

**IAIA Board of Directors**  
Meeting Minutes  
9-10 November 2008  
Westin Hotel • Calgary, Canada

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**Present:** Sachihiko Harashina, Charlotte Bingham, Nick Taylor, Luis Montañez-Cartaxo, Alan Kwok, Júlio de Jesus, Charlotta Faith-Ell, Marina Khotuleva, Debra Zanewich, Rita Hamm, Jennifer Howell, Bridget John.

**Apologies:** Jonathan Allotey, Paola Gazzola, Maya Villaluz.

**Guest:** Bob Connelly attended during the discussion of awards nominees.

President Harashina called the meeting to order at 2:15pm on 9 November. The agenda was adjusted to review the Awards Committee's recommendations for recipients first, while Committee chair Bob Connelly was present.

Connelly reviewed the Committee's recommendations and answered questions from the Board. The Board thanked Connelly and members of the Awards Committee for their efforts.

**I. Review status of funds** (see Financial Statements for the Nine Months Ended September 30, 2008)

Kwok reported that IAIA's financial position is still strong, with assets of US\$1.2 million through the end of September; however, while IAIA08 covered expenses, it did not add money to IAIA's account due to higher than expected GST tax liability and choices determined by local organizers.; Headquarters will furnish a report of the financial outcome of the 08 conference to the local hosts as soon as all major income/expenditures have been received and recorded. The Board reconfirmed that the Treasurer will serve as backup to Headquarters staff to enforce IAIA policy regarding spending, and Headquarters will trial a purchase order system beginning with IAIA09.

**II. Strategic Action Plan (SAP) 2008-2009 Update**

*Note: Outcomes and updates from the following SAP discussions are reflected in the SAP document prepared by John.*

**SAP U6: Prepare a high-impact publication describing the IAIA organization.** John reported that the document, which replaces the membership brochure, is completed and ready to post on the Web. The flyer was included in the July member mailing and members were asked to share it with colleagues. The Board determined that the key to distributing the flyer in bulk would be inviting individual members to distribute to colleagues, at related events, etc.

*ACTION: To facilitate further distribution, Zanewich will canvass the Section chairs and Headquarters will announce the availability of the flyer in e-news.*

**SAP U9: Develop a 1-2 page position paper defining the role and value of IA including all disciplines. Explain the role of IA and IAIA as it relates to decision-influencing.**

Faith-Ell reported that while Bill Ross agreed to develop the paper, he has not had time due to other commitments. The Board discussed the need for the document and the challenge of writing it (a number of people over several years have made an attempt). De Jesus and Harashina noted that the Portuguese Affiliate and Japan both have basic documents which may serve the same purpose.

*ACTION: De Jesus will translate the basic IA document from Portuguese to English. The document will be circulated to the Board and the Publications Committee, and a decision will be made if the document is sufficient or whether someone will still need to be tasked to write one.*

*ACTION: Faith-Ell to update Bill Ross on the Board's discussion.*

*ACTION: John will revise the SAP based on the document and appropriate follow-up actions.*

**SAP U14: Develop IA communications for lay people.** The Board combined SAP U9 and U14 into one activity.

**SAP 12a: Invest in making IAIA the Web gateway for comprehensive IA content.** Faith-Ell noted that this activity is related to 18a-c and 18d because they are interlinked and reported that a strategy to make IAIA the gateway is in draft form and will be circulated for the Board and Publications Committee for feedback in due time. It is proving difficult to determine a consistent long-term strategy because of all the ideas contributed to it, but in the short term, the webmaster, Jeff Torreson, will continue to update features and functions, and an overall action plan will come forward as the long-term strategy continues to develop. Leslie Wildesen and Debra Zanewich have been added to the strategy working group.

*ACTION: Zanewich, Faith-Ell and Gazzola to consolidate SAPs 12a, 18a-c and 18d.*

**SAP 13b: Develop a conference strategy that maintains the IAIA Annual Conference as the premier event.**

**Activity 6. Using conference evaluation results and comments from board meeting and previous conference chairs, re-draft conference quality document.** Taylor noted that the document had been circulated to the Board and additional work has taken place in Calgary based on feedback from Board members. Taylor reviewed the changes and received additional suggestions based on lengthy discussion.

*ACTION: Taylor and Howell to update the Conference Quality Guidelines.*

**SAP 14a: Develop the M-IAIA member status as an option for long-standing IAIA members.** John noted that the first deadline is IAIA09, to accommodate implementation of the new Avectra software for membership and conference registration management.

**SAP 15a: Creation and adoption of an IAIA global IA professional registry.** Taylor noted that this activity is related to the Training and Professional Development Committee's report (pages 3-4). The Board discussed potential legal ramifications and whether the need for a registry is actual or perceived. John reviewed results of the 2007 President-Elect survey and reported that there is some interest, but based on open-ended comments there may also have been confusion among respondents between registration and accreditation. Following lengthy discussion:

Bingham proposed a motion to determine how much more debate was needed. The motion was that IAIA does not pursue an international registry of IA professionals at this time. The proposal was seconded by Zanewich and Faith-Ell. The Board voted to pass the proposal.

The Board noted that guidelines for lead IA professionals (practitioners and administrators) have been developed and tasked TPDC with developing standards for regular practitioners and administrators.

The Board agreed to pursue how we can better disseminate the information about the standards for practitioners and administrators as examples to help other countries establish accreditation schemes. The Board tabled the discussion on developing an approach for providing advice and support to national certification programs for the next Board meeting.

The Board determined that becoming an M-IAIA will require, in addition to 4 years of continuous membership, a signed code of conduct, annual review of directory information on the Web site, and payment of the requisite fees.

The Board noted its appreciation to the TPDC for its efforts on the registry issue, with special thanks to Arne Dalfelt, John Boyle, and Gene Owens for the time and input they provided.

*ACTION: Finance Committee to determine appropriate fees for M-IAIA status.*

*ACTION: Bingham to update the TPDC on the Board's decisions.*

**SAP 16a: Develop the corporate package and promote corporate membership.**

**Activity 8. Begin promoting corporate membership to list of prospective corporate members.**

Bingham noted that Paul Sage will be providing a list of U.S. firms. John noted that Headquarters will be e-mailing flyers to companies who already have members in IAIA.

*ACTION: All Board members will look for companies that HQ could approach with the corporate membership package.*

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*The Board adjourned at 7:20pm and reconvened at 8:30am on 10 November.*

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The Board discussed marketing of the corporate package at length.

*ACTION: Board members and Headquarters will identify contacts in South Korea, Australia and Norway who can follow up with past conference sponsors in those countries.*

**SAP 17a: Promote IAIA services and new membership structure to members.** Hamm noted that information was in the newsletter, the October 2008 mailing, and is on the Web.

**Activity 1. Revise membership brochure.** John reiterated that the high impact flyer replaces the membership brochure. Following discussion on the new membership categories, rates, and benefits, the membership categories chart was updated or corrected to show open access to listservs in the Associated column, Sections not open to non-members, reduced rates for nonOECD countries noted, and the Affiliate rates for conference fees need to be clarified in a footnote.

**Activity 2. Update welcome packet for new members.** The Board suggested including M-IAIA information in the membership packet and including a full letter at renewal.

**Activity 3. Strategy to have reference documents translated in order to promote IAIA.** Faith-Ell reported that the Publications Committee had a number of concerns relating to quality, cost, and scope of the task and requested that the Board take the lead. The Board determined that key documents, in order of hierarchy, would include the Web site home page, membership (high impact) flyer, the Code of Ethics, the best practices documents, and the guidelines for lead professionals. The Board proposed that Portuguese, French and Spanish be key languages to begin this process. The Board noted that Affiliates and key individuals would be crucial in the effort to translate material and that some Affiliates are already taking the initiative. Their efforts are appreciated and they are encouraged to continue. All translated materials should include a footnote specifying that the original, official document is in English.

*ACTION: De Jesus will contact the Affiliates and/or key individuals with this initial request, clarify that funding will not be available from IAIA and they may seek funding for the activity, and ask them to advise what they feel is possible. The Board will review progress by Ghana.*

**Activity 11-12. Individual recruitment.** IAIA members who are the only members from their respective countries will be encouraged to recruit others from their countries; incentive suggestions are invited. Previous members whose IAIA memberships have expired will be contacted with the new membership rates and categories.

**Activity 13. Group recruitment.** De Jesus reported that he had received no response to his approach to the German EIA Association.

*ACTION: De Jesus will follow up with the German EIA Association and will make contacts with associations in Finland and Denmark.*

*ACTION: Harashina will make contacts with Japanese and Korean associations.*

**Activity 14-15. Contact other associations to which several IAIA members belong to pursue cross-promotion of IAIA to their members.** John reported that HQ is analyzing a list of various associations and will follow up on potential marketing activities.

**Activity 16-17-18. Write letter to contacts from heads of international EIA organizations to be a part of the 2<sup>nd</sup> Global Network meeting.** De Jesus reported that the Global Network did not work well at IAIA08 and recommended that Affiliates meet during a session in the main conference, eventually inviting associated organizations such as Japan and SIFEE to make presentations during this session. De Jesus also recommended that Affiliates and associated organizations present posters on their activities. The Board noted that providing time for Affiliates to network is a crucial activity. The Board deleted the activity, as the Global Network meeting did not function as envisioned.

*ACTION: De Jesus will contact Affiliates and Associated Organizations and invite them to present posters at IAIA09.*

*ACTION: De Jesus will draft an invitation for the Affiliate coordinators to meet at IAIA09.*

**Activity 19-20-21. Analyze list of publications members read from member feedback survey, contact journals for advertising cycles and prepare ads, and advertise IAIA09 in international journals/newsletters.** John reported that the groundwork has been done on this activity and currently HQ is looking at rates to include in a marketing budget.

**Activity 22. Send two copies of IAIA09 preliminary program to national EPAs in Africa.** John noted that this will be done in collaboration with Allotey when the program is ready to send.

**SAP 17b: Promote IAIA to underrepresented segments within IAIA.** Montañez-Cartaxo reviewed Gazzola's report on results from a questionnaire she sent to members of the Students and Early Professionals (SEP) group regarding features that IAIA offers to SEPs and noted that she is going to prepare a second round of questions.

Based on recommendations from Gazzola's report, the Board agreed to discontinue the Best Student Poster competition and instead hold a paper competition (subject to double blind peer review and published in IAPA), and to provide an opportunity for SEPs to meet and network ahead of the conference, meeting to be arranged by the SEP coordinator.

The Board noted the phenomenal implementation and progress of SEP activities under the respective guidance of Bobbi Schijf and Gazzola and recommended that Gazzola be asked to continue her leadership after her term on the Board expires.

The Board recommended that E8 be contacted regarding IAIA10 involvement.

*ACTION: Montañez-Cartaxo to follow up with E8.*

**Activity 8. Compare current Latin American membership to February baseline.** John reported that the statistics are available and will soon be compared to baseline. Montañez-Cartaxo reported on his extensive efforts to inform and involve Latin American professionals but noted fewer results than he had expected.

**Activities 10-19. Promote IAIA to students and early professionals.** All activities had been discussed in relation to Gazzola's report.

**Activity 20. Select another underrepresented segment to add and revise/update SWOT analysis.** John reported that the working group was not certain of its mandate under this activity. Taylor noted that Richard Morgan has been promoting South Pacific island countries with SPREP (South Pacific Regional Environment Programme), which has been funding it and that there is a movement to establish a network. SPREP might fund a meeting of South Pacific island communities' EA professionals in Fiji this time next year. Taylor suggested that Small Island States (SIS) be added to the SAP as an underrepresented segment to target.

*ACTION: Taylor to follow up with Morgan.*

*ACTION: Taylor to work with John to reorganize SAPs 17a and b.*

**SAP 18a-c: Increase and improve Web-related services.** The Board noted that activities are completed. In response to a question, John reported that implementation of AVECtra, the new member and conference registration management software, has been going fairly well, albeit with a few expected glitches, and overall the member liaison/registrar is happy with it.

**Activity 7. Produce a marketing package for the jobs board.** John reviewed marketing already in place. The Board suggested that the Career Central flyer also be sent to universities along with the conference announcement and that jobs board information be sent as part of the corporate package.

**SAP 18d: Develop strategy to take advantage of interactive online networking/conferencing opportunities.** Zanewich reported on a discussion she had with IAIA's webmaster regarding online functions and communications tools that could be added to the Web site, as well as security, cost and policy implications. Zanewich will continue to liaise with Torreson and Lea den Broeder on behalf of the Sections. Zanewich noted from Torreson's webmaster report that he has text links set up and would like feedback.

*ACTION: Torreson will e-mail the links for the new design and a narrow list of questions to guide the feedback, to Zanewich, Montañez-Cartaxo, Taylor, and Bingham. Torreson will also contact Ben Cave and Ben Harris-Roxas to ask for feedback.*

The Board decided to table additional research or discussion on sources of Web revenue (e.g., advertising) until Ghana or later due to the number of Web tasks already ongoing or underway.

Howell will act as liaison between the Board and the webmaster.

**Activity 7-11. Broadcasting/conference presentations.** John noted that benchmarking and cost research is underway and a report will be presented in Ghana. Tentative plans are to broadcast plenary speakers from IAIA09. The Board expressed concern with speaker permissions and Web storage capabilities.

*ACTION: HQ will contact all Calgary speakers regarding permission to broadcast audio recordings of the presentations.*

*ACTION: Taylor and Montañez-Cartaxo will work with Torreson to develop speaker permission and online broadcasting policy.*

**Activity 12-14. Determine what training/training materials should be put online.** John reported no progress as yet.

**SAP 19a: Review the policy and operation of Sections.** John noted that discussion of this SAP had taken place under Zanewich's report from the Sections Coordinating Committee. Zanewich noted that Sections appreciate the quarterly reports sent by Shelli LaPlante, member liaison at HQ.

**SAP 19b: Review the conference rates with a view to establishing future policy.** The Board reiterated that in Perth they had determined that lunches and coffees should be covered by conference fees. The Board

revisited discussions on various financial implications and policies that affect conference budgets, such as variable costs, conference rates, and currency fluctuations. They also reinforced the suggestion from Perth to maintain flexible guidelines for setting each conference's rates, noting that recent conference rates have typically ranged from US\$600-700. To assist local hosts and organizers, HQ will prepare a supplemental spreadsheet which shows various budget costs (e.g., reception, banquet, lunches) on a per-person basis.

**SAP 20a: Develop and submit an annual business plan.** (See IAIA HQ Business Plan 2009) Hamm noted that the business plan was written according to Board direction for content, and that it is a living document.

The Board accepted the submitted business plan, with a change of title from "Business Plan" to "Operational Plan" and the addition of an introductory statement that the total plan includes the budget, the marketing plan, and the SAP. Hamm will update the document on an as-needed basis.

**SAP 26a: Review and update the delivery mechanisms for IAIA publications.**

**Activity 4. Identify countries or regions that would benefit from hard copy delivery of resource materials.** Khotuleva reported that she is in the process of sending a questionnaire to several organizations and due to poor feedback has not updated her report from Perth.

*ACTION: Taylor and John will revise the SAP and put this item into 17b and 26b.*

**SAP 26b: Set a strategy for how IAIA formalizes, certifies and delivers training.** The Board discussed several options that Kwok suggested to utilize training to generate income. Potential options include training for corporate members, financial issues, certification or implied certification of courses and/or course attendees, and possible tie-in of courses to qualifications for the M-IAIA member classification, and competition.

*ACTION: Tylor and TPDC to organize meeting of IAIA trainers during IAIA09 to discuss how IAIA can work with them to develop training.*

### III. Review/acknowledgment of reports

- a. **Board Nominations.** (See IAIA Board Nominations Committee 2008-9. Report to IAIA Mid-term Board Meeting, Calgary, November 2008). Hamm noted that nominees are still being sought, in particular for President-Elect.
- b. **Sections Coordinating Committee.** (See Sections Coordination Committee, Midterm report to IAIA Board, October 2008) Zanewich noted that a new coordinator will be needed to replace Lea den Broeder, who will step down in Ghana.

*ACTION: Zanewich will follow up with den Broeder regarding whether den Broeder is preparing a successor for the position.*

In response to the proposal "Joint section leadership to be reflected in SCC representation," the Board confirmed that Sections may have more than one representative on the Sections Coordinating Committee (SCC); i.e., co-chairs are acceptable.

*ACTION: Hamm and Zanewich to re-check the Handbook to ensure that this information is correct.*

In response to the proposal "Students & Early Professionals: new section," the Board voted to approve SEP as a Section.

Zanewich reiterated that an SEP representative is welcome on the SCC and noted that the SCC is aware of the importance of keeping Section contact names and circulating lists current.

*ACTION: Zanewich to send message to Lea den Broeder regarding acceptance of the SEP as a Section and noting that more than one Section representative can be on the SCC. Draft of the message to be reviewed by Hamm.*

The Board voiced concern about procedural issues, related to the mention of voting and “double vote” for Sections with only one chair, in the SCC’s proposal to the Board.

*ACTION: Zanewich and Hamm to review relevant sections of the Handbook; Zanewich to provide feedback to the SCC.*

The Board noted recent informal discussions regarding potential new Sections on Cultural Heritage and Cumulative Effects and together with HQ emphasized that they need to be made aware of the requirements. Zanewich noted that while there is often initial enthusiasm for activities among Section members, often follow-up action does not take place.

*ACTION: Zanewich to contact the SCC for a recommendation on what tasks are doable (e.g., state-of-the-art reviews, key citation updates) and ask them to report back at Ghana.*

- c. **Publications Committee.** The Board noted that discussion had covered the report and that the Committee had no proposals to the Board.
- d. **Awards.** (See Awards Committee recommendations 2009 IAIA Awards) Following in-depth discussion of the slate of recipients recommended by the Awards Committee, the Board approved most of the Committee’s recommendations and is seeking clarification or suggestions on others.

*Action: Hamm to contact Bob Connelly to discuss the Board’s recommendations.*

- e. **Training and Professional Development Committee.** (See Training and Professional Development Committee (TPDC) Six months report) The Board noted that all issues in this report had been addressed in previous discussions.

*Action: John to follow up with chair Arne Dalfelt regarding tasked activities and UNU.*

- f. **Finance Committee.** Kwok noted that a Treasurer will be needed when he steps down at the end of his term.

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

- a. **Editor Appointment.** (See IAPA Co-editorship Selection Process. Report to the IAIA Board. October 28, 2008) Bingham reviewed the selection process and noted that the recommended new editors would be appointed in January and following a transition would take office in May 2009.

The Board approved the recommendation of the editorial advisory board to select Angus Morrison-Saunders and Francois Retief as co-editors of *IAPA*.

- b. **HIA Newsletter and Ireland-UK Newsletter.** Howell noted that the Health Section and the Ireland-UK Branch are producing their own newsletters and distributing them via IAIA communications tools (listservs and Web site).
- c. **Portuguese language secretariat.** (See proposed MoU between IAIA and APAI related to the Impact Portuguese Language Secretariat) De Jesus reviewed the background document.

The Board approved the concept in principle, with the recommendation that the terminology be “network” rather than “Secretariat.”

*ACTION: De Jesus to finalize the MoU.*

- d. **SIFEE.** (See Conférence Internationale – Québec 2008. Évaluation environnementale et Énergie) Bingham reviewed the contents of the letter and recent joint activity among SIFEE, AQEI and IAIA.

*ACTION: IAIA to communicate to SIFEE and AQEI in care of Ginette Lajoie and Karim Samoura which documents are most important to translate into French.*

The Board approved in principle the suggestion of a collaboration for IAIA10, pending agreement by the conference organizers, agreement of financial arrangements, and funding for translation.

*ACTION: Hamm and Bingham will draft a response to AQEI and SIFEE regarding collaboration on IAIA10, with review by the Board.*

- e. **Code of Ethics.** (See IAIA Vision, Mission, Values, Responsibilities and Code of Professional Conduct) De Jesus reported that the document has been through 10 revisions and noted that page 4 is the text that was approved at the AGM in Perth and that business operations are approved by the Board. The Board discussed the document in depth, extended its appreciation to the task force led by Richard Fuggle for the excellent product, and requested a few editorial changes before copying this to the website.

*ACTION: De Jesus and Bingham will update the document and send it to the Board for feedback by e-mail (to ensure the changes the Board requested are reflected; the document does not need to be returned to the task group).*

- f. **Climate Change Paper.** (See Draft Proposal Towards Development of IAIA Climate Change Policy)

*ACTION: Hamm to thank Allotey on behalf of the Board for providing this document.*

*ACTION: Hamm to contact the Climate Change listserv members to ask if they are interested in becoming a Section and being involved in IAIA10.*

*ACTION: Kwok will draft a paragraph to invite proposals for a challenge grant.*

The Board noted its appreciation for Michael Tsiagbey's participation in the Accra Climate Change Talks and subsequent report (see Report on Climate Change Conference in Accra, Ghana, August 12-17, 2008).

## V. Advisory

- a. **Cultural heritage potential.** De Jesus reported that a session of Cultural Heritage (CH) co-organized with Arlene Fleming was popular and potentially the beginning of a new Section. Follow-up discussions with UNESCO and the World Archaeological Conference may also result in collaboration and/or an MoU with IAIA.

b. **Conference updates.**

- **CEFIC.** Hamm noted that the conference was changed to spring of 2009 but at this time there is nothing more to report.
- **IAIA10.** (See Memorandum of Understanding between UNEP and IAIA) Hamm noted the MoU is generally agreed by UNEP but work is continuing on financials. A site visit needs to be conducted, and sponsorship is the main concern at this time.
- **IAIA09.** Hamm reported on progress with identifying a replacement venue. The Board discussed concerns regarding financial and other implications of the change as well as the issue of outstanding logistics. The Board prepared a letter to the IAIA09 organizers with suggestions and requests, including submission of revised requests for proposals from potential conference organizers. Hamm will conduct a follow-up site visit within the next month.
- The Board emphasized the importance of the exchange of financial status reports between hosts and Headquarters/Headquarters and hosts (including copies to the IAIA Treasurer.), according to



the requirements noted in the letter of agreement with conference hosts. The purpose is to insure a sense of financial obligation/success.

- c. **Work study student from Tanzania.** John reported that a student is working two days a week in HQ.
- d. **Capacity Building in Biodiversity and Impact Assessment (CBBIA).** Hamm reported that there has been an inquiry about a possible continuation of biodiversity (CBBIA) work in China.
- e. **MoU process/procedure.** Hamm reported that she drafted the policy note with Taylor's input. The policy is to be included in the Board manuals, and suggestions are welcome.

**VI. Approval of 2009 budget.** (See DRAFT 2009 Operational Budget and DRAFT Notes to 2009 Operating Budget)

John and Kwok reviewed the budget and the cover report, noting that the primary change resulting from Finance Committee discussions was the addition of \$15,000 for mini grants.

The Board approved the budget, noting that if there are significant changes resulting from IAIA09 progress, it would reconsider.

**VII. Close of meeting.**

Following an *in camera* session, President Harashina closed the meeting at 7:20pm.