



**European Physical Society**

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## **EPS STRATEGY PLAN 2010+**

Purpose of the document:

1. To state the vision, mission and objectives of EPS and its key role
2. To define the activities and priorities for medium- and long-term goals of EPS
3. To identify actions, programmes and projects according to EPS priorities
4. To identify competences and responsibilities of various EPS bodies for the implementation of EPS Strategy Plan
5. To formulate financial guidelines and suggestions for the implementation of this plan.

Structure of the document:

### **A. POLITICAL STRATEGY**

- A-1. SCIENTIFIC EXCELLENCE AND VISIBILITY**
- A-2. FEDERATION AND UMBRELLA ORGANIZATION**
- A-3. MEMBERSHIP AND RECRUITMENT**
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### **B. OPERATIONAL STRATEGY**

- B-1. AREAS OF STRATEGIC IMPORTANCE AND PRIORITIES**
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### **C. FINANCIAL AND HUMAN RESOURCES**

- C-1. FINANCIAL MATTERS**
- C-2. STAFF AND OFFICE ORGANISATION**

### **D. IMPLEMENTATION OF THE STRATEGY PLAN**

Appendix:

Composition and mandate of the EPS Strategy Working Group (SWG) appointed by Council in its meeting of 19-20 March 2010, summary of SWG activities and time schedule.

## A. POLITICAL STRATEGY

The European Physical Society (EPS) was established more than 40 years ago as a union of individual physicists and physical societies of European nations. At the beginning of a new decade of the third millennium, it is time for EPS to draw up a balance-sheet of its activities, and then to define its precise objectives for the coming years, taking into account the accelerating changes of political, social and economic conditions in the present world.

Since 1968, EPS has steadily increased the number of its scientific Divisions and Groups, to further assert its presence in European Physics. In the last few years the following have been established: the Physics in Life Sciences Division (2002), the Environmental Physics Division (2002), the Women in Physics Group (2002), the Solar Physics Division (2008) – replacing the Astrophysics Division – followed by the Joint Solar Physics Group (2009), and the Energy Group (2008) – formed out of the existing Technology Group.

To disseminate information about the Society and European Physics, EPS publishes Europhysics News (EPN). EPN is distributed to the members of many national physical societies in Europe. A large and influential learned society normally publishes scientific journals, and it is the case for EPS: with Europhysics Letters<sup>1</sup> (EPL), which will celebrate in 2011 its 25<sup>th</sup> anniversary, and the more education-oriented European Journal of Physics<sup>2</sup> (EJP).

However, it can be considered that the influence of EPS in Europe and in European Physics is not yet at the level at which it should be for a society representing 41 national physical societies and indirectly more than 10<sup>5</sup> physicists.

In 2001, the EPS Council approved a Strategy Plan, put forward by Martial Ducloy, who was EPS President at the time. It proposed a number of action lines which have undergone developments with variable levels of success. They should still be kept as important issues, but after 10 years, most of them need to be reconsidered and actualized.

The main objective of EPS remains as stated in the 2001 document:

*«The main objective of EPS in the coming years should be to turn it into a major policy-making professional organisation in Europe – in a way complementary to the goals pursued by national physical societies. This should be carried out by increasing the European presence of EPS and its visibility in the European Union, through its executive officers, divisions and committees. Obviously, it implies that EPS fully assumes its role in public awareness of physics, demonstrating the dynamical character of Physics, and its exemplary nature as a scientific discipline with rigorous theoretical and experimental methods, as well as its “incubator” role in generating new disciplines (Astrophysics, Biophysics, Physics in Medical Sciences, Materials Science, Information and Communication Technologies, ...)».*

The present document, based on an analysis of the national physical societies and EPS roles, should include some anticipation of future developments: what will be demanded in 2020 from these societies and from EPS, facing the continuing integration of Europe; the higher mobility of students trained in the “Bologna Process” frame; the expansion of the European

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<sup>1</sup> Jointly owned by EPS, IOP, SFP, SIF, plus a pool of other societies/institutions.

<sup>2</sup> Owned by EPS, published by IOPP.

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research infrastructure in Physics; the growth in funding from the European Commission; the challenge by the USA and increasingly by the rapid development of Asia.

EPS has now a history of more than 40 years. During the next 10 years EPS should however aim at further strengthening scientific excellence in Physics (e.g. quality of research, researchers, networks, communication, etc.) through the creation of a coherent Physics community of individuals, institutions and societies that adhere to the European ideal (e.g. strong access networks and initiatives, educational exchanges, mobility, international research collaborations, cooperation towards less developed countries, etc.).

The role of EPS should demonstrate the importance of Physics (but also of Science as a whole) to scientific, technological, social and cultural development. Hence the EPS should not only be a service for physicists but it should also give them a voice outside the field, that adds value to the work of other bodies such as the European Commission and European Science institutions and organizations – as well as intergovernmental organizations (OECD, WMO, WHO, etc.) on the political stage of Europe. It should be stressed that the EPS as a recognized non-governmental organization (NGO) is entitled to have wide social and political aims in this context.

In addition EPS could play the fundamental role of “learned society” particularly for the members of those national physical societies (many, among the 41 affiliated to EPS) for which such a role is impossible or difficult to fully implement on a national scale.

In this perspective the mission of EPS should be:

- to pilot activities that would have additional impact if done so on a European (or possibly worldwide) scale;
- to promote activities that would be enhanced if done so through collaboration with other learned societies, whether in Physics or other scientific disciplines, whether in Europe or around the world;
- to assist its members societies (MSs) in broadening the impact of their national activities;
- to support a community of individual physicists that possibly amplifies their career development;
- to provide the opportunity and means for individual physicists to be actively involved in EPS activities in research policy, scientific excellence and outreach;
- to support research institutes through networks for the exchange of best practice, communication and access to individual physicists;
- to monitor, communicate and provide input on Science information and Science policy.

Therefore it's a two-fold role and mission that EPS should indeed aim to assume:

- i) as a federation of member societies (MSs) and associate institutions (AMs), acting at the same time as an internationally enlarged scientific academy for policy statements, influence and advice, objective reports and reference papers, etc.;
- ii) as a learned society for its individual members (IMs) through its Divisions, Groups, grants, prizes, conferences, etc.

This major objective of EPS should be achieved through a number of actions, as illustrated in the following.

#### **A-1. SCIENTIFIC EXCELLENCE AND VISIBILITY**

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The scientific excellence of European physicists should be promoted by EPS through targeted actions, high profile activities (such as the “International Year of Light” initiative, for instance) and world leading conferences in all branches of Physics. EPS should continue to award prestigious prizes, and highlight their importance in building the European Physics community and their contribution to the career development of physicists. At the same time the visibility of EPS should be fostered by these above activities. The most modern and updated means of communication should be used to this purpose so as to ensure that the voice of EPS sounds “loud and clear” in Europe and elsewhere.

#### **A-2. FEDERATION AND UMBRELLA ORGANIZATION**

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The “federation and umbrella organization” functions of EPS (working on behalf of all the affiliated national physical societies and institutions) should be enhanced. EPS should bring to them an added value and give the vast scientific community of over  $10^5$  physicists it represents a coherent and powerful voice concerning research, education, scientific awareness and scientific policy. This action could be facilitated by improving the relationships and links with the appropriate institutions in Brussels. A proactive role of national societies, as well as of Divisions and Groups, could be very important in this respect.

#### **A-3. MEMBERSHIP AND RECRUITMENT**

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A serious attempt to increase EPS membership should be made since the weight of a learned society depends both on the scientific excellence and liveliness of its members, and also on the number of individuals they can be said to represent. With this intent, EPS should make itself more attractive and helpful to individual members and thus stimulate and encourage increased levels of member recruitment, through national societies and associate institutions, and in particular through its Divisions and Groups.

#### **A-4. COOPERATION AND COLLABORATION**

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Cooperation and collaboration inside and outside Europe, in particular towards less developed and scientifically-emerging countries, should be reinforced. A wide and powerful grants programme, for instance, could be envisaged and sustained. Also better contacts and relationships with analogous scientific societies outside Europe should be established.

## **B. OPERATIONAL STRATEGY**

### **B-1. AREAS OF STRATEGIC IMPORTANCE AND PRIORITIES**

In order to initiate the EPS Strategy Plan and ensure its effective implementation, a number of key priorities have been identified. These are outlined below.

#### i) Priorities for the EPS as “federation”:

- Enhance EPS visibility in the Physics and Science community, in Europe (and worldwide), by launching studies and/or surveys of general interest and by producing policy statements and position papers on relevant issues.
- Improve communication and consultation within EPS among MSs (but also AMs, IMs, Divisions and Groups), in particular concerning feedback on the above policy statements and position papers.
- Benefit and organize communication channels established by Divisions and Groups to EU/EC officials and create a contact network at the operational level.
- Invest in an effective “presence” in Brussels, directly through national Governments, based upon commonly agreed policies and also through partner organizations and alliances. The aim is to improve the engagement with the EU and its Member States in all major policy matters (such as, for instance, research infrastructures, road maps, etc.); this would be made easier by establishing appropriate links with European stakeholders in order to obtain direct information and response.
- Promote relevant projects/events with interdisciplinary features such as: “Physics and” Education, Society, Development, Life Sciences, Energy, Environment, Climate, Cultural Heritage, etc. in order to strengthen EPS influence with opinion makers and improve awareness for the greater public.
- Put special emphasis and focus on activities related to the formation of physicists and their career issues.
- Find means to increase mobility and cooperation within and outside Europe, through appropriately leveraged grants programmes, in collaboration with other pan-European and international organizations.
- Favour joint meetings with national and transnational physical societies (American, Asian, etc.).
- Promote the launch of e-news, for instance in the format of a fact-sheet electronic journal addressed to a large audience (possibly aiming in the future at a popular press e-journal).

#### ii) Priorities for the EPS as “learned society”:

- Support the most dynamic Divisions and Groups, initiating at the same time a bottom-up revision process to revive or merge some of them or establish new ones according to specific sound proposals.
- Strengthen communication among IMs and AMs, and among Divisions and Groups, also keeping in mind the possibility to promote interdisciplinary initiatives.
- Strongly improve means and tools of communication (web page, databases, social networks, etc.) at all levels, in particular improving web services for all EPS members.
- Establish an internal Divisions and Groups e-bulletin for IMs, to optimize the exchange of information.
- Support relevant and prestigious conferences and prizes so as to foster the EPS scientific outreach.
- Continue to organize leading topical and general conferences in Physics in Europe.

- Plan and harmonize EPS conferences for optimal coordination with other similar initiatives in Europe and elsewhere.
- Establish a publication strategy and policy to promote high profile European publications in Physics and better coordination among European publishers (having in mind, for instance, a possible European pool of publications from publishers owned by or linked to European learned societies).
- Make EPN still more attractive and review its distribution policy.

EPS priorities are recognized, determined and monitored by the Council through an appropriate Strategy Review Group, appointed every 5 years, that would work in consultation with the Executive Committee.

## **B-2. MEMBERSHIP**

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EPS maintains its membership structure consisting of member societies (MSs), individual members (IMs) and associate members (AMs).

An active campaign for recruitment of IMs should be foreseen, with the open collaboration of all MSs and AMs (formulated in case through specific agreements) to encourage their own individual members to also become EPS members. This campaign should be based on a strong effort from EPS to provide more services to IMs. The goal would be to create and enhance a spirit of belonging to the Society, in particular among early career physicists (and possibly students). Clear and well-defined benefits should be identified and then provided to individual members as added values with respect to those (non EPS) benefits already made available by their respective MSs.

In addition, the role of EPS as a federation of MSs should be duly emphasized as well as its role of “mother” learned society for those MSs which look to the EPS in this way. Regarding its explicit and effective federation role, this should be primarily achieved by means of appropriate consultation within the MSs representing, as a whole, over  $10^5$  individuals.

Finally, new AMs should be looked for, also in the field of industry, and new means to attract them, in view of the organization and sponsoring of special activities of common interest.

## **B-3. STRUCTURE AND GOVERNANCE**

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EPS maintains a governance structure consisting of President, Council and Executive Committee. The Council composition based on MSs, IMs, AMs and Divisions/Groups components remains unchanged. Council decides on strategy, approves budgets, approves financial statements, and votes for and approves the President and other Executive Committee members. The Executive Committee, chaired by the President, is in charge of the implementation of strategy, operational matters and budget preparation through the Secretary General.

The Executive Committee composition should be revised to follow the evolution of EPS during the last decade (in terms of membership, activities and services), to better reflect the Council composition and to facilitate the governance of the Society enhancing its new two-fold role, as outlined in the present strategy document, of federation and learned society.

Therefore, in addition to President and Vice President (i.e. Past President or President Elect), the proposed Executive Committee membership is as follows:

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- i) 1 member from each of the largest MSs, i.e. those national societies with more than 10.000 effective individual members: this Executive Committee member is designated by his/her respective MS and approved by Council;
- ii) 3 members elected by Council as MS representatives, from MSs other than those at point i);
- iii) 4 members elected by Council as representatives of Divisions/Groups;
- iv) 1 member elected by Council as representative of IMs.
- v) 1 member elected by Council as representative of AMs.

On this basis the total number of Executive Committee members under this new model would currently be 13, including the President and Vice President. Such a composition is meant to strengthen interactions and communications among the different constituencies of EPS, namely MSs, IMs, AMs and Divisions/Groups, taking into account the diversity of perspectives among these constituencies, fostering at the same time a better link between the major MSs and the EPS.

The number of votes assigned to different Council members and the voting procedures in the Council, both for President and Executive Committee members, remain unchanged. For the latter, the voting procedure will be simply repeated for each list of candidates (from MSs, IMs, AMs and Divisions/Groups). Also the voting procedures for the election of IM representatives as Council members will remain unchanged.

In order for Council in 2012 to elect the members of the Executive Committee in accordance with the composition described above, an amendment to Article 17 of the EPS Constitution and to Rule 14 of the EPS By-Laws will be proposed in due time. This amendment should be approved by Council in its scheduled meeting of April 2011.

## **C. FINANCIAL AND HUMAN RESOURCES**

### **C-1. FINANCIAL MATTERS**

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The EPS financial organisation should be matched to its new goals. Different and separate/independent “business units” should be foreseen to optimize expenditure efficiency and distribution of resources, increasing at the same time the transparency for budget presentation to Council.

As a first step, three such units could be envisaged in order to match:

- i) the EPS activities related to its role of MSs (and AMs) federation;
- ii) the EPS activities related to its role of learned society for IMs and AMs, and to the objectives of Divisions/Groups, including conferences;
- iii) the editorial and publishing activities of EPS.

The accounts of Divisions/Groups will be treated like in the past as their property, with their full sovereignty over financial means in agreement with EPS Constitution.

A first attempt of implementation of such a new financial structure should be immediately operative and the aim should be to reach self-balancing (between income and expenditure) for the first two units (the third being in practice an income generator!) in a phased way within a reasonable number of years from the foreseen approval of the present EPS Strategy Plan by Council in its scheduled meeting of April 2011.

### **C-2. STAFF AND OFFICE ORGANISATION**

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The whole EPS office in Mulhouse will need to be reviewed so as to ensure that it fulfils the new requirements of the present EPS Strategy Plan.

In addition, we should aim to outsource activities wherever possible – profiting from the expertise and manpower of a number of MSs as far as some specific tasks are concerned (e.g. e-news, e-bulletin, web pages, databases, social networks, etc.).

A review of the EPS staff assignments and office organization will be made on a regular basis by the EPS Executive Committee.



**D. IMPLEMENTATION OF THE STRATEGY PLAN**

The various actions and steps for the implementation of the present EPS Strategy Plan within 2 years from its approval will be presented to Council via written/oral reports of the President.

The Executive Committee will be responsible for ensuring that the actual implementation takes place within the established deadlines through the Secretary General and EPS staff.

## APPENDIX

Council 2010 (in its meeting of 19-20 March) adopted a proposal to create a Strategy Working Group (SWG) to thoroughly review the EPS and propose a new plan for its mission and strategy. To ensure broad and balanced representation of the EPS membership, the SWG is composed of representatives from Member Societies (MSs), Divisions and Groups, Individual Members (IMs), Associate Members (AMs) as well as the President and Vice President of EPS.

### COMPOSITION OF EPS SWG

#### 2 Executive Committee members:

President – M. Kolwas (kolwas@ifpan.edu.pl)

Vice President – L. Cifarelli – *Chair of EPS SWG* (luisa.cifarelli@bo.infn.it)

#### 4 Member Societies representatives:

IOP – A. Wallard (awallard@bipm.org), replaced by R. Kirby-Harris (robert.kirby-harris@iop.org)

DPG – K. Meier (meierk@kip.uni-heidelberg.de)

NNV – G. van der Steenhoven (gerard@nikhef.nl)

Norwegian PS – P. Osland (per.osland@ift.uib.no)

#### 3 Divisions and Groups representatives:

QEOD – J. Dudley (john.dudley@univ-fcomte.fr)

PDG – F. Piuzzi (francois.piuzzi@cea.fr)

EG – F. Wagner (fritz.wagner@ipp.mpg.de)

#### 1 Individual Members representative:

D. Nagy (nagy@rmki.kfki.hu)

#### 1 Associate Members representative:

H. Bindslev (hebi@risoe.dtu.dk)

### MANDATE OF EPS SWG

The EPS SWG has the mandate to deeply review the structure, governance, organization, functioning and achievements of EPS, and outline a possible realistic strategy for its future. Exchange and consultation with EPS members (MSs, IMs and AMs), as well as with Divisions and Groups, are an integral part of the review process.

This process is planned to go on until October 2010. The EPS SWG is supposed to produce within this deadline a draft document containing recommendations. A special meeting of Council is to be organised in November 2010 to discuss the draft recommendations. Council will discuss and adopt the final recommendations in its scheduled meeting of April 2011.

### SUMMARY OF EPS SWG ACTIVITIES

The EPS SWG has met 4 times: 6 May 2010, in Mulhouse; 17 June 2010, in London; 17 September 2010, in Bologna; 7 October 2010, in Paris.

Starting from the “EPS Towards a New Vision 2010+ Strategy Consultation Document” by the Executive Committee and the “IOP/DPG Joint Statement”, both presented at Council 2010, and taking into due account further inputs from various Divisions and Groups, the EPS SWG has produced a draft document “EPS Strategy Plan 2010+” containing a number of recommendations.

### SCHEDULE FOR COUNCIL

#### Council consultation on draft recommendations:

- Draft recommendations by EPS SWG sent to Council delegates by 21 October 2010.

- Replies and comments accepted no later than 4 November, collated by 11 November as revised draft recommendations.

- Exceptional Council Session on 20 November 2010 to discuss revised draft recommendations.

#### Council consultation and decisions on final recommendations:

- Final recommendations, as output of Exceptional Council Session, sent to Council delegates no later than 20 December (formal notice to modify Constitution requires at least three months prior to Council).

- Council 2011 (1-2 April) asked to accept recommendations and structural modifications.