

International Association for Impact Assessment
Midterm Board Meeting Minutes
2-3 November 2013 | Santiago, Chile

Present: Greg Radford, Luis Sánchez, Miguel Coutinho, Pam Gunther, Juan Quintero, Ana Maria Esteves, Karin Isaksson, Miles Scott-Brown, Bridget John, Jennifer Howell.

Apologies: Sandra Mols, Wes Fisher.

I. Welcome and plan of action. President Radford welcomed members and called the meeting to order. The Board reviewed actions taken electronically since the previous Board meeting:

- Approved the appointment of Wes Fisher to serve as interim Executive Director following the retirement of Rita Hamm.
- Approved two Associated Organizations: Environmental Institute of Australia/New Zealand and SIFÉE (Francophone Secretariat).
- Approved the Board minutes from the Calgary meeting.
- Decided the date and location of the midterm Board meeting.
- Approved Hamm to sign a general MoU with the China Association for Environmental Impact Assessment (CAEIA).
- Agreed to partner with the NWP (UN Nairobi Working Partnerships) for input into UNFCCC Guidelines. Application is currently in process.

Detail schedule for meeting. Radford noted that the first day's agenda will primarily cover agenda items and the second day allows more time for open discussion regarding the Executive Director position.

II. Treasurer's Report.

- **Report from Finance Committee meeting.** (See financial statements.) Gunther presented highlights of the August 2013 financial statement, noting that both revenue and expenses were much higher than for the same time period in 2012, both largely due to the large IAIA13 conference. Additional revenue in 2013 was provided by web advertisements and IAPA royalties. The Finance Committee approved a proposal by HQ to eliminate hard copy printing and mailing of the quarterly newsletter, which will result in future savings. Gunther provided a brief overview of the draft 2014 budget, noting that it looks good, but that there are several outstanding issues to be discussed yet at this board meeting which could impact the proposed 2014 net income.

ACTION: John to revise the IAIA14 budget for Chile from 700 attendees to 600 attendees and adjust the 2014 operational budget accordingly.

III. Review and Acknowledgement of Additional Reports.

- **Awards Committee.** (The report by the Awards Committee is confidential.) The Board discussed the Awards Committee's recommendations for 2014 awards recipients as reviewed by Sánchez.
 - AGREED: The Board discussed Rita Hamm's long service to IAIA and her express wish that she not be given an award. The Board will honor her wishes and continue to discuss alternate ways to recognize her contributions to IAIA.
 - ACTION: Sánchez to discuss further with the Awards Committee and provide a more detailed model for Board approval.
 - ACTION: Board to discuss with Hernán Joglar, IAIA14 Program Chair, the option of having the recipient of the Global Environment award serve as an IAIA14 keynote speaker, by video if necessary.

- ACTION: Radford to draft the IDB nomination for Institution Award. Sánchez to communicate the Board's final decisions to the Awards Committee.
- **Board Nominations.** (The report by the Board Nominations Committee is confidential.) The focus this year was to bring female nominees to the ballot, but from those identified, for various reasons none were available to stand for the upcoming election. The Board provided some suggestions for additional individuals to approach and their preferred balance of nominees for the ballot.
 - ACTION: Esteves and Coutinho to approach potential female candidates suggested by the Board.
 - ACTION: Board members will e-mail any additional suggestions for female candidates to Fisher.
 - ACTION: The Board Nominations Committee will come back to the Board in November with additional names in order for the Board to review the final ballot.
- **IAPA Editorial Board.** (See IAPA Editorial Board report to Board, midterm 2013). Sánchez noted highlights of the report: The number of journal submissions is declining, which impacts production. The editors are working on strategies to attract more papers and increase citations. Maria Partidario is stepping down as Chair of the Editorial Board. The Board discussed the candidate recommended by the Editorial Board. The Board noted that in moving from BeechTree to Taylor & Francis, IAIA has changed from paying the publisher to receiving income.
 - AGREED: The Board approved the appointment of Frank Vanclay as Editorial Board Chair. The start date will be determined by mutual agreement between Partidário and Vanclay, as early as January 2014 and no later than IAIA14.
 - ACTION: Howell to suggest to the editors that they use Connect to request papers, including highlighting the option to submit professional practice articles.
 - ACTION: HQ to work with Editors to more actively promote upcoming IAPA themes to IAIA members.
- **Publications Committee.** (See 131013 PUBS midterm report to the Board October 2013) Radford summarized the content of the report. The Board discussed the potential to transition newsletter content and format to a less internal and more professional magazine-style publication. Case studies would be ideal content.
 - ACTION: Radford to advise the Committee that the Board requests progress on the case studies project by the next Board meeting.
 - ACTION: To help increase the number of submissions to the current format, HQ to add an online form to the web site that allows people to upload short articles and photos, with the goal of making it as easy as possible to submit material.
- **Training and Professional Development Committee (TPDC).** (See October 2013 6 month TPDC report) Esteves and John summarized the TPDC's discussions, and the Board reviewed and discussed the TPDC's selection of courses for IAIA14, noting that the selection was unusually difficult this year due to the large number of proposals, the limited space at the venue, and the preference to include Spanish-language courses. Radford explained the proposed way forward given the TPDC's rationales and challenges, based on his communications with John Boyle, TPDC Chair.
 - ACTION: Esteves to convey the Board's feedback to the TPDC.
 - ACTION: Scott-Brown to contact Ross and Canter regarding opportunities to synchronize.

NB: Scott-Brown and Quintero abstained from voting on the final slate of training courses.

- **Sections Coordinating Committee (SCC).** (See iaia_midterm report_2013_all) Coutinho reviewed highlights of the report and his conversation with Ben Cave, SCC chair: Sections want more say in conferences; their perception is that “old” volunteers from Sections have less power than “new” volunteers such as conference organizing committees, and they don’t feel sufficiently recognized. Recent program chairs Scott-Brown and Coutinho explained some decision making processes from their respective two conferences to the Board. The Board noted that while there was some misunderstanding of the process this year, all Sections have at least one session in the IAIA14 preliminary program. For IAIA15, additional communication should ensure that all Sections submit their “open” proposals by the proposal submission deadline. The Board discussed additional ideas for making Sections more visible.
 - AGREED: As a trial at IAIA14, the Section meetings will be moved to the time slot following lunch on the first day of the conference, contingent upon no venue, scheduling, or policy conflicts. With the exception of the Students and Early Professionals Section, all formal Section meetings will be held on this day, with the usual later afternoon slots in the following days for Section members to arrange for additional meetings amongst themselves if they so wish. This approach will be assessed following IAIA14.
 - ACTION: Regarding rescheduling of Section meetings to after lunch on the first day of the conference, Howell to advise the program chair of the change and check to ensure that it does not conflict with venue arrangements or IAIA’s poster session policies.
 - ACTION: HQ to promote to new members that Sections are an important feature of IAIA, and these meetings are a chance for attendees to get involved.
 - ACTION: Coutinho to relay Board feedback to Cave.
- **UNECE report.** (See October 2013 report IAIA rep at UNECE) John reviewed the report. The Board noted that the report is a little vague and would like more information provided to IAIA about these activities which are identified as being “organized jointly by IAIA.”
 - ACTION: John to contact Maria Partidario and request a copy of the English version of the background paper and summary of the seminar.

IV. Strategic Action Plan (SAP) 2012-2015. Grayed-out text refers to activities where no current discussion is necessary but is included for reference.

A. Increase the value of IAIA membership

1. Strengthen interaction between new & existing members
2. Maintain annual conference as premier event
 - a. Conference EIS and sustainability policy.
 - AGREED: IAIA should have a sustainability policy for event management.
 - AGREED: The policy should cover only IAIA events (not IAIA’s general business operations, with the understanding that sustainability falls under IAIA’s good business practices.
 - AGREED: Instead of a conference EIS, Quintero to prepare an outline for calculating the conference environmental footprint, excluding travel, which will be included as part of the overall sustainable event management policy.
 - ACTION: Coutinho to contact the Corporate Stewardship and Risk Management (CSRM) Section for input to and review of the draft policy.
 - ACTION: Scott-Brown will also review the sustainability policy draft, and will suggest some benchmarks to determine if we are progressing in our sustainability policy goals.
 - AGREED: Policy to be completed by January-February, so it can be announced prior to IAIA14 and voted on at the IAIA14 Annual General Meeting.
 - ACTION: Coutinho to seek CSRM Section feedback about whether IAIA should be ISO certified as event organizers.
3. Promote the use of IAIAConnect and promote IAIA through other social media.
 - b. Topical videos.

- ACTION: John to ask Sections to share their expertise via short recordings.
- c. Conference videos. John reported on the technical and logistical challenges of recording concurrent sessions at IAIA conferences, including the strain to current hardware and the difficulty in fully capturing entire sessions with good quality. She suggested that instead we plan to contact select presenters after the conference, recording their audio and slides together via GoToMeeting. These shorter videos could be posted online and would be more likely to be viewed than 1.5 hour session recordings. Presenters will be selected by a delegate voting system or nominated by session chairs.
 - ACTION: HQ to develop and implement a system for selecting presenters from IAIA14 for post-conference recording and post those videos online.
- 4. Develop projects/events with other organizations.
 - a. Resettlement meeting: Discussion on this item was tabled until later (see VI.B.).
 - b. Connecting with journalists: John reported that Wes Fisher had considered attending the Society of Environmental Journalists (SEJ) annual conference in October 2013, but there were time and cost constraints. It was suggested that IAIA consider getting onto their conference program for next year, with an IAIA member presenting.
 - AGREED: Involvement with the SEJ conference will be revisited at the IAIA14 Board meeting and should be an initiative further developed by IAIA's new Executive Director.
- 5. Maintain diversity in professional expertise and geographic spread.
 - 5aiv: Mini challenge grants.
 - AGREED: HQ to modify the guidelines to include Affiliates as eligible to apply for funding.
 - ACTION: HQ to schedule application deadline and promote grant availability to all IAIA members, Sections, and Affiliates.
 - 5c Small Island Developing States (SIDS) initiative. (See report) No action required.
 - ACTION: HQ to thank Richard Morgan and Nick Taylor for their initiative and effort and advise them that Affiliates are now eligible to apply for a mini-grant which might be used to further support these efforts.
 - 5cii China. The Board noted that this will be a priority of the next Executive Director, and in the meantime, IAIA must ensure follow-up.
 - AGREED: Finance Committee to ensure that some liaison activity funding is available in the budget to assist the Executive Director.
 - ACTION: Coutinho to consider using liaison activity funding to attend the Chinese annual fall conference on air quality in 2014 and renew discussions.
 - ACTION: Sánchez will write to the Chinese delegation to maintain communication.
- 6. Develop additional training opportunities.
 - 6a. 5-day integrated impact assessment (IIA) training course. (See report.) Esteves reviewed the background and discussions to date, including the reviews of the bids received and potential sponsorship secured, and asked the Board to approve the bid by the Centre for Social Responsibility in Mining (CSRSM) which proposed hosting the course in Madagascar.

- ACTION: Esteves will advise the CSRM that its bid has been approved, and request an updated proposal that reflects the recent adjustments to the proposal.
- AGREED: Pending the updated proposal, the Board expects to allocate the \$50,000 and accept the CSRM bid with the conditions that all sponsor agreements would be drawn up and CSRM will work within the allocated budget.
- ACTION: The Board via Wes Fisher will advise the other company that its bid is being declined.
- ACTION: Esteves to draft talking points for Fisher and Board members in case of questions regarding acceptance status.
- ACTION: Esteves to look into including a high-level assessment of the course as part of the course program (not as a follow-up survey).
- ACTION: Esteves and Radford will maintain ongoing involvement and advisory capacity during development of the course.
- AGREED: A new advisory task force will be created for the development phase of the course. The task force will include Esteves as a representative of the TPDC, a couple of IAIA members, and some representatives suggested by the strategic partners/sponsors.
- AGREED: An IAIA member, to be determined at a later date, should attend the first course. Who and how they will participate will also be agreed at a later date. Esteves and Radford will jointly identify this person.

7. Develop www.iaia.org

8. Increase opportunities for student and early professional involvement

9. Increase resources available

- 9e. Case studies/success stories. Discussion was held on whether the original annual yearbook concept would be best, or whether a more frequent magazine-style format would be better. See Publications Committee, section III above.
- 9f. FasTips. Howell summarized the report and noted that Elsa João will take over from Maria Partidario as the new FasTips editor.

B. Improve financial sustainability

1. Identify target groups

i. 1b. The Board reviewed highlights of the membership survey presented by John-

- ACTION: HQ to post selected survey results online, in newsletter, and on *IAIAConnect*.

2. Develop corporate membership

3. Seek capacity development opportunities

4. Create various donation categories/benefits. (See Item VII below.)

5. Develop strategies to raise conference-related sponsorship

6. Seek corporate sponsorship of section initiatives

C. Promote communication of the strategic direction of IAIA to membership, Sections, Affiliates, Board, HQ, and potential donors

V. Other Items Requiring Board Discussion on Day 1

1. Dates of board meeting at IAIA14. Retiring Board members typically attend the annual conference meeting to assist with transition to new Board members.

- AGREED: Friday (1/2 day) and Saturday, April 11-12.
- ACTION: HQ and program committee to advise conference attendees of heavy travel date on 13 April due to the start of *Semana Santa*, a South American holy week.

- 2. Discussion with Wes Fisher via Skype.** (See report: IAIA Headquarters Review). Fisher reviewed the report and noted that fundraising strategies are an important consideration in the hiring decisions of a new Executive Director. Radford thanked Fisher for visiting the staff in Fargo and preparing the reports. See section IX below for additional details.

VI. Conferences and Meetings

- A. IAIA14.** Howell reported that the program is progressing well: preliminary sessions have been selected, abstract submission is open, logistics are being confirmed so that registration can be open 1 December, and the program committee is looking into plenary development and sponsorship. Howell reminded the Board that, as decided at the Calgary board meeting, a hard copy of the preliminary program will not be distributed this year, but the same information will be available online, both in a single document and in separate sections. Additionally, due to the large number of session proposals being received, the “Rule of 2” (individuals may not chair or co-chair more than two sessions) was more stringently enforced by the program chair this year, and authors will be limited by the online system to a maximum of two paper and/or poster presentations. For IAIA15, session proposals will also be limited by the online system.

- 1. Mobile event app update.** At the previous Board meeting, the Board had requested a proposal from a web applications developer to create a mobile application (app) for IAIA conferences; e.g., ways for conference delegates to network, select sessions, look up speaker bios, allow conference organizers to broadcast updates, etc., via attendees’ mobile phones, tablets, laptops, etc. John reported that many off-the-shelf applications already exist, that she is still looking at options, and then reviewed the Mobile Application Comparison Chart she had prepared. Cost is a factor; currently cost is not in the budget and fees are per event. Some free options are available, but they may not be the best quality. If an app is selected quickly, it could be implemented for IAIA14.

AGREED: The Board allocated a budget of up to \$6000 per event to implement a mobile app for conferences, preferring rollout at IAIA14. More funding may be possible if justified.

Regarding a discussion on costs and sustainability, the Board discussed going paperless to the greatest extent possible and practical at the annual conferences.

ACTION: HQ to add a question to the IAIA14 conference survey about the possibility of having an electronic-only final program for IAIA15 and beyond.

AGREED: The goal is not to print a hard-copy final program for IAIA15 delegates, subject to concurrence by survey results.

- 2. Indigenous Peoples pre-conference event update.** Howell reviewed the original Indigenous Peoples proposal for IAIA14, noting that a final proposal including budget details has not been received.

ACTION: Scott-Brown to contact Angeles Mendoza Sammet regarding submitting a final proposal with a deadline of one week.

- B. Resettlement Meeting.** Esteves updated the Board on the proposal to hold a meeting on resettlement in Mozambique in July 2014. The Board discussed concerns about budget issues and political unrest in the region.

ACTION: Esteves to contact the organizers regarding changing the location from Mozambique to South Africa and possibly moving the date back to accommodate the change. Based on their response, she will rework the proposal to include a risk assessment and update the budget to reflect the figures from a new venue and conference model. The new proposal will be submitted to the Board for review and approval.

- C. IAIA15 proposal status.** Coutinho reviewed highlights of the proposal, noting that the proponents are fully capable of managing a conference. Primary concerns are budgetary and sponsorship sources: with attendance of 700 persons, \$280,000 in sponsorship will be needed.

AGREED: The Board supports development of the IAIA15 proposal, contingent upon rebranding of the theme (e.g., “IA in a Digital World”), further development/identification of program committee members, and a refined sponsorship list. An updated proposal is due 15 December 2013.

ACTION: Coutinho will inform the proponent of the Board’s feedback and will liaise with the proposed program chair and a select program committee member for in-depth discussion on responsibilities and commitments required.

- VII. Vision 2020.** (See Vision 20/20 proposal.) Scott-Brown reviewed the project and noted that in initial approaches to a few companies he has received feedback that IAIA is not relevant to corporations. Is IAIA interested in expanding to taking political positions? It is a Board and membership issue which may also affect IAIA’s tax-exempt status? The Board discussed ways IAIA could be more relevant to corporations without compromising IAIA’s tax-exempt status.

ACTION: John to confirm with IAIA’s accountant regarding how, specifically, taking political positions would affect IAIA’s tax-exempt status.

AGREED: There is a need to survey/interview corporations to better understand corporations’ needs and how IAIA can contribute. Support cost may be a factor – how much it takes to raise the money vs. what is brought in. This will be a key activity for the new Executive Director.

ACTION: Scott-Brown to continue efforts to develop Vision 20/20, but needs to identify individuals to assist him. He will follow up with a revised report by IAIA14.

- VIII. 2014 Operational Budget – modifications and approval.** John reviewed the operating budget and explained changes based on the Finance Committee’s discussion.

ACTION: At the Finance Committee’s recommendation, the Board approved HQ’s proposal to eliminate hard copy printing and mailing of the quarterly newsletter.

ACTION: Given the substantive changes to the budget, John will update it to include Board decisions (e.g., approval of the integrated training course, eliminating hard copy of the newsletter, etc.) and submit it to the Board after the meeting for electronic approval.

ACTION: John will revise as needed when the outstanding issues are resolved (e.g., Executive Director position).

- IX. Executive Director (ExDir) search.** Radford expressed the Board’s appreciation for Fisher’s willingness to step into the interim role and preparation of the Headquarters report and recommendations. The Board discussed the three presented options and related issues (salary, location, hours, skills and experience, job description, etc.).

AGREED: Option C, professional fundraiser, is off the table.

The Board noted that location is flexible, but North America or Europe would be preferred due to accessibility to potential partners, travel expenses, time zone considerations for working with staff, etc. Nationality and/or cultural differences are not an issue. IA experience is not a necessity, but knowledge of it via related job experience is. The position could be either part-time or full-time, depending on the applicant. The ExDir should be highly visible at IAIA conferences. IAIA should build the ExDir’s image; have the person be a keynote speaker, motivator to IAIA members, message in the newsletter, etc., but also be willing to sit at the registration desk, as the ExDir

needs to get to know the members and the operations of the association. It's important that the individual know the inner workings of IAIA and conference demands. The job posting should include some statements regarding leadership and new directions. The Board discussed employee status vs. contract worker, budget implications, preferred skills and knowledge of IAIA, and methods and timeline for the selection process. Ideally a short list of candidates will be ready by the IAIA14 conference, but it depends on how the application process proceeds, as securing the right person is more important than a set timeline.

ACTION: Board members to review the job description prepared by Fisher and send any suggestions back to Radford within two weeks. Radford will revise the job description and recirculate it, to be finalized by November 30. The revised job description will serve as the basis for crafting the job announcement to be posted.

ACTION: Radford will get a quote from a human resources (HR) consultant to do the legwork and initial screening.

AGREED: The Board approved up to \$6,000 for the expense of the HR consultant. The HR consultant will assist with job posting, writing the job announcement, initial screening, etc. The consultant will screen applicants down to 12 candidates.

AGREED: A subcommittee consisting of two Board members (President and President-Elect) and the interim Executive Director will conduct an initial review of the top 12 and forward a short list of 3 candidates to the entire Board. Interviews will take place via Skype, GoTo Meeting, or other video means that can be recorded. Other Board members will be able to review the interviews. The Interim ExDir will keep HQ informed of the process, and HQ will also have the opportunity to interview the final three candidates and provide feedback to the Board before the final selection.

AGREED: The Board needs to develop sorting criteria for the consultant doing the initial screening of applicants. The HR consultant will assist with this.

AGREED: The Board needs to develop a standard list of questions for the interviewer(s) to use. The HR consultant will assist with this.

ACTION: HQ will send an e-mail notice to all members 2-3 days before the announcement is posted, linking to a PDF of the job description and requesting all members to forward it to contacts they know who might be interested.

AGREED: The job announcement will be posted first through all of IAIA's communication channels. LinkedIn and Devex are effective but more expensive and will be used as followup options contingent on quality and quantity of applications following posting on IAIA's site.

AGREED: The goal is to post the job in December with a closing application date of 31 January 2014. Ideally, conduct the initial screening to 12 candidates in February and have a short list by the IAIA14 Board meeting.

ACTION: John to add midterm travel costs to the overall Executive Director budget, in addition to the trips already covered. Payroll taxes will need to be included if the person is a US citizen.

AGREED: The Board's preference is to hire the person on a contractual basis; however, the Board recognizes that this option may create issues with the United States IRS (tax bureau) employee status and also with the person's own income. Therefore, if the ExDir is a U.S. citizen, s/he would probably need to be an employee rather than a contractor.

AGREED: John will include \$130,000 in the budget for potential total Executive Director expenses (e.g., salary, benefits, travel, office expenses, etc.); details to be discussed with IAIA's accountant and the respective applicants.

X. *In camera.*

XI. Closing. Radford closed the meeting and thanked Board members for their efforts and dedication.

The Board expressed its sincere appreciation to Hernán Joglar and the Servicio de Evaluación Ambiental (SEA) for their hospitality in hosting the Board meeting at their offices, providing the site visit, and hosting the follow-up discussions and meals.