



**Board of Directors Minutes**

**Thursday, November 29, 2018**

**6 – 8:30 p.m. ET**

**Friday, November 30, 2018**

**7:30 a.m. – 3 p.m. ET**

**The Washington Hilton, 1919 Connecticut Ave NW, Washington, DC, 20009**

**To join by phone: 800-377-8846; 43606000#**

<b>In Attendance (Alphabetical Order)</b>		
Elva M. Arredondo, PhD – Member Delegate*	Amy Huebschmann, MD – Chair, Education, Training, and Career Development Council*	Rajani S. Sadasivam, PhD – Editor, Website/Social Media
Joanna Buscemi, PhD – Chair, Health Policy Committee	E. Amy Janke, PhD – Chair, Scientific and Professional Liaison Council*	Margaret Schneider, PhD – Member Delegate*
Heather Cole-Lewis, PhD – Chair, Digital Health Council*	Robert M. Kaplan, PhD – Chair, Awards Committee	William J. Sieber, PhD – Editor, Outlook
David E. Conroy, PhD – Chair, Publications and Communications Council*	Scherezade K. Mama, DrPH – Chair, Membership Council*	Monica Wang, PhD – Chair, Community and Public Engagement Committee
Michael A. Diefenbach, PhD – President-Elect*	Kevin S. Masters, PhD – Editor, Annals of Behavioral Medicine	Sandra J. Winter, PhD, MHA – Secretary/Treasurer and Chair, Finance Committee*
Brian D. Gonzalez, PhD – Chair, SIG Council*	Sherry Pagoto, PhD – President *	Amy L. Yaroch, PhD – Chair, Development Committee
Eric Hekler, PhD – Co-Chair, Program Committee	L. Alison Phillips, PhD – Co-Chair, Program Committee	
<b>Regrets (Alphabetical Order)</b>		
Gary G. Bennett, PhD – Immediate Past-President and Chair, Nominating Committee*	Suzanne M. Miller, PhD – Editor, Translational Behavioral Medicine	
Marian L. Fitzgibbon, PhD – Chair, Health Policy Council*	Lila J. Rutten, PhD, MPH – Member Delegate*	
<b>Staff &amp; Guests (Alphabetical Order)</b>		
Lindsay Bullock – Executive Director	Binta Beard, PhD – Equinox Strategies	Matt Karge – Northwoods
Robert Carroll – Media and Member Communications Manager	Luke Driscoll – CCS Fundraising	

\* = voting member; quorum = 7 voting members



**Working Dinner, November 29, 2018**

Dr. Pagoto called the meeting to order at 6:45 p.m. ET. No conflict disclosures were made.

**OpEd Project Debrief**

The Board agreed that the OpEd Project was extremely beneficial, and that they would recommend the project to others. They agreed that there needs to be a way to pass the skillset learned at the project on to students.

**Update on Presidential Initiatives**

Dr. Pagoto provided an update on progress made on her presidential initiatives since the spring. SBM's public-facing content is growing. Six SIG articles are set to release in January. SBM members have been successful with op-eds, including a joint piece by Dr. Conroy and Dr. Pagoto. And more members are engaging on social media.

SBM student members will now have industry opportunities with the Connected Health Conference internship network. A mixed method study is looking at how students are being trained for industry work. A white paper will give recommendations.

The micro-credentialing feasibility study is currently underway. Results will be reported and discussed at the SBM Board meeting in March.

SBM currently has 30 policy briefs and 17 infographics in circulation. CPEC will be more involved with the dissemination of policy briefs in 2019. Dr. Beard will consult on policy strategy.

**Consent Agenda**

**MOTION: Moved by Dr. Hekler and seconded by Dr. Diefenbach to approve September Board minutes and all council/committee reports. The motion carried.**

**New Board Appointments**

The following new Board appointments were proposed:

- Dr. Buscemi, Chair, Health Policy Council
- Akilah Dulin Keita, PhD, Chair, Health Policy Committee
- Megan McVay, PhD, Chair, Publications and Communications Council
- Crystal Lumpkins, PhD, Editor, Outlook

**MOTION: Moved by Dr. Diefenbach and seconded by Dr. Conroy to approve the new Board appointments. The motion carried.**

**Awards Committee**

Dr. Kaplan explained the committee reviewed concerns regarding repeat winners, and concluded that repeat winners and nominees are rare and awards are well distributed among the membership. There does not appear to be a need at this time to have a formal policy prohibiting repeat winners, as previously approved by the Board.

**MOTION: Moved by Dr. Diefenbach and seconded by Dr. Gonzalez to continue monitoring award winners. The motion carried.**



The Board expressed concerns with the awards nomination process. They find it problematic that nominations are only open to members that have renewed their membership for the following year (the year in which the awards will be given). The Board also agreed that the process is too time consuming. They suggested having the call for awards open longer, reducing the letter of recommendations to one, and reducing the barriers to nominate (e.g. non-members should be allowed to nominate members). The Awards Committee will review these ideas and suggest changes for the 2020 awards cycle.

The Board also suggested adding new awards for 2020: a health policy award (requirements to be drafted and applications to be reviewed the Health Policy Committee for approval by the Awards Committee and then Board); a public scholarship award (requirements to be drafted and applications to be reviewed the Civic and Public Engagement Committee for approval by the Awards Committee and then Board ), and one or more mid-career awards (requirements to be drafted and applications to be reviewed the Education, Training, and Career Development Council for approval by the Awards Committee and then Board). These individual committees/council will draft requirements for consideration by the Awards Committee.

#### **Partner Conflicts of Interest**

Dr. Janke expressed concern regarding partnering organizations that are financially sponsored by companies that go against SBM's mission, for example, the Obesity Society and their sponsor, Coca Cola. The Board acknowledged the concern. Some members see sponsorships as benign. Some members see sponsorship as a way that science informs industry. Other members think the optics of a conflict could be terrible for a society like SBM. The Board agreed that conflicts of interest should be disclosed and managed, rather than avoiding partnering with groups entirely.

#### **Review of Council/Committee Member Teams**

SBM bylaws state that all committee and council members serve a three-year term. In accordance with these bylaws, committee/council chairs will be tasked with reviewing all members' term dates. Members can be renewed for additional three-year terms at the discretion of the chairs. Moving forward, committee/council members will be specifically notified of their three-year terms. To aid the onboarding and off-boarding of committee/council members, societal-wide processes will be developed. Chairs will be responsible for sending welcome letters to new members that will detail the term and the participation requirements, set the tone, and explicitly state the grounds for removal, should the new member fail to meet those requirements. The SBM president and SBM executive director will make off-boarding easier on the chairs by providing a signed letter thank you letter upon non-renewed members' term completions.

*The working dinner adjourned at 8:50 p.m. ET.*

#### **Fall Board Meeting, November 30, 2018**

Dr. Pagoto called the meeting to order at 7:30 a.m. ET. No conflict disclosures were made.

#### **2019 Budget and Reserves**

Dr. Winter reported that SBM continues to budget conservatively, carefully estimating member dues and meeting registrations while projecting investment income and donations at \$0. SBM projects a loss of \$46,000 for 2019, as compared to a projected loss of \$47,000 in the 2018 budget. The 2019 operating expenses are net neutral; the loss in 2019 will be due to new strategic expenses such as fundraising, search engine optimization (SEO), and outward-facing initiatives.



Mr. Karge and others from Northwoods joined by phone to explain the SEO work they would perform for SBM if the budget is approved. This work would help people find new SBM website health advice content from the SIGs via Google search and Google Ads. Specifically, Northwoods would analyze SBM website analytics monthly, develop an editorial calendar, help SBM utilize \$10,000 in monthly Google Ad grant money (available for free to SBM via Google for Nonprofits), and optimize SIG articles for search. The initial Northwoods contract and budgeted expense would be for six months.

In 2018, SBM earned \$200,000 on their investments. The investment approach remains conservative, especially when facing an uncertain market, so a similar return for 2019 can be expected.

EDI management fees will now be split between three categories: Administration, Journals, and Annual Meeting. Management fees increased by 3%. Thirty-five percent of the management fees go toward the Annual Meeting. New account codes have been created for development and public outreach. Amortization expenses for the SBM website redesign will be budgeted in 2019 and beyond.

**MOTION: Moved by Dr. Conroy and seconded by Dr. Pagoto to approve the 2019 budget. The motion carried.**

Dr. Winter explained SBM has built up its reserves over time and traditionally keeps one year of operating expenses in reserve. The Finance Committee recommended making this a formal policy to protect SBM in a financial crisis while allowing strategic expenditures on new initiatives. The budget for 2019 is \$1.4 million, and SBM has a reserve of \$1.7 million, so there is currently \$300,000 excess.

**MOTION: Moved by Dr. Winter and seconded by Dr. Gonzalez to approve the reserves policy. The motion carried.**

### **Special Interest Groups (SIGs)**

Two SIGs are currently in formation after gaining Executive Committee approval, giving SBM 28 total SIGs. Under the new SIG formation policy, they will remain in formation for 1-2 years and then be reviewed by the Board. For review, the SIG must present evidence of what they've accomplished while in formation.

Existing SIGs will now be reviewed for renewal every three years, starting with the oldest SIGs first. The reviews will begin in June 2019. A committee will review the SIGs, report their findings to Dr. Gonzalez, and Dr. Gonzalez will report to the Board. The Board will make its decision to renew the SIG based on the committee's findings.

The Board agreed that SBM is nearly at capacity with the SIGs. Existing SIGs compete for members, meeting space, and money. Adding new SIGs would only add to the problem, while also increasing the costs to SBM, and putting pressure on staff bandwidth. While the renewal process plays out, Dr. Gonzalez will work with SIGs on organic merges, particularly based on overlapping memberships. This could help the Executive Committee if new SIGs are proposed.

The Board agreed there is also an issue of SIG chair frustration because many SIG members are there to observe, not to take on formal tasks. It is easy to join a SIG, and most members join for interest, not to help with the work. Most members join more than four SIGs. The Board considered setting expectations for SIG participation. However, since SIG membership is a large draw for SBM membership, the Board doesn't want to



discourage potential members, or create a silo effect. Therefore, the Board proposed that members choose a primary SIG; this will help chairs determine who may be most willing to help with tasks and will be a helpful statistic to consider for SIG renewals. There will be no limit on the number of SIGs a member can join. Dr. Gonzalez and staff will work on these changes.

### **Health Policy Strategic Plan**

Dr. Beard presented to the Board how SBM can be more strategic with the society's current resources.

Dr. Beard prefaced her advice by acknowledging that the tone and tenor of Washington, DC, will soon change now that the House of Representatives shifted from Republican to Democrat. However, with a split government, few bills are expected to pass in 2019 and 2020. Dr. Beard sees the next two years as an incubation period during which SBM should cultivate relationships with lawmakers.

Some issues will always have bipartisan consensus. Drug pricing, for example.

On all other issues, SBM must do three things:

- Identify policymakers that are interested in the work SBM does.
- Identify ambassadors that will be points of contact for policymakers and their staffs. Ambassadors should be experts on the issue they represent, and they should have excellent communication skills. They could also come from the policymaker's district.
- Identify 3-4 key issues that the society sticks with for the next few years. Staying on message is key.

SBM should craft a long-term engagement strategy focused on relationship building. SBM should aim to become a trusted resource for politicians. Politicians and their staff are looking for trusted, reliable sources that they tap for certain issues. With ten new members of Congress, major education gaps exist. They have not voted on existing bills, but will want to carve a space for themselves on a few key issues of their choosing. They will need trusted experts to help guide them.

Members should always communicate with political staff in lay terms. The information must be as accurate and accessible as possible. In this setting, narrative matters. Narratives convey information easier, and better motivate action.

SBM can approach policymakers in five ways:

- Fly-in: An organized day of meetings with a clear topline message. These tend to be expensive and have limited impact.
- Email: Reach out from a credible email address (e.g., .edu, .org) to become a point of contact for the staff. Maintain contact.
- Request meetings: This can either be a request to meet at their office or on site, which is when a policymaker visits the constituent's place of work, lab, etc.
- DC meetings: This would best be done by SBM ambassadors.
- Briefings/panels: Engage third party groups SBM is aligned with. Partner with these organizations and gain info about lawmakers.

### **Digital Health Council**

Dr. Cole-Lewis suggested SBM invest in a survey tool that would protect sensitive data. It is the council's belief that the new tool will solve numerous problems that councils and committees are currently experiencing when



creating surveys. The new tool will offer secure transfer. It can be used for IRB purposes, and will be HIPPA compliant. Licensing fees and regulation of the tool's use would fall on SBM staff. The cost is low, especially when considering the discount for non-profits.

The council would like to create a panel of SBM members similar to a focus group that would answer questions as needed for a 1- or 2-year period. The creation of this panel would address the challenge of getting survey feedback from members. Participation on the panel can be incentivized.

The Board was supportive of both ideas. The council will refine them for future Board approval.

### **Development Committee**

Dr. Yaroch and Mr. Driscoll presented CCS Fundraising's feasibility study proposal to the Board. CCS Fundraising will conduct one-on-one interviews with key stakeholders over the course of 4-5 weeks. The interviews will help CCS decide if fundraising is right for SBM, and if so, what the messaging should be. Once the interviews are complete, CCS will review the data and draft a final report. CCS will then review the report with the Board. SBM is considering fundraising to make greater inroads on policy and public outreach initiatives, likely by hiring additional staff; other fundraising priorities may emerge through the study.

**MOTION: Moved by Dr. Diefenbach and seconded by Dr. Gonzalez to approve the fundraising feasibility study. The motion carried.**

Dr. Yaroch explained SBM bylaws limit the Development Committee to three members, which is restrictive. She has proposed eliminating the number of members from the bylaws description.

**MOTION: Moved by Dr. Pagoto and seconded by Dr. Diefenbach to approve putting the bylaws change before the SBM membership for a vote. The motion carried.**

### **Program Committee**

Dr. Hekler presented plans for a health fair on the final day of the 2019 Annual Meeting. The health fair will be open to patient innovators, industry professionals, science and medical professionals, and policymakers. Materials, such as flyers, pamphlets, and other handouts, will be available for free to guests of the conference. Public-facing posters will replace posters intended for SBM members.

The 2019 Annual Meeting will be a celebration of SBM's 40<sup>th</sup> anniversary. The theme surrounding the anniversary will be, "SBM: Past, Present, and Future." To illustrate, the Program Committee will ask the Wisdom Council and Fellows to record videos of themselves speaking about SBM's past, present, and future. The videos will be made into a montage and presented during the welcome ceremony. The welcome ceremony will also include four breakout sessions and cake. The anniversary will be further celebrated by signage, posters, and videos throughout the course of the meeting.

**MOTION: Moved by Dr. Schneider and seconded by Dr. Janke to approve the 40<sup>th</sup> anniversary activities. The motion carried.**

The Board discussed altering the Annual Meeting abstract submission FAQ. Proposed changes, as presented by Dr. Phillips, included:

- The FAQ must be more explicit about not dividing larger studies into multiple posters.



- Submissions are not embargoed.
- A new “Work in Progress” (WIP) submission category.

**MOTION: Moved by Dr. Gonzalez and seconded by Dr. Janke to approve updates to the Annual Meeting abstract submission FAQ. The motion carried.**

The Aging SIG would like to add “Aging” as an abstract submission topic area. The Board supported this addition and would like to give the Program Chair power to add and subtract topic areas without the need for Board approval. Dr. Phillips said another topic area change that may then occur is separating women’s health from child/family health.

**MOTION: Moved by Dr. Conroy and seconded by Dr. Schneider to add an aging topic area and to allow the SBM Program Chair to add and subtract abstract meeting topic areas without Board approval. The motion carried.**

Dr. Hekler addressed a number of concerns regarding abstract acceptance. These included:

- Members have complained that poster sessions are too cramped and hectic.
- Reviewers recommended rejecting about 16% of sessions for 2019, yet SBM’s rejection rate is typically 10% or less, reflecting SBM’s inclusivity and function as a teaching conference with many first-time and student presenters. Via Program Committee decisions, the 2019 rejection rate will likely be around 8%.
- Many attendees come because they are presenting, so more rejections will mean fewer presenters, fewer attendees, and less meeting income.

The Board agreed that attendance grows with poster acceptance, so they do not want to restrict abstract acceptance. Higher acceptance is valuable for student and early career members, because it helps them better their science. Reviewer guidelines should be amended to remind reviewers to be sensitive to and inclusive of student submissions.

The Board discussed possible sponsors for the 2019 Annual Meeting, such as Slack and BlueJeans.

#### **Publications and Communications Council**

Drs. Conroy and Sieber led a Board discussion about Outlook will looking to produce, disseminate, and promote more outward-facing content, such as career development news relevant to other fields. Outward-facing is not to be confused with public-facing. Outward-facing will be intended for prospective SBM members in other fields. The content will still be aimed at a professional audience, not a lay audience.

Expanding Outlook has pros and cons. The pros:

- Outlook becomes a store of value for SEO.
- An outward-facing Outlook can connect SBM to industry.
- Research initiatives are more easily publicized.

The cons:

- An expanded Outlook is a much larger SIG commitment.
- Outlook becomes a larger staff commitment.
- Content must be re-oriented to be outward-facing.



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The Board liked the idea of expanding Outlook as outward-facing, with the addition of a non-member Outlook subscription option as a first step. Dr. Lumpkins has a strong journalism/communications background and will be able to help this effort.

**Micro-credentialing**

The results of the micro-credentialing feasibility study won't be reported until the Spring Board Meeting in March. Dr. Pagoto shared currently available details with the Board. So far, Metacred has surveyed other professions about interest in SBM micro-credentials and Dr. Pagoto has written a related Outlook article explaining this idea to the membership. Focus groups and a member survey are to come.

*The meeting adjourned at 3 p.m. ET.*

*Respectfully submitted by R. Carroll on December 11, 2018.*