IAIA Board of Directors
Meeting Minutes
15-16 May 2016 | Ana Crowne Plaza Hotel | Nagoya, Japan

Present:  Ana Maria Esteves, Yaw Amoyaw-Osei, Marla Orenstein, Karin Isaksson, Elsa João, Morgan Hauptfleisch, Shirley Lee, Myungjin Kim, Javier Clausen, Jill Baker, Bridget John, Jennifer Howell

Apologies:  Susan Joyce

I. Welcome and housekeeping

Esteves and Baker reviewed the agenda. Baker noted that strategic plan (SP) items highlighted in yellow are on the agenda.

A. Interim Board Actions. Baker reviewed the list of interim Board actions taken since the December Board meeting:
   1. Financial arrangements for UK symposium
   2. Adjustment to the Executive Director’s insurance benefits
   3. Appointment of new Treasurer and Secretary to the Board
   4. IAIA participation in UNECE April meetings — approval for funding of Maria Partidario to participate as a representative of IAIA
   5. Approval of annual bonus for HQ staff
   6. Approval of the recommendation from the Conferences Committee to award IAIA18 to South Africa
   7. Approval of new members to Awards Committee
   8. Approval of new members to Publications Committee
   9. Approval of Behzad Raissiyan as the new Training and Professional Development Committee chair
   10. Approval of a leave of absence for a staff member

B. Feedback from AGM and Council Meetings: Points raised at the Annual General Meeting and Council meeting were reviewed and placed on the agenda as appropriate. The Board noted attendance remains relatively low at both meetings. We need to define what our target attendance is and continue to provide announcements and reminders.

ACTION:  HQ to post Council issues and Board response on IAIAConnect following the conference.
II. Review of in progress/yet-to-do action items from past two Board meetings (see Annex III of Agenda)

Baker reviewed outstanding action items from the past two Board meetings, providing additional updates as needed.

- Clausen noted the Students and Young Professionals Section is particularly interested in working with the TPDC regarding webinars and e-learning initiatives because they find it difficult to attend conferences; investigation on the types and topics of training that students need is ongoing.
- With reference to the updated Affiliate application process, Baker will include suggestions for how to handle affiliates which are not living up to their letters of agreement.
- Baker and Esteves will work on the symposium proposal criteria, given that there are several potential symposia proposals expected soon.
- Esteves noted that she is still seeking funding for her CommunityConnect concept to match IA specialists with community groups.

ACTION: Isaksson to provide Esteves with contacts from Sida and NORAD to approach for possible funding the CommunityConnect concept, and Esteves will investigate the Gates Foundation per Orenstein’s suggestion.

III. Post-event feedback on IAIA16

Board members provided both personal feedback as well as what they had heard from delegates during the conference, noting that the theme was strong throughout the program and well-received and discussed ways to increase the cultural value of the reception and how to manage the conference summary in the closing plenary.

AGREED: The Board recommends selecting a special speaker or a rapporteur for the IAIA17 closing plenary, rather than asking the program committee to prepare a wrap-up.

ACTION: Howell to write plenary guidance into conference guide, including selection of a special speaker and/or rapporteur.

IV. Committee reports

A. Journal Management Committee. (See report) Joao reported we have two separate committees as of April 2016, the Journal Management Committee (JMC) and Editorial Board, and that Thomas Fischer has replaced Riki Therivel as IAPA editor. Baker reported that we anticipate renewing the contract with Taylor & Francis publishers, that we have signed an agreement with ACEE for one full article and all abstracts of IAPA to be translated into Mandarin starting this year, that we should be receiving our first Impact Factor later this year, and that the position of chair for the JMC should be confirmed shortly.
ACTION: Baker will forward information on the potential JMC chair to the Board for their review and selection.

AGREED: Angus Morrison-Saunders was approved as a JMC member.

B. Awards Committee. (See report) Amoyaw-Osei reported on membership and turnover of the Committee and noted that the Committee is addressing three issues: nominations, the selection process, and timelines. Committee plans include preparing a grievance policy for nominees who were not awarded, in particular for cases of self-nomination; reaching out to past award winners to ask how the award impacted their practices and to request nominations from them; and interviewing past winners for videos to be posted online. The Board noted that difficulty in getting nominations is an ongoing problem and offered some suggestions to raise the profile of awards and encourage nominations. The Board expressed its appreciation for Peter Croal, who is stepping down as chair of the Committee.

ACTION: John to send a list of the Board’s suggestions to raise the profile of awards to Amoyaw-Osei; Amoyaw-Osei will forward the list to the Awards Committee Chair.

C. Publications Committee. (See report). Orenstein highlighted Committee activities: they have established a Dropbox for Committee archives, renewed the Committee membership, updated its mandate, and created publication policies. In concert with the four areas of the SP, the Committee has asked itself four questions:

- How can the Publications Committee help provide value for current members?
- How can the Committee work with the sections and affiliates to help position IAIA as a thought leader?
- How can the Committee help encourage new members to join the IAIA?
- How can we use the Committee to help the financial sustainability of the IAIA?

Next year’s goals are to increase the number of publications, possibly establishing a debate series, using the four areas of the SP to provide direction, and appoint a new chair by mid-term.

The Board discussed using materials as a revenue source and member benefit and sourcing some materials as members-only with fees for others.

ACTION: By midterm, Orenstein will present an action plan to the Board outlining the Publication Committee’s goals for new publications and a recommendation for providing some materials as a members-only benefit.

D. Sections Coordinating Committee. (See report) Baker highlighted items that require Board follow-up action or Board attention. The Disasters and Conflicts Section is preparing a risk assessment for IAIA operations and events; the Board will be asked to participate in the next phase. A co-chair is being sought for the Corporate Sustainability and Risk Management Section. The Health Section has offered to be technical lead if a Chinese symposium is confirmed.
ACTION: Baker to request a proposal from the Cultural Heritage Section to address their concern about conference access for people who can’t afford to attend.

JP Murdoch is taking over as a new co-chair of the Indigenous Peoples Section, which recommends that Sections be more visible on the new IAIA home page with links to the IAIAConnect discussion groups. The Power and Transmission Section wants to transfer its IAIAConnect discussion group to LinkedIn.

AGREED: The Board noted that links to IAIAConnect discussion groups are already on the Sections and Membership pages, so adding them to the bottom of the home page is not needed.

AGREED: The Board does not support the request to transfer the Power & Transmission Section’s discussion group from IAIAConnect to LinkedIn, noting that historically, lack of participation is not due to the platform but to the lack of a champion to facilitate active discussion.

A student program, which will include a student-led activity, is being prepared for IAIA17.

The Students and Young Professionals (SYP) Section is requesting a separate drop-down menu item on the IAIA web site.

AGREED: Baker to ask the SYP Section for clarification on the material they want included on a Students page.

AGREED: Extend the Board’s appreciation to the Nagoya students for their onsite initiatives.

The Board discussed the purpose, structure and activities of the Sections, including the suggestion to consider changing Sections to task forces. The Board noted the importance of having strong, active chairs to make the Sections effective.

ACTION: John to advise Section coordinators that the list of members in their IAIAConnect groups includes anyone who has expressed an interest in their Section and is not a reflection of active Section membership.

ACTION: Baker and John to review the 3-year Section self-assessment survey to see if/how it can be adjusted to address issues raised regarding the structure, purpose, role, and activity levels of Sections.

ACTION: Baker to ask Section chairs for clarified and focused action plans, incorporating the four questions used by the Publications Committee.

E. TPDC. (See report). Clausen reported on the change in membership and chair, the TPDC’s efforts to promote IAIA17 courses to targeted markets, and the developing initiative to assist professors by creating teaching slides based on IAIA publications. Clausen also noted that of the 10 IAIA16 training courses offered and approved this year, 6 were canceled due to low
registrations, and the TPDC will be evaluating possible reasons for the low participation. The Board expressed its appreciation to Terry Calmeyer who stepped down as chair.

APPROVED: The Board approved Glenn Brown as a TPDC member.

V. Strategic focus area #4: Ensure IAIA’s organizational stability

A. Treasurer’s report. (See annual report) Hauptfleisch noted that his first impression of IAIA’s finances is good. He is comfortable from a governance perspective that tight controls are in place. John reviewed the financial statements and provided updates on conference and symposium budgets, noting the large amount of sponsorship generated for the Panama symposium had a positive effect on the 2015 bottom line. John also reported that HQ hired an advisor for VAT issues on the UK symposium.

ACTION: HQ to add a question to post-conference survey regarding the value and style of the banquet.

ACTION: HQ to work with IAIA17 to consider alternative reception and banquet styles to decrease costs and increase networking.

AGREED: If a change is made, charge the same amount for a networking banquet as for a sit-down banquet. The cost still must cover the venue, entertainment, networking activities, possibly networking facilitators.

B. Report from Finance Committee meeting. Hauptfleisch noted that Miles Scott-Brown and Sara Bice will revisit the Corporate Sponsorship Task Force and that IAIA’s investments are in a sound position. John reported on implications of the probable new overtime ruling in the US and will come back to the Board once the ruling becomes final. Baker noted that she is hiring a short-term (12 month) employee, to be based in Ottawa, whose time will be divided between technical programs for IAIA17, the Manila symposium, and business development opportunities. A part-time office space in Ottawa is being pursued, and Baker will follow-up with a proposal to the Board for funding.

[Presentation of award to outgoing Director Karin Isaksson for her service on the Board.]

VI. Strategic Focus Area #1: Extend IAIA’s reach

Goal 1.1: By 2019 increase overall membership by 15%, student membership by 30%, and corporate membership by 50% (using membership of January 2016 as the baseline).

Priority Activity

1. Develop a membership plan in 2016, with a focus on student and young professional members, as well as corporate and organization membership.

ACTION: Orenstein to champion this activity.
ACTION: Orenstein will revisit the fee structure to differentiate between OECD and non-OECD countries.

ACTION: Orenstein to write up a proposal for a student member work certificate program.

ACTION: Hauptfleisch will forward information about the IAIAsa student work program to Orenstein.

2. Review and amend the Affiliates/Branches agreements to ensure “value” for both parties, thus encouraging a continuing relationship between IAIA and Affiliates.

ACTION: The Board will provide Baker with feedback on the value of Affiliates.

ACTION: Baker and Loreley Fortuny will conduct a gap analysis and report back to the Board, providing preliminary results to Orenstein. The Board will review the question of Affiliate value.

**Goal 1.2: Work with Affiliates and Branches to identify opportunities to collaborate on projects.**

Priority activity

1. Each year have an IAIA Director or the Executive Director participate in at least 2 Affiliate events (e.g., conference, meeting).

ACTION: Board members to look for opportunities to attend affiliate events and advise Baker of their participation.

**Goal 1.3: Extend the geographic reach of IAIA by extending the current number of Affiliates and Associated Organizations by 1 per annum.**

Priority activity

1. Continue to encourage the development of new Affiliates (and Associated Organizations), particularly in regions where IAIA has recently been active (Africa, South America) and wishes to go (Asia). This could be achieved partially by organizing joint meetings, for example. Baker noted that this goal has been achieved for this year, but we should continue to watch for additional opportunities. IAIA’s partnership with the California Association of Environmental Professionals as an Associated Organization was intended to bring attention to IAIA in the western U.S.; CBG Turkey’s agenda was to partner on a training program in Turkey.
VII. Strategic Focus Area #2: Strengthen IAIA’s partnerships and collaborations

Goal 2.1: Identify and source the annual conference at least two years in advance.

Priority activity

1. Actively seek out potential annual conference organizers/hosts with a view to move the conference locations where the Association has a good possibility of attracting participation of at least 700 delegates. Baker reported that IAIA17 plans are progressing, that we will begin working with IAIA18 hosts in 3-4 months, and that IAIA19 is currently under consideration pending available dates, funding, and site visit.

Goal 2.2: Organize one regional symposium each year in collaboration with another organization (could be with an IAIA Affiliate or Branch).

Priority activity

1. Work with IAIA members and Sections to identify possible regional symposiums, with a view of having events focused on themes that are particularly relevant and forward thinking.

Baker noted that several symposiums are planned and proposed for 2017.

Baker noted that the resettlement and livelihoods symposium (Manila, Philippines) is in development and reported on the site visit, logistics plans, committed sponsorship, and budget. A new resettlement handbook may be launched at the symposium. The Board discussed the symposium partner’s request for no registration fees.

AGREED: The Board recommended going back to the symposium partner and requesting consideration of having private organizations pay a registration fee. Other delegates, including university representatives, could attend free of charge.

AGREED: Regardless of whether additional symposia are expected in 2017, IAIA should not reduce its administrative fee for the Manila event because additional symposia will likely generate the need for additional staff and support costs.

ACTION: Baker will communicate the Board’s preference on fees to the symposium organizers and come back with a recommendation for a reasonable fee. Subsequently, John will amend the budget for the Manila event.

Baker reported that discussions are ongoing for two other potential symposiums in 2017. Within a month, we expect to receive a proposal for a symposium in Guangzhou, China, on how to integrate HIA in to EIA and SEA in China.

AGREED: As there is an apparent need for HIA in Asia, the Board supports IAIA involvement in China, assuming buy-in is demonstrated by local partners and
the audience can be defined. However, the Board suggested using a phased approach to HIA in Asia, perhaps starting with training courses before offering to host a symposium.

**ACTION:** Baker to respond to the Chinese contact regarding the Board’s concern about buy-in and audience in order to address financial risk, and to recommend that the Chinese organizers demonstrate an audience for a symposium. If proof of demand is not possible, Baker will ask the organizers to consider the alternative of starting with just a training course, in Beijing rather than Guangzhou. The Board will revisit this discussion at midterm.

**ACTION:** Lee and Baker to set a decision timeline in terms of finalizing the proposal from the Chinese.

**ACTION:** If the Chinese partners agree to a training course first, Baker to consult with IAIA contacts already conducting HIA training in the region about the process for identifying a trainer.

**ACTION:** Baker to send the suggestion to the HIA Section about planning a training course first rather than a full symposium; this will also help demonstrate interest and define the audience.

Baker reported that within 6 weeks, we expect to receive Phase I information for a symposium in Jordan at the end of 2017. The theme is to be determined.

**AGREED:** The Board approves of going to that area of the world in terms of IAIA’s vision and mission. IAIA and organizers would need to ensure that plans are in place to address security issues, financial risk, and cultural sensitivities.

Baker reported that we can expect to receive a proposal for a climate change symposium in Washington, DC, as a follow-up to IAIA17.

The Board noted that if 3-4 symposiums will be held at the end of 2017, additional HQ staff will likely be needed.

Baker noted that the new symposium guidance document is three-quarters complete.

**AGREED/ACTION:** Baker will include decision gates (plan B, decision deadlines) in symposium guidelines.

*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.
Priority activities

1. **Convene more issue-focused, regional symposiums and expert meetings in partnership with other organizations who utilize impact assessment and management.**

   Baker reported that she has been discussing how IAIA can support a sustained training program focused on resettlement and biodiversity and ecosystem services at Bogaziçi University’s (Turkey) Center of Excellence. Benefits to IAIA would include providing material to a university that needs training materials and partnering with the EBRD. A written proposal is expected within the next month.

2. **Seek out partnerships with other organizations that have a shared interest in a particular issue, as opportunities arise.**

   As a new member of IUCN, IAIA is now eligible to participate in IUCN’s quadrennial conference in Hawaii, September 2016. Baker reported that Liz Clarke’s abstract was accepted, and IAIA will have session in the Business and Biodiversity Pavilion during a catering time slot to showcase a variety of IAIA’s biodiversity publications.

   **AGREED:** The Board approved funding for Baker to attend the event for one week and for catering during IAIA’s session.

   **ACTION:** IAIA HQ to prepare a sign or poster offering discounted IAIA membership to IUCN participants as well as materials to promote IAIA17.

   Baker reported on Maria Partidario’s activities as IAIA’s representative to UNECE, with the next working group meeting in November. Partidario asked the Board for financial support to participate in the working group, to allow her to pursue UNECE involvement in IAIA17, and to consider ways to recognize IAIA representatives to external organizations in an official liaison capacity.

   **APPROVED:** IAIA will provide financial support for Maria Partidario to represent IAIA at the UNECE working group meeting in November.

   **ACTION:** IAIA HQ to create a process for appointment, reporting, renewing, and official recognition of these liaisons.

   Baker reported that IAIA will learn in August if IAIA’s application for a NASA project will be approved. If approved, there will be a session at IAIA17 related to the project.

   Baker is working on an application for IAIA’s status as an observer with the Arctic Council, to be completed possibly by the end of 2016, and will provide more information as it becomes available. Should the application be accepted, IAIA’s role would be to participate on working groups to produce the material that guides the Council.
AGREED: The Board agreed to move forward with the Arctic Council application for observer status, acknowledging that there will be financial implications to support the person who is eventually selected to participate in the working groups on IAIA’s behalf.

Baker reported that she may be working with an IAIA member to develop a proposal for the Board on the need for training on a guidance document on cumulative effects assessment. A workshop would kick off the framework for the guidance document.

**Goal 2.4: Organize one collaborative initiative per annum with existing or recent partners.**

Priority activity

1. 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 practice.

Baker reported on two potential opportunities to collaborate with the World Bank: developing webinar-type training programs on Knowledge Platform on Environmentally Sustainable Infrastructure (KPESIC), and organizing and facilitating a special workshop on social inclusion under the Bank’s Environmental and Social Policy Framework (June 2016).

**ACTION:** During membership pushes, HQ will encourage members to update their profiles, in particular their areas of interests and contacts, so that IAIA has maximum capacity to connect contacts, trainers, etc.

X. **Strategic Focus Area #3: Enhance IAIA’s knowledge sharing and capacity building mandate**

**Goal 3.1: Develop and implement the new Professional Development Program (PDP) with implementation of the pilot in 2016 and full implementation in 2017-18.**

Priority activity

1. A small group of IAIA’s Professional Development and Training Committee drafted the outline of a professional development program in 2015, and the chair of the Committee has initiated the search for supportive funds.

Baker provided an update on efforts to find program sponsors. The Board discussed putting IAIA funding into the project, assessing the administrative time required to manage this program, and how it could be used to develop membership and offered as a benefit to members.

**AGREED:** The Board generally supports putting IAIA funding toward the development and implementation of the Professional Development Program (PDP), with the understanding that following the pilot, fees will be charged, discounted for IAIA members, and the program will become self-sustaining.
ACTION: Baker and John Boyle will prepare a written proposal for the Board to decide upon provision of IAIA funds to be used towards development of the pilot.

Goal 3.2: Develop a new webinar program in 2016 with full implementation in 2017.

Priority activity

1. HQ will work through the Sections (through the Sections Coordinating Committee) to identify possible webinar speakers for the 2016-17 time frame. The goal is to have at least one webinar for every three to four months once the program is fully implemented.

John noted that a short meeting was held during IAIA16 with some members of the TPDC and other interested individuals regarding sourcing and vetting webinar content and that work is ongoing regarding the operational and administrative aspects of offering webinars.

Goal 3.3: Improve the IAIA web site by 2017.

Priority activities

1. Working with IAIA’s Publications Committee, Sections, and general membership, review materials on the web site in 2016 with a view to update and renew materials and resources.

2. Encourage Sections to review existing best practice principle documents and consider either updating the documents, or further developing them into more fulsome guidance.

Howell reported that the Publications Committee and Sections have been notified that this project is upcoming, and a calendar will be developed at HQ to keep the project moving forward.

XI. Strategic Focus Area #4: Ensure IAIA’s organizational sustainability

Goal 4.1: Define a “sustainability fund” and set funds aside each year in order to achieve that target by the end of 2018.

Baker noted that the sustainability fund is set aside and will support IAIA if we have two bad financial years in a row. The fund is set up and will be reported on at every meeting.

Goal 4.2: Manage the Association’s investments to achieve reasonable return, while in accordance with IAIA’s responsible investment approach.

Baker reported that she, John, and Hauptfleisch will revisit the funds in the next 6-12 months, make any adjustments, and report back to the Board. The low 1.1% increase is acceptable given globally falling markets. Those funds are monitored carefully.
Goal 4.3: Update all of IAIA’s internal operational policies by 2018.

Howell will complete updates by 2018 and will work to brand/rebrand all internal and external documents.

Goal 4.4: Ensure HQ staff takes part in learning/training activities annually.

Baker noted that staff will identify one learning opportunity in their performance agreements.

XII. Other items requiring Board discussion

1. Does IAIA need a gender policy/statement?
   ACTION: Isaksson will work with HQ and Charlotta Faith-Ell to prepare a draft of a gender/inclusionary policy statement.

2. Board Nominations Committee’s recommendations. The Board will receive a list of potential nominees by midterm from the chair of the Board Nominations Committee.
   ACTION: Baker to contact Miles Scott-Brown to ask if he received feedback from everyone.

3. Date and location of midterm meeting.
   AGREED: Timing to be late October/early November. First option for location is Nairobi, to promote IAIA18 and conduct engagement meetings.
   ACTION: Hauptfleisch to assist Baker with identifying a suitable location for the midterm Board meeting in Nairobi.

4. Board travel reimbursements. In the interest of minimizing the transportation and distribution of cash for Board travel reimbursements, Amoyaw-Osei asked if the amounts can be deducted from registration fees instead.
   ACTION: Administratively, it can be done. John will consult with IAIA’s accountant to identify any potential problems with receipts or US tax laws.

5. Clarifying/identifying Presidents and Presidents-Elect. The Board discussed some ways to make the President-Elect more visible and to help differentiate between the incoming President and the new President-Elect at conferences.
   ACTION: HQ will prepare name tag ribbons that differentiate the incoming President from the President-Elect.