

**International Council on Nanotechnology**  
Governance structure and operational plan – Near-final  
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## **ICON's Mission and Charter**

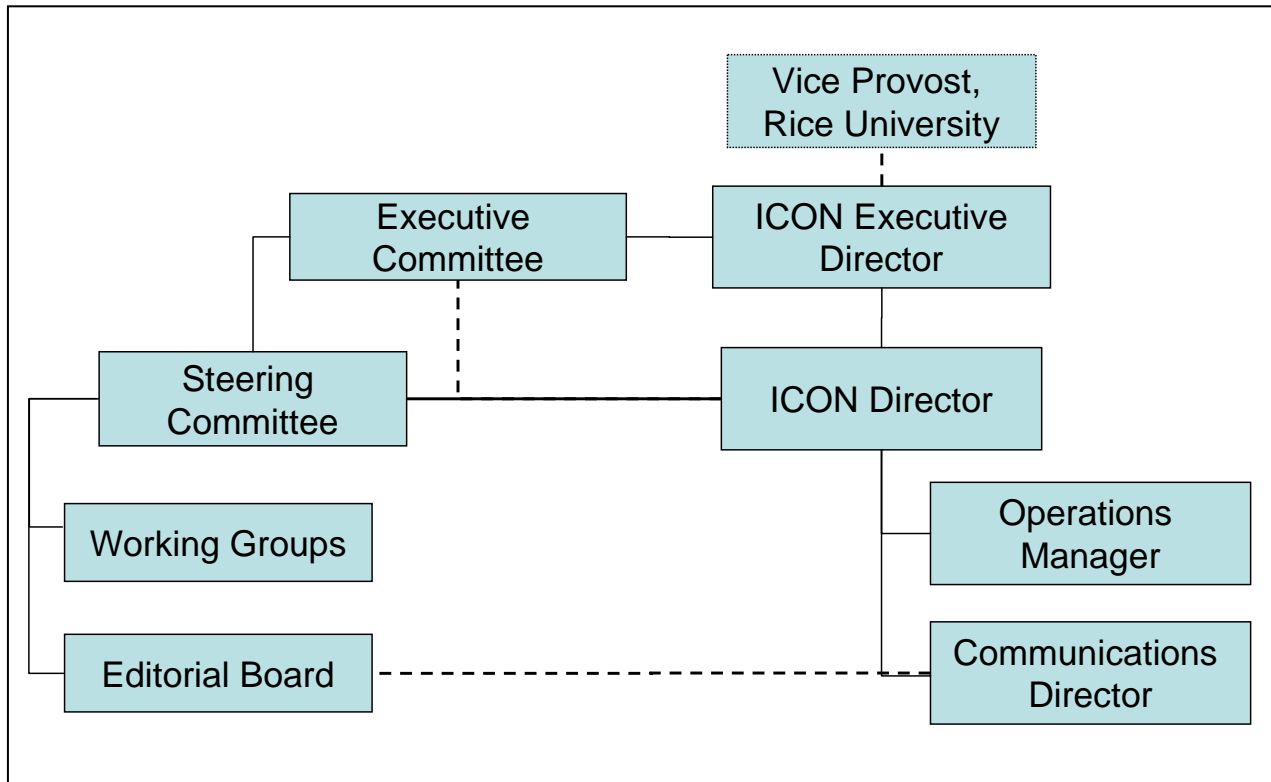
The International Council on Nanotechnology (ICON) is an organization whose mission is to assess, communicate and reduce the environmental and health risks of nanotechnology while maximizing its societal value. It envisions a future where nanotechnology emerges as a responsible and valued industry with an effective and proactive approach to risk management. ICON is a technically driven organization whose activities are broadly supported by industry, non-profit foundations, and governments. Its multi-stakeholder partnerships and governance, with members that span the globe, make it uniquely positioned to ensure global coordination and cooperation in nanotechnology risk management.

Based at Rice University, ICON was started within the affiliates program of the federally funded Center for Biological and Environmental Nanotechnology (CBEN). In its current form, however, ICON operations and activities extend well beyond CBEN to include other national and international centers with an interest in its mission.

The management of ICON involves all stakeholders in the nanotechnology community in a flexible and transparent structure designed to respond to rapidly changing issues in the area. Decisions about ICON's positions and priorities are made with balanced inputs from four stakeholder communities: government, academia, industry and non-governmental organizations. ICON sponsored activities are organized around projects in four areas of emphasis: forums and events to explore health and environmental risk issues in nanotechnology, an electronic knowledge base for accessing peer-reviewed publications in nanotechnology, high-quality technical information relevant to decision makers in nanotechnology and a proactive communications platform that translates complex scientific data into material easily understood by many stakeholders.

What follows is a discussion of the governance structure and operational plan for ICON.

## 1. Organizational Strategy



**Figure 1. ICON Organizational Chart**

ICON's organizational plan reflects its members' conviction that risk management must be based on agreements among different stakeholders. For this reason, ICON relies on two governance committees, rather than individuals, to allocate resources, define ICON positions, prioritize ICON activities and plan ICON's strategy. These decision-making and planning functions are divided between the larger steering committee and a smaller executive committee, both of which have membership that is carefully balanced to reflect the interests of all stakeholders in nanotechnology. A more detailed discussion about planning and resource allocation can be found in section 2.

This organizational chart also defines how ICON operates and addresses the challenges of keeping overhead and staff for the organization lean and effective. Crucial to ICON's success is its ability to engage its members broadly in activities; their contribution of time, perspective and talent is the linchpin of ICON operations. ICON working groups are the place where such volunteer work happens. Though this volunteerism reinforces ICON's core values by ensuring that activities are not defined by any one stakeholder, it presents operational challenges for coordination and communication amongst ICON members. Thus the staff of ICON, primarily the ICON Director and Operations Manager, are tasked with serving the working groups and governance committees to maximize the impact of ICON's volunteers. A discussion of ICON operations and the duties of the various positions can be found in section 3.

## 2. ICON Governance Structure

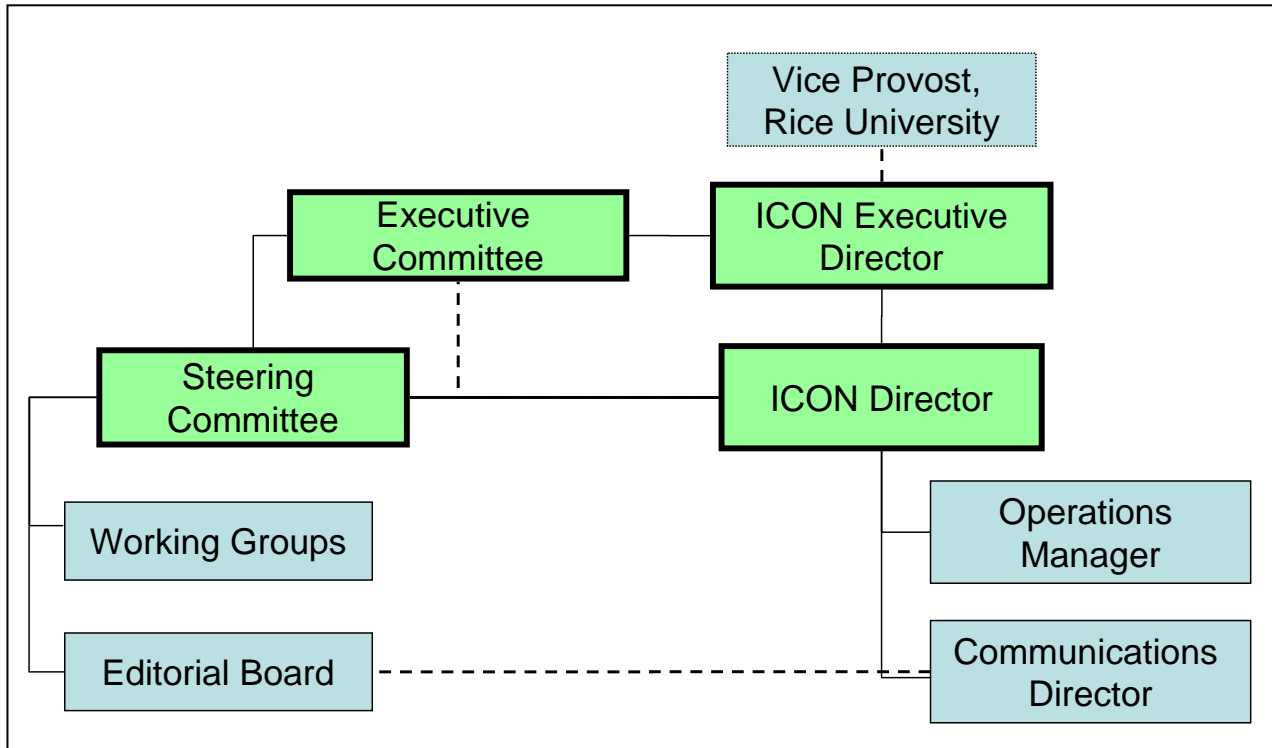


Figure 2. Relationships among key members of ICON governance team

ICON strongly values the opinions and perspectives from many stakeholders in its operations. Its governance structure reflects that value insofar as decision-making authority and planning functions are the purview of committees instead of individuals. The figure above highlights the key elements of ICON's governance and decision-making process; in keeping with our core emphasis on multi-stakeholder interactions, most decisions are made by committee. The larger *Steering Committee* is responsible for updating the strategic plan for ICON at least twice a year. This group also appoints working groups to deliver on specific objectives, plans ICON meetings, and monitors working group progress. It has review responsibility for ICON position papers and general communications that are not time sensitive, and must recommend any ICON project funding requests to the Executive Committee. The smaller *Executive Committee* is primarily concerned with resource allocation; this group approves all ICON project funding requests and ongoing operational expenses. Where needed it is called in to provide oversight for time sensitive and possibly controversial communications. It also appoints members to the Editorial Board, monitors the membership of the Steering Committee and has the capacity to stand up new committees (e.g. a Membership Committee) as required.

The *ICON Director* is the chair of the Steering Committee and is an important bridge between the operational and governance processes in ICON. This job is primarily tactical in that the *ICON Director* manages and directs ICON to achieve the strategic objectives identified by its members. As Steering Committee Chair the *ICON Director* is tasked with coordinating with Steering Committee members to update the strategic plan at least twice a year, convening and running Steering Committee meetings, supporting Working Group activities, and developing ICON membership. The *ICON Director* is an *ex officio*, non-voting member of the Executive Committee

and is responsible for reporting to the Executive Committee all aspects of ICON operations, including budget.

The **ICON Executive Director** is the chair of the Executive Committee and is the direct report for the ICON Director. This position is focused on the long-term strategies of ICON and can be called on to represent ICON externally. The Executive Director evaluates the tactical plans laid out by the operational staff and monitors the staff's progress against these plans on a bi-monthly basis. Additionally, Rice University has agreed to house ICON's operations; this agreement requires the **Executive Director** to report all ICON activities to the university's Vice Provost of Research annually.

The **Working Groups** and **Editorial Board** of ICON have decision-making authority as well as operational responsibilities. In particular, ICON project funding requests can only be developed through the **Working Groups** where members, participants and advisors work on project objectives, scopes and outcomes. The **Editorial Board** is responsible for rapid approval of ICON communications and must review all sensitive communications made under the ICON brand. The operational plan details the role of each group in the processes for both communications review and project funding.

The following sub-sections describe the activities of each of these entities in more detail. Note that all charters and descriptions are in effect as of 02/15/2006 until superseded by documents approved by the executive committee.

## 2A. Executive Committee Charter

Purpose: The Executive Committee (EC) serves as the authoritative body for the final approval of policy and financial decisions for ICON. Specific functions include authorization of sensitive communications, operational priorities and project budgets.

### Responsibilities

1. Reviews periodically (at least monthly) the ICON budget and projected expenses.
2. Approves funding for ICON project proposals recommended by the Steering Committee.
3. Approves core ICON communications and policies brought from the Editorial Board.
4. Creates committees and boards as necessary to fulfill the mission of ICON.
5. Reviews ICON operational effectiveness in writing for ICON staff.
6. Alters and revises the governance and operational plan as needed.
7. Defines job descriptions and hires part-time and full-time ICON staff positions.

Operations: The EC is chaired by the Executive Director and will meet at least quarterly (face-to-face or via telephone) to consider project proposals, communications, governance and operational issues. The ICON Director will schedule the meetings, poll members for agenda items, and finalize the documents and agenda with the Executive Director. Where possible, the EC agenda and materials requiring a vote of the EC will be provided to all members seven days prior to the EC meetings. Any EC member, the ICON Director, or ICON Executive Director can request an EC meeting for special issues. The Executive Director may declare a EC meeting to be ‘open’ and invite the ICON Director and Operations Manager to attend as observers; meetings regarding operational performance, however, may be limited to just the Executive Committee members.

The Executive Director will call the EC meeting to order, follow the agenda, and work with the ICON Director to finalize the minutes. In order for an EC meeting to proceed, a quorum of members must be present – consisting of equal numbers of EC members from each stakeholder group. Under special circumstances, and with the prior approval of the other EC members, an EC member may designate a proxy to attend the meeting and vote in his or her place.

Voting: A 4/5 majority is required to approve project budgets, policies, communications and hiring decisions. There are no abstentions from voting. The schedule of the EC meetings and agenda will be published to the ICON membership at least one month prior to the EC meeting. The decisions of the EC will be published to the ICON membership no later than one week after each meeting.

Membership: The EC will consist of one representative from the four stakeholder sectors of ICON 1) Industry, 2) Academics, 3) Government, 4) Non-Governmental Organizations (NGOs) plus the ICON Executive Director. Terms will last 12 months with an option for one renewal period up to 24 months. EC members who miss more than one meeting a year may be replaced at the discretion of the Executive Director. The ICON Director is present at these meetings as a participant with non-voting status, and the Operations Manager attends as an observer, unless the meeting is declared closed by the executive director.

The Steering Committee will be asked to vote on the composition of the EC members, and if needed the ICON Executive Director will oversee a run-off election to ensure balance by geography and stakeholder group.

## 2B. Steering Committee Charter

Purpose: The Steering Committee (SC) serves as the authoritative body for ICON strategic planning and oversees all Working Group activities. Specific functions include ongoing refinement of the strategic plan, the creation and review of working groups, recommendations to the EC for project proposal funding, and the review and approval for face to face ICON meeting agendas.

### Responsibilities

1. Reviews and revises the ICON Strategic Plan at least twice per year.
2. Actively engages with and evaluates the status of ICON recruiting.
3. Votes on members for the Executive Committee
4. Nominates members to the Editorial Board
5. Creates and removes Working Groups as necessary to fulfill the mission of ICON.
6. Oversees Working Groups and coordinates their activities.
7. Recommends projects for funding to the Executive Committee.
8. Provides input for ICON communications and policies from the Editorial Board.
9. Calls, organizes and approves agendas for all ICON face to face meetings.

Operations: The SC will meet at least monthly to discuss upcoming ICON meetings, changes to ICON strategy, Working Group progress and ICON policy and communication positions. Though primarily a planning body, the SC does have several formal responsibilities within ICON. In particular, the SC must recommend project proposals to the EC for funding, vote on the creation and removal of Working Groups, and approve the date and objectives of ICON face to face meetings. The ICON Director will ensure that monthly meetings are scheduled, poll members for agenda items, and provide meeting materials to all members seven days prior to the meetings. The ICON Director also will work with the Operations Manager to ensure that the meeting minutes are circulated soon after the meeting. The SC may agree to meet more frequently than once a month as the need arises. The Steering Committee will be chaired by the ICON Director. A quorum of SC members (1/2) must be present for a meeting to proceed.

Voting: In order for the SC to put forward a recommendation to the EC, a simple majority of the SC members will be required; however, as part of the recommendation the numbers for and against the motion will be provided to the EC. In order to approve Working Group changes, and other ICON activities that are solely the purview of the SC, a  $\frac{3}{4}$  majority will be required. There are no abstentions from voting. The schedule of the SC meetings and agenda will be published to the ICON membership at least two weeks prior to the meeting. The minutes of the SC will be published to the ICON membership no later than one week after each meeting.

Membership: Membership in the SC requires individuals to declare their interest and be approved by the EC; individuals, or their designated representatives, must attend at least 4 SC meetings within a 6 month period in order to stay active on the SC. In the event that the SC becomes significantly imbalanced with respect to representation from any stakeholder group, the EC may convene a Membership Committee charged with managing the SC composition more actively.

Additionally, during some closed ICON face to face meetings throughout the year the Steering Committee may convene a session. During that period all individuals present will be official members of the Steering Committee and may be asked to vote and provide recommendations on selected projects.

## 2C. ICON Director

*Purpose:* The organization requires several key individuals to maintain an effective external presence and manage internal coordination. The Director of ICON serves in both capacities. The Director chairs the Steering Committee, oversees the ICON operational staff, and is responsible for delivering on the objectives outlined in ICON's Strategic Plan. Additionally, the Director must grow and maintain ICON's financial and volunteer resources. The Director coordinates recruiting of all stakeholder groups, and along with Executive Director serves as a contact for interested parties. The Director also identifies partners and collaborations for ICON projects and engages in government and foundation grant-writing to leverage ICON's corporate funds.

*Responsibilities:*

1. Reports on ICON operations (budget, staff time, project status) to the Executive Committee
2. Directs ICON's Operation Manager and ensures effective operational systems.
3. Recruits and retains ICON partners (with the Executive Director).
4. Develops ICON's action plans for meeting its objectives (e.g. recruitment strategy) and obtain approval from the SC and Executive Director for these plans.
5. Develops ICON's promotional campaign and marketing materials to balance and increase its membership (with the Communications Director)
6. Represents ICON activities to partners and key stakeholders (with the Executive Director)
7. Manages all contract discussions and membership agreements through Rice.
8. Develops ICON's resources from governments and foundations (grant-writing)
9. Identifies new ICON activities to the Working Groups and Steering Committee
10. Provides timely and informative written capsules for web (and print) publications of ICON updates, events and general news (with the Communications Director)

*Scope of position:* The ICON Director is funded through ICON and the extent of funding is tied to the expansion of ICON's financial base through enhanced recruitment and fundraising activities. The Director will convene ICON operational meetings and will travel frequently to promote ICON activities. The Director must have a technical background that can support grant writing activities in nanotechnology and EH&S issues and also possess the interpersonal and communications skills necessary for new member recruiting in all stakeholder groups. Additionally, the ICON Director must have excellent managerial and organizational skills.

*Review and management:* The ICON Director reports to the Executive Director on a bimonthly basis for a review of progress on specific activities such as grant-writing, trips for ICON visibility, partnership development and membership recruiting. Ultimately, the Executive Committee will evaluate quarterly the job performance of the Director and use quantitative metrics to track the membership make-up, balance, leveraged funding and total ICON budget.

*Clarification of job duties:* The Director is critical to both the external and internal culture of ICON. Internally, the Director oversees operational issues and monitors the ICON budget on a weekly basis; in this capacity the Director has substantial staff help, through the Operations Manager, as well as on occasion CBEN staff. The Director, along with the Communications and Executive Director, is the public face of ICON and in this role is pivotal to member recruiting in all categories.

## 2D. ICON Executive Director

*Purpose:* The Executive Director has a key strategic role within ICON and has the ultimate responsibility for ICON's budget and operations. This person, who is not paid by ICON, represents the organization externally and to the administration of Rice University. The Executive Director also approves all operational plans put forward by the ICON Director, and evaluates the ICON Director's performance on a monthly basis.

*Responsibilities:*

1. Works with the ICON Director and members to develop the overarching objectives for ICON
2. Edits and approves the Director's action plans for meeting ICON's strategic objectives
3. Manages the appointments of the Editorial Board and Executive Committee if Steering Committee voting/nominations do not balance participation
4. Chairs Executive Committee meetings.
5. Invites individuals to attend EC meetings as needed, including Communications Director
6. Oversees the ICON Director's role and monitors the operational effectiveness of ICON systems
7. Approves Working Group requests for 'in-house' staff time for project preparation
8. Recruits and retains ICON partners (with the ICON Director).

*Scope of position:* The Executive Director is not a funded ICON position and as such carries little responsibility for implementation of ICON plans. However, the Executive Director does play a significant role in shaping and communicating ICON's strategy to all stakeholders. The Executive Director is also responsible for approving the operational and tactical plans which drive the ICON Director and operational staff.

*Review and appointment:* Given the history of ICON, the ICON Executive Director and the CBEN Director are necessarily the same individual. Such an arrangement has historically permitted ICON to access substantial amounts of volunteer time for key activities (e.g. recruiting) as well as locate its operations on a university campus in a neutral setting with cost-effective infrastructure. Because of this arrangement, all of ICON's activities are subject to review by the Vice Provost of Graduate Research at Rice University. The Vice Provost ensures all activities are compliant with the Rice mission and federal guidelines. When necessary, or at the request of members of the EC, the Vice Provost may convene an External Advisory Board to evaluate the operation of ICON.

In the event that the ICON Executive Director resigns, or if ICON membership drops more than 30% in a six month period, or by a request of 2/3 of the Steering Committee, the Executive Director position will automatically be subject to review by a specially convened Advisory Board. This group of six ICON members will be randomly selected by the Steering Committee Chair from interested individuals on the SC and will have balanced representation. After several meetings - to occur within a four week period- this group will commit ICON to a course of action that may alter the Executive Director job description, appoint another ICON member as Executive Director, or simply provide suggestions for improved performance of the Executive Director.

### 3. Operations for ICON: Overview

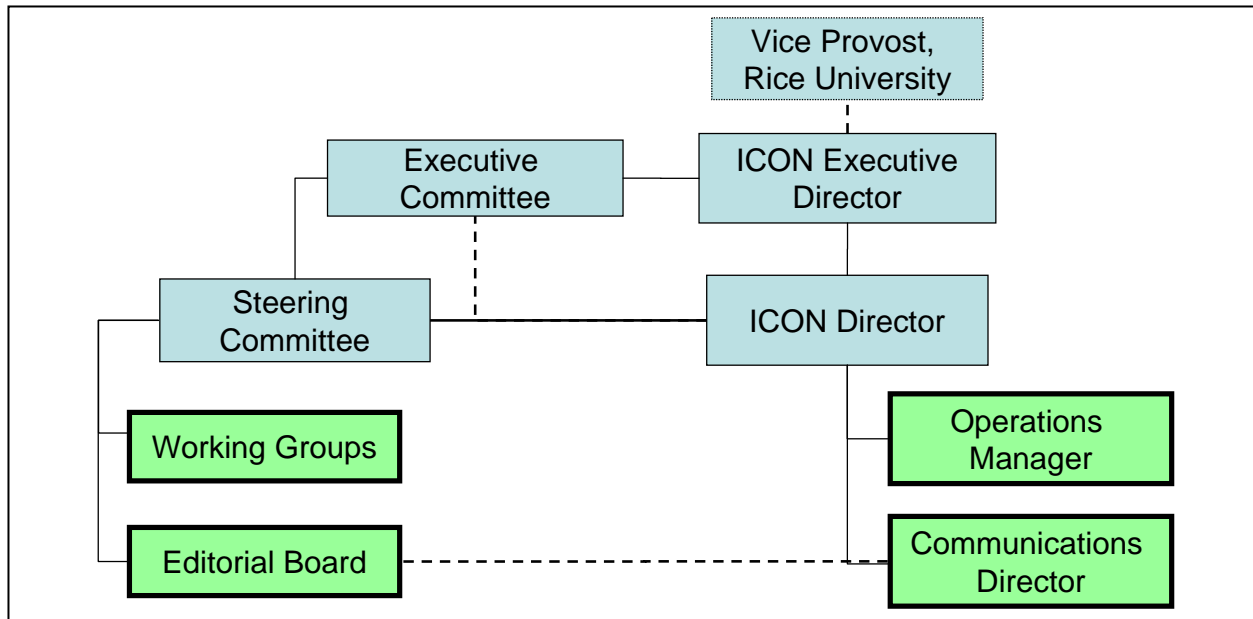


Figure 3. Relationships among key ICON operational personnel

The *ICON Director* is tasked with ensuring that ICON operations are effective and meet the needs of its members. The *Communications Director* shapes and refines the external message and positions of ICON and works with the Director to provide an external face for ICON positions. The *ICON Director* is also responsible for recruitment activities and relationships between ICON stakeholders. This Director serves the organization by constantly expanding ICON's volunteer base and financial resources through fundraising, grant-writing and partnership development. The *Editorial Board* and *Working Groups* produce and review documents, generate positions and develop knowledge in harmony with the strategic plan for ICON. Thus ICON members play a pivotal role in ICON operations as well as governance. Such a culture of volunteerism requires a strong organizational leader to ensure effective member communications and follow-through. This is the role of the *ICON Operations Manager*. Day to day questions and ICON implementation are all coordinated by this essential ICON staff person. In some cases Working Groups may provide external funds to contractors or *grantees* for producing specific items. Monthly follow-ups with these individuals are the responsibility of the *Operations Manager*. Specific job descriptions and duties for the *ICON Director*, *ICON Communications Director*, and *ICON Operations Manager* are provided in the following sections.

Detailed operational plans for important and ongoing activities have been developed. These are described in Section 4 to this document. Section 4A provides guidance on how to initiate a new project idea for ICON to consider; Section 4B describes the process by which ICON projects are funded; Section 4C covers special procedures for approving project funding for external grantees, as well as procedures for resolving conflict of interest issues in granting of funds for internal or external proposals; Section 4D outlines how ICON will plan, organize and run its meetings; Section 4E presents the process for communications vetting within ICON which leads to publishing of ICON communications.

### 3A. ICON Operations Manager

*Purpose:* Much of ICON's outputs occur through the uncompensated efforts of its members. Such a culture of volunteerism requires a strong organizational leader to ensure effective member communications and follow-through. This is the role of the ICON Operations Manager (OM). Day to day questions and implementation of ICON projects and events are all coordinated by this essential staff person. In some instances, this individual may hold sole responsibility for completing ICON activities and may be tasked by the Working Groups for that purpose. The Operations Manager is primarily a behind the scenes position. The job requires technical expertise in chemistry or environmental sciences, along with superb organizational experience.

*Responsibilities:*

1. Runs the day-to-day affairs of ICON
2. Implements the action plan to deliver on the strategic elements of ICON
3. Supports actions suggested by the Working Groups, subject to the approval of the ICON Executive Director.
4. Develops budget systems to monitor and report out ICON expenses and revenues
5. Updates and improves ICON's web page, including technical editing
6. Disseminates information to, and communication with, ICON members
7. Organizes meetings of the general membership, and where requested the Steering and Executive Committees
8. Identifies and collects topics for ICON to address, and to organize discussion forums
9. Interacts in a timely manner with members and the public.

*Clarification of job duties:* The Operations Manager is the internal presence for ICON. This position reports to the ICON Director, and serves the Working Groups and governance committees. The Operation Manager's goal is to ensure that the work of ICON's members has high impact across the globe. The position requires a high level of responsiveness and ability to work effectively with many stakeholders.

*Review and management:* The OM reports on a weekly basis to the ICON Director, who directs the OM's time and energies to various ICON functions as needed. Direct polling of ICON members may be used to provide concrete feedback for this critical position, as will formal and informal performance review by the ICON Director and Executive Committee. The Executive Committee has hiring authority for this position and may revise this job description as the need arises.

### **3B. ICON Communications Director**

*Purpose:* Effective communications is essential for ICON to realize its mission; the organization will be engaged in communications on a daily basis and activities will encompass issues ranging from translating technical data for the lay person to responding quickly to new events in the nanotechnology and risk area. Because of its multiple stakeholder and neutral stance, ICON must approach these external communications with great care and be scrupulous in its vetting and approval of all documents internally. The Communications Director (CD) is charged with developing materials which reflect the inputs of all stakeholders and providing high quality communications products for most of ICON activities.

*Responsibilities:*

1. Develops standard ICON communications language
2. Develops an information monitoring program
3. Develops the ICON promotional campaign and marketing materials (with the ICON Director)
4. Responds in a timely way to media requests and directs them to appropriate ICON individuals when necessary
5. Develops, directs and oversees a rapid response program for breaking new stories referred to as the Media Alert system
6. Develops, directs and oversees an Expert Referral network
7. Functions as an effective and responsive public spokesperson for ICON, including the timely composition and execution of ICON press releases
8. Implements communications objectives defined above

*Scope of position:* The Communications Director will be a part-time contract position, with its funding tied to the objectives and metrics set forth in the communications plan approved by the Executive Committee. Additionally, the Communications Director will be a consistent presence in ICON operational meetings and be highly responsive and aware of breaking stories in the general area of nanotechnology and risk. The effective Communications Director will have extensive experience in risk communication and a demonstrated familiarity with science and engineering issues.

*Review and management:* The Communications Director reports to the Executive Committee on a quarterly basis and the ICON Director as needed for operational support. The Communication Director's activities are generally defined by approved programs in ICON communications, but this individual is also available for rapid responses to new issues.

### 3C. ICON Working Groups

*Purpose:* ICON Working Groups permit volunteer members to direct their time and resources towards achieving the strategic objectives of ICON. These groups set specific action items and tasks in each Strategic Plan, and measure their progress against these plans on a monthly basis. ICON Working Groups are also charged with developing ICON project plans for consideration by ICON's Steering Committee.

*Responsibilities:* Each Working Group will have unique responsibilities as defined by the primary objectives laid out in the Strategic Plan. Currently, the objectives of each working group parallel the objectives of the Strategic Plan. They will engage in teleconferences, at least monthly, to review progress and develop project plans. Each working group will designate two individuals as primary contacts, not in ICON's operational staff, and will provide a brief description of their activities for the ICON web page.

*Review:* Working Groups will set new objectives and actions during ICON face to face strategy meetings; these items will set the agenda and directions for each group on a quarterly basis. Representatives from each Working Group will report out to the Steering Committee so as to coordinate with all ICON activities. Working Groups that have infrequent meetings, or are not progressing, will be evaluated carefully by the Steering Committee.

*Relationship between the ICON Working Groups and ICON operational staff:* The ICON Director and Operations Manager serve the Working Groups in a variety of ways. The OM, for example, may be asked by the Working Group coordinators to organize Working Group calls, take and circulate meeting minutes, and generally assist the members in their activities. However, major responsibility for a Working Group or its outputs should not fall to the operational staff. Should a Working Group wish to have the OM or ICON Director take on a significant action item for the group, that request should be detailed in writing and forwarded to the Executive Director. The ICON Director may on occasion suggest new activities for the Working Groups as well as task the groups to assist in meeting those organizational goals which are both operational and strategic. In particular, if during recruitment an interested party suggests an activity of interest to them, the Director may take that idea to the Working Group to develop it as a project proposal.

*Operations of Working Groups:* Working Groups generally refine projects for ICON, develop project proposals and where necessary oversee ICON grantees. In order for a project to be recommended to the Steering Committee, ICON Working Groups must approve by a ¾ majority the content of a project proposal.

*Initiating Working Groups:* Should ICON members feel a particular project or direction warrants attention in its own Working Group, the proposed title, scope and objectives (with timeline) should be brought to the Steering Committee. The Steering Committee will approve the new Working Group addition and objectives under normal voting conditions.

### 3D. ICON Grantees

*Purpose:* ICON projects will be executed by ICON grantees from a wide variety of sectors. For some projects, ICON members, staff and/or Rice University researchers will be awarded funds directly by a Working Group for the purposes of executing project objectives. However, in some cases Working Groups may feel that the work is best done outside of ICON operational staff, volunteer members and Rice University researchers. In those cases, the ICON Working Group will initiate a worldwide call for interested parties to propose to take on the effort. ICON funds cannot be directed towards particular external parties without first having a deliberative external request for proposals (RFPs). Whether a project is directed internally, or subject to an external call for proposals, it is first recommended by the Working Group sponsors of the project and ultimately approved by the Executive Committee. If a project is awarded to an external institution (academic or otherwise), those individuals become ICON grantees for the period of the grant.

*Award competition:* If a Working Group designates a project for external competition, and the Executive Committee approves, then ICON will issue a RFP for the proposed work. Working Groups have significant latitude in defining the RFP and evaluation metrics; however, all aspects of the proposal process are subject to review and approval of the ICON Director. Significant conflict of interest issues that arise during the proposal evaluation process will be identified to the ICON Director, who will oversee the process and report on its outcome to the Executive Committee. Ultimately, the ICON Executive Committee must approve the award of ICON funds to external institutions; such approval will be dependent on the adequate resolution of conflict of interest issues, evidence that the proposal process was fair and effective, and written justification for the selection of the winning proposal.

*Responsibilities:* The specific responsibilities for ICON grantees will depend on the nature of the activity. All proposals will include a specific set of deliverables and a timeline for their progress; the ICON Operations Manager is tasked with monitoring ICON grantees during their activities, and ultimately the sponsor of the project will determine whether the work product meets the expectations agreed upon. ICON grantees will be required to attend at least one ICON meeting to present their results and discuss future plans.

### 3E. Editorial Board

*Purpose:* This board will review and approve materials developed and published by ICON. The Editorial Board must act expediently, since in many instances the materials will need to be published in a timely manner. The board decides issues by a simple majority.

*Composition:* The board will include no more than five (5) members, one of whom must represent the legal interests of the organization. Another will be the Communications Director. The Steering Committee will nominate members to the board, and the Executive Director will approve membership to assure balance in both international and stakeholder participation. The ICON Director is an ex officio member of the board.

*Responsibilities:* When communication materials are developed they will be submitted to the Editorial Board for approval. This includes all printed and web based materials whether or not it attributes authorship to ICON. The board is expected to respond to editorial requests within 24 hours of the request. When the board rejects material, it can be rewritten and resubmitted to the editorial board or may be appealed to the ICON Director if necessary. The ICON Director has the final decision.

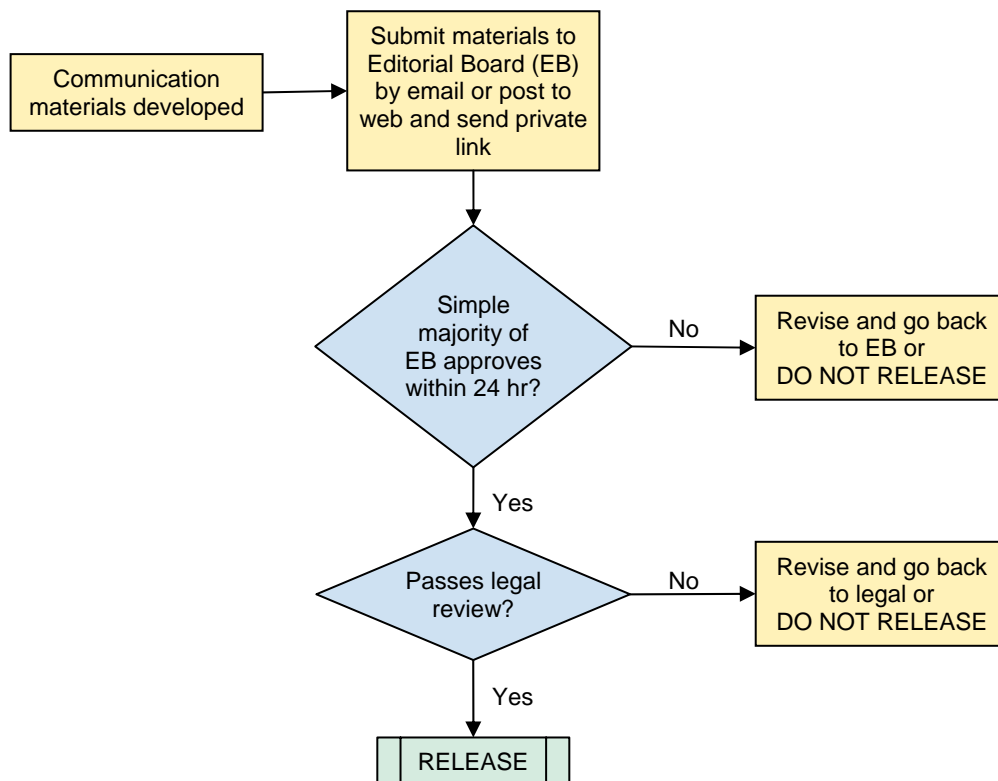


Figure 4. Process for approving ICON communication through Editorial Board

## 4. Operational Plans for Specific Activities

### 4A. Project Scoping

Anyone can bring a possible project forward for ICON's consideration. Note: If the ICON Director is involved with the project development, then the Executive Director oversees this approval process. All project scoping documents submitted to the ICON Director will receive a written response within two weeks.

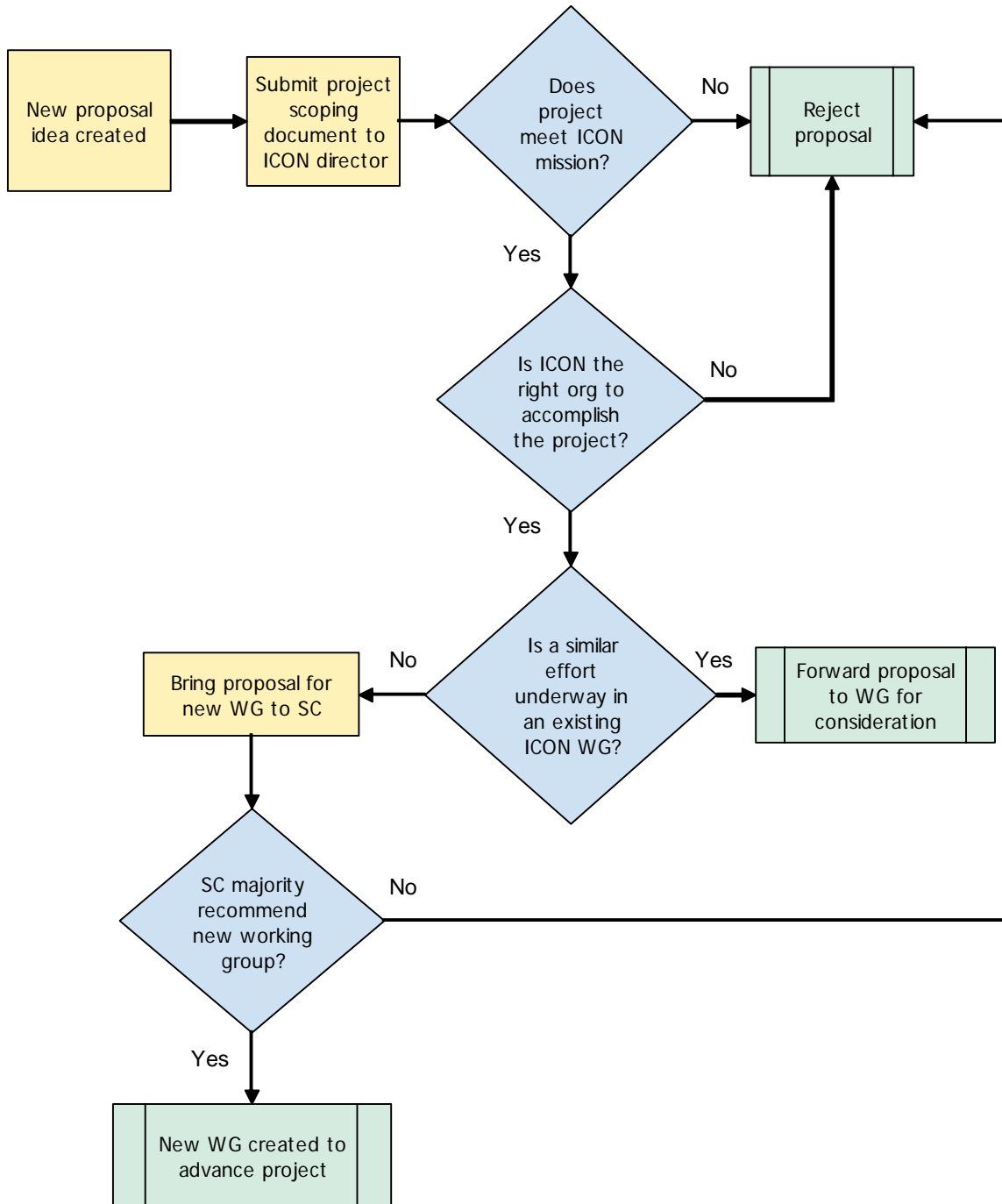


Figure 5. Process for starting a new project in ICON

#### 4B. ICON Project Funding Approval: Internal Funding

Step 1: Working Groups are chartered and organized by the ICON membership.

Step 2: After discussion, Working Groups generate project proposals for ICON funding

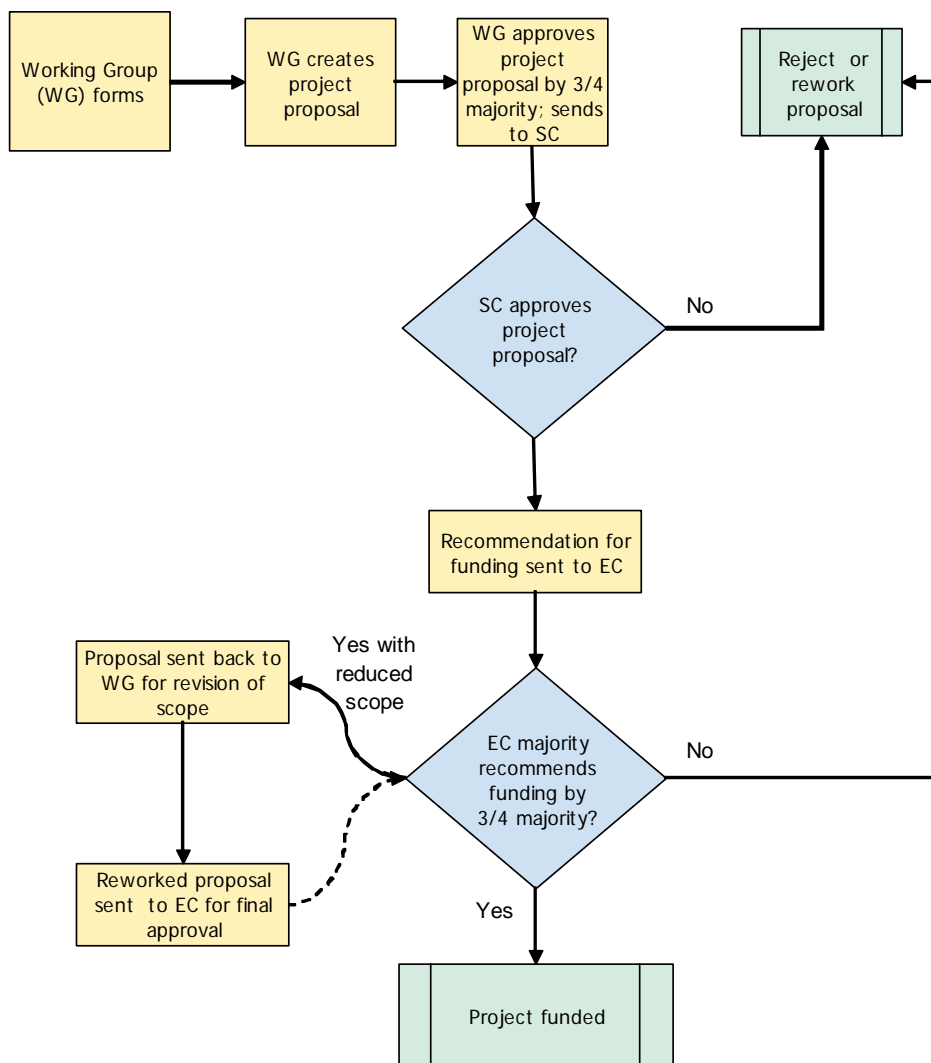
Step 3: If projects are not to go out for external RFP, a justification must be provided

Step 4: Working Groups approve project proposal documents (3/4 majority)

Step 5: The Steering Committee evaluates project proposals and forwards best proposals to EC.

Step 6: The EC considers project proposals on an at least quarterly basis and decides whether to fund, not fund, or fund a reduced scope effort (4/5 majority required)

Step 7: For external activities involving grantees, see Section 4C, which also provides information for resolving potential conflict of interest issues



**Figure 6. Process for funding ICON projects**

#### 4C. ICON Project Funding Approval: External RFP and Resolving Conflicts of Interest

- Step 1: Working Groups are chartered and organized by the ICON membership.
- Step 2: After discussion, Working Groups generate project proposals for ICON funding
- Step 3: Working groups deliberate whether activity is best supported using in-house expertise (e.g. ICON member organizations, CBEN, ...) or warrants work by an external project grant
- Step 4: If external project grant is justified, Working Group prepares Request for Proposal RFP, seeks and reviews submitted proposals and approve best project proposal documents (3/4 majority)
- Step 5: The Steering Committee evaluates project proposals and forwards best proposals to EC.
- Step 6: The EC considers project proposals on a quarterly basis and decides whether to fund, not fund, or fund a reduced scope effort (4/5 majority required)
- Step 7: For external activities involving grantees, deliverables and timeline are monitored monthly by the Operations Manager and quarterly by the Working Group
- Step 8: Project reports, outlining the work product and its impacts are gathered by the Operations Manager within three months after a project's close.

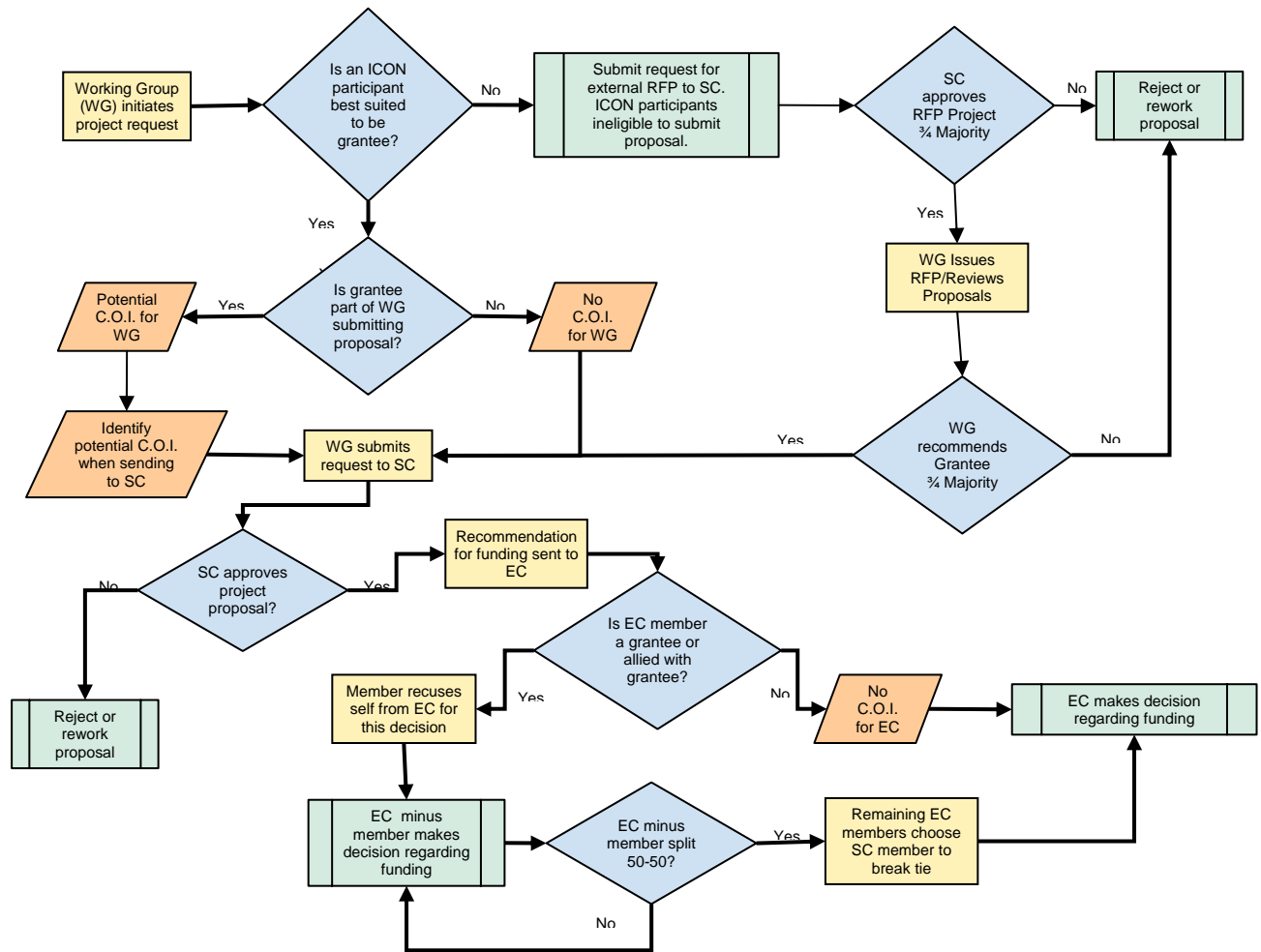


Figure 7. Process for dealing with potential conflicts of interest in internal and external proposals

#### 4D. Planning ICON General Membership Meetings

Step 1: (nine months in advance) Steering Committee agrees on target dates, meeting length, meeting chairperson(s) and locations for ICON membership meetings (3/4 majority)

Step 2: (six months in advance) Dates and locations for ICON membership confirmed six months in advance by Operations Manager and reported to Steering Committee

Step 3: (six months in advance) Budget for meeting drawn up by Operations Manager in collaboration with SC and approved by the EC

Step 4: (six months in advance) SC approves the meeting objective and daily agendas, as well as develops an invitation list if relevant

Step 5: (five months in advance) OM publicizes meeting through web page and direct mail and chairperson issues invitations

Step 6: (four months in advance) SC approves daily agenda and event planning begins; the OM updates web page to include registration information and travel details

Step 7: (two months in advance) The OM or meeting chairperson contacts presenters to coordinate talks.

Step 8: (two weeks in advance) If ICON closed meeting is occurring, presentations on budget and 'state of the ICON' are made available to all participants

#### 4E. ICON Communications Vetting:

All ICON communications, including but not limited to press releases and brochures, will be submitted to the Editorial Board for vetting (see 3E above). The only excluded materials are daily operational, non-editorial, and administrative web based postings.

The Media Alert (MA) system is projected to have three vetting procedures: (1) deciding an event is worthy of an alert posting, (2) deciding an event is worthy of a posting, and (3) wording the postings. The first and second steps are completed by the Communication Director as advised by student(s) involved in the information monitoring program, supplemented by inputs from the membership. Once an event is determined to be alert worthy, it is sent to the ICON Director for advisement and consent. For alert event, the ICON Director may decide to call upon the Executive Committee to decide its appropriate timeliness, relevance, and appropriate responses strategies and tactics. Upon consent in either case, the Communication Director solicits an editorial from an expert in the field. For alert and non-alert event postings, the ICON director has final authority.

The third step involves sending the completed editorial that will comprise the posting to the editorial board for approval (see 3E above). Upon approval, the posting is sent to Operations Manager for posting. The Communication Director follows up and notifies the enrolled media of the posting.

