**IAMCR's future developments – A green paper**
Nico Carpentier
December 2020

IAMCR is doing well. We have a solid membership base, which includes a considerable number of colleagues who invest their time in the organization. Our conferences are well-attended and are high-quality moments of intellectual exchange, that are recognized as significant contributions to the field of Communication and Media Studies. Moreover, IAMCR has managed to maintain its critical and global academic position, building bridges between academic communities in geo-political contexts that have not always been conducive towards these dialogues. We have also developed and protected an organizational culture that is democratic, kind, supportive and collegial. Our Executive Secretariat, which was established (at least in its present form) only a couple of years ago, is functioning well. And, finally, the financial backbone of IAMCR is sound, even if we have little (to no) margins for additional spending.

The state of IAMCR is thus good. Still, there are a number of issues that require our attention, to improve our organizational structures and cultures, and to deal with an ever-changing context, which, for instance, makes it necessary to respond to the growth of the field of Communication and Media Studies, to be still more inclusive towards the different categories of scholars that find themselves in weaker positions, but also to develop a more responsible position toward the environment, and to navigate contemporary complexities. Moreover, there is a need to further cement the leading role of IAMCR in the field of Communication and Media Studies, and reach out and connect to those Communication and Media Studies scholars that have remained unconnected to us, allowing us to further expand. This is not a programme of blind, linear, neo-liberal growth, though, but of responsible, considered, qualified and quality-driven growth.

This green paper identifies a series of domains for intervention: 1/internal democracy, 2/activity increase, 3/membership increase, 4/(self-)reflexivity and 5/broadening IAMCR's financial base. This document was written by one person. The first draft was written in August 2020, and a first series of comments that this and following drafts generated, have been used to further improve it, resulting in this December 2020 final version.

It is important to stress that this a *green* paper, a discussion note meant to serve as a starting point for the reflection about change, with the clear objective to have this reflection result, eventually, in the implementation of a series of improvements that have broad support within IAMCR. In a first step, feedback on this green paper will be gathered, allowing to further expand and focus it. Then, this paper (and possibly other green papers) will be fed into a strategic planning process, which is collective (and thus no longer the work of one person). The aim is to then develop an action plan (or a series of action plans), with for each action point the allocation of clear responsible persons and/or entities, timings and targets.

## 1/Internal democracy

The IAMCR Statutes and Bylaws have regularly been revised to protect and deepen the democratic functioning of our organization. The last major example is the revision of the IAMCR Bylaws, accepted by the General Assembly in July 2018. Still, a number of problems need to be addressed.

**One key area is the way the elections for different positions in IAMCR are organized (or not). Here we should keep in mind that the election procedures need to be clear and transparent, that rotation of those holding positions of power is a key democratic principle, and that we need to make sure that democratic support (and legitimacy) is maximized.**

S&WG

| | |
|---|---|
| Institute online elections for S&WG Heads, with mechanisms that encourage participation, ensure transparency, and prevent abuse. | We need to enlarge the democratic base (and legitimacy) of the S&WG leadership teams, the **Heads (which is IAMCR language to refer to all the (co-)chairs and (co-)vice-chairs of one S&WG**). Current rules have S&WG chairs and vice-chairs elected at business meetings, with sometimes only a few people present. This makes the process vulnerable to last-minute mobilizations. For the 2020 S&WG elections, an electronic election was exceptionally organized. This worked well, and the principle needs to be rolled out for the S&WG Head elections in general. We still need to prevent last-minute (online) mobilizations, though, for instance, the requirement for a particular duration of S&WG membership to entitle voting. <br> We also need to continue carefully coordinating the timing of the S&WG Head elections with EB/IC elections (for those years where the latter take place). |
| Institute the "first past the post electoral system" in the *Rules and practices for the election of S&WG heads*. | Currently, we have a "first past the post electoral system" of the EB and IC (S5.5 of the Statutes). But we have nothing for the S&WGs. At this stage, there are hardly any requirements on the voting system that will be used in *Rules and practices for the election of S&WG Heads*. Article 6 even mentions that no quorum is necessary. This leads to unclarity about the procedure, and undermines the democratic legitimacy of the S&WG elections. |

| | |
|---|---|
| Limit the period a person can be in a S&WG Head to 8 years. | Currently, the *Rules and practices for the election of S&WG Heads* use the interpretation that the position of chair and the position of vice-chair is limited in time (as stipulated in article S9.4 of the Statutes), but that this time limit does not apply when one moves from chair to vice-chair (or vice versa) ("It is possible to be elected Chair after an 8 years mandate as a Vice-Chair or Co-Chair, and vice-versa.") It is actually desirable that a Vice-Chair, after one term of 4 years, replaces an outgoing Chair, but in practice, the current Bylaws allow people to remain in the leadership of a particular S&WG for 16 years. This is undesirable, as it limits the workings of democratic rotation, keeping the positions of power (and responsibility) within a small group. We need to change the *Rules and practices for the election of S&WG Heads* so that it is clear that the 4-year term (renewable once) is not related to the position of chair or vice-chair, but to the membership of the Head. |
| Develop a policy for scenarios where in S&WG elections nobody gets elected, or there are no (or insufficient) candidates. | Finding candidates for the S&WG Heads has not been a problem in most cases, but we do need a clear(er) policy for this, so that we are prepared if this (potentially very disruptive) situation occurs. In this scenario, the IC can intervene, through some of the general stipulations in the Statutes (S6.2, S6.7 and S9.3), but these are quite vague. The *Rules and practices for the election of S&WG Heads* do have an article 9 that allows the EB to intervene, but this applies only in case of irregularities. |
| Clarify in the statutes that Working Group Heads cannot be EB members. | This is the correction of a minor error in the Statutes, where article S7.5 now says that "No member of the Executive Board may also hold office as a Section Head", not mentioning Working Group Heads. The latter needs to be added. |
| Organize training for new chairs and vice-chairs of S&WG. | New chairs and vice-chairs now receive an on-the-job training or learn by doing. We can support them better in their first year, by familiarizing them with the regulatory context, the S&WG activity requirements, the work of the SRC, the S&WG Fund, and the practical running of a S&WG. |

General

| | |
|---|---|
| Formalise the positions of president-elect, IC member-elect, S&WG chair-elect and allow them non-voting access to relevant meetings before they take office. | The shift towards electronic elections for the EB/IC positions has created a time lag between the moment of election and the moment of taking office. Elected officials are now dependent on the goodwill of the outgoing leadership team to be invited into meetings, which has the potential to produce problems. |
| Consider electing a new president earlier, and have the president-elect participate in the EB meetings (as non-voting member) for a considerable period. | Past presidents stay in the EB as non-voting members for 2 years after their term has ended, but new presidents come into office immediately. Even if this revised model would complicate the election procedures, with 2 election moments (one for the president, and one for the two vice-presidents, general secretary and treasurer), the main benefit is that a new president has time to familiarize her/himself with this leadership level, and becomes well-informed of the ongoing debates in the EB, and the organization as a whole. Electing the entire EB earlier is not considered desirable, as it would imply the *de facto* doubling in size of the EB. This would complicate the practical organization of its meetings. Moreover, having the rest of the EB elected later would also produce clarity for those who put forward their candidacy for these EB positions. |
| Clarify and consistently implement the principle that IAMCR members can stand for election for positions at different levels at the same time (IC, EB, Head of S/WG), but cannot stand for election for several positions within the S/WG Head and withingthe EB. | People should not run for several positions within a S/WG at the same time. Currently the *Rules and practices for the election of S&WG Heads* allow people to run for several positions in the same S&WG Head, and the Bylaws (article 8.3.3) allow people to run for several EB positions. It would be more consistent (both from a regulatory and a practical perspective) if this was no longer allowed. |
| Develop rules for situations where there are insufficient candidates for the IC/EB positions. | So far, IAMCR has had no problem with finding candidates for the positions at these two levels (IC/EB), but we have, in a number of cases come awkwardly close. We currently have no clear formal procedure for this at EB and IC level. |
| Compress the time frame of the EB/IC elections procedure. | We should also consider compressing the time frame of the EB/IC elections procedure, as there is now too much empty time. |

| | |
|---|---|
| Establish an ad hoc search committee, that actively identifies and encourages EB & IC candidates to come forward and run for office. | IAMCR has always relied on people to volunteer for office, in combination with key members informally motivating people, acting as an informal search committee. We need to keep the channel of self-nomination open (to prevent an omnipotent selection committee), but we need a formal search committee to actively (and transparently) look for good candidates, and possibly nominate them (with their permission, of course) to stand for election. |
| Regulate situations where there is a tie in the election results. | We only have one sentence, namely that we use a "first past the post electoral system" (S5.5 of the Statutes), which is combined with the principle that the IC "shall decide on the voting procedures". Our Statutes or Bylaws have no provisions on what to do in case of a tie, and we need to change this. |
| Develop and implement mechanisms to ensure that there is ample debate between different candidates running for the same position. | Even if the last change of the Bylaws emphasized (for EB/IC elections) that the Election Committee (EC) "shall seek to encourage candidates to express their positions and engage in dialogue among themselves and with the membership as appropriate", we often only have election statements being provided before the elections. These documents are most of the time short, and formulated in rather general ways. More clarity and discussion about the plans of candidates is needed, and we need a script to organize these communications and dialogues. (This is not to critique the work of the EC during the last elections, as we were caught in the middle of the Covid 19-crisis). |
| Limit the terms of IAMCR series editors and clarify and democratise the selection procedure. | The series editors of our book series currently hold this position (in principle) for life. There is no selection procedure, there are no criteria, and there is no time limit. Obviously, there is a need to cherish expertise and experience, and we have been very lucky with our series editors. But given the importance of these positions, it is also important to increase the democratic support for these leadership positions, and allow for rotation. The IC would be a good location for the election of new editors (fulfilling core criteria that need to be stipulated), and the confirmation of current ones. There is also the need for a clear time limit, of the mandate, even if it is decided that it can be renewed once or several times. |

**There are also a series of other institutional reforms, which should allow the current entities to function in a better and more efficient way.**

| | |
|---|---|
| Formalise the status of EB commissions. | The 2012-2016 EB created the principle of EB commissions, some of which are quite active and successful, in supporting the work of the EB. They are currently not supported by any particular regulatory framework, which can (potentially) create uncertainty, and will not help in case of conflicts. A modified version of the rules for IC ad hoc committees can be added to the Bylaws, or developed as an EB policy document. |
| Allow non-IAMCR members to join IC standing committees and ad hoc committees, and EB commissions. | Article 9.6 of the Bylaws (and 9.6.6 more in detail) restricts the IC committee membership to IAMCR members (not only IC members, though, which is good).<br>In some cases, though, having external expertise (e.g., on fundraising) would be very beneficial. There are two possible solutions to this problem. One is the alter the Bylaws, and allow non-members to join committees and commissions. Then we do need to prevent that IC committees (and EB commissions) become dominated by non-members, which legitimates some restrictions (the majority of the members of these entities should consist out of IAMCR members, and non-members cannot chair these entities, for instance).<br>A second solution is to make these externals, associate members (with a limited duration). Even there, we might need to have restrictions, requiring that the majority of the members of these entities should consist out of full members, and the chair has to be a full member). |
| IC standing committees, ad hoc committees and EB commissions need to develop a clear remit, and, if possible, clear goals and targets. | The current Statutes and Bylaws are vague about the tasks/remit of the IC committees. There is a need for each IC committee (and EB commission) to have a clear long-term remit, and to define mid-term goals/targets (if possible). |
| Clarify the difference between Sections and Working Groups by limiting the duration of Working Groups in time. WGs will require a confirmation after 4 years in order to continue their operations. | At this point, the IAMCR Statutes define (and distinguish) both Sections and Working Groups (see article S9.1 and S9.2).<br>• WGs are said "to pursue more specific topics of interest to members, consistent with the Association's aims and not dealt with by the existing Sections".<br>The proposal is to further clarify and strengthen |

| | this distinction, through the use of a temporal criterion, limiting the period of existence for a WG to four years, but still renewable at will (by the IC, on the advice of the SRC). |
|---|---|
| | This is not at all aimed at closing existing WGs (as we have developed a culture of support for S&WG in trouble), but it is aimed at creating a more flexible instrument allowing smaller groups to work for a limited number of years, to then become integrated into an existing Section (or other WG) or to become a Section. In the former case, we might consider working with subsections, which would give former WGs still some degree of autonomy. |
| | Behind this proposal is a clear choice for a S&WG structure that is driven by the members' multiple and divergent interests in an ever-changing context, and a recognition that there will never be an elegant S&WG structure that perfectly, without overlaps and gaps, covers the entire field of Communication and Media Studies. |
| Combine the role of the IC as governing body, with the role as discussion agora, and increase its meeting frequency. | The IC (as a governing body) has played only a limited role, even though its committees have done a lot of work (which has not always been very visible). We have had online decision-making before (combined with the yearly f2f meeting), and we have sophisticated guidelines, but we can use zoom more for decision-making, and we can use the intellectual capacity of the IC more to prepare better for (later) decisions. |
| Change the structure of the IC, combining IC members elected by the membership at large, with IC members elected by the S&WG Heads. | Currently we have a large IC, with 15 elected representatives and 15 Section representatives. This is not only too large to be practical, but also excludes the WGs from structural representation. We need to consider a different model, for a smaller IC, where elected members are combined with one (or two) representatives of all Sections, and one (or two) representatives of all Working Groups. |
| Amend the Statutes to allow withdrawing the IAMCR membership of a particular person or institution.<br><br>Amend the Statutes to define how (and when) to remove an EB membership. | Interestingly enough, the current Statutes only have an item about ending the presidency in case the president is "unable to fulfil the duties of office" (article S8.3). There is no provision for the case where other EB members turn out to be "unable to fulfil the duties of office". We do have provisions for the death or resignations of a president (article S8.3) and the other EB members (S7.6).<br>All this bears witness of the optimistic nature of IAMCR, but it is not wise to leave these issues |

| | unregulated, even if they are unpleasant. Not having the ability to end the IAMCR membership of a person / institution, and not having the ability to deal with the situation where a vice-president, general-secretary or treasurer is "unable to fulfil the duties of office, is potentially problematic. |
|---|---|
| | One detail is that, in case of the president dying or resigning, articles S7.6 and S8.3 provide a different (contradictory) procedure, placing the authority with the EB and IC respectively. This is easy to resolve by making clear that article S7.6 applies to all EB members except the president (as S8.3 applies to the president). |
| Establish an ethics committee (or commission), to deal with potentially problematic behaviour of IAMCR members (within IAMCR). | Other associations have been confronted with cases of academic misconduct within the organization. Even if we can hope that this will never happen in IAMCR, it is wise to be prepared, and have a mechanism ready to deal with these issues. |
| | Moreover, an ethics committee/commission might also assist other entities, e.g., S&WG journals in relation to the publishing ethics guidelines. |
| Make the emphasis on regional, age, gender and class diversity more explicit in our regulatory documents. | Even if respect for diversity is omnipresent in IAMCR, it is remarkable that this is hardly referred to in our official documents (a notable exception is article S6.9 in the Statutes). |

**Finally, we should also develop a series of guidelines and policies, to make us more attentive towards, and prepared for, a number of challenges. We should also keep in mind that NGOs, in their interaction with others (including the UN family), are more and more required to have these policies in place.**

| | |
|---|---|
| Develop a disability policy and guidelines. | IAMCR still has some work to do in relation to fighting ablism. The development of guidelines (e.g., for our conferences, making them more inclusive) is a good starting point. |
| Develop a Prevention of Sexual Exploitation and Abuse (PSEA) policy and guidelines. | In our interactions with UNICEF, we were confronted with strong expectations towards the development of a PSEA policy and guidelines. Even if these problems are hard to imagine in IAMCR itself, and we should not take the place of the universities that employ our members, we should not assume that we, as IAMCR, are necessarily outside these problematics and will never be confronted with cases of abuse, especially when keeping in mind how pervasive these problems are in academia. Again, this is a matter of being prepared. |
| Better implementation of the (reduction of) environmental impact guidelines. | IAMCR (and its EIC) has developed guidelines to offset the ecological impact of our conferences. We do need to find better ways of implementing these guidelines, and (where need be) adjusting them to online conferences (which have a different kind of environmental impact). |
| Make all governance documents readily available online, in the three IAMCR languages. | Currently, we have (at https://iamcr.org/governance/governance-documents) only 4 documents, all in English. (Note, in the meanwhile, the French Statutes, which are the legally binding Statutes, have been added.) |

## 2/Activity increase

A second area of intervention is related to the increase of IAMCR activities. A lot of our activities are still centred around the main IAMCR conference, which remains vital for IAMCR, but they should be complemented by other activities. The previous EBs (in collaboration with the S&WGs) have already opened up other channels, with, for instance, S&WG publications and other events.

**The S&WG are crucial for this activity increase. The S&WG fund is explicitly meant to stimulate their initiatives outside the main conference, even if the resources that IAMCR can make available are limited, and additional resources always need to be found by the initiators. At the same time, we should acknowledge that the current S&WG leadership teams (the Heads) are often too small to deal with the workload (and thus need to be enlarged), and that we can (and should) have more Working Groups (and later Sections) to further increase the level of activity outside the main conference.**

| | |
|---|---|
| Increase the number of people in the S/WG management teams (Heads) by adding additional vice and co-chairs as well as additional officers with responsibility for particular tasks or portfolios. | These practices already exist in some S&WG, but can be rolled out more. For instance, publication officers, regional event officers, civil society outreach officers and PhD student representatives can play vital roles in S&WGs. Of course, the clear and transparent distribution of tasks are a requirement in this model, with the (co-)chair(s) taking on a more coordinating role. Especially, for the smaller S&WGs, this will be a challenge, but also a good stimulus for these S&WG to include more people. |
| Actively seek to increase the number of Working Groups. | IAMCR has been very much focussed in creating a S&WG structure that is consistent and well-organized, partially driven by a concern with the fragmentation of the field. This proposal takes a different road (as mentioned before), by using a bottom-up perspective that moves away from the need to create elegant S&WG structures, but that sees the WGs as vehicles for small groups of IAMCR members to collaborate on particular issues that are of interest to them, and that have (sometimes) the ability to rejuvenate the field of Communication and Media Studies. These new WGs are to be considered growth cells, at the level of both activities and members. Eventually, they can be integrated into existing S(&WG), or remain independent entities (see the item on the temporal nature of WGs). |

| | |
|---|---|
| Promote the organization of more f2f (regional) S&WG events and more S&WG webinars, possibly organized through a collaboration of different S&WGs. | S&WG can organize small/regional workshops and colloquia, thematically focussed on their remit (or a sub-theme within their remit). They can also organize webinars that have a more global focus and reach, even though also more regional foci remain possible. Several S&WGs can also collaborate, on a broader theme that unites them. In practice, these events will be more regional, supported by the S&WG members of a particular regions (and the ambassadors of that region). |
| Increase the number of S&WG publications. | A number of S&WGs already have their own journal or have published edited volumes. We believe that more S&WG can strengthen their subfield through the establishment of publications that have a certain degree of regularity, durability and stability (e.g., a journal or a yearbook). Obviously, quality standards are important and need to be maintained. Given IAMCR's nature, diamond open access is preferred, but should not be imposed. |
| Have more S&WG Awards for Excellence, awarded by a S&WG to all excellent papers at a particular event. | S&WG should acknowledge more the excellent work that their members are doing with awards for excellence. At the same time, there is no need to copy the best paper model that is driven by competition and hierarchy. IAMCR should be interested in the excellent ones (plural), not in who is the best one. |

**Our main conference remains a key site of reflection and exchange. At the same time, the physical nature of the f2f versions has created exclusions (for instance, of those who cannot travel and/or who cannot afford the cost). We have been experimenting with new formats, and the consequences of Covid-19 forced us into a purely online version in 2020. We should take the best of both worlds, not return to the previous model, but expand the number of formats we deploy at our main conference.**

| | |
|---|---|
| Develop hybrid conferencing as default (and online-only as fall-back strategy). | A hybrid conference will allow for f2f interaction AND for remote conferencing. f2f interaction is absolutely crucial for academic knowledge exchange, while the latter will enable access to those who cannot attend (for financial or practical reasons) without adding to the environmental impact of the conference. Again, this is a matter of using the best of both worlds. Our f2f formats work pretty well, and after the 2020 experience, we have learned that the online papers can also work well (as long as feedback, from chairs and other participants, is sufficiently stimulated).

The backbone of our main conference should |

thus consist of a combination of online paper sessions (where the discussion is based on written-text) and f2f conference presentations (where presenters present their work in regular panels). In both cases, we can have panel proposals, and individual proposals.

Abstracts for both types of presentations should be submitted to the S&WGs for peer review. More in general, we should be careful not to bypass the centrality of the peer review process, by privileging too many non-peer reviewed presentations / activities.

The S&WGs should actively organize paper feedback, preferably through allocating one paper to each participant (to give feedback to). This has been tested in 2020, and works best. This could be complemented by other models that have been developed: 1/a small feedback committee of the regular members of a S&WG; 2/feedback from the chair of the discussion panel; 3/a respondent per discussion panel.

In addition, we should allow (and stimulate) S&WG to 1/create (a limited number of) video discussion panels, consisting out of an active discussion between different speakers, with only short introductory statements, and 2/call for individual audio/visual work.

For the former, we can follow the model of the 2020 online conference, with the online videos released at a particular moment, and a clear connection with the S&WG. As in particular the debates worked well, we should focus on these. Here, live interaction with audiences seems to be feasible.

Moreover, also special sessions, organized by (or in collaboration with) other associations, will be able to use this video discussion panel format (they will also be able to use the regular f2f panel sessions that we had in the past).

The individual presentation of audio-visual work (Flow34) will focus on presentations that use a more sophisticated form, with a combination of academic and aesthetic components. After peer-review by a separate review team, they will then be integrated into a singular virtual

| | cinema platform, so that all presentations will be grouped (avoiding the technical problems in the past). If there are many, these videos can be thematically clustered. Captioning would be strongly recommended for these video presentations. The captions can also be submitted separately, in addition (as this would allow for an easy transfer to the online papers, for those video presentations that turn out to me are mere talking heads).<br><br>We should have a separate award for excellent audio/visual work, to stimulate this format being used. |
|---|---|
| Avoid a full separation between online and f2f parts of the main (hybrid) conference. | One of the biggest challenges of hybrid conferencing is to avoid that the two conference parts remain fully separated. Two strategies will be used to avoid this:<br><br>1/ Facilitate the engagement of all presenters in pre-conference discussions: We have required the submission of a 1000 to 4000-word paper for all presenters in the online paper sessions, and we should maintain this requirement, for both the participants in the online paper sessions, and for the presenters in the f2f panels. We should make all papers available a week before the conference starts, and engage all in discussions using written text. Each participant should be invited to respond to one particular text.<br><br>2/The video material needs to be brought in the physical space of the conference, by creating a cinema, with a clear (and well-organized) programme for screenings of the online discussions and the individual video presentations. For this, we will need a screenings coordinator in the LOC. |
| Be more welcoming to the multiple languages of IAMCR. | We have struggled with presentations in Spanish and French, despite the appreciated guidelines of the SRC on this matter (see https://iamcr.org/SRC). We should actively seek to have (individual and panel) proposals in French or Spanish submitted to the S&WG, and we should have special sessions, organized by other organizations (e.g., SFSIC and ALAIC) in French and Spanish. Here, we should keep in mind that English is not the lingua franca in the entire academic world, and that French and Spanish can still be used to organize global |

| | dialogue and exchange.<br>We should also introduce live captioning of the plenaries, and investigate the possibilities of immediate translation of these captions. |
|---|---|
| Create more (keynote & S&WG) panels at the conference that are dialogical, both f2f and online. | In one of the actions proposed above, the S&WGs would prepare video discussion panels. This can also be done at the conference itself (on site). But we can also do this with the keynote panels. One example that several colleagues have mentioned to me was the dialogue between Herb Schiller and Ithiel de Sola Pool, in Caracas, 1980, which has left quite an impression. These are good models for the future. |

**PhD students in Communication and Media Studies remain a crucial part of our academic field, and we should do more to support them (and when necessary: to defend them), but also to learn from them.**

| Provide more support for the Emerging Scholars Mentorship Programme. | This programme has existed for quite some time. It is currently paused, but will start again. It needs more visibility and support from the IAMCR membership. Collaboration with, support from, the SRC might be investigated. |
|---|---|
| Stimulate PhD students to join IAMCR through the institutional membership. | IAMCR has opened up opportunities for PhD students to join IAMCR through the institutional membership. We need to stimulate this more, as this will also make institutional membership more attractive. |
| Investigate the start-up of an IAMCR doctoral school. | Different organizations (ECREA, ALAIC, ACS) have doctoral schools, which have been thriving. We need to investigate whether we can launch a similar school, organized by a LOC (using a similar model as our main conference, but in a different location, with a different LOC), using a PhD student focussed model (and not a lecturer- or theme-focussed model) and bringing PhD students from all Communication and Media Studies subfields together. Here, ESN can be a partner. |

**Finally, we need to expand the network (or rhizome) around IAMCR, and connect better to the context in which we operate, both in relation to academic associations and non-academic associations.**

| | |
|---|---|
| Connect better to national/regional and thematic associations that are active in fields related to the Communication and Media Studies. | We have a membership category which grants IAMCR membership without voting rights. This category can be used to formally connect to other associations, and an invitation should be extended to them to join IAMCR through this channel (of associate membership). In addition, there are different models possible to further deepen these collaborations (e.g., by giving their members the same access to our IAMCR conference, as long reciprocity is used, and our members get the same discount/access). We should also have more special sessions organized by these associations, at our main conference, and jointly organized regional events. This implies that the LOC needs a special sessions coordinator, who works within the framework set out by the COC. |
| Continue the good relationship with ICA. | We should continue to work with ICA, on the basis of mutual respect and generate mutual benefits. At the same time, we should acknowledge that we are (and will remain) different organizations, which is desirable, as it contributes to the diversity of our field. |
| Deepen our collaboration with UNESCO, UNICEF, FAO and other international organizations. | We have good relations with several international organizations, but we need to investigate how they can be deepened, beyond the joint organization of conference panels and small projects. |
| Continue our relationship with commercial publishers, but also investigate how we can become more independent from commercial publishing and how we can promote diamond open access more. | We have good relations with the commercial publishers of the IAMCR publications, and they provide a good service to us. We should still investigate whether we can generate more resources from our commercial publishing activities, and more membership benefits. As the free labour problem remains (and little returns to authors, editors and IAMCR) we need to study alternatives (including the establishment of our own IAMCR publishing house, possibly in collaboration with university presses) and we need to actively promote the diamond open access model (where authors themselves are not paying for the open access). |

| Link up more with civil society. | Our conferences (and many of our activities) remain still very focused on academic work, which has many advantages, and should be protected. At the same time, we need to reach out more to civil society, so that we can engage more in dialogues with them, and can learn from them (and vice versa). For this, we need a civil society outreach coordinator in the LOC of our conferences (possibly combined with a film programme coordinator), but also in the EB we should have attention for stimulating dialogues between civil society and academia, and for creating environments that welcome civil society actors. |
|---|---|

## 3/ Membership increase

**Even if the membership base is solid, we should extend it, especially focussing on having more institutional members, but also more individual members. This will require another series of membership campaigns, but it will also require making sure that we retain our members, and that we work on those regions where we do not have that many members.**

| | |
|---|---|
| Improve and scale up the Ambassadors Initiative. | We currently have 8 Ambassadors, which has proven very helpful. We need to scale this up, at various levels: 1/We also need (in collaboration with ESN) to establish PhD Student Ambassadors; 2/We need to set the target of having one (senior) Ambassadors and one PhD Student Ambassador in each country (or cluster of small country); 3/We need to clarify and streamline the activities of the Ambassadors, focussing on (helping with) membership increase, and (helping with) the organization of regional events. |
| Organize more membership campaigns. | We have done this before, and need to do this again, stressing the benefits of IAMCR membership. Members should be invited to bring in new members, and individual members should be invited to shift to institutional membership. |
| Consider member fee structures that could increase member retention. | We still have problems with keeping members, and we should investigate financial stimuli to convince members to remain an IAMCR member for more than one year. For example, a higher first year fee (or better: lower fees later on, or a loyalty discount). |
| Using honorary membership more. | Currently, the honorary membership is used to express our gratitude to key people, such as the chair of the LOC. We can use the honorary membership more (e.g., 1 or 2 more per year), as this connects key people to the organization. In order to organise this, we need to establish an IC ad hoc committee, or EB commission, so that we can develop criteria, and have a yearly selection procedure.<br>One could argue that we should implement an adjusted version the ICA Fellows model, and this might be considered at a large stage. |

## 4/(Self-)reflexivity

IAMCR (as an association) regularly organized moments of introspection, and offers, channelled through its clearinghouse, reflections on worldly events. Of course, the work of our members also bears witness of high levels of reflexivity. Still, we can do more, at the level of self-reflexivity and (external) reflexivity.

**Internally, we need to reflect more (and more publicly) about IAMCR, thinking aloud about where we want to move to, and what kind of organization we want to be. We should also engage more in dialogues with our members about these issues.**

| | |
|---|---|
| Organize special sessions on IAMCR related matters at the main conference. | We should use the main conference also as a moment to publicly reflect about IAMCR, and create moments of introspection and dialogue. Partially, these special sessions can be organized by the EB, but also by IC committees (e.g. the publishing committee, CIAL, multimodal academic communication, SRC, …) |
| Meet the President / EB / IC / S&WG Heads. | We should also organize discussion moments with key officials and particular parts of our (potential) membership. Ambassadors can play key roles on organizing these events for particular regions/countries. |

**But we also need to reflect about our practices, the challenges for, and threats to, our field and academia as a whole. We need to be a leading voice, in discussing the problems of academia (e.g., regional exclusions, precarious labour, the zoomification of education, the marketization of academia, …).**

| | |
|---|---|
| Broaden our communicative academic practices. | We, as academics, still focus on the combination of written texts and oral presentations. Small groups of scholars have started experimenting with alternative formats, that consist out of the usage of audio-visual and/or artistic repertoires to communicate academic knowledge. IAMCR should be at the forefront of this evolution, and be a driving force in these experiments and innovations. The newly established ad hoc committee on multimodal academic communication is expected to play a leading role here. |
| Reinvigorate CIAL. | The ad hoc Committee for the Improvement of Academic Life has a remit that focuses on dealing with individual cases and producing structural analyses. CIAL has deployed a series of appreciated activities, but could do more, so that IAMCR's voice(s), in relation to the quality of academic life, can be heard better. |

**Finally, we need to, as association, respond more often to problems related to communication and media, in all parts of the world. The clearinghouse handles requests for public statements well, but we need to generate more statements.**

| | |
|---|---|
| Encourage members to make more and better use of the IAMCR Clearinghouse on Public Statements. | The number of issues, related to communication and media, remains substantial. We need to motivate members, through our different structures (S&WG, Ambassadors, …) to generate statements, relevant to our field, when the need occurs, also from regions that are less well covered.<br>In particular, ambassadors need to act as antennas, that can then motivate individual members to speak/act when needed and relevant.<br>Here, we should keep in mind that the Clearinghouse is a second-line entity, and should not be made responsible for generating statements. Moreover, we should also keep in mind (and communicate very clearly) the current criteria and process for considering and issuing statements (which is good and needs to be respected). |

## 5/ Economy and sustainability

For years, every financial report of IAMCR mentions that IAMCR's financial policy is based on four principles, which are: (1) professionalism in managing the accounts, (2) transparency, (3) moderation of the expenses, and (4) increase of the association's revenues. The implementation of these principles has proven to be successful, even if the diversification of the association's revenues remains a challenge.

| | |
|---|---|
| Reinvigorate the fundraising committee. | IAMCR, being an academic association, has found it difficult to raise structural funds that would benefit IAMCR as a whole. We are experienced in funding research, but project funding and structural funding are fundamentally (pun intended) different. We need to create a fundraising committee (with also non-IAMCR members that have more experience on these matters), that first develops a strategy for fundraising, and then implements it. |
| (Continue to) implement our wise and responsible investment strategy. | IAMCR has developed a strategy to build an endowment, which should generate a slow but steady stream of additional income. This strategy needs to be implemented further, also protecting the balance profitability and social/ecological responsibility. |
| Generate guidelines for IAMCR participation in funded research projects. | One channel for the diversification of the association's revenues is through funded research projects. As a partner in large research projects, IAMCR can, for instance, claim overhead. Some members have expressed an interest in applying for research on behalf of IAMCR (or one of the S&WGs). We should be very much aware that there are serious legal, financial and practical dangers in joining research projects (for instance, in dealing with the responsibility of a PI working for/on behalf of IAMCR), which necessitates guidelines that clarify which conditions need to be met for IAMCR to accept this kind of proposal. |
| Financially responsibilize the IAMCR entities. | IAMCR financial surplus is limited, which means that additional expenses cannot be covered. When IC committees, EB commissions or S&WGs present requests, they should always add a financial plan, explaining how they will generate the resources required for the implementation of their plans. Simply stating that these resources should come from the main IAMCR budget is not realistic, given our current financial situation. |

| | |
|---|---|
| Investigate better ways to support IAMCR officials who have limited financial resources. | IAMCR, as an organization, is structured through the logics of voluntarism, which we need to protect. We should not start remunerating EB members for their work, for instance, even though we should be aware that many IAMCR officials (and in particular EB members) invest considerable amounts (of their private resources) in IAMCR.<br><br>Still, we should remain aware that some IAMCR officials, in particular early-stage scholars from the global south, do not have sufficient resources to, for instance, attend the IAMCR conferences, and we need to investigate (and find resources) to generate a limited number of travel grants for them, without reducing the investment in travel grants for regular members (which is set at minimally 15% of the membership fee income). |
| Make conference expenses (and the use of the registration fees) more transparent. | IAMCR has very transparent communication about its resources, but we should communicate more and better about how the conference budgets are spent (keeping in mind that IAMCR budgets and Conference budgets are structurally separated). |
| Develop a sound financial and organizational base for the continuation of the Executive Secretariat. | We need to discuss with Comunica what their desired future models for collaboration are, what IAMCR's needs are, and how to finance the future collaboration. |