AMERICAN SOCIETY FOR NUTRITION STRATEGIC PLANNING PROCESSES

2012-2016
Strategic Planning

Two case studies from the American Society for Nutrition

- Program level strategic planning process (2012-2016)
- Journal editorial content development plan (Dec 2016)
The American Society for Nutrition

- Established 1928
- Located in Rockville, MD; part of the Federation of Societies for Experimental Biology (FASEB)
- 6,500 members
- Society programs include publications, an annual meeting, professional development activities, and public affairs
- 25 staff members; 10 in publications department
The Journal of Nutrition, published since 1928, first journal focused on research in nutrition

The American Journal of Clinical Nutrition, published since 1952; highest ranked primary research journal in JCR category

Advances in Nutrition, published since 2010, reviews

Current Developments in Nutrition, launched January 2017, open access

JN, AJCN, and AN offer an open access publication option for authors, for additional fee (hybrid OA)

JN and AJCN acceptance rates approximately 23%
What is Strategic Planning?

- **Strategy**
  - sets direction and is focused on broad fundamental choices

- **Planning**
  - translating strategy into well defined goals

**Strategic planning positions an organization to successfully respond to changes in the environment.**
Case 1: Program level strategic planning process (2012-2016)

Goal: to determine how to respond to challenges and opportunities presented by open access publishing

- Should we transform subscription-based journal to open access?
- Should we launch an open access journal?
- Should we make no changes in our business models, continue to monitor trends, and find ways to expand and strengthen current publications?
Challenges:

- Uncertainty about the direction and ultimate end point
- No clear consensus among major stakeholders on how to proceed
- No stakeholder advocate for pursuing a specific course of action
Some Typical Steps in a Strategic Planning Process

The foundation of any successful strategic plan is an objective and open minded consideration of capabilities and strengths, weaknesses and limitations of the organization.

The implementation plan is the vital step linking the planning stage to the final achievement of strategic goals.
ASN Strategic Planning Process
2012-2016

Industry trends → Competitive landscape/Best Practices/SWOT → Stakeholder input

Research: member, author, article → Concept development → Financial projections

Decision/Implementation → Strategic Alignment → Evaluation
ASN Strategic Planning Process

- How many rejected manuscripts were ultimately published in other journals; what were the impact factors of those journals?
- How many rejected manuscripts had been submitted by ASN members?
- What was the ASN journal JCR category “market share” and was it stable?
- Where were ASN members publishing?
- Would ASN members support an ASN open access publication?
ASN Strategic Planning Process

- Industry trends
- Competitive landscape/Best Practices/SWOT
- Stakeholder input
- Research: member, author, article
- Concept development
- Financial projections
- Decision/Implementation
- Strategic Alignment
- Evaluation
ASN Strategic Planning Process

Industry trends → Competitive landscape/Best Practices/SWOT → Stakeholder input

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Consensus Building Activities: Surveys, Presentations, Committees, Board, Editors, Members
Case 2: Strategic content development for *The Journal of Nutrition*

Identification of strategies for increasing high quality submissions to *The Journal of Nutrition* (JN) and for identifying topics and authors of high and/or emerging interest in the field.
Underlying Concerns

- **Primary:**
  - Impact Factor
  - Author perceptions of submission and review process
  - Engaging AEs in content development

- **Secondary:**
  - Time to publication: do we need to improve?
  - Submissions: are they declining?
  - Increasing competition for authors
  - Reviewer fatigue and limited size of reviewer pool
  - Submission fees and other policies: are they deterrents?
Strategic planning for content development for *The Journal of Nutrition (JN)*

- Situational analysis
- Best practices research
- Review of bibliometric tools available
- Editorial strategy meeting
- Development of strategic plan
Strategic planning for content development for *The Journal of Nutrition (JN)*

- SWOT
  - Situational analysis
- Competitive Landscape
  - Best practices research
- Implementation Plan Tool
  - Review of bibliometric tools available
- Editorial strategy meeting
- Development of strategic plan
- Stakeholder Input
- Implementation Plan
Situational Analysis

- Editorial responsibilities, expertise
- Global diversity
- Manuscript submissions and published articles; decision times
- Article and section usage and citations
- Impact Factor trend
- Competitor metrics
- Author Survey Responses
- Stakeholder interviews
Interviews with five societies
Most had no formal plans for developing editorial content
Some common strategies:
- Review metrics: citation, usage, survey data, submissions, review and publication times
- Changes to improve publication speed
- Commission articles, reviews
- Strategic EBM appointments
Review of Editorial Tools

- Bibliometric tools:
  - Inward and outward citation analysis
  - Identify hot topics/hot authors/important institutions in field
    - Clarivate Analytics
    - HighWire Impact Vizors
Editorial Strategy Meeting

- Meeting Structure:
  - Review of situational analysis findings
  - Review of best practices in editorial content development
  - Explore strategies for editorial ambassadorship/author outreach
  - Strategies for identifying topics of high interest and potential authors; demo tools
  - Strategies for increasing impact and usage
Strategic Goals

- Increase Impact Factor and other metrics of performance
- Increase high quality submissions
- Improve author satisfaction
- Increase author outreach: commissions, personal interactions, author feedback (highly cited), author surveys
JN Strategic Plan

Increase Impact Factor
- Expand international contributions/ed bd diversity
- Improve visibility – reuse and social sharing
- Seat highly cited authors on ed bd

Increase high quality submissions/content
- More stringent acceptance criteria
- Identify hot topics, highly cited and new authors
- Encourage editors to submit

Improve author/reviewer experience
- Simplify the submission and review process
- Reduce time in review; improve publication speed
- Implement reviewer rewards, recognition

Increase author outreach
- Commissions and networking
- Editorial Ambassadors/Representatives
- Social media and other marketing to raise awareness

More Strategies in All Areas
Strategic Planning Tips

- Build consensus, seek input from stakeholders but remember that perceptions are perceptions
- Take time to gather the information and data needed
- Make sure the strategic plan is linked to the budget
- It doesn’t stop with the plan – following the implementation plan is the really hard part
Selected Resources

Thank You!

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Parts of an Implementation Plan

- Business readiness
- Identify success metrics
- Assign project manager
- Develop project task schedule; assignments and timeline (Gantt chart)
- Schedule regular and frequent check-in meetings
- Communications plan
How strategic planning affects success at high to low performing nonprofits