

## IAIA Board of Directors Meeting

9 June 2007

COEX Intercontinental Hotel Moderato Room • Seoul, Korea

8:00am – 7:15pm

**Present:** Luis Montañez-Cartaxo, Marina Khotuleva, Charlotta Faith-Ell, Debra Zanewich, Paola Gazzola, Charlotte Bingham, Jonathan Allotey, William Veerkamp, Alan Kwok, Sachihiko Harashina, Ross Marshall, Julio de Jesus, Rita Hamm, Jennifer Howell, Bridget John

**Apologies:** Angus Morrison-Saunders

**Welcome and review of agenda.** Bingham opened the meeting and all participants introduced themselves. Bingham welcomed both new and returning members and noted the Board's appreciation of retiring members Ahmed Abul-Azm, Jill Baker, and William Veerkamp for their distinguished service. Bingham noted that Morrison-Saunders had prepared written feedback on the agenda items, which was noted throughout the Board's discussions.

John added an update on the Capacity Building in Biodiversity and Impact Assessment project to item 7 on the agenda.

**Introduction to Strategic Action Plan (SAP).** (See Board Manual, "Strategic Planning") John reviewed the history and activities of the SAP, noting that it has been in existence since 1999, it guides the Board's agendas, and many activities this year were integrally linked.

**1. SAP F5 Review status of funds at annual Board meeting and transfer funds.** (See Board Manual, "Financial Info") Kwok reported that 2006 was a profitable year, with \$72,000 income from IAIA06. Per the Board discussions October 2006 in Portugal, \$50,000 has been transferred to a reserve fund; another \$50,000 will be transferred shortly. IAIA's target is to have 3 years of operating funds in reserve.

**1a. Report from Finance Committee.** (See Investment Policy Statement or the International Association for Impact Assessment) Kwok reported that the Finance Committee has recommended an investment policy, which has been circulated to the Board. The IPS provides guidance to IAIA for management of its assets and shows target asset allocations within short and long-term investments, and giving consideration to socially/environmentally responsible investing.

*The Board adopted the Finance Committee's proposed investment policy.*

**1b. Administration fees increase.** Kwok reported that Headquarters requested, for the purpose of flexibility in negotiations with project proponents, that the cap for IAIA's administration fee on special projects be raised from 12.5% to 20%. The fee is used for overhead, administration, and staffing costs.

*The Board approved Headquarters' request to charge up to a maximum of 20% administration fee on project funding.*

**1c. Web site funding.** The Finance Committee recommended making \$30,000 available for the remainder of the fiscal year to complete the current Web project and to continue development and maintenance. (See minutes section 4f)

**1d. Review of financial history.** Veerkamp briefly reviewed IAIA's financial history, noting that IAIA is emerging from a perilous financial situation due to dependence on conference income and a number of conferences that did not produce sufficient profit. He highlighted recent efforts to recover and prosper by diversifying income via training, special projects, and web development, *et al.* Marshall noted that Board's members are legally and financially responsible for the continuation of the organization.

2. **SAP U2: Prioritize IAIA involvement in various decision-influencing fora and determine level of financial commitment.** The Board discussed areas in which IAIA should be involved, whether IAIA has official positions in certain topic areas (such as climate change), and what the priorities should be on a cost vs. return basis.

*ACTION: Hamm will ask for volunteers from the new climate change listserv to draft a 1-2 page statement on IAIA's climate change vision.*

*ACTION: Hamm will check with the Climate Change Convention Secretariat to see how IAIA may play a role.*

Noted: Harashina indicated an interest in involvement in climate change initiatives.

### 3. Marketing

- 3a. **SAP U4: Develop a marketing plan to favorably position the organization with key alliances and constituencies.** Gazzola reported that she, John, Montañez-Cartaxo, and Paul Sage have been looking at key business and industry organizations, with structure and delivery of message and content similar to IAIA's with which to establish linkages. Agencies should be similar to IAIA in structure and delivery of message and content (conference, journal). The next action is to narrow the list to 5-6 and contact the organizations identified.

Bingham reported on a meeting with Maria Neira and Robert Bos and Marshall, Hamm, and herself on the continuing implementation of the IAIA-WHO MoU Key areas were IAIA's input into WHO consultation with Regional Development Banks, potential venue for IAIA's midterm meeting in 2008, and joint publications and training initiatives.

*ACTION: Allotey will ask the Training and Professional Development Committee (TPDC) to set up a task force to review the WHO's HIA training materials. The task force would consist of members of the TPDC and Health Section.*

There was also discussion about reworking a proposal that had been submitted to the EU but which did not get funded. Ben Cave and Robert Bos will work on the revision to include a larger role for IAIA. Ideas for ideal recipients of the proposal were also discussed.

- 3b. **SAP U5: Develop a marketing plan to maintain and attract new membership (Latin America, students and early professionals, and business and industry).**

**Business and industry.** With IAIA08 in Perth, marketing efforts will be focused on mining, ports, and oil/gas industries. These will also be key industries for IAIA09 in Ghana. Paul Sage will assist with drafting letters.

Bingham noted that a corporate membership brochure has been drafted.

*ACTION: By October, the Board will revise the language of the bylaws regarding membership categories, which is currently too specific. The revised bylaws will go before the 2008 AGM.*

*ACTION: HQ will place a notice in the newsletter that gift memberships are available.*

The Board discussed ways to target businesses and corporations, and the Equator Banks were identified as a prime audience for IAIA09, as well as WBCSD, Ethical Corporation, and Globe Foundation. Concern was expressed that it may already be too late to approach the banks for IAIA08. In order to meet the budget cycles of Equator Banks for IAIA09, marketing efforts may

need to start soon, with perhaps a preliminary call for papers and/or conference flier distributed earlier than usual.

*ACTION: By mid-term, Zanewich will draft a plan to liaise with commercial banks via the Equator Banks for participation in IAIA09 in Ghana.*

Zanewich noted that the Environmental Management Systems Section has been discussing a possible name change, e.g., “Corporate Risk and Management” or “Corporate Social Responsibility.”

**Students and early professionals.** Gazzola noted that a number of initiatives are in place for attracting student and early professional membership, including conference fee waivers, a mentoring scheme, a poster competition, and reduced membership fees. An ongoing project is to develop a database of schools with environmental degrees to target for sending IAIA and conference information. Suggestions and other initiatives include reducing travel costs, sponsoring strategies, continuing to post internships on the Web site, and higher-profile marketing of activities of interest to students, including any careers seminars presented during the conference. Gazzola suggested that “student member” may carry a stigma and that IAIA consider renaming the membership category “graduate member” instead. Gazzola has proposed to the TPDC that trainers consider a free or reduced fee for student participants in training courses.

*The Board approved the idea of requiring the instructors to allow one student to attend the course at cost after they’ve reached minimum number of paying participants.*

*ACTION: John will convey the Board’s message to the TPDC.*

Marshall proposed that the concept of President’s Bursary continue, noting that the grant is drawn down only if the recipient appears at the conference.

*ACTION: John and Kwok to add President’s Bursary item to the budget.*

**Latin America.** (See “Report on the Survey about IAIA Sent to Latin American Countries”) Gazzola and Montañez-Cartaxo reported that Latin American professionals are underrepresented in IAIA and that language and cost of attending conferences are key issues. The Board discussed identifying champions in each country, and the possibilities of holding conferences and joint Affiliate conferences in Spanish- and/or Portuguese-speaking countries, as well as the effect on IAIA conference attendance with competing meetings. Work to increase Latin American membership and services will be ongoing.

#### **4. Publications-related**

**4a. Publications Committee report.** (See “IAIA Publications Committee 2006-2007 Annual Report to the Board of Directors”) In regard to Action 3 of the Publications Committee’s report, the Board noted that a policy is in place to discontinue unused listservs. Although blogging has intentionally not been included on IAIA’s web site to date, it was noted that blogging is an increasingly popular and efficient way to communicate and that it may be time to revisit that option, particularly to facilitate Section communications. Nevertheless, Faith-Ell noted that information in blogs cannot be tracked for long a long time.

**4a(1). Proposal 1 to the Board: Use of Wiki software to develop position papers.** The Board discussed pros and cons of Wiki technology. The Board encourages the Publications Committee along this line of thinking, but requests more detailed information in the proposal regarding administrative support required, costs, advantages and disadvantages, and who has access.

*ACTION: Faith-Ell and Howell will task the Publications Committee with revising the proposal to include more detail.*

- 4b. SAP U6: Prepare high-impact publication describing IAIA.** The Board noted that although the Publications Committee had been tasked with this item, the task has lacked clarity and thus has not yet been completed.

*ACTION: Hamm and John will identify an individual, internally or externally, who can produce this document, request an estimate, check the budget, and complete this project by October.*

- 4c. SAP U9: Develop 1- to 2-page position paper defining the role and value of IA including all disciplines.** The Board noted that although the Publications Committee had been tasked with this item, the task has lacked clarity and thus has not yet been completed.

*ACTION: Faith-Ell will contact Bill Ross to ask if he would be willing to write this document. If Bill Ross is unavailable, Marshall will contact Stephen Lintner. Faith-Ell is strategy lead.*

- 4d. SAP U14: Develop IA communications for lay people.** This item was deferred until progress is made on U9. Faith-Ell is strategy lead.

- 4e. SAP In6: Review content and format of IAPA.**

**4e(1). BeechTree proposal.** (See “BeechTree prices for supplying IAPA to IAIA members” e-mail and attached summary from Bill Page) IAPA publisher BeechTree has requested an increase from \$23 to \$28 per member, starting with the March 2008 issue. Due to increased production costs over the last several years, IAIA is now paying BeechTree less than it costs to produce and distribute a copy of IAPA and the library sales subsidy is no longer enough to cover the increase. The Board discussed pros, cons, and options of pricing and of offering the option of online-only access in the short- and long-term. The IAPA editorial Board has recommended that the online version of IAPA be made freely available to anyone, anywhere, two years after publication.

*The Board accepted BeechTree’s proposal for a price increase. IAIA membership rates will therefore be adjusted as follows:*

*New base rate: \$110  
w/paper copy of IAPA: \$135\**

*New student base rate: \$55  
w/paper copy of IAPA: \$80\**

*\*Includes carbon off-sets cost*

*The Board approved IAPA editorial Board’s recommendation to make copies of IAPA that are 2 years old or older freely available.*

*ACTION: HQ will communicate the Board’s approval to BeechTree. New rates will go into effect January 2008 at the earliest.*

*ACTION: HQ to investigate carbon off-set options and select one to implement for those who choose paper copy of IAPA.*

**4e(2). Publications survey.** (See “IAPA and Newsletter Survey Results”) The Board discussed pros, cons, and challenges of going all-digital.

*ACTION: HQ will prepare a report by mid-term on the potential for IAIA to go all-digital, including journal, newsletter, ballots, and other communications.*

The Board noted its appreciation to Alan Bond for his tenure as chair of the Publications Committee.

- 4f. Web site.** Howell reported on progress and challenges to date; tasks with the current developing company are expected to close by 15 July, after which time a different company will take over ongoing development and maintenance.

*The Board approved an additional \$30,000 for this fiscal year to complete issues not addressed or resolved by the original developer on the recent updating project.*

*ACTION: HQ will give a progress report to the Board at the \$20,000 mark.*

*ACTION: John and Howell will put a proposal to the Board in October for an annual budget amount to continue maintenance and development on the Web site.*

*ACTION: John and Howell will put a proposal to the Board by September for membership data, conference registration, and abstract management software.*

## **5. Conferences**

- 5a. SAP In3: Guide to Conference Hosts.** Howell reported that this document will be completed as quickly as possible following the conference in Seoul. Sections Committee chair Lea den Broeder is updating Sections information. This information will be added to IAIA's reference documents as appropriate.
- 5b. SAP In4: Guide for Conference Bid Preparation.** John and Veerkamp reported that the budget template is now complete. This document will be completed as quickly as possible following the conference in Seoul.
- 5c. Perth (IAIA08) update.** The Board had no questions following review of Morrison-Saunders' written report.

The Board noted that obtaining Australian visas can take extra time and that this information will need to be repeated in newsletters and marketing materials.

### **5d. Ghana (IAIA09 proposal).**

*Following a presentation and a question-and-answer session with the Ghana proponents, the Board accepted the Ghana proposal to host IAIA09, pending a site visit and contingent on financial oversight.*

- 5e. IAIA Regional Conference.** Bingham reported that discussions are ongoing regarding the proposed regional conference intended to attract SADC delegates and hosted by IAIA. The Board noted that in the past, IAIA has hosted annual conferences that have attracted regional delegates, but this conference is being billed as "regional," which is a departure from the norm and a gray and/or new area in IAIA's Affiliate policies. The Board discussed the specifics of the IAIA situation and general Affiliate meeting policies.

*ACTION: Marshall, Bingham, and Hamm will communicate with IAIA to resolve the arrangements for the proposed IAIA regional meeting, and will prepare draft guidance for future proposals of a similar nature.*

- 5f. China** (See "China's International Conference on SEA").

*The Board approved the concept of China's International Conference on SEA, with fond remembrance of Bo'ao and its aims. The Board looks forward to future development and open, transparent collaboration and participation.*

*ACTION: Bingham will convey the Board's approval and message to the proponents.*

- 5g. IAIA06 conference evaluation.** John briefly reviewed highlights of survey results, highlighting the statistics on percentage of delegates whose companies require them to submit full papers and the typical evenly-split opinion on allocation of time for concurrent sessions. John noted that survey results are sent to current and future conference hosts and that an abbreviated version of survey results, conference or other, are included in the newsletter.

*ACTION: John to summarize President-elect survey results for the newsletter.*

#### **5h. Future conferences.**

*ACTION: HQ will include a note in the newsletter that IAIA is accepting bids for 2010 and beyond.*

### **6. Strategic actions/proposals**

- 6a. Code of Conduct.** (See "Proposed Code of Conduct") de Jesus, Montañez-Cartaxo, Allotey, Bingham (and others) have served on an Ethics Task Force convened by Richard Fuggle. The Task Force assumed that all members would have the opportunity to sign or not sign the Code. (Clarification: Under Marshall's "Moving Forward" proposal, some members would be required to sign it in order to qualify for certain designations.)

*The Board agreed in general that this is a reasonable set of standards to which people could aspire, and agreed to document but not implement the proposal, as it will need to go before the membership at the next Annual General Meeting.*

*ACTION: de Jesus will provide the Board with a translation of regulations for dealing with noncompliance complaints that was adopted by the Affiliate at their last AGM. The Board is asked to circulate any questions, problems, or changes to the proposed Code of Conduct to Bingham, Zanewich, and de Jesus, and the Board will revisit the proposal and its specific text at the mid-term meeting in October.*

#### **6b. Marshall's proposal for moving forward**

**6b(1). Paper 1** (See "Paper No. IAIA Board (07)01 Proposed Creation and Adoption of a Full Member's Credential (MIAIA)") Marshall summarized that the idea is to recognize those who have given continued commitment to IAIA by designating those with 4 years of uninterrupted membership the license to use the letters MIAIA or other acronym (to be determined) with their credentials. The Board debated and could not reach consensus on whether the years as a "student" member would count toward the four years of uninterrupted membership.

*ACTION: The Board will revisit the question of whether student membership counts toward "MIAIA" status.*

A new membership category would be created for "Associated" members with both lower dues and reduced member benefits. The Board debated the issue at length, including possible effect on membership levels, how student status would be affected, membership benefits, and administrative management. The Board also noted that this change would require a change to the bylaws and would need to go through the AGM.

*The Board agreed to develop the concept of recognition of 4 years of continuous membership by a special designation of “MIAIA” next to members’ names, contingent upon HQ’s ability to track and identify members of 4 years standing. There would be no need to change the regular membership category, but agreement needs to be reached on the “titles” for each category.*

*ACTION: HQ will develop a full description of the “graduate” (i.e., student) category. Graduates may use the “GIAIA” designation at inception of graduate membership.*

*ACTION: HQ will investigate the ways and means of identifying and tracking membership longevity and category (e.g., transition from “graduate student” to regular member) by the end of August.*

The Board noted that HQ is also investigating new membership management software, which may affect the management of these issues.

- 6b(2). Paper 2** (See “Paper No. IAIA Board (07)02 Proposed Creation and Adoption of an IAIA Global IA Professional Registry”) Marshall summarized the proposal that IAIA set up a task force supported by TPDC to ground-truth the proposal with those who contract consultants and other stakeholders as well as investigate how other registries work.

*The Board approved the convening of a task force consisting of Arne Dalfelt, John Boyle, Ross Marshall, Ainhua Gonzalez, and Gene Owens to carry out this task.*

- 6b(3). Paper 3** (See “Paper No. IAIA Board (07)03 Proposed Creation of an Affiliated Member Tier”) The Board noted this discussion had taken place (see item #6b(1)), because the concept of an affiliated member was agreed to be an Associate Member category.

- 6b(4). Paper 4** (See “Paper No. IAIA Board (07)04 Forging New Links – Proposal to Re-develop IAIA’s Existing Linkages with 3<sup>rd</sup> Parties”) Marshall summarized that IAIA in its networking capacity should seek to develop relationships with other IA bodies in various countries. The idea is revisiting what IAIA calls an “Affiliate.” The concept also entails re-examining and looking at new options for groups with whom IAIA should link as well as considering algo which may help these groups in their activities and establish IAIA as a brand. Hamm briefly reviewed the history of Affiliates and Associated Organizations and the use of MoUs to establish common expectations and/or requirements, including how IAIA is represented on Affiliate Web sites.

*ACTION: de Jesus to review Affiliates’ Web sites to do an informal survey of how IAIA is represented on them.*

*ACTION: Marshall, de Jesus, Veerkamp, and Montañez-Cartaxo will develop a list of specific contacts for organizations, to be reviewed by the Board.*

- 6c. EECCA** (See “Establishing IAIA network in former NIS (Newly Independent States) countries”) Hamm noted that there has been previous discussion on what IAIA could do to remedy the situation with the language barrier, but we didn’t get far because of the need to have a funding source for translation. Khotuleva noted that this proposal has been investigated several times in Russia, and everybody is very happy with this idea; some options of starting financing could be available, the main difficulty is how we will operate after the first two or three years. We have to be self-sustainable. Khotuleva noted the need for access to IAIA materials (in Russian) in many countries in addition to Russia.

*The Board generally agreed to go forward with the proposal to establish an IAIA network in former NIS countries.*

*ACTION: Hamm and Khotuleva will provide an update at mid-term.*

- 6d. Partnership proposal.** (See PEAA-Partnership Framework Memorandum) Bingham summarized: The Partnership for Environmental Assessment in Africa (PEAAA) has been awarded Development Grant Facility funds by the World Bank. IAIA has been asked to be a member of the coordinating committee that would oversee the grant and to coordinate independent reviews of whether the PEAA actually meet their objectives.

*ACTION: Bingham will clarify points regarding funding of travel for the IAIA coordinating committee member and of independent reviews with Paul Martin, World Bank, and return to the Board with specific information.*

The Board agreed that IAIA should go forward with the PEAA-Partnership Framework Memorandum, with the understanding that the revisions discussed by Bingham, Hamm, Wes Fisher, Abdulrahman Issa, Maureen Babu and Peter Tarr with the Partnership framers would be included in the final agreement.

- 6e. CB (Capacity Building) Theme Forum.** Bingham reported that the Theme Forum on capacity building (part II), held in Seoul was very useful.

*ACTION: John to ask Lee Wilson and/or Arne Dalfelt to summarize brainstorming suggestions into a Board document.*

Hamm reported that the capacity development proposal prepared by Lee Wilson et al. and approved by the Board has been submitted to Norway. Although Norway has not yet committed funds, feedback thus far has been positive.

## **7. Other committee reports**

- 7a. Board Nominations Committee.** (See “IAIA Board Nominations Committee 2007-2008: Report to IAIA Board Meeting, Seoul, June 2007”) Hamm reported that the process for developing the 2008-2009 ballot has begun. The Board is asked to forward any suggestions for possible candidates to Richard Morgan.

*ACTION: HQ will send a request for Board nominations via e-news and a questionnaire to all members asking for awards nominees.*

- 7b. Awards.** (See “Report from the IAIA 2007 Awards Committee”) Hamm noted that action will be taken following the member survey. The IAIA08 Australian hosts have been encouraged to suggest a possible regional award recipient.

The Board expressed its appreciation to Jean-Roger Mercier and the committee members for their service in 2007.

- 7c. Training and Professional Development Committee.** (See “IAIA Annual Report for April 2007”) Allotey summarized that overall training course selection, with its more transparent selection process, went well this year, and that the courses attracted a good number of participants, although slightly lower than last year. John noted that overall conference attendance was down slightly, and more courses were offered.

The Board expressed its deep appreciation to Lee Wilson for his tremendous contributions as chair and inspiration to the TPDC, and a welcome and thanks to Arne Dalfelt as the incoming chair.

*The Board acknowledged the TPDC report with appreciation, but asked if the report could contain more specific information in the future.*

*ACTION: Allotey will communicate the Board's request to the chair of the TPDC.*

**7d. Sections Coordinating Committee.** (See “Sections Coordination Committee: Annual report to IAIA Board—May 2007”) On behalf of the Committee, Zanewich thanked the Board and HQ for their help over the past year and noted many issues had already been touched on in other Board discussions. Zanewich noted that the Committee is struggling with what it means to be a member of a section and how to work with HQ to communicate among the members. The committee chair will deliver the Sections' self-evaluations and a visibility strategy at mid-term. The Board confirmed that the Council meeting is the forum for Sections to provide updates to IAIA.

**7e. Affiliates** (no report submitted).

The Board noted its thanks to Ginette LaJoie for her role as chair of the Affiliates Committee and noted the election of Evans Darko-Mensah as the incoming chair.

**7f. Capacity Building in Biodiversity and Impact Assessment (CBBIA) update.** John noted that the project is completed 30 June 2007 and that IAIA is seeking other donors to continue the work. The Board generally discussed some possible funding sources, and agreed that it would be important for the donors to see the results of the funding via documentation or personal presentation by the project manager. Veerkamp noted that IAIA would need to be willing to pay the bill for such a roadshow, however, as the three-year CBBIA grant funding is exhausted. While there was no vote, the Board agreed that disseminating the results would be a good investment.

*ACTION: The Board will decide on a specific action at the mid-term meeting in October.*

## **8. Other Business**

**8a. Feedback from the Council and Annual General Meeting (AGM).** The Board agreed that the AGM went well; the time slot was good and no contentious issues arose. However, the Board was generally disappointed with turnout at the Council meeting and made a number of suggestions, including that, in the future, Council members receive extra notification of the date and time of the meeting, together with an agenda that shows the time slots of both the Council meeting and the AGM. Board members also noted that a number of Theme Forums ran overtime, that location of the meeting room may also affect attendance, and that an additional 1-2 lines on the daily schedule may help boost attendance.

**8b. Alcan prize.** Jo Treweek, Hamm and John submitted an application in April for the 2007 Alcan Prize for Sustainability. The total prize is US\$1 million. John noted that the decision is expected in July.

**8c. Mid-year Board meeting.** Montañez-Cartaxo invited the Board to meet in Mexico City October 23-26 in conjunction with the Symposium on Sustainable Development conference organized by his company, CFE.

Following discussion, the Board accepted the invitation to meet in Mexico City in October 2007 for the mid-term Board meeting, with a tentative schedule of Board meeting on October 23 and 26, with attendance at conference sessions and Board breakout meetings in the interim. The Board thanked Montañez-Cartaxo for the invitation.

## **9. In camera session.**

*ACTION: Bingham will relay necessary information or requests to Hamm.*

**10. Close of meeting.** Bingham noted the mid-term agenda and the 2008 AGM agenda will be lengthy, thanked all Board members for their participation, and closed the meeting at 7:15 pm.