

SETAC World Council

2007 Strategic Plan

DOCUMENT FOR INTERNAL USE

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This preliminary document was prepared following the SWC Strategic Planning Meeting held on 09 November 2007 during the SETAC-NA meeting in Milwaukee, WI.

SETAC Strategic Plan

The strategic plan is intended to:

- Confirm and explicitly define the mission of the Society;
- Define focus areas and their associated goals that will fulfill and enhance the Society's mission;
- Define course(s) of action to achieve the goals, including the roles and responsibilities of SETAC officers and staff assigned to implement the actions specified in this strategic plan; and,
- Provide a foundation for examination of the Society's progress to grow and achieve its goals and mission; recognizing the need to periodically review and update the Strategic Plan to assure maximum effectiveness of the Society's resources.

The strategic plan is subject to change through time, from suggestions and new priorities brought forward by the SETAC World Council, GU governing bodies, committees, and the SETAC membership. It is implicit that the SETAC Office is an integral component of all steps of the process. Implementation and progress will be reported regularly to the SWC, and the document will continue to evolve through long range planning.

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SETAC

Environmental Quality Through Science®

The Society of Environmental Toxicology and Chemistry (SETAC) is a nonprofit, worldwide professional society established to provide a forum for individuals and institutions engaged in the study, analysis, and solution of environmental problems, management and regulation of natural resources, education, and research and development. SETAC is an open and democratic organization dealing with environmental science. SETAC operates in a broad social context, reflecting the needs of the environment and people. Application of sound science plays a key role in this process.

Aware of the fact that environmental quality is determined by many different factors, SETAC provides the central scientific arena for sustainable high quality environments on a worldwide basis. It propagates and facilitates the translation of environmental science into policy making.

SETAC's Mission

<p><i>To support the development of principles and practices for protection, enhancement, and management of sustainable environmental quality and ecosystem integrity.</i></p>

SETAC's Goals

- I. Promote research, education, communication, and training in the environmental sciences.
- II. Promote application of interdisciplinary environmental sciences in managing chemicals and other stressors.
- III. Provide forums for communication and interactions among professionals on a multi-sector, interdisciplinary, and multinational basis on environmental issues.
- IV. Develop principles and practices for sustainable environments, considering appropriate ecological, economic, and social aspects.
- V. **Increase financial stability of SETAC and increase the financial capacity of SETAC to** develop new programmes/membership services etc.

In pursuing these goals, SETAC, SETAC Geographical Units (GUs), and its members conduct numerous activities, including:

Host annual meetings, comprised of short courses, platform and poster presentations, and professional achievement and merit awards, among others.

Sponsor scientific journal(s), a newsletter, and technical publications.

Provide for growth and development of students in environmental sciences to produce the next generation of environmental professionals.

Support education and training through SETAC awards and scholarship/ fellowship programs.

Organize and sponsor regional and student chapters to provide a forum for presentation of scientific data and to enhance communications and collaboration on regional and local levels.

Facilitate incorporation of high quality science into policy by providing effective communication of science to technical and non-technical persons, including managers and policy makers, through standing and ad hoc committees.

Provide advice and counsel to technical and non-technical persons about scientific issues through standing and ad hoc committees.

Cooperate with other societies to co-sponsor meetings.

Broaden disciplinary, geographic, and human diversity within SETAC.

Membership

SETAC membership is composed of approximately 5000 individuals from government, academia, business, and public interest groups with technical backgrounds in chemistry, toxicology, biology, ecology, atmospheric sciences, health sciences, earth sciences, and engineering.

SETAC members must have applied experience, and education in environmental sciences or engineering, toxicology or chemistry, or have conducted research in areas related to the Society's stated

objectives. Educational requirements include a Bachelor's degree plus 3 years experience.

Associate members must be engaged in activities leading to meeting the educational or experience requirements of a member. Emeritus Members are selected and so honored in recognition of their contribution to the Society and to environmental toxicology and chemistry or related professions. Sustaining members are organizations, institutions, associations, foundations, or individuals who wish to foster the purposes of the Society.

Affiliate members are those individuals or non-profit organizations, institutions, foundations, or associations concerned with the affairs and purpose of the Society.

All SETAC members receive a newsletter highlighting environmental topics and SETAC activities, and reduced fees for the Annual Meeting and SETAC publications. Members and Emeritus Members may hold office and, with Associate Members, constitute the voting membership.

SETAC's Strategic Plan

What follows are the strategic goals of the Society stated in a functional manner. These goals are subject to change through time, from suggestions and new priorities brought forward by the SETAC World Council, GU governing bodies, committees, and the SETAC membership. Each goal is followed by one or more objectives, each of which has several strategies that offer guidance on how to implement and achieve the objectives. Benchmarks provide general guidance for implementation and review.

It is implicit that the Global Director, and Executive Directors of the SETAC Offices in Pensacola and Brussels, are an integral component of all steps of the process. Implementation and progress will be reported regularly to the SWC, and the document will continue to evolve through long range planning.

The plan is intended to complement the Strategic plans of the Geographic Units

THE SETAC STRATEGIC PLAN

I: Promote research, education, communication, and training in the environmental sciences.

Objective 1: Promote training and education in environmental sciences. A. **Strategy: Provide educational fora and materials to the public.**

Priority for SWC - low

Timeframe – Medium term

Cost – Medium

Implementation – GUs

Benchmarks – Increase availability, dissemination, and influence of materials

B. **Strategy: Increase educational opportunities in economically disadvantaged, less developed, and developing areas of the world through short courses and other educational venues. Include courses/training on tape or web-based broadcasts. Ensure availability through appropriate translation**

Priority for SWC - high

Timeframe - Ongoing

Cost - Medium/high (may require endowment)

Implementation – GUs and International Programs Committee
Benchmark - Courses and other transfer approaches by 2005

Objective 2: Improve/increase effectiveness of workshops and special symposia on interdisciplinary topics

A. Strategy: Expand workshops and focused meetings, focusing on smaller workshops on timely topics. Structure to include students and to reflect GU and tripartite participation as much as possible

Priority for SWC – high
Timeframe - Ongoing
Cost - Medium (but may be self-sustaining)
Implementation – GUs and SWC Science Committee
Benchmark - Increased/improved workshops

B. Strategy: Reduce time in communications of workshop results in ET&C and books through preparation of executive summaries, use of paid secretaries etc

Priority for SWC – high
Timeframe – Ongoing and continuous
Cost – Self-sustaining
Implementation – Publications Advisory Council (PAC) and SETAC publications staff
Benchmarks – reduced time between workshop and resulting communication.

Objective 3: Strengthen production of world -class journals and other publications.

A. Strategy: Secure endowment of ET&C and IEAM to facilitate world-wide contributor access and distribution

Timeframe - three to five years
Cost - endowment
Implementation - Global Director
Benchmarks - within five years an endowment is in place to fund 10 to 15% of articles and 20% of global distribution.

B. Strategy: Continue to ensure and improve the quality of ET&C, IEAM and all SETAC publications

Priority for SWC – high
Timeframe - ongoing and continuous
Cost - none
Implementation – PAC, Editor-in-Chiefs of ET&C and IEAM
Benchmarks - Citation Index rank impact factors

C. Strategy: Develop strategy for publication of ET&C and IEAM possibly including reduced or no page charges and open access

Priority for SWC – high
Timeframe - one years
Cost - none
Implementation – PAC, Global Director
Benchmarks - Within one year have a plan in place

D. Strategy: Increase interdisciplinary representation in editorial board, task forces

Priority for SWC – low
Timeframe – Ongoing and continuous
Cost – No cost
Implementation – PAC, Editor-in Chiefs, SWC BoD
Benchmarks – 20% interdisciplinary representation on editorial board

E. Strategy: Continue to identify cross-society books and publications

Priority for SWC – medium
Timeframe – Ongoing and continuous
Cost – Self-sustaining
Implementation – PAC, and SETAC publications staff
Benchmarks – At least 2 per year

Objective 4. Develop and enhance communication with and among SETAC members by increasing the SETAC “on line” presence .

A. Strategy: Revise the SETAC web site to add features including greater ease of use, news features, links to other sites, journal access, environmental search engines, RFPs, meeting abstracts etc.

Priority for SWC – high
Timeframe – 1 year
Cost – high
Implementation – Communications Coordinator, PAC (web editors)
Benchmarks – measurements of increased use of SETAC web site.

B. Strategy: Increase usefulness of website for non-members via distribution of environmentally-related information, including links to protocols and educational materials

web-based training (e.g., WET courses).

Priority for SWC – medium
Timeframe – 2003-2005
Cost – Medium, but potentially self-sustaining
Implementation – Communications Coordinators, PAC (web editors)
Benchmarks – Increase material available to non-members (e.g., “Hot topics” section with items selected from Learned Discourses to start off).

C. Strategy: Create virtual meetings on the web and web discussion areas through use of the “Communities “software

Priority for SWC – high
Timeframe – Ongoing
Cost – Minimal
Implementation – SWC Science committee and GU meetings committee and SETAC IT Staff
Benchmarks – increased use of Communities site

II. Promote application of interdisciplinary environmental sciences in managing chemicals and other stressors.

Objective 1: Promote balanced representation in scientific interpretation and communication of environmental science and solutions for global environmental problems.

SETAC is committed to balanced representation of the membership from the government, academic, and business sectors as a way to ensure the science is balanced.

A. Strategy: Promote alternate membership categories (e.g., NGOs, Government, Developing Countries), recruiting campaigns, organizing conference sessions aimed at increasing the membership of underrepresented sectors.

Priority for SWC – high
Timeframe – Ongoing
Cost – Low
Implementation – GUs, Science Committee, Global Director
Benchmarks – Balanced representation of sectors in all SETAC activities.

B. Strategy: Ensure balanced representation on Councils/Boards/ Committees, in workshops, and other activities, increase member participation in governance, committees, etc..

Priority for SWC – high

Timeframe – Ongoing and continuous

Cost – Low Implementation – GUs, SWC BoD

Benchmarks – Balanced representation of sectors in all SETAC activities

Objective 2D *develop a network among professional societies and other organizations to enhance interdisciplinary interaction, including sociologists, economists, etc.*

A. Strategy: Develop and maintain contacts with other societies and organizations and, where appropriate, form strategic liaisons; facilitate exchange of information on societal management, planning, and implementing activities; pursue cooperative workshops, publications, and other activities; benchmark society programs and activities; link websites.

Priority for SWC – medium

Timeframe – Short term & Ongoing

Cost - Medium Implementation – GUs

Benchmark - Each annual meeting must involve one Society from outside SETAC.

Objective 3: *Foster development of personal networks to facilitate effective exchange of information between and within professional societies and organizations*

A. Strategy: Promote participation of members from developing countries in SETAC and its activities

Priority for SWC – medium

Timeframe - On going

Cost - Medium

Implementation – International Programs Committee (IPC), Global Director

Benchmark: Increased participation of members from developing countries in workshops, meetings, editorial boards

B. Strategy: Encourage other professional societies and organizations to use SETAC and SETAC annual meetings as a resource to develop contacts

Priority for SWC – medium

Timeframe - On going

Cost - Low

Implementation – GUs

Benchmark: Use of SETAC and SETAC meetings by societies and organizations

Objective 4: *Provide collegial, multi-disciplinary setting for balanced discussion*

A. Strategy: Develop strategic liaisons with the UN (UNEP, SAICM) and other international bodies (e.g., FAO, WHO,) on chemical management and sustainability issues and maintain continuity of engagement

Priority for SWC – high

Timeframe - Ongoing

Cost - Medium/High

Implementation – Global Director, SWC Advisory committees on specific technical issues

Benchmark: SETAC representatives/alliance on these bodies.

B. Strategy: Develop guidelines to evaluate SETAC's participation in outside projects and in RFPs

Priority for SWC – high

Timeframe – Short term

Cost – Low/Medium

Implementation – Science Committee, SWC BoD

Benchmark – Guideline will allow rapid response on a decision to move forward or not with a particular project

Objective 5: *Communicate the outcomes of interdisciplinary interactions*

A. Strategy: Provide mechanisms that allow communication to broader audiences:

i. Through SETAC publications (including web-site)

ii. Alternative education opportunities

iii. Other (non-SETAC) publications

iv Annual conferences

Priority for SWC - medium

Timeframe - Short, medium, long term

Cost - Medium/High

Implementation -PAC

Benchmark: SETAC “Globe”, “hot topics’ on website, discussion areas, e.g., Web-based sheets for education; links to relevant education sites; some posters on Education themes; web section with posters on ‘Education’ themes from meetings (as .pdfs)

III. Provide forums for communication and interactions among professionals on a multi-sector, interdisciplinary, and multinational basis on environmental issues

Objective 1: Provide sound science, and interpretation of science to policy makers, regulators, legislators, and other decision makers involved in environmental issues.

A. Strategy: Include all necessary science into SETAC to address LCA, EIA, ERA.

Priority for SWC - high

Timeframe – Ongoing and continuous

Cost – medium

Implementation – Global Director, Science committee, GUs

Benchmarks – Workshops, presentations and meetings with policy makers, interviews with the media

B. Strategy: Provide fora for the dissemination of peer reviewed information in support of policy and regulatory decisions.

Priority for SWC - medium

Timeframe – Ongoing and continuous

Cost – Low/Medium

Implementation – GUs

Benchmarks – Dissemination of information, policy that reflects information. Use electronic formats when possible/use rapid, global distribution.

C. Strategy: Provide fora for the interaction of scientists and decision makers and increase interaction with government employees, with NGOs, and with others who are unable to participate in traditional SETAC fora such as annual meetings (e.g., special workshops, virtual meetings)

Priority for SWC - medium

Timeframe – Ongoing

Cost – Low/Medium

Implementation – GUs, Global Director

Benchmarks – Workshops and other activities that bring diverse groups together

IV. Develop principles and practices for sustainable environments, considering appropriate ecological, economic, and social aspects

Objective 1: Promote SETAC’s goals globally, in particular the interdisciplinary nature of LCA, ERA, EIA.

This initiative is aimed at increasing the participation of scientists from under-represented countries in the interest of increasing their participation and communication in multi-sector discussions and the development of global environmental solutions.

A. Strategy: Increase Society membership in developing countries by increasing our understanding of the needs in those countries, and by developing strategies to meet those needs (specifically in science/policy and education).

Priority for SWC - high

Timeframe – Short/Medium term

Cost – Medium

Implementation – IPC, membership coordinator

Benchmarks – Increased membership in developing countries (10%/20%)

B. Strategy: Enhance participation in meetings, short courses, and workshops of members from developing countries who would otherwise be unable to attend.

Priority for SWC - high

Timeframe – Short/Medium Term

Cost – Medium

Implementation – International Programs Committee

Benchmarks – Increased numbers of these members at meetings (at least 5% at each annual meeting); accommodate posters or virtual presentations by non-attending members outside the GU

C. Strategy: Provide scientific tools and information to increase international awareness and perspectives of environmental issues.

Priority for SWC - high

Timeframe – Ongoing

Cost – Medium to high

Implementation – GUs

Benchmarks – Disseminate at least 3 informational tools (incl electronic means) to appropriate groups per year (e.g., GIS based systems for issues – e.g., invasive species; web-based resource; virtual meetings)

Objective 2. Disseminate balanced, credible information on environmental sustainability and management

A. Strategy: Establish and enhance resource databases (speakers, courses, etc.) for environmental scientists and decision makers, emphasizing issues of sustainability and management.

Priority for SWC - high

Timeframe – Short/Medium term

Cost – Medium

Implementation –

Benchmarks – establish exchange of information among GUs, either web-based or at conferences/workshops/meetings.

V. Assure the financial sustainability of the Society and increase the financial capacity of SETAC to develop new programmes/membership services etc [new]

A. Strategy: Develop a sustainable financial plan including global reserve fund, membership fee strategy, policy on frequency of world congresses

Priority for SWC - high

Timeframe – Short/Medium term

Cost – Medium

Implementation – SWC Finance Committee, Global Director, SWC BoD

Benchmarks – increased revenue fees, meetings, publications.

B. Strategy: Expand membership especially in Asia Pacific including an office in Beijing, greater membership from Japan, China and other south Asia countries

Priority for SWC - high

Timeframe – Short/Medium term

Cost – Medium

Implementation –

Benchmarks – increased membership in AP.

C. Strategy: Expand and enhance the “Global partners” program while avoiding loss of support of GUs

Priority for SWC - high

Timeframe – Medium term

Cost – Medium

Implementation – Global Director

Benchmarks – increased membership in AP.