



UNDERSTANDING JOURNAL METRICS

How Editors Can Use Analytics to
Support Journal Strategy

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Wolters Kluwer Health

TOPICS FOR TODAY'S DISCUSSION

Journal, Article & Author Level Metrics: Best Practices

Journal Metrics

- Impact Factor
- 5 Year Impact Factor
- Other Journal Metrics

Article Level Metrics

- Altmetrics
- Relative Citation Ratio
- H Index

Author Level Metrics

- Author Bibliometric's
- Citations

We are drowning in information but starved for knowledge.

(John Naisbitt)

izquotes.com

Article Influence Score

Author Bibliometrics

RCR

Cited Half Life

Citescore

Altmetric

Journal Impact Factor

SJR

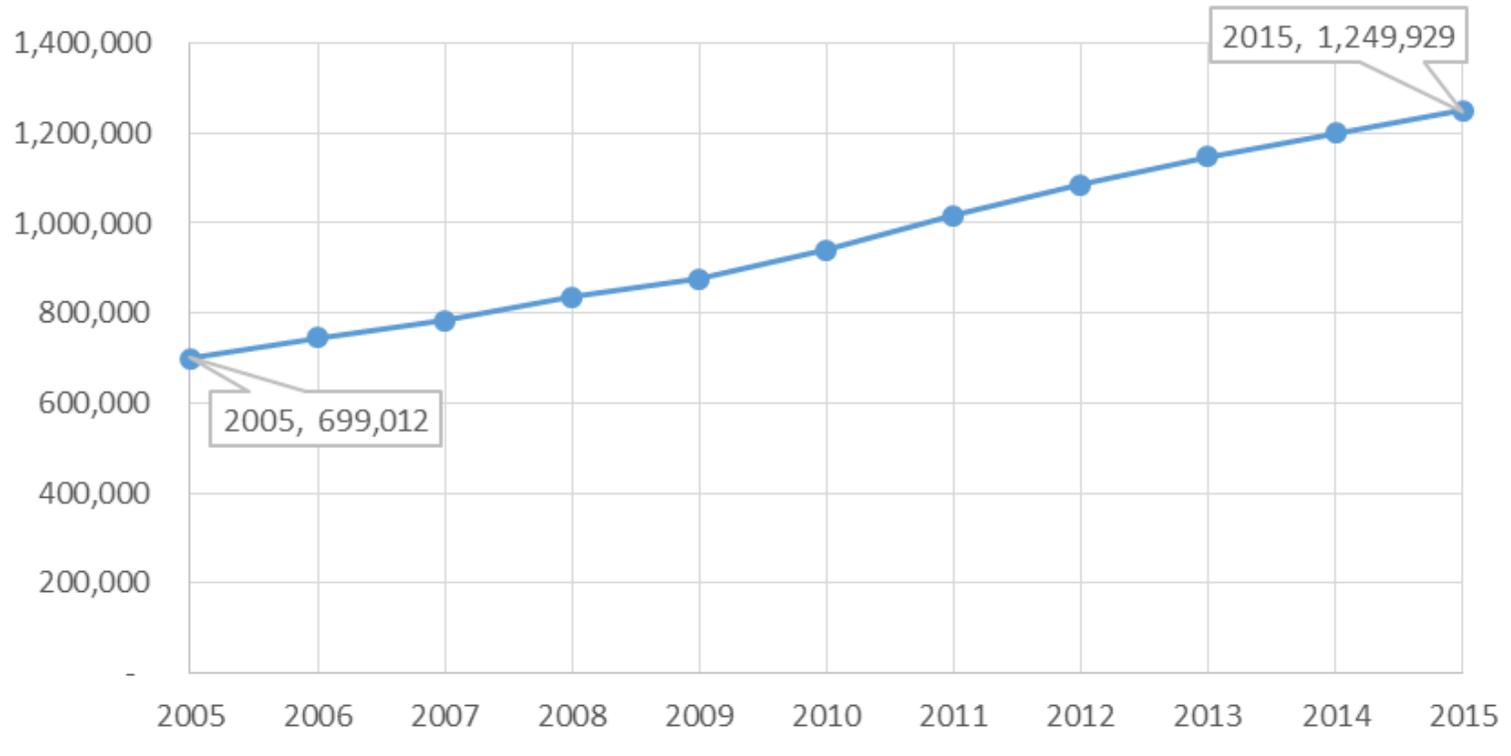
H-Index

Eigenfactor

5-Year Impact Factor

SNIP

Articles in MEDLINE (Cumulative - Source PubMed)



**78.8% increase
In 10 Years**

BEST PRACTICES: BIBLIOMETRIC ANALYSIS & JOURNAL STRATEGIES

Authors, Researchers and Academics

- Utilize bibliometric analysis by assessing the influence of published research
- Supporting research funding, academic departments, personal career development

Librarians

- Utilize metrics to choose journals and content for their institutions
- Assist academics or library patrons assess the impact of research published in an article

Publishers & Journal Editors

- Utilize metrics to create an editorial strategy supporting author acquisition
- Identifying editorial goals for the Journal Impact Factor
- *And* improved funding from publishers because of the increased value of the content

EVALUATING THE WHOLE PICTURE

Traditional Bibliometric Data

ACADEMIC ATTENTION

Impact Factor
Citation Counts
H-index
Number of Publications

&

Alternative Metrics “Altmetrics”

BROADER ATTENTION

News Reports
Social Media
Wikipedia Citations
Reference Manager Readers...
And More



JOURNAL METRICS

Journal Impact Factor
5-Year Impact Factor
Other Journal Metrics

JOURNAL IMPACT FACTOR

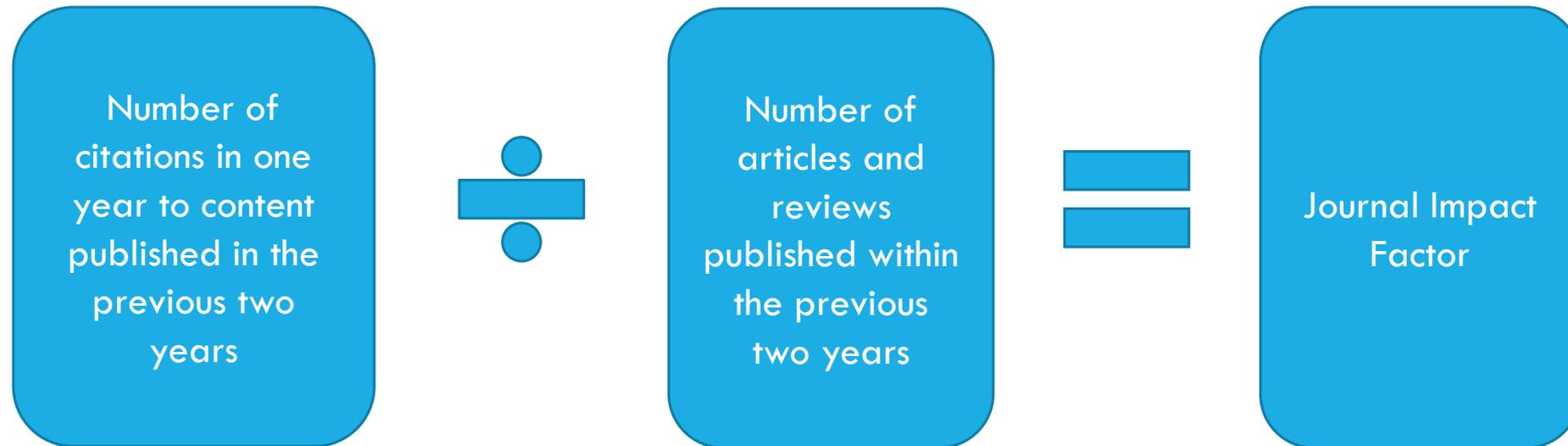
Journal Citation Reports (JCR) were developed in the 1970s by Dr. Eugene Garfield and Dr. Irving Sher. The main use case at the time remains the strongest use case today, and that is to assist librarians in managing their journal collections—to which journals should they subscribe, which ones are the strongest or most popular in their fields. Over the years, the use cases have expanded; JCR has become a valuable tool for publishers and for researchers as well.

The most well-known indicator in the JCR is the **Journal Impact Factor (JIF)**. The **Journal Impact Factor** is a measure of the frequency with which the average article in a journal has been cited in a particular year. It is used to measure the importance or rank of a journal by calculating the times its articles are cited.

The **5-Year Impact Factor** can be a more stable metric for smaller titles as there are a larger number of articles and citations included and is useful for journals or subject areas where it takes longer for work to be cited.

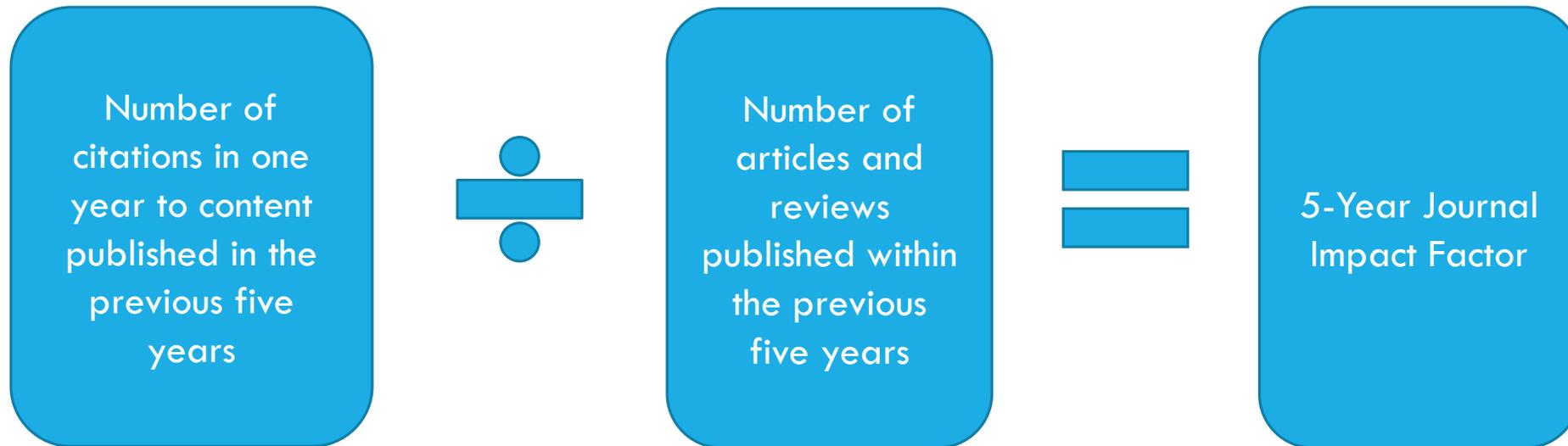
Clarivate™ Analytics is the current owner of the Web of Science™ (WOS). The WOS began in the 1960s as the Institute for Scientific Information, or ISI. In the 1990s, it became part of Thomson (referred to as Thomson, Thomson Scientific, or Thomson ISI), and then Thomson Reuters.

JOURNAL IMPACT FACTOR



2015 Journal Impact Factor = (2015 citations to items in 2014 + 2015 citations to items in 2013) / (citable items in 2014 + citable items in 2013).

5-YEAR JOURNAL IMPACT FACTOR



5-Year Journal Impact Factor is the average number of times articles from the journal published in the past five years have been cited in the given Journal Citation Report (JCR) year. It is calculated by dividing the number of citations in the JCR year by the total number of articles published in the five previous years.

OTHER JOURNAL METRICS

Immediacy Index

Cited Half-Life

Eigenfactor

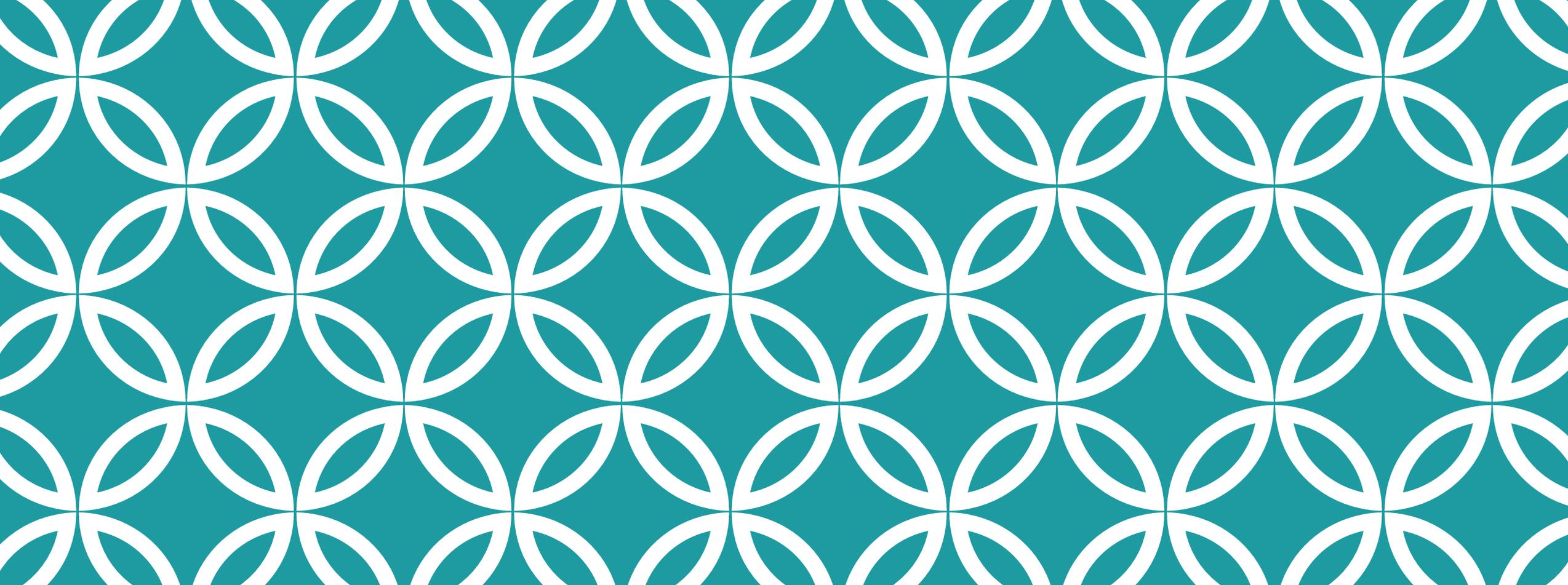
Article Influence Score

Citescore

Snip

SJR(Scimago Journal Rank)

And more!



ARTICLE LEVEL METRICS

Altmetrics

h-Index

Relative Citation Ratio

ARTICLE LEVEL METRICS

There are various tools and methods upon which to measure the impact of an individual or their scholarship. Today we will focus on:

Altmetrics: Altmetrics is a quantitative measure of the quality and quantity of attention that a scholarly work is receiving through social media, citations, and article downloads.

***h*-index:** The *h*-index is an index to quantify an individual's scientific research output. There are several databases (Web of Science, Scopus, and Google Scholar) that will provide an *h*-index for an individual based on publications indexed in the tools.

RCR: A field-normalized metric that shows the scientific influence of one or more articles relative to the average NIH-funded paper.

WHAT IS ALTMETRICS?

- Altmetrics is a broad term that encapsulates the collection of *multiple digital indicators* related to scholarly work. These indicators are derived from activity and engagement among diverse stakeholders and scholarly outputs in the research ecosystem, including the public sphere.
- A *real-time measure* of online conversations around research – helps you understand how it is being received and used
- A metric that combines a selection of online indicators – including *non-traditional sources* (blogs, social media, etc.)
- A measure *complementary* to traditional citation-based analysis

WHO IS ALTMETRIC?

About Altmetric

Altmetric is a London based company that tracks and analyses the online activity around published articles, books, datasets and other scholarly outputs. We work with some of the world's biggest publishers, funders, and institutions to deliver actionable insights using high-quality data.

Altmetric is supported by Digital Science. Visit <http://www.altmetric.com> or follow us on Twitter [@altmetric](https://twitter.com/altmetric) for more information.

ALTMETRIC COLOR CODE AND SCORE

The Colours of the Donut

- Policy documents
- News
- Blogs
- Twitter
- Post-publication peer-reviews
- Facebook
- Sina Weibo
- Google+
- LinkedIn
- Reddit
- Faculty1000
- Q&A (stack overflow)
- Youtube
- Pinterest



Score is weighted to reflect the relative importance of each type of source. It's easy to imagine that the average newspaper story is more likely to bring attention to the paper than the average tweet. This is reflected in the default weightings.

Example default score contributions for different sources:

News	Blogs	Q&A forums	Twitter	Google+	Facebook
8	5	2.5	1	1	0.25

ALTMETRIC AND REACH

- Article Level Performance Metrics
- Timely
- Data on Multiple Channels

The screenshot displays the journal's website interface. At the top, the journal title "Addiction Medicine" is prominent, along with the publisher "Wolters Kluwer" and a "Subscribe" button. Below the header, there is a search bar and navigation tabs for "Home", "Current Issue", "Previous Issues", "Published Ahead-of-Print", "Collections", "For Authors", and "Journal Info".

The main content area shows the article title "Energy Drink Consumption and Cardiac Complications: A Case for Caution" circled in red. Below the title, the authors "Sattari, Maryam MD, MS; Sattari, Anahita BS; Kazory, Amir MD" are listed. The "Article Outline" section is expanded to show "Author Information" and "Abstract".

On the right side, there are several utility sections: "Follow us on Social Media" with Facebook and Twitter icons; "Article Tools" including options for PDF, EPUB, printing, and citation management; "Images" with gallery and slideshow options; "Share" buttons for Email, Tweet, and Like; and "Article Level Metrics" which features a circular altmetric icon with the number 186, also circled in red.

Energy Drink Consumption and Cardiac Complications: A Case for Caution.

Overview of attention for article published in Journal of Addiction Medicine, August 2016



About this Attention Score

In the top 5% of all research outputs scored by Altmetric

Mentioned by

- 19 news outlets
- 4 blogs
- 16 tweeters
- 3 Facebook pages

Readers on

- 1 Mendeley

SUMMARY

News

Blogs

Twitter

Facebook

Title	Energy Drink Consumption and Cardiac Complications: A Case for Caution.
Published in	Journal of Addiction Medicine, August 2016
DOI	10.1097/adm.0000000000000234
Pubmed ID	27471919
Authors	Sattari, Maryam, Sattari, Anahita, Kazory, Amir
Abstract	We present a case of atrial fibrillation with rapid ventricular response in a 28-year-old... [show]

[View on publisher site](#)

[Alert me about new mentions](#)

TWITTER DEMOGRAPHICS

MENDELEY READERS

ATTENTION SCORE IN CONTEXT

The data shown below were collected from the profiles of 16 tweeters who shared this research output. [Click here to find out more about how the information was compiled.](#)



So far, Altmetric has seen **22** news stories from **19** outlets.



Energy drinks linked to cardiac events

nutraingredients.com, 11 Aug 2016

Related tags: Cardiac arrhythmia, Energy drinks, Taurine, Guarana, Caffeine A new study of a patient with cardiac arrhythmia...



2 canettes de boisson énergisante chaque jour peuvent mener aux Urgences

Top Santé, 05 Aug 2016

Un Américain de 28 ans qui buvait deux canettes de boisson énergisante chaque jour s'est retrouvé aux Urgences, victime de problè...



What energy drinks could do to your heart

The Indian Express, 04 Aug 2016

By: IANS | New York | Published: August 4, 2016 2:07 pm Energy drinks contain a high level of caffeine which could cause heart...



Cardiac complications from energy drinks? Case report adds new evidence

Today Topics, 04 Aug 2016

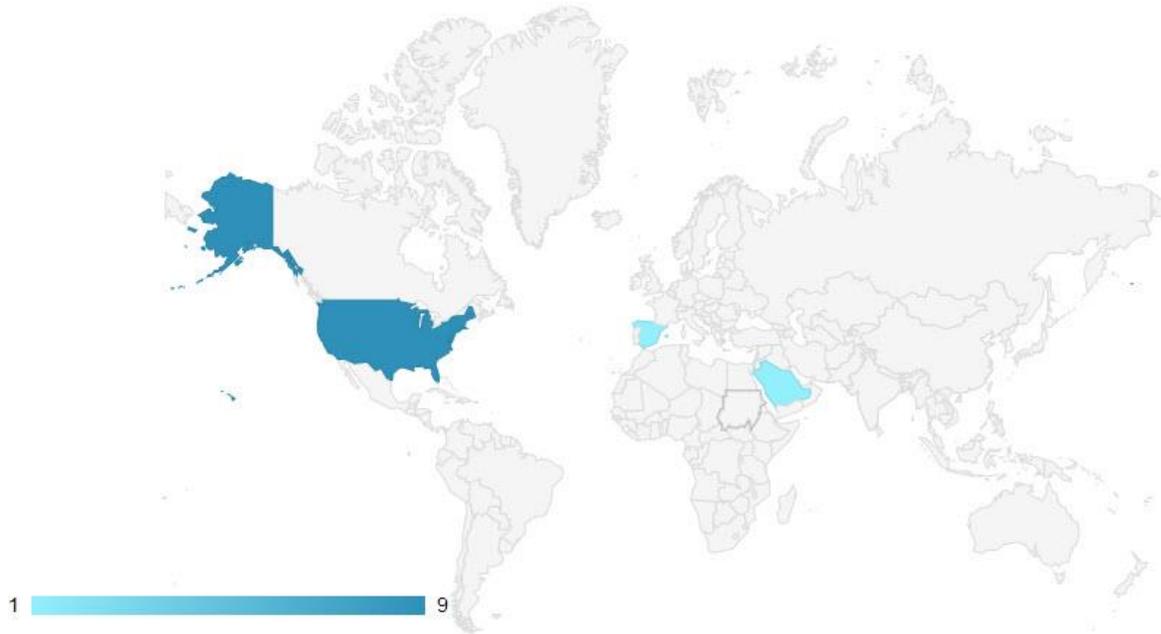
The high levels of caffeine in enerav drinks may lead to cardiac complications. suggests a case report in the Jul/August...

TWITTER DEMOGRAPHICS

MENDELEY READERS

ATTENTION SCORE IN CONTEXT

The data shown below were collected from the profiles of 16 tweeters who shared this research output. [Click here to find out more about how the information was compiled.](#)



Geographical breakdown

Country	Count	As %
United States	9	56%
Saudi Arabia	1	6%
Spain	1	6%
Unknown	5	31%

Demographic breakdown

Type	Count	As %
Members of the public	11	69%
Practitioners (doctors, other healthcare professionals)	5	31%

SUMMARY News Blogs Twitter Facebook

Title Energy Drink Consumption and Cardiac Complications: A Case for Caution.

Published in Journal of Addiction Medicine, August 2016

DOI 10.1097/adm.0000000000000234

Pubmed ID 27471919

Authors Sattari, Maryam, Sattari, Anahita, Kazory, Amir

Abstract We present a case of atrial fibrillation with rapid ventricular response in a 28-year-old... [show]

[View on publisher site](#)

[Alert me about new mentions](#)

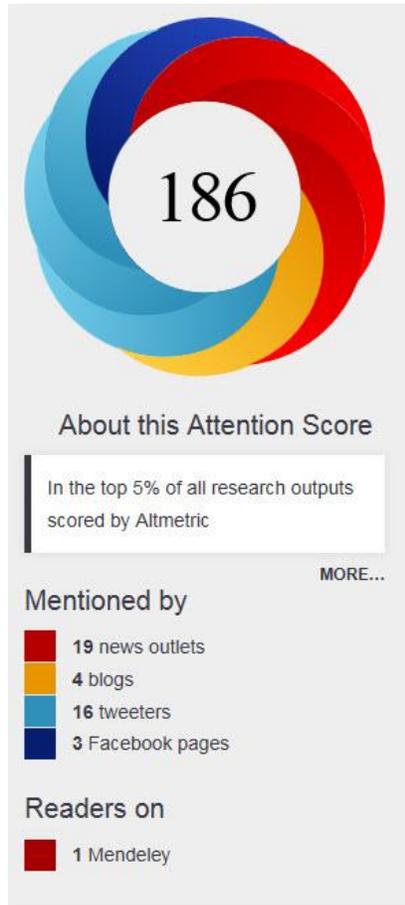
TWITTER DEMOGRAPHICS MENDELEY READERS **ATTENTION SCORE IN CONTEXT**

This research output has an **Altmetric Attention Score of 186**. This is our high-level measure of the quality and quantity of online attention that it has received. This Attention Score, as well as the ranking and number of research outputs shown below, was calculated when the research output was last mentioned on **15 August 2016**.

ALL RESEARCH OUTPUTS #20,604 of 5,492,496 outputs	OUTPUTS FROM JOURNAL OF ADDICTION MEDICINE #2 of 574 outputs	OUTPUTS OF SIMILAR AGE #1,283 of 124,395 outputs	OUTPUTS OF SIMILAR AGE FROM JOURNAL OF ADDICTION MEDICINE #1 of 18 outputs
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Altmetric has tracked 5,492,496 research outputs across all sources so far. Compared to these this one has done particularly well and is in the 99th percentile: it's **in the top 5% of all research outputs ever tracked** by Altmetric.

ALTMETRICS: KEY TAKEAWAYS



- ✓ Monitor all the conversations and mentions on social media and mainstream news
- ✓ Know who you're reaching and where you're reaching them
 - Which blogs
 - Which news outlets
 - Which Twitter feeds
 - What countries
 - What topics/article types
- ✓ In real time

ALTMETRIC AND EDITORIAL

Gather evidence for future strategy decisions, e.g. competitor analysis

Gain a more complete picture of the journal's reach and influence

Identify high profile authors to attract

Enrich author feedback/reporting to encourage future submissions

Track activity surrounding a hot topic

h-INDEX

The ***h*-index** is an author-level metric that attempts to measure both the productivity and citation impact of the publications of a scientist or scholar. The index can also be applied to the productivity and impact of a scholarly journal as well as a group of scientists, such as a department or university or country. The index was suggested in 2005 by Jorge E. Hirsch, a physicist at UCSD, as a tool for determining theoretical physicists' relative quality and is sometimes called the *Hirsch index* or *Hirsch number*.

The ***h*-index** is based on the set of a researcher's most cited papers and the number of citations that the researcher has received in other people's publications.

A researcher has index h if h of [his/her] N_p papers have at least h citations each, and the other $(N_p - h)$ papers have at most h citations each.

h-INDEX - SERVICES

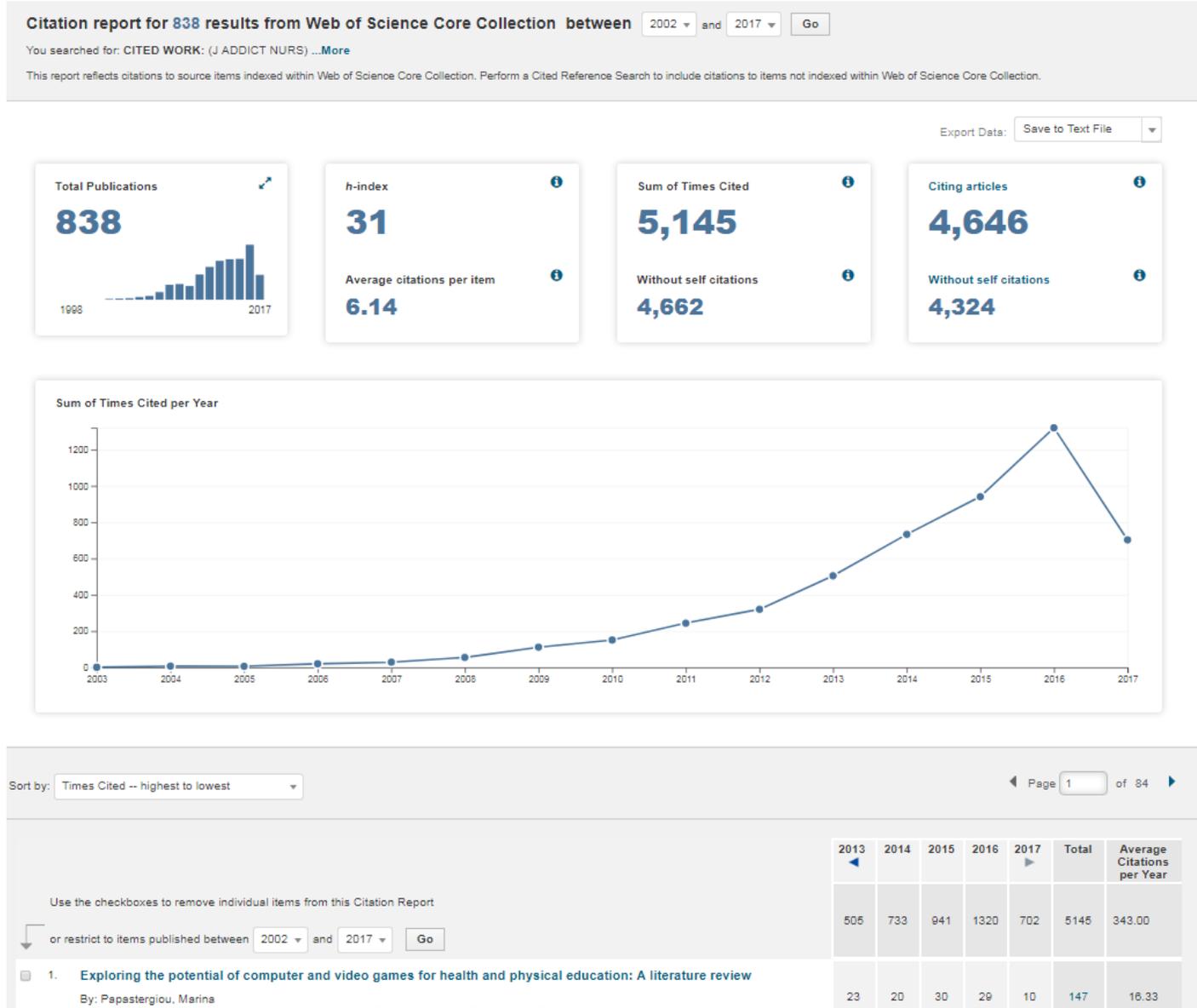
Web of Science: Web of Science™ provides citation counts for articles indexed within it. It indexes over 10,000 journals in the arts, humanities, sciences, and social sciences.

Scopus : Scopus provide citation counts for articles indexed within it (limited to article written in 1996 and after). It indexes over 15,000 journals from over 4,000 international publishers across the disciplines.

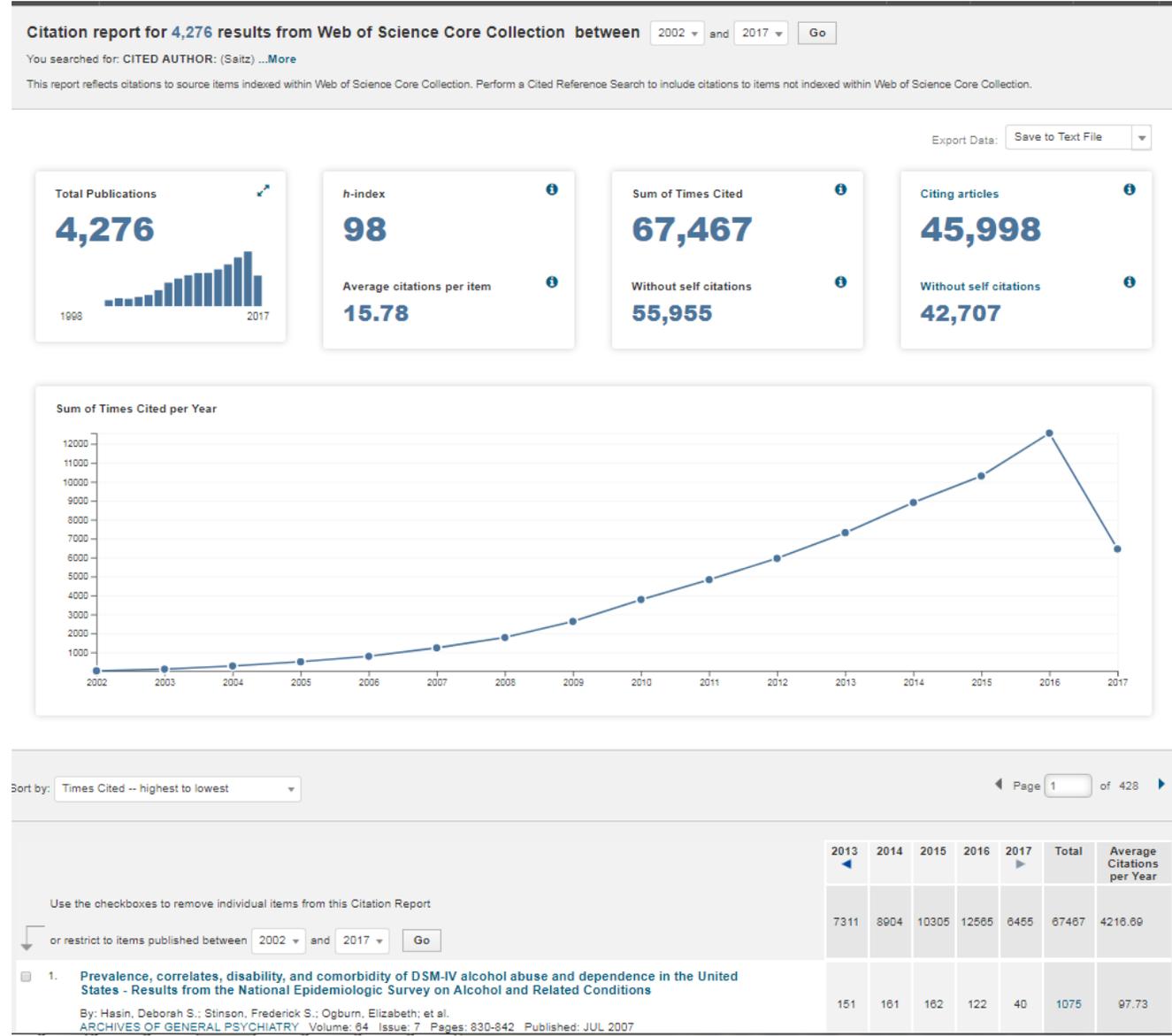
Other Services: Google Scholar, CINAHL, CSA Illumina Databases, EBSCOhost Databases, EMBASE, PubMed, Central Science Direct, SciFinder Scholar

h-INDEX

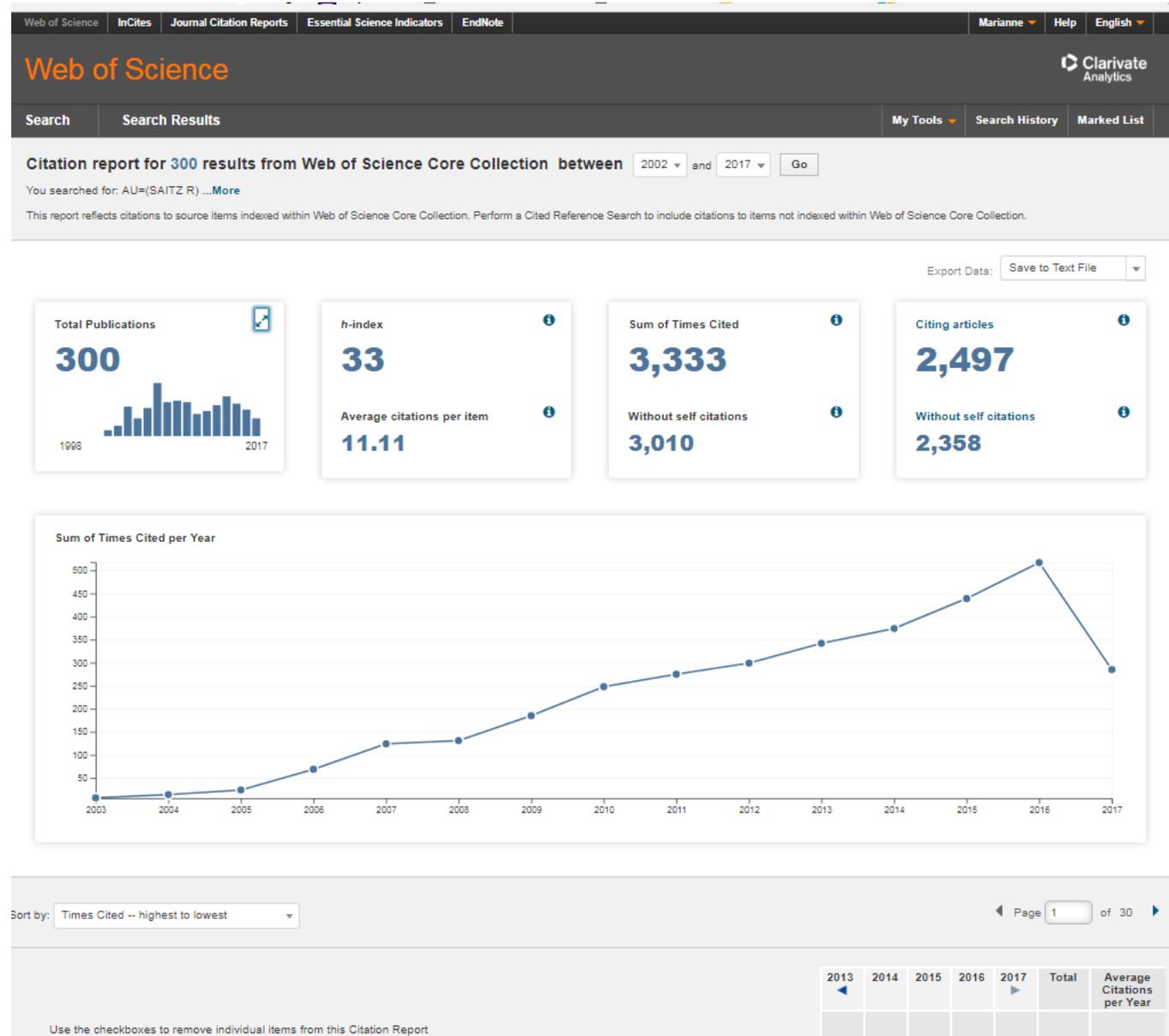
JOURNAL LEVEL



h-INDEX AUTHOR LEVEL



h-INDEX AUTHOR LEVEL



RELATIVE CITATION RATIO (RCR)



Despite recognized limitations, bibliometric assessments of scientific productivity have been widely adopted.

An improved method to quantify the influence of a research article by making novel use of its co-citation network to field-normalize the number of citations it has received has been introduced by NIH Office of Portfolio Analysis.

A beta version of *iCite*, the web tool for calculating Relative Citation Ratios of articles listed in PubMed, is available at <https://icite.od.nih.gov>.

RELATIVE CITATION RATIO (RCR)

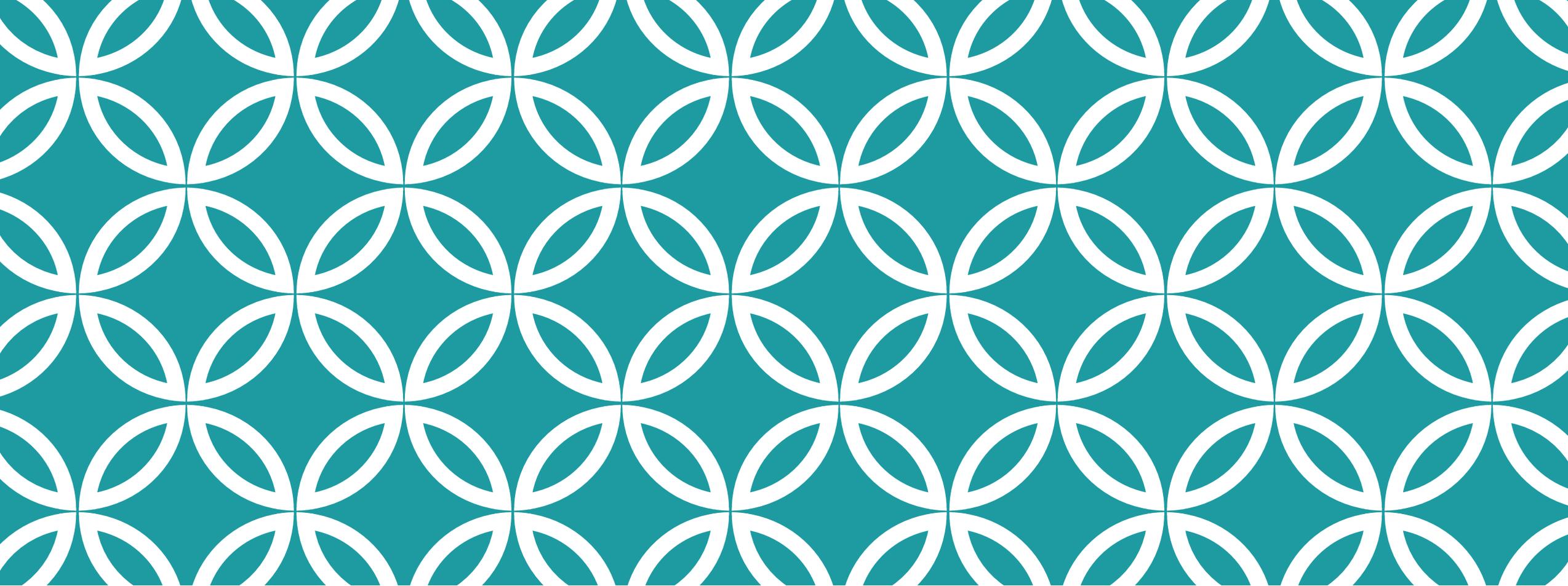


Relative Citation Ratio: a field-normalized metric that shows the scientific influence of one or more articles relative to the average NIH-funded paper.

Article citation rates are divided by an expected citation rate that is derived from performance of articles in the same field and benchmarked to a peer comparison group.

The resulting Relative Citation Ratio (RCR) is article level and field independent and provides an alternative to the invalid practice of using journal impact factors to identify influential papers.

PubMed ID	Total Citations	Citations per Year	Expected Citations per Year	Field Citation Rate	Relative Citation Ratio	NIH Percentile	Year	Journal
27367876	15	15	1.93	4.66	7.79	97.10	2016	JAMA
27359174	11	11	2.15	5.20	5.12	93.90	2016	Psychosom Med
26830139	12	12	2.52	6.11	4.76	93.00	2016	Mol. Psychiatry
27528671	9	9	2.24	5.42	4.02	90.80	2016	Proc. Natl. Acad. Sci. U.S.A.
27083433	5	5	1.38	3.34	3.62	89.10	2016	Eur Child Adolesc Psychiatry
27354266	2	2	0.66	1.61	3.01	85.50	2016	Eat Behav
27377316	2	2	0.69	1.66	2.91	84.80	2016	Psychosomatics
27657887	3	3	1.04	2.53	2.88	84.60	2016	PLoS ONE
27869372	2	2	0.71	1.71	2.83	84.20	2016	J Dtsch Dermatol Ges
27380631	2	2	0.78	1.88	2.58	82.00	2016	J Ethnobiol Ethnomed
27391371	4	4	1.65	4.00	2.42	80.40	2016	Psychiatry Res
27450304	2	2	0.92	2.22	2.18	77.40	2016	Epilepsy Behav
27575858	4	4	2.05	4.96	1.95	74.00	2016	J Psychiatry Neurosci
27749682	5	5	2.60	6.29	1.93	73.60	2016	Psychosom Med
27552813	3	3	1.60	3.87	1.88	72.80	2016	Int J Bipolar Disord
27616894	2	2	1.11	2.68	1.80	71.50	2016	Psychol Res Behav Manag
27829508	2	2	1.12	2.71	1.79	71.10	2016	Psychiatry Res
27916278	3	3	1.70	4.12	1.76	70.70	2016	Semin. Arthritis Rheum.
27717658	3	3	1.73	4.20	1.73	70.10	2016	Appetite
27583713	3	3	1.75	4.23	1.72	69.80	2016	Psychosom Med
27551051	4	4	2.34	5.67	1.71	69.70	2016	Ann. Oncol.
27187847	3	3	1.76	4.27	1.70	69.60	2016	Psychosom Med
27428855	3	3	2.00	4.85	1.50	65.10	2016	Psychosom Med



AUTHOR LEVEL METRICS

Author Bibliometric
Citations

AUTHOR LEVEL METRICS

Author Bibliometric: Simplest metric and includes the total number of papers published by an author.

Citations: The number of citations of each article

Altmetric Scores by Article for the Author: Authors have included Altmetric references in their CVs.

AUTHOR BIBLIOMETRIC - SAMPLE SEARCH

Web of Science | InCites | Journal Citation Reports | Essential Science Indicators | EndNote | Marianne | Help | English

Web of Science | Clarivate Analytics

Search | My Tools | Search History | Marked List

Select a database: Web of Science Core Collection | Learn More | Check out the new citation report.

Basic Search | Cited Reference Search | **Advanced Search** | + More

Use field tags, Boolean operators, parentheses, and query sets to create your query. Results will appear in the Search History table at the bottom of the page. (Learn more about Advanced Search)
Example: TS=(nanotub* AND carbon) NOT AU=Smalley RE #1 NOT #2 | more examples | view the tutorial

AU=(SAITZ R)

Search

Restrict results by languages and document types:

All languages	All document types
English	Article
Afrikaans	Abstract of Published Item
Arabic	Art Exhibit Review

Booleans: AND, OR, NOT, SAME, NEAR

Field Tags:

TS= Topic	SA= Street Address
TI= Title	CI= City
AU= Author [Index]	PS= Province/State
AI= Author Identifiers	CU= Country
GP= Group Author [Index]	ZP= Zip/Postal Code
ED= Editor	FO= Funding Agency
SO= Publication Name [Index]	FG= Grant Number
DO= DOI	FT= Funding Text
PY= Year Published	SU= Research Area
AD= Address	WC= Web of Science Category
OG= Organization-Enhanced [Index]	IS= ISSN/ISBN
OO= Organization	UT= Accession Number
SG= Suborganization	PMD= PubMed ID

TIMESPAN

All years

From 2002 to 2017

MORE SETTINGS

Search History:

Set	Results		Edit Sets	Combine Sets	Delete Sets
# 10	300	AU=(SAITZ R) Refined by: AUTHORS: (SAITZ R) AND AUTHORS: (SAITZ R) Indexes=SCI-EXPANDED, SSCI, ESCI Timespan=All years		<input type="radio"/> AND <input type="radio"/> OR Combine	Select All Delete

RESULTS

Web of Science InCites Journal Citation Reports Essential Science Indicators EndNote Marianne Help English

Web of Science Clarivate Analytics

Search My Tools Search History Marked List

Results: 300
(from Web of Science Core Collection)

Select articles grouped for author name [SAITZ R](#)
...More

You searched for: AU=(SAITZ R)
...More

Create Alert

Refine Results

Search within results for...

Filter results by:

- Highly Cited in Field (4)
- Hot Papers in Field (1)

Refine

Publication Years

- 2007 (36)
- 2014 (27)
- 2009 (24)
- 2010 (23)
- 2008 (23)

more options / values...

Refine

Web of Science Categories

- SUBSTANCE ABUSE (154)
- MEDICINE GENERAL INTERNAL (110)
- HEALTH CARE SCIENCES SERVICES (77)
- PSYCHIATRY (30)
- PUBLIC ENVIRONMENTAL OCCUPATIONAL HEALTH (17)

more options / values...

Refine

Sort by: Times Cited -- highest to lowest

Page 1 of 30

Select Page SK Save to EndNote online Add to Marked List

Create Citation Report Analyze Results

1. **Unhealthy alcohol use**
By: [Saitz, R](#)
NEW ENGLAND JOURNAL OF MEDICINE Volume: 352 Issue: 6 Pages: 596-607 Published: FEB 10 2005
Full Text from Publisher
Times Cited: 263 (from Web of Science Core Collection)
Usage Count

2. **Primary Care Validation of a Single-Question Alcohol Screening Test**
By: Smith, Peter C.; Schmidt, Susan M.; Allensworth-Davies, Donald; et al.
JOURNAL OF GENERAL INTERNAL MEDICINE Volume: 24 Issue: 7 Pages: 783-788 Published: JUL 2009
Full Text from Publisher View Abstract
Times Cited: 135 (from Web of Science Core Collection)
Usage Count

3. **A Single-Question Screening Test for Drug Use in Primary Care**
By: Smith, Peter C.; Schmidt, Susan M.; Allensworth-Davies, Donald; et al.
ARCHIVES OF INTERNAL MEDICINE Volume: 170 Issue: 13 Pages: 1155-1160 Published: JUL 12 2010
Full Text from Publisher View Abstract
Times Cited: 105 (from Web of Science Core Collection)
Usage Count

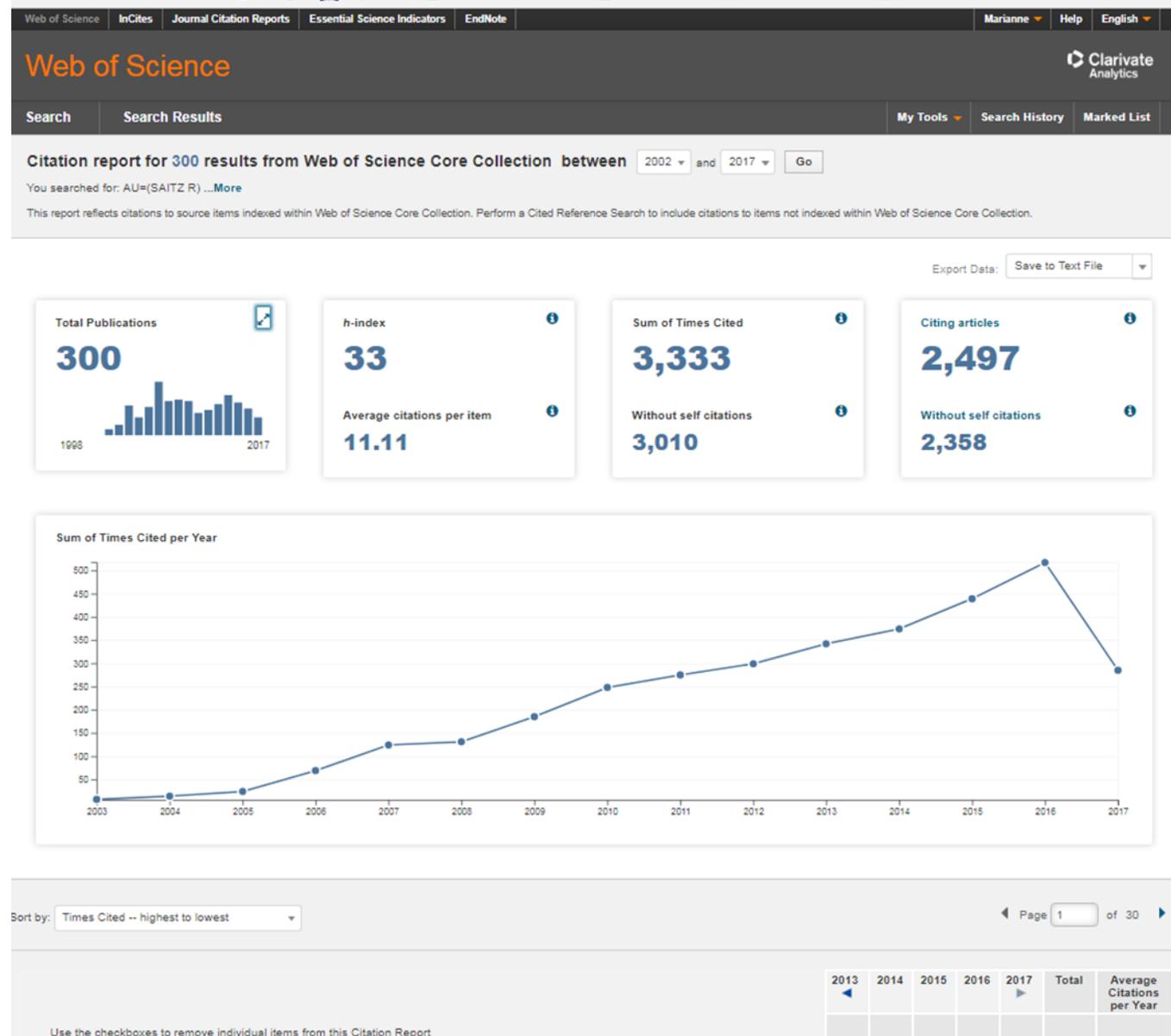
4. **Alcohol consumption and HIV disease progression**
By: Samet, Jeffrey H.; Cheng, Debbie M.; Libman, Howard; et al.
JAIDS-JOURNAL OF ACQUIRED IMMUNE DEFICIENCY SYNDROMES Volume: 46 Issue: 2 Pages: 194-199 Published: OCT 1 2007
Full Text from Publisher View Abstract
Times Cited: 100 (from Web of Science Core Collection)
Usage Count

5. **Screening and Brief Intervention for Drug Use in Primary Care The ASPIRE Randomized Clinical Trial**
By: Saitz, Richard; Paifal, Tibor P. A.; Cheng, Debbie M.; et al.
JAMA-JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION Volume: 312 Issue: 5 Pages: 502-513 Published: AUG 6 2014
Full Text from Publisher View Abstract
Times Cited: 96 (from Web of Science Core Collection)
Highly Cited Paper
Usage Count

6. **Alcohol screening and brief intervention in primary care: Absence of evidence for efficacy in people with dependence or very heavy drinking**
By: Saitz, Richard
DRUG AND ALCOHOL REVIEW Volume: 29 Issue: 6 Pages: 631-640 Published: NOV 2010
Full Text from Publisher View Abstract
Times Cited: 93 (from Web of Science Core Collection)
Highly Cited Paper
Usage Count

7. **PTSD in urban primary care: High prevalence and low physician recognition**
By: Liebshutz, Jane; Saitz, Richard; Brower, Victoria; et al.
Times Cited: 92 (from Web of Science Core Collection)

ANALYSIS



NEXT GENERATION



bioRxiv
beta
THE PREPRINT SERVER FOR BIOLOGY

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Search

New Results

Relative Citation Ratio (RCR): A new metric that uses citation rates to measure influence at the article level

 Bruce Ian Hutchins, Xin Yuan, James M Anderson, George M Santangelo
 doi: <https://doi.org/10.1101/029629>
 Now published in *PLoS Biology* doi: [10.1371/journal.pbio.1002541](https://doi.org/10.1371/journal.pbio.1002541)

Abstract

Info/History

Metrics

 Preview PDF

ARTICLE USAGE

Show by month	Abstract	PDF
Total	29,200	8,342



See more details

- Picked up by 3 news outlets
- Blogged by 9
- Tweeted by 283
- On 4 Facebook pages
- Mentioned in 3 Google+ posts
- 1 readers on Mendeley
- 3 readers on CiteULike

Blog posts linking to this article:

- . 02 Nov 2016
Recentemente, Larivière e colegas publicaram um artigo no repositório bioRxiv de preprints (artigos não submetidos a uma...
- NIH Extramural Nexus, 21 Oct 2016
Last April we posted a blog on the measurement of citation metrics as a function of grant funding. We focused on a group of...

Relative Citation Ratio (RCR): A New Metric That Uses Citation Rates to Measure Influence at the Article Level
 B. Ian Hutchins, Xin Yuan, James M. Anderson, George M. Santangelo

Viewed ?

Total Article Views	HTML Page Views	PDF Downloads	XML Downloads	Totals
40,534	PLOS 36,805	3,070	36	39,911
<small>Sep 08, 2016 (publication date) through Jul 11, 2017 *</small>	PMC 510	113	n.a.	623
	Totals 37,315	3,183	36	40,534
8.53 % of article views led to PDF downloads				



*Although we update our data on a daily basis, there may be a 48-hour delay before the most recent numbers are available. PMC data is posted on a monthly basis and will be made available once received.

Cited ?



13



Search

Saved ?



204

Discussed ?



401



0

JOURNAL LEVEL METRICS — KEY TAKEAWAYS

Use the information to establish editorial goals for your journal

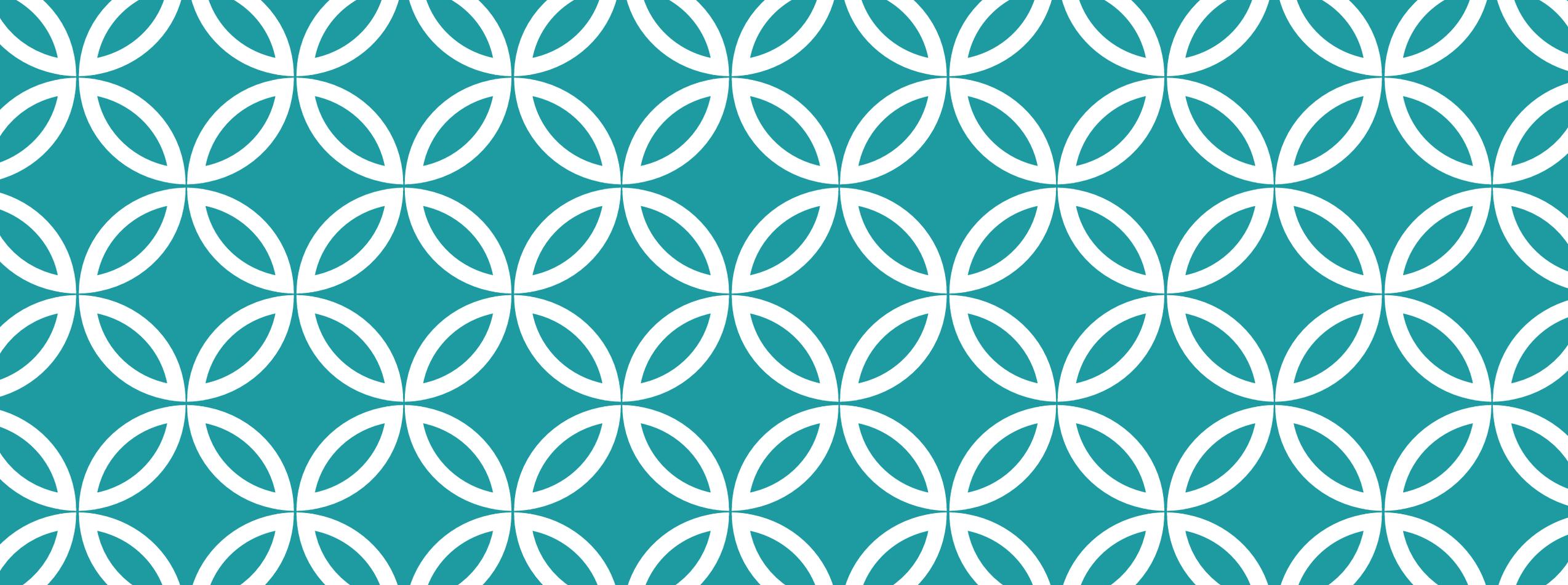
- Clearly define the focus of the analysis
- Be consistent in data sources
- Is the competitive Journal Peer Reviewed?
- Is the competitive Journal Listed in PubMed/MEDLINE?
- Comparison of the Journal to titles in the same category

Transform the goals into strategies into deliverables

Measure the results at your annual editorial board meeting

JOURNAL STRATEGIC PLANNING CYCLE

Long-term Strategic Goals	Usually span a two- to five-year time horizon. They answer the question of what you must focus on to achieve your vision.
Strategies	Umbrella methods you intend to use to achieve your vision.
Short-term Goals/ Initiatives	Convert the strategic objectives and strategies into specific performance targets that fall within the two-month to two-year time horizon. They state what, when, and who and are measurable.
Tactical Action Plans	These specific statements explain how a goal will be accomplished. They are the areas that move the strategy to operations and are generally executed by teams or individuals within one to two years.
Timelines/ Scorecards	Projected time and resources to complete each action item or short-term goal; track against targets and refine as necessary.



QUESTIONS

Angela Richardson, Sr. Publisher
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