

Board of Directors Meeting Minutes

Monday, October 7 to Tuesday, October 8, 2024
Executive Director Inc., 555 E Wells St, Milwaukee, WI, 53202

IN ATTENDANCE (ALPHA ORDER)

Ellen Beckjord, PhD, MPH, FSBM President	Roger Figueroa, PhD Chair, Advocacy Council	Scherezade Mama, DrPH Chair, Scientific Education Council
Courtney Bonner, PhD Member Delegate	Bernard Fuemmeler, PhD, MPH, FSBM Immediate Past-President and Chair, Leadership Identification and Inclusion Committee	Megan McVay, PhD Secretary/Treasurer
Joanna Buscemi, PhD Member Delegate	Charles Jonassaint, PhD, MHS Member Delegate	Angela Pfammatter, PhD, FSBM Chair, Membership Council
Michael Diefenbach, PhD, FSBM Chair, Development Council	Jun Ma, MD, PhD, FAHA Chair, Publications Council	

REGRETS (ALPHA ORDER)

Christine Hunter, PhD, ABPP President-Elect	Sharon L. Manne, PhD, FSBM Chair, Professional Advancement Council	
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STAFF (ALPHA ORDER)

Lindsay Bullock, CAE Executive Director, SBM	Eli Gonzalez-Rehorst, MS Development Manager	Emily Takerian Communications Manager
Taylor Burnham Administrative Coordinator	Amy Myers Senior Communications & Membership Manager	Sam Wilson Senior Meetings Manager
Fiona Cismesia Meetings Manager	Andrew Schmidt Senior Program Manager	Tara Withington, CAE Consulting Partner

Monday, October 7, 2024

CALL TO ORDER, CALL FOR DISCLOSURES, AND CONFIDENTIALITY REMINDER

Dr. Beckjord called the meeting to order at 9:01 a.m. CT.

ICEBREAKER – “WHY I CARE ABOUT SBM”

Board members took turns sharing with one another their personal reasons for becoming volunteer leaders in SBM and why they feel compelled to give their time and energy to the organization. Themes included the sense of community SBM provides as well as the diversity of thought and the interdisciplinary nature among the membership.

PROGRESS ON 2024 FRAMEWORK STRATEGIES

Board members reported on progress so far in calendar year 2024, for each of the 2024 priority strategies in SBM’s 2021-25 strategic plan.

Outcome 1: Awareness and Impact of Behavioral Medicine

Strategy 1: Strengthen strategic partnerships with AHA, ACLM, AAMC, and ecoAmerica (clinician and/or climate organizations)

Dr. Figueroa shared an update from the Organizational Partnerships Committee (OPC) regarding its members’ success advancing SBM’s connections and awareness of behavioral medicine with each prioritized organization, excluding ACLM. Significant volunteer and staff time has been spent trying to nurture a relationship with ACLM, however no projects have materialized, no win-wins are on the horizon, and they have not been very receptive to SBM efforts. This strategy was recommended to be marked complete in 2024 as awareness has been generated; this will allow the OPC to support these relationships at higher levels and identify new potential partnerships for SBM. Board members suggested looking for alternative pathways for growing SBM’s physician and nurse memberships and overall presence with the lifestyle medicine space outside of a relationship with ACLM, such as by targeting nurses or physician assistants, and/or by reaching physicians with primary care content and evidence-based recommendations for their clinical practice, via ads, or exhibits.

Strategy 2: Grow industry sponsorship/financial support of SBM

Dr. Diefenbach reported that, thanks to the solicitation efforts of Development Council members and other SBM leaders, industry support has grown continuously since 2022. While changes within the behavioral health programs at some past industry sponsors and affiliate member companies could make it difficult to secure their support for future years, Dr. Diefenbach suggested that SBM may be able to position itself within the changing environment to further expand its industry support. This strategy was recommended to be marked complete in 2024, however the board was invited to consider if any barriers exist in getting members in industry to ask their companies/institutions to become supporters. Board members expressed interest in additional ask templates and scripts for use with their institutions, as well as “success stories” from members who have done this well. Dr. Pfammatter, for example, has a success story about employee recruitment she could share, where SBM provided more value than APHA.

Outcome 2: Public Education and Behavioral Change

Strategy 1: Curate Healthy Living articles based on SEO- and marketing-driven annual editorial calendar

Ms. Takerian reported that views of SBM Healthy Living articles had increased from 9,500 to over 15,000 in the previous year, due in part to publishing articles based on an editorial calendar that incorporates search engine optimization (SEO) principles and time-of-

year keywords in planning. By including keywords that search engines are likely to associate with relevance and authority on the topics being searched at certain times of year, Healthy Living articles will be more likely to be listed near the top of search engine results, generating more pageviews and more people reading and adopting the tips provided. This can eventually result in a feedback loop, where highly ranked Healthy Living articles cause readers to click through to the SBM website and further increase the likelihood that other articles or SBM pages will be highly ranked in searches on health behavior topics, drawing more and more traffic to the SBM website. In addition, by scheduling articles to coincide with certain themes throughout the year (e.g. publishing content related to cardiovascular disease in February to align with American Heart Month), new articles can further capitalize on relevant keyword searches and achieve higher search engine rankings. This strategy was recommended to be marked complete in 2024.

Strategy 2: Investigate additional methods for sharing Healthy Living article content with the public

Ms. Takerian continued by describing how the communications team had explored several potential strategies for extending the reach of SBM's Healthy Living content. Three strategies were determined to be feasible for SBM with the investment of some additional staff resources and advertising dollars, including the adaptation of Healthy Living articles into "microcontent" for easier sharing on social media, a coordinated approach to involving partner organizations and other "high authority" health webpages in content creation and dissemination of content to generate backlinking that raises SBM's Google authority, and converting Healthy Living articles into infographics for use elsewhere on the SBM website and on social media. Developing video content for platforms like TikTok and YouTube, as well as audio/visual content in the form of a podcast were also explored, would not be likely to provide a reasonable return on investment. This strategy was also recommended to be marked complete in 2024, with Ms. Takerian and Ms. Myers proposing that the board consider prioritizing a new strategy for 2025 to implement some of the recommendations for repurposing Healthy Living content on other platforms.

Outcome 3: Indispensable Professional Resource

Strategy 1: Retain and recruit more student members, from all backgrounds

Dr. Pfammatter reported that reduced dues for renewing student/trainee members and a special introductory rate for new student/trainee members in their first year would be carried forward for 2025. The impact of these changes for the 2024 membership year was not yet readily apparent, and some board members theorized that few potential student members would be influenced by dues rates at all (within a reasonable range), as their decision to participate in SBM could be fully dependent upon whether they had institutional funds available to attend the Annual Meeting. More will be known in 2025 when data will show if these new discounted members were retained at higher rates. Dr. Pfammatter also presented data on the significant gender and racial diversity of SBM's student membership, and recommended that this strategy be marked completed.

Strategy 2: Build members' capacity for innovative research by identifying and providing training in knowledge or methods that will provide a competitive advantage to members and accelerate the impact of behavioral medicine

Dr. Mama reported that the Scientific Education Council (SEC) had developed a series of new guidelines for SBM's Grand Rounds webinar program. Beginning with a member survey in 2023 to identify training needs and a review of past webinars' attendance metrics, the SEC finalized a list of five priority topics that it felt would be most likely to address those training needs. Alongside these topics that any new webinar proposals would be required to address, organizing SIGs, councils, or committees would be required to collaborate with at least one other SBM entity as past analytics showed that webinars with multiple hosts featuring topics that were relevant to wide swaths of the SBM membership, were typically the most well-attended. Finally, Grand Rounds webinars would be limited to no more than two per month, with two proposal periods each year, to prevent oversaturation. SIGs were assured that they would not be expected to propose or host a webinar each year, and that webinars on non-priority topics or content that would be relevant only for their particular SIG's members could still be hosted independently by the SIGs outside of the Grand Rounds series. The first round of webinar proposals under the new system occurred in July and the first two accepted webinars from that

proposal process were held in recent weeks. So far, registration and attendance is trending higher with the new system. Dr. Mama recommended that this strategy be marked complete in 2024 while the SEC continues to monitor analytics and collect feedback from organizers and attendees.

Strategy 3: Define diversity, equity, and inclusion (DEI) goals and metrics for SBM as an organization (could include qualitative culture assessment and enhanced public commitment to DEI) and ensure a recurring process exists for DEI metric monitoring and improvement

Ms. Bullock reported that following the board's fall 2023 meeting focused on DEI, SBM set two specific DEI goals. The first was to make sure SBM members understand what the society is doing within DEI. This is being accomplished via a Board-approved updated definition of DEI and an updated webpage with testimonials and storytelling. Work will continue in 2025 to promote this among the membership and to measure members' understanding page views and surveys. The second goal was to build the capacity and methods for DEI to be embedded within all SBM initiatives. To that end, Ms. Bullock and the member delegates refined the way we collect primary profession data from members and chose to also ask demographic questions of all Annual Meeting attendees. These changes will result in complete data in 2025, which SBM leaders can then track and monitor over time, comparing the membership at large to those in leadership. To build capacity, the member delegates also worked to create DEI assessments for use internally by SBM decision makers. Dr. Jonassaint described draft assessments, shared with select SBM members from a variety of personal and professional backgrounds for their review during the summer. Dr. Jonassaint then presented final proposed versions of the assessments for the board's approval.

MOTION: Dr. Fuemmeler moved to approve the proposed DEI assessments and their incorporation into the decision-making workflows for SBM awards, publications, nominations/elections, and programs and events. Dr. Diefenbach seconded. The motion carried. The Board also requested that a list of DEI resources be added to the document, and updated annually by the member delegates, for those needing additional education or guidance.

This strategy was recommended to roll over for 2025 as volunteer leaders begin to utilize the DEI assessments for their programs and it becomes possible to track where SBM stands in relation to its DEI goals and metrics.

Strategy 4: Pilot an SBM Peer Reviewer Academy

Dr. Ma shared a brief overview of the program format and content for SBM's Peer Reviewer Academy, noting that 21 participants were accepted for the pilot year out of over 40 applications. These individuals received training in the peer review process before conducting a mock review of a journal submission and discussing their results at a workshop during the 2024 Annual Meeting. Following that workshop, participants were able to conduct additional "mentored reviews" of submissions with current *Annals of Behavioral Medicine* and *Translational Behavioral Medicine* associate editors, and received an academy certificate of completion upon submitting two reviews. Evaluations from the academy participants have been positive overall, however Dr. Ma suggested that potential future years of the program could include additional guidance for participants and associate editors regarding the mentored review component of the academy. Dr. Ma recommended that this strategy be marked complete in 2024, and that the board approve establishing the Peer Reviewer Academy as a permanent program.

MOTION: Dr. McVay moved to approve continuing the Peer Reviewer Academy beyond its pilot year. Dr. Buscemi seconded. The motion carried.

Strategy 5: Solidify SBM's brand "voice" and tone for maximum social media engagement from members and prospective members

Ms. Myers presented the results of an audit of SBM's social media presence that was completed by the communications team in July. The audit sought to analyze SBM's current levels of engagement on X (formerly known as Twitter), Facebook, Instagram, and LinkedIn, with results showing that SBM continues to have its greatest reach on Facebook and most impressions on X, while LinkedIn

has grown in recent years to feature the highest proportional rate of engagement. Content relating to advocacy, professional development, and the Annual Meeting was most popular across platforms, and an analysis of competitor organizations indicated that SBM's overall social media performance was typical for an organization of its size, but engagement could potentially be driven higher with an increased focus on personal stories and consistent, visually-engaging content. The audit also looked at new or emerging platforms, but found SBM's audience and content are not suitable for those platforms and very little ROI would result from putting resources into new platforms at this time. The audit also examined SBM's SIG social media accounts, discovering that very few accounts remain active outside of the Annual Meeting each year and they tend to struggle with adding followers or gaining traction for their posts as a result. Ms. Myers reported that SIGs have already been encouraged to try to post more consistently and to tag the primary SBM accounts to boost their reach, and the communications team will be connecting with SIG chairs and social media officers on a regular basis throughout the year to share resources and template posts. SIG accounts that continue to exhibit very low levels of activity will be reviewed and may be asked to close. With the social media audit complete and a number of updated policies relating to SBM's brand voice already implemented across platforms, this strategy was recommended to be marked complete in 2024. The social media audit and review of new platforms will continue to occur annually.

ADJOURN

The meeting adjourned for the day at 5:10 p.m. CT.

Tuesday, October 8, 2024

CALL TO ORDER

Dr. Beckjord called the meeting to order at 9:03 a.m. CT.

ICEBREAKER – SOLVING MEMBERS’ PROBLEMS

The board discussed some of the unique ways in which SBM solves problems for its members specifically, including mentoring, networking (particularly for members currently in, or interested in transitioning to, careers outside academia), providing volunteer service and leadership opportunities (for CV, service, and promotion/tenure requirements relating to having a national or international presence), helping members develop science communication skills and experience, and giving members platforms to promote themselves and their work in reputable venues for broader impact.

SELECT FRAMEWORK STRATEGIES FOR CALENDAR YEAR 2025

Dr. Beckjord restated the several in-progress strategies recommended for continuation in 2025, and drew the board’s attention to a number of new strategies being proposed for inclusion in the framework. She also drew the board’s attention to several included ASAE Drivers of Change that provided trend data and context on volunteer engagement, changing information channels, and changing healthcare delivery models.

Under Outcome 1 (Awareness and Impact of Behavioral Medicine), Dr. Bonner suggested prioritizing a “parking lot” item related to “developing strategic partnerships with peer organizations specifically serving minority professionals,” naming the National Medical Association and its student association specifically as potential partner organizations. The board also discussed refining and prioritizing a parking lot strategy focused on “promoting the integration of behavioral medicine and science into health systems,” though members pointed out potential obstacles facing the integration of behavior change interventions when compared to other health products (such as GLP-1 drugs) that have seen widespread adoption in recent years. The Board suggested that a first step would be to provide members with training on how payors and healthcare systems work, how to show interventions make (not just save) real dollars, etc., so they are better prepared to test and design interventions poised for uptake in healthcare systems.

Under Outcome 2 (Public Education and Behavioral Change), the board favored adopting a 2025 strategy for implementing some of the recommendations from the previous day’s Healthy Living program presentation, namely social media microcontent and backlinking. Board members suggested existing organizational partners like the American Heart Association could be one type of entity targeted for backlinking. Staff will refine options, budget, and workflow with this in mind, as well as with an emphasis on valuing pageview conversations over impressions alone. Aside from the strategic plan, the board also expressed an interest in doing more membership and annual meeting advertising on social media, including possibly on X and LinkedIn (SBM is already advertising on Meta); staff will include this in the 2025 budget and will emphasize tracking transaction conversions. Board members discussed open ended writing training and/or enhanced SBM press releases, but determined to leave those in the strategic plan parking lot for 2025.

Within Outcome 3 (Indispensable Professional Resource), the board was in agreement about rolling over the 2024 strategy relating to DEI metrics and assessments, as well as a proposed item described as “Investigate programming and/or networking to (1) share wisdom from established and senior investigators with younger members, and (2) share steps to take to prepare for retirement, and what your “career” and SBM involvement can look like after retirement,” with added emphasis on preparing to celebrate SBM’s 50th anniversary. Board members additionally favored building upon recent volunteer engagement initiatives and the newly-operational SBM Volunteer Opportunities Hub by spending time in 2025 looking for volunteer role gaps, mentoring gaps, volunteer recognition

gaps, and the like. The board liked the idea of prioritizing an Outcome 3 parking lot item that would establish a Grant Writing Academy similar to the Peer Reviewer Academy, but suggested changing the parking lot item wording to emphasize a landscape analysis as the first step.

The proposed framework strategies will be refined per board members' suggestions, and a revised list of 2025 strategies will be presented for approval during the board's November meeting.

CONSENT AGENDA

In reviewing the reports submitted to the board, Dr. Beckjord highlighted the report from the Publications Council for its response to the "Commitment to Diversity" prompt: "The Publications Council considers diversity in the council makeup and selection of editors. The council also supports journal articles and other collateral emphasizing health equity and equal opportunities for researchers and authors of all backgrounds."

MOTION: Dr. Mama moved to approve the July Board of Directors meeting minutes and all Council/Committee/Publication/Member Delegate reports. Dr. Ma seconded. The motion carried.

UPDATE INVESTMENT ACCOUNT SIGNORS

Ms. Bullock reported that SBM's investment advisor Capital Counsel requires a formal board motion and vote to update the authorized signors on SBM's account, and requested that the board approve an updated list of current officers and staff as signors.

MOTION: Dr. Fuemmeler moved to approve the removal of Mary Dean, Michael Diefenbach, and James Sallis Jr. as Capital Counsel account authorized parties, retention of Tara Withington (original and current authorized party, Consulting Partner), and addition of Lindsay Bullock (Executive Director) and Megan McVay (Treasurer) as authorized parties. Dr. Diefenbach seconded. The motion carried.

TOBACCO INDUSTRY INVOLVEMENT UPDATE

Ms. Bullock provided an update regarding the board's adoption of a policy restricting journal submissions and Annual Meeting presentations from individuals employed by the tobacco industry. After the previous board meeting, Ms. Bullock consulted with SBM's attorney to seek clarification on two points within the approved and alternative policies the board had reviewed, and it was determined that as written, the approved policy would not inadvertently apply to employees of non-tobacco subsidiaries of tobacco companies or holding companies, or to employees of institutions that may have a contractual relationship (such as an intellectual property licensing agreement) with tobacco companies. This means the current policy satisfies the intentions of the Board and no additional action is needed.

EDI GENERATIVE AI UPDATE

Ms. Withington notified the board that, in accordance with association management best practices and data privacy principles, SBM's association management company EDI had recently developed an ethical framework and usage policy for generative AI tools. The ethical framework was designed to ensure that transparency, fairness and equity, accountability, and privacy and security would remain fundamental in any instances where staff is engaging with generative AI tools.

EDI employees are required to complete a general AI policy training with separate trainings for approved AI tools they might use, and restrictions on the use of certain other tools (such as AI summaries of recorded videoconferences) would apply to staff and volunteers alike. While SBM is covered by EDI's policy, Ms. Withington encouraged the board to consider adopting its own policy to address any organization-specific AI concerns and establish guidelines for use cases that aren't already explicitly defined. As a next step, Ms. Withington will present to the Executive Committee on all the specifics of the EDI policy.

2025 ANNUAL MEETING UPDATES

Dr. Beckjord shared a preview of the plenary sessions for the 2025 Annual Meeting, including confirmed keynote addresses from Dr. Heather Cole-Lewis, Dr. Sylvia Chou, and Steve Downs, and master lectures from Dr. Kim Lavoie, Dr. Lorna McNeill, Dr. Eric Hekler, Dr. Michelle Cardel, and Dr. Jamy Ard.

ADJOURN

The meeting adjourned at 1:43 p.m. CT.

Minutes respectfully submitted by A. Schmidt on October 16, 2024.