

# FINAL DOCUMENT

## IAHR Task Force Structural Change

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### **Preamble:**

*The charge for this TF has been to prepare a comprehensive restructuring of the management structure of the Association, as mandated by Council vote in Nagoya, 14. Sept. 2008. These proposed structural changes may include a proposal for name change of the Association.*

*All these changes are driven by the goals of (1) making IAHR more attractive to its diverse membership (individual and corporate) by virtue of more effective and efficient management structure, (2) providing a more prominent role for IAHR in water research and engineering practice by appealing to a wider group of interested individuals and organizations in the water sector and (3) reducing some of the financial shortfall of IAHR by increasing income from products and services.*

*At the core of a more efficient and transparent management and operation is the adoption of an electronic “membership platform” (eMP in the following) that allows on-line communication and decision-making (including balloting) within the entire IAHR community as well as specific subgroups.*

*The role and operation of the Council of IAHR will be presumed unchanged in all of the following.*

*The role and operation of the Executive Committee (EC) will change to a certain degree, as the Vice-Presidents take on more operational responsibility. Specific details regarding the distribution of responsibilities will be addressed in Item 5 below.*

### 1 Committees (currently “Sections”):

The Committees form the thematically- and intellectually-independent basic units of IAHR. Subject to a minimum amount of rules as described below and with the assistance of the professional Secretariat, they operate freely and independently, they define their own scientific and professional goals and the products and services to achieve those. Thus, they constitute the chief innovative and creative forum in which members, in particular younger members, can operate with a sense of being part of IAHR and shaping the profession. At the same time, the Committee membership, in particular its Leadership Team (see 1.3) is held accountable for its continuing productivity: the activities of each Committee will be reviewed on a biennial cycle. A Committee can be dissolved or merged with others by Council vote. In case of Joint Committees that are established jointly with other organizations (e.g. IWA, IAHS) there can be special conditions, approved by Council, that govern the composition, operation and election procedures for the Committee.

1.1 Committee membership: Each existing or new IAHR member affiliates directly with one Committee (primary affiliation). In addition, the IAHR member can specify secondary

affiliations for up to two more Committees. In any decision-making activity (e.g. balloting) the primary affiliation carries one vote, the secondary affiliation one half vote. A change of affiliation via the eMP is possible at any time, but not more than once per year and not during specified election periods.

The Leadership Team (LT) leading each Committee consists of six to eight members including the positions of Chair, Vice-Chair and Past-Chair. Membership in the LT is limited to six years (three two-year terms) except for persons who serve as Chair who may serve eight years (see comment). The LT elects biennially a new Vice-Chair who then in successive terms will be Chair and Past-Chair, respectively. Persons who have served as Chairs may serve an additional two-year term (up to eight years). The biennial election of two (or more, in case of additional resignations) new members of the LT is via eMP balloting of all primary and secondary Committee members.

- 1.2 Committee activities comprise a number of regularly continuing or special products or services that promote or publicize the specific scientific and technical themes and disciplines to which the Committee devotes itself. This includes (1) the preparation of review articles or special issues in IAHR journals, (2) the publication of books, monographs or design manuals, and (3) the organization of specialty symposia and conferences. Each Committee is expected to complete within a four-year cycle at least one product in each of these three categories.
- 1.3 Each Committee can establish Working Groups in order to achieve any of the activities listed in 1.3 within a concentrated short-term schedule. Working Groups consist of up to eight members with one Chair and are limited to a four-year duration. One member of the Leadership Team of the parent Committee shall be a member of the Working Group. If a member leaves, the Chair can - upon approval by the parent Committee Chair - appoint a replacement member. Each Working Group will be listed along with its parent Committee on the IAHR web-page and other relevant documents.
- 1.4 Each Committee LT holds an annual meeting open to all Committee members, in order to initiate, prepare and monitor its professional activities. This meeting can be held at a physical location (preferably at one of the IAHR Congresses or at a specialty conference/symposium) or electronically via the eMP system.
- 1.5 Each Committee may keep a financial account maintained by the Secretariat. This account may receive income from certain Committee activities (e.g. specialty conferences/symposia) and be used for operating expenses as designated by the LT.
- 1.6 Each Committee prepares a short annual newsletter (posted on the Committee's homepage) that provides (1) an updated mission statement specifying the scientific and technical sub-domain in which the Committee operates, (2) a list of activities completed during the past two years, (3) an updated list and schedule of activities ongoing (including active Working Groups) or planned for the coming years, and (4) a statement of how funds have been spent. The information contained in the annual report is used by the Division for monitoring of the productivity and of a potentially growing overlap between Committees. Committees are expected to submit edited reports at least biennially for publication in the HydroLink magazine on request of the Editor.

## 2 Technical Divisions

- 2.1 All the (scientifically- and technically-oriented) Committees discussed in Item 1 shall be placed in two Technical Divisions. The guiding principle in achieving this placement will be to have broader and larger Committees compared to the present “Sections” in which some are quite specialized and therefore more short-lived. The necessary and flexible aspect of short-term focus and specialization can be preserved when necessary by the establishment of Working Groups (Item 1.5).
- 2.2 The division IAHR-Hydraulics will contain those predominantly mono-disciplinary Committees that focus on the physical (mechanical) aspects of hydraulic science and engineering.
- 2.3 The division IAHR-Hydro-Environment will contain those strongly interdisciplinary Committees that deal with the multiple physical, chemical and biological aspects of hydraulic science and engineering as well as the environmental and socio-economic factors affecting water resources planning and management.
- 2.4 These two Technical Divisions will be led by a Vice-President proposed by the EC and appointed by the Council on a biennial basis. In addition, a Division Secretary will be chosen in a bottom-up process by the members of the Leadership Team of all Committees within the Division, also on a biennial basis. The Division Secretary will assist the Vice-President in the liaison with the Committees within the Division. It is the responsibility of the Division leadership to guarantee scientific and technical quality and innovation of all the activities within the Technical Division and also to promote the international visibility of those activities. It monitors the productivity of the committees (through review of the annual activity reports or otherwise) and watches for procedural aspects (e.g. regional distribution in the balloting process within Committees). It also promotes Committee activities and visibility (e.g. through presence at specialty conferences).
- 2.5 Each Technical Division can give further prominence and visibility to its activities by holding a Technical Division Congress on a biennial (or less frequent) basis, but restricted to even calendar years so as not to conflict with the biennial IAHR World Congress. Division Congresses are encouraged to be co-located with any of the IAHR Regional Division Congresses or Committee specialty meetings in order to maximize attendance and simplify logistics.

### 3 Innovation and Professional Development Division:

- 3.1 The Innovation and Professional Development (IPD) Division will comprise all activities and initiatives that are dedicated to professional support and development of IAHR members such as:
- Regional Divisions liaison
  - Institute members coordination
  - New membership initiatives (implemented through the Secretariat)
  - Professional education and training committee
  - Student chapters coordination

and to promote innovative, high impact and visibility actions of IAHR such as:

- Interdisciplinary working groups and task forces
- Exploring and encouraging emerging fields
- Strategic initiatives

- In collaboration with the Secretariat, advance publicity and promotion of IAHR activities to media, government agencies and sister organizations.

3.2 The IPD Division will be led by a Vice-President proposed by the EC and appointed by Council on a biennial basis. In addition, a Division Secretary will be chosen in a bottom-up process by members of the Committees and activities within the Division. The Division Secretary will assist the Vice-President in the liaison with the Committees within the Division. It is the responsibility of the Division leadership to guarantee professional quality and innovativeness of all the activities within the IPD Division and also to promote the international visibility of those activities. It monitors the productivity of the IPD committees (through review of the annual newsletter or otherwise) and watches for procedural aspects (e.g. regional distribution in membership). It also promotes Committee activities and visibility (e.g. through presence at specialty conferences).

The Division leadership also provides liaison and counsel to the Regional Divisions, but has no direct management responsibility for those Divisions. Where appropriate, the IPD Division may initiate Working Groups with other international professional organizations to address cross-cutting interdisciplinary problems that requires expertise beyond IAHR.

3.3 The professional and strategic activities of the different sub-units listed in 3.1 includes (1) the organization of specialty workshops, forums or conferences, and (2) the preparation of review articles, monographs and commentaries. All these are delivered on ad-hoc, as-needed basis. The activities are reviewed by the Division leadership on a biennial basis.

#### 4 Regional Divisions and Co-operations:

4.1 The IAHR Regional Divisions and Co-operations represent and pursue the special interests and activities of regional or country-specific IAHR membership. This includes the following groupings:

- IAHR Asia-Pacific Division
- IAHR Europe Division
- IAHR Latin America Division
- IAHR Africa Division
- IAHR/EWRI Co-operation

4.2 The organization and management structure of these Divisions and Co-operations is provided by their own by-laws and regulations without any interference from IAHR Council or Secretariat. By and large, they operate freely and independently. However, the Division officer appointments are subject to Council approval. The IPD Division leadership (Vice-President and Division Secretary) provides liaison and counsel, when requested, but has no direct management oversight or responsibility.

4.3 The activities, services and products of the Regional Divisions are self-specified without any global mandate or regulation from the IAHR Council. Whenever a Regional Division chooses to organize an IAHR Regional Congress, however, it is expected to restrict that to even calendar years in order not to cause conflict with the IAHR World Congress. All activities, however, must be in close co-ordination with the IAHR Secretariat to ensure homogeneity in the organisation and maximum support for dissemination.

#### 5 Possible Name Change of IAHR:

7.1 The current name of the Association is International Association of Hydraulic Engineering and Research (IAHR) approved by the IAHR membership assembly in Graz, 1999. Recently, several name changes have been proposed, including:

- International Association for Hydro-Environment Research (IAHR) ,
- International Association for Hydro-Environment Engineering and Research (IAHR), and
- International Association for Hydro-Engineering and Research (IAHR)
- International Association for Hydrosience Research (IAHR)

respectively, but without change of the logo and brand-name IAHR.

7.2 An active transparent discussion among IAHR membership with arguments for and against any name change has been taking place within the IAHR media (HydroLink, homepage: [www.iahr.org](http://www.iahr.org). Click on “Should IAHR Change its Name?” or [http://www.iahr.net/name\\_iahr/article.pdf](http://www.iahr.net/name_iahr/article.pdf) ). The interested reader and IAHR member is referred to that discussion platform. The TF Structural Change had encouraged an engaged discussion and expressions of opinion by as many IAHR members as possible. The TF invited, in particular, the opinions of all current Council members, all current Section chairs and many of those senior IAHR individuals who have served our organization in leading positions in the recent past. This group represents a “cross-section of the IAHR leadership profile”. In total, 28 responses were received providing the following informal opinion profile:

<b>Yes</b> (adopt a new name, mostly Hydro-Environment)	<b>12 votes</b>
<b>No</b> (don't change)	<b>4 votes</b>
<b>Open</b> (undecided or no opinion)	<b>12 votes</b>

**Considering (1) this opinion profile and (2) that the more traditional “hydraulics community” is still well represented, also in name, by the Technical Division IAHR-Hydraulics, the TF Structural Change recommends to Council that IAHR changes its full name to:**

International Association for Hydro-Environment Engineering and Research (IAHR)

7.3 The Executive Committee endorsed the TF recommendation for Council approval at its meeting in March 2009.

7.4 In case the EC recommends a change of name of the Association, the Council will vote on that proposal during April 2009. In case of an affirmative Council vote the proposal will be communicated to the IAHR membership as the name change will require a change in IAHR constitution which would be voted upon during the IAHR General Member Assembly (GMA) at the IAHR Congress in Vancouver, August 2009. Any proposed Constitution change must be circulated to the members at least two months before the GMA.

## Appendix A

### Proposed IAHR Conference Strategy

*Preamble:*

Since conference activities are a major service product that IAHR is offering to its membership, the TF Structural Change is also proposing a common strategy for planning and scheduling of future IAHR conferences, commencing in 2010.

This proposal is an amplification of the document approved by Council in Nagoya, 13.09.2008 (Annex 6 of agenda).

All conference activities fall into three categories, depending on IAHR involvement in organizing them:

“IAHR Conferences”	Biennial congresses organized by IAHR as a whole or by any of its Divisions, and other conferences and symposia organized by technical committees.
“IAHR Joint Conferences”	Conferences organized by IAHR or its sub-units jointly with other Associations (e.g. IWA, IAHS,...).
“IAHR Co-sponsored Conferences”	All other conferences which IAHR agrees to support thematically (e.g. publicity, logo,...) but without any organizational support.

“IAHR Conferences” are grouped into a **three-tier system**, depending on their scope, size, priority level and organizational involvement:

#### **Tier 1: The IAHR World Congress:**

It is held *biennially in odd calendar years* at a location strategically chosen by IAHR Council through ballot. There is no implicit rotation among different regions of the world. It is a week-long event usually held in the months of July, August or September in order to maximize attendance of world-wide delegates.

Target size: 1000 to 1200 attendees.

Budget aspects: IAHR provides a loan in the amount of € 15,000 to the local organizing committee (LOC) in advance of the World Congress. After the Congress the LOC is expected to pay a sum of 5% of the total registration fee income to IAHR.

Other events, such as an “IAHR Joint Conference” or an “IAHR Co-sponsored Conference” can for strategic reasons be combined with, or placed next to, the World Congress.

#### **Tier 2: The IAHR Divisional Congresses:**

These congresses are also held *biennially* (or less frequently) but *in even calendar years* only. These include regional congresses organized by the Regional Divisions, namely:

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- IAHR Asia-Pacific Congress,
- IAHR Europe Congress, and

- IAHR Latin America Congress,  
and congresses organized by the two IAHR *Technical Divisions*, which are reasonably broad events focussing on the thematic aspects of each division (i.e. either more fundamental: hydraulic theme, or more applied: hydro-environment theme). Existing candidate conferences that could be incorporated and/or expanded into a Technical Division Congress could be:

- International Conference on Hydrosience and Engineering
- International Symposium on Environmental Hydraulics

A Regional Congress and a Technical Division Congress can also be combined in any given year for strategic reasons. Furthermore, one or more Tier 3 events (Specialty Conference/Symposium) can be collocated with Regional or Division Congress.

Target size: 400 to 600 attendees.

Budget aspects: After the Division Congress the Congress organizers pay to IAHR a sum of 3% of the total registration income. 50% of that sum are held in escrow by IAHR and will be paid to the organizers of the next Division Congress one year in advance of that Congress

Also in this case, any of these events can be combined with “IAHR Joint Conferences” or “IAHR Co-sponsored Conferences”.

### **Tier 3: The IAHR Specialty Conferences/Symposia:**

The conferences/symposia are strongly focussed events, covering a scientific/technical discipline or application, organized by the technical Committees of IAHR. They are held *infrequently* (typical cycles are 4 to 6 years, a biennial cycle is possible but should be the exception), and can be placed at any time in the year, provided a one month separation before and after the World Congress, as well as before and after a Technical Division or Regional Division Congress are maintained, in the latter case only if the event is held in the same region. However, for strategic reasons, a Specialty Conference/Symposium can be combined with, or placed immediately next to, an IAHR Congress (Tier 1 or 2) with approval from the Congress organizers.

Target size: 100 to 300 attendees. It is not IAHR strategy to encourage the growth into large gatherings or overly frequent offerings of these events, as this will (1) compete with the Tier 1 and 2 events, and (2) defeat the purpose of focussed research-orientated events with special attraction for young members.

Financial aspects: After the Specialty Conference/Symposium the organizers pay to IAHR a sum of 1% of the total registration income

Once again, these events can be combined with an “IAHR Joint Conference” or an “IAHR Co-sponsored Conference”.

## **Appendix B**

### **Guidelines for the election process for the Leadership Team of a Committee**

*The Leadership Team (LT) of each Committee should consist of a six- to eight-member group that represents high scientific, technical and professional quality and dedication as well as a fair representation of the regional distribution of world-wide IAHR membership. It is to be expected that post-holders are able and willing to dedicate reasonable time to carry out their duties and attend Committee meetings. The annual election process via the electronic membership platform (eMP) must assure that.*

The biennial election of two (or more, in case of additional resignations) new members of the Leadership Team is via eMP balloting of all primary and secondary Committee members. For that purpose the LT publishes a slate of nominees that is at least twice as large as the number of open positions. This slate takes account of (1) the active and motivated Committee members that the LT is aware of, (2) a balanced regional distribution, and possibly (3) representative of water professionals at different stages of their careers, (4) a balance of academics, practice-oriented engineering firms and applied research organizations where appropriate. Over consecutive years the slate of candidates must meet the same numerical distribution among regions that applies to the Council Nominating Committee. The slate of candidates needs approval by the technical Division in which the Committee resides

Note: We can develop a simple distribution key that the Committees can internally operate with. So with a total of six to eight people, each LT should ensure global representation with a typical long-term average: 2 Asia/Pacific, 2 Europe, 1 Latin America, 1 North America, plus up to two open slots. Special consideration must be given to some representation of members from Africa on some Committees. Or, the average distribution of all the LTs (i.e. for all Committees) should be in the same proportion.

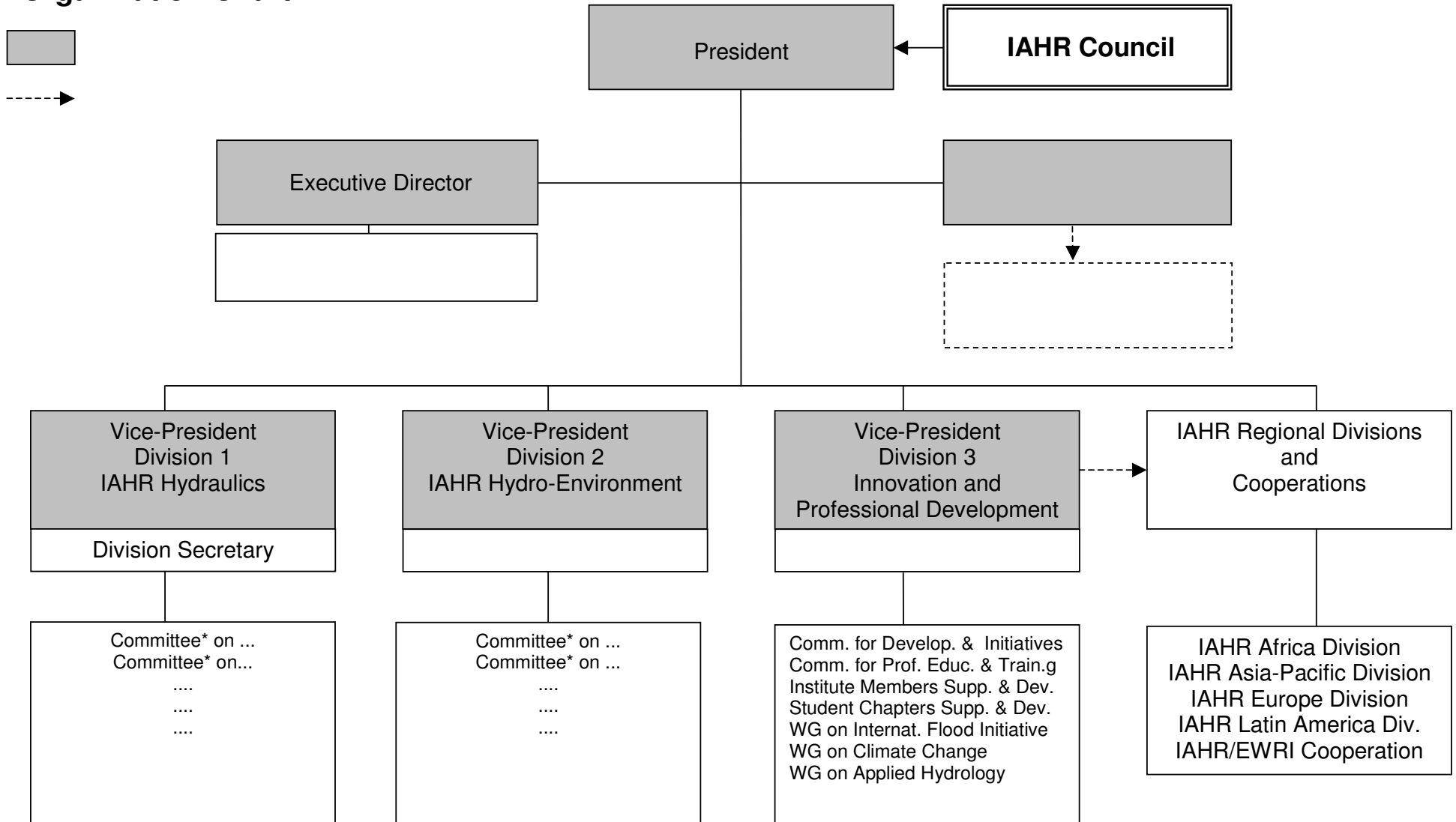
The election procedure will be defined in the revised Committee (formerly Section) By-Laws and are subject to future Council approval.

In case of Joint Committees that are established jointly with other organizations (e.g. IWA, IAHS) there can be special conditions for the election procedures of the Committee which require approved by IAHR Council.

# IAHR Structural Changes

Appendix C

## Organization Chart



\*Any Committee may contain one or more specialized Working Groups.