

**Royal Society of Chemistry**

**Strategic Objectives 2010**

**Implementation of 2010 strategic objectives**

Nov-10

## Implementation of strategic objectives

Strategic objective	Notes on progress	Status
<b>SP1 Enhancing international influence and impact with industry, academia and policy makers</b>		
Develop and grow MyRSC to maximise RSC's member, scientific and publishing networks with a target of 10,000 active members by end of 2010	Use is being promoted through subject groups and sections. Have appointed a member of staff to drive this forward. Good progress being made. Target will be met in 2011	<b>G</b>
Integrate MyRSC into standard range of RSC communication tools, assist colleagues to use it to engage scientists on priority subject areas	Good progress being made here	<b>G</b>
Complete two pilots for accreditation of universities in the Middle East and China and review outcomes of accreditation pilots and produce business plan for future activity	Two pilots have been identified. Fudan University in China looks promising as an early candidate. Have confirmed pilot in Middle East in UAE	<b>A</b>
Experiment with ways of gaining coverage in national press in priority overseas markets, including China	We received excellent coverage of the RSC water report in Africa. In China we are exploring options around the conference in November	<b>G</b>
Develop sustainable international networks for members, scientists and partners in key countries	The SEI e-only strategy has this as a central theme. This is now a major focus for member related work	<b>G</b>
Recruit and establish staff in Shanghai and Bangalore to develop and expand international projects	Shanghai staff member recruited. Bangalore recruitment in hand - it will be via the High Commission	<b>G</b>
Launch a cohesive plan of events for Asia, including a cost-neutral conference in China	Plan is in place. Arrangments for the conference are being worked upon	<b>G</b>
Drive the agenda for the RSC Roadmap Chemistry for Tomorrow's World internationally through targeted events in key countries	Collaboration with ACS has started. Water report was Africa wide. Other areas being developed	<b>A</b>

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<b>SP2 Pursuing opportunity for growth through collaboration, partnership and acquisition</b>		
Establish Fundraising Committee, identify key target organisations and individuals and obtain pledges for £2m	Development committee being set up. £900k from Wolfson Foundation secured	<b>G</b>
Explore opportunities to develop partnerships underpinning journal and book publishing initiatives and ChemSpider activity	A journal tender was undertaken with a US society, but RSC was unsuccessful. Discussions were held with Canadian Society for Chemistry. Various other tenders and EU grant applications are being progressed. IMI (EU) funding has been won (£300k pa for three years)	<b>A</b>

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<b>SP3 Achieving high impact publishing through sustainability and growth</b>		
14,000 papers published	13,410 articles published	<b>G</b>
91 books published	Target altered to 85 at beginning of year. This should be achieved +/- 1 title.	<b>G</b>
Launch 4 journals, including new flagship title	Chemical Science, Polymer Chemistry, Food & Function and MedChemComm all launched and submissions coming in well.	<b>G</b>
30% growth in usage (visibility) of RSC journal content	Usage stands at 85% of the BFG target (11.1 compared with 13.6 million downloads in the year to the end of July). The usage project team has identified and implemented technical enhancements to the new ePlatform and is assisting with team objectives across departments to grow usage. A Google Adwords campaign is underway to aid discovery of our content via Google.	<b>A</b>
Expand international reach, both to developed and developing countries	Regular visits undertaken around conferences and as standalone campus visits to USA and Asia. Editorial staff supporting sales staff visits.	<b>G</b>
Establish a Corporate Marketing Department	Marketing Director and other key posts filled. Structure and plans in place.	<b>G</b>
Business/market intelligence unit to be established	Outline proposal for Business Intelligence (BI) coverage circulated and approved by SEIEG and PEG; audit of current BI provision will commence November with the intention of having a detailed implementation plan for Q1 2011.	<b>A</b>
Deliver £9,579 million surplus	US\$ income YTD 2010 comparison against YTD 2009 indicates we are 2.5% ahead. We caught up on \$ revenue between the start and end of Q2, and have since maintained a level ahead of last years income. North American income was late in payment this year compared to previous years due to US librarians having more detailed budgeting processes before committing to expenditure – but from a release of funds, RSC has benefitted from renewal rates in excess of 98% and we have also expanded our customer base through successful consortia negotiations. Success in North America has fortunately overshadowed challenges in South America, where we have lost \$70k-80k income in 2010 compared to previous years.	<b>A</b>
	We have taken the proactive measure of securing a 3rd party agent in the region to secure and regain revenue going forward. Growth has been achieved in the region through Brazil and Mexico – reflecting their stronger national economies.	<b>A</b>

Improve the timelines and added value of management reporting to support the achievement of the target surplus	Weekly revenue reporting is in place. Gap analysis of sales has been carried out and is being followed up.	<b>G</b>
5% increase in weighted average impact factor	Achieved	<b>G</b>
ChemSpider - 50% increase in usage	Usage dropped by ~30% during the summer academic break and is increasing again with the start of the new academic year. A customer experience project has been set up to improve our understanding of user needs. The project will identify USPs, common tasks and the questions that users want ChemSpider to answer. Report and recommendations Dec 2010. Interface improvements Jan 2010.	<b>A</b>
ChemSpider - 50% increase in registered users (community collaborators)	We are currently at 123% of our BFG target. In Sept 2010 there were 10,180 registered users, an increase of 70% compared with 2009. There were 4,160 new registrations to mid Sept 2010. For comparison, the total growth in users in 2009 was 4,100.	<b>G</b>
Launch of major new user portal - ChemSpider Synthesis	Went live at ACS Spring meeting.	<b>G</b>
Integration of eplatform and ChemSpider, driving mutual usage	Functionality has been added to the ePlatform homepage to 'search for a compound' on ChemSpider. The next development sprint for launch at the end of 2010 will list compounds appearing in RSC articles (using ChemSpider services) and link from these to ChemSpider for further information.	<b>A</b>

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<b>SP4 Ensuring an appropriate supply of people equipped to practise chemistry competently at all levels</b>		
Implement schools education strategy including a detailed audit of provision of educational materials and services for schools to provide a 'one stop' shop online for education resources	Overall strategy in place. All materials being audited and all current materials on-line in one place. We will build upon this	<b>G</b>
Produce a report (in partnership) to identify what 16-year olds need to a) know, b) be able to do, and provide how assessed in science, to provide a framework for the longer-term teaching and learning needs of society	Draft report being edited	<b>A</b>
Use reports on what 16 year-olds need to know, and why students study chemistry at A-level and Higher Grade and in the International Baccalaureate, as the basis for the next stage in education campaigning, enabling RSC to propose solutions	We need to use findings more once report is completed	<b>A</b>
Produce the next edition of Economic Benefits of Higher Education Qualifications	Work completed in early October.	<b>G</b>
Support CPD for members through MyRSC and other activities	In hand & will be on-going	<b>G</b>
Develop support for vocational educational routes to becoming a practising chemist	Preliminary discussions have occurred	<b>A</b>

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<b>SP5 Raising awareness and understanding of the role and value of the chemical sciences</b>		
Develop phase 2 of The Chemistry Centre to make best use of the space in BH, and support phase 2	Budgets & plans will go to Council in September	G
Develop The Chemistry Centre in line with strategy and maximise opportunities including an income stream target of £30,000	Underway & income in 2010 will exceed target	G
Put on regular public events on high profile topics, supported by sponsorship and to further RSC policy objectives	Underway & on target	G
Assist colleagues to make better use of RSC web presence and to enhance RSC impact with journalists, especially using activities such as the Roadmap's sustainability agenda to generate "good news" stories for chemistry	Work has started here: more 'science' stories are now in the media	G
Establish a centralised staff team to deliver events services to the whole RSC, ensuring quality, consistency and value for money	Work in this area is developing well	G

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<b>SP6 Setting the chemical science agenda and directions for business, academia and policy makers</b>		
Initiate and implement seven programmes derived from RSC Roadmap Chemistry for Tomorrow's World	Plans reviewed and being prioritised - implementation has been stepped up	A
Build overall awareness of the Roadmap amongst policy makers and scientists and contribute to action plan for selected priority areas	Report has been distributed widely. Report is being used to try & influence GCSE syllabuses in England, Wales & N Ireland. Report is cited in all policy responses & in many media releases	G
Review, define and implement a strategy for diversity and equal opportunities that builds upon recent reports and maximises the RSC impact	Membership & Qualifications Board have agreed a strategy	G
Work with the EPSRC on the implementation of the International Review action plan and in particular focus on early career researchers	We have responded to the draft EPSRC action plan. Actions will be followed up at next RSC/EPSRC meeting	G
Use the joint study with the Institute of Physics on the Finances of University Chemistry and Physics, the study on the Economic Impact of Fundamental Research in Chemistry, together with information from the International Review of Chemistry to revise RS	Finances of University Chemistry and Physics now published. Economic impact report with EPSRC	G
Demonstrably raise the RSC's role in sustainable development through working in partnership with SusChem, SusChem UK and Chemistry Innovation Ltd	On-going work continues	G
Implement a plan of action to ensure more decisions concerning the European and UK regulatory framework are based on sound scientific evidence	Work has started here through the SEI Project Influence	A

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<b>Maximise the synergies between staff, members and partners, to promote and deliver the 6 strategic priorities and to develop member networks and scientific interest groups</b>		
Implement the new regional structure to achieve better synergy of local activities	working party set up. Will report early 2011. At a staff level greater coordination in hand	<b>G</b>
Improve support for all member networks and scientific interest groups to improve engagement	Now is hand - good progress being made. Positive feedback received	<b>G</b>
Launch the Marketing Directorate to achieve marketing synergy across RSC activities	Launched. Good progress is being made	<b>G</b>
Implement the outcomes of the L&P governance review to achieve coherent governance of SEI	Governance review now being implemented. As RSC expands internationally, with the potential to double in size in five years to a £100 million annual turnover organisation (with more than 80% of revenue from overseas), a critical success factor will be securing international representation on Council (eg from China, US, India, Germany, Japan), with the relevant skills and experience, and associated governance processes and systems in place. These will have to strike the right balance between links with academia and industry, and the focus of publishing and non-publishing activities worldwide. It is important that we have a vision for what Council will look like at an early stage, and begin attracting high-level candidates to participate. [It is noteworthy that IChemE has already had an overseas President (from India), and recently held its first Council meeting outside of the UK]	<b>G</b>
Achieve government support for chemical sciences, influenced by an effective election strategy	Election work went well. Now working on new Government	<b>G</b>
Work with key partners where beneficial, in UK/Europe/worldwide where appropriate, to define and deliver effective policies in science and education	Working with ACS on Roadmap. We are increasing science interaction with EuCheMS Divisions.	<b>G</b>

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