

International Union of Pure and Applied Chemistry

148th MEETING OF EXECUTIVE COMMITTEE

St. Petersburg, Russia, 20-21 October 2012

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Attendees: Prof. K. Tatsumi, Chair, Dr. M. C. Cesa, Prof. J. Corish, Prof. R. Deplanque, Prof. N. J. Moreau, Prof. S. Penczek, Prof. N. P. Tarasova, Prof. Q-F. Zhou

Absentees: None

Guests: Dr. J. D. Petersen

Secretary: Dr. T. A. Renner, Executive Director

1. INTRODUCTORY REMARKS AND FINALIZATION OF AGENDA

1.1 WELCOME BY IUPAC PRESIDENT TATSUMI

Prof. Tatsumi welcomed the Executive Committee to St. Petersburg, Russia. He thanked the Mendeleev Russian Chemical Society for its hospitality and willingness to host the meeting and for providing the historic venue on the campus of St. Petersburg State University.

1.2 WELCOME BY REPRESENTATIVE OF RUSSIAN CHEMICAL SOCIETY

Prof. Anatoly I. Rusanov, Vice President of the Mendeleev Russian Chemical Society, welcomed the IUPAC Executive Committee to the historical building at St. Petersburg State University, the site of this year's annual meeting.

1.3 FINALIZATION OF AGENDA

The Agenda was accepted as written and no additional items were appended. Prof. Tatsumi requested that meeting participants be frank and honest in dealing with all of the Agenda items to ensure thorough discussion and resolution of outstanding issues.

2. MINUTES OF 146TH MEETING OF EXECUTIVE COMMITTEE

No new matters arising from the minutes of the previous Executive Committee meeting held in 2011 at Research Triangle Park, North Carolina, were introduced.

3. ACTION ITEMS FROM PREVIOUS MEETINGS

The Executive Committee is asked to review any Action Items in the Agenda Book and to inform the Secretariat of any changes in status that are deemed necessary. Prof. Moreau is leading an effort to improve contacts with the NAOs by establishing more than a single contact person for each NAO. This is an ongoing activity. Due to some confusion about sponsorship of conferences and funding support for conferences, the Secretariat will update the application forms for these two separate activities to remove ambiguities due to nuances of language.

4. INTERNATIONAL YEAR OF CHEMISTRY 2011

4.1 LEGACY OF IYC INTO 2012 AND BEYOND

Prof. Moreau remarked that opportunities exist to carry forward the successes of the IYC beyond 2011 and that IUPAC should be at the forefront of this effort. Unfortunately, IUPAC did not always receive deserved recognition in the world community, often being overshadowed by the dominance of UNESCO. In order to maintain momentum, a good internal communication network within IUPAC must be established and maintained, as well as improved communications with outside agencies.

4.2 DESCRIPTION AND ANALYSIS OF IYC ACTIVITIES (2012-009-1-020)

The referenced project has as planned completion date of May 2013. The Project Committee recognized that IYC was clearly a major initiative motivated and sponsored by IUPAC. It sought to celebrate the achievements of chemistry and of women in chemistry and to raise student and public awareness of the contributions of chemistry to daily life through a series of regional, national and international events. In so doing it established or enhanced a number of working relationships with industrial and regional organizations. It stimulated the development and presentation of local and regional activities and events that now constitute a significant resource with educational potential. It is appropriate and timely that a report be prepared that establishes and evaluates the legacy accruing to IUPAC from the most significant facets and activities of IYC.

This project has assembled a strong Task Group, many of whom had significant involvement in IYC; it has sufficient regional diversity and breadth of expertise to undertake a meaningful analysis of the IYC legacy to IUPAC. The Executive Committee is greatly interested in the success of this project and requests that an Interim Progress Report be submitted as soon as possible, in keeping with the requirements described in the formal letter of award of project funds.

4.3 IYC FINAL FINANCIAL REPORT

Prof. Corish delivered the final financial report concerning activities of the IYC 2011. He reported that the total budget was USD 1.317 million. This total included USD 420,000 for the Launch Ceremony in Paris; USD 250,000 for the General Assembly in San Juan, Puerto Rico; USD 100,000 for the WCLM held during the General Assembly; USD 392,000 for the Closing Ceremony in Brussels; and USD 155,000 for the Global Water Experiment. Seven outside sponsors provided central contributions of USD 421,416 to support directly IYC activities. The Launch, Congress and Closing independently raised sponsorship funds so that they were self supporting events. Total central costs incurred through the Secretariat were USD 395,922. Of the USD 155,000 committed to support of the Global Water Experiment, UNESCO provided USD 35,000 and the Chlorine Chemistry Division of the American Chemistry Council provided USD 20,000. The remaining USD 100,000 was funded by IUPAC directly. In the end, expenditures for IYC fell within expected budget targets and the IYC was considered a financial success. This report was accepted without change.

5. MEMBER RELATIONS COMMITTEE

5.1 UPDATE ON ACTIVITIES OF MRC

Prof. Moreau commented that communication with the NAOs still needs to be improved. She stated that most of the Union's public relations and marketing information is old and should be updated to reflect the important issues of today. She recommended that a presentation be developed for the NAOs that would clearly describe the mission, vision and values of IUPAC. This presentation could be used particularly effectively to target sponsored conferences. Existing NAOs and potential new NAOs must clearly understand what benefits will be obtained by adhering to IUPAC; if not, the Union stands to lose them as members.

Prof. Corish suggested that an annual report be developed and sent to each NAO with a personal message. Financial information, such as the final report for IYC expenditures, could be included in this report, as well as highlights of key activities and achievements of IUPAC during the past year.

5.2 NEWS ABOUT NAOs AND ANAOs

After the General Assembly in San Juan, Puerto Rico, Mozambique applied for NAO status in IUPAC. Their application was approved by the Executive Committee. In addition, Nepal also applied for NAO status on 12 August 2012. By unanimous vote, the Executive Committee also approved Nepal's application. Both Mozambique and Nepal now have Provisional NAO status; both will become full members at the next General Assembly in Istanbul, Turkey, if approved by vote of the IUPAC Council. A formal Agenda Item will be added to the Council Meeting agenda for this purpose.

At the end of 2011, Argentina completed its fourth year as an ANAO of IUPAC. Since four years is the limit for ANAO membership, Argentina was formally notified that they would either need to become an NAO or cease the formal relationship with IUPAC. Argentina has applied for reinstatement as an NAO and has paid the National Subscription fee for 2012. The EC unanimously voted to restore Argentina as an NAO. Final approval must be given by the Council at the next General Assembly in Turkey.

6. HOW CAN IUPAC INCREASE BENEFITS FROM RELATIONSHIPS WITH OTHER ORGANIZATIONS?

Although IUPAC maintains formal relationships with other organizations (e.g., ICSU), it is not always clear that the Union is receiving maximum benefits from these relationships. The key issue again appears to relate to communication. Often, communication is only unidirectional and sometimes barely existent. In light of this weakness, how can IUPAC maintain its identity and viability? Dr. Cesa emphasized the need for two-way communications both within IUPAC's working groups and with outside organizations.

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Prof. Penczek asked if the Associated Organizations of IUPAC ever meet together. If not, do they want to do so? Should they perhaps meet as part of the activities of the General Assembly in Turkey? Could chemical companies and scientific publishers be enticed to become AOs of IUPAC? Are they interested in developing new contacts and in keeping abreast of current developments in worldwide chemistry?

Prof. Corish commented that it would be beneficial for IUPAC to determine precisely with which outside organizations should IUPAC associate and therefore to focus attention in that direction.

In the end, Dr. Cesa stated that the basic question at hand is straightforward: What benefit does IUPAC get and what benefit do outside organizations get from association and interaction with IUPAC?

Dr. Petersen suggested that IUPAC should send targeted invitations to potential new AOs. IUPAC must try to identify clearly the Divisional collaborations that already exist with AOs? Prof. Penczek agreed to lead an effort to make initial contacts to assess this matter.

Céfic is a prominent European chemistry organization with which IUPAC has an existing relationship. Prof. Moreau and Prof. Corish agreed to explore more deeply this interaction, to seek ways to expand it, and to thank Céfic for past assistance.

Dr. Cesa addressed the matter of how IUPAC should best interact with ICSU and with UNESCO. IUPAC received a letter from ICSU seeking input about improving ICSU's operating structure. Dr. Renner commented that he had personally responded to this request, indicating that open and complete communication of ICSU with its member Unions was an ongoing concern.

Dr. Cesa also commented that IUPAC pays annual dues to ICSU of EUR 19,400. He asked if we were reaping benefits consistent with this large expenditure. He suggested that IUPAC could perhaps take better advantage of ICSU's annual grant program to add revenue to the Union's operating budget. Prof. Corish stated that IUPAC should notify ICSU that the objectives of the two Unions do not match well and that ICSU's grant calls are too restrictive in scope. IUPAC Divisions should look harder at various outside grant programs to try to take maximum advantage of available funding from these sources.

With respect to IUPAC's relationship with UNESCO, Dr. Cesa stated that no blanket agreement for any activities should be entered. Any proposals from UNESCO should be considered on their individual merits and should lead to specific projects with well-defined objectives.

7. FINANCE AND BUDGETS

7.1 AUDITED FINANCIAL STATEMENT FOR 2011

Prof. Corish noted that the Agenda Book contains the audited financial statement for 2011. There was no additional discussion of this item.

7.2 BUDGET UPDATE FOR 2012-2013

Prof. Corish indicated that the budget documents for 2012-2013 are included in the Agenda Book. The approved budget is USD 3,770,900, income and

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expense. The approved Total National Subscription represents an annual increase of 4% from that for 2010-2011. Budgets for Divisions and Standing Committees have been fixed at 2010-2011 levels due to projected decreased income. Recent declines in income from the investment portfolios and from subscriptions to PAC are areas of concern for the new biennium. The Officers of the EC have been discussing ways to increase revenue to counteract these anticipated losses of revenue.

7.3 PERFORMANCE OF INVESTMENT PORTFOLIO

Prof. Corish and Dr. Renner reported that, as investments in corporate bonds begin to mature, the funds redeemed must be reinvested in high-quality securities. Available yields for new corporate bonds are approximately half of what has been received from the current maturing bond ladder. Reduction of yield for new investments will negatively impact IUPAC's operating income. The need is now acute for IUPAC to identify, diversify, and increase its income streams to provide for its future activities. Investments in mutual funds are currently enjoying the benefits of the climbing worldwide stock markets. These gains, however, are not sufficient to counterbalance the declining returns from corporate bonds.

The table below summarizes the recent value of the portfolio.

Portfolio Value Summary

Date	USD	EUR (in USD)	Total
31-Dec-06	3,991,233	1,559,961	5,551,193
31-Dec-07	4,192,852	1,668,575	5,861,427
31-Dec-08	2,969,792	1,531,446	4,501,238
31-Dec-09	3,603,516	1,307,702	4,911,218
31-Dec-10	3,465,432	1,248,346	4,713,778
31-Dec-11	3,113,521	1,056,551	4,170,072
30-Sep-12	3,090,230	958,622	4,048,852

The year-to-date change in value of the portfolio is -2.91%, which has largely tracked overall market fluctuations. During this year three bonds matured for a total amount of USD 329,906. In addition, three underperforming mutual funds were sold for a total amount of USD 411,788. The total amount available for reinvestment was therefore USD 741,694. Of this total, USD 350,876 have already been reinvested in high-quality corporate bonds. USD 150,000 were transferred from the investment money market accounts to the operating account to cover cash-flow shortages that have arisen in the last two months. Therefore, the remaining cash to be reinvested is currently USD 240,818. It is our intention to return the transferred USD 150,000 to the investment accounts when the cash-flow situation eases later in the year.

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7.4 NAOs – PENDING NATIONAL SUBSCRIPTION PAYMENTS

As of 3 October 2012, Dr. Renner commented that 24 NAOs have not yet paid their National Subscription (NS) fees for the calendar year 2012. This number represents 42% of our membership and the total outstanding NS fees amount to approximately USD 288K. Although these NAOs are not formally in arrears until 1 January 2013, these delayed payments have had an extremely negative impact on our cash flow situation, requiring that funds be transferred from the investment accounts to the operating account as described above in Agenda Item 7.3.

Saudi Arabia has been formally notified that their NAO status has been terminated due to nonpayment of NS fees. The decision to remove them from the Union's NAO roster was taken at the Bureau meeting in Leiden, Netherlands, in April 2012.

The Secretariat has been notified by Austria's NAO representative to IUPAC that the Austrian Academy of Sciences has decided to terminate its NAO status in the Union due to economic reasons. Prof. Ulrich Schubert has informed Dr. Renner that this announcement was a total surprise to him and his colleagues and that they are attempting to reorganize a new NAO representation of chemists to continue Austria's participation as an NAO in IUPAC. A formal letter of resignation was received from the President of the Austrian Academy of Sciences, Prof. Dr. Helmut Denk.

8. PUBLICATIONS8.1 STATUS REPORT *CHEMISTRY INTERNATIONAL*

Dr. Renner presented a detailed cost analysis for the production of *CI* during the calendar year 2012. He also compared current year results with the previous six years. Publication of *CI* results in a net loss to IUPAC of greater than USD 100K per year. This net loss has gradually but steadily increased each year, especially since 2009. *CI* is a major marketing tool for IUPAC and it is distributed gratis to all membership groups of the Union. In addition, thousands of copies of *CI* are shipped to sponsored conferences for distribution to the attendees.

8.2 STATUS REPORT *PURE AND APPLIED CHEMISTRY*

Dr. Renner presented a detailed cost analysis for the production of *PAC* during the calendar year 2012. He also compared current year results with the previous eight years. Publication of *PAC* continues to provide a stream of operating income for IUPAC; however, the net income has been declining steadily during the last four years. Production costs (editing, printing, distribution) for *PAC* have been increasing at a moderate pace. However, in 2012 total worldwide subscriptions to *PAC* declined from 396 to 338, with most of the total loss of 58 subscriptions due to non-renewed print-only subscriptions. Loss of subscription revenue for this period relative to 2011 was approximately USD 105K.

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Upon request, IUPAC makes usage statistics available to its *PAC* subscribers. The Secretariat queries each subscriber about the reason for requesting these statistics. Virtually all of the responses indicate that the subscribers are evaluating the cost-to-benefit of their subscriptions. Library budgets in universities and research institutions, the primary subscribers to *PAC*, are shrinking each year and these customers must decide where to spend their budgets for periodicals to the best advantage of their internal users. IUPAC is suffering from these budget cutbacks.

The EC discussed options for dealing with declining subscriptions to *PAC*, with the attendant loss of operating revenue. The impact of *CI* as a net loss to IUPAC was also factored into the discussion. More details on possible solutions to the journal publication dilemma are presented in section 8.4 below.

8.3 BOOK PUBLICATION AND BOOK SALES

Dr. Renner reported that sales of books had not constituted a significant source of income for IUPAC during 2012, the total amount being about USD 200.

8.4 STATUS OF PLAN TO PARTNER WITH OUTSIDE PUBLISHER

As a consequence of the issues described in Minutes 8.1 and 8.2 above, efforts to identify and evaluate potential outside publishing partners for continued production of *PAC* and *CI* have been initiated by the Secretary General. Prof. Deplanque has interviewed the major scientific publishers to determine their interest in such a partnership. His report to the EC described the pros and cons for each of those publishers. In the end, he recommended that IUPAC try to negotiate an agreement with the De Gruyter publishing house located in Berlin, Germany, for both operational and financial reasons. De Gruyter is a well-established company with many years of experience publishing scientific journals. Prof. Deplanque also pointed out that this proposal had been previously vetted before the IUPAC Committee on Printed and Electronic Publications (CPEP) during its annual meeting last July in San Antonio, Texas. After its meeting, CPEP issued a report and recommendations intended to move this activity forward. After several communications among CPEP, the EC and the Secretariat, it was decided that a negotiating team comprising Prof. Deplanque (Secretary General), Prof. John Corish (Treasurer), and Dr. Terry Renner (Executive Director) should pursue discussions with De Gruyter with an objective of generating draft partnership contracts (one for *CI* and one for *PAC*) for evaluation by the EC. If suitable agreements can be reached, the required transition period would occur during the second half of 2013, with full implementation to take place for the 2014 publishing year. The EC instructed the negotiating team to start with a blank sheet in the discussions with De Gruyter. The EC recommended that the talks with De Gruyter should examine the possibilities of partnering for publishing either journal alone or for both.

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The EC also discussed other possibilities for *PAC* and *CI*. One option would be to continue publication independently as is currently done. However, declining subscription rates and increasing production costs suggest that this option would eventually lead to financial losses, even for *PAC*. A second option involves independent continued publication, but with maximum cost reductions for production of both journals. Reductions in editorial, printing and distribution costs should be considered. The Secretariat will undertake an evaluation of reasonable cost-reduction scenarios that will help to determine the feasibility of this second option. This evaluation will be based on historical financial records for both journals. The EC thanked Prof. Deplanque for his efforts to initiate this project.

With input from CPEP, the EC has established an Oversight Subcommittee charged with monitoring the discussions with De Gruyter.

9. WORKING RELATIONSHIPS AND RESPONSIBILITIES WITHIN EC

The discussion centered on ways to improve working relationships and communication among the members of the Executive Committee. This matter is especially relevant when matters of policy and procedure are involved. The ultimate goal is to streamline the decision-making process within the EC so that more efficient and timely business actions may be taken. Secretary General Deplanque recommended that an Action Item be established that will create a small Task Group to develop a formal proposal for how the EC should operate procedurally in policy matters. The current Statutes and Bylaws are vague with respect to this issue. Prof. Deplanque will take charge of this action item.

10. REQUEST FROM KOREA TO MODIFY GA/WCC PLANS 2015

Prof. Hosung Sun, Vice Chair of the Local Organizing Committee for the 2015 General Assembly (GA) and World Chemistry Congress (WCC) in Korea, contacted the Secretariat by letter to request formally that the EC consider a request to change the venue and dates of the GA/WCC. This request was based upon the unavailability of the required convention facilities in Seoul as was originally proposed and approved by Council in Glasgow. Prof. Sun proposed that the GA/WCC be moved from Seoul to the city of Busan and that the dates be changed from 31 July – 7 August 2015 to 6-14 August 2015 (one week later than originally proposed).

After a brief discussion (and a formal motion and second from the floor), the EC unanimously approved the requested changes and asked that the Secretariat inform the NAOs of these changes.

11. COMMITTEE ON CHEMISTRY RESEARCH FUNDING (CCRF)

Prof. Moreau, Chair of the CCRF, discussed current efforts related to a planned International Call for Proposals for Sustainable Chemistry. IUPAC and participating national funding agencies expect to issue the formal call sometime in November of 2012. The title of the call will be “Novel Molecular and Supramolecular Theory and Synthesis Approaches for Sustainable Catalysis.”

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This call is intended to foster multi-national cooperation in sustainable chemistry. All researchers working in the field of sustainable chemistry and eligible to apply for financial support from their respective participating national research councils, will be cordially invited to apply. The motivation of this call is to foster networking between excellent scientists on topics in chemistry exemplified by a three-year program in sustainable chemistry.

Prof. Moreau indicated that the CCRF will meet during the General Assembly in Istanbul, Turkey, in August 2013 in order to determine progress and additional needs of the call.

12. STATUS OF NEGOTIATIONS WITH IFCC ON MOU FOR NOMENCLATURE FOR PROPERTIES AND UNITS

IUPAC has been negotiating with the IFCC to reach agreement on how to best use the NPU database. Matters of intellectual property ownership are involved. This activity involves complicated relationships between Division VII, the IFCC, and the Danish Board of Health, a body that is currently using the NPU database commercially. Prof. Deplanque has been representing IUPAC in these negotiations and is the lead person for the Union.

13. STATUS OF PREPARATIONS FOR GA/WCC IN TURKEY 2013

Logistics arrangements (meeting sites, hotels, transportation, etc.) are well developed at this time. The Executive Director has personally inspected all of the physical sites and is working with the event-planning company, Bros Group, in Istanbul to secure the best rates possible. The local organizing committee of the Turkish Chemical Society has developed and posted the Technical Program for the WCC on the website <www.iupac2013.org>. It is planned that an on-line registration site for participants in the GA will be operational in the first quarter of 2013.

14. FELLOWS AND AFFILIATE MEMBERSHIP PROGRAMS

Dr. Renner reported that there were no significant changes in the operations of the Fellows program. The current number of Fellows in the Secretariat's database is 1955, an increase of 433 since last year's EC meeting at RTP. Each new fellow received a letter signed by the President informing him/her of his/her new status. The Affiliate Membership Program (AMP) has experienced a serious decline (12%) of 323 Affiliate Members with regard to the total number of Affiliate Members during 2011. There are currently 2074 paid Affiliates (584 from other chemical societies and 1490 from the ACS). In addition, there are 43 individual paid Affiliates, 105 individual sponsored Affiliates, and 160 sponsored Affiliates through chemical societies. The grand total for the year 2012 is 2382 (last year's total was 2705).

15. STATUS REPORT ON IUPAC SECRETARIAT

Dr. Renner formally introduced the Executive Director Designate, Dr. John Petersen, to the members of the EC. Dr. Petersen began working in the Secretariat on 1 August 2012, the start of a five-month overlap period designed to provide a smooth transition

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of operations upon the retirement of Dr. Renner effective 1 January 2013. Dr. Renner reported that the Secretariat continues to operate with a staff of five persons in North Carolina and one person in Massachusetts. He stated that staff are working at high levels on a continuous basis and that the hiring of a senior-level, second-in-command person should be considered. This person should be resident in North Carolina and working in the Secretariat office on a daily basis. Such a hiring would permit new Executive Director Petersen to focus on the development of new revenue streams to help offset the declines in revenues from investments and from publication of PAC and CI that have been experienced during the past year. In addition to solid business management experience, someone with strong marketing and public relations skills would be desirable for this post. This notion was supported by comments from both Prof. Penczek and Dr. Petersen. In the meantime, Dr. Renner indicated that he would provide support (on an as-needed basis) to Dr. Petersen after 1 January 2013 to prepare for the Finance Committee, Bureau, and General Assembly meetings in the first half of the year.

16. IUPAC WEB SITE AND OTHER SERVERS

Efforts to revitalize the IUPAC website have been ongoing since the last EC meeting a year ago in RTP. The new site has been operating as the production version since the beginning of 2012. Although there are still issues that need to be improved, the current site is a great improvement over the previous fragmented versions that existed together.

Due to internal problems at FIZ-Chemie, current host of IUPAC's web servers, the Secretary General has directed the Secretariat to evaluate options for moving these servers to the US in order to have direct control over them. Currently, we are dependent on the FIZ-Chemie staff for maintenance and troubleshooting and communications are often slow. Bryan Pearson, IT Specialist of the Secretariat Staff, has analyzed the options available and recommended a solution whereby we would rent server space rather than purchase and maintain actual hardware at the Secretariat. A brief summary of the proposed solution was included in the Agenda Book.

In general, the members of the EC acknowledged the problem and encouraged that a solution be reached as soon as possible, preferably in the first half of 2013.

17. UPDATE ON INCHI TRUST ACTIVITIES

Prof. Deplanque summarized the recent activities of the InChI Trust. Although progress continues to be made in technical areas related to the InChI software applications themselves, financial support to maintain the current activity level has been less than anticipated. Full membership at the annual support level of USD 25,000 has been difficult to obtain, while many users are willing to support this activity at a much lower financial level.

18. PROJECTS: SUMMARY OF CURRENT STATUS: COMMITMENTS, EXPENDITURES, AND UNDER REVIEW

Dr. Renner noted that the three reports routinely provided to Division Presidents, Standing Committee Chairs, Task Group Chairs, and the IUPAC Officers were

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included in the Agenda Book for the information of the Executive Committee. There were currently no unusual or notable items to mention with respect to the project reporting system.

19. PROGRESS REPORT ON VICE PRESIDENT'S CRITICAL ASSESSMENT

IUPAC Vice President, Dr. Mark Cesa, gave a status report on his Critical Assessment of key issues facing the Union. Some of the most important areas for consideration include:

- continued production of IUPAC's scientific publications (*PAC* and *CI*) in the face of declining subscriptions and revenues;
- decline of revenues from investments and National Subscription fees and the impact on IUPAC finances;
- relationships with NAOs and other affiliated IUPAC organizations; what benefits should be realized by both sides and how can these be improved?

Dr. Cesa emphasized that several long-range goals also exist:

- to enhance productive interactions with the chemical industry, whose participation in IUPAC should be expanded;
- to explore Divisional interfaces and interactions with other Unions and scientific organizations;
- to make scientific intellectual property (IP) and knowledge of IUPAC available prominently and influentially for the benefit of the greater global society;
- to identify and implement projects and programs to continue the legacy of the International Year of Chemistry (IYC);
- to review in depth the project system and other programs of IUPAC as these relate to all of the long-term goals of the Union.

Dr. Cesa also outlined a Strategy Review that should address:

- development of a consensus vision of what IUPAC's future should be;
- development of clear and compelling interactions with NAOs and other partners;
- emphasis on focused and controlled growth for the Union as it approaches its 100th anniversary of existence in the year 2019.

Along with the outline of the Strategy Review, he also laid out a Plan for completing it efficiently. This Plan calls for an unequivocal statement of the Vision, Mission, Goals and Strategic Actions that must be implemented between now and 2019. He proposed that both internal and external input be solicited for this purpose and that a formal SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis be undertaken. Dr. Cesa stated that he would target January to February of 2013 to complete the internal/external survey, analysis and draft of the Strategic Plan. His hope is to present this draft Strategic Plan to the IUPAC Bureau at the next annual meeting in April of 2013.

During discussion, Prof. Tarasova recommended that issues of education and ways to increase involvement of younger chemists, including students, be added to the draft Strategic Plan.

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20. RATIFICATION OF SPONSORSHIP OF SYMPOSIA

Dr. Renner asked the Executive Committee to ratify the conference sponsorships approved since the last meeting of the EC in Research Triangle Park, North Carolina, in October of 2011, as listed in the Agenda Book. Prof. Corish moved that approval of the formal motion be made and Prof. Deplanque seconded. The EC approved the motion unanimously.

21. DATES AND PLACE OF NEXT BUREAU MEETING

The German NAO has formally agreed to host the next Bureau Meeting in April of 2013 in Frankfurt. An e-mail poll of the current Bureau members has indicated that the best dates for the meeting will be 20-21 April 2013.

22. DATES AND PLACE OF NEXT EXECUTIVE COMMITTEE MEETING

The dates and place for the next Executive Committee Meeting have not yet been determined. As usual, preferred target dates would be in October of 2013.

23. ANY OTHER BUSINESS

Prof. Tatsumi asked if there was any other new business to be discussed. Dr. Cesa raised the issue of the focus of the World Chemistry Leadership Meeting (WCLM) to be held during the General Assembly in Istanbul in 2013. He indicated that he and Dr. Michael Dröscher (Chair of the Committee on Chemistry and Industry) would collaborate to define the WCLM format consistent with the topic of "Contribution of Chemistry to the Solution of Major World Challenges."

For the upcoming World Chemistry Congress in Istanbul in 2013, the local organizing committee has chosen the theme of "Clean Energy Through Chemistry" with an emphasis on innovation. Dr. Renner stated that the contact person for the WCC is Prof. Mehmet Mahramanlioglu, Secretary General of the Turkish Chemical Society.

Prof. Tatsumi thanked the EC members for their support and efforts throughout 2012. In the absence of any new business, the meeting was adjourned.