

IUFRO STRATEGY ACTION PLAN: **DIVISIONS, RGs and WPs**

GOAL 1 – RESEARCH EXCELLENCE: STRIVE FOR QUALITY, RELEVANCE AND SYNERGIES

Objective 1. Improve capacities for quality science

Actions	Unit(s) responsible	Measures of progress/indicators	Actions taken (reporting)
2. Encourage meeting organizers to enable virtual participation in IUFRO-sponsored meetings	Divisions, RGs, WPs, Task Forces	An increasing number of conferences with virtual participation is reported by responsible Units	
9. Continue to engage researchers from economically disadvantaged regions to contribute to scientific syntheses and publications	GFEP, WFSE, Divisions, RGs, WPs, Task Forces	Around one third of authors represent economically disadvantaged regions	

Objective 2. Identify emerging areas of research

Actions	Unit(s) responsible	Measures of progress/indicators	Actions taken (reporting)
11. Encourage IUFRO Units and meeting organizers to publish IUFRO review articles/synthesis documents that summarize the current state of understanding on a topic and identify knowledge gaps	Divisions, Task Forces, RGs, WPs	State of the art Articles or collection of Articles published by Divisions, RGs, WPs and Task Forces	
12. Develop a procedure, and identify related mechanisms for periodically identifying emerging areas of research	Enlarged Board, Divisions; RGs, WPs, Task Forces, IUFRO-WFSE, HQ	A general consensus is established on protocol/procedure for identifying emerging areas A list of emerging areas is identified and provided periodically	
13. Establish new Units in emerging areas of research/in areas of research where IUFRO should be more active, and in parallel, close Units that have become obsolete	Divisions, Board (in accordance with IUFRO Statutes and Internal Regulations	New Units are established in emerging areas of research, and Units that have become obsolete are closed	

14. Convene events on emerging areas of research common to all or several Divisions (RGs and WPs) and Task Forces	Vice-Presidents, Divisions (RGs and WPs), Task Forces	At least one cross-Divisional/TF event on emerging issues is convened before next World Congress	
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Objective 3. Increase interdisciplinary collaboration

Actions	Unit(s) responsible	Measure(s) of progress	Actions taken (reporting)
16. Promote collaboration across IUFRO Divisions and with Task Forces, including cross-divisional IUFRO events	Divisions, RGs, Task Forces	Number of IUFRO event organized and conducted by multiple units of IUFRO is significantly increased	
17. Organize joint activities (such as meetings, publications with colleagues from relevant professional scientific societies and international/regional research organizations in fields related to forests	Coordinators of Divisions, RGs, WPs, Task Forces, SPPs	The number of joint activities with relevant professional scientific societies/organizations is increased Joint research publications, especially special issue of journals on specific/emerging topics are published	
18. Engage in regional and global science review and synthesis processes, such as the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), the Intergovernmental Panel on Climate Change (IPCC), the Science-Policy Interface (SPI) of the Convention to Combat Desertification, and the Global Partnership on Forest and Landscape Restoration (GPFLR)	Divisions, RGs, WPs, Task Forces in coordination with HQ	The number of IUFRO officeholders participating in global science review and synthesis processes, such as IPBES, IPCC, UNCCD SPI, and GPFLR, increases and is known and documented	
19. Engage IUFRO actively in national and international meetings organized by other scientific societies and organizations	Coordinators of Divisions, RGs, WPs, Task Forces in coordination with President, VPs and IUFRO HQ	IUFRO Units actively involved in at least 5 events with other organisations (before next World Congress)	

GOAL 2 – NETWORK COOPERATION: IMPROVE COMMUNICATION AND EMBRACE DIVERSITY

Objective 1. Improve communication within the network

Actions	Unit(s) responsible	Measure(s) of progress	Actions taken (reporting)
20. Develop and implement an IUFRO communication strategy and action plan	HQ, Enlarged Board, IUFRO Officeholders	The communication strategy and action plan are adopted by the Board	
21. Encourage organizers of IUFRO meetings/events to invite IC members, or IC members to volunteer to participate/become active in significant events	IUFRO Units, IC members, HQ	Number of IC members actively involved in IUFRO-sponsored meetings is known and increased	
24. Periodically inform heads of member organizations about the involvement/activities of their employees involved in IUFRO as well as about the general benefits/advantages of being involved with IUFRO	Officeholders with support from HQ	Testimonials by officeholders	
25. Identify and assess new ideas/tools, including virtual mechanisms, to enhance communications within the network involving Divisions, Research Groups, Working Parties and Task Forces	Board, HQ, Divisions, RGs, WPs, Task Forces, SPPs	New (virtual) tools are identified, tested, and experiences shared among officeholders Feasible tools are incorporated in a communication toolkit for officeholders	
26. Conduct periodic virtual all-Division business/administrative meetings to introduce IUFRO rules and procedures, share progress, exchange ideas, etc.	Divisions, RGs, WPs	At least two virtual 'all-division' business/administrative meetings are organized per Division, with one at the very beginning of the Board term.	
29. Ensure provision of latest information by IUFRO Units in order to keep IUFRO website up to date and relevant	Divisions, RGs, WPs	The website is kept up-to-date and provided latest information	

Objective 2. Further diversify participation in IUFRO structure

Actions	Unit(s) responsible	Measure(s) of progress	Actions taken (reporting)
30. Significantly further improve gender balance of Division, RG and WP Coordinators	Division, RG and WP Coordinators	Gender diversity of officeholders (end of 2014-2019 period to present) is increased	
32. Improve geographical and cultural diversity of Division, Research Group and Working Party officeholders	Division, RG and WP Coordinators	Number and proportion of IUFRO officeholders from Africa, Latin America and other underrepresented regions is increased	
33. Encourage more activities and events in less-well-represented regions	Divisions, RGs, WGs, Task Forces, SPPs	Number of meetings held outside of North America and Europe in the Board period is increased by 10%	
34. Collaborate with regional, local organizations that are not yet IUFRO members to co-organize and co-host IUFRO events in under-represented regions	Divisions, Task Forces, HQ	Number of partner organizations in under-represented regions is increased	
35. Support youth engagement and mentoring and further enhance collaboration with the International Forestry Students' Association, (IFSA)	Divisions, RGs, WPs and Task Forces	Number of IUFRO meetings Involving IFSA or joint IFSA-IUFRO events is increased	
36. Foster communication with heads of IUFRO member organizations, including IC members, to identify opportunities for PhD students and early-career researchers and to encourage them to be involved in IUFRO activities, including as officeholders	HQ, Divisions, RGs, WPs, Task Forces, IC,	The involvement of PhD students and early-career researchers is significantly increased	

Objective 3. Widen and strengthen member base

Actions	Unit(s) responsible	Measure(s) of progress	Actions taken (reporting)
40. Use major IUFRO events for systematically identifying potential new members, including 'non-traditional' research organizations, and reach out to them	HQ, Division Coordinators, President's Nominees	Number of members is increased (add concrete percentage?)	

GOAL 3 – IMPACT: VISIBILITY, OUTREACH AND EDUCATION

Objective 1. Further enhance IUFRO's impact on policy processes

Actions	Unit(s) responsible	Measure(s) of progress	Actions taken (reporting)
43. Further increase awareness of officeholders about IUFRO activities at the science-policy interface and extend opportunities to a broader range of officeholders to participate in relevant activities	IUFRO Science-Policy Programme, President, HQ, Divisions, Task Forces	A mechanism is in place to match opportunities to participate in policy dialogues with officeholders with expertise.	

Objective 2. Strengthen science-society interaction

Actions	Unit(s) responsible	Measure(s) of progress	Actions taken (reporting)
45. Strengthen collaboration and partnership between the private sector and the forest science community	HQ, President, Divisions, RG, WP, Task Forces	The number of collaborative activities with the private sector is increased	
46. Join, engage and inform relevant platforms, processes and events of the private sector and the scientific community	HQ, President, Divisions, RG, WP, Task Forces	The number of joint contributions to the relevant policy processes is increased	
47. Develop a communication structure for continuously sharing scientific knowledge with decision-makers and the public at large	HQ, SPPs, RG 9.01.00 "Information and Communication" (and its WPs)	A communication structure is successfully established	
48. Further continue to produce short communication pieces (e.g. podcasts, short video) to be distributed through IUFRO website, social networks, media	Divisions, RGs, WPs and TFs in cooperation with HQ	The number of podcasts, videos and other short communication pieces is increased, and the number of viewers/ audience is increased	

Objective 3. Enhance global forestry education

Actions	Unit(s) responsible	Measure(s) of progress	Actions taken (reporting)
53. Increase outreach to students in relevant university departments, to improve interactions with students in IUFRO events and collaborative projects involving scientists engaged in IUFRO	Divisions, RGs, WPs, and Task Forces	Report of meeting activities specifically aimed to increase ‘student-researcher’ interactions	
54. Promote innovative education methods and tools that incorporate new technologies (e.g., augmented and virtual reality)	Joint IUFRO-IFSA Task Force on Forest Education, RG on Forest Education – in collaboration with IUFRO member organizations and partners	Information about innovative education methods and tools is collected and shared through various platforms and events	
57. Foster collaboration with organizations and employers in fields related to forests, to help reflect on the main challenges in forest education	Division 6, Joint IUFRO-IFSA Task Force on Forest Education – in collaboration with IFSA and EFI	Organizations and employers in fields related to forests are actively involved in the EFI-IFSA-IUFRO project on “green jobs and capacity development”, and the project results are shared and discussed with them.	