



# AMERICAN SOCIETY FOR NUTRITION STRATEGIC PLANNING PROCESSES

2012-2016

# Strategic Planning

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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

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- 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

# ASN Journals

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- *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?

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## ▣ 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)

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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?

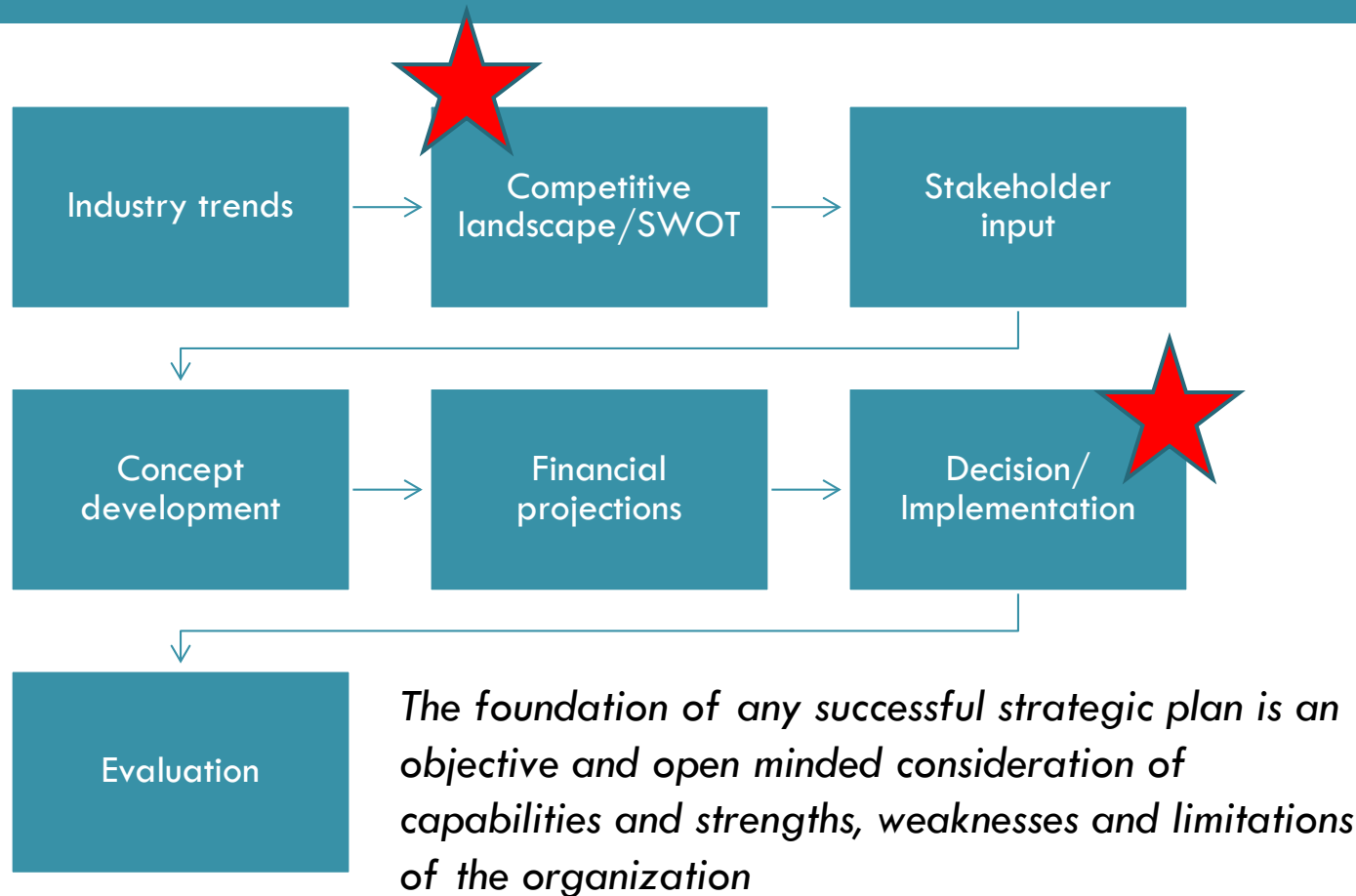
# Challenges:

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- 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

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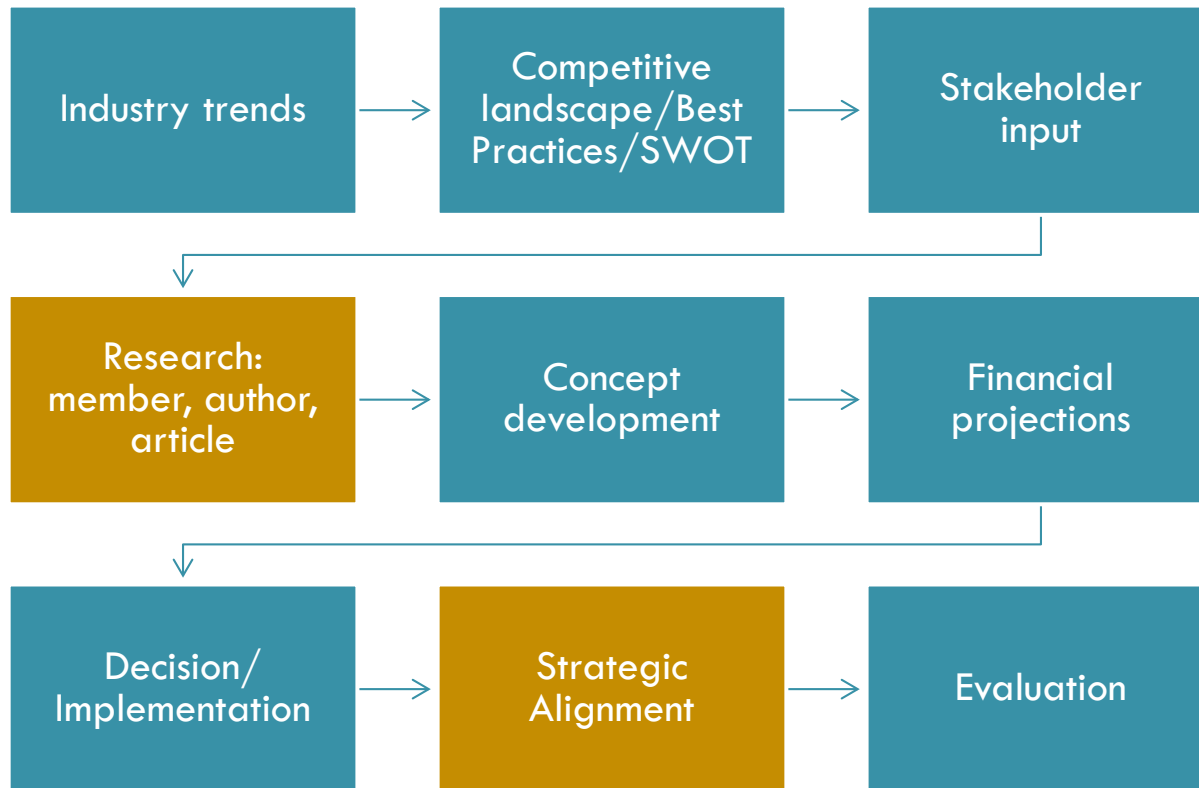


*The implementation plan is the vital step linking the planning stage to the final achievement of strategic goals*



# ASN Strategic Planning Process 2012-2016


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# ASN Strategic Planning Process

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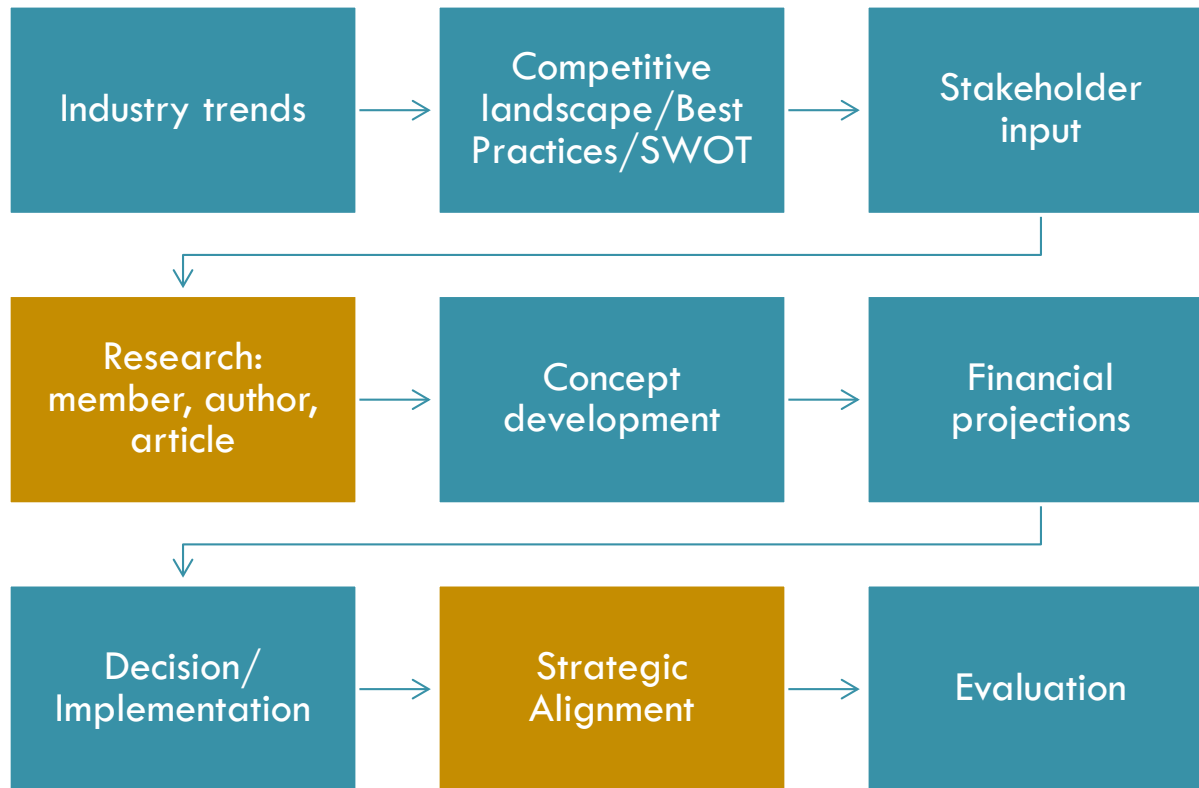
Research: member,  
author, article



- 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?

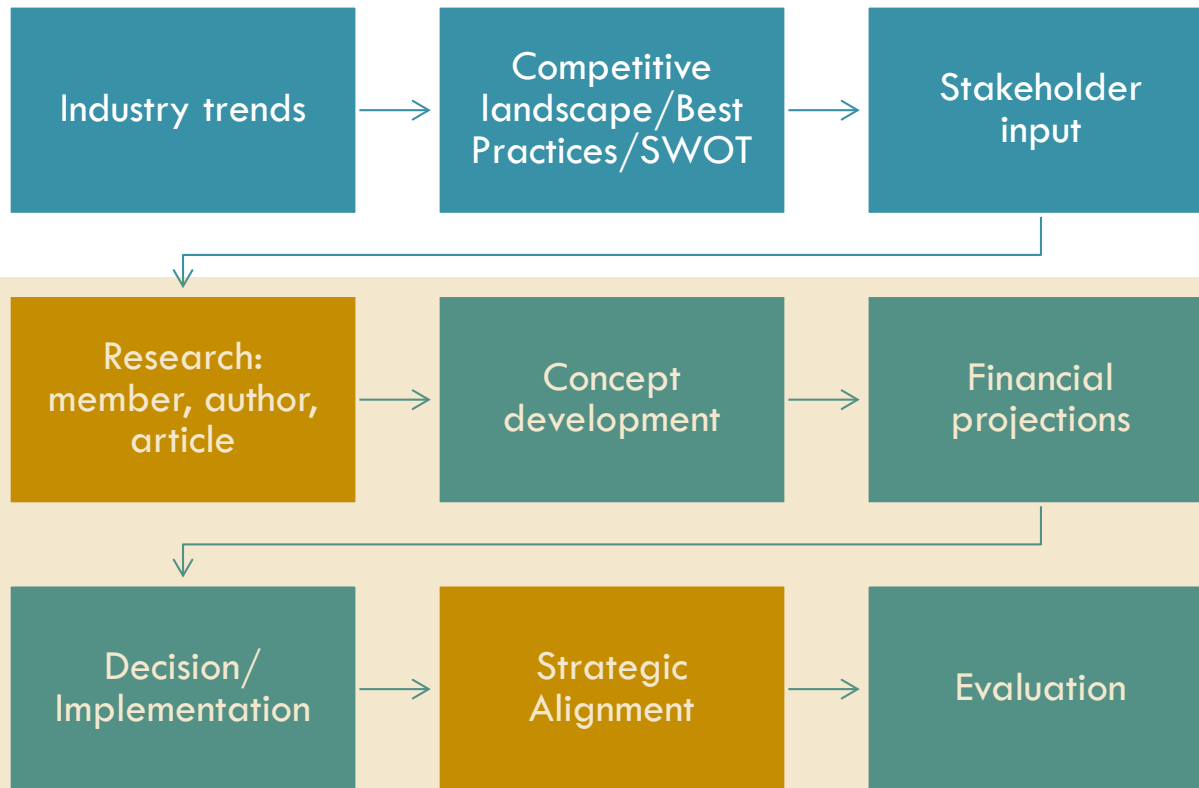
# ASN Strategic Planning Process

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# ASN Strategic Planning Process

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*Consensus Building Activities: Surveys, Presentations, Committees, Board, Editors, Members*

## Case 2: Strategic content development for *The Journal of Nutrition*

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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

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- **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)*

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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)*

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# Situational Analysis

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## 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

# Best Practices Research

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## Best practices research

- 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

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# Review of Editorial Tools

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Review of  
bibliometric  
tools available

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

# Editorial Strategy Meeting

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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

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Increase Impact Factor and other metrics of performance

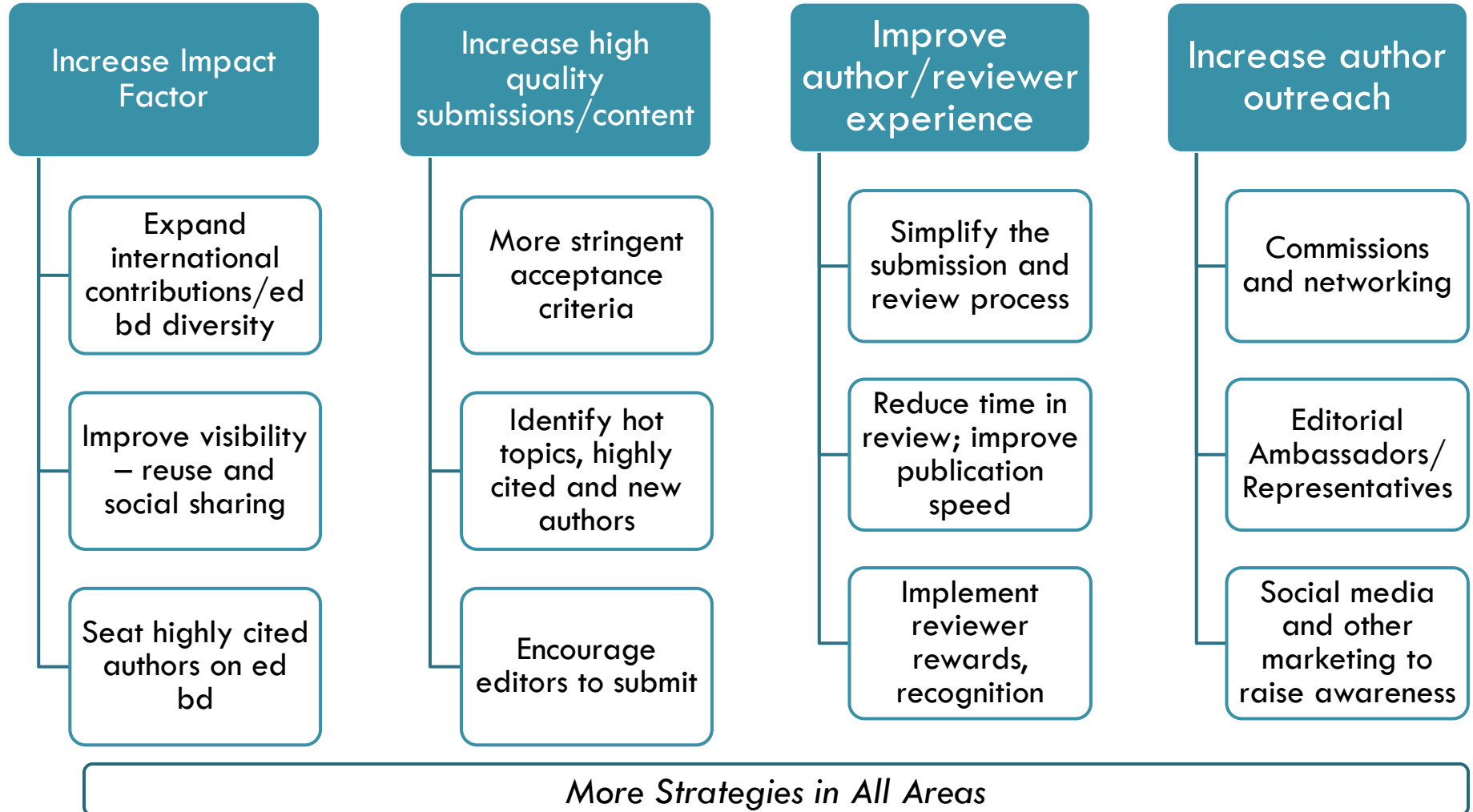
Increase high quality submissions

Improve author satisfaction

Increase author outreach: commissions, personal interactions, author feedback (highly cited), author surveys

# JN Strategic Plan

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# Strategic Planning Tips

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- 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

- Strategic Planning for Nonprofit Organizations. Michael Allison and Jude Kaye. New Jersey: John Wiley & Sons. 2015
- Strategic Planning. George Steiner. New York: Free Press, 2008
- Leading Change. John P. Kotter. Boston: Harvard Business School Press, 2012



*Thank You!*

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# Parts of an Implementation Plan

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Business readiness

Identify success  
metrics

Assign project  
manager

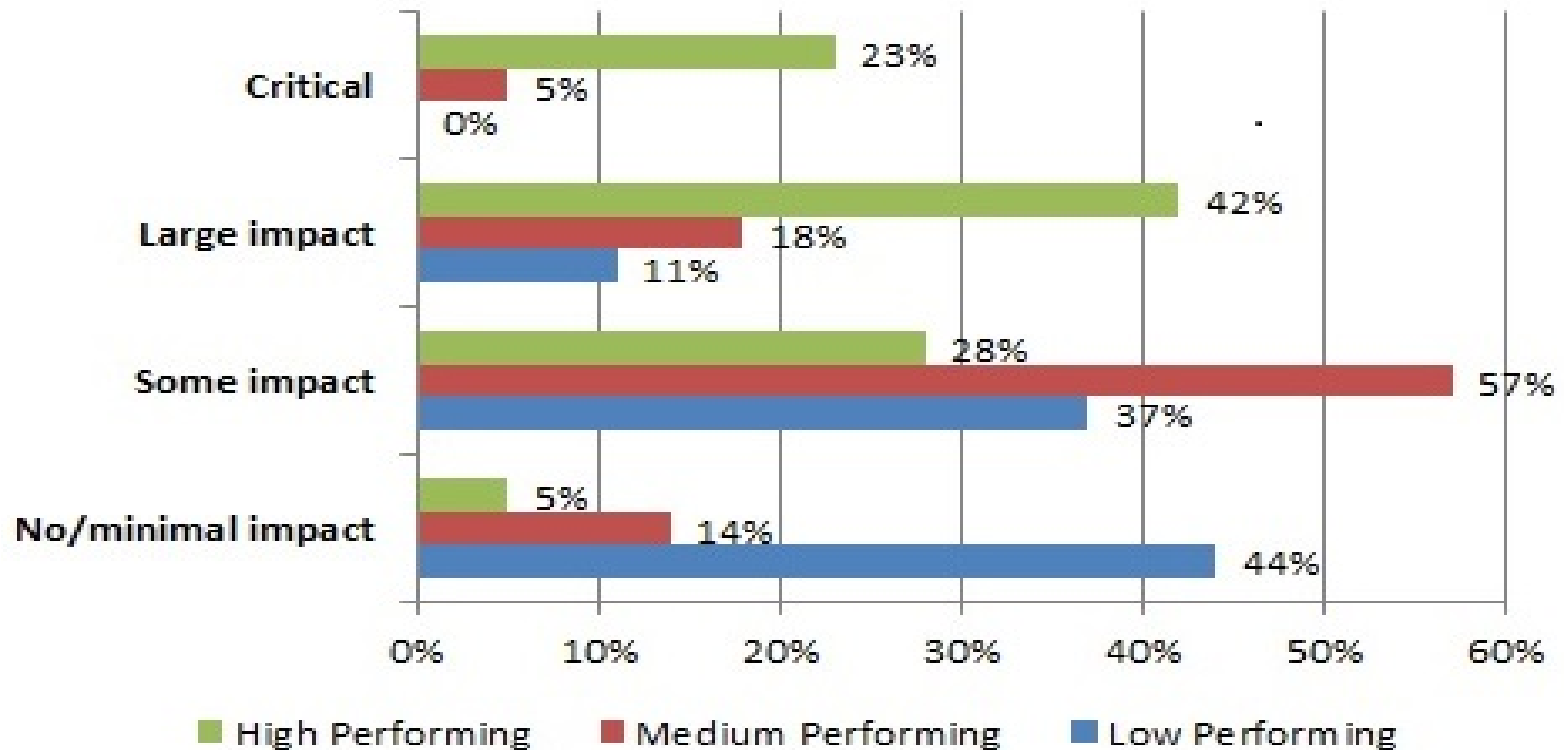
Develop project task  
schedule; assignments  
and timeline (Gantt  
chart)

Schedule regular and  
frequent check-in  
meetings

Communications plan

# How strategic planning affects success at high to low performing nonprofits

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<http://www.ceffect.com/2013/10/17/strategic-planning-practices-in-high-performing-nonprofits>