

## MISSION STATEMENT

The Society for Redox Biology and Medicine (SfRBM) is a professional organization comprised of scientists and clinicians investigating redox biology, a unifying theme in the pathophysiology of human diseases.

## THE BALANCED SCORECARD (BSC) SUMMARY OVERVIEW

The Balanced Scorecard (BSC) is a strategy performance management tool - a semi-standard structured report that will be used by the SfRBM Council to keep track of the execution of activities and to monitor the consequences arising from these actions. As a model of performance, the balanced scorecard is effective in that "it articulates the links between leading inputs (human and physical), processes, and lagging outcomes and focuses on the importance of managing these components to achieve the organization's strategic priorities. This plan was created and designed by SfRBM and will cover fiscal years 2018-2022.

Scorecard Component Descriptions						
Strategic Objective	S.M.A.R.T. Goals	Year	Priority	Committee	Target	Progress
A broadly defined strategy to support its corresponding initiative ( <i>focus</i> ).	The specific, measureable, achievable, realistic & time-based action to support its corresponding objective	The fiscal year in which the goal is to be achieved. It can be an ongoing goal in multiple years.	The order of goal priority within a specific objective. The "target" should reflect the priority.	The committee assigned to the execution of the S.M.A.R.T. Goal	Goal date of completion (e.g., "No Later Than", or "On Or Before.")	Subjective percentage (%) of completion identified monthly for reporting at Board meetings.

## INITIATIVE 1: FINANCE & ADVOCACY

Strategic Objective (To be realized by end of fiscal year 2022)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Committee	Target	Milestone/Progress
<b>1.1 Maintain a financial reserve and infrastructure that supports SfRBM's operations and membership objectives</b>	<b>1.1.1</b> Re-evaluate investment portfolio in 2019 (and every other year thereafter) with the intent to safely generate a total return at a level of greater than or equal to 2-3% per year.	<b>2019</b>	<b>1</b>	All Vice Presidents	12/31/2021	
	<b>1.1.2</b> Establish Trainee Council line item in SfRBM budget that allows for funding of initiatives and incentives for program participation	<b>2018</b>	<b>1</b>	VP Finance & Advocacy	12/31/2018	

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<b>1.2 Build strategic relationships with industry and donors to enhance revenue streams</b>	<b>1.2.1</b> Produce a report comparing SfRBM's fundraising pricing/strategies with other related societies to ensure appropriate targeting and pricing	<b>2018</b>	<b>1</b>	Fundraising	12/31/2018	
	<b>1.2.2</b> Identify a minimum of 1 new partner per year through SfRBM's revamped sponsorship program	<b>2018</b>	<b>2</b>	Fundraising & VPs	12/31/2022	
	<b>1.2.3</b> Charge each SfRBM VP with building a relationship with at least 10 companies currently on SfRBM's fundraising list and expanding by 5 total new companies annually	<b>2018</b>	<b>3</b>	All VPs	12/31/2022	
<b>1.3 Encourage continued development of the SfRBM Foundation</b>	<b>1.3.1</b> Identify and engage a Foundation Management service	<b>2018</b>	<b>1</b>	Foundation Board	12/31/2018	
	<b>1.3.2</b> Develop and execute a program to solicit funds based on Technology or Disease Based Categories	<b>2019</b>	<b>1</b>	Foundation Board & External PR	6/30/2019	
	<b>1.3.3</b> Identify 5 and apply for 3 Medical Education grants based on technology/disease categories	<b>2022</b>	<b>1</b>	Foundation Board	12/31/2022	
	<b>1.3.4</b> Execute a campaign that encourages legacy gifts to the Foundation	<b>2020</b>	<b>1</b>	Foundation Board	12/31/2020	
<b>1.4 Create strategic alliances with organizations that help increase SfRBM's visibility in the scientific and medical community</b>	<b>1.4.1</b> Organize a minimum of 2 Redox Biology themed symposia or plenary session speaker at external health science or biomedical meetings per year, including 1 symposia at the 2020 and 2022 Experimental Biology (EB) meetings	<b>2018</b>	<b>1</b>	Strategic Alliances & Outreach	12/31/2022	
	<b>1.4.2</b> Provide an aggregate total of \$12,000 annually to external meetings that are strategically selected to help promote SfRBM to their attendees and assist in stimulating content creation for our journals	<b>2018</b>	<b>2</b>	Strategic Alliances & Outreach	12/31/2022	

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<b>1.5 Promote issues important to redox biology research through collaborative advocacy</b>	<b>1.5.1</b> Provide 1 Council member to serve on the FASEB Board of Directors and 1 on the Science Policy Committee each year; FASEB represents 30 scientific societies and over 130,000 researchers	<b>2018</b>	<b>1</b>	Strategic Alliances & Outreach	12/31/2022	
	<b>1.5.2</b> Collect member data to create a database of study sections known to fund redox related proposals.	<b>2019</b>	<b>1</b>	Professional Development	3/31/2019	

**1.5.2 Comments:** Primary objective – identify study sections with a redox focus. Secondary objective – identify redox researchers who are members across all study sections. Latter could be done via annual membership survey with following questions: Are you a member of a NIH study section? If so, which one? When does your term expire? Are you a grant reviewer for any other federal funding agencies (eg. NSF, DOE, DOD, CDMRP, NASA)? If so, which one(s) Are you and ad-hoc grant reviewer? For which agencies/study section(s)? Membership rosters for those study sections with a redox focus could be linked from our web site. Here's the index of all standing NIH study sections: <https://public.csr.nih.gov/studysections/standing/pages/default.aspx>

### INITIATIVE 2: EDUCATION & PROFESSIONAL DEVELOPMENT

Strategic Objective (To be realized by end of fiscal year 2016)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Committee	Target	Milestone/Progress
<b>2.1 Provide high-quality educational opportunities, both in person and web-based</b>	<b>2.1.1</b> Offer a minimum of 4 virtual Free Radical School sessions to members annually, including one that focuses on a recent research breakthrough or method and includes more of a virtual discussion by participants (i.e. shorter presentation/longer Q & A or interview format)	<b>2018</b>	<b>2</b>	Free Radical School	12/31/2022	
	<b>2.1.2</b> Archive a minimum of 6 Free Radical School sessions per year on the SfRBM website (4 webinars, 2 re-recorded as webinars from Annual Meeting speakers)	<b>2018</b>	<b>3</b>	Free Radical School	12/31/2022	
	<b>2.1.3</b> Create a guideline document / sample presentation that provides specific instructions to Annual Meeting FRS speakers emphasizing "back to the basics" approach of didactic lecture format.	<b>2018</b>	<b>1</b>	Free Radical School	6/30/2018	
	<b>2.1.4</b> Host 1 annual webinar per year given by the winner of the previous year's Mentoring Excellence Award	<b>2018</b>	<b>4</b>	Trainee Council	12/31/2022	

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Strategic Objective (To be realized by end of fiscal year 2016)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Committee	Target	Milestone/Progress
<b>2.2 Foster the career/professional development of scientists for improved recruitment and retention of talented researchers in our field</b>	<b>2.2.1</b> Implement 2 opportunities annually for junior scientists to network with senior scientists at Annual Meeting	<b>2018</b>	<b>1</b>	Professional Development	12/31/2022	
	<b>2.2.2</b> Revamp structure of existing Mentorship Program to include mid-career mentorship	<b>2018</b>	<b>2</b>	Professional Development	4/30/2018	
	<b>2.2.3</b> Create sub committee for mid-career development	<b>2019</b>	<b>1</b>	Professional Development	12/31/2019	
	<b>2.2.4</b> Develop 1 pre-meeting program tailored to the career development needs of post-docs and early career professionals (i.e. mock study section)	<b>2019</b>	<b>2</b>	Professional Development	11/30/2019	
	<b>2.2.5</b> Organize one Professional Development session at each Annual Meeting, with a focus on securing speakers from outside academia	<b>2018</b>	<b>4</b>	Trainee Council	12/31/2022	
	<b>2.2.6</b> Secure a photographer at every other Annual Meeting (2018, 2020, etc.) for professional headshots	<b>2018</b>	<b>3</b>	Trainee Council	12/31/2020	
	<b>2.2.7</b> Execute annual Opening Doors event	<b>2018</b>	<b>5</b>	Women in Science	12/31/2022	
	<b>2.2.8</b> At each annual meeting, conduct three (3) interrelated program elements supporting extramural funding	<b>2018</b>	<b>3</b>	Professional Development	12/31/2022	
<b>2.3 Increase engagement of trainee members</b>	<b>2.3.1</b> Develop an in-person redox biology / free radical school workshop that would be trainee-focused	<b>2019</b>	<b>2</b>	Free Radical School	11/20/2019	
	<b>2.3.2</b> Confer 1 Mentoring Excellence Award annually	<b>2018</b>	<b>1</b>	Trainee Council	12/31/2022	
	<b>2.3.3</b> Advertise trainee council elections in the DOT and social media outlets prior to each election	<b>2019</b>	<b>1</b>	Trainee Council	6/30/2019	

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### INITIATIVE 3: RESEARCH & SCIENTIFIC EXCELLENCE

Strategic Objective (To be realized by end of fiscal year 2016)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Committee	Target	Milestone/Progress
<b>3.1 Increase participation of scientists/ representatives from funding agencies and study sections</b>	<b>3.1.1</b> Invite at least one representative from national funding agency (NIH, DoD, NSF) to speak at Annual Meeting Professional Development Sessions	<b>2018</b>	<b>2</b>	Professional Development	12/31/2022	
	<b>3.1.2</b> Invite non-SfRBM members from key NIH Study Sections as Annual Meeting plenary speakers each year (modify session proposal guidelines to encourage speaker inclusion from related study sections OR provide flexibility for SfRBM Program Chair to program a special session)	<b>2019</b>	<b>1</b>	Scientific Program	12/31/2022	
<b>3.2 Develop and support collaborative research opportunities involving redox biology</b>	<b>3.2.1</b> Create an application/selection process for Regional Redox Symposium	<b>2018</b>	<b>1</b>	Regional Meetings	12/31/2018	
	<b>3.2.2</b> Execute a minimum of one regional meeting per year at location not proximal to the annual meeting location and time	<b>2018</b>	<b>2</b>	Regional Meetings	12/31/2022	
	<b>3.2.3</b> Establish a strategy for development of outreach program to fill the pipeline for regional meeting programming (i.e. utilizing previously non-selected Annual Mtg proposals)	<b>2019</b>	<b>1</b>	Regional Meetings	12/31/2019	
<b>3.3 Enhance the awards and fellows programs that recognize research and professional excellence</b>	<b>3.3.1</b> Publicize the award selection criteria and post on website	<b>2019</b>	<b>1</b>	Awards – Junior	6/30/2019	
	<b>3.3.2</b> Review and update travel award judging criteria	<b>2019</b>	<b>2</b>	Awards – Junior	6/30/2019	
	<b>3.3.3</b> Review and update criteria for participating in the Senior Awards committee	<b>2018</b>	<b>1</b>	Awards – Senior	6/30/2018	
	<b>3.3.4</b> Establish “Paper of the Year” award with presentation at Annual Meeting (either alternate per journal per year or decide to make it inclusive of both journals each year)	<b>2019</b>	<b>3</b>	Awards – Senior & Journal Editors	12/31/2019	

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Strategic Objective (To be realized by end of fiscal year 2016)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Committee	Target	Milestone/Progress
<b>3.4 Improve mechanisms to identify and groom future society leaders</b>	<b>3.4.1</b> Develop 1-2 page leadership primer for potential candidates (or short video) detailing scope of the committee work and time commitment	<b>2019</b>	<b>1</b>	Nomination/Leadership Development	12/31/2019	
	<b>3.4.2</b> Develop and execute a new Succession Planning Toolkit	<b>2020</b>	<b>1</b>	Nomination/Leadership Development	12/31/2020	
	<b>3.4.3</b> Conduct council orientation for new leadership	<b>2018</b>	<b>2</b>	Leadership Development	10/31/2018	
	<b>3.4.5</b> Review and establish framework for special interest groups and their role in the program and journal providing integration across all channels.	<b>2018</b>	<b>1</b>	Leadership Development	12/31/2018	

### INITIATIVE 4: COMMUNICATIONS

Strategic Objective (To be realized by end of fiscal year 2016)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Committee	Target	Milestone/Progress
<b>4.1 Promote SfRBM's reputation and visibility, as well as members' research interests, to the scientific community and public.</b>	<b>4.1.1</b> Increase media insertions by 8 annually	<b>2018</b>	<b>1</b>	Marketing/PR – External	12/31/2022	
	<b>4.1.2</b> Provide FASEB with information on a monthly basis - notable scientific advancements/discoveries by members and all SfRBM events (Annual Meeting, Redox Symposia, FRS webinars) - to publicize in their social media outlets and website	<b>2018</b>	<b>2</b>	Marketing/PR – External	12/31/2022	
	<b>4.1.3</b> Create and implement new Industry Partner Award	<b>2019</b>	<b>1</b>	Marketing/PR – External	12/31/2019	

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<b>4.2 Improve the quality and scientific impact of all SfRBM scientific publications</b>	<b>4.2.1</b> Collect metrics for member publications and peer review activities in FRBM and RB	<b>2018</b>	<b>1</b>	Publications Outreach	12/31/2018	
	<b>4.2.2</b> Develop a coordinated strategy that promotes content creation for SfRBM journals	<b>2019</b>	<b>1</b>	Publications Outreach	12/31/2019	
	<b>4.2.3</b> Develop a strategy to present to council of how to secure 75% of invited speakers across all educational platforms to provide content to the journals	<b>2018</b>	<b>2</b>	Publications Outreach	12/31/2018	
<b>4.3 Enhance the content delivered via SfRBM communication channels, including email, web and social media</b>	<b>4.3.1</b> Create a standard template to conduct twice per year website audits that includes a review of Mechanics, Content, Quality, and Accuracy	<b>2018</b>	<b>1</b>	Website	12/31/2022	
	<b>4.3.2</b> Work with FASEB to develop an Advocacy page on the SfRBM website and ensure that SfRBM meetings are listed on their website	<b>2018</b>	<b>2</b>	Website	12/31/2018	
	<b>4.3.3</b> Create a updated video that talks about the importance of SfRBM "opening the door" to career possibilities in redox research	<b>2020</b>	<b>1</b>	Website	12/31/2020	
	<b>4.3.4</b> Identify and schedule SfRBM committees to provide 5 social media posts per month to help highlight their programs and projects	<b>2018</b>	<b>3</b>	Marketing/PR – External	12/31/2022	
	<b>4.3.5</b> Promote external awareness of the society through social media with a 20% increase in engagement annually	<b>2018</b>	<b>4</b>	Marketing/PR – External	12/31/2022	
	<b>4.3.6</b> Execute monthly regional/annual meeting promotions via social media	<b>2018</b>	<b>5</b>	Marketing/PR – External	12/31/2022	
	<b>4.3.7</b> Produce quarterly issues of The Dot	<b>2018</b>	<b>6</b>	Marketing – Internal	12/31/2022	
	<b>4.3.8</b> Execute quarterly solicitations of article reviews for publication in the Dot	<b>2018</b>	<b>7</b>	Marketing – Internal	12/31/2022	
	<b>4.3.9</b> Conduct annual review & revision of Dot content	<b>2018</b>	<b>8</b>	Marketing – Internal	12/31/2022	
	<b>4.3.10</b> Execution of "personalization" of member communications to increase member attention and engagement	<b>2018</b>	<b>9</b>	Marketing – Internal	12/31/2018	
	<b>4.3.11</b> Develop an optimal platform for delivery to external audiences	<b>2018</b>	<b>10</b>	Marketing – Internal	12/31/2018	

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**4.3.5 Comments:** Hire 5 students to live-Tweet/FB post during each Annual Meeting; Circulate/post a minimum of 1 video per day during each Annual Meeting; Offer a minimum of 1 Annual Meeting session per year via live social media channels

### INITIATIVE 5: MEMBERSHIP

Strategic Objective (To be realized by end of fiscal year 2016)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Committee	Target	Milestone/Progress
<b>5.1 RECRUITMENT:</b> Develop and execute a comprehensive strategy to recruit new members	<b>5.1.1</b> Implement Corporate Membership category	<b>2018</b>	<b>1</b>	Recruitment Committee	4/30/2018	
	<b>5.1.2</b> Develop strategy for increasing international membership engagement and report to council	<b>2019</b>	<b>4</b>	Recruitment Committee	11/30/2019	
	<b>5.1.3</b> Develop a new plan for Institutional Membership	<b>2018</b>	<b>2</b>	Recruitment Committee	12/31/2018	
	<b>5.1.4</b> Develop a strategy for recruitment of early stage investigators	<b>2020</b>	<b>1</b>	Recruitment Committee	12/31/2020	
	<b>5.1.5</b> Implement Top 100 membership campaign for scientists in SFRR Americas, with focus on Canada, South/Central America & Mexico	<b>2019</b>	<b>2</b>	Recruitment Committee	6/30/2019	
	<b>5.1.6</b> Work with Strategic Alliances and Outreach committees to identify and target 3 societies from which to attract new members (e.g. RRS, ADA, AHA, AACR, SOT)	<b>2018</b>	<b>3</b>	Recruitment Committee	12/31/2022	
	<b>5.1.7</b> Implement a goal-based strategy to support SfRBM connecting with potential new members in other related societies and report this plan to SfRBM council	<b>2019</b>	<b>1</b>	Recruitment Committee	1/31/2019	
	<b>5.1.8</b> Implement plan through consultation with FASEB leadership to identify alternative platforms under the FASEB umbrella whereby the SfRBM brand may be leveraged	<b>2019</b>	<b>3</b>	Recruitment Committee	7/31/2019	
	<b>5.1.9</b> Review relationship with SFRI and propose revised changes if applicable	<b>2019</b>	<b>5</b>	Strategic Alliances & Outreach	12/31/2019	



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Strategic Objective (To be realized by end of fiscal year 2016)	S.M.A.R.T. Goal (To be realized by end of fiscal year identified)	Fiscal Year / Priority		Committee	Target	Milestone/Progress
<b>5.2 RETENTION:</b> Develop and execute a comprehensive strategy to retain current membership levels	<b>5.2.1</b> Create a new "Member Feedback Survey/Platform" to annually evaluate how members value their membership (to be in addition to or a replacement for the existing annual survey mechanism)	2019	1	Retention Committee	6/30/2019	
	<b>5.2.2</b> Submit results from new survey platform to SfRBM leadership starting 9/2019 continuing annually through 2022	2019	2	Retention Committee	12/31/2022	
	<b>5.2.3</b> Establish a "Diversity and Inclusion Committee"	2018	1	Retention Committee	11/30/2018	
	<b>5.2.4</b> Diversity and Inclusion Committee will liaise with FASEB diversity expertise (Jacquelyn Roberts) to assist in developing robust programmatic goals	2018	2	Retention Committee	12/31/2018	
	<b>5.2.5</b> Report goals outcome of 5.2.4 to SfRBM leadership	2018	3	Retention Committee	12/31/2018	
	<b>5.2.6</b> Perform a critical evaluation (via membership survey) of the D&I Committee program and its impact and establish future directions	2019	3	Retention Committee	6/30/2019	
<b>5.3 RECOGNITION:</b> Develop and execute a comprehensive strategy to recognize current membership service to SfRBM	<b>5.3.1</b> Develop and implement a plan to recognize service of volunteer members (both inside and outside the context of the annual meeting) and present plan to the council for approval	2019	1	Retention Committee	11/30/2019	