Plan for the Structural Evolution of the International Association for Bear Research and Management (IBA), 2018
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Submitted by the Structural Change Working Group following a workshop conducted by Diana Pound on 15 September 2018 in Ljubljana, Slovenia

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PLAN: To structurally transition IBA from all-volunteer to an organization with a small paid staff.

PURPOSE: Increase IBA’s ability to execute its mission

- Have capacity to expand grants programs and conservation impact worldwide.
- Have capacity to better serve members and expand opportunities for professional development.
- Enhance functioning of volunteer committees.
- Lessen work load on key volunteers and prevent burn-out
- Be equipped for ambitious fund raising.
- Bring more expertise, as needed, in non-profit governance into IBA
- Provide greater continuity and consistency in all IBA activities.

This is a dynamic plan that will demand periodic and ongoing assessment and modification.
GUIDING PRINCIPLES:

Keep and improve what members love about IBA

- Conferences
- Science-based mission
- Democratic structure
- The family feel
- Supportive network and inclusiveness
- Accessibility of seasoned scientists
- International Bear News (IBN) and Ursus
- Grants programs

Use the strengths of IBA’s members to create greater impact:

- Develop additional grants programs supporting management innovation, conservation implementation, and capacity building.
- Invest in emerging bear conservation leaders
- Foster partnerships for greater conservation impact.
- Engage more people in supporting bears
President, elected by association members, presides over Council. Council oversees all committees and decides issues brought to Council by committee chairs, Council members, and IBA members. Standing and ad-hoc committees accomplish specific tasks and provide recommendations to Council.
INITIAL STRUCTURE:

- Council directly oversees all functions.
- Executive officers handle much business between Council meetings; concentrates workload.
- Treasurer engages tax accountant, prepares annual report for Council, prepares a budget.
- Committees perform key tasks, especially conferences, International Bear News, grants, and fundraising for Bear Conservation Fund.

CURRENT CHALLENGES:

- Committees report irregularly to Council; Council members not always up to speed.
- Many Council members do not serve on committees, thus don’t have understanding of ongoing committee work; concentrates workload.
- President and Secretary shoulder unsustainable numbers of operational tasks. Reporting and record keeping can suffer, which lessens transparency.
- Treasurer, Research and Conservation Grants Chair, Bear Conservation Fund Chair shoulder unsustainable work loads and expectations.
- No provisions for regular Council and committee evaluation or training, financial audits, or compliance monitoring. Council does not always have non-profit expertise among its members, resulting in sub-optimal functioning and vulnerability to mistakes.
*Council hires full-time Director of Transition and contracts for part-time payroll services. President appoints ad-hoc Development committee and working groups to develop structural and strategic plans for future.*
**CHANGE STEP 1a:**

1. Hire full-time Director of Transition to move the transition forward and reduce workload of volunteer Secretary (*Hired January 2019*). Director of Transition:
   - Is ex-officio member of Council.
   - Assists secretary with duties prescribed in Bylaws.
   - Provides support to Council and committees.
   - Engages legal counsel and researches non-profit requirements.
   - Manages the member database and NEON web software.
   - Oversees website management with Website Committee.

2. Contract payroll service provider. IBA Treasurer is primary contact.

3. Form Ad-hoc Structural and Strategy Working Groups to develop plans for Council adoption.

4. Appoint Development Committee to start building short- and long-term funding plans.

5. Dissolve Membership Committee and shift responsibilities to Director of Transition (member records management) and eventual Director of Capacity Building (recruitment of scientist members).

6. Appoint Communications Committee to oversee communications to members. Director of Transition serves on this committee.

7. Dissolve Public Relations Committee and shift responsibilities to Website and Communications Committees.
Structure Change Step 1b:

*Appoint Executive Director search committee*  *(Appointed June 2019)*
CHANGE STEP 1b:

- President appoints Executive Director search committee *(Appointed June 2019).* Committee may include outside expertise. Director of Transition assists committee in its work.
- Committee finalizes drafting of Executive Director position description, terms of employment, and hiring process, with Council approval.
- Hiring can occur once there is 1 year of salary obtained and the adequacy of Bylaws for this is confirmed (or Bylaws are amended). *(Adequacy of Bylaws confirmed by attorney, August 2019)*
Structure Change Step 2:  
*Hire Executive Director (Projected date October/November 2019)*

Full time Executive Director hired to execute the mission of IBA. Primary initial responsibility is to build funding capacity and organizational functioning.
**CHANGE STEP 2:**

Hire Executive Director *(Projected date October/November 2019)*

Executive Director:

- Is responsible to Council for executing IBA’s programs so as to accomplish its mission, all the while assuring IBA’s financial integrity and compliance with existing non-profit law.
- Is an ex-officio member of Council.
- Is answerable to the Council.
- Oversees staff.
- Has the primary initial responsibility for raising funds to support the transition described in this document.
- Works closely with the Development Committee and the Bear Conservation Fund to develop and execute a plan to obtain sustainable funding to support expansion of grants programs, member programs, and operations.
- Initially relies heavily on Director of Transition in transition process.
- Works with grants committees, Strategy Working Group, and others to develop a Strategic Plan for expanding programs so as to best achieve success in its mission for science-based conservation and management of bear populations around the world.
- Assumes oversight of Research and Conservation Grants Program from Director of Transition; Director of Transition retains oversight of Travel Grants and Experience and Exchange Grants programs.
Structure Change Step 3:
Establish 3 standing Council committees; allow additional appointees

Council members form 3 standing committees to better manage work load. Council is enlarged to include appointed members with needed non-profit skills.
**CHANGE STEP 3:**

IBA starts a step-wise process to broaden Council expertise; migrates to a 3-committee structure (outlined in Appendix B).

- **BYLAWS CHANGE** REQUIRED. Allow Council to elect, eventually, up to 3-4 additional Councilors with specific expertise in non-profit organizations, (e.g. non-profit law, governance, philanthropy, etc.). There are no set time lines proposed for this. The goal is to improve, not complicate, organizational functioning.

- If approved, Council will comprise 11 Officers and Councilors elected by IBA members, up to 2 IBA members elected by Council to improve regional/species representation, and up to 4 additional people appointed by Council for non-profit expertise.

- **BYLAWS CHANGE SUGGESTED** (not required). Establish 3 standing committees on Council: Programs, Governance and Internal Affairs, and External Affairs. Every Councilor serves on at least one of these committees.

- The President presides over Council meetings and Council retains final say in key matters, but routine business is handled by the Executive Director and Director of Transition, with oversight from the 3 Council committees. Intent is to balance work load and improve consistency and accountability.

*Any proposed Bylaws change will henceforth be reviewed by an attorney to ensure compliance with non-profit law*
Structure Change Step 4:

Hire Director of Capacity Building, appoint Science Advisory Team, and build programs

Director of Capacity Building replaces Director of Transition. Science Advisory Team is formed. Program building begins, in accordance with strategic planning.
CHANGE STEP 4:

Hire Director of Capacity Building, appoint Science Advisory Team, and build programs.

- Current plan is for Director of Transition to change into Director of Capacity Building, as Executive Director becomes settled in job.

- Director of Capacity Building reports to Executive Director and Council’s Programs Committee.

- Director of Capacity Building oversees all member services, including Conference Advisory Committee, Experience and Exchange Grants, Travel Grants, and Student Programs. Assists committees and assures their effectiveness, transparency, and financial integrity.

- Director of Capacity Building develops new programs to enhance capacity building and training for IBA member.

- Executive Director works with Research and Conservation Grants and Management Committees, reporting to Council’s Program Committee, to grow and diversify grants programs for greater science, management, and conservation impact.

- Council appoints Science Advisory Team to advise and assist in matters such as program development, drafting IBA position statements, responding to requests for professional opinion, etc.
Beyond Step 4, it is imprudent to commit to an exact vision for structural evolution. Each step must be reviewed at regular intervals to best determine next moves.

However, Step 4 does not get IBA to the goals Council expressed in undertaking work with Oliver-Wyman Associates. Achievement of those goals will require additional staff and change. The following steps represent an initial draft of a path to those goals.
**FUTURE Possible Steps to Fully Realize Goals:**

*Step 5 - Hire Director of Conservation*

**Director of Conservation** oversees growth and evolution of grants programs to fund bear science, management, and conservation.
**CHANGE STEP 5:**

Hire Director of Conservation; reconfigure grants programs.

- Director of Conservation Reports to Executive Director.
- Director of Conservation oversees grants programs supporting bear research, conservation and management.
- Director of Conservation works with Director of Capacity Building to integrate capacity building into Conservation programs for benefit of IBA members.
- Director of Conservation builds partnerships with other organizations.
- Director of Conservation builds and diversifies grants programs. Possible directions:
  - Develop programs parallel to Research and Conservations grants for management and conservation practices research and innovation.
  - Develop grants programs to fund promising conservation implementation. These could build on: a) previously-supported work of IBA members; and b) promising community, government, and individual efforts.
  - Partnering grants to help advance regional or species conservation plans already developed.
FUTURE Possible Steps to Fully Realize Goals:

**STEP 6: Hire, as needed, full or part-time fundraising, finance, and communications managers**

These areas may require paid staff for IBA to realize its goals. All steps entirely depend on funding and quality of executive leadership.
**CHANGE STEP 6:**

As needed, hire additional staff.

- If IBA succeeds in planned growth, it will become necessary to engage additional paid staff. Positions could be part- or full-time, contract or employee, seasonal or year-round, based on ongoing assessment of need.

- Member volunteer committees will continue to be crucial to executing IBA’s mission and will work closely with staff and Council.
Appendix A: Relationships

Council

• Provides overall direction and mission.
• Provides final say on Hiring and Firing Directors.
• Provides final say on new program directions.
• Responsible for steering IBA towards a sustainable future, including sound governance and financial practices.
• Council does most of its work through its 3 Committees, and by delegating responsibility for execution to staff, thus spreading workload sustainably.

Science Advisory Team

• Appointed by Council an advisory resource for Programs Committee, Council, Executive Director, Director of Capacity Building, and all future staff in programs and communications. Team provides additional scientific and professional input, where needed.
Appendix B: Three-committee Board Structure

This structure is adapted from models used by other non-profit boards to maintain: a) efficient operation, b) engagement of board members, c) best use of their skills, and d) workload balance. IBA Council’s current structure concentrates work load and does not make best use of all members. Without structural modification of Council, efforts to grow programs will exacerbate these challenges.

Under this model, the Executive Director and Director of Transition work closely with all committees as ex-officio members, all Council members serve on at least one committee and, committees pick their Chairs annually.

Governance and Internal Affairs Committee
- Includes President or at least 1 Vice President; includes Treasurer.
- Assures that IBA functions effectively, ethically, sustainably, and in compliance with law.
- Oversees, via the Treasurer, IBA’s financial management.
- Oversees employee relations.
- Helps recruit Council candidates and provides training to new Council members.

The External Affairs Committee
- Oversees external communications, e.g. website, social media, public relations.
- Oversees fundraising (Bear Conservation Fund and Development), partnering with other organizations (Memorandum of Understandings).

Programs Committee
- Includes President or at least 1 Vice President.
- Oversees programs for professional development and capacity-building of members.
- Oversees science and conservation strategic plans and evolution of grants programs.
- Oversees preparation of letters, scientific reviews, and position statements of IBA.
Appendix C: How does this differ from the final Oliver Wyman recommendation?

The Oliver Wyman study and plan were immensely helpful in helping Council envision a future. However, Council modified the plan to best suit IBA’s purposes and vision.

- **Governance Committee** in Oliver Wyman plan is replaced by an enlarged, integrated Council. Advisors recruited for non-profit expertise are fully integrated into Council and its 3 Committees.

- **Director of Capacity Building** is not isolated under Council as in Oliver Wyman plan, but, like the proposed Director of Conservation, integrated under the Executive Director. This is to encourage synergism between IBA’s work as a professional organization and its work as a provider of science, management, and conservation grants. This makes IBA unique among granting organizations – the depth and breadth of its membership’s experience and knowledge.

- **Directors of Communications and Finance** become “Managers” in the IBA plan. The likely need for a Fundraising Manager is now recognized. Manager positions can be part-time or full-time, as need and resources dictate.

- **Timeline** is more conservative and flexible than Oliver Wyman proposed timeline.
Oliver Wyman Plan Recap

IBA leadership will shape the conservation strategy of this new unit while using the professional infrastructure to enhance its current activities.

Potential future organization
Structure ~5+ years from inception

IBA Council
Council continues current role and holds majority of seats on Governance Committee

Governance Committee for Bear Conservation
Made up of Council members, key donors, global conservation players, advisors; own organization strategy

Executive Director of Conservation
Hired by and reports to Governance Committee – responsible for carrying out strategy, creating/executing fundraising strategy and oversight of day-to-day activities

Director of Transition / Capacity Building
Own all member relations/development activities including coordination of conferences and events

Director of Science and Conservation
Advisory Council
Appointed by Council; consults on significant conservation decisions

Director of Conservation
• Own execution on conservation strategy
• Select conservation projects to fund with council guidance
• Identify and approach potential conservation partners

Director of Communications
• Own marketing and communications strategy
• Own organization messaging and mission
• Chief editor of website, social media, publications

Director of Finance and Administration
• Own budgeting, planning, audit, and financial reporting
• Responsible for all Human Resources, Information Technology, legal and administrative tasks

While this is a medium-long term view of the organization, in the near term the organization will likely only consist of the Executive Director and limited staff to help jumpstart the new organization.

IBA Council

Governance Committee for Bear Conservation

Volunteers (members)
Full or part-time staff
New governing body

IBA Council

Director of Transition / Capacity Building

Director of Science and Conservation
Advisory Council

Director of Conservation

Director of Communications

Director of Finance and Administration

Volunteers (members)
Full or part-time staff
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Governance Committee for Bear Conservation

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