

ISBNPA Strategic Plan Report 2023

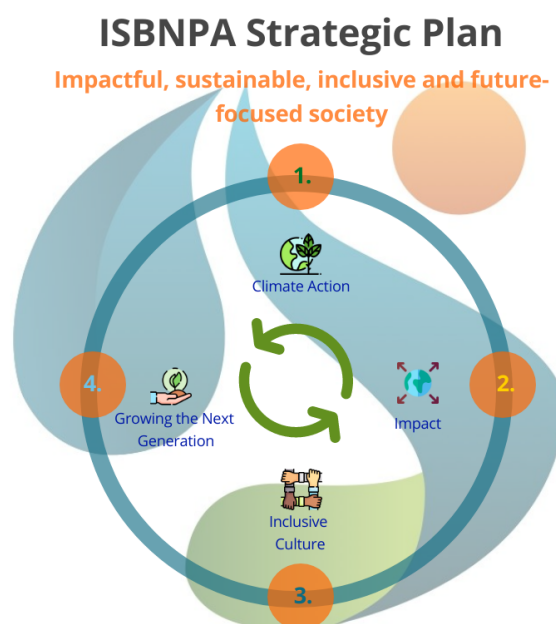


Table of contents

INTRODUCTION	2
CLIMATE ACTION	3
ISBNPA'S RESEARCH IMPACT	6
INCLUSIVE CULTURE	8
GROWING THE NEXT GENERATION AND LEADERSHIP DEVELOPMENT PROGRAM	10
CONCLUSION	13

Introduction

Since 2021, the President and the Executive Committee of ISBNPA have embarked on a journey to modernize and streamline ISBNPA's strategic direction and plan. It was important to engage in a process that provided a comprehensive understanding of the past, present and future so that we could establish a clear vision and mission, recognize key priorities with the most potential impact, identify low hanging fruit and action swiftly, align our efforts, optimize resources, address challenges and frictions, facilitate informed decision-making, monitor progress and engage meaningfully with the members of our Society. This plan is our roadmap for the next few years for our Society's on going growth and development, inclusive governance and sustainability.

Our Vision

ISBNPA is the leading international research community in behavioral nutrition and physical activity

Our Mission

We stimulate and promote innovative and impactful research in behavioral nutrition and physical activity to improve human health and well-being worldwide.

The Vision and Mission are realized through four strategic priorities:

- Climate Action
- Research Impact
- Inclusive Culture
- Growing the Next Generation

- Importance of execution in achieving our goals

A clear and streamlined Vision and Mission enables our Society to confirm a clear direction to guide informed decision-making, ensure effective governance, distribute funds and resource allocation for maximum impact, establish priority initiatives, identify long-term aspirations, and ensure that all parts of our Society work cohesively, fostering collaboration and teamwork. We are then better placed to proactively address current and future challenges, while also responding and adapting to contemporary societal issues, such as climate change, social inequality, declining health, malnutrition. We are also better placed to identify other partners that could support our journey.

The next stage of this strategic plan and its initiatives is to set clear metrics to monitor progress, evaluate the effectiveness of strategies, and make on-going adjustments for continuous improvement.

Climate Action

Working group: Sebastian Chastin, Antonio Palmeira, Erica Hinckson, Ester Cerin, Rodrigo Reis, Cindy Gray, Alexandra van den Berg, Audrey Elford, Deborah Salvo



- What is the goal Climate Action initiative?

Climate action committee set-up to achieve three main objectives

- 1) Make ISBNPA “Carbon Neutral”.
- 2) Engage the ISBNPA research community into climate change issues.
- 3) Champion positive contributions of behaviour change science, physical activity and nutrition in dealing with climate change.

- What progress has been made since the adoption of the strategic plan?

- ISBNPA joined forces with ISPAH to create a video and exchange information about changing activities and policy toward more sustainable models.
- Searched for independent external auditors to assess the carbon footprint of the society and its different activities to inform change.
- Trained members of the EC in understanding carbon footprint and developed a draft carbon footprint management plan.
- Suggested list of keynote speakers for annual meeting to ISBNPA 2023 committee.
- Added climate question to abstract submission for ISBNPA 2023

Carbon footprint management plan and initial measurements

While developing the carbon footprint management plan we defined the scope of the ISBNPA emissions and conducted an initial measurement (yet to be audited).

Scope 1 and 2 are those emissions that are owned or controlled by a company, whereas **scope 3** emissions are a consequence of the activities of the company but occur from sources not owned or controlled by it.

Subject	Scope	Geographic	Source	Time frame	Method	Notes
Annual Meeting - Travel	3	Global	Direct airplane flights	Yearly	Carbon Calculator, attendance lists	
Annual Meeting - Food and Beverage	3	Local	Indirect, food production	Yearly	Carbon Calculator, budgeted costs	
Annual Meeting - AV and Venue	3	Local	Indirect, electricity	Yearly	Carbon Calculator, budgeted costs	
Annual Meeting - Accommodation	3	Local	Indirect, electricity	Yearly	Carbon Calculator, budgeted costs	
IJBNPA - publication	3	Local	Indirect	Yearly	Used Springer BMC report to calculate the CO2e per paper published	
Admin - online meetings,	3	Global	Indirect	Yearly	Carbon calculator, IT costs per year	

membership and email handling						
Comms - social media, website, newsletters	1	Global	Indirect	Yearly	Carbon calculator, IT costs per year	
Dissemination - webinar, online conferences	3	Global	Indirect	Yearly	Carbon calculator, IT costs per year	

We considered our primary source of emissions, related to the Annual Meeting, and our secondary source emissions, related to the IJBNPA, to create the following table:

Item	Value	Proportion
Subject 1 Annual Meeting	5775 tons	99.7%
Breakdown		
Travel	5555	95.9%
Food and Beverage	104.35	1,7%
AV and Venue	40.48	0.7%
Accommodation	75.80	1.3%
Subject 2 IJBNPA	14.99	0.3%
Total	5789.99	100%

After conducting our analysis (May 29, 2023), we have determined that the total amount of carbon dioxide equivalent (CO₂e) emissions for the event is **5775 tons**. This equates to an **average of approximately 4.5 tons per attendee**. This is about 53% of the yearly average CO₂e per capita of the advanced economies (8.4 CO₂e tons).

The world's total emissions amount to 37.12 billion tons in 2021. The ISBNPA footprint constitutes 0,00000016% of that total.

Over **54% of the attendees mention that they plan to mitigate** their CO₂e associated with traveling to ISBNPA 2023. Over **61% state that their institution does not have a policy in place to mitigate** the CO₂e of attending conferences.

- What challenges have been encountered and how have they been overcome?

- We encountered difficulties in finding an external auditor as most are only interested in dealing with very large organisations. We overcame this through partnering with ISPAH.
- The ISBNPA 2023 organising committee was not able to secure all keynote speakers on the list provided, but we have secured one excellent keynote who will present at the Uppsala conference via Live Zoom.

- What are the future plans for further implementation and improvement?

The future plans against each objectives are as follow

- 1) Making ISBNPA "Carbon Neutral"
 - a. We are going to appoint an external auditor to assess the carbon footprint of our activities and several models of the conference
 - b. We are going to use this to develop the carbon Management Plan
 - c. We are going to use this to help us monitor our carbon footprint as routine
- 2) Engage the ISBNPA research community into climate change issues
 - a. Develop a series of webinar throughout the year
 - b. Offer special prices and incentives for climate-orientated abstract at future meetings

- c. Launch a large-scale group model building activity amongst the ISBNPA community to map the pathways between PA and Nutrition with carbon emission. The current plan is to start with PA first.
- 3) Champion the positive contribution of behaviour change science
 - a. Audit ISBNPA membership for people already publishing on climate issues
 - b. Recruit a sounding board of climate experts
 - c. Engage IJBNPA to publish climate related articles

ISBNPA's Research Impact

Working group members: Lisa Mackay, Erica Hinckson, Ester Cerin, Chien Ting, Leonidas Karagounis, Sonia Vladimira, YinKai Chan



- What is the goal of ISBNPA's Research Impact strategic initiative?

The goal is to advance the impact of our members' behavioral nutrition and physical activity research. It is aimed at first defining, measuring, guiding and then mobilizing.

The intended outputs of this initiative are:

- Clear definition of research impact for our society
- Guidelines for measuring impact
- Guide for mobilizing behavioral nutrition and physical activity science through research translation and advocacy for impact.

This involves three key activities:

1. To conduct a scoping review of grey and academic literature to understand how research impact is being defined by institutions and funders (currently underway).
2. To conduct a scoping review to understand how research impact is measured.
3. To identify ways to advance the impact of ISBNPA's research.

What progress has been made since the adoption of the strategic plan?

Since the adoption of the strategic plan, we have made significant progress:

- Convening of a working group with the support of research fellows, which has been instrumental in driving this initiative forward. The working group includes the ISBNPA's current President and President Elect, Early Career Researcher Representative, and Research Fellows. We have also recruited experts in the field outside our membership with research translation and impactful research expertise. The group has been meeting every month since its conception to discuss concepts, track progress and plan. Monthly progress reports were presented to the Executive Committee.
- Substantial progress towards the scoping review of academic literature, with results currently being compiled.
- We have conducted an initial scoping review of grey literature, and we are now extending this to the wider ISBNPA membership to capture a more global view of research impact. Looking ahead, our next step is to move towards Activity 2.

What challenges have been encountered and how have they been overcome?

We have encountered some challenges during the implementation of this initiative. One key challenge we identified early on was the need for additional resources to undertake the key activities required to achieve our objectives. To overcome this challenge, we were fortunate to have a small group of research fellows join our team to support this work, and they are being compensated by ISBNPA through society membership.

Another challenge we faced was that our initial scoping review of grey literature did not have global reach. To address this, we extended an invitation to the wider ISBNPA membership to become involved through a survey requesting definitions of research impact that are being used by their institutions and funders via a Qualtrics form. This will ensure that our subsequent development of a definition of research impact for ISBNPA is informed by this global view. We remain hopeful that these efforts will help us to overcome any further challenges we may face as we move forward with this important initiative.

What are the future plans for further implementation and improvement?

As we continue to work on this initiative, we are preparing to undertake the next stage of the process by beginning Activity 2. Through this, we aim to provide clear and effective guidelines for measuring research impact, which will help our members to evaluate the effectiveness of their work and its impact on the wider community. In the meantime, we will continue to work towards developing a definition of research impact that reflects the global view of our members. We share here some ideas from our Executive Committee discussion which we will follow up in due course:

- Impact box in IJBNPA Journal for all papers submitted
- Members video on what impact is for them-->from these data, create a checklist. Request videos via eblast, social media dissemination
- Along with quantitative data we would like to collect qualitative data, case studies, stories about impact in our membership

Inclusive Culture

Working group members: António Palmeira, Carol Maher, Teresia O'Connor, Moushumi Chaudhury, Adewale Oyeyemi, Katrina Messiha, Aoko Oluwayomi, Ben Singh.



- What is the goal of ISBNPA's Inclusive Culture strategic initiative?

Overall goal (targeted towards enhancing inclusivity and diversity leading into the 2024 annual conference):

Increase memberships and engagement from low- and middle-income countries (LMIC).

Further increase engagement from high-income countries (HIC) that are not currently/not well represented within ISBNPA.



- What progress has been made since the adoption of the strategic plan?

1. Recruitment/engagement of interested volunteers to assist the working group (4 candidates applied and 3 accepted the invitations to work with the group).
 - a. Volunteers to help disseminate and promote ISBNPA in underrepresented regions of LMICs and HICs.
 - Attract new ISBNPA members and increase conference participation of individuals from underrepresented regions.
 - b. Actively participate in the activities of the working group and receive benefits for helping the working group,
 - Free ISBNPA membership including a discounted registration for the 2023 Annual Conference (for 3 candidates), or
 - 1 x free ISBNPA annual conference registration (1 candidate).
2. Developed and initiated the ISBNPA Ambassador Program
 - a. Identified and contacted 12 potential ambassadors (leading researchers) from HICs and LMICs to help promote ISBNPA to their networks (8 of 12 accepted the invitation)
 - b. Ambassadors will receive a free 2023 ISBNPA membership and recognition on the ISBNPA website and social media platforms.

Pioneer Program:

- Scholarships to ECRs and MCRs conduct a small study or complete an existing study (where funds are currently insufficient) and present study findings at either the in-person or online ISBNPA 2023 conference. Priority on applications from LMICs.
- Awarded funding to 5 successful ECRs and MCRs.

- What challenges have been encountered and how have they been overcome?

Which world regions to focus on first (if we need to design materials in other languages/different messaging to appeal to different cultures)

What are the future plans for further implementation and improvement?

- Ambassador Program: provide ambassadors with promotional materials to distribute to their networks (e.g., through social media).
- Engage more on social media (e.g., Twitter) to promote and increase awareness of ISBNPA.
- Develop a plan to identify which countries that we want to target and look for investigators from that country that we want to engage and how we identify those investigators.
 - Search through previous ISBNPA membership lists (e.g., 2019-2020) to identify who were previous paying members, but are not current members, to try and re-engage them.
 - Look through the metrics of who is submitting manuscripts to the ISBNPA journal, to identify what regions/countries these submissions are coming from (this strategy can also apply to recruiting more members from the LMICs).
- Ensure current and future paying members are getting values for their money aside from conference attendance - provide memberships which include access to webinars and workshops, and further member benefits.

Growing the Next Generation and Leadership Development Program

Co-chairs: Jenna Hollis and Stephanie Chappel

Leadership Development Program Committee: David Crawford, Catherine Draper, Antonio Palmeira, Erica Hinckson, Simone Verswijveren, Sarah Shaw, Ana Maria Contardo Ayala, Trynke Hoekstra, Divya Patel, Nematullah Hayba, and Ashley Cox.



What is the goal Growing the Next Generation initiative and the Leadership Development Program?

Growing the Next Generation aims to inspire and grow new generations of behavioral nutrition and physical activity researchers. One approach to achieve this strategic objective is through the development of an ISBNPA Leadership Development Program for members across all career stages. These programs will support ISBNPA members to become more effective leaders, focusing on enhancing non-scientific personal leadership skills such as communication, interpersonal skills, and strategic negotiation and influence.

What progress has been made since the adoption of the strategic plan?

Since its inception in October 2022, we have convened a Leadership Development Program Committee which includes representatives from the ISBNPA Executive Committee, ISBNPA Membership Committees (NESI, Capacity Building Network, Mentoring Program, Pioneer Program), ISBNPA fellows, ISBNPA Participatory Research in Health Promotion Special Interest Group (SIG), and ISBNPA members. The committee meets monthly to discuss ideas and oversee all decision making on the development and implementation of the program. The Committee has convened an expert Review Group who reviews and provides feedback on proposed plans for the development and implementation of the program. Three research assistants who are ISBNPA members have been recruited to assist in program development.

Over the last 6 months, the Leadership Development Program Committee has consulted with the ISBNPA Executive Committee and expert Review Group to discuss the vision of the course, potential targets and modes of delivery, curriculum content, and approaches for developing the course. A consensus was reached to use a co-design approach to develop the Leadership Development Program and to pilot test the program with mid-career researchers before expanding to other career stages.

We have scoped the research literature on how leadership is defined, the key competencies of leadership, the key components of effective leadership courses, evidence to inform a co-design process, and any evaluation of the impact of current leadership courses. We have also identified existing leadership programs to scope course objectives, curriculum content, modes of delivery and potential costs, and identify potential external providers whose expertise may align with the objectives of the ISBNPA Leadership Development Program.

A decision was made to use focus groups and co-design workshops to capture the views and opinions of the ISBNPA community on the Leadership Development Program. The protocols for the focus groups and workshops have been developed to guide the next stage of work.

What challenges have been encountered and how have they been overcome?

Taking a co-design approach is vital for delivering a successful, sustainable program that meets the needs of ISBNPA members. However, such an approach requires adequate expertise and resourcing, and program development can take longer than anticipated.

To address the challenge of expertise and resourcing, we have recruited three research assistants to assist with weekly tasks to progress the development of the program. We have also convened a Leadership Development Program Committee and expert Review Group with broad expertise and experience in leadership, and from a variety of ISBNPA committees and membership groups. We continue to look at ways to expand this membership to ensure the views of the wider ISBNPA community are represented and seek additional expertise as needed.

We anticipate that recruiting ISBNPA members to the focus groups and co-design workshops may present an additional challenge, particularly with regards to issues relating to time zones and ISBNPA members capacity to attend. For these reasons we plan to hold multiple focus groups and workshops for 1-2 hours in length (as not to be too onerous) and across different time zones (that may be during work or waking hours for ISBNPA members). It is particularly important to ensure representation from members in low-and-middle-income countries to ensure the program is inclusive and meets the needs of all ISBNPA members. We plan to invite participation in the focus groups and workshops via usual ISBNPA communication channels and a tap on the shoulder approach (if needed).

Engaging with one or more external providers with expertise and capacity to deliver leadership courses is likely needed to ensure the credibility, effectiveness and sustainability of the ISBNPA Leadership Development Program. A cost will be incurred in using external providers, and decisions will need to be made as to what is an appropriate cost for ISBNPA to ensure that the program is accessible to all members, including those from low-and-middle-income countries.

What are the future plans for further implementation and improvement?

Over the next 12 months, we will continue to use a co-design approach to develop the ISBNPA Leadership Development Program. This will involve running focus groups with ISBNPA early career researchers, mid-career researchers and senior career researchers to explore their views and experiences of leadership in general, and then more specifically how an ISBNPA leadership program could support them to become more effective leaders. Using the findings from the focus groups, we plan to hold interactive co-design workshops with mid-career researchers to explore and prioritize the leadership skills that they want to develop and/or enhance (e.g. managing people, effective communication, mentoring, time management), and the structure for a mid-career researcher leadership course (e.g. delivery mode, duration, frequency of meetings/activities, cost). Findings from both the focus groups and co-design workshops will be used to develop and pilot test a Leadership Development

Program for mid-career researchers of ISBNPA. The evaluation and learnings from the pilot program (along with further consultation and co-design) will be used to expand the Leadership Development Program to include two additional programs focused on leadership development for early career researchers and senior career researchers.

Conclusion

Despite starting at different speeds, all initiatives are now on track to meet the goals outlined in our 2022-2025 strategic plan. In the upcoming year, we plan to allocate resources and increase capacity for the procedures that were launched in 2022-2023.

While some of our endeavors may lead us into uncharted territories and unforeseen challenges, we trust in the ISBNPA community's ability to overcome any obstacles. We look forward to reporting our progress at the ISBNPA 2024 Annual Meeting in Omaha.