



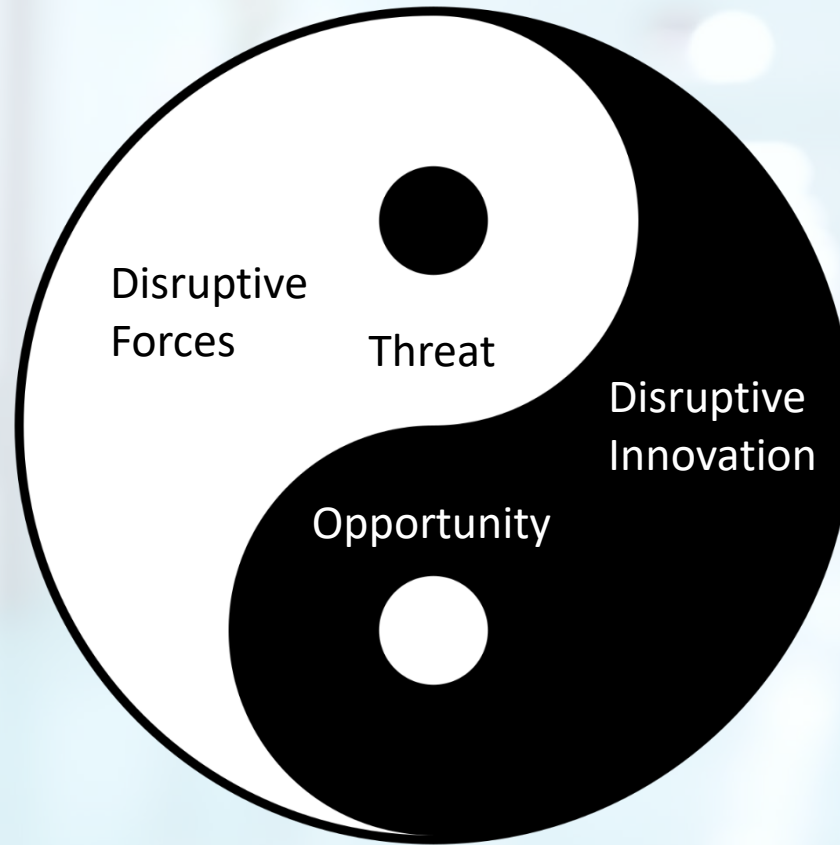
# **2018 ISMIRM Strategic Plan Mission & Vision Make It Yours!**

# Connecting MR in a Changing World



- As a Society and as a field, we are in many ways at the height of our powers.
- However, the world is changing rapidly around us.
- In order to grow, to remain relevant, and to continue to have impact, we must re-think our mandate and our mode of operating, while staying true to our core values.
- In particular, we must
  - **Manage disruptive forces** currently roiling our field from outside (artificial intelligence, changing healthcare landscape and MR value proposition, etc.)
  - **Marshall disruptive innovation** to propel our field forward in new ways (question previous assumptions about MR technology and applications, leverage AI, create new value, etc.)
  - **Connect with the fields around us** (to expand the impact of our innovations)
  - **Tell our story** (to make the ongoing and evolving value of MR clear to the public, to diverse scientific disciplines, to diverse clinical specialties, and within our own community)
- Our new ISMRM strategic plan has been organized around the two themes of Disruption and Connection, and may be viewed through the lens of the four imperatives listed above.
- Our new plan also shifts from an historically internal focus (on our members & their interactions) to a more external focus (on those impacted by what we do)
- [See accompanying white paper](#) for more discussion of this strategic backdrop

# Disruption



# Connection







# Strategic planning process

- June 2017: Annual meeting in Honolulu, HI
  - Charge to Board of Trustees and initial Board discussions, overview to membership
- July 2017: Task force retreat in Wolfeboro, NH
  - Before retreat: Collection of scenarios illustrating key disruptors
  - During retreat: In-depth discussion of scenarios and potential responses, collection and prioritization of tactics and objectives, discussion of mission and vision statements
  - After retreat: Distillation and review of strategic plan
- November 2017: Board of Trustees meeting in Chicago, IL
  - Before meeting: Reorganization of Board agenda based on draft of new strategic plan
  - During meeting: Discussion of the new plan; evaluation of our committees, operations, and other activities in light of the new plan; collection of additional disruptors, tactics, & initiatives
  - After meeting: Reflection, amplification, collection of concrete tasks and ideas
- January 2018: Annual Meeting Program Committee Construction Meeting, Nice, FR
  - Strategic discussion with AMPC, collection of new ideas
- March 2018-June 2018: Engagement of our membership
  - Distribution of the strategic plan
  - Opportunities for discussion (online, in person, on social media, etc.)
  - Collection of feedback and new ideas
  - Possible additional visioning exercises
- June 2018: Annual meeting in Paris, FR
  - Board meetings, plenary sessions, secret sessions, other opportunities for discussion in small and large groups
- Thereafter: Execution, iteration, adaptation

# Strategic planning task force

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- John Folks (facilitator)
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# Mission Statement

## Mission Defined:

*Explains **WHAT** you do and **WHY** your organization exists*

## New Mission Statement: The mission of the ISMRM is...

*To foster a vibrant, collaborative, international and interdisciplinary community that promotes discovery, innovation and clinical translation in magnetic resonance*

## Rationale:

- *Updated to make the statement more actionable and concise*
- *It now more clearly informs others what we do, and why we exist*
- *Better supports the organization's refreshed strategic focus on building a connected community, and linking discovery with clinical value through innovation*



# Vision Statement

## Vision Defined:

Answers **WHERE** you want to be; Describes the journey your organization is on.

## New Vision Statement:

*Extending vision, expanding minds and improving life through MR*

## Rationale:

- *Concise and clear*
- *A broad and comprehensive reach and scope*
- *A higher calling, ultimately linking MR to patient care (improving life)*
- *Basic discovery and advancement of human understanding also represented (extending vision, expanding minds)*
- *Outreach is implied (expanding minds, improving life)*

# Strategic Plan Overview

## Strategic Plan Defined:

*Details **HOW** you execute your Mission and reach your Vision*

### New Objectives:

- I. Increase the value of MR*
- II. Communicate the value of MR*
- III. Expand our global connectivity and foster our global community*
- IV. Keep our house in order*

### Added Themes (and Imperatives):

- A. Disruption (Manage disruptive forces; Marshall disruptive innovation)*
- B. Connection (Connect with the fields around us; Tell our story)*

### Detailed Plan to Follow

# Strategic plan structure

- Objectives & Tactics
  - Traditional components of a strategic plan
  - Objectives changed to reflect imperatives of a changing world
  - New tactics added to achieve objectives
  - Note a shift from largely inward-facing to more fully outward-facing objectives, to address disruption and promote connection
- Themes & Imperatives
  - Not traditional components of a strategic plan, but added as a convenient means of assessing how fully our objectives and tactics respond to a changing world
  - Themes and imperatives pull us out of a linear focus on objectives and tactics
  - Like objectives and tactics, themes and imperatives may change over time

# Strategic plan in a nutshell

Objectives	Imperatives				
		Manage disruptive forces	Marshal disruptive innovation	Connect with the fields around us	Tell our story
	Increase the value of MR	x	x	x	
	Communicate the value of MR	x		x	x
	Expand our global connectivity and foster our global community		x	x	x
	Keep our house in order	x	x	x	x



# Objective 1: Increase the value of MR

- Tactic 1. Develop tools and platforms to enable widespread innovation
- Tactic 2. Promote innovation as an instrument of value
- Tactic 3. Leverage disruptive technologies
- Tactic 4. Create a problem-rich environment to foster innovation
- Tactic 5. Create a Working Group on promoting innovation

# Strategic Plan Detail

## Objective I

	Theme I: Disruption		Theme II: Connection	
	Imperative I. Manage disruptive forces	Imperative II. Marshall disruptive innovation	Imperative III. Connect with the fields around us	Imperative IV. Tell our story
I. Increase the value of MR				
Be a catalyst for the continued advancement and enhancement of the value of MR, within our own community, for diverse clinical specialties, for diverse scientific disciplines, and for the public.				
<b>Tactic 1. Develop tools and platforms to enable widespread innovation</b>		X		
• Support a standard platform for uploading data for image analytics				
• Explore vendor neutral data acquisition platforms				
• Explore models for broad distribution and intercomparison of new acquisition/reconstruction/analysis algorithms (app store, open source, etc)				
<b>Tactic 2. Promote innovation as an instrument of value</b>	X	X		
• Advance less expensive and more efficient/effective MRI				
• Communicate the value of “cheaper/faster” MR to funding agencies for support				
• Continue to support the creation of new value through the development of new contrast mechanisms, information content, and techniques/technologies				
• Support and advance the MR Value Initiative				
<b>Tactic 3. Leverage disruptive technologies</b>	X	X	X	
• Create vehicles for education about AI and Machine Learning, and forums for discussion about their potential impact on and integration into MR				
• Explore Point of Care technologies and their potential impact on MR				
• Encourage unconventional MR techniques and technologies				

# Strategic Plan Detail

## Objective I (continued)

Objective I (continued)	Theme I: Disruption		Theme II: Connection	
	Imperative I. Manage disruptive forces	Imperative II. Marshall disruptive innovation	Imperative III. Connect with the fields around us	Imperative IV. Tell our story
I. Increase the value of MR				
Be a catalyst for the continued advancement and enhancement of the value of MR, within our own community, for diverse clinical specialties, for diverse scientific disciplines, and for the public.				
<b>Tactic 4. Create a problem-rich environment to foster innovation</b>		X	X	
• Identify, and expose scientists to, the most pressing current problems in clinical medicine and basic discovery science				
• Encourage and facilitate the creation of innovation incubators				
<b>Tactic 5. Create a Working Group on promoting innovation</b>	X	X		
• Maintain an ongoing high-level focus on promoting innovation				
• Engage membership, and solicit member initiatives				

## Objective 2: Communicate the value of MR

- Tactic 1. Create and execute a Communication Strategy that expands the awareness of MR and its benefits to key audiences
- Tactic 2. Collect and communicate MR-related stories
- Tactic 3. Proactively promote the interests of MR through advocacy partners around the world
- Tactic 4. Encourage and engage membership to promote the value of MR
- Tactic 5. Develop distinctive and relevant educational content
- Tactic 6. Explore new formats/vehicles for delivering education
- Tactic 7. Perform a review of ISMRM publications to ensure value and relevancy



# Strategic Plan Detail

## Objective II

Objective II	Theme I: Disruption		Theme II: Connection	
	Imperative I. Manage disruptive forces	Imperative II. Marshall disruptive innovation	Imperative III. Connect with the fields around us	Imperative IV. Tell our story
II. Communicate the value of MR				
Create greater awareness and promote the benefits of MR to the public, to diverse scientific disciplines, to diverse clinical specialties, and within our own community.				
<b>Tactic 1. Create and execute a Communication Strategy that expands the awareness of MR and its benefits to key audiences</b>			X	X
<ul style="list-style-type: none"><li>Evaluate PR and communication needs and determine best methods to serve ISMRM (e.g., internal staff or outsourcing)</li></ul>				
<ul style="list-style-type: none"><li>Address external audiences (other medical/scientific communities, patient advocates, public) as well as internal audiences (members and suppliers)</li></ul>				
<b>Tactic 2. Collect and communicate MR-related stories</b>			X	X
<ul style="list-style-type: none"><li>Collect and communicate human stories that better connect MR with patient health</li></ul>				
<ul style="list-style-type: none"><li>Collect and communicate stories highlighting MR innovators and thought leaders</li></ul>				
<b>Tactic 3. Proactively promote the interests of MR through advocacy partners around the world</b>			X	X
<ul style="list-style-type: none"><li>Continue to set and communicate best practices relating to international regulation and safety</li></ul>				
<ul style="list-style-type: none"><li>Determine additional channels and partners for advocacy about MR practice, technology, research, and/or value</li></ul>				
<b>Tactic 4. Encourage and engage membership to promote the value of MR</b>			X	X
<ul style="list-style-type: none"><li>Provide tools and talking points to members and suppliers</li></ul>				

# Strategic Plan Detail

## Objective II (continued)

### Theme I: Disruption

### Theme II: Connection

Imperative I. Manage disruptive forces

Imperative II. Marshall disruptive innovation

Imperative III. Connect with the fields around us

Imperative IV. Tell our story

## II. Communicate the value of MR

*Create greater awareness of MR, and promote the benefits of MR, to the public, to diverse scientific disciplines, to diverse clinical specialties, and within our own community.*

### Tactic 5. Develop distinctive and relevant educational content

X

X

X

X

- Evaluate key content areas, and content curation process, on a regular basis to ensure comprehensive and balanced programming

- Identify, and encourage discussion around, emerging content areas (e.g., AI, Neuroscience, Microstructural Modeling, Devices, Software, Population Health, Intervention)

- Curate important unsolved problems and unmet needs for discussion (in various clinical specialties, and in various basic science disciplines)

- Deliver more late-breaking and connective content (e.g., pre-scheduled workshops on late-breaking topics, interdisciplinary/intersociety workshops)

- Continue to provide better access to education for our global membership

### Tactic 6. Explore new formats/vehicles for delivering education

X

X

X

X

- Build a strategy for the expansion of virtual offerings (e.g. live streaming of annual meeting, webinars)

- Promote more session interactivity in educational offerings, including through speaker/faculty training

- Proactively address changing member needs by continuing to evaluate the format of all educational offerings (Annual Meeting, Workshops, etc.)

- Explore opportunities to create connective workshops for/with other appropriate societies and partners

# Strategic Plan Detail

## Objective II (continued)

Theme I: Disruption		Theme II: Connection	
Imperative I. Manage disruptive forces	Imperative II. Marshall disruptive innovation	Imperative III. Connect with the fields around us	Imperative IV. Tell our story

### II. Communicate the value of MR

Create greater awareness of MR, and promote the benefits of MR, to the public, to diverse scientific disciplines, to diverse clinical specialties, and within our own community.

<b>Tactic 7. Perform a review of ISMRM publications to ensure value and relevancy</b>	X	X	X	X
• Evaluate the changing landscape of publications and build a strategy to ensure sustainability (financial, content, etc.)				
• Consider expanding the number and scope of ISMRM journals				
• Explore partnerships with other imaging disciplines in new topical journals				
• Review direction and relevancy of content, and determine any content gaps based on member needs				
• Leverage journal content through other ISMRM channels (Annual Meeting, Workshops, social media, etc.)				

## Objective 3: Expand our global connectivity and foster our global community



- Tactic 1. Expand meaningful collaborations with partners
- Tactic 2. Provide ISMRM presence and perspectives around the world
- Tactic 3. Provide meaningful opportunities for members to collaborate, communicate and engage with each other
- Tactic 4. Maintain a healthy diversity in our Society



# Strategic Plan Detail

## Objective III

Objective III	Theme I: Disruption		Theme II: Connection	
	Imperative I. Manage disruptive forces	Imperative II. Marshall disruptive innovation	Imperative III. Connect us with the fields around us	Imperative IV. Tell our story
III. Expand our global connectivity and foster our global community				
Provide opportunities to build relationships and share knowledge, with the public, with diverse scientific disciplines, with diverse clinical specialties, and within our own community.				
<b>Tactic 1. Expand meaningful collaborations with partners</b>			X	
• Deepen collaboration with regional and national societies, and consider expanding the activities of Chapters				
• Identify the best opportunities for collaboration in mutually valuable programming and research (e.g., medical, scientific, technology)				
• Consider the appointment of cross-society / cross-disciplinary ambassadors (“inside-out” and “outside-in”: send members to non-ISMRM meetings for outreach and reporting, and invite non-members to ISMRM meetings for observation and consultation)				
• Maintain information about topical and strategic connectivity among interest groups (e.g., dynamic connectivity graphs of professional societies)				
<b>Tactic 2. Provide ISMRM presence and perspectives around the world</b>			X	
• Provide education and networking in underserved and/or rapidly changing regions of the world (e.g., China, Southeast Asia, South America)				
<b>Tactic 3. Provide meaningful opportunities for members to collaborate, communicate and engage with each other</b>			X	
• Continue to encourage and facilitate bringing members of the MR community together at the Annual Meeting				
• Explore and expand virtual channels to encourage community building and collaboration				
• Identify and support key MR sub-specialties' interests with programming and networking opportunities (e.g., animal imaging, MR in biology)				

# Strategic Plan Detail

## Objective III (continued)

Objective III (continued)	Theme I: Disruption		Theme II: Connection	
	Imperative I. Manage disruptive forces	Imperative II. Marshall disruptive innovation	Imperative III. Connect us with the fields around us	Imperative IV. Tell our story
III. Expand our global connectivity and foster our global community				
Provide opportunities to build relationships and share knowledge, with the public, with diverse scientific disciplines, with diverse clinical specialties, and within our own community.				
Tactic 4. Maintain a healthy diversity in our Society				X
• Define diversity and set goals for the organization				
• Establish KPIs for gender, geography, and subspecialty inclusion (to ensure, e.g., that our leadership, speakership, and public image reflect our membership), and review regularly				

## Objective 4: Keep our house in order

- Tactic 1. Advance the nimbleness of the organization
- Tactic 2. Advance the professionalism of the organization
- Tactic 3. Develop outward-facing capacity
- Tactic 4. Perform a regular governance review
- Tactic 5. Initiate and pursue policies and programs that ensure the financial sustainability of ISMIRM
- Tactic 6. Actively seek member feedback on professional needs; analyze and respond accordingly

# Strategic Plan Detail

## Objective IV

Objective IV	Theme I: Disruption		Theme II: Connection	
	Imperative I. Manage disruptive forces	Imperative II. Marshall disruptive innovation	Imperative III. Connect with the fields around us	Imperative IV. Tell our story
IV. Keep our house in order				
Tailor our structure, finances and governance to meet the ISMRM mission and objectives. Manage resources effectively, and continue to deliver member value.				
Tactic 1. Advance the nimbleness of the organization	X	X		
• Evaluate new structures to enable rapid adaptation to change				
Tactic 2. Advance the professionalism of the organization				
• Support professional development for Central Office staff				
Tactic 3. Develop outward-facing capacity			X	X
• Explore appropriate staffing, sourcing, and infrastructure for communications, outreach, etc.				
Tactic 4. Perform a regular governance review	X	X	X	X
• Ensure that resources are aligned with and supportive of mission and vision				
• Ensure that the structure and mandate of committees and other society-associated groups effectively drive strategic goals				
Tactic 5. Initiate and pursue policies and programs that ensure the financial sustainability of ISMRM				
• Review reserve policy to ensure appropriate saving and spending guidelines				



# Strategic Plan Detail

## Objective IV (continued)

Objective IV (continued)	Theme I: Disruption		Theme II: Connection	
	Imperative I. Manage disruptive forces	Imperative II. Marshall disruptive innovation	Imperative III. Connect with the fields around us	Imperative IV. Tell our story
IV. Keep our house in order				
Tailor our structure, finances and governance to meet the ISMRM mission and objectives. Manage resources effectively, and continue to deliver member value.				
Tactic 6. Actively seek member feedback on professional needs; analyze and respond accordingly				
• Regularly evaluate all member benefits and offerings to ensure relevancy				
• Support trainee members with professional resources (e.g., stipends, mentorship, governance training)				
• Continue to perform member needs research on a regular basis				
• Clarify and standardize success metrics for all member offerings, and build a dashboard				

# Operational imperatives to support our new strategic imperatives

- Develop outward-facing capacity
  - Our new plan requires more of an outward-facing infrastructure (communications, outreach, etc.) than has previously been our norm.
  - We may need to change or supplement our Society structure and activities accordingly.
- Be nimble
  - We are extraordinarily well configured to do what we currently do. Our operations are consummately professional, deeply collaborative, nicely focused. But we are not necessarily configured for rapid change.
  - We may need to change or supplement our Society structure and activities accordingly.

# Next steps

- Socialization
  - Share with committees, study groups, and other teams
  - Generate conversation among membership, and elicit creative proposals for new initiatives not envisioned here
- Implementation
  - Board: reorganize our committees and activities, realign our resources
  - Central Office: align operations to the new plan
  - Membership: discuss, amplify, innovate
- Iteration
  - More frequent update to strategic plan than in the past?
  - Annual strategic checkup?
  - Identify and track Key Performance Indicators (KPIs) for how we are doing?

# Questions for you

- Does the current plan draft, with its associated mission and vision statements, reflect who you think we are, and who we want to be?
- Does it reflect our values, as well as our activities?
- Do our tactics address our day-to-day concerns along with our aspirations?
- What are we missing?
- What can we do to help you make an impact?
- What can you do to help us make an impact?