



# International Permafrost Association Strategy Plan

**2020-2028**

APPROVED AT THE 29<sup>TH</sup> IPA COUNCIL MEETING, HELD  
ONLINE 22 AND 23 JUNE 2020

# Rationale and Background

The International Permafrost Association (IPA), created in 1983, is a vibrant organization with 26 member countries and over 1000 individual members. With growing ambitions, and an increasing interest in the fate of permafrost in a warming world, the association is faced with a growing number of challenges:

- ▶ Serving as the preeminent voice in the scientific community on permafrost and permafrost-related issues.
- ▶ Ensuring the operation of the Global Terrestrial Network for Permafrost (GTN-P) as a core aspect of the IPA, alongside facilitating accessibility and use of permafrost data.
- ▶ Maintaining a dialogue with other scientific organizations, linking the scientific and engineering communities concerned with permafrost, and connecting with other relevant groups.
- ▶ Delivering outreach through various media with accurate and up-to-date information.
- ▶ The contrast between the desire for an increased IPA activity level and the organization's fixed capacity for action given stagnant revenue.
- ▶ The challenge of securing long-term operation for the IPA Secretariat.

The IPA Executive Committee (EC) has addressed these issues in this new Strategy Plan 2020-2028, for adoption at the 29<sup>th</sup> IPA Council meeting in June 2020.

The IPA's first strategy document, the Strategy Plan 2010-2016, was presented and approved at the 20<sup>th</sup> IPA Council Meeting on 13 June 2010 in conjunction with the 3<sup>rd</sup> European Conference on Permafrost in Longyearbyen, Svalbard. At the 25<sup>th</sup> IPA Council Meeting in Potsdam, Germany in June 2016, the IPA President Antoni Lewkowicz suggested that the 2010-2016 plan be extended 2 to 4 years, as goals were still being realized.

In 2018, the IPA Executive Committee (EC) began the process of reviewing the Strategy Plan 2010-2016 and developing a new Strategy Plan 2020-2028. The previous strategy plan was thoroughly reviewed by the EC at EUCOP 5 in Chamonix, France in June 2018. At this time, it was decided and approved by Council that a new strategy plan should be developed for presentation and approval at the 12<sup>th</sup> International Conference on Permafrost in Lanzhou, China in June 2020. The EC lengthened their teleconference meetings to address strategic topics from mid-2018 through 2019, and the Secretariat drafted the new strategy based on these discussions. The EC met in Zürich in June 2019 to discuss the revised Strategy Plan 2020-2028 draft, aiming to have it ready for circulation to Council before the 29<sup>th</sup> Council meeting in China in June 2020. A brief report covering recommendations achieved and main deviations from the Strategy Plan 2010-2016 was also produced, as requested by Council.

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# 1. Mission and Objectives

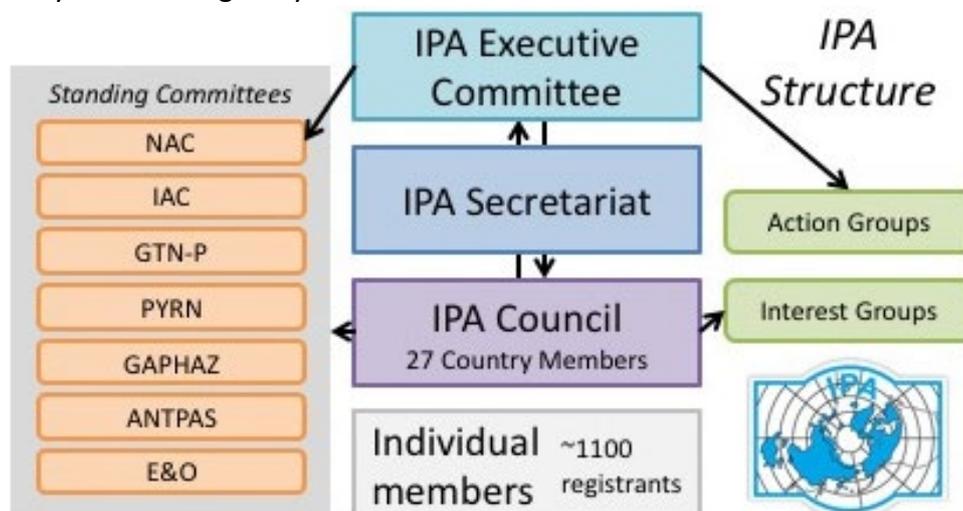
The mission of the International Permafrost Association is to promote research in permafrost and permafrost-related fields within the global scientific and engineering communities, to support the activities of researchers in these disciplines, and to disseminate findings concerning permafrost to the decision-makers, the general public and educators.

The objectives of the Association are:

- i. To foster scientific and engineering research in permafrost and permafrost-related fields globally through the formation of Action Groups, Interest Groups, and the like, and to support the activities of these groups.
- ii. To be a point of access for accurate permafrost and permafrost-related information for the global scientific and engineering communities, decision-makers and politicians, the media and the general public, including those who live in permafrost regions.
- iii. To assist society at all levels in identifying and mitigating permafrost-related problems.
- iv. To develop key synthesis products and other publications concerning permafrost, such as maps, databases, reports and the like, and to enable the widest possible public access to these materials.
- v. To develop educational and outreach products to increase understanding of permafrost and permafrost-related subjects among youth.
- vi. To bring together all those interested in permafrost and permafrost-related subjects at regular intervals to share knowledge and exchange experiences at International and Regional Conferences on Permafrost, as well as in specialized workshops and special sessions at multidisciplinary conferences.
- vii. To encourage young scientists and engineers to pursue careers in permafrost and permafrost-related fields by involving them fully in the organization and its activities.
- viii. To provide recognition for researchers through a series of awards and prizes that raise the profiles of the individuals and the IPA as a whole.
- ix. To encourage permafrost researchers within individual Adhering Bodies or geographical groupings to focus on all permafrost types in both hemispheres.

## 2. Governance and Structure

The IPA Council, comprised of Adhering Body representatives from 27 country members, is the governing body of the IPA. The Executive Committee (EC) conducts the affairs of the IPA by designing and implementing the organization's policies and views. The EC is comprised of the President, two Vice-Presidents, and 3-4 members; the individuals represent a variety of countries and a range of expertise in permafrost science and engineering. The Secretariat manages the day-to-day operation of the organization. Much of the IPA's activity happens within its working parties: Standing Committees, Interest Groups, and Action Groups. Individual Members are members of the organization that may or may not be represented by an Adhering Body in the Council.



### 2.1. Ensuring Secretariat operation

The Executive Director runs the Secretariat in close collaboration with the President. The Secretariat manages the day-to-day operations of the IPA including communication, social media, and finances. The Secretariat has historically been funded by host countries which have included Denmark, Germany, and Norway. The Executive Director organizes EC and Council meetings, produces Frozen Ground and Country Reports, and liaises with relevant organizations. As the IPA increases its activities, the responsibilities of the Secretariat also increase. Rather than strengthening the Secretariat through the addition of personnel, the EC's long-term ambition is to guarantee funding for the Executive Director's salary, at minimum in a 50% position. The IPA may need to financially support the Secretariat. Ideally the IPA would also secure a 20% technical support position in addition to the 50% Executive Director position, for managing the website as the main outreach platform.

#### Action Points:

- ▶ Guarantee funding for the Executive Director's salary, at minimum in a 50 % position.
- ▶ Secure external funding for the IPA Secretariat, to be supplemented by IPA resources.

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## 2.2. Empowering Adhering Bodies

Adhering Bodies are the core of the IPA governance through their representation on the IPA Council. The country representative is responsible for communication with its country members, payment of the country dues, and voting at Council meetings. Ideally, the country representatives provide an avenue for information exchange between the IPA leadership and permafrost scientists and engineers in member countries. However, this relationship is not developed in many Adhering Bodies. The EC would like Adhering Body representatives to be in regular communication with their members, and increase this communication where it is lacking. Country representatives are also encouraged to organize meetings at the national level on a regular basis. The IPA supports and encourages countries that have informal groups of permafrost scientists and/or engineers to formally organize and join the IPA as an Adhering Body.

Activity within the Adhering Bodies is key to IPA presence in member countries and potential financial support for IPA activities at the national level. Principal investigators are encouraged to include funding for GTN-P or other relevant IPA working parties in their research project proposals. To aid in this, Adhering Bodies are tasked to create one-page fact sheets outlining their primary topics of permafrost research and engineering, and main datasets and dataflow. These fact sheets help the IPA conduct outreach and direct enquiries, and should also be distributed by Adhering Bodies to decision-makers and agencies in their country.

Adhering Bodies provide annual Country Reports to the IPA. Creation of the Country Reports provides an opportunity for interaction between country representatives and their members, and the finished product provides an overview of activities in all the IPA nations. However, the creation of Country Reports is time consuming. Additionally, the slow time-frame of the product is not conducive to outreach. Given their benefit, Country Reports should be produced annually, but each individual report should be as succinct as possible (~3-4 pages maximum) for the best readability, with the amount of material scaled to the size of the country's activities. The Secretariat is responsible for highlighting these reports on the IPA's media channels. Adhering Bodies also have the option to submit shorter, specific "news-flash" style updates to the Secretariat at any time for distribution on the IPA's social media channels. In order to increase exchange of ideas and collaboration between Adhering Bodies, Council representatives should provide a brief oral overview of their Adhering Bodies at Council meetings, covering their membership, internal communication, and main research, education, and outreach projects.

### Action Points:

- ▶ Invest in the necessary online modules so the Secretariat can provide Adhering Body representatives with updates of Individual Members in their countries, in order to increase communication within and between the Adhering Bodies and Individual Members.
- ▶ Support and encourage the formation of new Adhering Bodies.
- ▶ Endorse project applications to encourage Adhering Bodies to interact with funding agencies to help sustain IPA activities at the national level.
- ▶ Request Adhering Bodies to create one-page fact sheets outlining their primary topics of permafrost research and engineering and dataflow within their countries, for use by the

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IPA and distribution to decision-makers and agencies in their respective countries. These fact sheets will be posted on the IPA website.

- ▶ Produce Country Reports in a succinct format scaled to country size on an annual basis, and promote these reports and periodic updates from the Adhering Bodies on the IPA's social media channels.
- ▶ Include brief oral overviews of Adhering Bodies at Council meetings to increase exchange of ideas and collaboration between Adhering Bodies.

### **2.3. Defining IPA working parties**

The EC has identified the need to define the different types of working parties within the IPA structure: Standing Committees, Interest Groups, and Action Groups. No clear delineations between these types of working parties existed previously, and certain groups have floated between these categories without a formal place in the IPA's structure.

#### **Standing Committees**

Standing Committees (SCs) help the IPA achieve its objectives and provide long-term, essential contributions to the organization. Standing Committees work in conjunction with the IPA EC and Secretariat; they are established by a majority vote of Council. The IPA's current Standing Committees are the Global Terrestrial Network for Permafrost (GTN-P), the Permafrost Young Researchers Network (PYRN), Glacier and Permafrost Hazards in Mountains (GAPHAZ), Antarctic Permafrost, Periglacial Environments and Soils (ANTPAS), the Education and Outreach Committee (E&O), and two administrative SCs: the Nominations and Awards Committee (NAC) and International Advisory Committee (IAC). Standing Committee status should be reviewed every four years based on a written report and regular Council meeting reporting.

PYRN fosters innovative collaboration among its members, and seeks to recruit, retain and promote future generations of permafrost researchers. Previously, PYRN has not had a formal place in the IPA's structure. Given the IPA's aim to fully involve early career scientists and engineers, the EC recommends that PYRN is considered as a Standing Committee. The IPA finances PYRN with 1500€ annually, in addition to funds reserved to support early career attendance at IPA conferences.

The Education and Outreach (E&O) Committee promotes and conducts permafrost education and outreach for all ages, in multiple languages. The E&O Committee also convenes permafrost education and outreach sessions at relevant conferences. Membership in the committee is voluntary and open to all. Education and outreach is further addressed in section 2.5., "Developing education and outreach".

The Nominations and Awards Committee is responsible for screening candidates for election to the Executive Committee and determining recipients of the IPA Lifetime Achievement Award. The EC appoints the NAC for a four year period, starting one year before an ICOP. Reappointment to the committee for multiple terms is possible. The NAC plays an important role in shaping future IPA leadership, and thus good communication between the NAC Chair and IPA President, NAC Chair and IPA Secretariat, and among NAC members is needed.

The International Advisory Committee (IAC) advises local organizing committees in the planning of IPA conferences. The IAC is appointed by Council and ensures continuity in IPA

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conference standards and policies. In section 3.1., “ICOP as the premier permafrost event”, the IAC is tasked with creating conference guidelines.

## Interest Groups

Interest Groups (IGs) bring together permafrost researchers active in a specific sub-field by actively recruiting interested scientists and engineers. They operate on a longer timeframe than Action Groups (i.e. indefinite) and serve as an expert resource to the wider scientific community. The IPA currently has one Interest Group: Permafrost and Carbon Budgets. Interest Groups are established by a majority vote of Council. Interest Groups may apply for Action Group funding for specific initiatives in accordance with the expectations of Action Groups. Interest Groups may also eventually become Standing Committees if their contribution is sustained and helps the IPA achieve its objectives. IPA members are encouraged to address gaps in expertise in the IPA’s structure through the creation of new Interest Groups.

## Action Groups

Action Groups (AGs) work towards the production of well-defined permafrost-related deliverables and are funded on a competitive basis with a maximum of 2500€ per year for up to two years. Up to 10000€ of the annual IPA budget is devoted to Action Groups. These groups focus on clearly defined research outputs, such as maps and databases, which can be supported through the organization of workshops and/or funding of management support and technical expertise. Action Group participants should be diverse, specifically in terms of nationality, career stage, and gender. Recent Action Groups have included Permafrost and Culture, Rock glacier inventories and kinematics, and A Frozen-Ground Cartoon. Consistently productive Action Groups have the option to seek Council’s approval to become Interest Groups. The EC hopes to receive multiple high-quality applications for every annual autumn Action Group call, and would like to see even greater activity within these groups, with all possible funds being spent on eligible activities. Additionally, Action Groups are an excellent way to develop activity in new or underrepresented areas of permafrost science and engineering. Action Group expenses must be documented (e.g. receipt or invoice) and approved by the Secretariat.

## Action Points:

- ▶ Encourage the creation of new Action and Interest Groups and stimulate more activity within and between these groups.
- ▶ Classify GTN-P, PYRN, GAPHAZ, ANTPAS, and E&O as Standing Committees, and the NAC and IAC as Administrative Standing Committees.
- ▶ Recommend the creation of IGs that address gaps in expertise in the IPA’s structure, for example regarding periglacial environments and permafrost engineering.

## 2.4. GTN-P as a Standing Committee

The Global Terrestrial Network for Permafrost (GTN-P) is the primary international programme concerned with monitoring the permafrost essential climate variables, namely permafrost temperature and active layer thickness. GTN-P was developed by the IPA under the Global Climate Observing System (GCOS) and the Global Terrestrial Observing Network

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(GTOS). The GTN-P database is the free, open-source central database for permafrost ECV (Essential Climate Variable) observations, with over 1000 permafrost borehole sites, 200+ Circumpolar Active Layer Monitoring (CALM) sites, and a variety of additional datasets including satellite-derived surface temperature, satellite-derived surface soil moisture, and air temperature.

The GTN-P database and products directly derived from it are key IPA outputs. GTN-P is the avenue through which organizations such as the World Meteorological Organization (WMO) and the International Science Council (ISC) liaise with the IPA. Additionally, collecting permafrost temperature data and making it available via the open-access GTN-P database is crucial for research and education, large-scale analyses, and for various reports used by governments and the media, such as the IPCC's Special and Assessment Reports and the Bulletin of the American Meteorological Society's annual State of the Climate Reports.

The Strategy Plan 2010-2016 stated that "GTN-P should be outfitted with a long-term strategy and implementation plan, that it should be given a clear stand-alone management structure, that it should be supervised by the IPA, and that it should seek funding to perform its duties." The first two criteria have been met; GTN-P produced a Strategy and Implementation Plan 2016-2020 and has its own internal structure, including an IPA representative in the GTN-P Secretariat. The latter two criteria are still major issues. GTN-P is clearly linked to the IPA as a Standing Committee, but the relationship between these two entities should still be strengthened. GTN-P has mainly operated thus far on a mixture of project grants and ad hoc payments from the IPA; this is not a sustainable model and this situation must be rectified to ensure GTN-P's long-term stability and the database's full use as a trustworthy data repository. Adhering Bodies can partially fund GTN-P by including it in project proposals, especially those that are dependent on the use of the database. However, the long-term aim is for GTN-P to have a permanently-funded home, and avenues to achieve this should be explored.

### Action Points:

- ▶ Identify permanent funding avenues for GTN-P, and continue to support the organization through its inclusion on project proposals.
- ▶ Ensure that the GTN-P database earns the "CoreTrustSeal" as a trustworthy data repository.

## 2.5. Developing education and outreach activities

Following the Strategy Plan 2010-2016, the Education and Outreach Standing Committee was established. This committee has been involved in the production of books, comics, school and museum resources, and university-level courses on permafrost. This activity has also led to education and outreach sessions at IPA conferences. The IPA is pleased to see the variety in educational activities and resources, but sees the need to develop a stronger outreach focus. The IPA would like to establish and systematize a steady flow of information from the organization to the general public via the IPA website and social media channels. The IPA occasionally highlights some events and publications on its social media channels, but this could be done to a much greater extent if there was a strengthened system for developing outreach content. The IPA should regularly highlight IPA outputs, like those stemming from Action Groups and Interest Groups, as well as international projects

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with IPA participation. The IPA also acknowledges outreach is not limited to digital media; ongoing relationships between the IPA and other organizations are also an important form of outreach. To fully support both education and outreach, the IPA's long-term ambition is to have two full committees: one for education and one for outreach. PYRN members are encouraged on both committees, and are also welcome on the current E&O Committee.

### Action Points:

- ▶ Develop and systematize an outreach strategy, covering primary outreach channels, involvement of PYRN members, and material to highlight (e.g. IPA outputs and international projects with IPA participation).
- ▶ Fully address both education and outreach by creating two separate committees.
- ▶ Provide technical support for online presentation and dissemination of outreach material and activities.

## 2.6. Revising Individual Membership

Following the Strategy Plan 2010-2016, the Individual Membership category was created with a suggested donation. Online membership registrations have facilitated communication between the IPA and the wider permafrost community, and allow the IPA to quantify the size of the community and chart its growth over time. Emails sent by the Secretariat to website registrants have replaced Permalist (which was hosted externally) as the way to distribute information about activities, events, IPA publications, and opportunities. These aspects of the system are major benefits for both the organization and its members and function well. However, other aspects of Individual Membership, as envisioned in the Strategy Plan 2010-2016, do not function as intended. Thus, the financial aspects of Individual Membership must be revised.

Individual Membership was intended to be free with the possibility (and recommendation) for members to donate 20€ annually (10€ for students). In actuality, almost no one made payments and the revenue earned from Individual Membership was greatly outweighed by the administrative costs and time needed to manage the payment system. Encouraging more or requiring payments would result in increased revenue, but this would necessitate concrete benefits which do not currently exist. Additionally, individuals already indirectly support the IPA financially through their attendance at IPA conferences (where 10% of their registration fee goes to the IPA), and in some cases payments made to Adhering Bodies. Individual Membership should continue to be used as a way to maintain contact with permafrost community members, but not as a revenue stream. Donations should still be possible through the Secretariat's determination and use of the most cost-effective processing system.

### Action Points:

- ▶ Maintain Individual Membership as a way to communicate with permafrost community members, but revise the planned reciprocal payment-benefit system to donations only.

## 3. Activities

The IPA accomplishes its objectives through its activities. A primary activity of the IPA is convening International Conferences on Permafrost (ICOPs) every four years, and convening Regional Conferences on Permafrost (RCOPs) in non-ICOP years. IPA conferences serve as a critical gathering place for, and foster information exchange between, a global community of permafrost scientists and engineers. To be supported as an IPA conference, Local Organizing Committees must ensure that 10% of registration fees are given to the IPA. The implementation of this fee has increased and diversified the IPA's revenue, allowing for increased spending on key activities and grant support for early career members to IPA conferences. In addition to conferences, the IPA is focused on supporting its working parties, cooperating with other organizations with complementary aims, producing outreach-focused publications, and promoting permafrost education. PYRN activities are also central to the IPA, and all IPA conferences have PYRN events, including workshops and social gatherings.

### 3.1. ICOP as the premier permafrost event

The Strategy Plan 2010-2016 called for the consideration of replacing peer-reviewed ICOP proceedings with edited extended abstracts books. There were a number of reasons behind this switch: potential exclusion of newer community members and new results by requiring a paper one year in advance, the preference to publish in journals, and a wide range in paper quality. Recent ICOPs have produced abstracts books, with submissions of various lengths. The IPA would like to see the publishing of reviewed extended abstracts books continue, comprised of thorough 1-2 page abstracts that can be individually cited. The abstract books should have an ISBN and/or DOI. Publishing proceedings is still possible, should the Local Organizing Committee or another group want to take this on in addition, but cannot be required for presentations at an ICOP.

Transactions are another important outcome of ICOPs. Publishing a Transactions volume comprised of review papers supports the IPA's objectives, as these papers are unique and useful in covering new developments in different branches of permafrost science and engineering. The EC aims for Transactions to be published for every ICOP to provide a status of research development, and aims for Transactions to be consistently open access. Authors of Transaction papers are natural choices for keynote talks at the corresponding conference.

Organizing ICOPs is a major undertaking. Though each ICOP is unique, every ICOP has the same core aspects and new organizers should be able to structure their conferences based on past successes and experiences. To provide Local Organizing Committees with a solid foundation for planning their conference, and to ensure a baseline in terms of ICOP quality and content, IPA Conference Guidelines are needed. The creation of conference guidelines was called for in the previous strategy plan, but they have not yet been realized. The EC recommends that the IAC develops IPA Conference Guidelines in a timely manner.

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The 12<sup>th</sup> ICOP is planned to be held in Lanzhou, China in June 2021 following postponement due to the COVID-19 pandemic.

### Action Points:

- ▶ Publish a book of reviewed, citable, extended abstracts from every IPA conference, and publish Transactions for every ICOP.
- ▶ Request the IAC to create IPA Conference Guidelines well in time for the next ICOP.

## **3.2. Supporting regional and topic-specific activity through RCOPs**

Regional Conferences on Permafrost (RCOPs) have played a growing role in IPA activities. During the last four years, the IPA has seen and supported the role of RCOPs as a gathering place for permafrost scientists and engineers within a specific geographic area, as an opportunity for the community to experience a wider array of permafrost and periglacial landscapes and their infrastructure, and to raise awareness of permafrost in more regions. There have been annual RCOPs in non-ICOP years since 2017, and this higher frequency of conferences in a variety of locations attracts new members to our community and promotes increased activity and collaboration focused on permafrost, in alignment with the IPA's mission and objectives.

The 2<sup>nd</sup> Asian Conference on Permafrost (ACOP 2017) was held 2-6 July 2017 at Hokkaido University in Sapporo, Japan. There were 178 participants from 17 countries, with the majority of attendees coming from Asia and Russia. Following the success of ACOP 2017, the IPA EC moved forward with planning other region and topic specific conferences. In 2018, the 5<sup>th</sup> European Conference on Permafrost (EUCOP 5) was held 23 June to 1 July at the Majestic Congress Center in Chamonix, France, at the base of Mont Blanc. This was the first IPA conference in France, was co-organized by a team of researchers from France, Switzerland, and Italy, and had a unique focus on alpine permafrost. More than 460 participants from 29 countries attended the conference. The 1<sup>st</sup> Southern Hemisphere Conference on Permafrost (SouthCOP) was held on New Zealand's South Island from 4-14 December 2019, with approximately 100 participants. There was emphasis on field excursions offered before and after the conference session days.

RCOPs will continue with an RCOP hosted by the United States Permafrost Association in Boulder in July 2021, in collaboration with the American Society of Civil Engineers (ASCE) Cold Regions Engineering Division. This will be followed by the 6<sup>th</sup> European Conference on Permafrost in Puigcerdà, Spain in summer 2023. A future SouthCOP in South America is being considered by an international team. The IPA wishes to see this trend in RCOP activity continue as needed, with emphasis placed on strategic conference locations and themes, and possible co-coordination with other groups. The IPA encourages potential hosts to develop their conference idea in conjunction with the IPA Council and EC.

### Action Points:

- ▶ Continue to hold and encourage the development of RCOPs with strategic locations and themes in non-ICOP years to increase focus on permafrost research and engineering activities in all parts of the world.

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### **3.3. Frozen Ground as the annual IPA outreach product**

In alignment with the Strategy Plan 2010-2016, Frozen Ground has been transformed into a concise, well-designed news bulletin that is produced annually. Country Reports have been separated from Frozen Ground, and are compiled in their own volume and digitally published on the IPA website. Both Frozen Ground and Country Reports are available as PDFs on the IPA website and are advertised via the IPA's email lists (specifically to individual members and Council) and social media channels. These publications should also be distributed to the IPA's affiliated organizations. Given the new emphasis on electronic distribution, the EC recommends that DOIs are assigned to Frozen Ground and Country Reports volumes for ease and reliability in access.

#### **Action Points:**

- ▶ Increase the visibility of the main annual outreach products of the IPA by producing concise, well-edited and well-designed Frozen Ground and Country Reports volumes with DOIs.
- ▶ Distribute Frozen Ground to our collaboration associations and organisations.

### **3.4. IPA Awards**

The IPA grants three awards, each geared towards excellence in permafrost research or engineering and involvement in the permafrost community. These three awards are:

- The Péwé Award, awarded at each International Conference on Permafrost, for the best presentation on permafrost science made by an early career researcher.
- The Melnikov Award, awarded at each International Conference on Permafrost, for the best presentation on permafrost engineering made by an early career researcher.
- The IPA Lifetime Achievement Award, acknowledging the lifetime contribution of individuals for outstanding permafrost science and engineering research and/or for exceptional contributions to the international permafrost research community. This award is typically awarded every two years, and is determined by the NAC based on nominations from the Adhering Bodies.

In addition to these awards, PYRN coordinates the PYRN-IPA Awards which honor the best oral and poster contributions by PYRN members at IPA conferences. The NAC is responsible for administering the Péwé and Melnikov Awards by establishing an evaluation committee and presentation judging system for each ICOP. The NAC also screens nominations for and selects the recipient of the Lifetime Achievement Award.

#### **Action Points:**

- ▶ Continue to foster excellence in permafrost research and engineering by granting IPA awards.
- ▶ Task the NAC to administer the Péwé and Melnikov Awards at each ICOP.

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### **3.5. Endorsement of external projects and groups**

Because the IPA aims to increase external funding, the organisation endorses national and international research applications. The EC recommends that an IPA endorsement policy is developed. This will ensure that activities affiliated with the IPA maintain a baseline standard and relevance to the IPA, and will maintain fairness and transparency in which activities are endorsed.

#### **Action Points:**

- ▶ Create an IPA endorsement policy.

## 4. Finances

The IPA is dependent on Adhering Body dues and conference fees for revenue. Ideally the Secretariat is externally funded, preserving the IPA's funds for target activities, but this has not always been the case. In ICOP years, the biggest expense is early career grants for conference attendance. To account for this, a fund dedicated to the next ICOP is built up over the four preceding years. The other main IPA expenses are Action Groups, annual support to PYRN, early career grants for RCOPs, communication and outreach, EC meetings, and bank fees.

### 4.1. Diversifying and building up income

Since the IPA's founding in 1983, worldwide inflation of consumer prices has averaged 5.3% annually. Aside from switching Adhering Body fees from dollars to euros in 2011, the IPA has not mandated any increases in dues, and thus revenue from this is relatively constant. The EC envisions a modest increase in dues every four years to account for inflation, rounded to the nearest ten. The exact percentage will inevitably need to be adjusted to match global financial trends and thus is not fixed. Due amounts should be reviewed as part of the finances section of every Council meeting, and changes in dues should be ratified every four years at meetings of Council at ICOPs. Notification of the anticipated increases should happen at the preceding (RCOP) Council meeting.

Unpaid dues are also an issue for the IPA, as it complicates budgeting and it is unfair to tolerate unpaid dues when most Adhering Bodies manage to pay reliably. The EC sees the need to establish consequences for non-paying Adhering Bodies, decided in consultation with Council. It is suggested that Adhering Body representatives cannot vote at a Council meeting if the Adhering Body has not paid the two preceding years.

#### Action Points:

- ▶ Keep up income from Adhering Body dues by increasing dues every four years to account for inflation, rounded to the nearest ten.
- ▶ Establish and enforce consequences for non-paying Adhering Bodies; Adhering Body representatives cannot vote at a Council meeting if they have not paid the two preceding years.