



STRATEGIC PLAN 2023 - 2027

MISSION

To advance immune-brain research through interdisciplinary collaboration, diverse community support, and scientific dissemination to improve human health and behavior.

VISION

To be a global leader in advancing the understanding of immune-brain interactions to improve human health and behavior. We strive to foster a collaborative, inclusive, and innovative community of basic and clinical researchers, where the latest scientific findings are disseminated to train and educate the next generation of experts in the field.

VALUES

- **Collaboration:** We believe that interdisciplinary collaboration is essential for advancing immune-brain research and improving human health and behavior.
- **Diversity and Inclusion:** We value diversity in all its forms and strive to create an inclusive community that welcomes and supports immune-brain researchers from all backgrounds.
- **Innovation:** We encourage innovative approaches to immune-brain research and aim to be at the forefront of new developments in the field.
- **Scientific Rigor:** We are committed to upholding the highest standards of scientific rigor in our immune-brain research and dissemination of findings.
- **Education and Training:** We prioritize education and training as a means of advancing the next generation of experts in immune-brain research.
- **Community Support:** We recognize the importance of community support in advancing our mission and strive to engage and involve our stakeholders in our work.
- **Ethical Conduct:** We believe in conducting our research and dissemination activities with the highest ethical standards and integrity.

GOALS

1. **Membership:** Recruit, engage, develop, and retain a diverse and inclusive membership.
2. **Annual Meeting:** Provide an informative, engaged, fun and inclusive forum for the dissemination of ideas, the establishment of collaboration and career advancement of trainees.
3. **Organizational Sustainability:** Create and execute a structure that will ensure proper governance and financial security.
4. **Career Development/Mentorship:** Promote career development for trainees and early career researchers by providing opportunities to network/collaborate; enhance their leadership skills and research communication skills.

GOAL 1: MEMBERSHIP

Recruit, engage, develop, and retain a diverse and inclusive membership.

Strategy	Tactics	Responsibility	Time Frame	Metric
<p>Highlight existing PNIRS Presents program and encourage non-members to become members</p>	<ol style="list-style-type: none"> 1. Identify non-members that attend PNIRS Present sessions – the past four sessions. 2. Develop targeted messaging that highlights the benefits of PNIRS membership, especially the Annual Meeting and how they align with the needs and interests of the target non-members that attended a Presents webinar. 3. Leverage multiple channels reach non-members to promote PNIRS Presents, including social media, email marketing. Consider partnering with relevant organizations to expand reach. 	<p>Membership Committee/Degnon</p>	<p>July 2023 July 2023 Ongoing</p>	<p>Monitor and analyze the Non-Member Conversion Rate to assess the effectiveness of various tactics to engage and convert non-members into members, which is crucial for sustaining and expanding PNI community.</p>
<p>Follow up and engage new members</p>	<ol style="list-style-type: none"> 1. Once non-members become a member, follow up to ensure that they are fully engaged in existing programs. 2. Identify areas for improvement and ensure that resources and support are effectively utilized to enhance member satisfaction and retention. 	<p>Membership Committee/Degnon</p>	<p>Ongoing</p>	<p>Monitor newly converted Non-Members to assess the effectiveness of strategies to ensure that new members are fully integrated into the community and actively participating in programs.</p>
<p>Streamline membership process and enhance membership duration options</p>	<ol style="list-style-type: none"> 1. Make the membership process as simple and streamlined as possible by instituting a three-year option for membership for regular members and two or three year option for trainees to make it easy for members to stay active. 	<p>Degnon</p>	<p>Begin with the 2024 member year / then ongoing annually</p>	<p>Assesses the percentage of members who choose to renew their membership when given the option of a three-year membership for regular members and a two or three-year membership for trainees. A high renewal rate indicates that the</p>

				simplified process and longer membership options have effectively encouraged members to stay active.
Foster diversity and inclusivity in membership retention	<p>1. Enhancing Diversity and Relevance of Programming: Promote diversity and relevance in programming by offering Annual Meeting sessions and PNIRS Presents webinars that cater to the diverse interests and needs of our membership. This initiative involves curating a lineup of speakers and activities that reflect the varied backgrounds and perspectives of our members, ensuring their engagement and fostering an inclusive community.</p>	SAC/EDI/Degnon	Per program	Regularly assess the program satisfaction to gain insights into the effectiveness of our efforts to enhance diversity and relevance in programming. Identify areas for improvement and guides future programming decisions to ensure member satisfaction and foster an inclusive community.
	<p>2. Promoting Inclusive Leadership Development Opportunities: Promote inclusive leadership development opportunities by providing accessible and relevant programs to all members, regardless of their background or experience. By embracing diversity and inclusivity, PNIRS aims to empower every member to enhance their leadership skills and make meaningful contributions to the community.</p>	SAC/ EDI/ Trainee/ Degnon	Per program	Measure the extent to which members engage in relevant leadership development programs provided by PNIRS.
	<p>3. Implement Reduced Membership Dues for Low- and Middle-Income Countries and select US states: Conduct research to evaluate the feasibility of implementing reduced membership dues for individuals from low- and middle-income countries, based on income data provided by the World Bank. Low-income countries are classified as having an income per capita of \$1,045 or less, while middle-income countries range from \$1,046 to \$12,745 per capita. This initiative aims to enhance accessibility and inclusivity by making membership</p>	Membership / Degnon	2024	Evaluate the level of participation and membership affordability among individuals from targeted regions to accommodate diverse economic backgrounds.

	more affordable for individuals residing in these countries.			
Showcase job posting member benefit	1. Emphasize and promote the job posting free member benefit as a key value proposition via targeted email marketing and social media postings.	Degnon / Membership / Communications	2023	Assess the percentage of members who actively interact with job postings.
Enhancing PNIRS visibility among junior faculty	1. Encourage attendance at first PNIRS Annual Meeting through registration incentives. By providing a special offer or incentive, PNIRS seeks to attract and engage a higher number of first-time attendees, fostering a vibrant and inclusive PNI research community.	Degnon/ SAC	2024	Monitor the first-time attendee conversion rate to assess the effectiveness of the registration incentives in encouraging attendance among first-time attendees.
Targeted Marketing Campaign for Postdoctoral Researchers	1. Implement a targeted marketing campaign to effectively reach postdoctoral researchers to enhance awareness and engagement among postdocs in the field of PNI. Customize marketing efforts, congratulate at Annual Meeting and send letters that gives them reason to retain membership as they start in their new lab.	Membership / Degnon	2025	Estimate the impact of the marketing materials and initiatives to provide insights into the level of interest and participation among postdocs.
Leverage Society Advocates	1. Utilize existing members who are passionate about the Society to help spread the word about the Annual Meeting, PNIRS presents and membership. They can post flyers created by PNIRS at their labs.	Membership Committee	2024	Evaluate the percentage of eligible members who actively participate in spreading the word by posting flyers created by PNIRS at their labs.
Recognize member achievements	1. Promote member achievements through recognition and celebration to acknowledge and celebrate the promotions, awards, and accomplishments of our members via social media platforms and curating a dedicated PubMed list of members' accomplishments to highlight their professional milestones at the Annual Meeting. 2. Highlight one member at each lab. 3. Add PubMed link to member section of the website.	Membership / Communications / Degnon	2024 + 2025	Gauge if strategy fosters a sense of pride, community, and motivation by sharing member achievements.

GOAL 2: ANNUAL MEETING

Provide an informative, engaged, fun and inclusive forum for the dissemination of ideas, the establishment of collaboration and career advancement of trainees.

Strategy	Tactics	Responsibility	Time Frame	Metric
Review and consider a redesign of the current meeting structure	1. Explore hybrid and asynchronous meeting options to accommodate diverse member needs. The aim is to enhance inclusivity and engagement by considering alternatives such as incorporating video conferencing tools like Zoom or providing access to recorded materials.	Executive Committee / Planning / Degnon / Finance	2025	Measure cost versus anticipated need and determine if it would attract more members from Asia/AU regions.
	2. Consider the inclusion of concurrent sessions, such as oral/abstract sessions or member symposia, to foster inclusivity and explore a wider range of research areas and ideas.	Executive Committee / SAC / Finance / Degnon	For the 2026 AM	If determined fiscally viable, adjust session selection and programming.
	3. Promote named lectures and keynote presentations for enhanced programming. Some could be honored/announced at the meeting but delivered as keynote lectures for PNIRS Presents during the year to make more room for oral sessions/panels.	Executive Committee/ SAC / Finance Committee /Degnon	2024	Consider as a model to increase session slots in years where space limits concurrent sessions.
Implement the role of program chair	1. Add a Chair position for the Scientific Affairs Committee. Chair to lead the committee and meet regularly with the President, Local Organizing Committee, and Degnon to facilitate proposed changes above to the meeting structure (space requirements, virtual integration, etc.).	Board	2023	Board vote to add Chair to committee ahead of 2024 meeting.
Deliver a comprehensive and enriching Annual Meeting experience that encompasses fun, profitability,	1. Design meeting to reflect the changing landscape of PNI research (highlighting fundamental concepts informed by basic science while incorporating modern clinical and translational applications).	President/ SAC / Communications	2024	Ensure balanced representation of basic, clinical, and translational sciences in PNIRS

information, innovation, interdisciplinary collaboration, and high-quality science	<p>2. Expand meeting by adding sponsorship opportunities and foster responsible engagement with industry partners. This strategic initiative entails exploring various avenues for sponsorship, such as grant mechanisms from organizations like the US NIH or Airforce, partnering with start-ups or members with start-ups to showcase their products or sponsor sessions on new translational approaches or techniques. The initiative also includes collaborating with universities to highlight job openings, members' research, and researchers through advertisements in the conference brochure and exhibition hall tables.</p>	President/ SAC / Communications / Finance / Communications	2025	presents and meeting. At least one sponsor obtained for 2025 meeting.
Maximize member attendance and engagement at the Annual Meeting	<p>1. Foster In-person Engagement: Sustain opportunities for trainee engagement through activities such as mentor/mentee speed dating sessions during the meeting and pre-meeting virtual presentations and social hours. These initiatives provide trainees with valuable networking and learning experiences, promoting their active involvement in the Annual Meeting.</p> <p>2. Promote New Member Engagement: Implement a similar strategy to above to engage new members by organizing icebreaker activities and social events either virtually before the meeting or at the beginning of the event. Additionally, consider hosting an EDI Committee-sponsored social or data-blitz event as part of the pre-meeting or in-person program. These initiatives aim to create a welcoming environment for new members and facilitate their integration into the community.</p>	SAC/ Membership / EDI / Training	2024	Continue pre-meeting virtual session and mentor speed dating/social in-person for trainees.
		SAC/ Membership / EDI / Training	2024 2025	Virtual event or in-person meet and greet for new members and 1 st time attendees before or at beginning of meeting.

	<p>3. Enhance Engagement for Virtual Attendees: Explore the feasibility of incorporating virtual or hybrid components into the meeting, such as virtual data blitzes or social events, to provide engaging experiences for virtual attendees. Assess the financial aspects of these initiatives to ensure they are sustainable and contribute to the overall meeting experience for virtual participants.</p>	<p>Finance / SAC / Degnon</p>		
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GOAL 3: ORGANIZATIONAL SUSTAINABILITY
Create and execute a structure that will ensure proper governance and financial security.

Strategy	Tactics	Responsibility	Time Frame	Metrics
<p>Enhance member engagement through delegation of responsibilities from the Executive Committee</p>	<p>1. Update the bylaws and policies to clearly define the responsibilities of each committee, including routine tasks. Additionally, explicitly outline the length of service for committee members, with a minimum term of one year. This will provide clear guidance and expectations for committee members, fostering accountability and understanding of their roles within the organization. By implementing these revisions, the organization establishes a framework that promotes clarity, continuity, and member engagement in committee operations.</p>	<p>President/ Board of Directors/ Bylaws / Degnon</p>	<p>August 2023</p>	<p>Updated policies for Board approval and bylaws for membership approval.</p>
	<p>2. Empower the committee chairs to take full responsibility for their committees by providing them with comprehensive onboarding training. This training should cover the perspectives of past-Chairs and BOD members and should also outline the strategic plan items that the chairs will be responsible for executing. In addition to the BOD plan, encourage the chairs to propose their own initiatives for the BOD to consider.</p>	<p>Executive Committee / Degnon</p>	<p>August 2023</p>	
	<p>3. Designate a BOD representative to serve as an ex officio or liaison member on standing committees, with the purpose of facilitating effective</p>	<p>Board of Directors</p>	<p>2023 Board (assign at 1st BOD meeting)</p>	<p>Completed at first Board meeting for 2023.</p>

	<p>communication between the BOD and the committees. The representative should provide regular reports to the BOD during BOD meetings.</p> <ol style="list-style-type: none"> Establish a yearly cadence for all committee meetings according to our policies/procedures and meeting timelines for each committee. Provide skeleton agendas to the Chairs for each meeting for them to finalize. 	<p>Degnon / Committee Chairs</p> <p>Degnon</p>	<p>Mid-late July 2023</p> <p>Mid-late July 2023</p>	<p>Scheduled for full year for all PNIRS committee meetings. Committee chairs received the sample agenda.</p>
<p>Develop a thoughtful approach to secure prospective leaders and foster active participation of members in society endeavors</p>	<ol style="list-style-type: none"> Encourage the Committee Chairs to select a Vice-Chair capable of offering support, potentially considering a junior member to be groomed for future leadership. Additionally, establish a trainee membership program on standing committees by updating policies to institutionalize this practice. Distribute a survey to members to gauge their interest in serving on committees for the Executive Committee, the Board of Directors, and all standing committees. Explore the possibility of organizing virtual seminars focused on leadership training specifically tailored for trainees and junior members of PNIRS. Ensure representation of the EDI Committee on relevant Standing Committees, such as Nominating, Training, and Communications, and potentially on other committees as well. 	<p>Committee Chairs / EDI</p> <p>Nominating / Committee Chairs/ EDI / Degnon</p> <p>Training Committee/ SAC</p> <p>Executive Committee/ Board / EDI</p>	<p>2023 Committees</p> <p>Early July 2023</p> <p>2026</p> <p>2024 Committees</p>	<p>Revise committee policies to reflect this structure.</p> <p>Survey sent.</p> <p>Decision made in 2025.</p> <p>Revise committee policies to reflect this structure.</p>
<p>Capture history of past leaders</p>	<ol style="list-style-type: none"> Conduct an exit survey or interview with former members of the Executive Committee and standing committee chairs, utilizing either a set of pre-defined questions or open-ended inquiries to gather valuable feedback and insights. 	<p>Degnon</p>	<p>Ongoing</p>	<p>Survey sent.</p>
<p>Determine the desired amount for the reserve fund</p>	<ol style="list-style-type: none"> Establish the intended purpose and target amount for the reserve funds. Evaluate the previous budgets and financial status of PNIRS and seek information from other societies regarding their financial practices. 	<p>Financial, Board of Directors / Degnon</p>	<p>Fall 2023</p>	

GOAL 4: CAREER DEVELOPMENT/MENTORSHIP

Promote career development for trainee and early career researchers by providing opportunities to network/collaborate; enhance their leadership skills and research communication skills.

Strategy	Tactics	Responsibility	Time Frame	Metrics
<p>Improve and expand professional development opportunities for members at various stages of their careers</p>	<p>1. Develop an educational short course with a focus on faculty development, catering to trainees, early-career, mid-career, and senior investigators. In-person at annual meeting or virtually as needed throughout the year. Stage-appropriate topics (Undergrad/Grad: writing papers, applying to grad & postdoc positions; considering family-related planning & responsibilities; Postdocs & Junior faculty: writing grants, applying to industry & academic positions; considering family-related planning & responsibilities; Mid-career: sustaining grant funding, balancing tasks, saying no; Senior: support system)</p>	<p>Education / SAC</p>	<p>2024</p>	<p>During event / built into programming stats (# attended/ # stayed, #parcipated)</p>
	<p>2. Offer Travel Awards for junior faculty at liberal arts or small colleges.</p>	<p>Financial</p>	<p>2023</p>	
	<p>3. Sustain existing travel awards for students.</p>	<p>Financial</p>	<p>2023</p>	
	<p>4. Inclusion of 1 to 2 trainees on each standing committee.</p>	<p>Committee chairs with approval from the President</p>	<p>Annually at Annual Meeting</p>	<p>Review annually – determine if we want to offer outside of meeting</p>
	<p>5. Continue to offer Speed Mentoring session at Annual Meeting.</p>			