

SETAC Strategic Plan

2018

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Introduction

The strategic plan for the Society of Environmental Toxicology and Chemistry (SETAC) is the result of collaboration among representatives from 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.

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 multi-year strategic plan will be implemented by developing annual plans which are tied to the annual budget for a specific year. The annual plans 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 the 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 Vision

SETAC uses the phrase *Environmental Quality Through Science*® to convey its vision to its members, network and the public. Our science and expertise improves and sustains environmental quality and ecosystem integrity worldwide.

SETAC Mission

As described in the society's constitution, SETAC's mission is to support and facilitate the development of principles and practices for the protection, enhancement, and management of sustainable environmental quality and ecosystem integrity. The strategic plan defines goals for SETAC to meet its mission.

SETAC Principles

The SETAC organization was built in 1979 upon a set of founding principles, which are:

- Multidisciplinary approaches to solving environmental problems
- Balance in participation: Involving stakeholders from all sectors while advancing scientific questions
- Science-based objectivity

Since its founding, SETAC has expanded in many aspects. Though SETAC insists on tripartite sector balance (academia, business, government) at minimum in all programming, SETAC now includes representation from entities such as non-government organizations, not for profits, and other non-profits (e.g., research associations, other scientific societies, environmental foundations) so that it has become a multi-sectoral society. SETAC sciences have likewise grown and branched to include some of what are considered interdisciplinary and transdisciplinary fields (such as environmental risk assessment and management, life cycle assessment, and science communication). Finally, while SETAC endorses science-based objectivity in all programs and publications, it also insists on scientific integrity and transparency. This growth in SETAC sciences and programming is reflected in the SETAC values outlined herein.

SETAC Values

All SETAC members and guests are expected to adhere to the SETAC Code of Ethics and Code of Conduct. 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
- **Integrity** – SETAC insists on personal and scientific integrity
- **Diversity and Inclusion** – 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 fairmindedness within procedures and processes
- **Sustainability** – SETAC embraces sustainability in all of its activities
- **Cooperation, dialogue and transparency** – SETAC transparency extends beyond open meetings and into open science with a goal of stimulating cooperation, knowledge sharing, and dialogue

SETAC Approach

SETAC strives to achieve its mission through a variety of programs that provide value to its membership and the public. These programs include:

- Providing valued services to its members such as local and global networking opportunities, professional education, and publishing outlets
- Hosting meetings that advance science dissemination and communication
- Organizing and conducting workshops that develop emerging scientific areas or evaluate existing knowledge and approaches
- Communicating science through peer-reviewed journals, books, newsletters, technical publications, webinars, and other digital communication outlets and platforms
- Interacting, cooperating, and collaborating with other scientific societies, governmental, multi-governmental, and business organizations and academic institutions and associations to advance environmental sciences and their application
- Facilitating the incorporation of science into environmental decision-making and policy through outreach and education to local, national, and international decision makers and influencers
- Promoting opportunities for college students and early career professionals in SETAC science and mission-related activities
- Supporting education and training for members through member services such as SETAC travel and educational awards, fellowships, grant programs, a global certification program and training workshops as well as for the public through environmental science education and outreach

Part 2: SETAC Strategic Plan

The SETAC strategic plan:

- Defines priorities and objectives to fulfill and enhance the society's mission
- Provides a structure and process for SETAC to achieve its priorities
- Requires periodic review and updates to make sure the society stays current with the evolving global environmental challenges

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 Plans 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.

The SETAC strategic plan focuses on the following priorities:

- To promote research, education, communication and training in the environmental sciences
- To promote the application of interdisciplinary environmental sciences in environmental management
- To sustain the organizational health of the society

Each priority was associated with several objectives that will help achieve it. The priorities and objectives are outlined below.

Priority I. ADVANCE ENVIRONMENTAL SCIENCE: Promote research, education, communication and training in the environmental sciences

Objective 1: Advance fields of study that promote environmental quality

Foster SETAC mission-related fields including 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, alternative chemical assessment, life cycle impact assessment, ecosystem services, resilience, one health, indigenous knowledge and values, science communication, sustainability, and translational science among others.

- A. Encourage programs (e.g., interest groups, symposia, meetings, workshops, publications) in SETAC mission-related fields. Consider new innovative types of programs (e.g., virtual meetings).
- B. Increase collaboration with groups with overlapping missions (e.g., societies, intergovernmental organizations, research institutes) to advance mission.
- C. Publicize career opportunities in SETAC mission-related fields.
- D. Recognize excellence in mission-related fields.

Objective 2: Promote education and training in SETAC mission-related fields

- A. Provide training and education opportunities in SETAC mission-related fields. Consider in-person symposia and training courses as well as web-based webinars. Promote accessibility to all members of SETAC through financial support and translation as needed.
- B. Develop a global certification program for environmental risk assessors.
- C. Serve as a resource to science educators.

Objective 3: Provide forums for communication on SETAC mission-related fields

- A. Encourage programs in SETAC mission-related fields (defined in Priority 1A) to disseminate information to environmental professionals. Consider using new innovative communication options that are currently available or develop in the future.
- B. Cultivate outreach initiatives and cutting-edge opportunities at the regional, chapter, GU, and global levels, which encourage engagement between SETAC members and the public on environmental sciences related issues.
- C. Promote communication to the membership and the SETAC network regarding SETAC activities through various means such as the SETAC Website, SETAC Globe, SETAC News, Technical Issue Papers (TIPs), Science Briefs, and social media.
- D. Expand Forums for disseminating technical content. Consider introducing innovative vehicles to deliver technical content and make it accessible (e.g., knowledge bases and databases, virtual meetings).

Objective 4: Foster and grow SETAC publications program

- A. Encourage publications in SETAC mission-related fields.
- B. Maintain and improve the quality, relevance, and accessibility of the technical content in all SETAC publications (e.g., books, journals, Technical Issue Papers, Science Briefs, SETAC Globe). Strive for complete availability of contents and raw data.
- C. Expand and strengthen editorial boards.
- D. Increase marketing of SETAC publications.
- E. Promote publications targeting audiences in sectors other than academia and education, specifically government and business (e.g., Technical Issue Papers, Science Briefs).

Priority II. PROMOTE SCIENCE-BASED DECISION-MAKING

Objective 1: Provide forums for knowledge exchange and sharing among stakeholders to enable informed decisions

- A. Encourage the interaction amongst all stakeholders (i.e., academics, policy and decision makers, industry and business representatives, regulators, risk assessors and managers, affected parties, community, public, other societies, non-government organizations, inter-governmental organizations) in SETAC-relevant issues.
- B. Generate and disseminate outreach documents aimed at briefing relevant stakeholders regarding latest technical issues.
- C. Provide forums for knowledge exchange among stakeholders.

Objective 2: Support initiatives by stakeholders to fill gaps between current research and decision-making needs

- A. Foster activities to identify gaps between current research and decision-making needs.
- B. Encourage collaborations within and outside SETAC to fill those gaps.
- C. Encourage dissemination of outcomes of deliberations to fill those gaps.

Priority III. ENSURE ORGANIZATIONAL HEALTH AND CAPACITY

Objective 1: Sustain and expand membership and participation to reflect scientific and demographic diversity

- A. Ensure that individual and organizational membership benefits meet the needs of our members.
- B. Expand membership and participation in each GU.
- C. Increase collaboration with groups with overlapping interests.
- D. Increase the involvement of students and early career professionals from all sectors.

Objective 2: Ensure the financial health of SETAC

- A. Foster a robust SETAC financial development program to meet the society's needs.
- B. Strengthen SETAC's financial structures and programs (e.g., financial model structure, budget cycle, reserve fund, revenue generating plan, coordination with the financial development activities of the GUs, seeking advice and insight from SETAC organization).

Objective 3: Ensure operational strength of governance and administrative aspects

- A. Maintain and improve the SETAC brand.
- B. Ensure that the operations model of SETAC as a global society and of each of its GU's is kept at pace with the development of the society to serve GU memberships at their capacity (recognizing the financial, technological and cultural limits).
- C. Ensure that SETAC's governance aspects (e.g., governance structure, bylaws, committees) meet the society's needs by supporting enhanced communication and understanding between GUs. Ensure that GUs are equally represented and able to contribute at the global SETAC society level, while recognizing the varying needs of the individual GUs and ensuring they are met.
- D. Ensure that SETAC Information Technology - including communication tools (e.g., email, Globe, webinar, recording, and learning delivery software) and collaboration platforms (e.g., share sites, group forums and discussions) is up to date and meet the demands of the membership and operations.
- E. Ensure that SETAC's operational aspects (e.g., knowledge management, staffing, administrative technology, infrastructure) meet the society's needs.

- F. Ensure that SETAC's programs advance the society's mission. Support continual improvement of the programs. Use tools to measure progress at various milestones as appropriate for each program. Use an annual evaluation and planning cycle. Reassess the work of the society vis a vis the strategic plan yearly before developing the annual plan for the following year. Maintain focus on the mission. Update the strategic plan as needed.