African Science Academy Development Initiative  
Leadership Summit  
April 13-17, 2008  
Strengthening National Science Academies

Purpose of the Visit

- To build the capacity of the leadership of African science academies to provide effective governance to ensure a sustainable role for African science academies in evidence-based policymaking.

Sunday April 13, 2008

*Dinner with Institute of Medicine Council Members

Monday April 14, 2008

NAS Building  
2100 C Street NW  
Washington, DC

8:30 am  *IOM Council Meeting (Lecture Room)

3:30 pm Welcome (NAS 280)  
Queta Bond  
Chair, Board on African Science Academy Development

3:45 pm Goals for the Week  
Patrick Kelley  
Director, Board on African Science Academy Development  
Institute of Medicine, The National Academies

4:00 pm Visioning Exercise: The Academy in 2015  
Facilitator: Tessie Catsambas  
President, Encompass LLC

5:00 pm ADJOURN

Tuesday April 15, 2008  
PART I: TAKING OWNERSHIP

Lecture Room, NAS Building  
2100 C Street NW

9:00 am Structure of Officers, Council and Membership  
Moderator: Queta Bond

*Please note that sessions with an asterisk are closed sessions.
Brief presentations from 3 primary partner academies

Nigeria (15-20 minutes)
**David Okali**
President, Nigerian Academy of Science

South Africa (15-20 minutes)
**Robin Crewe**
President, Academy of Science of South Africa

Uganda (15-20 minutes)
**Paul Mugambi**
President, Uganda National Academy of Sciences

10:15 BREAK

10:30 Moderated Discussion with Presidents of The National Academies (90 minutes)

**Harvey Fineberg**, President, Institute of Medicine
**Charles Vest**, President, National Academy of Engineering

Moderator: **Queta Bond**

*Group Discussion Questions:*
- What are the implications of adding to the honorific character of the academy a significant advisory role?
- What are the implications of this responsibility and the new commitments required of your Council?
- How has or how will this affect your Council membership and your Academy membership?
- Has this had any implications for program oversight? For academy officer structure? Does this change your leadership structure?
- Has your academy accepted the service role? Have your members accepted this role? How has this changed your approach to electing officers, etc?
- How have you dealt with delegation of authority issues?

12:00 pm *LUNCH (Executive Dining Room, NAS Building)*

1:00 pm Approaches to Engaging the Membership
Moderator: **Edward Kirumira**
Executive Council Member, Uganda National Academy of Sciences

Engaging the Institute of Medicine Membership (10 minutes)
**Steve Ryan**
Institute of Medicine Home Secretary, The National Academies

UK Academy of Medical Sciences: Engaging Fellows and Other Stakeholders (10 minutes)

*Please note that sessions with an asterisk are closed sessions.*
Helen Munn
Director, Medical Science Policy, The Academy of Medical Sciences
Royal Society of Canada (10 minutes)
Jeremy McNeil
Professor, University of Western Ontario London

Group Discussion Questions:
- Can incentives be a useful tool in engaging the membership?
- What activities involved with advising can engage your membership?
- How do you maintain the honorific side while embracing service role?
- Strategies for member recruitment and role of “new blood”?
- Approaches to dealing with transition issues?
- Addressing Institutional Memory
- How can ASADI activities be designed to involve more fellows of the Academy?

2:15 pm Approaches to Program Oversight
Moderator: Richard Bissell
Executive Director, Policy and Global Affairs, The National Academies

Principles Underlying the Project Approval Process (10 minutes)
Dev Mani
Associate Executive Officer, The National Academies
Committee Formation and Approval Process (10 minutes)
Linda Meyers
Director, Food and Nutrition Board, Institute of Medicine, The National Academies
Overview of Report Review Process (10 minutes)
Porter Coggeshall
Executive Director, Report Review Committee, The National Academies

Discussion (35-45 minutes)

Group Discussion Questions:
- What criteria should an academy use to determine whether to do a study (e.g., evidence-base, risk, source of duns)?
- What approval mechanisms does your academy currently have in place?
- What criteria should be considered in committee formation?
- What criteria should be considered in an external review?

3:30 BREAK

*Please note that sessions with an asterisk are closed sessions.*
3:45 Approaches to Officer and Executive Director Evaluation (20-25 minutes)

*William Colglazier*
Executive Officer/Chief Operating Officer, National Research Council, The National Academies

Discussion

*Group Discussion Questions:*
- How are performance criteria determined by your academy?
- How are Officers and Executive Directors held accountable in your academy?
- How do you evaluate your officers?
- What do you see as advantages or disadvantages of having professional paid officers vs. volunteers?

4:30 pm ADJOURN

*US National Academies and ASSAf Meeting (1 hour)*

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**Wednesday, April 16, 2008**

**Room 201, Keck Center**
**500 Fifth Street, NW**

**PART I: TAKING OWNERSHIP CONT.**

8:00 am Discussion with Robert Wood Johnson Fellows

*Marie Michnich*
Director, Health Policy Educational Programs and Fellowships, Institute of Medicine, The National Academies

9:00 am Discussion of ASADI Expansion

*Patrick Kelley*
- What accomplishments of ASADI support expansion?
- What elements predict a good risk academy for expansion?
- For expansion academies, how should the basic development program be adjusted?

10:15 am BREAK

10:30 am Approaches to Human Resources

*Sheilia Wright*
Director, HR Strategies, The National Academies

Moderator: *Queta Bond*

Discussion

*Group Discussion Questions:*

*Please note that sessions with an asterisk are closed sessions.*
• How does your academy develop salaries?
• What methods are in place to help retain talented staff?
• What steps does your academy take in addressing employees who do not meet their job requirements?
• What does not work in the African culture or context (e.g., at will employment)?

11:15 am Discussion of November 2008 ASADI Meeting
Patricia Cuff
Country Director, Uganda Program, Institute of Medicine, The National Academies

12:15 pm WORKING LUNCH

Discussion of November 2009 ASADI Meeting
Barney Cohen
Director, Committee on Population, Country Director, South Africa Program, The National Academies

PART II: PLANNING FOR SUSTAINABILITY

1:30 pm Defining your Advisory Space
Moderator: Patrick Kelley

Defense Health Board as an Advisory Model (10 minutes)
Roger Gibson
Executive Secretary, Defense Health Board

Scientific Advice in the UK Government (10 minutes)
Helen Munn
Director, Medical Science Policy
The Academy of Medical Sciences

Advisory Committee on Immunization Practices as Advisory Model (10 minutes)
Bruce Gellin (invited)
Director, National Vaccine Program Office
U.S. Department of Health and Human Services

Royal Society of Canada
Jeremy McNeil
Professor, University of Western Ontario London

Discussion

Group Discussion Questions:
• From where does your government obtain expert scientific advice?
• What are the most credible sources of advice for your government?
• Does your government seek advice as often as necessary?
• How do you locate the role for a national science academy?

*Please note that sessions with an asterisk are closed sessions.
• *What advisory niches are unoccupied?*
• *Can your academy add unique value?*

3:00 pm   BREAK

3:15 pm   Strengthening the Brand and Reputation of an Academy as Advisors to the Government  
Moderator: **David Mbah**  
Executive Secretary, Cameroon Academy of Sciences

Public outreach/marketing your academy (10 minutes)  
**Barbara Kline Pope**  
Executive Director, Communications/The National Academies Press, The National Academies

Communicating messages (10 minutes)  
**Nancy Huddleston**  
Senior Communications Officer, Division of Earth and Life Studies

Working with the Media (10 minutes)  
**William Kearney**  
Deputy Executive Director, Director of Media Relations, Office of News and Public Information, The National Academies

Group Discussion Questions:  
• *How does your academy communicate its messages?*
• *Can your audience identify quality in the advice received?*

4:15 pm   Developing Marketing Materials for your Academy  
**Lauren Tobias**  
Director, Communications  
Institute of Medicine, The National Academies

5:00 pm   ADJOURN  
*US The National Academies and UNAS Meeting (1 hour)*

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**Thursday, April 17, 2008**  
**PART II CONT.**

**Room 201, Keck Center**  
**500 Fifth Street, NW**

9:00 am   Mid-Term Evaluation  
**Tessie Catsambas**

9:30 am   Value of Working with Professional Staff  
**Susanne Stoiber**  
Senior Health Policy Consultant, Commonwealth Fund  
Former Executive Director, Institute of Medicine

*Please note that sessions with an asterisk are closed sessions.*
Discussion

Group Discussion Questions:

- What is your academy’s staff structure?
- How does the academy Leadership interact with the professional staff?
- What are the advantages of having professional staff?
- How will your academy be viewed if it does not have professional staff?
- How do you supervise staff and know what they are doing?

10:15 am BREAK

10:30 am Fostering Financial Sustainability
Moderator: Akin Adubifa
Executive Secretary, Nigerian Academy of Science

Outreach to Foundations (10 minutes)
Julie Ische
Director, Foundation Relations, The National Academies

Maintaining Sponsor Relations
Miron Straf
Deputy Executive Director, Division of Behavioral and Social Sciences and Education, The National Academies

ASSAf’s Strategies for Financial Sustainability
Wieland Gevers
Executive Council Member, Academy of Science of South Africa

Engaging and Listening to Sponsors
Richard Bissell
Executive Director, Policy and Global Affairs, The National Academies

Group Discussion Questions:

- What have you done to establish financial sustainability?
- What is your development plan?
- Why should someone invest in your academy?

12:00 pm LUNCH

1:30 pm Bias and Conflict of Interest Discussion
Jim Hinchman
General Counsel, The National Academies

Discussion

Group Discussion Questions:

- What is a conflict of interest in the context of advising?

*Please note that sessions with an asterisk are closed sessions.*
- What values do you view as the foundation for scientific and effective advising?
- What individual duties and interests might pose a conflict of interest in the advisory process?
- Who is responsible for identifying and dealing with conflicts of interest (the individual, the public, the academy, the government, the media, etc.)?

3:00 pm  International Human Rights Network of Academies and Scholarly Societies
          Carol Corillon (30 minutes)
          Director, Committee on Human Rights
          The National Academies

3:30 pm  Reflection/Evaluation of the Week
          Tessie Catsambas

4:00 pm  ADJOURN

**Please note that sessions with an asterisk are closed sessions.**