

SETAC Strategic Plan 2024–2029

DOCUMENT FOR INTERNAL USE

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Introduction

The strategic plan for the Society of Environmental Toxicology and Chemistry (SETAC) is for use of the organization's global governing body – the SETAC World Council (SWC), Geographic Units (GU) governing bodies, executive directors, and staff. The first SETAC strategic plan was developed in 2003. It was then updated in 2007, 2014, and 2018. This version of the strategic plan was developed by updating the 2018 plan considering work done since then and the long-term plan developed by SWC in late 2022, in which governance re-articulated the mission and priorities, which were then incorporated in the restated articles of incorporation.

The strategic plan is organized into two major parts. The first provides an updated overview of SETAC's vision, mission, principles, values, and approach. The second part outlines the updated strategic plan for implementing SETAC's vision and mission while adhering to SETAC's principles and values. The strategic plan is organized around a set of priorities and objectives.

The strategic plan will be implemented by developing an annual plan that is tied to the annual budget for that year. The annual plan will identify goals and actions to advance the priorities and objectives from the strategic plan and associate them with schedules, budgets, and responsible parties. Each year in November the annual plan for the following year will be established by the SWC and executed starting in January of the year the annual plan will be valid.

Part 1: About SETAC

SETAC is a nonprofit, global, professional society established to provide a forum for individuals and institutions engaged in the study, analysis, management, and solution of environmental problems. SETAC provides a venue for environmental education and outreach.

SETAC Motto

SETAC uses the phrase *Environmental Quality Through Science®* to convey its vision to its members and the public. This phrase is used as the “vision” when prefaced with an action verb “e.g., advance.” It can also function as the case statement (value proposition) to recruit members (e.g., join us to support advancing environmental quality through science”. More nuanced value propositions are provided to partners, sponsors and exhibitors at SETAC meetings.

SETAC Mission

As described in the society's restated articles of incorporation (2023), SETAC's mission is to advance environmental science and management through collaboration, communication, education and leadership.

SETAC fulfills its mission through events, publications, awards and education programs. The strategic plan defines SETAC's priorities and objectives to meet its mission. Annual plans define goals towards achieving the objectives.

SETAC Principles

The SETAC principles are:

- Multidisciplinary approaches to solving environmental problems
- Multi-Stakeholder Engagement (originally stated as: Balance in sectors: Academia, Business, Government)
- Objectivity: Science-based

SETAC Values

All SETAC members and guests are expected to adhere to the SETAC Code of Ethics and Code of Conduct. Members in positions of trust working on behalf of SETAC are also expected to declare potential conflicts of interest and present ethical self-disclosures. Further, SETAC embraces a set of values to which all members and organizational entities of SETAC adhere. These are:

- **Transparency** - SETAC is an open and transparent society in its aspects of programming and governance.
- **Integrity** - SETAC insists on personal and scientific integrity.
- **Diversity** - SETAC strives for both scientific and individual diversity and inclusiveness in all aspects of governance and programming. Diversity in sciences is inclusive of collaborative sciences sometimes referred to as multidisciplinary, interdisciplinary, and transdisciplinary environmental science fields. Individual diversity includes diversity in: cultures, races, religions, ethnicities, nationalities, sexual orientations, gender expressions, gender identities, marital statuses, political affiliations, visible and unseen disabilities, expertise and career level, and sectors (multi-sectoral).
- **Equity** - SETAC promotes impartiality and fairness within procedures and processes.
- **Sustainability** - SETAC embraces sustainability in all activities.
- **Cooperation and dialogue** – SETAC values meetings among scientists to stimulate cooperation and dialogue.
- **Services** – SETAC provides services to its members.

SETAC Approach

SETAC uses its strategic plan to advance its mission through its programs in mission-related fields. Mission-related fields include the core fields SETAC was built on as well as innovative complementary areas. Core disciplines include environmental toxicology and chemistry, and integrated environmental assessment and management (including risk assessment and management, environmental engineering, remediation, sustainability, and life cycle assessment). Innovative complementary SETAC mission-related areas include alternatives to animal testing, alternatives assessment, exposure assessment, life cycle impact assessment, ecosystem services, remediation, climate change, biodiversity, restoration, and incorporate concepts such as resilience, one health, nature by design, and respect issues such as indigenous knowledge and values, science communication, and translational science among others.

Strategic planning provides a structure and process for SETAC to achieve its priorities. It requires periodic review and updates to make sure the Society stays current. SETAC's approach to strategic planning is defined as follows:

- Long term strategic plans (10-20 years) define mission and priorities.
- Short term strategic plans (3-5 years) define objectives to fulfill the priorities.
- Annual plans (1 year) define goals/outcomes to fulfil the objectives as measured with key results.

Definitions:

- Priorities: Enduring, aspirational focus for the organization (we want to...)
- Objectives: Specific, action-oriented statements that support the strategic priority (we will...)
- Key Results: Measures of objectives

Objectives and Key Results (OKRs) are analogous to Key Performance Indicators (KPIs) in other contexts. These are defined in annual plans.

Part 2: SETAC Strategic Plan

SETAC's strategic priorities and objectives as defined hereby can be used by other SETAC entities (SETAC geographic units, chapters, and branches) to support their strategic plan, recognizing that some of the objectives identified for Global SETAC will clearly not be applicable to all entities. The strategic plan is subject to change through time in response to suggestions and new priorities brought forward by the SWC, GU governing bodies, staff, committees, standing interest groups, and the SETAC membership. It is implicit that the global executive director and executive directors of SETAC North America and Europe have an integral role in the strategic planning process and implementation.

Each priority was associated with several objectives that will help achieve it. The priorities and objectives are outlined below. Annually, key results will be defined in the annual plan.

Priority I: Advance Environmental Science and Science-Based Decision-Making

Priority will be advanced via the following objectives organized by pillar:

Collaboration: Foster multidisciplinary environmental science to fill gaps between current research and decision needs.

1. Engage in multidisciplinary fields of study that promote and support environmental science and management.
2. Instigate collaboration with groups with overlapping interests.
3. Foster activities (e.g., events and publications) to fill gaps between current research and decision needs.

Communication: Disseminate advances in environmental science and management widely.

1. Host of knowledge-exchange forums that advance environmental science and management (e.g., meetings, workshops, webinars, symposia).
2. Communicate widely about activities through SETAC's communication channels (e.g., website, SETAC Globe, SETAC News, annual report and social media, and targeted bespoke emails to draw attention to specific scientific relevant issues).
3. Sustain a strong publications program (books, journals, factsheets [TIPs, science briefs]).

Education: Offer educational programs in environmental sciences.

1. Offer educational programs in mission-related fields.
2. Organize symposia in mission-related fields.

Leadership: Develop and nurture leaders in environmental science.

1. Recognize and award excellence in mission-related fields.
2. Exhibit leadership in the field externally.

Structures: Ensure an inclusive and equitable society where members can be engaged.

1. Ensure an inclusive and equitable society where members can be engaged.
2. Support engaged members at all levels including students and early career professionals.

Priority II: Sustain Operational Health

Priority II will be advanced via the following objectives organized by pillar:

Governance: Have an agile and inclusive competency-based governance model focused on mission.

1. Maintain the prestigious SETAC brand.
2. Nurture a competency-based governance model laser-focused on the mission..

Financial: Have a robust financial model with diverse revenue streams

1. Have a robust and transparent financial model.
2. Maintain diverse revenue streams.

Operations: Have an agile and inclusive administrative and operations model.

1. Utilize professional staff.
2. Utilize state of the art technology.

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