge, outline the most important things the Society needs to accomplish in order to meet the central challenge.
- The Society's **strategic objectives**, depicted in boxes under each strategic priority, describe the critical actions that will be taken to achieve each strategic priority.

The strategic map on the following page will guide the Society for the next four years, from 2019 through 2023.



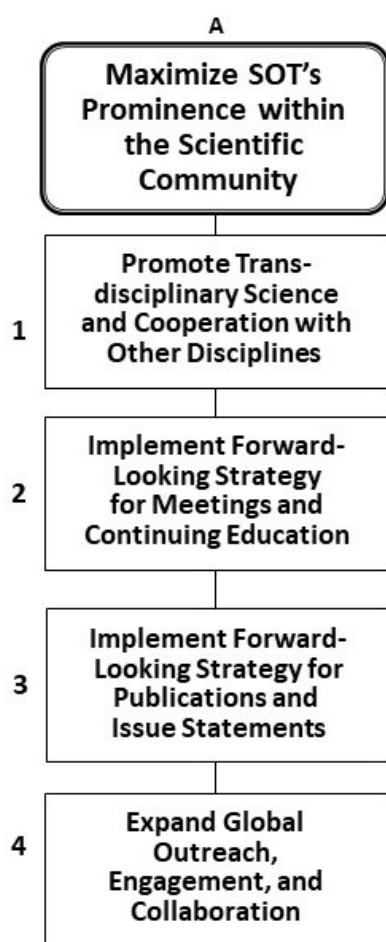
## EXPLANATION OF THE STRATEGIC MAP

### Central Challenge

SOT's central challenge for the next four years is to strengthen the Society's impact on science and public/environmental health. It focuses on optimizing the contributions that the Society and its members make to science and improving public and environmental health.

### Strategic Priorities

The central challenge is supported by four strategic priorities, labeled A through D on the Strategic Map. The pages that follow provide a summary of each strategic priority and the strategic objectives that support it.



### Strategic Priority A

#### Maximize SOT's prominence within the scientific community.

Strengthening SOT's impact on science and improving public and environmental health require optimizing the reputation and stature of the Society and the discipline of toxicology within the broader scientific community.

Strategic Objective A-1 recognizes the growing importance of collaboration across scientific disciplines. It emphasizes efforts to promote transdisciplinary science and prioritizes outreach to and collaboration with other scientific organizations.

Strategic Objective A-2 stresses developing and implementing proactive strategies and innovative approaches to enhance meeting experience and value. Meetings include the annual meeting, SOT-sponsored meetings outside of the annual meeting, all forms of continuing education, and meetings held in collaboration with other scientific organizations.

Strategic Objective A-3 focuses on using innovative approaches to position SOT publications. It includes determining whether new publication(s) should be developed and launched, as well as developing mechanisms to increase the impact and expand the reach of *ToxSci*. It also recognizes that strengthening SOT's impact requires improving issues-based communication.

Strategic Objective A-4 focuses on expanding the Society's global outreach to better serve current members and grow the Society's global membership. It also stresses increasing engagement with scientific organizations around the world.



## Strategic Priority B

### **Build the capabilities and effectiveness of SOT membership.**

Strategic Priority B and the objectives that support it focus on continuing to make vital contributions to the scientific knowledge and career effectiveness of SOT members. It stresses building the knowledge, skills, and capabilities of current and future SOT members.

Strategic Objective B-1 recognizes the need to ensure a well trained pool of scientists capable of meeting current and future needs in toxicology. It prioritizes efforts to recruit and retain scientists. This includes continued support for undergraduate and graduate education and extends to early-career scientists and those transitioning into the discipline.

Strategic Objective B-2 focuses on SOT's role in facilitating educational opportunities on emerging scientific and technological advancements. It stresses capitalizing on opportunities to use those advances to improve public and environmental health.

Strategic Objective B-3 recognizes that strengthening the Society's impact requires helping SOT members develop and utilize skills in leadership and in communicating science to key audiences.

Strategic Objective B-4 builds on existing efforts to develop a comprehensive approach to mentoring. It also stresses enhancing efforts to foster the career development of SOT members by combining both cutting-edge and traditional approaches.



## Strategic Priority C

### **Increase SOT's influence through science communication.**

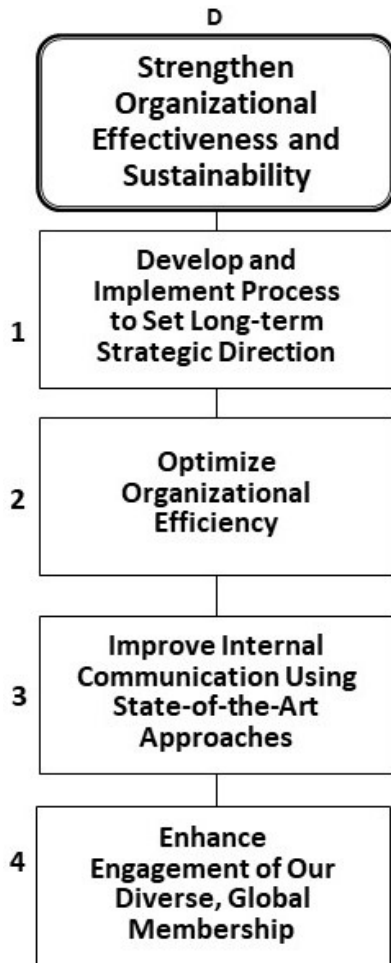
Strategic Priority C recognizes that strengthening SOT's influence and expanding SOT's reach require improving our science communication. It prioritizes developing and implementing a strategic approach to SOT's bidirectional science communication by being a resource for other scientists, regulatory decision-makers, educators, science writers, and others who communicate with the general public so that our science can be understood and appropriately used.

Strategic Objective C-1 focuses on developing a comprehensive strategy for the Society's scientific communication that includes bidirectional engagement with key partners. It emphasizes SOT's character as a trusted scientific organization and focuses its communication efforts on key influencers rather than the general public.

Strategic Objective C-2 focuses building communication partnerships with key influencers and emphasizes using those partnerships to increase the influence of SOT's science communication.

Strategic Objective C-3 acknowledges the decline in trust and use of science as a basis for decision making in both public policy and consumer decisions. It stresses implementing effective ways for SOT to promote the understanding and appropriate use of science in decision making and policy development.

Strategic Objective C-4 recognizes that different audiences require different communication strategies. It stresses improving and going beyond using current mechanisms for outbound communication (social media and website) in order to develop effective vehicles for bidirectional communication.



## Strategic Priority D

### **Strengthen organizational effectiveness and sustainability.**

Strategic Priority D and the strategic objectives that support it emphasize both short and long-term efforts to increase SOT's internal organizational effectiveness. They stress the critical importance of ensuring SOT's long-term sustainability, including efforts to position the Society to address future scientific and organizational challenges.

Strategic Objective D-1 recognizes that long-term effectiveness and sustainability require a longer horizon for planning than the four years covered by this strategic plan. It focuses on creating and implementing an approach to anticipating future trends and setting the long-term direction of the Society to ensure its effectiveness and success for the next ten+ years.

Strategic Objective D-2 focuses on the organizational challenges SOT faces as a large, multidisciplinary society serving a global membership. It stresses identifying and prioritizing ways to improve the Society's organizational efficiency, particularly through streamlining organizational structure and oversight. It includes evaluating the structure of SOT committees and the role of the Council.

Strategic Objective D-3 recognizes the challenges and complexity of developing and implementing effective internal communication with SOT's global membership and among its committees/groups. It emphasizes reviewing the effectiveness of the Society's internal communications, identifying state-of-the-art approaches and technologies to enhance communications, and implementing targeted improvements.

Strategic Objective D-4 focuses on expanding member engagement as a critical priority for ensuring SOT's effectiveness and sustainability. It focuses on identifying inclusive approaches to expand and deepen the involvement of diverse global members, including considering whether procedural changes are needed in order to promote their increased engagement.

## **PRIORITIES FOR THE FIRST 12 MONTHS OF IMPLEMENTATION**

The following implementation priorities have been identified for the first 12 months of implementation – which begins in May of 2019. Prior to that date, preliminary steps will be taken to prepare for implementation.

### **Communication**

- Strategic Objective C-1: Develop and implement s strategy for communication and engagement.

The strategy developed in C-1 will set the stage for carrying out the following strategic objectives.

- Strategic Objective C-2: Develop communication partnerships with key influencers.
- Strategic Objective C-3: Promote use of science in decision making.
- Strategic Objective C-4: Increase engagement using audience-specific communication technologies.

### **Meetings**

- Strategic Objective A-2: Implement forward-looking strategy for meetings and continuing education.

### **Publications**

- Strategic Objective A-3: Implement forward-looking strategy for publications and issue statements.

### **Continuing Education/Career Development**

- Strategic Objective B-3: Develop leadership and communication skills among members.
- Strategic Objective B-4: Facilitate career development using mentoring and other approaches.

### **Organizational Efficiency**

- Strategic Objective D-2: Optimize organizational efficiency.