



SRNT

The SRNT 2025 Strategic Review is a 15 month-long process that the Board of Directors has undertaken in order to identify and address factors that we believe will impact the Society over the next 7 - 10 years. The goal is to arrive at member-informed conclusions, recommendations, and ultimately, Board actions that will set the stage for SRNT's future relevance, integrity, and sustainability.

• 2025 Strategic Review **PHASE I FINAL REPORT**

TABLE OF CONTENTS

Introduction	2
SRNT 2025: A Three-Phase Process.....	3
Member Participation and Representation: A Critical Component of SRNT 2025.....	4
The SRNT 2025 Phase I Timeline	7
Activities in the Four Stages of SRNT 2025 Phase 1.....	8
SRNT 2025 Guiding Principles.....	17
SRNT 2025 Phase II (March 2020 – December 2020).....	21
SRNT 2025 PHASE III (January - December 2021).....	23
CONCLUSION	23
APPENDICES	23

SRNT 2025: Phase I Final Report

INTRODUCTION

In early 2018, with SRNT's 25th anniversary on the horizon and in response to members' comments on a variety of subjects (shared directly with Board members as well as through conference evaluations collected annually) the SRNT Board of Directors recognized a compelling need to undertake a comprehensive, strategic review of issues that were last addressed by the entire membership in 2005. In the intervening years, the Board rightly observed, much had changed.

Comments and issues to be addressed fell into the following broad topics: Members' expectations around the Society's global role and responsibility to researchers and others working in Low- and Middle-Income Countries (LMICs); the role of Chapters as extensions of SRNT into specific geographic regions of the world; SRNT's purpose and role as a Research Society, particularly as research disciplines became more prominent within SRNT through the expansion of SRNT Networks; and membership and conference participation eligibility, with increased concerns raised around the presence of the Tobacco and Electronic Nicotine Delivery Systems (ENDS) Industries in Society activities.

The Board recognized that, as the Society's membership has continued to change over the years, and as the environment in which SRNT operates was experiencing change, so too were member attitudes about these broader issues.

To tackle the issues identified, the Board decided to engage the entire membership in a comprehensive discussion to identify – and ultimately implement – organizational changes necessary to stay relevant to an ever-evolving research environment and membership over the next 10 years. To that end, the Board hired JFB & Associates, LLC, a consulting firm specializing in strategic visioning and organizational development, to guide the SRNT 2025 process.

Phase I of SRNT 2025 was launched in October 2018 to identify and begin to address the outstanding issues and concerns that will impact SRNT and its members over the next seven to ten years.

The framework for this process of inquiry was built around identification of critical questions and was undertaken in ways similar to a research design. The process was highly inclusive of all SRNT's stakeholders, with SRNT members at the forefront, including the formation of Work Groups that ensured representation of divergent points of view from all segments of the membership. The Member Survey and Member Comment Period were also key elements of the process.



SRNT 2025: Phase I Final Report

Early in the process, the Board identified three key areas of the Society that would have substantial impact on SRNT's future and established three Work Advisory Groups (WAGs) to address them: Purpose & Role, Structure & Participation, and Global Presence. The Work Advisory Groups were tasked with identifying specific issues and providing recommendations for solutions that would find common ground among the diverse SRNT membership.

Member input/comments provided the foundation for the Work Advisory Group efforts and drove the recommendations about the findings of SRNT 2025. These opinions were sought in three separate processes: 1) a 'representational stakeholder survey' in October 2018, 2) a Member Survey in June 2019, and 3) a final Member Comment Period in October 2019.

SRNT 2025: A THREE-PHASE PROCESS

SRNT 2025 will be a 3-phase process. SRNT 2025 Phase I is now complete and comprised four Stages of work from late 2018 through early 2020. SRNT 2025 Phase II will focus on completing the work outlined in the WAG recommendations that will provide the information upon which the Board will consider policy or process changes, and SRNT 2025 Phase III will focus on implementation.

SRNT 2025 Phase I

- Stage 1: Determination of Primary Issues
- Stage 2: Preparation for Member Survey
- Stage 3: Inquiry and Feedback
- Stage 4: Findings and Recommendations

SRNT 2025 Phase II

Identify Policies, Procedures, and Programs Necessary to Implement SRNT 2025

SRNT 2025 Phase III

Implementation of SRNT 2025

SRNT 2025: Phase I Final Report

The desired outcomes from this investigative process in Phase I are recommendations for SRNT Board action that would set the stage for SRNT's future relevance, integrity, and sustainability. The Board closely monitored the progression of SRNT 2025 Phase I, ensuring that the outcomes were achieved through an iterative, member-informed process. The results produced SRNT's Guiding Principles and Boundary Standards, the 'guardrails' for SRNT decision-making far into the future.

The following report provides a narrative about the work accomplished throughout the four Stages of SRNT 2025 Phase I; and the findings, conclusions, and recommendations for implementation in SRNT 2025 Phase II.

MEMBER PARTICIPATION AND REPRESENTATION: A CRITICAL COMPONENT OF SRNT 2025

The SRNT 2025 Phase I process was deliberate in its engagement of the membership throughout every stage of the work done by the Board and the Work Advisory Groups to ensure competing opinions and voices were heard and considered in all deliberations. Below we list the many participants involved in the SRNT 2025 process; a more detailed description of each element of the SRNT 2025 process, and the respective roles of these participant groups, is provided later in this report.

SRNT Board (N=8)

The SRNT Board is leading the SRNT 2025 (Phases I and II) process. Composition of the Board is largely reflective of SRNT's membership, in accordance with SRNT Bylaws and member votes.

Member-Representative Stakeholder Survey (N=29)

The SRNT members selected to participate in this initial survey were chosen to ensure representation of the breadth of SRNT's membership, including:

- Discipline (pre-clinical, clinical, genomics, health disparities, adolescents, and public policy);
- Geography (Europe, North America, Latin America, Oceania, Middle East, Africa);
- Career Stage (early, mid- and senior);
- U.S. Federal Agency Stakeholders;
- SRNT Programs/Organizations/Leadership (Europe and Oceania chapters, SRNT's Journal N&TR, SRNT University, Networks, and Committees); and
- Strongly stated positions on both sides of the e-cigarette debate, including the hot-button issue of industry consultants.



SRNT 2025: Phase I Final Report

MEMBER PARTICIPATION AND REPRESENTATION, CONTINUED

Leadership Interviews (N=11)

Eight SRNT Board Members, two past presidents, and one early career SRNT member were interviewed. Of those, two-thirds have been Society members and in leadership positions for more than 15 years; the remaining third have been in Society membership for less than 10 years.

Work Advisory Groups (N=16 across 3 groups)

Purpose & Role

Chair: Suchitra Krishnan-Sarin, Yale University, US
Members: Glen Morgan, retired, US
Pebbles Fagan, University of Arkansas for Medical Sciences, US
Chris Bullen, University of Auckland, NZ Public Health, NZ
Sean David, University of Chicago, US

Structure & Participation

Chair: Jennifer McClure, Kaiser Permanente, US
Members: Lisa Fucito, Yale University, US
Olivia Maynard, University of Bristol, UK
Darlene Brunzell, Virginia Commonwealth University, US
Jaimee Heffner, Fred Hutchinson Cancer Research Center, US

Global Presence

Chairs: Megan Piper, University of Wisconsin, US
Caitlin Notley, University of East Anglia, UK
Members: Babalola Faseru, University of Kansas, US
Raul Mejia, Centro de Estudios de Stado y Sociedad, AR
Rasha Bader, King Hussein Cancer Center, JO
Kamran Siddiqi, University of York, UK



SRNT 2025: Phase I Final Report

MEMBER PARTICIPATION AND REPRESENTATION, CONTINUED

Similar to the composition of the participants in the Representative Stakeholder Survey, members of the three Work Advisory Groups were selected to represent all sectors of the SRNT membership. Factors such as disciplines, gender, geography, differing views, career stage, and leadership roles were all considered in the selection of the Work Advisory Group members.

SRNT Membership (N=448; N=86)

All SRNT members had two opportunities to participate in SRNT 2025 Phase I: 1) the Member Survey conducted in May-June of 2019, and 2) the 30-day Member Comment Period in October 2019. A total of 503 members out of 1,144 (44%) started the Member Survey, with 448 (39%) completing the entire survey. During the Member Comment Period, 109 comments were received from 86 members.

All Member Survey responses and comments were reviewed and discussed by the SRNT Board and the three Work Advisory Groups. Member input significantly informed their deliberations in the development of the Guiding Principles and Boundary Standards.



SRNT 2025: Phase I Final Report

THE SRNT 2025 PHASE I TIMELINE

October - November 2018	Representative Survey & Consultant Report to the Board
December 2018 - January 2019	Leadership Interviews & Consultant Report to the Board
February 2019	SRNT Board Meeting, review reports, take action on next steps
March 2019	Seat Work Advisory Groups (WAGs)
April 2019	Meeting 1 of the three WAGs
May - June 2019	Membership Survey
July 2019	Meeting 2 of the three WAGs
September 2019	Meeting of the WAG Leadership Team, formalizing recommendations on Guiding Principles & Boundary Standards
September 2019	WAGs response/feedback on and final approval of draft Guiding Principles & Boundary Standards
October 2019	Board review of all WAG reports and recommendations
October 2019	Membership Comment Period
November 2019	Meeting 3 of the WAGs
December 2019	WAGs final report to the Board December 2019
January 2020	WAG Leadership Team meeting
January 2020	Board Meeting to review and approve Guiding Principles and Boundary Standards
February 2020	Final Report released to the SRNT membership
March 2020	Town Hall Meeting
April 2020	Beginning of SRNT 2025 Phase II

SRNT 2025: Phase I Final Report

ACTIVITIES IN THE FOUR STAGES OF SRNT 2025 PHASE 1

Stage 1: Determination of Priority Issues (October 2018 - February 2019)

SRNT 2025 Phase I launched with a survey of a select group of 29 stakeholders representative of SRNT's membership, the results of which established a baseline for considering SRNT's future (Representative Stakeholder Survey). This was an in-depth open-ended survey completed by 29 individuals selected to represent varied disciplines and research areas (as noted earlier in this report), with a deliberate balance in terms of gender and ethnicity. The process purposefully included individuals with strong opinions on both sides of the tobacco and e-cigarette industry participation question.

Leadership interviews were conducted a month after the results of the Representative Stakeholder Survey were reported, in order to test emerging themes and identify additional issues.

The purpose of the Representative Stakeholder Survey and subsequent Leadership Interviews was to gather initial opinions, perceptions, and beliefs to set a baseline for the SRNT Board to frame specific issues for deliberation by Work Advisory Groups. Following is a synopsis of both reports.

Copies of the entire Representative Stakeholder Survey Consultant Report and the Leadership Interview Consultant Report can be found in the Appendices A and B.

Stakeholder Survey Synopsis

The Survey asked a total of 15 open-ended questions in three categories: 1) Future of Research; 2) E-Cigarettes and the Tobacco Industry; and 3) Membership and Other Stakeholders. Emerging themes from the Survey were, by category:

Future of Research

1. Divisiveness in the field
2. Influence/Involvement of the Tobacco Industry
3. Changing (or potentially changing) research priorities and influencers
4. Decreasing access to research funding
5. SRNT leadership role



SRNT 2025: Phase I Final Report

ACTIVITIES IN FOUR STAGES, CONTINUED

ENDS and the Tobacco Industries

1. Similarity of goals, regardless of product, that do not align with serving the public's health
2. Transparency of funding sources (or lack thereof)
3. Concerns about membership in SRNT

Membership and Other Stakeholders

1. Collaboration with but not expansion of membership to related fields
2. Global themes:
 - a. Increase and diversify financial and other resource support
 - b. Facilitate global networks and/or access to researchers in other countries
 - c. Expand support for Chapters
 - d. Enhance relevance and viability as an international society

Leadership Interviews Synopsis

As a follow-up to the Representative Stakeholder Survey, JFB & Associates conducted interviews with eleven (11) SRNT leaders. The dual purpose of these interviews was a) to test the relevance of the themes that emerged from the Representative Stakeholder Survey, and b) identify any new themes or trends to be studied throughout SRNT 2025 Phase I.

Those interviewed were asked a series of 11 questions ranging from reaction to the Representative Stakeholder Survey Report, to SRNT's leadership role in the field, to desired outcomes for SRNT 2025 Phase I.

The leaders who were interviewed expressed no surprise about themes emerging from the Representative Stakeholder Survey Report. There was general agreement that the divisiveness among researchers in the field can be linked to concerns about changing research priorities, shifts in funding, and the growing influence of the Tobacco Industry as well as their increasing presence at Annual Meetings.



SRNT 2025: Phase I Final Report

ACTIVITIES IN FOUR STAGES, CONTINUED

Emergent themes from the Leadership Interviews included:

Greatest Concerns About the Future of the Field

1. Continued divisiveness in the field
2. Funding and research priorities
3. Translation of science
4. SRNT's role

Most Significant 'Ten Year' Issues for SRNT to Address

1. Advocacy and Public Health (what is SRNT's role?)
2. Influence research priorities and funding (does SRNT have a role to play?)
3. The Society, its role and value

Greatest Opportunity

1. For SRNT to be a leading voice for research and the primary convener for dissemination of the science

The results of the Representative Stakeholder Survey and the Leadership Interviews informed an extensive facilitated Board discussion prior to the SRNT 2019 Annual Meeting. That discussion culminated in the Board seating three Work Advisory Groups:

- SRNT Purpose & Role
- Global Presence
- Structure & Participation

A copy of the February 2019 Board Report can be found in Appendix C.

Stage 2: Preparation for Member Survey (March 2019 – May 2019)

The Work Advisory Groups were seated in March, and held their first meetings in early April. The purpose of their meetings was three-fold: 1) to establish the goals of their respective Groups; 2) to discuss the emerging themes from the work done in Stage 1; and 3) to provide direction on issues to be addressed in the Member Survey.



SRNT 2025: Phase I Final Report

ACTIVITIES IN FOUR STAGES, CONTINUED

The initial round of SRNT 2025 Work Advisory Group meetings brought incredible clarity to an overarching challenge for SRNT – the realization that members have the tendency to bring to the table their own unique perspective and expectations of what SRNT is or is not as a Society, based on their own career beliefs and research discipline, as well as strong personal opinions on a multitude of issues. These divergent perspectives and expectations brought challenge and opportunity to the SRNT 2025 process, in the recognition that it is not possible – nor is it desirable – for SRNT to fill such a wide spectrum of roles and expectations. The SRNT 2025 process identified that SRNT’s specific, unique role is that of a scientific membership association in the broader community of nicotine/tobacco public health organizations, with its own specific, unique agenda.

Subsequent deliberations by the Board and Work Advisory Group leadership led to the development of a White Paper based on the phenomenon of the Edge Effect. The Edge Zone is defined as that space where two separate systems come together, and the Edge Effect is where that overlap stimulates innovation. The Edge Effect provided a useful paradigm for leadership to think about how SRNT interacts with adjacent communities and their diverse agendas while maintaining its own identity.

Discussions about the Edge Effect were fundamental in developing a set of initial Boundary Standards that acted as a platform for SRNT to consider how best to maintain its own unique identity within the broader community of adjacent groups. The result of these deliberations was the development of a “Board Guidance Document” (Appendix D) used by the Work Advisory Groups to focus the Groups’ deliberations based on SRNT’s well-defined role as a scientific society of individual members.

The distinctions outlined in the Board Guidance Document provided direction throughout the SRNT 2025 process and were key elements in ongoing discussions about SRNT’s interactions with other organizations in the nicotine/tobacco community. Edge Zone borders guided decisions about Guiding Principles, with the result of maintaining SRNT’s unique identity and role and its ultimate focus on science.

SRNT 2025: Phase I Final Report

ACTIVITIES IN FOUR STAGES, CONTINUED

With this guidance, the Work Advisory Groups helped design questions for the Member Survey, and specifically identified the following issues to be included in the Member Survey:

- Advocacy role and purpose in SRNT
- SRNT's outward facing leadership role
- Commitment to transdisciplinarity
- Developing the next generation of researchers
- SRNT's "rules of engagement" for members, with funding sources being a primary issue for determining participation
- Tobacco and ENDS Industry participation
- Support for Low- and Middle-Income Country (LMIC) researchers

Stage 3: Inquiry and Feedback (June – October 2019)

Stage 3 encompassed the Member Survey, a Board meeting, Work Advisory Group (WAG) meetings and communications, two WAG Leadership Team meetings, and a Member Comment Period. During this time period the Guiding Principles and Boundary Standards were developed, evaluated, and revised multiple times.

Member Survey (June – July 2019)

The Member Survey, commissioned by the Board in late spring of 2019, was conducted by Corona Insights, the professional consulting agency that had been engaged by SRNT for its 2012/2013 Strategic Planning Process. The Member Survey, which was reviewed and approved by the Board, became the foundation of the SRNT 2025 Strategic Review.

SRNT members received advanced notification of the Member Survey in May 2019 and two invitations to complete the Survey over the course of three weeks. A total of 503 members out of 1144 (44%) started the Survey; 448 (39%) completed it. This response rate is comparable to the response rate of the SRNT member survey undertaken by the same consulting group during the 2012/2013 strategic planning process (38% completion).

SRNT 2025: Phase I Final Report

ACTIVITIES IN FOUR STAGES, CONTINUED

Survey responses were generally representative of the membership demographics, although Full/Voting Members and non-US Members were slightly over-represented among the survey respondents.

Key themes from each section of the survey:

Purpose & Role: Members agreed that SRNT is – first and foremost – a scientific society, whose role is to promote unbiased science and the development of nicotine and tobacco scientists. There was agreement that: a) SRNT should engage with adjacent communities from a scientific standpoint; b) public positions should be taken by the Society only when there is clear, verifiable evidence; and c) SRNT leads the field by providing an open forum for the presentation and discussion of science.

Divergent views expressed in the Member Survey served to underscore the importance of SRNT repeatedly seeking membership perspectives on its role as a scientific society comprised of individual members, especially as individual viewpoints change over time. SRNT leadership should be flexible and transparent in responding to changing membership viewpoints in order to accurately reflect the majority membership view within the construct of SRNT’s mission and guiding principles.

Global Presence: Responding members were in favor of SRNT providing support to Low- and Middle-Income (LMIC) researchers, though most respondents noted an unwillingness to pay higher dues in order to do so. There was indication that more deliberation is required about how SRNT can strengthen its global presence, particularly to ascertain specific needs of LMIC researchers and how SRNT can best respond given limited financial and volunteer constraints.

Structure & Participation: Not surprisingly, SRNT members were divided on this important issue that has been part of the Society since its inception. This deep division of opinion resulted in no clear direction on how to change SRNT’s long-held policy of allowing all perspectives to be represented at the Annual Meeting both through peer-reviewed presentations and overall attendance. If employees from the Tobacco and ENDS Industries are allowed to continue participating in the Annual Meeting then, responding members said, full disclosure is critical. There was similar reference to individuals who consult with these industries, making it important to establish a balance between concerns that Tobacco and ENDS Industries participation may have a negative influence on the Annual Meeting with concerns that excluding industry-funded researchers could stifle the science.



SRNT 2025: Phase I Final Report

ACTIVITIES IN FOUR STAGES, CONTINUED

The responses from the Member Survey highlighted the need for SRNT leadership to set standards (e.g., requiring disclosures, establishing participation limitations) to establish a middle ground that is respectful of members on both sides of this divisive issue, one that provides an open and neutral ground for presentation, discussion, and debate of the science. This finding was a key outcome of SRNT 2025 Phase I, specifically the concept of compromise that respects all views based on the science and provides for competing views to be expressed in an open, unbiased forum.

A copy of the Member Survey Executive Summary can be found in Appendix E.

Development of Guiding Principles and Boundary Standards (August - September 2019)

Concurrent with the Member Survey and Work Advisory Group meetings was the development of a series of statements that would become the Guiding Principles and related Boundary Standards. Working from the initial Board Guidance Document, the Work Advisory Groups, in consultation with the WAG Leadership Group and the Board, framed the Guiding Principles and then developed Boundary Standards as a way to initially identify the 'policy guardrails' to support the principles. Rationales for each set of Guiding Principles and Boundary Standards were also developed to validate the principles and standards.

The Work Advisory Groups, WAG Leadership Group, and the Board reviewed and edited several iterations of these documents prior to dissemination to the Membership for comment.

Member Comments (September - October 2019)

Members were asked to comment on the following:

Based on the Guiding Principles (as presented in each section), are there any critical areas or issues that have not been addressed? Please provide comments on these Guiding Principles, and any SRNT 2025 supporting documents can be found on the SRNT website.

The Guiding Principles and Boundary Standards, along with supporting documents were provided via the SRNT webpage to the entire SRNT membership for review and comment. A much smaller percentage of the SRNT members chose to comment on the recommended Guiding Principles and Boundary Standards, with a total of 109 comments received across the three primary topics, with the majority of comments provided in the Purpose & Role, and Structure & Participation sections.



SRNT 2025: Phase I Final Report

ACTIVITIES IN FOUR STAGES, CONTINUED

It is important to note that no substantially new arguments were made during the Member Comment period. The comments echoed the initial themes identified in the Member Survey. The key themes from the comments that influenced the work of the WAGs were, specifically: a) the importance of SRNT's role to ensure open science without bias; b) concern about distinctions between Tobacco and ENDS Industries employees related to membership eligibility; c) concern about the process for determining membership eligibility of industry consultants; and d) the need for disclosure and transparency for those presenting at or attending the Annual Meeting.

The Work Advisory Groups reviewed all Member Comments received and revised the Guiding Principles and Boundary Standards accordingly.

Stage 4: Findings and Recommendations (November – December 2019)

Guiding principles represent a broad philosophy that guides an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management including the Board. Guiding principles provide a clear roadmap, and, when communicated and adopted in the organization, generate a desired pattern of decision making. They are public proclamations of foundational beliefs and positions.

The cumulative work of the Board, the Work Advisory Groups, and the members via the Member Survey and Member Comments, resulted in the Guiding Principles established for SRNT.

Findings

The Work Advisory Groups convened twice during this stage to discuss Member Survey results, Member Comments, and to finalize their recommendations on the Guiding Principles and related Boundary Standards.

The **Purpose & Role Work Advisory Group** agreed with the initial findings that: a) the primary purpose of SRNT is research; b) the Guiding Principles must provide clarity about SRNT's role in other areas such as advocacy; and c) SRNT can be more active in supporting early career researchers and promoting science.

They further determined that SRNT's unique role is not to be the authority or create guidelines, but to be known as a hub or central resource for available scientific evidence. SRNT is a unique society that enables



SRNT 2025: Phase I Final Report

ACTIVITIES IN FOUR STAGES, CONTINUED

a multi-disciplinary platform for these discussions to occur without bias and with a core value of scientific rigor.

The **Structure & Participation Work Advisory Group** agreed that guardrails, i.e., Guiding Principles and related Boundary Standards, are necessary to preserve the integrity of the Society as an organization. SRNT in its unique role as a scientific society must define the ‘rules of participation/engagement’ and membership for Tobacco and ENDS Industries employees, and for consultants accepting funds from these industries. The members of this Work Advisory Group also agreed that a major goal of the SRNT 2025 process is to use compromise to accommodate the real concerns about Tobacco and ENDS Industries with the values of open scientific exchange, which the Guiding Principles must reflect.

The **Global Presence Work Advisory Group** agreed that the focus for SRNT is not necessarily to increase the number of international members from LMICs, but to be more proactive in providing support for the development of researchers in LMICs. They agreed that it will be important for SRNT to find reasonable ways to support scientists in LMICs based on available resources. There was also agreement that SRNT must learn more about the needs of scientists in LMICs, and the WAG recommended that SRNT launch a survey to LMIC researchers during Phase II of SRNT 2025.

The WAG members also suggested that SRNT consider what resources it would take to a) disseminate the science specifically in LMICs, b) be more proactive in reaching out to and communicating with researchers in LMICs, and c) more deliberately export scientific knowledge from more established countries to LMICs.

Based on their deliberations, the three Work Advisory Groups finalized their recommendations on the Guiding Principles and Boundary Standards for consideration and action by the SRNT Board. The Groups clarified that the purpose of the Boundary Standards is to provide guidance based on member feedback for the development of more detailed, official SRNT policies during SRNT 2025 Phase II.

Copies of the WAG Final Reports to the SRNT Board can be found in Appendix F.

Recommendations

The Work Advisory Groups recommend the following set of Guiding Principles be adopted by the SRNT Board of Directors.

SRNT 2025: Phase I Final Report

SRNT 2025 GUIDING PRINCIPLES

Purpose & Role Guiding Principles

1: What We Are

SRNT is a scientific society whose mission is to stimulate the generation and dissemination of new knowledge concerning nicotine and tobacco in all its manifestations, from cellular to societal.

SRNT is the professional society for those working on tobacco and nicotine scientific questions in pre-clinical, clinical, public health, epidemiological, and policy/ regulatory research domains.

SRNT is dedicated to the field, and to supporting and developing the careers of researchers in every discipline.

SRNT welcomes as members those working in adjacent communities (tobacco control, cessation, etc.) who are interested in the latest, cutting edge research on nicotine and tobacco.

2: SRNT's Unique Role

As a scientific society, SRNT has a unique role, a unique identity and purpose, and a unique agenda within the broader public health/ tobacco control community. The role of a scientific society is not interchangeable with that of organizations operating in adjacent or “sister” communities. SRNT’s unique role is to focus on science. Please refer to the white paper, “The Edge Zone Effect,” which articulates how SRNT interacts with adjacent communities while retaining its unique identity.

3: An Open Scientific Forum

SRNT is a convener, bringing together researchers from multiple countries, from diverse backgrounds, across multiple disciplines, who represent a diversity of viewpoints on issues of concern to the nicotine and tobacco research community.



SRNT 2025: Phase I Final Report

SRNT 2025 GUIDING PRINCIPLES, CONTINUED

4: SRNT is Dedicated to Open Science without Bias

SRNT supports, without bias, the generation, dissemination, and facilitates debate of rigorous science to address challenging public health questions regardless of the direction the evidence leads. SRNT is dedicated to presenting balanced views on unresolved scientific issues and makes every effort not to take positions that support one view over another, thus promoting scientific dialogue and empowering members to make their own informed decisions. Regarding communication beyond the membership, SRNT will follow the evidence, disseminate balanced information based on evidence, and will be clear when the evidence is not conclusive.

5: Advocacy

SRNT is the voice of the scientific community and may advocate for the science by providing evidence to educate decision makers or joining with advocacy organizations on positions that are consistent with the evidence base. SRNT does not engage in lobbying local or national legislators on specific bills/legislation, nor does it direct SRNT members to lobby legislators.

Structure & Participation Guiding Principles

1: Membership in the Society

Consistent with existing SRNT policy regarding Tobacco Industry employee ineligibility for membership in the Society, ENDS companies that are wholly or partially owned by the traditional tobacco product manufacturers will be considered to be the part of the Tobacco Industry and therefore ineligible for membership.

ENDS companies that have no financial connection to the Tobacco Industry will not be considered to be part of the Tobacco Industry, therefore non-Tobacco Industry-affiliated ENDS employees will be eligible for membership.

Individuals who consult for the Tobacco and ENDS Industries remain eligible for membership, pending an additional level of review.



SRNT 2025: Phase I Final Report

SRNT 2025 GUIDING PRINCIPLES, CONTINUED

2: Submission, Presentation, and Publication of Research

In support of the Society's intention to provide a multi-disciplinary platform where diverse viewpoints are presented and discussed, SRNT allows Conference and Journal submissions regardless of funding source. All Conference submissions are subject to peer review. Funding sources will not be the basis for decisions to accept or reject submissions. All presenters and authors must comply with SRNT policies regarding disclosure of funding sources and conflicts of interest.

3: Annual Meeting Attendance

SRNT will not preclude individuals from participating in the Annual Meeting based on Tobacco and ENDS Industries affiliation or source of research funds. However, all Annual Meeting participants are subject to SRNT's codes of conduct. Transparency regarding conflicts of interest and thoughtfully enacted participation parameters will be enforced.

4: Financial Support of SRNT

SRNT does not engage in quid pro quo with organizations that provide funding to support SRNT, including direct or grant-funded support of the Annual Meeting. Financial support of Society programs does not entitle an organization to special dispensation.

SRNT's current policies prohibit receipt of funds from the Tobacco and ENDS Industries.

Global Presence Guiding Principles

1: Membership

SRNT is an international membership association operating on the global stage. All members are entitled to the same benefits of membership, regardless of location.

2: LMICs and Building Capacity

It is generally accepted that differences in funding levels of research by country result in dissimilar levels of research undertaken across the globe. As a result, researchers in lower- and middle-income countries may



SRNT 2025: Phase I Final Report

SRNT 2025 GUIDING PRINCIPLES, CONTINUED

require a greater level of support than researchers in higher-income countries. Always bearing in mind the Society's financial and volunteer resources, SRNT is committed to addressing the very real need for capacity building in LMICs.

3: Impacting Global Policy

SRNT recognizes the value of partnering with adjacent communities (e.g., public policy groups and NGOs working to impact policies, regulations, and/or legislation) in LMICs. SRNT will support groups working to enact, implement, and defend evidence-based policies, regulations, and laws, as financial and volunteer resources, and member engagement allow.

4: SRNT Chapters

The role of Chapters as an extension of the Society in specific geographic regions is a critical subject which has not been addressed formally since 2010. Since that time, the European Chapter has grown and a new Chapter, SRNT Oceania, has been created. The SRNT Board will appoint a task force to address and document the role of Chapters and the relationship between SRNT and Chapters as part of Phase II of SRNT 2025. The Guiding Principles and Boundary Standards relating to SRNT Chapters will be developed at that time.

A copy of the Guiding Principles along with the related Boundary Standards can be found in Appendix G.



SRNT 2025: Phase I Final Report

SRNT 2025 PHASE II (MARCH 2020 – DECEMBER 2020)

Identify Policies, Procedures, and Programs Necessary to Implement SRNT 2025

The next step in the SRNT 2025 process is to identify the specific ways in which the SRNT 2025 recommendations, as developed by the Board, WAGs, and members, will be implemented.

To that end, a Board-appointed Task Force will oversee the following activities, bringing in WAG members and other stakeholders as needed to inform discussions and actions that will be implemented in SRNT 2025 Phase III.

Launch Follow-up Surveys to Basic Science and LMIC Communities

1. Launch and analyze results of a survey to Basic Scientists (current and past members) to better identify needs and opportunities.
 - a. There was concern expressed early in the 2025 process about a perceived loss of Basic Scientists as members, but it was deemed too specific for full membership comment. Therefore, this important issue was tabled for Phase II, where those affected members and former members could provide much needed feedback to the Board about how SRNT can better support the needs of this important constituency.
2. Launch and analyze results of an LMIC Survey, with the intent to address recommendations made by the Global Presence WAG from Meeting 2, specifically:
 - a. To consider resources necessary to disseminate the science specifically in LMICs;
 - b. To consider best methods for supporting the development of member researchers in LMICs based on SRNT capacity;
 - c. To consider best methods for proactively reaching out to and communicating with researchers in LMICs to periodically collect information on needs and issues;
 - d. To consider methods for exporting scientific knowledge from more established countries to LMICs; and
 - e. To consider how the research community as represented by SRNT can determine better methods of support for those researchers working in the frontlines of treatment and tobacco control in LMICs.



SRNT 2025: Phase I Final Report

SRNT 2025 PHASE II, CONTINUED

Focus on SRNT Chapters

1. Address and document the role of Chapters and the relationship between SRNT and Chapters.
2. Develop the Guiding Principles and Boundary Standards relating to SRNT Chapters.

Clarify Membership and Participation Requirements

1. Clearly define/articulate “Tobacco Industry,” referencing the Structure & Participation WAG discussions.
2. Develop clear, objective criteria that set a definitive, consistent, and transparent threshold for membership eligibility for Tobacco and ENDS Industry consultants.
3. Set the ‘rules of engagement’ (i.e., limits) for attendance and participation at the SRNT Annual Meeting for Tobacco and ENDS Industries.

Strengthen Recognition and Influence of SRNT

1. Identify opportunities for SRNT to expand its footprint with other organizations (symposia with multiple disciplines) to strengthen transdisciplinarity in the Society.
2. Develop a transparent approach to, and communication about, advocacy in order to increase understanding about what SRNT supports and advocates for on behalf of its members.
3. Strengthen SRNT methods for supporting the career development of early career researchers.
4. Create and implement a communications plan to adjacent communities to promote SRNT’s voice and reputation, and communicate SRNT Guiding Principles and Boundary Standards.

The SRNT Board will develop and/or modify policies based on the work of the Task Force.

SRNT 2025: Phase I Final Report

SRNT 2025 PHASE III (JANUARY - DECEMBER 2021)

Implementation of SRNT 2025

SRNT will initiate changes to policies, processes, and programs based on the results of the Task Force's work in 2020

CONCLUSION

SRNT 2025: Phase I was a lengthy, thoughtful, deliberative, and inclusive process that addressed critical issues facing the membership now and into the near future. The collective work accomplished through this process will result in a stronger Society with clear statements of who we are and what we believe, provide the guardrails for decision-making, and lay the groundwork for new policies and standards to meet the challenges in an ever-changing research environment.

APPENDICES

- A. Stakeholder Survey Report (December 2018)
- B. Leadership Interviews Report (January 2019)
- C. February Board Report (March 2019)
- D. Board Guidance Document (May 2019)
- E. Member Survey Report (July 2019)
- F. Work Advisory Groups: Final Reports to the SRNT Board (December 2019)
- G. Guiding Principles and Boundary Standards (December 2019)





SRNT

• 2025 Strategic Review
PHASE I FINAL REPORT