

ISBNPA Strategic Plan Report 2024

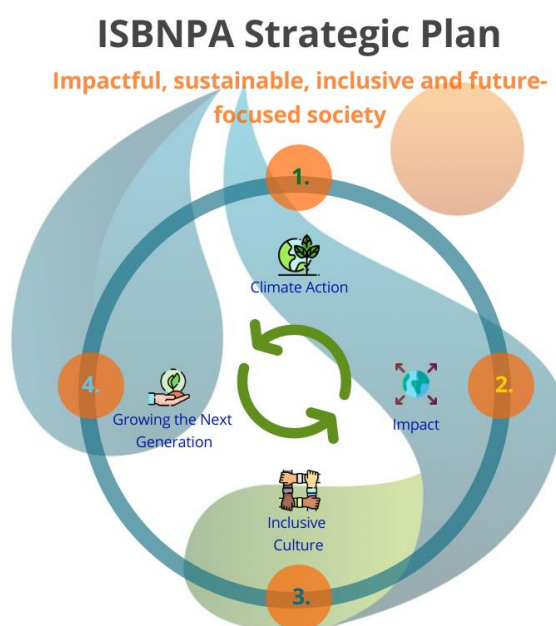


Table of contents

INTRODUCTION	2
CLIMATE ACTION	3
ISBNPA'S RESEARCH IMPACT	5
INCLUSIVE CULTURE	7
GROWING THE NEXT GENERATION AND LEADERSHIP DEVELOPMENT PROGRAM	9
CONCLUSION	12

DONE 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 modified Mission

We stimulate and promote innovative and impactful research in behavioral nutrition and physical activity to improve human and planetary 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

Progress since June 2023 and future work

In 2023, we inherited a well-conceived strategic plan that needs to be monitored, evaluated and adjusted as appropriate. This year we modified ISBNPA's mission statement to "We stimulate and promote innovative and impactful research in behavioural nutrition and physical activity to improve human and planetary health and well-being worldwide". The modified mission statement now reflects all four strategic initiatives included in ISBNPA's strategic plan, including climate action. It was important to clearly communicate to the world that we do care about climate change, and we are proactive in doing something about it. Our two main outcomes, physical activity and nutrition, are deeply relevant to climate change from both adaptation and mitigation perspectives.

As to the strategic initiatives themselves, our teams have done a wonderful job and achieved very tangible outcomes as detailed in the reports below. We now need to start discussing the future of ISBNPA's strategic plan. The current plan was supposed to be implemented from 2022 to 2025. Given that there is only 1 year left in its implementation, it is time for us to do an evaluation, reflect on what we achieved and want to achieve in the future and work on the next strategic plan cycle. Having a well-conceived strategic plan for our Society is very important because it can help us identify and set priorities, keep focused and monitor progress.

DONE Climate Action

Working group: Delfien Van Dyck, Sebastien Chastin, Antonio Palmeira, Erica Hinckson, Ester Cerin, Rodrigo Reis, Shilpa Dogra, Karim Abu-Omar, Deborah Salvo, Palma Chillon, Peter Gelius, Jessica Bourne



- What is the goal Climate Action initiative?

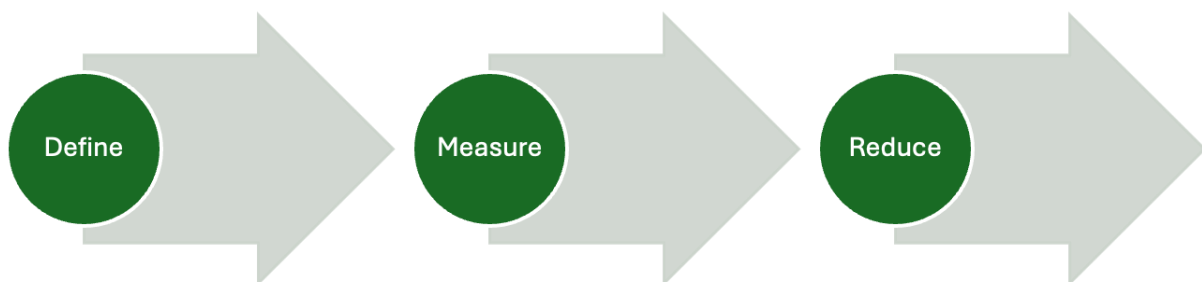
Climate action committee set-up to achieve three main objectives

- 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 between June 2023 and May 2024?

- First ISBNPA carbon footprint plan was finalized! Developed by Antonio in collaboration with experts at the Ontario Tech University

- https://isbnpaorg.sharepoint.com/:w:/s/InternationalSocietyforBehavioralNutritionandPhysicalActivit/EWxdSoffV3dHuGsOAFHuuDQBGvv_uRyTvup4G6eHZXEiww?e=tepS8e



- The carbon management plan was published and results were communicated with our membership (+ will be communicated at the conference)
- Infographic with the main results and action points was developed and communicated in the newsletter
- We opened the discussion regarding the annual versus bi-annual organisation of the ISBNPA conference.
 - Discussions of alternative activities in the ‘off’ years with the Climate Action group (e.g., regional chapters, extended webinar season)
 - Discussion of pros and cons with the EC [Pros and cons of having the ISBNPA annual meeting every other year](#)
 - Discussion of pros and cons with SIG leaders
 - Discussion of pros and cons with ISBNPA members is planned during the conference
- Suggested list of keynote speakers for annual meeting to ISBNPA 2024 committee.

- Climate question was again added to abstract submission for ISBNPA 2024 – we aim to follow-up on these numbers over a few years (see how these number change)
- Carbon dashboard + suggestions for sustainable conference travel + carbon calculator were added to the ISBNPA website + in newsletter
- Preparation of a climate action plenary session for ISBNPA 2024 (Climate Action Panel):
 - Title: Behavioural nutrition and Physical Activity research in the Anthropocene. “How can the ISBNPA community contribute meaningful research to fighting the climate crisis and promote planetary health?”
 - Moderators: Seb Chastin and Shilpa Dogra
 - Presenters: Karim Abu-Omar, Rodrigo Reis, Robb Hogg, Sarah Frank, Brittany Jock

- 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 preparing the carbon footprint plan ourselves (led by Antonio) and to collaborate with two experts from the Ontario Tech University
- The ISBNPA 2024 organising committee was not able to secure a climate related keynote speaker, however we overcame this challenge by organizing the Climate Action Panel at ISBNPA 2024
- Between July and November 2023, there was not much ‘action’ in the Climate Action committee. We overcame this by recruiting new members, and re-installing the monthly action committee meetings.

- 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. Update of the Carbon Footprint plan, based on the numbers of Omaha – yearly monitoring of our carbon Footprint
 - b. Continue discussion about organizing annual versus bi-annual meetings
 - c. Prioritizing specific action points suggested in the carbon footprint report (ask membership for priorities during the conference)
- 2) Engage the ISBNPA research community into climate change issues
 - a. Develop a series of webinars throughout the year
 - b. Offer special prices and incentives for climate-orientated abstract at future meetings
 - c. Create a climate change ISBNPA fellowship for ECR members
- 3) Champion the positive contribution of behaviour change science
 - a. Engage IJBNPA to publish climate related articles
 - b. Publish a series of infographics for our membership (e.g., impact of conferences on carbon footprint, umbrella review on climate action research)

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?

The working group has defined Research Impact, collected data from 72 organizations via Qualtrics, and initiated discussions using a word cloud. The developed Research Impact definition was presented at the ISBNPA2024 conference and is now under discussion within the Executive Committee and membership:

ISBNPA's research impact is realized through verifiable societal benefits resulting from the scientific generation of knowledge in behavioral nutrition and physical activity for the purpose of enhancing human and planetary health and wellbeing worldwide.



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

The primary obstacle involved the relocation of several team members from the Executive Committee, which disrupted workflow and timeline continuity.

What are the future plans for further implementation and improvement?

The group has worked on the first two goals of the strategic initiative: I) definition of impact; and partially in II) the measurement of impact and how to achieve it.

The focus of the last year of the present strategic plan is to complete point II and move to point III) to improve/maximise impact of research via implementation processes.

NOT 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. ISBNPA now has 10 Ambassadors to support the efforts of reaching out to world regions who are underrepresented in our membership. The list of ISBNPA ambassadors is available on our website
2. The membership fee was made free for low and low-middle income countries
3. We now have 94 members from these regions, up from less than an average of 5 from previous years
4. The 2023 Pioneer program awarded 5 scholarships. All completed the work successfully, but only two were able to travel to ISBNPA2024 due to visa restrictions.
5. The group engaged with Professor Vincent
 - a.

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 value for their money aside from conference attendance - provide memberships which include access to webinars and workshops, and further member benefits.

DONE 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, Ester Cerin, 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
- Convened an expert Review Group
- Recruited three research assistants to assist in program development.
- Regularly 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.
- 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.
- Conducted conference survey with ISBNPA community in June 2023
- Conducted focus groups and co-design workshops to capture the views and opinions of the ISBNPA community on the Leadership Development Program specific to ECR, MCR and SCR.
- Engaged with an external provider to develop 3 workshops in June-August 2024
- Conducted an expression of interest and recruitment of MCRs to the first MCR pilot program

- Developed program material, including self-directed learning, podcasts, reflection exercises, relating to each of the core program modules: Strategic thinking and decision making, building a team, networking and collaboration.
- Developed an evaluation plan to be carried out across the duration of the pilot program.

The course will be launched on Monday 13th May 2024.

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 continue to utilize our three research assistants to assist with weekly tasks to progress the development of the program. We continue to work with our 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, and have expanded this membership to ensure the views of the wider ISBNPA community are represented and seek additional expertise as needed.

We experienced challenges recruiting ISBNPA members to the focus groups and co-design workshops, particularly with regards to issues relating to time zones and ISBNPA members capacity to attend. We held 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). We ensured representation from members in low-and-middle-income countries to be inclusive and meet the needs of all ISBNPA members. We recognize that a future challenge will be running the monthly workshops of the pilot course across multiple time zones. We will use polls to identify the most suitable day/time for workshops, taking into consideration workshop participation across the entire course duration to ensure that all MCRs have the opportunity to attend at least one workshop live. The workshops will also be recorded for participants that are unable to attend live.

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. We have successfully recruited 24 MCRs into our first pilot program, and engaged with an external provider with academic leadership expertise. The associated cost of the pilot program is appropriate with ISBNPA providing full and partial scholarships for the cohort to ensure that it is accessible to all members, including those from low-and-middle-income countries. The cost and scholarship structure will be reviewed annually based on participant feedback.

What are the future plans for further implementation and improvement?

Over the next 4 months, we will pilot the first MCR course, followed by a 1-month evaluation period to gain participant and facilitator feedback, insights, and experiences of the course and expected outcomes. The findings from the evaluation will be used to generate a report summarizing the pilot program outcomes and recommendations for

future improvement to continue to run the MCR program and expanded to other career stages (e.g., ECR). In the 6 months leading up to the 2025 ISBNPA conference, will be used to refine the Building Future Leaders program for MCRs to be launched in May 2025.

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.