

**The Endocrine Society
Strategic Plan 2011
(Approved by Council on June 2, 2011)**

Strategic Plan Overview

Mission: The mission of The Endocrine Society is to advance excellence in endocrinology and promote its essential and integrative role in scientific discovery, medical practice, and human health.

Strategic Directions

Direction I: Leadership

Lead endocrine science and medicine toward the goal of improved human health worldwide.

Direction II: Impact and Influence

Position the Society and its Hormone Foundation as the authoritative and trusted source of knowledge that drives sound health and science policy and informs the public.

Direction III: Member Value

Deliver a dynamic portfolio of programs and services that enrich the professional lives of Society members across the continuum of their careers.

Direction IV: Capacity to Lead

Build greater leadership capabilities in every facet of The Endocrine Society and ensure an agile, technologically sophisticated organization and infrastructure to support the Society's goals.

The Endocrine Society Strategic Plan 2011

Introduction

The Endocrine Society has a strong culture of planning that has served it well over the years. Through its strategic plans, the Society has identified visionary goals and has successfully worked to accomplish them. These planning efforts have helped institutionalize strategic thinking within the Society, and have produced living documents that provide a lens for decision-making.

The first plan, *A Roadmap for the Future*, was focused on strengthening all constituencies and making major changes to the Society's governance structures and processes, so that all voices were heard and recognized. It also began to instill a culture of planning throughout the organization. The second plan, *Taking Our Place*, enhanced the Society's advocacy efforts and its impact on the field, expanding its capacity to act.

This third strategic plan, *Building Leadership*, grows out of the success of the previous efforts. As with the earlier plans, it recognizes the challenges and opportunities in today's environment, as well as the trends and changes that will affect the field of endocrinology and the Society over the next several years. The new plan positions the Society to assume a greater leadership role in advancing science and medicine; to significantly increase its impact on policy and public understanding of endocrinology; and to serve the increasingly diverse and multi-faceted Society membership.

The plan was developed through the joint efforts of the Council/Strategic Planning Committee, committee chairs, and senior staff, with assistance from Cambridge Concord Associates. The process included extensive interviews with Society leaders; discussions with all committees during the fall meetings; and planning sessions with Society officers and the Strategic Planning Committee (Council plus selected additional members to ensure broad perspectives). A two-day planning meeting in January 2011 included the Council/Strategic Planning Committee, committee chairs, editors in chief, and senior staff. The Executive Committee then refined the plan, and it was reviewed by the Council/Strategic Planning Committee and by committees during their spring meetings.

Context for the Strategic Plan

The science and practice of endocrinology has always informed, and been informed by, a wide range of specialties and has contributed significantly to progress on a diverse array of health issues. During the next decade, breakthroughs in endocrine research and clinical medicine worldwide will positively impact human health, and will present endocrinologists with increasing opportunities to address a wide range of diseases, including some of the greatest public health issues of our time. It is this potential for impact that will make endocrinology an increasingly compelling and attractive field for trainees, young researchers, and clinical practitioners.

Trends in healthcare and healthcare delivery are likely to have a strong impact on the future of endocrinology. As healthcare becomes more accessible to underserved populations around the world, there will be greater demand for new treatments and an emphasis on continuous evolution of drugs and therapies. Changes in health care delivery will likely bring both an increase in the numbers of patients and greater involvement of allied health professionals in providing care. In addition, personalized medicine may well become more prevalent, a paradigm shift that would require enhanced access to research data, greater use of technology, and individualized treatment approaches.

Public health issues in the field of endocrinology will grow as the population ages, and other hormone-related conditions are likely to be better recognized by the public. It is hoped that with such awareness will come increased understanding of the role of endocrinology and increased support for both research and practice in this field.

With its new plan, *Building Leadership*, The Endocrine Society is embracing its leadership role in the field. Moving forward, The Society will build on the strengths of its multifaceted membership and focus on its mission, *to advance excellence in endocrinology and promote its essential and integrative role in scientific discovery, medical practice, and human health*.

The Endocrine Society is prepared to lead endocrine science and medicine toward the goal of improved human health worldwide. Because of its experience and expertise, it is uniquely positioned to call attention to major public health issues such as diabetes and obesity. At the same time, it will continue to support all of the diverse subfields within endocrinology and to promote hormone health. Embracing emerging areas of importance, such as endocrine cancers, will also be central to playing this leadership role

The Endocrine Society recognizes that it cannot accomplish its goals alone. In fact, collaborative efforts and partnerships will become increasingly important as the Society continues to expand its domestic and worldwide impact. The Society will take the lead in the development of new, strategic partnerships when such action is

deemed essential to effectively address an issue, and will join existing efforts where appropriate. Leveraging its multi-constituency make-up and its reputation as an effective convener, The Endocrine Society will play a leadership role in developing productive partnerships—domestic and international, private and public, across disciplines and across specialties.

The plan also addresses the ongoing challenge, for the field and the Society, to increase awareness of endocrinology and hormone health and influence policy, to ensure ongoing funding for important research and appropriate remuneration for physicians in practice. To this end the Society's role in advocacy and support of positive change in health and science policy is critical. In addition to working with policy makers, this plan also calls for a greater commitment to educating the public, through a comprehensive public education initiative. This represents a major investment by the Society and the Hormone Foundation in positioning endocrinology for the future.

At the heart of this strategic plan is the Society's commitment to serving all of its members. Underpinning the plan is a conceptual framework that lays out the continuum of Society membership that includes basic scientists, clinical scientists, and physicians in practice, across all phases of their careers, from school and early training, through early as well as more established investigators and clinicians. The breadth and depth of the membership make the Society unique and also provide an opportunity to customize its programs and services to meet the individual needs of multiple constituencies and increasingly diverse members.

While one of the major strengths of the Society is its multi-constituency membership, this also creates a challenge. Many members want to connect in meaningful ways with other members who share their particular interests. Because of this, an opportunity exists to help members create smaller intellectual communities within The Endocrine Society. Such communities can open the doors to new levels of discourse and invigorate the membership. The Endocrine Society also has the opportunity to reach out to others who are not currently part of the membership, but who bring an interest in endocrinology and impact the field, and to engage with them.

This new strategic plan challenges The Endocrine Society to think boldly and position itself for leadership and greater impact. To fully realize this plan, the Society must strengthen its capacity to lead by building new capabilities in several areas. It will require a comprehensive approach to volunteer leadership development, further staff development, and a significant investment in its technological infrastructure.

This is a bold plan, with aggressive goals, intended to provide a high-level framework for ongoing planning across the Society. When implemented this plan will enable the Society to fully support the evolving field, serve its diverse membership and ultimately make real progress on realizing its mission.

Mission Statement

The mission of The Endocrine Society is to advance excellence in endocrinology and promote its essential and integrative role in scientific discovery, medical practice, and human health.

Strategic Directions and Strategies

Direction I: Leadership

Lead endocrine science and medicine toward the goal of improved human health worldwide.

Strategies

1. Ensure unsurpassed excellence of all the Society's scientific and clinical programming and content.
2. Increase the influence of Society publications and educational programs on the science and practice of endocrinology by leveraging our access to leading scientists and clinicians and our growing technological capabilities.
3. Assume a visible leadership role in addressing significant endocrine-based public health issues, reducing health disparities, and supporting equity of care for all hormone-related disorders.
4. Develop strategic worldwide partnerships to advance the science, prevention, and treatment of endocrine diseases, drive innovation, and advance human health.

Direction II: Impact and Influence

Position the Society and its Hormone Foundation as the authoritative and trusted source of knowledge that drives sound health and science policy and informs the public.

Strategies

1. Develop a powerful portfolio of influence based on analysis of key advances and trends in endocrine research and clinical care.

2. Implement and sustain a comprehensive public education initiative that raises awareness of endocrinology, demonstrates its value to human health and relevance to people's lives, and improves the endocrine literacy of the public, the media, and policy makers.
3. Advance a comprehensive advocacy agenda that embraces strategic partnerships, broadens and mobilizes The Endocrine Society's support base, and positions the Society to lead positive change in health and science policy.

Direction III: Member Value

Deliver a dynamic portfolio of programs and services that enrich the professional lives of Society members across the continuum of their careers.

Strategies

1. Enhance The Endocrine Society's ability to customize its programs and services to meet the individual needs of multiple constituencies and increasingly diverse members worldwide at all stages of their careers.
2. Continue a strong programmatic approach to welcoming and integrating trainees and young professionals from all areas of endocrinology into the Society.
3. Explore new ways to enable Society members with common interests to connect and form intellectual communities.
4. Enhance the overall effectiveness of communication and collaboration within research and practice communities, within and across constituencies, and between the Society and its members.
5. Diversify Society programs and services to attract and serve the varied groups and disciplines that relate to the science and practice of endocrinology.

Direction IV: Capacity to Lead

Build greater leadership capabilities in every facet of The Endocrine Society and ensure an agile, technologically sophisticated organization and infrastructure to support the Society's goals.

Strategies

1. Institute a comprehensive and strategic approach to leadership development that will identify, nurture, develop, and recognize Society leaders.

2. Implement a staff recruiting and development plan to ensure the necessary breadth and depth of capabilities and a collaborative staff culture that supports the Society's leaders and its strategic needs.
3. Optimize implementation of advances in technology to support the goals of the Society's strategic plan, embrace emerging opportunities, and serve the individual needs and interests of members.
4. Ensure that the Society's governance structures and processes are flexible and able to adapt to any changes the plan may require over time.
5. Maintain a sustainable business model for The Endocrine Society, while making strategic investments in the future.