

**International Association for Impact Assessment
IAIA Board of Directors
Meeting Minutes
(Draft for comment)**

8-9 April 2017
Westin Hotel | Montréal, Canada

Present: Marla Orenstein, Ana Maria Esteves, Sara Bice, Aaron Goldschmidt, Morgan Hauptfleisch, Elsa João, Shirley Lee, Myungjin Kim, Susan Joyce, Maria da Cunha, Jill Baker, Jennifer Howell, Bridget John

Apologies: Yaw Amoyaw-Osei

I. Welcome and Housekeeping

Orenstein welcomed everyone. Baker reviewed the agenda. Orenstein noted that any topics not on the agenda that arise will be placed in the “parking lot” for discussion at the end of the meeting if there is time.

Baker reviewed the list of interim Board decisions made since the November 2016 meeting in Johannesburg:

- Approved the Publication Committee’s proposal that a number of new publications be developed that will be made available only to IAIA members.
- Approved waived IAIA17 registration fee for 2 UNECE representatives.
- Approved George Hegmann and Giorgio Curti as new co-chairs of the Publications Committee.
- Approved including \$2000 in the 2017 Operating Budget for participation of an IAIA representative in 2017 Arctic Council meetings.
- Approved an IAIA application for observer status on the UNEP Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services (IPBES).
- Approved that the IAIA Innovation Grant Review Committee include the Executive Director and Board members on the Finance Committee.
- Approved Yaw Amoyaw-Osei to continue as a Director on the Board for 2017-18 to replace Javier Clausen.
- Approved the 2017 IAIA Innovation Grants.
- Approved the proposal for a biodiversity symposium in 2017.

II. Feedback on IAIA17

The Board noted that informal feedback was generally very positive, with delegates citing a strong program, good energy, an amazing accomplishment with the Aashukan pre-conference event, continuity with sessions, improved quality of sessions and presentations, appropriate venue, good food, successful “walking dinner”-style banquet, very successful pre-conference students and young professionals workshop. A few negative comments were that the Opening Plenary was too long, there was no organized transportation for the banquet, and that no emergency procedures were announced at the start of sessions.

ACTION: Howell to add language about identifying emergency procedures at the start of sessions, as well as inclusivity of participants to session chair instructions.

Notes and feedback on issues raised at the Annual General Meeting and Council Meeting

1. One member expressed concern that the current US administration is not “climate friendly” and asked if IAIA should prepare a statement to present to the US government regarding the importance of the issue.

The Board noted that IAIA is a not-for-profit organization which maintains its status of an educational institution with a “no lobbying” restriction. It was also noted that if IAIA were to take a stand with one issue, it would have to take a stand on all issues, and any statement made by IAIA would not be representative of all of its members. The Board noted that there are “back door” approaches for individual members to promote good practice.

AGREED: Preparation of a statement by IAIA to the US government regarding climate change is not an appropriate action for IAIA.

ACTION: Baker will contact the member who proposed the activity and note that members are welcome to provide those types of statements on a personal level, as well as using the Sections for discussion.

2. Training & Professional Development Committee commented that training seems to be marginalized at the annual conference. Additional marketing measures are needed.

The Board noted that marketing efforts were increased for IAIA17 and additional measures will be considered for IAIA18.

ACTION: Goldschmidt will ask the TPDC to review and revise the course proposal review criteria so that new courses are not unintentionally penalized.

3. IAPA Editorial Board: The editor is considering adding letters to the editor as an element of the journal.
4. The Power Generation and Transmission Section may consider disbanding due to lack of participation.
5. Indigenous Peoples Section: Please consider having an Indigenous Peoples stream at every conference, and don’t overlap Indigenous Peoples sessions.

ACTION: Baker to advise all Sections (through the SCC) how streams are developed and why they are fragmented at times.

6. The SIA Section is going to have new co-chairs.

7. The Washington Area Branch (on behalf of Affiliates & Branches) would like to have a Board liaison, such as Sections have, to reestablish a link with the Board.

ACTION: Aaron Goldschmidt will serve as a Board liaison to the Affiliates, Branches and Associated Organizations.

8. Nigerian Affiliate member asked that next year's technical program include sessions on new pests and diseases brought on by climate change.
9. Portuguese Affiliate: More than half of the Affiliates did not have a representative at the Affiliates Forum. Please consider scheduling the forum in the technical program. The Affiliates need better ways to communicate with each other between conferences.

AGREED: Technical program time slots are not appropriate for the Affiliates Forum. The Affiliates Forum will take place in the half day before the conference begins.

- III. **Review of action items from last Board meeting** (see *Actions from past two Board meetings (Nagoya and Johannesburg) in progress or yet to do*)
Baker reviewed the list of action items.

ACTION: Orenstein will create a Work Experience Program project for creating a mailing list, both including and outside of IAIA membership, of university professors to contact about the Bulk Student Membership program.

- IV. **High level review of the Strategic Plan & Priority Activities – review of 2016 progress** (see *Strategic Plan – Priority activities: Operational plan*)
Baker reviewed the overall strategic plan and priority activities to be discussed.

- v. **Strategic Focus Area #4: Ensure IAIA's organizational sustainability**

A. Treasurer's Report

i. Report from Finance Committee meeting

Bice continues to work with Miles Scott-Brown to look at conference sponsorship generation and maintenance, and Bice reported on their plan to solidify our value proposition to first engage corporations, develop a community of practice, and then approach them for potential sponsorship. Hauptfleisch expressed some concerns for generating sponsorship for IAIA18 given South Africa's financial situation and the dropping value of the rand. Bice noted that training budgets in large corporates are decreasing. The committee will consider alternatives, including crowd sourcing.

ACTION: Hauptfleisch will contact the Oil for Development group relating to potential opportunities in sponsorship generation for IAIA18.

Hauptfleisch reviewed the 2016 financials as shown in the 2016 IAIA Annual Report.

ACTION: John will review and increase the amount for the Financial Sustainability Fund to ensure it reflects two years of current operational expenses.

AGREED: The Executive Director has the authority to spend up to US\$5,000 on items not included in the preapproved operating budget, without Board consultation, on any one expenditure.

ACTION: Baker, John, and Hauptfleisch to write a policy for the Executive Director's authority to spend up to US\$5,000 (outside of the preapproved operating budget) without Board approval.

Hauptfleisch noted that IAIA's financials are tightly run. The 2016 income statement was better than budgeted. Personnel expenses are being adjusted to reflect real time expenditure of conferences. John noted the loss on IAIA16 was less than anticipated, and there were small losses for both the water symposium in the UK and the resettlement symposium in Manila with an expected profit for IAIA17. IAIA's investments did quite well with a 2.7% return at the end of 2016 and are comparable with other indices.

ii. GOAL 4.2: Manage the association's investments to achieve reasonable returns, while in accordance with IAIA's responsible investment approach.

1. Proposal for IAIA Sustainable Investments Policy revisions
(See *DRAFT Sustainable Investments Policy for IAIA*)

The proposed policy includes some negatives screens (e.g., no firearms, tobacco, etc.) but stresses proactive, positive screens for various factors, finding companies with best practices and responsible activities. The Board discussed nuances of investments versus sponsorship in certain industries.

AGREED: The Board approved the IAIA Sustainable Investments Policy.

ACTION: The Finance Committee will review the IAIA Sustainable Investments Policy on a regular basis.

ACTION: John will move US\$175,000 to investment funds now that the Sustainable Investments Policy has been approved.

vi. **Committee Reports**

A. Awards (See *IAIA Awards Committee 2017 Conference Report*)

John reported that additional promotion for award nominations will take place. The Committee decided to emphasize the “initiative” in the Corporate Initiative Award and to make it time bound; the criteria is being revised.

AGREED: Shirley Lee and Jenny Pope were approved as members of the committee.

Baker noted that each Board member is required to make a nomination for one award, each year of their term.

ACTION: Baker to add to the New Board Member information that each Board member is required to make one award nomination.

AGREED: A “best session” should be awarded, starting at IAIA18, via voting through the mobile app. (John noted that voting for individual presentations through the app is not possible.)

ACTION: Lee to suggest to Awards Committee that a Best Session award be implemented.

B. Publications (See *IAIA Publications Committee Report to Board March 2017*)

Da Cunha reported that the Publications Committee co-chairs are mapping out a strategy to unify and coordinate the development and management of publications and communications between the different factions of IAIA.

ACTION: da Cunha to advise chairs that this must be a year of *communications* and that the committee is encouraged to continue working on publications during the mapping process.

ACTION: Joyce, da Cunha, and Howell to coordinate efforts with regard to strategy and funding of translations.

ACTION: Howell to add a direction to the guide to conference hosts that the opening plenary should include a note that delegates are now members of the association, and as such they are entitled to a number of member benefits.

C. Journal Management (JMC) (See *JMC Report February 2017*)

AGREED: Membership on the Journal Membership Committee to be changed from the Executive Director to the Technical Program Coordinator and Resources Manager (Jennifer Howell).

ACTION: Howell to update the Journal Management Committee guidelines.

AGREED: Hauptfleisch to serve as Board liaison to the JMC.

D. Training and Professional Development (See *2016 Annual Report, Training and Professional Development Committee (TPDC)*)

Goldschmidt reported on discussions that came up during the TPDC meeting: the TPDC would benefit from liaising with the SYP group; the committee will revisit criteria which identify what courses are introductory, intermediate, and advanced; how to maximize attendance; consider integrating training into the conference proper.

AGREED: Training will continue to take place just prior to or following the conference, not during the conference proper.

ACTION: In response to complaints from a potential training course participant, the Board members will forward any emails they receive from the individual to Orenstein, who will respond on behalf of the Board.

AGREED: Individuals must be *full time* students to qualify for student status and therefore be eligible for some of the student benefits associated with the annual conference.

E. Board Nominations (See *IAIA Nominations Committee Report, March 2017*)

The Board discussed the nominations and vetting process, how to both increase number of potential candidates, and pros and cons of changing the voting process.

AGREED: To promote and encourage IAIA members to self-nominate, noting the requirements to do so (provided they are endorsed by five other IAIA members, and such nominations must be received by IAIA six months prior to the date of the next Annual General Meeting).

AGREED: The Board Nominations Committee will remain active in encouraging specific interested individuals to run in the election.

AGREED: The Board agreed preferred to keep the head-to-head voting process. (*However, post-meeting the Board was alerted to the fact that with the self-nomination potential, there may be many members running for a position, and that this number cannot be limited. Therefore a renewed approach to voting was under discussion at the time of writing the Board meeting minutes.)

AGREED: The voting process will be revisited in one year, after the number of individuals put themselves up for candidacy can be assessed.

AGREED: The amount of reimbursement to Board members to help offset costs should be increased and should be equal for all members.

ACTION: Baker and John to assess the amount of the potential travel reimbursements increase and communicate this amount back to the Board Nominations Committee.

ACTION: John to reassess the current policy for combining the annual conference and midterm board travel reimbursements in light of the revised reimbursement amounts.

F. Sections Coordinating (SCC) (See *IAIA Sections Report*)

Baker summarized discussions from the SCC meeting: Sections are undergoing self-evaluation, a survey has been undertaken with results shared with the Sections and on Connect; the Sections are to report back by the end of April.

AGREED: The Students and Young Professional (SYP) Section may switch co-chairs on a regular basis.

AGREED: Orenstein to act as informal liaison to SYP.

ACTION: Baker to provide procedural guidance to those interested in developing a new Governance and Policy Section.

ACTION: Baker to provide guidance to the Health Section regarding organizing a health symposium.

ACTION: Baker to communicate the Board's thanks to the Climate Change Section regarding their recommendations #1-4 and will encourage the Section to conduct those initiatives themselves.

ACTION: Baker to ask the Climate Change Section for a cost-benefit-risk analysis on recommendation #5.

AGREED: Irge Satiroglu and Katharine Witt approved as co-chairs of SIA Section.

G. Report from IAIA Branches (See *IAIA Washington Area Branch (WAB) Annual Report May 2016-March 2017*)

ACTION: Baker to respond that IAIA does not have a World Bank Group corporate contact, in response to their request for the contact name.

ACTION: HQ to send updated membership list to each Branch for their mailing lists.

ACTION: HQ to exchange membership lists with Affiliates as part of their reporting.

VII. Strategic Focus Area #1: Extend IAIA's reach

A. GOAL 1.1: By 2019 increase overall membership...

- i. Priority Activity: Develop a membership plan*
 - 1. Update on membership plan*
 - 2. Update on Work Experience Program*

The Board discussed various options for attracting and retaining members, including updating the member directory, assessing Career Central, holding digital networking events, providing group insurance rates, developing a table of charge-out rates, conducting an annual salary survey, and emphasizing the code of ethics.

ACTION: John to turn off current "scraper" on Career Central, as it focuses on US-based jobs.

ACTION: John to investigate with IAIA's service providers whether Career Central could be adjusted so only members can view jobs and RFPs, but anyone can post jobs and RFPs.

ACTION: John to include question on upcoming member survey regarding the value of Career Central and how could IAIA make it better or more valuable than other sources of job opportunities such as LinkedIn.

ACTION: Pending the results of the membership survey, John to investigate with IAIA's service providers whether Career Central could be adjusted so only members can view jobs, but anyone can post jobs.

ACTION: Pending the results of the membership survey, Orenstein to set up a Work Experience Program project to investigate options for other international jobs boards options.

ACTION: John and Orenstein to investigate possibility of posting Requests for Proposals/Requests for Tenders on IAIA's website.

ACTION: Orenstein to engage SYP Section and/or a Work Experience Program project to continue investigating digital networking options and conduct a needs assessment.

ACTION: HQ to include question about digital networking in member survey regarding how many members might be interested and whether they would find the proposed service of value.

ACTION: Joyce and Orenstein to coordinate efforts to identify an international provider for group insurance rates, i.e., professional insurance.

VIII. ***In camera***

IX. **Strategic Focus Area #1: Extend IAIA's reach**

A. GOAL 1.2: Work with affiliates and branches to identify opportunities to collaborate on projects.

- i. Each year have an IAIA Director or the Executive Director participate in at least 2 affiliate events (e.g., conference, meeting).*
 - 1. Asociación Española de Evaluación de Impacto Ambiental (Spanish Affiliate) Conference*
Esteves reported that the Spanish Affiliate is considering hosting IAIA20.

ACTION: HQ to ask for Affiliates' annual reports as part of our request for affiliate information.

ACTION: HQ to amend the Affiliate application to include the organization's criteria for membership.

ACTION: HQ to conduct a systematic review of the Affiliates application criteria, approval process, and ensure that there is mutual benefit between the respective Affiliates and IAIA. Orenstein, Goldschmidt, da Cunha and Bice to assist in the review.

ACTION: Orenstein, Goldschmidt, da Cunha and Bice to brainstorm ways to strengthen Affiliate relations and leverage the Affiliates to increase IAIA membership.

B. GOAL 1.3: Extend the geographic reach of IAIA by extending the current number of affiliates and associated organizations by 1 per annum.

- i. Continue to encourage the development of new affiliates*
 - 1. Discussion of potential Mexican affiliate*

AGREED: The proposal from AMIA (Mexican Academy for Impact Assessment) to become an IAIA Affiliate does not contain a lot of information. The proposal should be resubmitted and revisited at the midterm Board meeting.

ACTION: Baker to request that the proposal be revised to include additional information such as the number and distribution of members in AMIA, AMIA's annual report, their criteria for membership, and financial statements.

AGREED: The Board will defer a decision on COMIMPACT's proposal to become an IAIA Affiliate. Baker to contact COMIMPACT to request a report after their first year of activity.

x. Strategic Focus Area #2: Strengthen IAIA's partnerships and collaborations

A. GOAL 2.1: Identify and secure the annual conference at least two years in advance.

i. Priority Activity: Actively seek out potential annual conference organizers/hosts ...

1. Update on IAIA18 (Durban) planning

Baker reported that planning meetings have taken place during IAIA17, the call for session proposals opens in May, sponsorship will be the biggest challenge, and commonsense safety will need to be addressed in provision of delegate information.

2. Update on IAIA19 (Brisbane) planning

Baker reported that the site visit was positive in terms of logistics, and that Tourism and Events Queensland has already provided sponsorship.

3. Update on open call for IAIA20

Baker reported that we expect to receive a bid from one of our affiliates for IAIA20. We have received 5 other indications of interest; however, some of those were from convention bureaus. The call closes in September; any proposals received will be vetted by the Conferences Committee, which will then make a recommendation to the Board.

B. GOAL 2.2: Organize one regional symposium each year in collaboration with another organization (could be with an IAIA affiliate or branch).

i. Priority Activity: Work with IAIA members and Sections to identify possible regional symposiums.

1. Review and discuss final Kuching proposal (Malaysia 2018)

Baker noted that we expect to receive the full/revised proposal soon.

C. GOAL 2.3: Each year develop and/or initiate a new partnership with at least one organization that IAIA has not worked with in the previous 5 years.

- i. *Priority Activity: Convene more issue-focused, regional symposiums and expert meetings in partnership with other organizations...*

- 1. *Community Connect proposal (See Status Update: IAIA Community Connect Pilot)*

In addition to the submitted report, Esteves provided updates from discussions during IAIA17: the project is based on an AAAS model, limits of liability have been benchmarked and it has been agreed that both sides will agree that IAIA has no liability, and security on scoping missions is at the expert's own risk.

ACTION: HQ to ensure that a check box indicating interest in Community Connect is included in the membership profile.

ACTION: Board members to share suggestions for funding sources with Esteves.

ACTION: Esteves to send the Board the list of 25 organizations she has already approached for funding.

D. GOAL 2.4: Organize one collaborative initiative per annum with existing or recent partners.

- i. *Priority Activity: Pursue opportunities to continue working with the World Bank, European Investment Bank, and Inter-American Development Bank on developing training, knowledge-sharing and/or best practices.*

- 1. *World Bank SIA/Non-discrimination workshop Part II*

Baker provided background: the goal for the workshop is to provide expert feedback to the World Bank as it prepares guidance notes. The workshop will be held in Berlin in June over 3-4 days. Baker has been invited to help coordinate the workshop, develop the agenda and facilitate the workshop.

- 2. *World Bank capacity-building training (pilot)*

Baker noted that the World Bank is developing training associated with implementation of its new safeguard policies. Baker is currently scoping the project and will report back to the Board.

XI. Strategic Focus Area #3: Enhance IAIA's knowledge sharing and capacity-building mandate

A. GOAL 3.1: Develop and implement the new Professional Development Program (PDP)

- i. *Update on 2017 pilot*

Baker reported that the goal is to complete the development of the pilot in May-June. In July-August administration, mentors, and

participants will be determined, and the pilot will start in September. Participants will have 2 months to complete the foundation course. The program will be evaluated in November-December. Hauptfleisch noted that CLEAA (Capacity Development and Linkages for Environmental Assessment in Africa) held a meeting during IAIA17 and may be interested in participating in the project. USAID has also indicated an interest in sponsoring 5 participants.

ACTION: Baker to send the PDP proposal to da Cunha and Joyce.

The Board discussed webinars, videos, and Community Connect in terms of what is available as a benefit to members only versus public access.

AGREED: The Board agreed that Community Connect should be open to the public so that anyone can see the calls for participation, but individuals must be members to apply or participate.

ACTION: Orenstein will create a Work Experience Program project to benchmark/research software programs that can manage open and closed content on web sites.

xii. Other Items Requiring Board Discussion / Parking Lot

A. Potential dates/locations of mid-term Board meeting

The Board tentatively agreed on 16-17 November 2017 in Washington, DC, for its midterm meeting. Da Cunha will arrange space for the meeting.

B. Aashukan Declaration

Esteves read the Declaration.

ACTION: HQ to post the Declaration on IAIA's web site and promote it through IAIA's networks.

ACTION: Esteves to send a letter of recognition and thanks to the Aashukan organizers for giving a copy of the Declaration to IAIA, and to inquire when they would like to have a formal meeting to discuss what they expect from IAIA moving forward.

C. China

Lee provided background on China's proposal to hold an event in conjunction with IAIA, noting that the original proposal has changed, and it is no longer clear what the proposal is. The Board noted the importance of engaging China; Lee will continue communications focusing on translation, membership, and events.

Meeting Adjourns

The Board expressed its appreciation to outgoing Board members Lee and João for their service.

Orenstein closed the meeting.