I. Welcome and Housekeeping
President Bice welcomed the Board members and gave an overview of the schedule and approach for the meeting. Bice’s introduction of IAIA’s new Executive Director, David Bancroft, was followed by warm words of welcome to Bancroft from all IAIA Board members. In addition, appreciation was expressed to Bice and the Selection Committee, to IAIA HQ, to Susan Joyce as Acting Executive Director, and to Dana Sebal, the human resources consultant who organized the recruitment process.

AGREED: Joyce and Bancroft to send a thank-you note to ICMM expressing appreciation for the use of their board room for the 30 November IAIA Board meeting.

A. Minutes from Durban Board meeting
APPROVED: The Board approved the minutes from the May 2018 Board meeting in Durban, South Africa.

B. Minute Interim Board decisions taken since Durban meeting
Joyce briefly reviewed the list of electronic decisions the Board had made since the May 2018 meeting in order to minute them:

- To accept Jill Baker’s resignation and appoint Susan Joyce as Acting Executive Director
- To change the full, non-member conference rate from $890 for IAIA18 to $990 for IAIA19 as per recommendation of HQ staff in order to accommodate GST, and to similarly adjust all other conference registration rates for the same reason
- To accept the HIA Phase 1 proposal for a special symposium/workshop in 2018
- To give signing authority to Susan Joyce for financial and legal documents, and temporary authority to Bridget John to sign contracts for sponsorships, to approve all regular operating expenses, and to approve all non-regular expenses up to $1,000
- To approve the selection committee members for the Executive Director recruitment
• To approve Kuching student bursaries for 18 students
• To proceed with the Kuching symposium
• To appoint David Bancroft as new Executive Director and give him financial authorization of IAIA accounts and to revoke the temporary financial authority of Susan Joyce and Bridget John

II. Review of ‘Action Items’ from last Board meeting

A. Pending action items

Joyce and Bice noted that given that Board and HQ attention was rightly focused on the Executive Director search, there are more action items than usual still pending from the previous Board meeting. A brief update was given on the following pending items not already on the agenda:

1. daCunha and Montañez-Cartaxo will work with John to assess whether and how to monetize IAIA’s webinars.
2. John to investigate possibility of adding translated subtitles to IAIA’s webinars.
3. Bice will build on the member survey results to develop a proposal for “State of IA Annual Review” and tie it to timing of the annual conferences.

ACTION: Orenstein and Bice to discuss connecting the proposed state-of-the-art report with the membership survey and present a written proposal to the Board by the IAIA19 Board meeting.

4. Ntsako sent a report to the Board about organizations within India which might be of interest to IAIA, but due to the Executive Director search, nothing was pursued. The report was recirculated to the Board.
5. Regarding staff professional development in 2018, it has been mostly informal in terms of taking free webinars, although Jen enrolled in a paid online course.
6. Bice suggested that the decision to rework the Impact Assessment and Project Appraisal’s (IAPA) editorial statement be put on hold until after the special journal issue for defining impact assessment for the 21st century is published, and use the responses from that issue to produce an updated editorial statement.

AGREED: The Board will wait to decide on the editorial statement revision until after the above-referenced issue of the journal is published.

ACTION: Bice to work with Fischer to develop the special issue of IAPA.

B. Non-harassment/safe conference space policy proposal

Bancroft summarized his initial research on the topic of an anti-harassment policy and recommended a Task Force be established comprised of himself, a few Board members, and an IAIA HQ staff member, with a goal to have a policy in place prior to IAIA19.

ACTION: Goldschmidt, Bice, daCunha, Bancroft, and one IAIA HQ staff member will serve on a Conference Anti-Sexual Harassment Task Force to establish a non-harassment/safe conference space policy, to be implemented for IAIA19.
III. Report on Finances/Organizational Sustainability: Strategic Focus Area #4

A. Report from Finance Committee meeting

Hauptfleisch expressed appreciation to IAIA HQ for keeping the financials in order during this transition period, and to Montañez-Cartaxo and others who looked at financial projections and evaluated the sustainability for hiring a new Executive Director and expanding into a second office. Bice expressed appreciation to Jill Baker for helping get Joyce transitioned into the role of Acting Executive Director.

ACTION: Hauptfleisch and John to calculate the financial cost of the Executive Director recruitment effort.

In September 2018, IAIA switched investment companies, and Hauptfleisch noted that as a result, this investment report only showed a two months’ history of the fund performance.

Net assets as of August 2018 are $2.20 million compared to $2.01 million at the beginning of 2018. The increase is a result of IAIA18 which, although not completely settled, is projected to make a profit.

B. Review of Proposed 2019 Operating Budget

Hauptfleisch summarized the proposed 2019 Operating Budget, noting the Finance Committee recommended the Board approve it as presented, pending any expense items that may emerge during the current Board meeting. Bice noted Hauptfleisch’s term as Treasurer ends at IAIA19 and praised his time and dedication in the important role.

ACTION: Hauptfleisch and John to formalize documentation for Treasurer transitions.

ACTION: Bancroft and HQ to more formally outline duties of Secretary.

ACTION: Joyce as Secretary will sign any resolutions created since her term began.

AGREED: The Board tentatively approved the 2019 Operating Budget, pending any expense items that may emerge occur during the current Board meeting.

C. Move from Cash to Accrual accounting

Bancroft reported that switching from the cash to the accrual basis of accounting would be helpful in procuring grants and contracts and that the Finance Committee and IAIA’s accountant supported the change.

AGREED: The Board agrees that IAIA will report in both cash and accrual accounting during the transition year of 2019, with the Board to decide after the 2019 fiscal year whether to remain with accrual accounting.

ACTION: Bancroft and John will form a Finance Work Group with IAIA’s current accountant and one other CPA to make the transition to accrual accounting.
D. Event administration fees
The Board discussed the desire to keep the symposia costs reasonable but also the need to recover the cost of time spent by IAIA staff on them, particularly because membership dues do not cover operating expenses. Alternative means of calculating and presenting the administrative fees were discussed, along with the need to retain motivation to seek symposium sponsorship.

ACTION: IAIA HQ staff and Bancroft to review current means of setting and presenting administration fees for symposia, including benchmarking what third-party event management companies charge, and provide a brief and a proposal to the Board on how to proceed.

IV. Update on Major Events: Past and Planned
A. IAIA18 – Durban
Bancroft summarized the results of the IAIA18 post-conference evaluation for the Board, noting how positive the ratings were on most of the questions and that 70% of delegates used the mobile app.

B. IAIA19 - Brisbane
Bice is providing an oversight role on the IAIA19 Technical Program Committee and shared that there was a high number of submissions. Bancroft reported that the Sponsorship Committee is active and making steady progress toward its financial sponsorship goal. Joyce provided background on her conversations with the key persons and organizations involved in Pacific Day, noting that plans and funding are still being finalized.

ACTION: Regarding Pacific Day, da Cunha will talk to her contacts at the World Bank, and Joyce will reach out to her current contacts for the event to try to move it forward.

C. IAIA20 – Seville
Bancroft reported that the Letter of Agreement is signed with IAIA’s Spanish affiliate, AEEIA, which will be hosting the conference, and that a site visit is completed. Joyce noted that the planning calendar is in place and that the local team has already begun reaching out to potential sponsors.

D. IAIA21
John noted that the call for proposals for IAIA21 and IAIA22 is already out. IAIA HQ is currently aware of one proposal under development. Bancroft recommended we recognize IAIA’s 40th anniversary at IAIA21.

ACTION: Board members should send any contacts of potential conference hosts to Bancroft for him to proactively pursue.

E. Kuching Symposium
Joyce noted that overall, the symposium was well received and that there was powerful, positive feedback in having an international association holding an event there. Participants saw it as a valuable opportunity. Joyce also noted low participation by private industry, the
importance of considering the composition of the program committee for broad sector representation, and the need to ensure the local hosts are focused on the IAIA symposium without other competing agenda items. Future hosts may want to talk to potential sponsors in advance to potentially align the theme with their key issues and concerns in order to maximize sponsorship/funding opportunities.

F. London Symposium
Joyce noted that the host, European Bank for Reconstruction and Development (EBRD), is funding a consultant to work on symposium proceedings in addition to their in-kind contribution of the venue.

G. One Belt One Road Symposium
Bice summarized her proposal for a 2019 symposium in China related to China’s new One Belt One Road initiative and the role IAIA can play in talking to Chinese about the importance of impact assessment in their infrastructure investments. A tentative host has been identified.

APPROVED: The Board approved the Phase I proposal for a 2019 symposium in China.

ACTION: Bice to develop a Phase II proposal.

H. HIA special workshop
Joyce provided background on the development of this workshop, which was originally suggested as a symposium.

AGREED: The Board tentatively agreed that the HIA workshop move forward pending the organizers work out a few administrative details with IAIA HQ.

V. IAIA Sections
Action items from the submitted Section reports were reviewed, noting that not every Section submitted a report. Bice also noted that four of IAIA’s Sections were assembling case studies in their areas of interest and wondered if it was an opportunity for IAIA to become a go-to source for impact assessment cases as a value-added product or service. In addition to those Sections discussed below which raised issues for the Board, a report was also received from the Cultural Heritage Section.

A. Agriculture, Forestry and Fisheries (AFF)
The Section recommends climate change as a theme for an upcoming annual conference.

ACTION: Bancroft to respond to AFF noting that climate change is an important issue, but because it was the theme of IAIA17, it will not be considered a theme for conferences in the immediate future.

B. Climate Change (CC)
The Section noted a general decline in volunteerism, requested an additional sentence be added to IAIA’s values statement, and expressed interest in a future climate change symposium in Washington, DC.
ACTION: Bancroft to send symposium proposal guidelines to CC Section and encourage them to work with the Washington Area Branch to develop a proposal.

AGREED: IAIA will not change its Values Statement at this time but will have a bigger discussion about position statements at its IAIA19 meeting.

ACTION: Bice and Bancroft will respond to the CC Section about the Board's decision related to the Values Statement request.

ACTION: Bice will work with Jennifer Howell of IAIA HQ to find a time slot at IAIA19 to discuss IAIA’s role in creating position statements on issues.

AGREED: Bancroft will present the Board’s interest in position statements at the IAIA19 session and find examples of similar non-profit organizations who have issued position statements.

C. Corporate Stewardship and Risk Management (CSRM)
The Board accepted Michele Gilbert’s resignation as Section Co-Coordinator and noted the Section’s desire to better involve affected communities in the conference itself.

D. Disasters and Conflicts; Governance
Both Sections expressed concern that smaller Sections were not given a slot on the program. John had spoken with Howell about this and was assured this year was an anomaly.

E. Health
The Section expressed a desire for a better way to determine their current and active membership.

ACTION: Shelli Schneider to respond to the Health Section’s questions about IAIAConnect.

F. Indigenous Peoples (IP)
The IP Section is working with a New Zealand-based team to organize a pre-conference event on 24-27 April similar to the Aashukan event preceding IAIA17. The Board discussed the request from Jenny Wik Karlsson of The National Sámi Association asking for all Indigenous Peoples to receive a discounted rate to attend the IAIA19 conference. Acknowledging the importance of the request as well as issues related to financial exposure, sustainability, and other groups which have historically asked for discounts, the Board will create a task force to examine the issue more carefully.

ACTION: Joyce to talk to chairs of IP section about request for conference registration discounts.
ACTION: Bice, Joyce, and Bancroft to respond to Ms. Wik Karlson’s request, noting support in principle but recognizing need to develop a consistent, transparent, and sustainable policy.

ACTION: A Conference Inclusiveness Task Force with members to be determined will draft a policy for conference registration fee discounts for specific groups with financial needs. This could also consider affected communities’ representatives, as raised by the CSRM Section.

VI. Committee Reports

A. Awards

Orenstein summarized the Committee’s efforts, noting that after due diligence, a Corporate Initiative Award will not be given this year. Baloyi asked if the awards criteria could be shared with affiliates developing their own awards system. The Board discussed candidates for the Outstanding Service to IAIA Award and the idea of a new award for young professionals.

AGREED: The Board appreciated the Committee’s thorough vetting and review process.

APPROVED: The Board approved the slate of candidates suggested by the Committee.

APPROVED: The Board identified a worthy recipient of the 2019 Outstanding Service to IAIA award.

ACTION: IAIA HQ to send IAIA’s awards criteria to Baloyi.

ACTION: Orenstein to communicate with chairs of Student and Young Professionals Committee and Awards Committee the idea of offering an award for young professionals.

ACTION: Orenstein to research whether giving awards to members living in certain countries might raise their profile as an environmental activist and perhaps result in danger to the potential awardee.

B. Journal Management

Hauptfleisch reported that the criteria for journal performance are being drafted and will be reviewed in Brisbane. IAIA’s journal is on track to reach an impact factor of 3, meaning it is highly regarded and people want to submit to it. With the volume of submissions increasing, co-editorship may be something to consider for the future.

C. Sections Coordinating Committee

Joyce had nothing additional to report outside of the individual Section reports already reviewed.

D. Training and Professional Development (TPDC)

Goldschmidt summarized the courses proposed and offered for IAIA19, noting that TPDC Chair, Behzad Rayissan, is working with IAIA HQ to get more visibility for the training
courses. The Committee has updated course review criteria to make it more balanced for trainers who have not taught at IAIA conferences before, and committee membership has been expanded to ensure enough people participate in each set of reviews.

Goldschmidt reported there was one IAIA-endorsed course offered by Montañez-Cartaxo in 2018 on environmental and social risks of planning and infrastructure which received very high ratings by participants. Montañez-Cartaxo stated that the course will be given again in Mexico City in March 2019 at the request of a Mexican bank and that the topic may make a popular IAIA symposium in Latin America and the Caribbean, already receiving some positive institutional interest.

1. Professional Development Program (PDP) – New Course Development
Joyce reported on the progress of the next online course relating to social impact assessment and the request by John Boyle for technical services to be provided by Classroom Revolution.

ACTION: Joyce to follow up with the developer of the next PDP course about the status and set some timelines for progress and completion.

AGREED: Now that the PDP program is established, its reports should be a part of the overall TPDC report and not submitted separately, and the PDP work group can still remain separate (i.e., not necessarily members of the TPDC).

ACTION: Joyce to follow up with Boyle about the services to be provided by Classroom Revolution and whether it can be managed by IAIA’s webmaster, and that the PDP’s semi-annual report to the Board should be incorporated into the TPDC report.

2. Professional Development Program (PDP) - Bursary
The Board discussed Boyle’s proposal for IAIA to self-fund four $300 PDP bursaries per course offering for people from lower income countries along with the administration for the application and review process. Joyce noted that there was great interest in the PDP program but that some who were accepted must drop out due to lack of ability to pay. Hauptfleish noted the Finance Committee recommended approving Boyle’s proposal.

APPROVED: The Board approved IAIA self-fund four bursaries of $300 each per course, assuming three course offerings per year, to an annual maximum of $3,600.

AGREED: Bursary applicants who are accepted into the PDP course will have their applications reviewed by either Boyle’s working group or a subset of the TPDC.

ACTION: Joyce to ask Boyle for a more formalized criteria and evaluation process for the bursaries to be submitted to the Board and communicate the need to institutionalize the bursary review process.
ACTION: Once Joyce has discussed with Boyle the bursary review process and bringing PDP reporting back under the TPDC reporting umbrella, Goldschmidt is to communicate it to Raiyissan.

ACTION: Joyce to discuss succession planning with Boyle for the PDP program.

E. Board Nominations Committee

Orenstein gave a brief summary of the current board nomination process and the Committee’s proposal to move completely to a self-nomination system and to a pool vote versus head-to-head. Exception would be made for the Presidential candidates and years in which a Treasurer and Secretary need to be selected. To continue to ensure gender, geographic, and sectoral balance on the Board, the Committee would put forth a call each year noting desired representation.

AGREED: Candidates for President should be kept in a separate pool.

AGREED: The proposal put forward by the Committee is substantive and requires more discussion. A Nominations Process Task Force will be created to evaluate what a pool structure would look like in order to maintain gender, geographic and sector balance; to consider criteria for self-nominations; and to determine if the process of “tapping” by Committee members is supported by our current by-laws.

AGREED: Orenstein and Montañez-Cartaxo to be part of the Nominations Process Task Force.

AGREED: Given the current list of candidates for the 2019 election, the Board determined which three should be in the pool for Treasurer and which should be in the pool for Secretary.

ACTION: Orenstein to ask Miles Scott-Brown to ask Pablo Baranao, Eddie Smyth and Giuseppe Magro if they are willing to serve as Board Secretary if elected.

VII. Affiliates and Branches

A. Affiliates

Due to the Board’s recent focus on the Executive Director search, no progress has been made on the review of IAIA’s affiliates structure and how to amend agreements to ensure value for both parties. Because the Board believes this to be an important issue, IAIA will need to hold on a decision about the two proposed Mexican affiliates.

Joyce noted that IAIA has been approached in a variety of ways for assistance in helping develop national-level IA organizations. Peter Leonard also talked to her about a World Bank initiative and the possible role IAIA could play in their development funding.

ACTION: Bancroft to extend apologies to the two potential Mexican affiliates that due to the unexpected executive transition, the review of affiliates was delayed.
AGREED: IAIA needs to find a proper response to inactive and new affiliates.

AGREED: Affiliates Task Force (Bice, Orenstein, da Cunha, and Goldschmidt) will resume reviewing existing Affiliate MoUs and develop a proposal to restructure IAIA’s affiliates system for the Board to consider. The Task Force will also consider IAIA’s possible role in helping develop new national-level organizations.

After the Board reaches a decision on the Affiliates Task Force’s future proposal, Baloyi plans to create a mini-strategic action plan for affiliates in terms of objectives and measurable items that Affiliates can report to the Board. Baloyi will also explore where IAIA strategically wants to grow and develop a plan for grooming local groups into affiliates.

B. Branches
Reports were received from the Japan and the Washington Area Branches. The Japan Branch would like to be informed of an easy way to update their page on IAIA’s website and would like opportunities to exchange information with other affiliates.

ACTION: John to respond to the Japan Branch with information about how they can easily update the information on their IAIA Branch page.

AGREED: Affiliates Task Force to consider ways affiliates can exchange information with each other.

C. Branches and Affiliates Meetings
The Board discussed the Branches and Affiliates meeting at IAIA annual conferences, the need to return to having a structured agenda so the meeting is more productive, and consideration of the meeting time and the possibility of having a meeting or two via teleconference.

ACTION: Goldschmidt and Baloyi to send their notes from last affiliates’ meeting to Affiliates Task Force, and Baloyi to ask Sue George to provide her notes, too.

ACTION: IAIA HQ to send results of past affiliate survey to Affiliates Task Force.

AGREED: Baloyi will organize Branches and Affiliates meeting at IAIA19.

VIII. Partnerships: Strategic Focus Area #2
A. Ongoing Partnerships - updates
Joyce reported that Community Connect had received a small amount of money in 2018 and that IAIA HQ is working with Arne Dalfelt on a Memorandum of Understanding with NORAD for the ongoing Oil for Development program.

B. New partnerships
Joyce briefed the board on initial and potential partnerships with IPIECA, the Smithsonian, ICCROM-IUCN World Heritage Leadership Programme, and World Bank Centers of Excellence. She also gave an update on status of work with the Arctic Council and suggested a potential future partnership with ICMM. Joyce and da Cunha raised children’s rights,
gender-based violence, and girl empowerment as areas where impact assessment may have a greater role.

**ACTION:** Goldschmidt to forward information related to progress on the Arctic Council to Bancroft.

**ACTION:** Bice to send Bancroft a letter relating to IAIA’s possible ongoing in-kind partnership with the Australian National University’s initiative relating to community engagement in the infrastructure sector.

**ACTION:** IAIA HQ to develop a template PowerPoint presentation for Board members to use when needed for visits to potential strategic partners.

**IX. Membership: Strategic Focus Area #1**

**A. Update on member numbers as a result of our revising membership fees**
John reported that with the new fees being implemented in June 2018, it is too early to assess any effect.

**B. Membership Plan**
Orenstein said this will evolve with the development of Bancroft’s new strategic plan.

**C. Near-term focus for expanding IAIA’s reach**
Bancroft will assemble member-based advisory groups for Latin America, Asia, and India. da Cunha noted that translations are often an obstacle for people from those regions, particularly in regard to events.

**ACTION:** Board members to send Bancroft ideas on key people and organizations to contact in Latin America and in Asia.

**ACTION:** Bancroft will review Baloyi’s previous research related to organizations in India.

**ACTION:** Bancroft to talk to Jennifer Howell about IAIA’s translation policy.

**D. Member Communication**
Hauptfleisch reported that the Finance Committee recommended the Board approve IAIA HQ’s proposal to invest in Informz, an online membership marketing and communication tool that will allow more targeted interactions with members. John noted that Informz will also allow IAIA to send e-newsletters with a more updated look and functionality. The Board discussed the functionality of IAIACConnect and the type and frequency of communication by IAIA HQ with IAIA’s members.

**APPROVED:** The Board approved investing in Informz pending one last due diligence effort be conducted to ensure no new vendor, or better software, had recently entered the market.

**ACTION:** IAIA HQ to evaluate strategy for length and frequency of e-newsletter.
ACTION: Schneider to consider the Health Section’s concern about active membership when benchmarking software for Informz to look for systems that might also address their request.

ACTION: Bancroft to connect with Schneider regarding IAIA’s implementation of General Data Protection Regulation (GDPR)

X. Issues Pending from Previous Board Meetings

A. IA Competency Standards

The Board acknowledged the great research and report provided by Josh Fothergill and Ross Marshall as part of their IAIA Innovation Grant. Joyce noted Fothergill volunteered to update the report with new data from two countries. The Board discussed whether this report should be made available to everyone or only to IAIA members.

AGREED: IAIA should publish the report by Fothergill and Marshall, with a statement at the beginning noting that IAIA takes no position on the value of accreditation processes, and the report should be launched in Brisbane at IAIA19.

ACTION: Joyce and Bancroft to respond to Fothergill about the report’s publication, extend appreciation for his willingness to update it with new data, and inquire whether he will be attending IAIA19 and if he is still interested in presenting in an IAIA webinar.

ACTION: Joyce to ask Fothergill for his ideas on IAIA’s next steps/further exploration related to accreditation, how IAIA might be able to assist other organizations (e.g., Equator Banks) who may want a partner to help develop some kind of capacity building program related to accreditation, and how IAIA’s training may play a role in continuing education credits.

ACTION: In parallel with developing the report publication, a Member Information Task Force to include Bancroft, Orenstein, and Schneider will consider what IAIA resources should be made available to all versus to members only, including consideration of the wishes of IAIA member volunteers who contribute to publications and resources.

XI. Miscellaneous

A. Board on-boarding

John provided a brief summary of documentation previously provided to new Board members, noting that Jill Baker had plans to update it.

ACTION: Bancroft and IAIA HQ to create a suite of resources to provide to new Board members and determine best method for providing Board members with access to the resources.

B. Sponsorship and funding criteria

Currently, no criteria exist for how IAIA should apply its capacity building funds, nor is there criteria for assessing potential sponsors.
ACTION: Bancroft to draft criteria for the use of the capacity building funds and relating to the acceptance of sponsor/corporate funds.

XII. In camera
The Board dismissed John for its usual in camera session.

XIII. Observations and Aspirations of the New Executive Director
Bice turned the meeting over to Bancroft to offer his observations, aspirations, and vision for IAIA.

A. Observations
Bancroft expressed his appreciation to be working for a great organization like IAIA; it feels like he found a family. He has been impressed with staff, members, and the Board who have come together to leverage membership dues for a budget eight times larger than dues received. From what he has seen and heard, members love the organization. He thanked the Board for the orientation process with Joyce and Dana Sebal, noting that Joyce will be officially helping with the transition process through 31 December 2018.

B. Aspirations
1. Develop partnerships, particularly with industry and industry associations.
2. Increase donations, not only from foundations and corporations, but from individuals and bequests as well.
3. Expand membership, building on the work Orenstein has done.
4. Broaden communication to get the word out to a wider audience than we currently have.
5. Become the voice of impact assessment, including building relationships with the press, to talk about how IA can help. This does not need to be controversial.
6. Review branding to ensure IAIA’s logos and imaging reflect the organization we are and want to be.
7. Position IAIA financially for government and foundation funding, exploring job costing and fringe benefits and cost pools, and converting from the cash to accrual method of accounting.
8. Update policies and increase transparency by making more policies, resolutions, tax documents, etc., accessible to our members.
9. Conduct a nonprofit compliance audit, ensuring bylaws and policies are compliant.

AGREED: IAIA should engage a law firm to conduct a non-profit governance compliance audit of IAIA as well as to change registered corporate agents in North Dakota and Georgia.

ACTION: Bancroft should reach out and engage a law firm within the $2,500 fee included in the draft budget.

XIV. Executive Director’s Short-Term Action Plan
Bancroft looks forward to having one-on-one conversations with each current Board member, staff, and some former board members, former staff, and some of IAIA’s founders and partners
with a view to conduct a 360-degree SWOT analysis. He will build on the results of the SWOT analysis to inform the next IAIA strategic plan and invited advice from the Board.

As part of his contract, Bancroft will secure office space in Washington, DC in the next few months. At present, he expects it to be shared workspace, working partially from his home office as well.

AGREED: Bancroft will proceed with the shared workspace arrangement with flexibility to come back to the Board for an upgraded space arrangement if needed.

XV. Development of a Longer-Term Plan: 2019-2021 Strategic Plan
Bancroft plans to keep the same four pillars as the previous strategic plan, plus adding pillars for fundraising and communications, with a draft prepared by late March/early April for Board review and approval in Brisbane. The Board discussed sectors with which IAIA should be engaged, when IAIA may or may not be able to take positions on issues, and the need to crystallize our brand and unique selling proposition to different types of members.

XVI. Final Approval of 2019 Budget
APPROVED: The Board approved the 2019 Operating Budget without changes or amendments.

Meeting adjourned at 12:15pm on 1 December 2018.

Minutes respectfully submitted by:

Signature: __________________________

Name: Susan Joyce

Title: Director-Secretary

Date: 16 March 2019