



STRATEGIC PLANNING MEETING MINUTES  
August 14-16, 2007 09h45  
Bakubung Lodge, Pilanesberg, SOUTH AFRICA  
Hotel Balalaika, Johannesburg, SOUTH AFRICA  
**Draft Meeting Minutes – Approved August 16, 2008**

**Tuesday, August 14, 2007**

The meeting was called to order by President Zollinger at 11:10a.

**President's Report (deferred from business meeting)**

President Zollinger provided opening remarks concerning the development of the Society from its formation in 1999 by a core group of about 35 members. Many organizational topics come up repeatedly at board meetings but can't be addressed adequately during regular business meetings that are typically held concurrently with other events. The Society is approaching a critical mass in terms of organization and it appears to be time to either expand organizational structure and activities to include more members (and perhaps a paid administrator) or perhaps to scale back to maintain a core of activities with current member volunteers.

He described many things that ISCP has done in addition to hosting the International Conference, including recognition of honorary members, helped to improve communication between research and practice, and has provided a platform for professional development.

Where do we want to be by the 9<sup>th</sup> Conference? By the 10<sup>th</sup> Conference?

President Zollinger expressed ISCP's appreciation to the South African delegation for providing the venue and opportunity for a Strategic Planning Meeting, and he thanked everyone present for taking time away from regular jobs to participate.

**Review and Discussion of Current ISCP Mission Statement (Zollinger)**

President Zollinger read Section 2, Article 1 of the Constitution (ISCP Mission Statement) to the group and invited discussion and consideration as to whether it needed to be reworded in the context of current and future ISCP activities..

**Outline of Strategic Planning Activities**

President Zollinger then gave a brief description of the planned approach for the strategic planning meeting, which was to establish breakout groups for discussing three general categories of planning issues (specifically, Membership Issues, Organizational Topics, and Society Activity Topics), identify and briefly discuss (as a group) specific issues within each of the three categories, separate into the breakout groups for detailed discussions and development of recommendations concerning each issue, report findings back to the main group, which was to discuss the findings and recommendations further and ultimately take action on the recommendations to provide direction for future ISCP activities.

After some discussion, it was decided to defer establishment of breakout groups and to proceed directly with the introduction and group discussion of selected topics. The first category chosen for discussion was "membership issues", with the following additional questions:

- What should be ISCP's Target Membership Levels (by type – Regular, Org, Student, Honorary)
- How to Achieve
- How to Maintain

The following represent many of the comments and discussions concerning membership issues that were brought forth over the next hour or more:

Some members favored increasing dues rates, given that they haven't risen in nearly 10 years. Others noted that membership dues rates need to be established in the context of world economies, not just the economies of well-developed countries.

What do ASCE and ACI do to attract members at higher dues rates? We need to engage student members as ASCE and ACI do.

These comments raised questions about what services ISCP can offer its members (and the value of those services) if a significant increase in dues is proposed. In other words, what value-added benefits can ISCP provide to attract and keep members from around the world?

It was noted that continued professional development records are required in many countries, and some organizations provide a means of accruing the required credits for continue professional registration. ISCP could consider doing something like this beyond what it currently does with the 9<sup>th</sup> Conference.

It was noted that many developing countries have significant needs for concrete pavement technical expertise and that perhaps ISCP could help to address those needs. It was agreed that ISCP could help in this area, but that to administer such programs requires paid staff. Perhaps ISCP would not provide the answers, but could instead provide a directory of society expertise so that countries/areas with needs could determine who they might hire to address their needs. Another option might be for ISCP to provide spin-off post-conference activities (regional conferences and workshops) after major conferences so that the Society engage in tech transfer to developing countries. ISCP members could get a discounted registration rate for attending these functions, which could be structured to offset membership dues after attending 2-3 per year. It was noted that there was a post-Purdue conference in Sao Paolo in 1998 that served a similar function.

The question was raised about how to form international chapters. One response was that you need a champion and a few activities (workshops, afternoon seminars, etc.) to start. One person noted that chapters are a good thing to have, but questioned what they would do – what would they discuss? It was noted that ACI has an international subcommittee that meets every 3 years prior to regular meetings to discuss (roundtable) topics. This may be a good model for conveying international experience.

Jose Balbo noted that, in order to “seduce” more people to join ISCP, we need more personal contact between organizations – liaisons. He noted that the publication of a book on concrete pavements would be a tremendous service to the profession. Neeraj Buch agreed that this would have value, stating that it is very difficult to teach concrete pavement courses with the types of text books that are out there now.

Bryan Perrie noted that there is no longer a PIARC technical committee on Concrete Pavements. Maybe ISCP could fill that void? Andre Jasienski agreed, noting that PIARC no longer seems to

want to work on specific topics and is more interested in working on “harmonization and commonalities.” Darter agreed, noting that PIARC used to provide excellent documentation, but that this role seems to be gone now. Barenberg noted that it takes time and money to do this and that our staff is already overloaded. Leif Wathne noted that ACPA has a number of technical publications and that there may be an opportunity to share those through ISCP at a reduced cost. Dan asked whether an ISCP publication be viewed as being “more credible” than an ACPA publication and Leif indicated that they would (with elaboration). Bryan noted, however, that it is almost impossible to develop a publication that is “accepted” by all regions and under all conditions. He noted that South Africa considers all available information and publications and then and develops their own from the best of the rest ...a “cafeteria” approach. He reiterated that ISCP could avoid the cost of publications by having follow-up conferences locally to discuss best practices.

Dan suggested that the Society could offer peer review services for locally produced specifications, etc.

Ernie suggested that ISCP develop/maintain lists of resources for each topic to allow the progressive development of technical support on concrete pavement-related topics. It was suggested that maybe ACPA’s and other’s technical guidance can be peer-reviewed by ISCP and provided on the ISCP website at a reduced rate... Or, maybe a list of appropriate sources can be provided on the ISCP website (like ACPA, ACI, FHWA, CP Tech etc.).

It would also be useful to members to have a website database capable of providing a sortable/searchable list of expertise in technical areas (also sortable for geographic regions). This would add value for consultants and others to become members, since the ISCP would be a reference source for potential customers.

Jamshid suggested that ISCP’s main function should be to bridge the gaps in technology between countries. He offered as examples the use of two-lift paving in the Czech Republic, noise reduction in Belgium, etc.

Bryan noted that it’s a mission to find out who’s doing what and what info is available. Maybe THAT is ISCP’s role. This could also be a role of “chapters” – to provide feedback to the International on local practices and findings and to post this stuff on the members-only section of the ISCP website.

Mike Darter stressed the need for technology transfer, giving as an example, pavement failures in Bolivia and China that reflect badly on the industry as a whole because local technology and practices are so bad.

Bryan observed that this was a lot of good discussion that obviously could not all be resolved in a single strategic planning meeting, and he suggested that ISCP should consider having a post-conference strategic planning associated with the 9<sup>th</sup> Conference in August 2008.

Mike Darter suggested that ISCP consider videotaping presentations at 9<sup>th</sup> conference for use at follow-up conferences. He also noted that ISCP needs to provide financial support for key administrative positions within the Society.

Juan Pablo asked whether ISCP could consider doing conferences every 4 years in South America in local languages?

Ernie noted the good expected attendance numbers for the South Africa conference (almost as many people as attended the 8<sup>th</sup> Conference in Colorado) and suggested that maybe ISCP doesn't need to pay for conference support. Juan Pablo agreed, noting that we need to have a policy or procedure to follow so that these events take place at minimal cost to the Society.

Mark noted that it is *critical* that we stay focused on the INTERNATIONAL nature of this society. ISCP is viewed as an American society, and we need to continue to take steps to change that perception, if in-fact we truly want to get international involvement...

It was observed that the Society needs to find part-time administrative personnel to relieve Mark of tedious day-to-day duties, such as billing and membership.

At this point, it became apparent that membership issues often cross into and impact (or are impacted by) issues concerning Society activities and the Society's organizational structure. With that in mind, it was decided to go to breakout groups. The following topics were intended for general discussion prior to the breakout sessions, but were instead discussed first in the breakout groups themselves, which were charged with returning with recommendations to the larger group.

- Activities of ISCP
  - Type, Location, Scope, Frequency
    - Int'l Conf
    - Other Conferences/Workshops
    - IJPE – does current arrangement meet our needs for publishing member papers
- Organization Questions (Type, Scope and Structure)
  - Is there a need or demand for regional chapters?
    - If so, what form and/or limits should be placed on ISCP involvement?
    - If so, what are the roles of the International and Regional organizations?
  - To what extent, if any, should ISCP have professional (e.g., paid) administration?
    - If so, what is impact on Society (e.g., req. level of dues, req. membership levels, etc.)
  - How should ISCP interact with existing PCCP-related organizations (e.g., PIARC, BritPave, EUPAVE, ACI, ASCE, FHWA CPTP, etc.) and be involved in their PCCP-related activities?
  - Policy for succession for officers, committees, etc.
  - Should it be policy for ISCP members conducting board-sanctioned ISCP business (e.g., acting as ISCP rep at various conferences, etc.) be partially or fully reimbursed for travel expenses?

### **Establish Breakout Groups**

The following breakout groups and topics were established:

**Topics Concerning Increased Membership:** Shiraz Tayabji (Facilitator), Mark Snyder (Recorder), Anna-Carin Brink, Mike Darter, Erwin Kohler.

**Topics Concerning ISCP Activities:** Jim Grove (Facilitator), Bryan Perrie, José Balbo, Leif Wathne, Jamshid Armaghani.

**Topics Concerning ISCP's Organization/Operation:** Dan Zollinger (Facilitator), André Jasienski, Juan-Pablo Covarrubias, Neeraj Buch, Ernie Barenberg.

Each group was instructed to develop positions/responses for each topic, including specific proposals/recommendations and positioning as a short-term, intermediate-term or long-term action item.

Summaries of the key findings and recommendations of each breakout group follow:

**Membership topics**

- Increased membership.
  - Long term goal – 1000 members, 400 for the near term (200 now)
  - Increase organizational membership as well - 100 in the long term (8 now)
- Continue with regional conferences to increase membership and emphasize international nature of society (following the “South Africa model”).

**Organizational Topics**

- Need administrator to move forward and relieve pressure on Mark. Also need editor to help in same capacity.
- How do we engage membership to take ownership? Maybe through tech transfer activities... and task forces associated with their implementation.
  - Technical documents could be developed with the help of a technical committee and technical editor – maybe “borrow” from ACPA, FHWA.
  - Generate research needs statements from CP Roadmap...?
- Establish a Speakers Bureau on our website – this would be a great resource for the paving community.

**Activities Topics**

- Establish an Activities Committee that coordinates local and other activities/conferences
- Create a worldwide activity calendar that would be updated by the various regional members
- Move towards 2 membership meetings per year - one at TRB and the other possibly outside the USA. These would not be board meetings – they would be *membership* meetings, often held in conjunction with regional conferences/workshops.
- Need to market the ISCP...How do we market who we are and what we can provide? Ads, mailing lists, member network?
- Long term – generate a general practices guide/textbook that includes broad and simple guidance (to be reviewed by the regional reps)

After much additional discussion, the following proposals were adopted by the Board:

- 1) Establish a new standing committee, the Membership Committee, that will be chaired by a Board Member appointed by the President. This Committee will be charged with promoting and sustaining Society membership of all types. Committee members will be appointed by the Chair with the President's approval.
- 2) Establish a new standing committee, the Technology Transfer Committee, that will be chaired by a Board Member appointed by the President. This Committee will be charged with determining and implementing the ways and means of achieving Society goals related to performing technology transfer tasks. Committee members will be appointed by the Chair with the President's approval.
- 3) Rename the “International Activities Committee” the “Society Activities Committee”.

- 4) Charge an ad hoc group of board members to draft a revised ISCP mission statement and act upon this at the next ISCP Board meeting.
- 5) Create an ad hoc committee of board members to review the existing ISCP Constitution and By-Laws and compile recommendations for modifications to “clean-up” and modify the existing by-laws and Constitution, as needed.
- 6) The ISCP Secretary-Treasurer will research alternatives for lightening the voluntary portion of the responsibilities of the position and report back to the Board at the January 2008 meeting.
- 7) The Constitution and/or By-Laws will be modified to reflect the creation of new positions called “Local/Regional ISCP Coordinators” who will serve as local ISCP representatives.
- 8) The Chair of the Activities Committee is charged with establishing a framework for defining the duties and responsibilities of the Local/Regional ISCP Coordinators.
- 9) ISCP will solicit volunteers for appointment as local or regional membership and activity representatives of ISCP.
- 10) It will be a goal of ISCP to continue to have mid-year Board and/or Strategic Planning Meetings in conjunction with an ISCP co-sponsored conference (i.e., the “South African Model”) on an annual basis except during International Conference years. “South African Model” needs to be defined.
- 11) It will be a goal of ISCP to have two general membership meetings per year: one in conjunction with the TRB Annual Meeting in Washington, DC, USA each January and one at a non-US location or in conjunction with the ISCP International Conference.
- 12) ISCP will reciprocate support for the International conferences and activities of other organizations with similar goals and objectives to those of ISCP.
- 13) Effective January 1, 2008, student membership dues will be reduced to \$0.
- 14) An ad hoc committee will be appointed to review ISCP Board composition and organization. This review will include the nomination and election processes.

The ad hoc committee referenced in these 14 actions was selected to include Ernie Barenberg, Neeraj Buch, Erwin Kohler, Leif Wathne and Dan Zollinger.

The meeting was adjourned until the evening of August 16.

The meeting was reconvened by President Zollinger at 7:42 p.m. on August 16 to discuss and consider the accomplishments and recommendations of the ad hoc committee. The reconvened meeting was attended by Dan Zollinger, Bryan Perrie, Shiraz Tayabji, André Jasienski, Jim Grove, Erwin Kohler, Mike Darter, José Balbo, Jamshid Armaghani, Leif Wathne, Neeraj Buch, Ernie Barenberg, Anna-Carin Brink, Juan Pablo Covarrubias and Mark Snyder.

The following actions were taken:

- 1) The definition of a student was defined as follows for the purpose of ISCP membership: *Student: for the purposes of ISCP membership, a student is defined as an individual registered as a full-time student (as identified by his/her institution) in an undergraduate or graduate program.*  
  
(m/s Grove/Balbo, passed on voice vote)
- 2) Change Article 1, Section 2 of the ISCP Constitution to read as follows:

*The mission of the society is to facilitate the advancement of knowledge and technology related to concrete pavements through education, technology transfer and research at an international level.*

*The Society will gather and disseminate information for the concrete pavement community. The Society's efforts will promote technological advancements and competence of its members leading to improved concrete pavement performance.*

(m/s Buch/Covarrubias, passed on voice vote)

- 3) Include in the minutes of the strategic planning meeting the following definition, to be used later whenever necessary:

*For the purposes of this Society, the "South African model" is a framework for coupling the Society's working board meeting with a local/regional concrete pavement-related conference/workshop/seminar, and using shared event revenues to defray the cost of Board Members' attendance.*

(m/s Snyder/Buch, passed on voice vote)

- 4) Add a new section in Article 1–Officers that reflects the following ideas:

I- To be elected and to remain a Director, an individual:

Must be a current member.

Must attend at least one board meeting every year. This can be either in person or by virtual presence (e.g., by telephone or video conference).

Must be a member of at least one standing committee.

II- Re-appointment as a Director will be re-evaluated every term based on his/her participation and level of involvement in a standing committee.

III- No more than 5 of the 14 Directors can be residents of the same country.

(m/s Darter/Buch; passed on voice vote)

- 5) Modify Article 4–Standing committees, to reflect the following ideas:

There will be 7 standing committees and they will be chaired as indicated below:

Committee	Chaired by
Nominating	Past President
International Conference	Vice President
Communication	
Activities	Secretary/Treasurer
Editorial	Board member
Membership	Board member
Technology Transfer	Board member
	Board member

(m/s Covarrubias/Brink; passed on voice vote)

- 6) Because the recently approved slate of candidates for Director positions effective January 2008 violates the now-approved limitations on the number of Directors from any one country, it is moved that the Board strike the proposed slate of nominees and direct the Nominating Committee to develop a new slate of candidates.

(m/s Snyder/Zollinger; passed on a voice vote)

The meeting was adjourned at 9:05 p.m. (m/s Wathne/Armaghani; approved on voice vote)