



2014-2017 STRATEGIC PLAN
UPDATED NOVEMBER 2015

MISSION

ISBER is a global organization which creates opportunities for sharing ideas and innovations in biobanking and harmonizes approaches to evolving challenges for biological and environmental repositories.

VISION

ISBER will be the leading global forum for promoting harmonized high quality standards, ethical principles, and innovation in the science and management of biorepositories.

SOCIETY GOALS

1. Disseminate information on repository management issues
2. Educate and share information and tools within the society and with stakeholders
3. Act as the voice for repositories to influence regulations and policy
4. Develop best practice guidelines
5. Provide centralized information about existing repositories
6. Bring members together to work on emerging issues

6 CATEGORIES OF BIOBANKING

1. Animal Specimen Repository
2. Environmental Repository
3. Human Specimen Repository
4. Microorganism Culture Collection
5. Museum Repository
6. Plant/Seed Repository

Key Strategic Direction	Strategic Objective	Key Initiatives	Targeted Timeline	Responsible Party
1) ESTABLISH ISBER AS AN INTEGRATED GLOBAL SOCIETY	<i>Establish regional structure</i>	1. Develop accounting model for managing regional finances, as necessary.	Complete	<u>Finance Committee</u> , Board
		2. Create regional nominations guidelines.	Complete	Nominating Committee
		3. Establish Best Practices Subcommittee with international representation.	In progress	<u>Education and Training Committee</u> , Board
		4. Establish Regional Liaisons to help disseminate ISBER messaging to drive membership.	Ongoing	Membership and Marketing Committee
		5. Create templates for regional meetings, including recommendations for ISBER speakers.	Complete	<u>Organizing Committee</u> , Scientific Program Committee
		6. Develop procedures and processes for external meeting requests for ISBER involvement.	April 2016	<u>Organizing Committee</u> , Governance Committee

	<i>Grow global membership and participation</i>	<ol style="list-style-type: none"> 1. Present current standard ISBER abstract, poster and powerpoint presentations for use in representation at scientific conferences and meetings, and update as necessary. 2. Create a global marketing plan for ISBER to create opportunities for global involvement, including: <ol style="list-style-type: none"> a. Social media campaign b. Co-promotion at alternative meetings c. Plan for targeted corporate partnership growth (e.g. identify top 5 categories and top 10 companies, and include corporate partners in annual meeting activities) d. Plan for targeted membership recruiting and promotion (e.g. categorize biobanks to target for growth, emphasize peer to peer recruiting, and provide material to other willing promoters, such as corporate partners) 3. Review the annual meeting venue plan and hold annual meetings across the globe to support key strategic growth of ISBER, potentially using targeted sessions as a model for future ISBER meetings. 4. Develop targeted communications to encourage international involvement in BIO – through submission of articles, editorial board members, reviewers, 'experts speak' series writers, and language services. 5. Feature newsletter articles from international authors, especially Europe and the Pacific Rim, and set up regional newsletter editors. 6. Review Committee membership and composition in regards to international representation, and recruit new members to ensure global representation. 	<p>Ongoing</p> <p>December 2015</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p><u>Education and Training Committee</u>, Membership and Marketing Committee, Organizing Committee</p> <p>Membership and Marketing Committee</p> <p>Organizing Committee</p> <p>Publications Committee</p> <p>Publications Committee</p> <p>All Committees</p>
	<i>Encourage participation from a wide range of repositories and stakeholders</i>	<ol style="list-style-type: none"> 1. Identify and facilitate growth of important biobanking fields and biospecimen-related groups outside of ISBER (e.g. analyze areas of specialization within current membership, identify important biobanking fields for growth, develop involvement opportunities for companies/individuals in identified fields, conduct breakout sessions/meet and develop communication/promotion opportunities). 2. Facilitate networking and collaboration between ISBER members with similar specializations to bring together ISBER members with similar interests. 3. target communications to encourage the submission of more papers to BIO from environmental biobanking, other non-human biobanks, and other stakeholders (e.g. the ELSI community, patient advocates). 4. Continue joint programs with Public Responsibility in Medicine and Research to encourage greater participation and engagement with IRBs and ethicists. 5. Develop targeted communications to bring in other stakeholders and involve them in our meeting programs (e.g. IRB members, ethicists, lawyers, regulators and policy makers, patient advocates). 6. Review the potential for a special membership category for IRB members, ethicists, lawyers, regulators and policy makers, patient advocates to encourage greater participation from these stakeholders 	<p>December 2015</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>December 2015</p>	<p>Membership and Marketing Committee</p> <p>Membership and Marketing Committee</p> <p>Publications Committee</p> <p>Science Policy Committee</p> <p><u>Science Policy Committee</u>, Scientific Program Committee, Organizing Committee</p> <p><u>Science Policy Committee</u>, Membership and Marketing Committee</p>
2) BALANCE GROWTH AND FINANCIAL SUSTAINABILITY OF THE SOCIETY	<i>1 year operating reserve by the end of 2018</i>	<ol style="list-style-type: none"> 1. Develop strategy to ensure 1 year operating reserve by 2018 – including the following: <ol style="list-style-type: none"> a. Set the 1 year operating reserve target b. Ensure that a minimum of \$40k per year is put into savings to establish a fund reserve (target of \$70,000 per year to achieve \$350,000 in savings by end of 2018) 2. Plan additional educational workshops, particularly during the annual meeting, and maintain or increase the number of pre-conference workshops offered. 	<p>Complete</p> <p>Complete</p>	<p><u>Finance Committee</u>, Board</p> <p><u>Education and Training Committee</u>, Organizing Committee</p>

		<p>3. Implement and promote the CRT program, in partnership with ASCP.</p> <p>4. Review the annual meeting venue plan and develop a structure to balance growth and international outreach - via careful annual meeting location selection, pricing events to provide growth and affordability, and a 2 year lead time to minimize cost.</p> <p>5. Review the financial relationship with the journal, including the cost structure for ISBER member journal subscriptions and the potential for a new long term contract.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Complete</p>	<p><u>Education and Training Committee</u>, Board</p> <p><u>Organizing Committee</u>, Membership and Marketing Committee</p> <p><u>Publications Committee</u>, Board</p>
	<i>Targeted investments for strategic growth</i>	<p>1. Review and evaluate ISBER programs for fiscal viability and transparency, including the following:</p> <ul style="list-style-type: none"> a. Evaluate benefits provided to ISBER members and corporate partners (e.g. discount on meetings, journal subscriptions, advertising, access to members-only area of website, workshops, etc) b. Incorporate revenue stream into budget for webinars and other products to generate revenue c. Ensure that each revenue-generating activity supports the 501(c)3 status 	Ongoing	Finance Committee
3) OPTIMIZE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS	<i>Streamline operations while increasing effectiveness</i>	<p>1. Streamline and optimize communications, particularly with regard to reviews of ISBER documents with short turnaround times – through exploration of alternative methods of communication and multiple, simultaneous lines of communication for urgent matters, and use of both e-mails and the Group Forum.</p>	Ongoing	All Committees
	<i>Effective governance structure</i>	<p>1. Ongoing continuous review and update of an ISBER Policy and Procedures Handbook and bylaws –</p> <p>2. Continue effective communication for the dissemination of the handbook and bylaws to the membership so that members can see what ISBER is doing and how we are governed.</p>	<p>Ongoing</p> <p>Ongoing</p>	<u>Governance Committee</u> , Board
	<i>Improve internal and external communications</i>	<p>1. Use social media to brand our voice and become the go-to resource – using cohesive, coordinated campaigning across several platforms, per the ISBER Marketing Plan outlined above.</p> <p>2. Increase usage of the ISBER Forum with the aim to support national and international communication in ethical and regulation issues.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Membership and Marketing Committee</p> <p>Science Policy Committee</p>
4) IDENTIFY AND DEVELOP FUTURE LEADERS	<i>Develop a transparent process</i>	<p>1. Develop and post a formalized process for ISBER members and future leaders to understand the procedure for becoming an ISBER volunteer (e.g. Chair or Committee member) and the progression to becoming an ISBER leader – potentially including a “get involved” volunteer program to encourage new members, young member involvement and global participation.</p>	Complete	<u>Governance Committee</u> , Education and Training Committee, Membership and Marketing Committee
		<p>2. Post Committee procedures, expectations, responsibilities, terms of reference, scope, terms of membership and current membership on the ISBER website to allow members to make educated decisions in regards to joining a Committee – and monitor progress and performance of new people.</p>	Complete	All Committees
		<p>3. Identify possible candidates for future committee membership and leadership and develop a process for identifying and selecting them, potentially via inclusion of young investigators.</p>	Ongoing	All Committees
		<p>4. Include additional categories in membership application to identify future leaders and experts in a given area.</p>	Complete	Publications Committee
		<p>5. Promote the work of individual Committees in the ISBER Newsletter.</p>	December 2015	Publications Committee
	<i>Establish mentorship and leadership training programs</i>	<p>1. Develop a comprehensive Board of Directors Briefing Manual, including clear roles and responsibilities for all positions.</p>	Complete	<u>Governance Committee</u> , Board, Nominations Committee
<p>2. Develop a leadership training program template for ISBER standing committees.</p>		Complete	<u>Governance Committee</u> , Board	

		<ol style="list-style-type: none"> Develop a succession planning process that targets and develops future leaders, including international champions within specific regions. Produce a list of programs in, and/or being considered for development with input from ISBER membership. 	<p>Ongoing</p> <p>Complete</p>	<p><u>Nominating Committee</u>, Board, All Committees</p> <p><u>Education and Training Committee</u>, Publications Committee, Membership and Marketing Committee</p>		
5) SUSTAIN MARKET LEADERSHIP POSITION IN BIOBANKING	<i>Develop proprietary flagship tools and programs</i>	<ol style="list-style-type: none"> further develop EQA survey as an ISBER product/tool, as necessary according to the bio-specimen working group. Produce a new, expanded 4th Edition of Best Practices – including a checklist that ensures that it reflects a truly global perspective (e.g. low resource countries) and contributions from additional repository types. Produce CRT modules for certificate of completion. Produce and promote educational resources, via webinar programming, sharing of educational material from meetings, and sharing of other types of expertise. Producing best practices guidelines for webinar content development, develop template for best practices. Develop innovation at annual meetings by holding sessions in emerging areas in biobanking and using state-of-the-art logistics (i.e. exhibition set up and interactive apps). 	<p>Ongoing</p> <p>December 2016</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Bio-specimen working group</p> <p><u>Education and Training Committee</u>, Publications Committee</p> <p>Education and Training Committee</p> <p><u>Education and Training Committee</u>, Membership and Marketing Committee</p> <p>Organizing Committee</p>		
		<i>Provide access to expertise and resources</i>	<ol style="list-style-type: none"> Propose and present workshops at various conferences. Confirm a list of key opinion leaders within the ISBER community to refer for speaking at meetings around the world in support of the society. Develop a Science Policy Resource page on the ISBER website. 	<p>Ongoing</p> <p>December 2015</p> <p>December 2015</p>	<p><u>Education and Training Committee</u>, Membership and Marketing Committee</p> <p>Membership and Marketing</p> <p>Science Policy Committee</p>	
			<i>Be the voice for regulatory and policy issues</i>	<ol style="list-style-type: none"> Participate in ISO TC276 and produce a technical report. Develop a forum within the annual meeting or other ancillary events to support ISBER's voice on regulatory and policy issues. Recruit and publish more papers in BIO on regulatory & policy issues. Maintain a Science Policy forum in BIO and provide content for this column. Develop a plan for routine evaluation of opportunities to respond on ISBER's behalf to regulatory and/or policy change and requests for input. Develop a plan to engage and educate ISBER stakeholders (e.g. funders, regulatory and policy makers, patient advocates, IRBs) about biobanking as it relates to regulatory and policy issues. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Education and Training Committee</p> <p><u>Organizing Committee</u>, Science Policy Committee</p> <p><u>Publications Committee</u>, Science Policy Committee</p> <p><u>Publications Committee</u>, Science Policy Committee</p> <p>Science Policy Committee</p> <p>Science Policy Committee</p>



APPENDIX **COMMITTEE KEY INITIATIVES**

ALL COMMITTEES

1) ESTABLISH ISBER AS AN INTEGRATED GLOBAL SOCIETY

- *Grow global membership and participation*
 - Ongoing - Review Committee membership and composition in regards to international representation, and recruit new members to ensure global representation.

3) OPTIMIZE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

- *Streamline operations while increasing effectiveness*
 - Ongoing - Streamline and optimize communications, particularly with regard to reviews of ISBER documents with short turnaround times – through exploration of alternative methods of communication and multiple, simultaneous lines of communication for urgent matters, and use of both e-mails and the Group Forum.

4) IDENTIFY AND DEVELOP FUTURE LEADERS

- *Develop a transparent process*
 - Complete - Post Committee procedures, expectations, responsibilities, terms of reference, scope, terms of membership and current membership on the ISBER website to allow members to make educated decisions in regards to joining a Committee – and monitor progress and performance of new people.
 - Ongoing - Identify possible candidates for future committee membership and leadership and develop a process for identifying and selecting them, potentially via inclusion of young investigators.

FINANCE COMMITTEE

1) ESTABLISH ISBER AS AN INTEGRATED GLOBAL SOCIETY

- *Establish regional structure*
 - Complete - Develop accounting model for managing regional finances, as necessary.

2) BALANCE GROWTH AND FINANCIAL SUSTAINABILITY OF THE SOCIETY

- *1 year operating reserve by the end of 2018*
 - Complete - Develop strategy to ensure 1 year operating reserve by 2018 – including the following:
 - a. Set the 1 year operating reserve target
 - b. Ensure that a minimum of \$40k per year is put into savings to establish a fund reserve (target of \$70,000 per year to achieve \$350,000 in savings by end of 2018)
- *Targeted investments for strategic growth*
 - Ongoing - Review and evaluate ISBER programs for fiscal viability and transparency, including the following:
 - a. Evaluate benefits provided to ISBER members and corporate partners (e.g. discount on meetings, journal subscriptions, advertising, access to members-only area of website, workshops, etc)
 - b. Incorporate revenue stream into budget for webinars and other products to generate revenue
 - c. Ensure that each revenue-generating activity supports the 501(c)3 status

NOMINATING COMMITTEE

1) ESTABLISH ISBER AS AN INTEGRATED GLOBAL SOCIETY

- *Establish regional structure*
 - Complete – Create regional nominations guidelines.

4) IDENTIFY AND DEVELOP FUTURE LEADERS

- *Establish mentorship and leadership training programs*
 - Ongoing - Develop a succession planning process that targets and develops future leaders, including international champions within specific regions.

EDUCATION AND TRAINING COMMITTEE

1) ESTABLISH ISBER AS AN INTEGRATED GLOBAL SOCIETY

- *Establish regional structure*
 - July 2015 – Establish Best Practices Subcommittee with international representation.
- *Grow global membership and participation*
 - Ongoing – Produce standard ISBER abstract, poster and powerpoint presentations for use in representation at scientific conferences and meetings, and update as necessary.

2) BALANCE GROWTH AND FINANCIAL SUSTAINABILITY OF THE SOCIETY

- *1 year operating reserve by the end of 2018*
 - Complete - Plan additional educational workshops, particularly during the annual meeting, and maintain or increase the number of pre-conference workshops offered.
 - Ongoing - Implement and promote the CRT program in partnership with ASCP.

4) IDENTIFY AND DEVELOP FUTURE LEADERS

- *Establish mentorship and leadership training programs*
 - Complete - Produce a list of programs in, and/or being considered for development with input from ISBER membership.

5) SUSTAIN MARKET LEADERSHIP POSITION IN BIOBANKING

- *Develop proprietary flagship tools and programs*
 - Complete - Develop EQA survey as an ISBER product/tool.
 - December 2016 - Produce a new, expanded 4th Edition of Best Practices – including a checklist that ensures that it reflects a truly global perspective (e.g. low resource countries) and contributions from additional repository types.
 - August 2015 - Produce CRT modules for certificate of completion.
 - October 2015 - Produce and promote educational resources, via webinar programming, sharing of educational material from meetings, and sharing of other types of expertise.
- *Provide access to expertise and resources*
 - Ongoing - Propose and present workshops at various conferences.
- *Be the voice for regulatory and policy issues*
 - Ongoing - Participate in ISO TC276 and produce a technical report.

MEMBERSHIP AND MARKETING COMMITTEE

1) ESTABLISH ISBER AS AN INTEGRATED GLOBAL SOCIETY

- *Establish regional structure*
 - Ongoing, December 2015 – Establish Regional Liaisons to help disseminate ISBER messaging to drive membership.
- *Grow global membership and participation*
 - December 2015 - Create a global marketing plan for ISBER to create opportunities for global involvement, including:
 - a. Social media campaign
 - b. Co-promotion at alternative meetings
 - c. Plan for targeted corporate partnership growth (e.g. identify top 5 categories and top 10 companies, and include corporate partners in annual meeting activities)
 - d. Plan for targeted membership recruiting and promotion (e.g. categorize biobanks to target for growth, emphasize peer to peer recruiting, and provide material to other willing promoters, such as corporate partners)
- *Encourage participation from a wide range of repositories and stakeholders*
 - December 2015 - Identify and facilitate growth of important biobanking fields and biospecimen-related groups outside of ISBER (e.g. analyze areas of specialization within current membership, identify important biobanking fields for growth, develop involvement opportunities for companies/individuals in identified fields, conduct breakout sessions/meet and develop communication/promotion opportunities).
 - Ongoing - Facilitate networking and collaboration between ISBER members with similar specializations to bring together ISBER members with similar interests.

3) OPTIMIZE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

- *Improve internal and external communications*
 - Ongoing - Use social media to brand our voice and become the go-to resource – using cohesive, coordinated campaigning across several platforms, per the ISBER Marketing Plan outlined above.

5) SUSTAIN MARKET LEADERSHIP POSITION IN BIOBANKING

- *Provide access to expertise and resources*
 - December 2015 - Confirm a list of key opinion leaders within the ISBER community to refer for speaking at meetings around the world in support of the society.

ORGANIZING COMMITTEE

1) ESTABLISH ISBER AS AN INTEGRATED GLOBAL SOCIETY

- *Establish regional structure*
 - Complete - Create templates for regional meetings, including recommendations for ISBER speakers.
- *Grow global membership and participation*

- Ongoing - Review the annual meeting venue plan and hold annual meetings across the globe to support key strategic growth of ISBER, potentially using targeted sessions as a model for future ISBER meetings.

2) BALANCE GROWTH AND FINANCIAL SUSTAINABILITY OF THE SOCIETY

- *1 year operating reserve by the end of 2018*
 - Ongoing - Review the annual meeting venue plan and develop a structure to balance growth and international outreach - via careful annual meeting location selection, pricing events to provide growth and affordability, and a 2 year lead time to minimize cost.

5) SUSTAIN MARKET LEADERSHIP POSITION IN BIOBANKING

- *Develop proprietary flagship tools and programs*
 - Ongoing - Develop innovation at annual meetings by holding sessions in emerging areas in biobanking and using state-of-the-art logistics (i.e. exhibition set up and interactive apps).
- *Be the voice for regulatory and policy issues*
 - Ongoing - Develop a forum within the annual meeting or other ancillary events to support ISBER's voice on regulatory and policy issues.

PUBLICATIONS COMMITTEE

1) ESTABLISH ISBER AS AN INTEGRATED GLOBAL SOCIETY

- *Grow global membership and participation*
 - Ongoing - Develop targeted communications to encourage international involvement in BIO – through submission of articles, editorial board members, reviewers, 'experts speak' series writers, and language services.
 - Ongoing - Feature newsletter articles from international authors, especially Europe and the Pacific Rim, and set up regional newsletter editors.
- *Encourage participation from a wide range of repositories and stakeholders*
 - June 2015 - Develop targeted communications to encourage the submission of more papers to BIO from environmental biobanking, other non-human biobanks, and other stakeholders (e.g. the ELSI community, patient advocates).

2) BALANCE GROWTH AND FINANCIAL SUSTAINABILITY OF THE SOCIETY

- *1 year operating reserve by the end of 2018*
 - Complete - Review the financial relationship with the journal, including the cost structure for ISBER member journal subscriptions and the potential for a new long term contract.

4) IDENTIFY AND DEVELOP FUTURE LEADERS

- *Develop a transparent process*
 - Complete - Include additional categories in membership application to identify future leaders and experts in a given area.
 - December 2015 - Promote the work of individual Committees in the ISBER Newsletter/blog.

5) SUSTAIN MARKET LEADERSHIP POSITION IN BIOBANKING

- *Be the voice for regulatory and policy issues*
 - Ongoing - Recruit and publish more papers in BIO on regulatory & policy issues.
 - October 2015 - Establish a Science Policy forum in BIO and provide content for this column.

SCIENCE POLICY COMMITTEE

1) ESTABLISH ISBER AS AN INTEGRATED GLOBAL SOCIETY

- *Encourage participation from a wide range of repositories and stakeholders*
 - Ongoing - Plan joint programs with Public Responsibility in Medicine and Research to encourage greater participation and engagement with IRBs and ethicists.
 - Ongoing - Develop targeted communications to bring in other stakeholders and involve them in our meeting programs (e.g. IRB members, ethicists, lawyers, regulators and policy makers, patient advocates).
 - December 2015 - Review the potential for a special membership category for IRB members, ethicists, lawyers, regulators and policy makers, patient advocates to encourage greater participation from these stakeholders

3) OPTIMIZE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

- *Improve internal and external communications*
 - December 2015, Ongoing - Increase usage of the ISBER Forum with the aim to support national and international communication in ethical and regulation issues.

5) SUSTAIN MARKET LEADERSHIP POSITION IN BIOBANKING

- *Provide access to expertise and resources*
 - December 2015 - Develop a Science Policy Resource page on the ISBER website.
- *Be the voice for regulatory and policy issues*
 - Ongoing - Develop a plan for routine evaluation of opportunities to respond on ISBER's behalf to regulatory and/or policy change and requests for input.
 - Ongoing - Develop a plan to engage and educate ISBER stakeholders (e.g. funders, regulatory and policy makers, patient advocates, IRBs) about biobanking as it relates to regulatory and policy issues.

GOVERNANCE COMMITTEE

3) OPTIMIZE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

- *Effective governance structure*
 - Complete - Develop an ISBER Policy and Procedures Handbook – then develop a clear and effective communication strategy for the dissemination of the handbook to the membership so that the membership can see what ISBER is doing and how we are governed.
- *Develop a transparent process*
 - Complete - Develop and post a formalized process for ISBER members and future leaders to understand the procedure for becoming an ISBER volunteer (e.g. Chair or Committee member) and the progression to becoming an ISBER leader – potentially including a “get involved” volunteer program to encourage new members, young member involvement and global participation.
- *Establish mentorship and leadership training programs*
 - Complete - Develop a comprehensive Board of Directors Briefing Manual, including clear roles and responsibilities for all positions.
 - Complete - Develop a leadership training program template for ISBER standing committees.