

# **Strategic Plan for 2019-2027**

International Cartographic Association



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Introduction

Vision

Value

Definition

Current status: SWOT

Mission

Implementation options

## **Introduction**

### **What we are and how we work**

Geographic Information is obviously instrumental for mankind to understand the status of the well being of our planet, but also to achieve social inclusion, economic growth, and environmental sustainability. In this context maps are the interface between this reality and humans. They communicate understanding and support decision making, and expand human abilities to act, think, plan, understand space.

The aim of the International Cartographic Association (ICA) is to promote the discipline of Cartography and relevant fields of GeoInformation Science and the use of maps nationally and internationally in science and society.

It offers its expertise and knowledge of practice, scientific, theoretical, methodological and technological developments to other organizations via events, meetings, workshops, and publications.

With its Commissions and Working Groups the ICA concentrates its activities on a wide range of topics that cover nearly the whole discipline. Since being founded in 1959, ICA has worked with national and international governmental and commercial bodies, and with other international societies to achieve its aims.

This Strategic Plan has been written to identify strategic goals that ICA must strive to achieve over the next eight year period (2019 to 2027). It should prepare ICA for the future and give directions on how ICA should react to the rapidly changing world in which it operates.

This third Strategic Plan for 2019-2027 is presented for approval to the General Assembly, Tokyo, Japan, 2019.

## **Vision**

### **What we see**

To ensure that Cartography and relevant fields of GeoInformation Sciences are employed to maximum effect and full potential for the benefit of society and science.

## **Values**

### **What we stand for**

The International Cartographic Association respects the freedom and universality of science, the equality of individuals and cultures, and appreciates creativity and critical thinking.

In terms of operating principles ICA abides by United Nations recommendations on membership and freedom of scientific enquiry, and the International Science Council (ISC) declaration on the universality of science.

ICA seeks the highest quality in practice, theory, art, technology, standards guidelines and research in Cartography and relevant fields of Geoinformation Sciences.

ICA takes responsibility to lead and develop the disciplines of Cartography and relevant fields of Geoinformation Sciences for the benefit of society and humankind.

## **Definitions**

### **Our discipline**

Cartography is the science, art, and technology of making and using maps.

A map is an abstract visual representation of the geo-environment .

## Current status: SWOT

### Where do we stand

#### Strength

Our joined cartographic knowledge on maps

Dedicated (volunteer) international scientists and professionals

Well functioning infrastructure with professional communications channels

Good relation with externals, recognized by ISC

Open diverse membership with bottom up approach

Preservation of cartographic identity

#### Opportunities

Maps are considered relevant and important / they are seen as effective solutions for the problems of science and society.

New societal and technological trends results in new mapping options

Lots of potential for new 'participants'

Digital society for improved communication and decision making

Mapping is easy

#### Weakness

Run by volunteers (under pressure)

Notion of membership (why become member?)

Governance structure is ineffective (national members decide on commissions / slow to respond to new trends / depending on volunteers)

Variability of Commission activities

Ability to engage membership (cost)

Lack of profile? Not reaching all potential 'participants' . Attractive enough for:  
- small companies, traditional publishers, pervasive and ubiquitous communities,  
- academic community).

## Threats

Loss of leadership/authority in mapping...Everyone can make maps

Losing membership

Changing national / educational geo-landscapes (loss of identity) partly due to democratization of cartography

Unable to reach out to 'new' cartographers (VGI, Open data/source community, commercial and even both historians)

Competition by due to breakdown of inter-disciplinary boundaries (info/data vis, new open/vgi, etc, and other geoprofessionals

Cartography becomes part of IT /AI (Google, Apple etc)

	Strength	Weakness
Opportunities	<p><b>Strength:</b> Dedicated (volunteer) international scientists and professionals</p> <p><b>Opportunities:</b> Maps are considered relevant and important / they are seen as effective solutions for the problems of science and society</p> <p><b>Strategy:</b> Make sure the organization uses all its means to spread the notion of 'We love map' to related disciplines and society, and maintain sustainable memberships level [1], [4], [5]</p>	<p><b>Weakness:</b> Governance structure is ineffective (national members decide on commissions / slow to respond to new trends / depending on volunteers)</p> <p><b>Opportunity:</b> New societal and technological trends results in new mapping options</p> <p><b>Strategy:</b> Make sure the society has a flexible structure that can react to changes in the discipline and the global context in which ICA operates [6], [7]</p>

	Strength	Weakness
Threats	<p><b>Strength:</b> Our joined cartographic knowledge on maps</p> <p><b>Threat:</b> Loss of leadership/ authority in mapping...Everyone can make maps</p> <p><b>Strategy:</b> Make sure cartographic knowledge is seen as relevant and indispensable [1], [2], [3]</p>	<p><b>Weakness:</b> Lack of profile? Not reaching all potential 'participants' .</p> <p><b>Threats:</b> Unable to reach out to 'new' cartographers (VGI, Open data/source community, commercial and even both historians)</p> <p><b>Strategy:</b> Reach out out 'new' communities and find ways to be all inclusive for those interested in maps [1], [2], [3], [7]</p>

## Mission

### Our goals

To see ICA is...

#### external

[1] the world authoritative body for Cartography and relevant fields in GeoInformation Sciences, serving society in research, education and professional practice, motivating individuals and organizations throughout the world. Follow activities in International Science Council (ISC) through the GeoUnions. Participate in United Nations - Global Geospatial Information Management (UN-GGIM) by leading the cartographic activities via the UN-GGIM Geospatial Societies. As such ICA will contribute to reaching the United Nation's Sustainable Development Goals.

[2] raising the profile of Cartography and relevant fields in GeoInformation Sciences, to enable them to become indispensable in scientific and societal activities by using its authoritative knowledge, experience and expertise ,and disseminating findings via our International Journal of Cartography and other outlets.

[3] maintaining pre-eminence, but also collaborating with a range of communities, in promoting research, scholarship, and practice in the disciplines of Cartography and relevant fields in GeoInformation Sciences, and offer a meeting place via conferences etc.

internal

[4] striving for excellence in scientific investigation, technical processes, and academic enquiry. Report via our website, newsletter, and our International Journal of Cartography.

[5] attracting membership from national societies in Cartography and relevant fields in Geoinformation Sciences, universities, government, and business and commercial organizations from every country of the world. Increase diversity of participation in gender, age, and geography.

[6] implementing its vision through its constituent parts – its members, Executive Committee, its Commissions and Working Groups, and appointed Committees. Use instruments such as scholarships, educational activities and the journal.

ex- and internal

[7] increasing attractiveness for existing members and attract outsiders practicing cartography.

## Implementation options

### How to realize our mission

	Goals	How to reach	When successful	Responsible	Maintain
[1]	Authoritative body [extern]	proactively promote ICA to science, practice, governments etc	accepted as respected member of ISC, be active at UN-GGIM and other relevant organization / attract participants from outside to ICA events	EC / Commissions	show ICA face globally, also outside own community
[2]	Raising profile [extern]	actively participate, but with focus that allows involvement of commissions / prove we are needed	recognition / being asked to participate	EC / Comm & WG	involve multiple ICA 'volunteers / members'



	Goals	How to reach	When successful	Responsible	Maintain
<b>[3]</b>	Maintain pre-eminence [extern]	write (scientific) publications, organize conferences, offer education	number of submissions / indices; participation level in our events	EC / Publication Committee	enforce publication policy and new conference formulas; involved in capacity building
<b>[4]</b>	Strive for excellence [Intern]	activities of the Commissions and Working Groups / Conferences	publications / diverse (high) participation / good program	EC / Publication Committee / Commissions & WG / (I) (R) CC's LOC	make sure infrastructure is in place (journal as ISI, proceedings etc newsletter) work towards open policy
<b>[5]</b>	Attract membership [Intern]	constantly reach out to potential (affiliate) members / consider other kinds of membership	consider other kinds of membership numbers (minimal keep current level) / diversity	EC	develop clear arguments of membership benefits
<b>[6]</b>	Implement vision [Intern]	smooth organization and decision making options (adaptive organization)	living community (many activities organized) / number of participants	EC / Commissions	facilitate a wide spectrum of activities (events of all types)
<b>[7]</b>	Increase attractiveness [Ex / Intern]	benefit of portfolio [Ex]  keep communication channels up to date [In]	new increased participation adhere to diversity principles [Ex]  member reaction [In] EC	EC  EC	make sure we have good up-to-date website (+ social media), newsletter, blogs etc. [Ex / In]