

Implementation and Updating of the Strategic Plan

The Strategic Plan is intended to articulate the scientific and operational policy of IUPAC. The Strategic Thrusts given in the Plan for the current biennium will provide overall policy guidance to the Divisions and Standing Committees for assistance in their development of coordinated programs to advance the Union's mission. The Plan should not impede or replace initiatives at all levels within the Union.

Implementation

To ensure that the Strategic Thrusts in the current Plan are integrated into the Union's programs, the Council, Bureau and Executive Committee must formulate policies for approving operational programs and allocating resources within the context of the Plan. These policies should also ensure that responsibilities will be assigned for implementation of programs and that outcomes will be evaluated. This paper proposes procedures [for approval by the Bureau] for obtaining information from IUPAC bodies that will be needed by the Executive Committee, the Bureau and the Council.

General Procedures. Each Division and Standing Committee within the Union should be asked by the Secretary General to examine the Strategic Plan and to submit a report indicating how its activities fit in with the Plan and what additional efforts are envisaged to conform to the Plan. The Secretary General and Secretariat staff should analyze the report for the Bureau and the Executive Committee and should assist in optimizing the submission. The Bureau will approve the plan of action or request modifications. This submission need not be lengthy, and the process should not be very time-consuming.

Each Division or Standing Committee report submitted to Council in 1999 and thereafter should contain a section that indicates the relation of that body's programs to the Strategic Plan.

The Secretariat should prepare at the end of each biennium an overall report of IUPAC accomplishments that can be organized around the Goals and Strategic Thrusts. This report will be valuable for the National Adhering Organizations, for the annual submission to ICSU, for circulation to Company Associates and Associated Organizations, and for other external dissemination of information about the Union.

Interim procedures. To gain some experience and to provide examples for other IUPAC bodies, the following procedure has been approved by the Executive Committee:

- The Executive Committee will examine its own activities in terms of the responsibilities of the individual Officers and the anticipated initiatives of the EC.
- The Secretary General will ask two Standing Committees and one Division to serve as "pilot projects" in preparing submissions.
- The results of the above exercises will be reported to the Bureau in requesting its approval in September 1998 for formalizing the entire process.
- Following Bureau approval, the remaining Divisions and Standing Committees will submit plans, as indicated above.
- For the current biennium, the EC will act for the Bureau in approving these plans. However, as the process is gradually implemented, it should be possible to arrange schedules so that the Bureau can handle final approvals at the General Assembly.

Updating

The Strategic Plan is intended to be a "living" document that will be updated to reflect changing needs. The Plan for 1998-99 has been approved by the Executive Committee and placed into

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operation as an initial step. Each biennium the Strategic Thrusts should be analyzed and modified as needed. The long-range Goals should also be revised when appropriate, but on a longer timeframe. *To the extent that a sound Plan has been prepared for one biennium, there may be very few modifications needed. Nevertheless, it is important to seek input from all bodies within IUPAC, from the National Adhering Organizations (NAOs) and from the worldwide chemistry community.* This document provides proposed procedures for updating the Strategic Thrusts for consideration by the Bureau.

To ensure wide input, the following schedule is proposed for updating the current Plan:

- January, 1999: NAOs will be asked for recommendations for modifications to the Plan, with proposals to be submitted by June 1, 1999 (about 60 days before the next General Assembly). Conclusions and recommendations from the draft Vice-President's Critical Assessment (VPCA) may provide useful points to be brought to the attention of the NAOs.
- January, 1999: Divisions, Commissions and Standing Committees will be asked for proposals for modifications to the Plan, also to be submitted by June 1, 1999, but with additional recommendations to be presented if necessary as a result of discussions by these groups at the General Assembly.
- January-June, 1999: Informal advice will be solicited as widely as feasible from Observer Countries, Associated Organizations and other representatives of the chemistry community.
- April - June 1999: The Executive Committee will provide initial recommendations to the Bureau, based partly on the VPCA. After receipt of comments and proposals from Bureau Members by e-mail, the EC will approve final recommendations for Bureau and Council Agendas.
- August, 1999: At its meeting, the Bureau will consider all material submitted and provide any additional comments and recommendations as needed to Council. Council will discuss the Strategic Plan and provide guidance for updating the Plan.
- November, 1999: The Executive Committee, with the assistance of the Secretariat, will prepare the *Strategic Plan (2000-2001)* for final approval by the Bureau by e-mail before the end of the year.

Proposal from the Executive Committee for Changes in the Organization and Management of IUPAC's Scientific Activities

In April, 1998, the Executive Committee unanimously endorsed the integrated program and timeframe proposed by the Strategy Development and Implementation Committee (SDIC) for improvement in the organization and management of the Union's scientific activities. This program is designed to convert the present Division/Commission structure to one that is more dynamic and under which approved projects will be carried out by short-term Task Groups that report directly to the Division Committees. Subsequently, the EC has also endorsed the recommendations of the Committee on Project Evaluation Criteria (CPEC). Together, these sets of recommendations provide a clear direction for the Union to

- revitalize its scientific activities,
- ensure the selection of only high quality projects to bear the IUPAC label,
- encourage participation by the worldwide chemistry community,
- optimize the use of IUPAC's limited financial resources, and
- simplify management and accountability.

The need for changes in the overall operations of the Union's seven Divisions and 37 Commissions has been repeatedly demonstrated in discussions and debates over many years. The rationale for selecting the particular course of action proposed here is laid out in great detail in the reports by the SDIC and the CPEC.

The Bureau is now being asked to approve the program outlined below. All actions requested are clearly within the authority of the Bureau except for two changes in Bylaws, which the Bureau is asked to endorse for submission to Council in 1999. By approving the program now, the Bureau will permit the Divisions and the Secretariat to initiate certain changes immediately and to provide a period of three years to fully phase in the new procedures. The Bureau is asked to:

1. Approve a policy that gives authority to each Division Committee to initiate and directly manage all scientific projects, symposia and other activities within its area of responsibility, and to cooperate with other Divisions to initiate and manage interdisciplinary projects, symposia and other activities.
2. Encourage Division Committees to actively solicit ideas for projects from NAOs, national chemical societies, regional federations, international specialty societies and industry groups, IUPAC Fellows, and participants at relevant scientific symposia, as well as from current Commissions and advisory groups established by the Divisions.
3. Confirm the authority of Division Committees to appoint Task Groups as needed to carry out specific projects.
4. Approve the recommendations by the SDIC for the nomination process for Members and Officers of Division Committees, in order to strengthen the Committees and assure breadth of expertise. Provide flexibility to Division Committees to define details of the process within the SDIC guidelines, subject to approval by the Executive Committee.
5. Authorize Divisions to suspend, to the end of 2001, portions of their Rules that are in conflict with points 1-4. Request the Secretary General and the Divisions to develop new Rules that reflect the enhanced role of Division Committees and the needs of the new project-driven system.

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6. Approve the recommendations by the CPEC for prospective and retrospective evaluation and funding of projects from the Divisions and Standing Committees, beginning January 1, 1999. Establish the Project Committee and the Evaluation Committee within the Bureau, as proposed by the CPEC.
7. Establish the size of Division Committees as 10 Titular Members and up to six Associate Members if requested by the Division, in accord with Bylaw 4.103. Authorize the Executive Committee to make exceptions to the number of Titular Members, through 2001, in order to assist Divisions in phasing in the new procedures.
8. Authorize each Division to add up to six non-voting National Representatives to its Division Committee, with qualifications of the NRs to be approved by both the relevant Division Committee and the relevant NAO.
9. Recommend that Council, in exercising its responsibility under Bylaw 4.302, decide at the General Assembly in 1999 not to continue any existing Commission beyond the end of 2001. This action in 1999 will permit each Division Committee to utilize the period 1999-2001 to take a fresh look at its overall programs, to consider how best to allocate its resources, and to determine the optimum way to provide for oversight of activities and continuity of programs. During this period (and thereafter), if a Division Committee believes that a new Commission is needed, it may request the Bureau and Council to form such a Commission by making a persuasive case via the procedures given in Bylaw 4.301, including a specification of the life of the new body.
10. Approve a policy of providing IUPAC funds for support of approved projects and other specific activities, not support of the travel of Titular Members *per se*. Recommend that Council amend Bylaw 4.307 in 1999 to remove the "right" of Titular Members to receive travel reimbursements.
11. Request the Treasurer to adjust Division budgets within the current biennium as needed in order to assist Divisions to phase in new procedures for approval and funding of scientific projects. Request the Treasurer and Finance Committee to develop budgets for the 1999-2000 and 2001-2002 biennia that reflect the phased conversion to a project-driven system, with increases in Division allocations, creation of a central pool of funds for support of projects, and concomitant reduction in the budgets for future General Assemblies.
12. Request the Secretary General and Division Presidents to refine the concept of Division Membership in the planned project-driven system. Bylaw 4.102 currently defines the Membership of a Division as the Titular and Associate Members of the Division Committees and of the Commissions within the Division. With the anticipated major change in the number of Commissions and in their roles in the Division's programs, this Bylaw may need to be amended. In the light of experience gained during the transition period, 1999-2001, the Secretary General should present, through the Executive Committee, proposals for necessary action by the Bureau and Council in 2001.

A Final Note. The actions requested of the Bureau are phrased in formal terms involving the organizational components of the Union. Underlying the organization, however, are the members of the many bodies that constitute IUPAC. These eminent scientists collectively

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devote enormous amounts of time and effort to the Union, and the accomplishments of such volunteer members have, over decades, created IUPAC's reputation. The proposed changes are aimed only at improving the efficiency of the Union's operations, not in any way questioning the quality or dedication of existing IUPAC bodies. It is essential that that message be clearly articulated by the Bureau and by the Division Officers.

It is important to recognize that people used to one system of organization and management may be alarmed and suspicious of impending change. The wide dissemination of the SDIC recommendations and solicitation of comments have been designed to permit the consideration of all views. The three-year period proposed before full implementation of the new system and termination of existing Commissions is very long in the fast-paced modern world, but is strongly recommended to permit an orderly transition and to ensure that individuals currently serving on IUPAC bodies may complete their appointments. Moreover, the flexibility requested in several instances is largely designed to permit the Divisions to deal in a very human way with individual situations.

SCHEDULES FOR CONGRESS AND GENERAL ASSEMBLY

"Traditional"		Proposed - 2001		
<u>Congress</u>		<u>Congress</u>		<u>General Assembly</u>
		Fr		Commission meetings
		Sa		Division Committees / Working Groups
Su	Registration Reception	Su	Registration Reception	Commissions
Mo	Talks	Mo	Talks (morning, evening)	Commissions (afternoon)
Tu	Talks	Tu	Talks	Commissions (afternoon)
We	Talks (morning) Excursion (afternoon)	We	Talks (morning, evening)	Div. Committees
Th	Talks	Th	Talks	Bureau (afternoon)
Fr	Talks (morning)	Fr	Talks (morning)	Bureau (all day)
		Sa		Council (all day)
		Su		Council (morning) Bureau, EC (afternoon)
<u>General Assembly</u>				
Day 1	Division Committees / Comm.Chm.			
Day 2	Commissions, etc.			
Day 3	Commissions, etc.			
Day 4	Commissions, etc.			
Day 5	Div. Comm. / Comm.Chm (morning) Bureau (afternoon)			
Day 6	Bureau			
Day 7	Council			
Day 8	Council (morning) Bureau, EC (afternoon)			

Treasurer's Commentary on 1997 Accounts

The balance sheet and bottom line of the income and expenses account show a deficit of income on expenses of USD 238,164 but this amount takes into account the cost of moving the Secretariat from Oxford to Research Triangle Park, North Carolina, some USD 240K, and the cost of several extraordinary meetings called to discuss and formulate the future strategy of the Union, USD 52K. These items were discussed and approved by the Executive Committee and the Bureau but were not put into the budget because these were non recurrent items. If the costs of these items are removed, the deficit becomes a surplus about USD 54K. Even if these are included, the surplus from 1996 (excluding the Barings windfall) of USD 290,690 added to the deficit of USD 238,264 gives a biennial surplus of USD 52,526. The principal causes that give rise to these figures, and our being able to move the Secretariat and stage several extraordinary meetings yet finish the biennium with a small surplus, are that the Publications surplus was some USD 110K over budget and that the Geneva Assembly came in USD 83K below budget against all expectations due, in turn, to the absence of a number of TMs and to the cost of air fares remaining flat. Also, in spite of my exhorting Division Presidents to use all their allocations, and granting substantial extra funds to Division II, there was a divisional biennial underspend of USD 48K.

Our reserves remain strong. The heavy calls on funds to cover the exceptional items during 1997 reduced the value of the total reserves from USD 3,582,324 to USD 3,525,912; a fall of 1.6%; in real terms about 5%; however, over the biennium there was an increase in value from USD 2,753,916 to USD 3,525,912, 28%; in real terms, 19.5%. But this figure is inflated by the Barings windfall, without it, the biennial gain was 7.9%. Our investment strategy continued to give good returns. There was a total gain in the equities (shares) held throughout the year of 23.4% and a total gain on bonds of 6.3% giving an overall gain on the portfolio of 16.8%.

The windfall received from Barings in 1995, USD 343,800, has been used to found an Endowment Fund. It is intended to use the interest and dividends from it for special purposes, while preserving its capital value in real terms. At the Finance Committee meeting in February, it was decided to dissolve the Building Fund and to move its assets to the Endowment Fund to give a total in this fund of USD 783,405. It is hoped to encourage outside organizations and chemical industries to make contributions to it. To this end, part of the fund (USD 219,802) has been set aside as the Endowment Reserve Fund that will be used to match contributions to the main fund.

Overall, aside from the Endowment Fund and the Southern Hemisphere Sinking Fund, the operating reserve remains sufficiently above target to implement at once measures arising from the recommendations of the Strategy Development and Implementation Committee including extra funding for Divisions and Standing Committees to enable them to accelerate the completion of existing projects.

**Symposia Sponsored Since the Executive Committee Meeting
4-5 April 1998**

1998

Carbohydrate Symposium, XIXth International San Diego, CA USA	09-Aug-98
III International Congress Cuban Chemical Society Havana, Cuba	01-Dec-98

1999

International Memorial K.I. Zamaraev Conference "Physical Methods for Catalytic Research at the Molecular Level Novosibirsk, Russia	28-Jun-99
Biodiversity and Bioresources-Conservation and Utilization, 2nd International Conference on Belo Horizonte, Minas Gerais, Brazil	11-Jul-99
Molecular Mobility and Order in Polymer Systems, 3rd International Symposium on St. Petersburg, Russia	07-Jun-99
Organo-Metallic Chemistry Directed Towards Organic Synthesis, 10th International Symposium on (OMCOS 10) Versailles, France	18-Jul-99

2000

Chemical Thermodynamics, 16th IUPAC Conference on Halifax, Nova Scotia, Canada	06-Aug-00
Coordination Chemistry, 34th International Conference on Edinburgh, Scotland	09-Jul-00
High Temperature Materials Chemistry, International Conference on (HTMC X) Aachen, Germany	10-Apr-00
Organic Synthesis, 13th International Conference (13-ICOS) Warsaw, Poland	01-Jul-00
Polymers In Medicine, 40th Microsymposium Prague, Czech Republic	17-Jul-00

Appointments to IUPAC Bodies Approved by Correspondence since the 125th EC at RTP

JCBN	Prof. M. Kanehisa	TM	Japan
Commission on Biotechnology	Prof. Patrick Adlercreutz	NR	Sweden
Commission I.3	Dr. D. Mandler	NR	Israel
Commission III.1	Dr. B. Bossenbroek	TM	USA
Division Comm. (IV)	Prof. F. Wang	NR	China
Commission IV.1	Prof. J. He	NR	China
Commission IV.2	Prof. M. Jiang	NR	China
Division Comm. (VI)	Dr. P. Holland	DS	NZ
Commission VI.1	Dr. Sergey I. Sinkov	NR	Russia
Division Comm (VII)	Dr. T. J. Perun	DS	USA
Commission VII.M.3	Dr. B. K. Trivedi	CC	USA