

**IAIA Board of Directors**  
Meeting Minutes  
9-10 May 2008  
Perth Convention Exhibition Centre • Perth, Australia

**Present:** Sachihiko Harashina, Debra Zanewich, Paola Gazzola, Nick Taylor, Charlotta Faith-Ell, Marina Khotuleva, Maya Villaluz, Alan Kwok, Charlotte Bingham, Júlio de Jesus, Jonathan Allotey, Rita Hamm, Jennifer Howell, Bridget John.

**Apologies:** Luis Montañez-Cartaxo, Angus Morrison-Saunders, Ross Marshall

President Harashina opened the meeting and welcomed new Board members Maya Villaluz and Nick Taylor and congratulated Júlio de Jesus on his election as well. He offered appreciation on behalf of the entire Board to the entire IAIA08 Program Committee and to IAIA HQ for another excellent annual conference.

**I. Review status of funds** (see financial statement included in annual report)

Kwok reported that IAIA's financial position is sound. It's the first time IAIA has had US\$1 million in assets. \$100,000 was moved to the reserve fund in October 2007. Kwok noted that compared to earlier in 2007, the gain in money earned from IAIA's investment in the Calvert Fund is lower because the markets are down. The Board had no questions regarding the financial report.

**II. Strategic Action Plan (SAP) 2006-2007 Update**

For the benefit of new members, John reviewed the strategic planning approach and introduced the Strategic Action Plan (SAP) activity from the Board's midterm meeting October 2007 in Mexico. The Board reviewed the SAP documents contained in the Board manual:

*Note: Outcomes and updates from the following SAP discussions are reflected in the SAP documents prepared by John, who facilitated the strategic planning discussion.*

**SAP U6: Prepare high impact publication.** Howell reported that the document has been through two drafts, and final comments are invited prior to printing.

*ACTION: Board to send comments on high impact flyer by 25 May.*

Gazzola noted that another useful flyer used for the Korea conference was one that had been tailored to student activities to be sent to universities.

*ACTION: John to update flyer tailored to student activities for IAIA09 with review by Gazzola and distribute to a list of universities.*

**U9: Develop position paper defining role & value of IA.** Faith-Ell reported that Bill Ross had agreed to work on this task but needs an updated deadline due to other commitments.

*ACTION: Faith-Ell to follow up with Ross regarding new deadline of 31 August 2008.*

**U14: Develop IA communications for lay people.** Bingham reported that this activity is dependent on the paper from Ross.

Note: Depending on the nature of the paper in U9, activities U9 and U14 may be combined.

**12a. Invest in making IAIA the Web gateway for comprehensive IA content.**

**Activity 1. Hire Web administrator.** Faith-Ell reported that since a Webmaster has now been hired, work can now commence on the strategy for making the Web site a gateway.

**Activity 2. Develop a strategy for making the Web site a gateway.** Gazzola reported that she, Faith-Ell, Howell and Torreson will submit a proposal by mid-term.

**Activity 3. Review all practical IA content on the Web.** Faith-Ell noted that the deadline for this activity is mid-term 2008 and the Publications Committee is working on a schedule of review for updating documents and material posted on the Web. Consultation with sections will be included as the schedule is developed.

**Activity 4. Prepare entry-level document on how to do IA.** After some members expressed concern about producing an IAIA-approved document on how to do impact assessment, the Board determined that this activity should be focused on an introduction to impact assessment tools and information on the IAIA Web site (e.g., best practice documents, key citations, a few paragraphs on “what is impact assessment”) rather than basic documentation on how to do impact assessments.

*ACTION: Zanewich and Taylor to prepare an entry-level document that introduces users to reference tools available on the IAIA Web site. Zanewich and Taylor to ask Richard Morgan to assist.*

**Activity 5. IAIA publishes a state-of-the-art review of literature, case studies and best practice examples on the Web.** Faith-Ell reported that Ben Varkalis on the Publications Committee was tasked with exploring Wiki software and will report at midterm.

**13b. Develop a conference strategy that maintains the IAIA annual conference as the premier event.**

Bingham noted that this proposal was drafted by Marshall and Morrison-Saunders in Mexico City and endorsed in principle by the Board. Based on evaluations of IAIA08, the Board and invited reviewers (past conference chairs) will make additional specific recommendations. The Board discussed in-depth some of the suggestions in the proposal, including papers/proceedings policies and procedures, conference format, and use of technology to disseminate conference information.

*ACTION: Hamm and Allotey will redraft and recirculate the guidelines to the Board following review of the IAIA08 evaluations and based on the Board’s discussion. Document to be completed by August 2008.*

**14a. Develop the M-IAIA member status as an option for long-standing IAIA members.** John reported that she had extended the deadline following the evaluation of IAIA’s administrative software, which IAIA has outgrown. With the new IT staff member now in place to help assess and implement new software, it should be possible to implement the M-IAIA program for IAIA09. Taylor volunteered to take over as strategy lead for 14a and 15a. Bingham volunteered to assist. The Board discussed the procedure for giving out M-IAIA certificates and/or how to recognize members with 4-year continuous memberships, use of the honor system in allowing people to include M-IAIA on business cards, availability and barriers to tracking continuous membership.

**15a. Creation and adoption of an IAIA global IA professional registry.** (see Training and Professional Development Committee - TPDC: Six months report) Allotey noted that John Fry has been tasked to come up with registry criteria and expects to have it ready after 11 June which is the earliest he would be able to get to it. As a Board, members clarified that the issue is *registration*, not *certification* and that the process needs to be as simple as possible. Taylor and Bingham will be strategy leads.

*ACTION: John to contact Gene Owens and John Boyle for a list of registration processes TPDC members have researched. This information would be used for future reference and should also be included in Fry’s report.*

**16a. Develop the corporate package and promote corporate membership.** Bingham and John reported that a corporate brochure is complete but could not be publicized until the bylaws had been approved by the AGM. Pending some updates, the brochure can now be printed and publicly distributed. Efforts to recruit

corporate members include generating a list of US firms (via Paul Sage) that we can start contacting and past IAIA corporate members, IAIA members from corporations and companies, companies who have advertised jobs with IAIA, and sponsors. Montañez-Cartaxo has been working on recruiting in Latin America. Board members provided some additional suggestions for contacts, discussed the rates and benefits, noted some additional clarification is needed in the brochure, and questioned the use of full members plus affiliate members as IAIA's total membership number.

#### **17a. Promote IAIA services and new membership structure to members.**

**Promote membership materials.** John reviewed the new membership categories and noted that, with the AGM's passing of the bylaws, the rates will take effect as early as 1 July 2008, depending on the acquisition and installation of new administrative software.

**Translation.** Faith-Ell reported that the Publications Committee is discussing this issue, which will include sections and affiliates, and will come back to the board at midterm with a strategy.

**Individual and Group Recruitment.** John noted that as soon as the new membership categories and brochure are ready, we can start encouraging people to recruit, including associated memberships. The Board brainstormed additional recruiting techniques, such as using the Affiliates Committee, planning various social or functional events at the conference based on sectoral or regional interests, using the conference program itself to bring together groups, and implementing incentives. The Board recommended clarifying who is classified as an associated organization and clearly differentiating between affiliates and branches. John reported that IAIA will begin advertising IAIA09 in publications IAIA members report that they read frequently. Allotey reported that he is trying to get a network of agencies together in relation to IAIA09. The Board discussed the status and special circumstances of different NGOs and how they fit into IAIA's membership categories and noted that both membership and conference rates are proliferating.

#### **17b. Promote IAIA to underrepresented segments within IAIA.**

**Latin American Professionals.** The Board expressed its appreciation to Montañez-Cartaxo for his extraordinary efforts in reaching out to Latin American professionals, making 350 individual contacts since the October midterm Board meeting.

Gazzola noted that Montañez-Cartaxo had sent a report on Central America, Latin America, and the Caribbean, where he has promoted IAIA08 and the Cumulative Effects meeting in Calgary. Other recent progress includes establishment of university contacts and a Spanish-language session at IAIA08. From 1 February 2008 through midterm we will assess whether there has been an increase in LA membership.

**Students/Early Professionals (SEP).** Gazzola noted the student fee waiver and availability of the student listserv as well as recently implemented programs, including the training course waiver, the mentoring scheme, the student poster award, availability of the student listserv and Career Central. Future plans include adding a student "research corner" to the newsletter.

**Business and industry.** Gazzola reported that this group has been on standby until the bylaws were passed.

Gazzola noted that at midterm she and Montañez-Cartaxo will provide an assessment of the effectiveness of the measures established so far.

Bingham noted that the Board had targeted three groups because it is not possible to address everyone at once. An underrepresented segment to address in the future is Indigenous Peoples. Gazzola said we could soon begin work on another group, whether Indigenous Peoples or NGOs.

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*The Board adjourned at 6:40pm and reconvened at 8:30am on Saturday, 10 May.*

Present: Sachihiko Harashina, Nick Taylor, Debra Zanewich, Paola Gazzola, Alan Kwok, Júlio de Jesus, Charlotte Bingham, Marina Khouteleva, Jonathan Allotey, Rita Hamm, Jennifer Howell, Bridget John

**18a-c. Increase and improve Web-related services.** John reported that a Web administrator has been hired. The Board and Publications Committee have already discussed making the Web the gateway to IAIA. Evaluation of administrative software is underway and will be done ASAP. The Career Central jobs board has been online since April and was officially launched here in Perth. Guidelines for Web content are updated. Activity 9 is related to proceedings, which relates to the conference quality proposal as discussed.

In response to a question from Taylor, John clarified that the SAP goal was for the Web to generate, in a gradual buildup over five years, a revenue of \$250,000 per year, with the jobs board generating \$200,000 of the \$250,000. Taylor questioned whether that was a realistic and/or achievable goal. The Board noted that progress will be assessed after a period of time and that the greatest need now is to work on promotion.

Kwok noted that the Finance Committee had discussed the budget still available for Web-based services to move ahead. The goal is to select and implement membership and registration software for IAIA09. The goal for implementing abstract and scheduling software is IAIA10.

**18d. Develop strategy to take advantage of interactive online networking/conferencing opportunities.**

Following discussion on feedback from various sections and the Sections Coordination Committee, Bingham moved that all listservs be made public and that IAIA look into moving listservs to blog-style discussion forums. Kwok seconded. Board: approved.

*ACTION: Ben Cave and Jeff Torreson will move the Sections Coordinating Committee discussion forum from Ben Cave's Extranet to IAIA.*

*ACTION: Torreson to move all listserv information to the public section of the Web site.*

*ACTION: Torreson to research blog options for IAIA and report by midterm.*

**Activity 9. Determine what new training and what new training materials should be put online.** Note the due date of October 2008. John reported that the work is ongoing.

**19a. Review the policy and operation of Sections.** The Board discussed feedback that some Section chairs are not active and that some Sections are unclear on what is expected of them.

*ACTION: Zanewich to follow up with non-active section chairs and report on status by e-mail or at midterm, and follow up with sections generally to see if additional information needs to be provided to them. Feedback from sections to be discussed at midterm.*

**19b. Review conference rates with a view to establishing future policy.** Kwok noted that this SAP was initiated because conference break-even depends on adequate sponsorship, which creates a lot of uncertainties as to financial performance until a very late stage when the total amount of sponsorship is confirmed. The alternative is to set a higher conference rate. The Board debated the options in depth (as had the Finance Committee) and decided to maintain the status quo for annual conferences, which is to allow HQ flexibility in negotiating the budget and rates, and to continue working with local hosts to raise sponsorship. The Board also determined that lunches should be included in conference budgeting, and HQ may exercise more control on the budget in case less sponsorship is raised than expected.

**20a. Develop and submit an annual business plan.** Hamm noted that work is ongoing; the due date is midterm.

**26a. Review and update the delivery mechanisms for IAIA publications.** (see Khotuleva's preliminary report as appended to the Publications Committee report) Khotuleva expressed the opinion that it is better

to start with a description of what IAIA is, at least in her geographic region, and stated that she would prepare a more detailed report and suggestions.

**26b. Set a strategy for how IAIA formalizes, certifies, and delivers training.** The Board generally and briefly discussed training options outside of annual conferences, certification, and use of technology in delivering training. An operating plan for non-conference training will be prepared by October 2008.

**27a. Evaluate IAIA's existing and future contributions to IA research.** Gazzola will report on identified gaps at midterm, after she has received and evaluated the IAIA08 reports from the student participants. In the meantime, students are being encouraged to submit 100-word descriptions of their research work to the newsletter.

### **III. Review of Committee Meetings/Acknowledgment of Reports**

*The Board extended its appreciation to all committee members and especially to all committee chairs for their contributions to IAIA activities during the past year, and it looks forward to interim reports/proposals, questions, and discussion during the coming months.*

**A. Board Nominations.** (see IAIA Board Nominations Committee 2007-8: Report to IAIA Board Meeting, Perth, May 2008) Hamm reported that the Board Nominations Committee was unable to recruit two equally qualified candidates to fill the 3<sup>rd</sup> director position on the 2008 ballot. As a result, Kwok graciously agreed to be co-opted and serve another year as Treasurer. With the approval of the bylaws at the 2008 AGM the gradual process of reducing the number of Board members from twelve to nine can begin. The Nominations Committee has already begun the nominations process for 2008-2009, with the goal of having a slate of candidates by midterm. Hamm noted that both the call for nominations and information for potential Board members are posted online.

**B. Sections Coordinating Committee.** Zanewich noted that current chair Lea den Broeder will be stepping down at IAIA09 and suggestions or volunteers for a replacement are invited. Zanewich also reported that sections appreciated the extra communication with the President, the Program Committee, and Headquarters this past year; would like to continue being recognized at the AGM; and are working on a visibility strategy.

Bingham reported on issues brought up during section meetings, including meeting schedules, availability and commitment of section chairs during the year and at the conference, section contributions to the newsletter, usage of listservs and blogs, strategies to involve of marginalized groups, advocacy of HIA within IAIA, and the Board's expectation of sections.

The Board also discussed the number of section self-assessments that had been received, inclusion of section representatives at the Council meeting, and the place of sections and section leadership in the IAIA organization (as diagrammed in the Handbook).

**C. Publications Committee.** (see IAIA Publications Committee Report to the Board of Directors: April 2008) Howell reported that Publications Committee issues had been covered in the SAP discussion; reports on progress will be forthcoming at midterm.

**D. Awards Committee.** (see Awards Committee Annual Report 2008) Bingham reported that the committee had met in Perth and that Bob Connelly continues as the chair.

The Board briefly discussed the goal for the awards recipients to reflect broad geographic representation and the nominations criteria and process.

**E. Training and Professional Development Committee.** (see Training and Professional Development Committee (TPDC): Six months report) Allotey reviewed the issues raised in the report and added that the committee noted a high level of trainer dropout this year and had discussed sending a letter of concern

based on feedback from the course evaluations as well as amending the call for training course proposals to address this concern.

#### **IV. Requiring Board Discussion**

- A. Issues arising from Annual General Meeting.** Hamm noted that the AGM went smoothly, including the passing of the proposed changes to the bylaws; she assured that Board that all questions received during the bylaws review process were answered individually and though few in number, those questions were all thoughtful and very much appreciated.

The Board noted the proportionately low turnout and expressed disappointment in a number of session chairs who ignored specific requests and reminders to conclude on time those sessions immediately preceding the AGM. .

- B. Acknowledgment of issues arising from the Council meeting**

*The Board extends its appreciation to those who attended the Council meeting, provided suggestions and asked questions; it is through such interaction that the Board is able to better meet the expectations of IAIA membership.*

**Indigenous representation on the Board.** Bingham reported that that the Indigenous Peoples Section wants to see an indigenous representative on the Board. The Board generally noted the extreme difficulty in defining “indigenous,” that the nominations criteria already promotes diversity on the Board, and that the Indigenous Peoples Section, as for all sections, are invited to put forth nominees.

*ACTION: Hamm to convey the Board’s specific invitation to the Indigenous Peoples Section and all Sections to put forth nominees for the Board of Directors.*

**Mentoring program.** Bingham noted Patrick Duffy’s request for promotion of the mentor program. The Board discussed some of the obstacles and brainstormed ideas.

*ACTION: Gazzola and John to assist Patrick Duffy with plans to grow the mentoring program.*

**Section representation on the Conference Committee.** The Board noted that the Conferences Committee is a separate, long-term strategic planning committee consisting of Board members and that section representatives *are* members of the respective annual program committees.

**Increased access to conference proceedings and listservs.** The Board noted that plans are underway to put conference proceedings and limited audio recordings online and to pilot a listserv that would be open to members and nonmembers.

**Re-energizing the Agriculture, Forestry and Fisheries (AFF) Section.** Duffy had asked for ideas to activate the AFF Section. The Board noted that he had been provided with a number of suggestions.

*ACTION: John will follow up with Duffy regarding marketing options for AFF.*

**Section reporting and guidance.** Some section chairs expressed concern with the amount of reporting they are required to do and reported that they are not certain what the Board expects from them. The Board generally feels that the annual and midterm reports are very valuable and that the current reporting requirements are clear and not a major task. Terms of Reference for the sections are included in the Handbook.

**New IAPA editor sought.** Bingham noted that the search to replace retiring editors Carys Jones and Colin Kirkpatrick has begun and noted that the editorial board is currently considering who the IAPA audience is (academics, practitioners) and how best to serve them. The Board discussed the Social Science Citation

Index (SSCI) issue and noted that other indices such as Google Scholar and Scopus are now also coming into wide use.

**Number of Affiliates.** The Board noted that the concern raised that IAIA not only does not have enough affiliates but that the number is decreasing, is not exactly accurate. Affiliates numbers are fluid; new affiliates form while others are disbanded for various reasons. It was suggested that accurate information on affiliates and IAIA's official stance, which is to encourage and support them, be included in the newsletter.

**Translation of documents.** The Spanish and Italian Affiliates are working on the newsletter.

**IAIA's and/or IAIA Affiliates: involvement in activism.** Upon review, the Board was not certain if the issue was advocacy or activism. The Board noted that as an organization, IAIA must make a distinction between objective education and advocacy vs. activism, as IAIA is legally classified, as an educational organization that cannot expend budget and effort on lobbying. IAIA also cannot dictate what the affiliates can or cannot do, as they operate under various legal jurisdictions.

*ACTION: de Jesus to review Affiliate MoUs for language on activism; a cautionary statement may need to be included.*

**Non-Governmental Organization (NGO) involvement at annual conferences.** The Board encourages the participation of NGOs and supports registration arrangements that are practically and fiscally workable for both parties.

**D. Ireland-UK Branch.** (see Ireland-UK Branch of IAIA: Application for Permanent Status) Zanewich moved that the Ireland-UK Branch's proposal to become a permanent Branch be approved. Gazzola seconded. Board: approved. The Board extends its appreciation to the Ireland-UK Branch for its past and proposed activities.

**E. Report on Global Forum** (previously Affiliates Committee). De Jesus reported on, and the Board discussed, issues arising from the Global Forum, including affiliates that didn't have representation at the Forum for various reasons; affiliates that don't take being an affiliate seriously; the need to review the Affiliate Guidelines and clarify requirements, fees, criteria; need for regular and/or annual renewal of MoUs; use of the IAIA logo on Affiliate Web sites; reciprocal benefits; circumstances that cause barriers to communication between IAIA and affiliates; definition of regional conferences and the regional conferences fiscal policies; and differentiation between affiliates and associated organization. The Board reaffirmed its interest in mutually beneficial relationships and interactions between IAIA and its affiliates, and among affiliates and thanked, de Jesus for convening this Forum.

*ACTION: Harashina will follow up with the Korean Affiliate to assess its active status.*

*ACTION: Hamm, de Jesus, Allotey and Taylor will review affiliate policies and MoUs to address the issues raised.*

**F. Code of Ethics.** Bingham reported that Richard Fuggle, de Jesus, and Frank Vanclay are working on a draft which broadens the code of ethics beyond "environment" and are recommending that the code be attractively packaged.

*ACTION: Fuggle and Vanclay will provide a draft by midterm for Board review. The goal is to have the Code ready by IAIA09. Note: the AGM does not need to approve the Code.*

**G. Climate change paper.** Zanewich and Hamm reviewed the history of this project: the Board had wanted a document to hand out at the UN Climate Change Conference (Bali, December 2007) to show that IA had value in the climate change arena. The newly-formed climate change listserv participants were asked voluntarily to prepare the document. The Board noted, however, that the document has strayed from its initial intent and could not support it in its current form.

*ACTION: Allotey to redraft the document and submit it to the Board for review and approval. The goal is to address best practice rather than policy, using the stages of the IA process as a way of getting into the discussion and emphasizing integration. Gazzola to liaise with student input as needed. Hamm to follow up with Allotey. The final document should be similar in format to the best practice papers. The document should be available by IAIA09 and distributed by IAIA at the UN Conference on Climate Change (COP15) in December 2009.*

**H. Proposal from Biodiversity Section.** (See Proposal to the IAIA Board: Developing a Formal Partnership with GBIS (Global Biodiversity Information Facility) in Order to Mobilise Biodiversity Data for Improved IA Practice). Kwok proposed that the Board accept the proposal in principle, subject to conditions of a formal partnership. Harashina seconded. Board: approved.

*ACTION: Hamm to follow up with Nick King regarding agreement of a formal partnership and to prepare an MoU if indicated.*

**I. Midterm meeting.** Pending confirmation of compatibility with Harashina's schedule, the Board agreed to hold its midterm meeting in Calgary, Canada, from the afternoon of Sunday, 9 November, through Monday, 10 November, or Tuesday, 11 November 2008.

## **V. Advisory**

### **A. Conference updates**

**AQEI.** AQEI (IAIA's Quebec Affiliate) is holding a conference 8-11 September 2008 in conjunction with the Secretariat internationale d'évaluation environnementale – SIEE -- and had invited the IAIA Board to attend. The Board selected Bingham and Zanewich to attend, if they are available and if budget permits.

**Cefic-HIA.** Hamm reiterated that IAIA will be holding a joint meeting, under the auspices of the Health Section, with Cefic (the European Chemical Industry Council) in October 2008. More information will be forthcoming following a planning meeting in June.

**Cumulative Effects.** IAIA will be holding a special topic meeting on Cumulative Effects Assessment 6-9 November 2008 in Calgary Canada, under the auspices of Barry Sadler with assistance from Larry Canter and Bill Ross.

**IAIA09.** Allotey reported that sponsorship contacts are already underway; suggestions and leads are encouraged. Discussions to confirm a high-level keynote speaker are also in process.

**C. Intern from Guatemala.** John reported that Loreley Fortuny-Mounts is still working in Headquarters, now at half time and was supported in part by the Capacity Building Stipend program to attend IAIA08.

**D. CBBIA (Capacity Building in Biodiversity in Impact Assessment) report.** John reported that the three-year project is now officially closed, and the final report has been submitted to the Dutch government. At present, the Dutch have not yet responded to IAIA's proposal for using interest generated by the CBBIA funds to further promote the project and the Dutch government's role. Project Manager Jo Treweek is expected to provide a summary on the status for securing follow-on funding.

### **E. In camera session**

## **VI. Close of meeting**

With thanks to Bingham for her leadership in 2007-2008 and to the Board's dedication to this meeting, and with the Board's assurance that IAIA is financially sound, Harashina closed the meeting at 2:20pm.