



International Union of Pure and Applied Chemistry

SPECIAL MEETING OF EXECUTIVE COMMITTEE

Oxford, UK, 1-2 December 2001

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Present: Dr. A. Hayes (Chairman), Dr. E. D. Becker, Dr. C. F. Buxtorf,
Prof. J. Jortner, Prof. O. M. Nefedov, Prof. H. Ohtaki,
Dr. E. P. Przybylowicz, Prof. P. S. Steyn, Prof. L. Sydnes

Secretary: Dr. J. W. Jost

1. INTRODUCTORY REMARKS AND FINALIZATION OF AGENDA

Dr. Hayes welcomed the members of the Executive Committee to the special meeting. He noted that the purpose of the meeting was to review strategy and the work of the special working party on National Subscriptions and related financial matters. The other items on the agenda are "opportunistic", that is they are to be considered because of the opportunity presented by this meeting. Items 2 and 3 will be discussed on the first day of the meeting and the remainder of the agenda items on the second day. There were no changes to the agenda.

2. STRATEGIC PLAN

2.1 REPORT FROM STRATEGIC PLAN UPDATE COMMITTEE

Dr. Przybylowicz informed the Executive Committee that the report of the Strategic Plan Update Committee was in preparation. After collecting information and conducting an e-mail discussion, the Committee had met the previous Thursday, 29 November, in Amsterdam. Information had been collected by using the SWOT (Strengths, Weaknesses, Opportunities, Threats) technique. Questionnaires had been distributed to NAOs, delegates to the Brisbane Council meeting, and Bureau members. Nine responses had been received from the over 200 forms distributed.

The Committee report will cover three items: proposed Vision and Mission Statements and a set of Strategic Thrusts. The Vision Statement is a motivating concept of the Union for the members of the various IUPAC bodies, while the Mission Statement is a succinct statement of the purpose of the Union.

The Strategic Plan Update Committee has characterized the Strategic Thrusts that it has recommended into three groups based on the role IUPAC plays in each area. The three roles for IUPAC are Leadership, Facilitation, and Encouragement. Areas in which IUPAC plays a Leadership role are those in which IUPAC organizes and directs activities and in which IUPAC is usually the most important participant on the global stage. Areas in which IUPAC acts as a Facilitator are those in which others have important roles to play, but IUPAC assistance is necessary to enable these activities to move forward, especially as worldwide activities. Areas in which IUPAC plays a role of Encouragement are those that are led and organized by others, but that IUPAC feels should be encouraged, either financially or by other means.

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The list of proposed Strategic Thrusts is intended not as a comprehensive list of IUPAC activities, but rather as a list of areas that require special attention by IUPAC's officers. The following list is not in any particular order.

Strategic Thrusts: Leadership Areas

1. Nomenclature/Terminology
2. Industry relations and activities
3. Frontiers in worldwide chemistry
4. Critical data management (including uncertainty and error propagation)
5. Major societal chemistry related issues (process for identification)
6. Sustainability (how do we ensure continuity)
7. Educational leadership (conferences)
8. Development of internal professional organization

Item 5 is a recognition by the Strategic Plan Update Committee (SPUC) that while IUPAC has addressed a number of major chemistry related societal issues in the past, such as the special topic reports on Chlorine, Environmental Oestrogens, Sustainable/Green Chemistry, there is no process for identifying these issues.

Strategic Thrusts: Facilitation Areas

1. Chemical Safety: Procedures and Practices
2. Education and educational materials
3. Education of the Public

IUPAC should in all three areas listed act as a clearinghouse and transfer agent to enable information on activities in these areas to be shared worldwide.

Strategic Thrusts: Encouragement Areas

1. Project generation
2. Career development
3. Professional communication from IUPAC to its constituencies
4. Safety Conferences and Workshops
5. Means of member/non-member differentiation

The suggestion was made during the discussion of the SPUC report that IUPAC should develop a database of fellowships, bursaries, and postdoctoral openings.

2.2 GENERAL DISCUSSION OF STRATEGIC FOCUS FOR 2003 AND BEYOND

There was a general discussion of the report of the SPUC and its implications. The need to develop not only a revised Strategic Plan, but also an Action Plan for the Union based on the Strategic Plan, was also discussed. This discussion will not be summarized here. The result of the discussion was the following:

1. Dr. Przybylowicz will modify the proposed Vision and Mission

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statements based on comments from the EC and distribute the revised statements by mid December to the EC for its approval.

2. Dr. Przybylowicz will rewrite and consolidate the goals of the current Strategic Plan along the lines discussed at the meeting.
3. The Strategic thrusts will be incorporated into a table that asks for actions each Division and Operating Standing Committee can take to implement them. This table, along with explanatory material and a letter from the President, will be distributed to the Division Presidents and standing Committee Chairmen by mid January.
4. The results of item 3 above will be requested to be available for the EC meeting in April.

A number of specific operational issues were also discussed. The need to consider the issue of fund raising was agreed but it was decided that it was too early to for a full discussion. The project system must operate for a while so that it can be seen what kinds of projects are being submitted and what sources of funds might be available. The NAOs and national chemical societies should be more active in this area.

Dr. Jost reported on recent changes in the staff of the Secretariat. He noted that some of the actions proposed in the discussion on Strategic Issues would require more professional staff to implement properly.

Dr. Becker noted the recent article in *Chemical & Engineering News* on the Affiliate Membership Program. He also described the initiative to encourage new affiliates by offering to add a new sponsored affiliate for each new paid affiliate. It was agreed that the organizations (NAOs and chemical societies) coordinating the AMP should be encouraged to increase their efforts to recruit new affiliates.

3. NATIONAL SUBSCRIPTIONS AND RELATED FINANCIAL ISSUES

3.1 PLANS FOR SPECIAL WORKING PARTY

The Working Party will meet in Zürich on Tuesday 26 February 2002 to discuss the various proposals that have been made to ease the burden of National Subscriptions for those countries that have difficulty in meeting their obligations.

3.2 DISCUSSION OF STRATEGY, PROCEDURES AND POTENTIAL CONSEQUENCES

The EC reviewed the comments that had been received from the members of the Working Party and briefly discussed some of the implications. Dr. Hayes noted that a number of the comments mentioned the difficulty of obtaining industrial contributions to help pay National Subscriptions. Industry has funded the Long Range Research Initiative of the International Council of Chemical Associations, for example, but this is a specific set of projects, not general support of an organization. A number of members noted that in their discussions with industry executives, willingness to support specific projects

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was emphasized as opposed to general support. If IUPAC were to seek funding in the same way, it would require the services of someone with ability and experience in fund raising.

The discussion noted that any change in the method of calculation of National Subscriptions that either reduced the total NS significantly or that significantly increased the NS of the larger contributors, could have disastrous effects on the work of the Union.

4. PROPOSAL FROM NORDIC NAOs TO REORGANIZE THE STRUCTURE OF IUPAC

Dr. Becker reviewed his comments on the proposal. He noted that while the cost savings to be expected are not very great, there could be some operational advantages to this concept. One significant problem is the significantly smaller number of Elected Members of the body that replaces the Bureau and EC. A possible compensation for the smaller number of Elected Members could be the restriction of elected members to one four year term, thereby allowing more NAOs to have representation on the Bureau. The addition of National Representatives to the new governing body could also be considered. The other major difficulty is the removal of the Division Presidents from the new governing body.

Dr. Hayes was asked to write a letter to Dr. Kallner to let him know that the EC had considered the proposal and felt that while it had merit, the issue of the participation of the Division Presidents should be discussed at the DP meeting in September

5. STANDING COMMITTEES : DISCUSSION AND APPROVAL

5.1 NEW NAME AND TERMS OF REFERENCE OF ICTNS (INTERDIVISIONAL COMMITTEE ON TERMINOLOGY, NOMENCLATURE AND SYMBOLS)

Dr. Becker reviewed the background of the proposal. He noted that appointment of Prof. Lorimer as a TM would require an exception because the Standing Orders for the Project Committee state that the Chairman of the PC should not be a member of any other IUPAC body.

The new name, Terms of Reference, and Composition for ICTNS were approved, as was the appointment of Prof. Lorimer as a TM.

5.2 STATUS, MEMBERSHIP, AND TERMS OF REFERENCE FOR COCI

The Executive Committee has received a final report from the *Ad hoc* Committee on IUPAC/Industry Relations, formed in 1999. The EC agreed that the Committee had successfully completed its work in exploring new avenues for interaction between IUPAC and the chemical industry and in suggesting general ways by which COCI could better pursue its objectives. The EC discharged the *ad hoc* Committee with thanks for its contributions.

After discussion of possible options for redefining the mission and structure of COCI, the EC felt that several aspects should be examined in detail by a small *ad hoc* committee, with the following charge:

1. The Industry Relations Strategy Committee [IRSC] has been formed by

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the Executive Committee to define the role of COCI and other IUPAC bodies in promoting close interactions with the chemical, pharmaceutical, and related industries.

2. The IRSC will propose revised Terms of Reference and Composition of COCI and will recommend possible members for the augmented committee.
3. The IRSC is to report to the Executive Committee by 1 July 2002 in order to finalize recommendations to the Bureau for action at its meeting in September 2002.

Membership:

Dr. Alan Hayes, UK (chairman)
Dr. Christoph Buxtorf, Switzerland
Mr. Jan Fourie, South Africa
Dr. Akira Ishitani, Japan
Dr. Parry Norling, USA
Dr. Nelson Wright, Canada
One additional member from Germany.

The budget proposed for COCI will be frozen until the new Standing Orders are approved. The current members of COCI will be appointed to continue as Members (National Representatives) for the 2002-3 biennium. Dr. Wright will remain as Chairman and Dr. Cesa as Secretary, until new Officers are appointed by the Bureau.

5.3 MEMBERSHIP AND TERMS OF REFERENCE FOR CCE

Dr. Becker noted that the Composition section of the Standing Orders needed to be rewritten to conform to the standard format. This will be done and the EC will be asked to approve them by e-mail. The membership, TMs and AMs, of the Committee was approved. It was noted that there is no representative (TM or AM) from Russia and Eastern Europe whereas there were active members from this region in the CTC.

5.4 MEMBERSHIP OF FINANCE COMMITTEE

After some discussion of the current and possible additional members of the Committee, the EC decided not to temporarily enlarge the FC and to wait until an opening was available. The EC was also asked to approve the extension of Dr. Przybylowicz' term as Chairman for two years, that is until 2005. This requires special approval because in 2003 Dr. Przybylowicz will have reached the normal term limit of ten years total service as member and Chairman. The term extension was approved. The appointments of Dr. Senti and Dr. Miyamoto to new four year terms were also approved.

5.5 SUMMARY OF MEMBERSHIP OF OTHER COMMITTEES [PREVIOUSLY APPROVED]

The members of the other Standing Committees and Bureau Committees were approved as presented in the materials in the agenda book. It was noted that as

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described above, the *Ad hoc* Committee on IUPAC/Industry Relations has been terminated.

5.6 PAC EDITORIAL ADVISORY BOARD

Dr. Becker reviewed the situation, noting that this Committee had been of little value in the operations of *PAC* and its role and composition needed to be reevaluated. This will be done by the Conference Policy Development Committee in consultation with CPEP. The EC approved a proposal to suspend the *PAC*-EAB and to not publish its Standing Orders in the 2002-3 Handbook.

5.7 REPRESENTATIVE TO ICSU

It was agreed that the President of IUPAC would be the representative to the ICSU when the term of Prof. Fischli as a member of the ICSU Executive Board expires at the end of 2002. Prof. Steyn will attend the ICSU General Assembly in September 2002 in order to ensure a smooth transition with Prof. Fischli.

6. OTHER MATTERS FOR DISCUSSION AND APPROVAL

6.1 DIVISION COMMITTEE MEMBERSHIP AND NATIONAL REPRESENTATIVES

There was an extensive discussion of the distribution of TMs and AMs on Division Committees. The EC members were in general concerned that the geographical distribution of members on some Division Committees was very limited. The Bureau should be asked to consider this issue and to urge the Division Presidents to consider how the situation might be improved in the next biennium. Prof. Steyn suggested that a limit of two members (TM or AM) from one NAO might be one way to address this problem. It was also felt that the NAOs need to be strongly encouraged to nominate NRs who will be active.

6.2 PROPOSAL TO CREATE COMMISSION ON MACROMOLECULAR TERMINOLOGY

This item was for information; the President will appoint the members of an *ad hoc* Committee to consider this proposal as required by the Bylaws.

6.3 REPORT: *MOLECULAR BASIS OF BIODIVERSITY*, ...

A number of members had comments to offer for revisions to the report. These proposed revisions will be given to the authors and the report will be considered again at the EC meeting in April 2002.

6.4 PROPOSAL FROM RSC "CHEMISTES SANS FRONTIERES"

The proposal is an interesting one and certainly the problem is real, whether IUPAC is the organization to undertake this work is a different matter. The group proposed would need significant staff to coordinate the work of

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volunteers in the field as well as money to pay the expenses for the volunteers, probably for months at a time. Just the fundraising required to support this activity would be a full time job for at least one person, probably two. If IUPAC wanted to start this project, it would need to locate someone, preferably a volunteer, to do the initial fundraising and to develop a network of volunteers. IUPAC could provide some staff support and a travel budget. Without a champion who is willing to the next few years to this project, the EC could not see how IUPAC could undertake this effort.

The Executive Director was asked to inform the UK NAO that IUPAC did not feel that this was a project it could undertake.

6.5 APPROVAL OF ASSOCIATED ORGANIZATION STATUS FOR INTERNATIONAL CHEMISTRY OLYMPIAD

The EC recommends that the Council approve this application at its next meeting in 2003. The President was asked to write letter so informing the International Chemistry Olympiad.

7. STATUS REPORTS

7.1 WORKSHOP ON CHEMICAL WEAPONS CONVENTION

Substantial progress has been made in organizing the Workshop to be held in 2002 in Bergen. A proposal for NATO funding of part of the costs of the Workshop will be submitted early in December. A positive response seems to be likely, based on informal discussions with the relevant NATO staff.

7.2 MEMBERSHIP DEVELOPMENT COMMITTEE

Prof. Ohtaki reported on his visit to the Philippines. He noted that the Integrated Chemists of the Philippine had expressed great interest in becoming an NAO. They had also expressed interest in the concept of IUPAC support for a delegate to the General Assembly. Prof. Ohtaki and Prof. Gilbert will visit Singapore in December; Prof. Ohtaki plans to visit Bangladesh in January and Thailand in May. He will discuss a possible visit to Africa with Prof. Abegaz.

Dr. Jost reported that Mexico and Uruguay have asked to become ANAOs and that their applications had been approved by the EC by correspondence.

Dr. Becker reported on a visit to Puerto Rico to present the benefits of IUPAC membership to representatives of industry, government, and universities.

7.2.1 Reasons for joining IUPAC

7.2.2 Importance of IUPAC to Industry and Government

The members of the EC were asked to add to the preliminary lists provided under items 7.2.1 and 7.2.2.

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7.3 CONFERENCE POLICY DEVELOPMENT COMMITTEE

Dr. Becker reported that the Committee planned to start its work, by correspondence, early in 2002. It will consider the full range of issues relating to IUPAC sponsored conferences and workshops, and their relationship to the contents of *PAC*.

7.4 CHANGES IN *CHEMISTRY INTERNATIONAL*

Dr. Jost reviewed the implementation of the recommendations for changes to *CI* proposed by the *CI* Strategy Development Committee and approved by the Bureau in Brisbane. The first changes to be implemented will be in the change in content and style of the magazine. There will be more emphasis on news about IUPAC and its activities. In addition, there will be a change to a more informal writing style to avoid the appearance of *CI* being a collection of official reports. Changes to the design of the magazine, including the use of color where appropriate, will be introduced later in year. A proof copy of the January issue was distributed and was judged to be a distinct improvement.

7.5 WORLD CHEMISTRY LEADERSHIP MEETING: ACTIONS NEEDED

The EC agreed that the WCLM in Brisbane had been successful in achieving the goals of creating a more focused meeting that addressed issues of interest to the national chemical societies. Planning for the 2003 meeting in Ottawa should begin early in 2002. There should be a greater attempt to address the concerns of industry and to involve industry leaders as participants. The lack of industry participation had been a disappointing aspect of the Brisbane WCLM.

7.6 STATIONERY DESIGN

The redesigned stationery was approved and the Secretariat will proceed with having the printer provide proofs for final approval by the Secretary General for the Secretariat stationery and by the officers for their individual stationery.

8. FUTURE MEETING SCHEDULES

8.1 NEXT EXECUTIVE COMMITTEE MEETING: TURIN, ITALY

Dr. Jost reviewed the plans for the EC meeting in Turin, 6-7 April 2002.

8.2 VISIT TO LAGO MAGGIORE [PROPOSED SITE FOR CONGRESS/GA, 2007]

It was agreed that the President, Vice-President, Secretary General, and the Executive Director would visit the sites being proposed by the Italian NAO for the GA and Congress in 2007.

8.3 BUREAU MEETING: PARIS, FRANCE

Dr. Jost reviewed the plans for the Bureau meeting in Paris, 14-15 September 2002. As usual, there will be time for individual meetings held on the

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preceding two days with the Division Presidents and Standing Committee Chairmen by the President, Vice-President, and Secretary General. Also scheduled are the Division Presidents meeting and meetings of the Project and Evaluation Committees.

9. COMMENTS FROM INCOMING PRESIDENT AND VICE-PRESIDENT

Prof. Steyn and Prof. Sydnes commented that the coming biennium would again be full of challenges for IUPAC. The project system would now be fully implemented and all the officers of IUPAC bodies would have to work to ensure that implementation was successful. In addition, the concerns of many NAOs about paying their National Subscriptions would need to be addressed while maintaining the Union's ability to do its work.

10. ANY OTHER BUSINESS

There was no other business. The President thanked the members of the EC for their contributions during this meeting and for their help during his presidency.