

THE INTERNATIONAL RESEARCH GROUP ON WOOD PROTECTION

IRG Strategic Plan Development 2010 – 2011

Compiled by J. Norton

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Introduction

The final plenary session of the 2007 IRG meeting held in Jackson Hole, Wyoming in the USA started a process of developing a strategic plan for IRG to respond to concerns about the future of the organisation and to ensure its long term sustainability.

The first step involved a survey of members asking the questions:

- How is IRG performing now – its strengths and weaknesses?
- How should IRG conduct its business – its structures & processes?
- What does IRG provide for members – its outputs?
- What are the expected outcomes of IRG's activities?

The results of this survey were collated in the document IRG/WP 08- 60265 which was presented at the IRG 39 meeting in Istanbul. The survey revealed that IRG is primarily an inwardly-focused group that serves its members, but that there was also a desire to have an impact outside the organization and to promote an understanding of wood protection science.

A draft Strategic Statement based on the collected information was presented for discussion to a 'special strategy group' at the IRG 40 meeting in Beijing. The special strategy group included the IRG Executive Committee and 20 invited members representing a cross-section of the IRG membership at the time.

The Strategic Statement was amended based on the input and was further developed into a Strategic Framework. A summary of the deliberations was presented to the IRG 41 meeting in Biarritz, France.

The detailed Strategic Framework is presented below in this document.

Broadly, there are six objectives with each objective being linked to *Strategies* (Actions required to achieve the stated objective), *Performance Indicators* (What has to happen to achieve the objective), *Performance Measures* (How success is to be measured) and *Measurement Tools* (How the measurement is to be carried out).

The Measurement Tools are being developed and will be distributed in the second half of 2010. Results from this evaluation will set the benchmarks for the next iteration of the Strategic Framework.

Any questions or concerns should be sent to Jack Norton (jack.norton@optusnet.com.au).

Objective	Strategies What do we have to do to achieve objectives	Performance indicator What has to happen to get the Objective	Performance Measure How do we measure Success	Measurement tool
<p>1. To provide a platform to inform, debate and challenge.</p> <p>Note 'Platform includes the annual conference, conference papers and other means of communication.</p>	<ul style="list-style-type: none"> • Annual international conference • Make conference papers accessible to all members • Develop on-line resources and tools • Participate in regional conferences • Participate in international and related Industry conferences 	<ul style="list-style-type: none"> • IRG provides a platform that informs, creates debate and challenges members 	<ul style="list-style-type: none"> • 50% conference papers meet quality guidelines • The range of topics reflects current interests and needs • 80% of conveners consider that delivery time reflects the significance of the topic • 80% members consider IRG provided them a platform to debate, inform others and challenge • 80% of members consider the IRG platform informed and challenged them. 	<ul style="list-style-type: none"> • Reports by section heads • Survey of WP conveners • Annual survey of members • Maintain web site & paper hit Statistics
<p>2. To maximize the quality and impact of research into wood protection</p>	<ul style="list-style-type: none"> • Establish quality guidelines for presented research • Implement a review system for selected papers • List research funding opportunities • Implement a research priorities forum 	<ul style="list-style-type: none"> • The quality of wood protection research has increased • The impact of wood protection research has increased • The Conference generates new research ideas 	<ul style="list-style-type: none"> • X % papers rated by members as achieving high quality and impact • X % increase in papers accepted in non-wood protection scientific journals • X % increase in papers referenced by non-wood protection scientific journals • X % increase in presentations to non-wood protection conferences. • X % of attendees leave the conference with new ideas for research 	<ul style="list-style-type: none"> • Rating feedback on papers. • Annual survey of members • Citation count • Advised on submission of paper where the idea came from.
<p>3 To influence people to include wood protection in their decision making processes</p>	<ul style="list-style-type: none"> • Expanded disciplines involved in the conference • Participate in other (disciplines) conferences • Develop a "Reaching Out" award for members including non-wood protection disciplines in their papers • Invite papers from non-traditional wood protection disciplines • Send the newsletter wider than just members 	<ul style="list-style-type: none"> • Other industries and disciplines include wood protection in their decision making processes • There is an increased awareness of wood protection in key stakeholders 	<ul style="list-style-type: none"> • Examples of cross-disciplinary approaches – members involvement in cross disciplines • Non wood protection disciplines attend the conference e.g. architects, engineering 	<ul style="list-style-type: none"> • Papers are assessed for their cross-disciplinary content • Case studies of integration of wood protection science with other disciplines • Testimonials from other disciplines, industries • External stakeholder contacts.

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4 To inform decision makers of the benefits of using protected timber	<ul style="list-style-type: none"> • Get information on wood protection in front of decision makers. • Make sure decision makers are aware of IRG resources (information & knowledge) • Include wood protection in major international fora (eg climate) • Promote member research and activities related to global issues • Establish Special Action groups on identified hot-topics • Develop external communications plan/ framework 	Decisions made at local, national and international level include wood protection science	<ul style="list-style-type: none"> • X papers & outputs include info on the benefits of wood protection • The number on the newsletter distribution increases by 50 each year. • IRG members are represented on international committees on global issues e.g. <ul style="list-style-type: none"> ○ Cultural artifact protection ○ Quarantine ○ Carbon credit • IRG members make representations to national governments 	<ul style="list-style-type: none"> • Case studies • Member reports/survey
5 To strengthen the IRG membership and member networks	<ul style="list-style-type: none"> • Create opportunities for social interaction between members • Establish a mentoring scheme/process • Establish ways of improving communications between conferences e.g. blogs & for a. • Promote IRG at regional and related industry conferences 	<ul style="list-style-type: none"> • Conference organization provides for formal & informal social interaction. • New members are inducted into IRAG and mentored • Members get the information they need and are engaged with IRG. 	<ul style="list-style-type: none"> • X % of members consider the conference provided adequate networking opportunities • X % of members feel supported and included in IRG • X % of members believe they are well informed by what is happening in/with IRG • X% of members are engaged as members • Maintain/increase membership numbers • A mentor system development team is in place 	<ul style="list-style-type: none"> • Post conference survey • Annual survey of members
6 To develop the capacity of members and the organization	<ul style="list-style-type: none"> • Increase opportunities for web learning • Facilitate researcher interchange (sabbaticals) • Increase opportunities for on-the-job learning • Encourage and facilitate Industry/government/ academia exchanges. 	<ul style="list-style-type: none"> • Members use in-line learning resources • Members are matched to research opportunities in other countries/ industries 	<ul style="list-style-type: none"> • X members reporting effective learning • X members reporting effective placement 	<ul style="list-style-type: none"> • On-line stats of users • Examples of IRG member exchanges • Annual survey of members

** 2010- 2011 Benchmark to be set