



Communications Team Transition News

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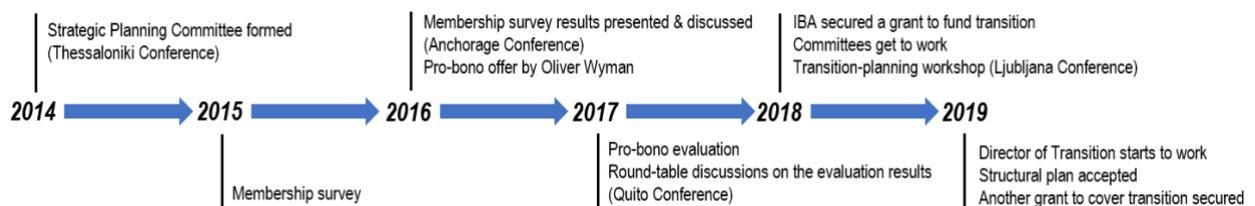
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The road travelled through by now

Dear IBA Members,

Here we are again with the portion of the information on the transition. To summarize the process for this year's last IBN, we present you updates on the current process and what we have prepared the timeline of what has happened so far.

Summary Timeline of Transition Since 2014:



Recap

In 2014 at the Council meeting in Thessaloniki Greece, as a result of the continued growth and unsustainable workload on IBA's all-volunteer Council, Committees, and IBN staff, a committee was formed to develop a strategic plan. The Committee (Karen Noyce, Gordon Stenhouse, Andreas Zedrosser, Tabitha Graves and Emre Can) determined that a survey was



needed to understand what you as a member wanted from IBA. In 2015 you were asked to provide input and guidance for IBA going into the future. The message from that survey was clear: IBA members value the organization, especially its conferences, publications, its grants programs, and its collegial almost family-like culture. They want to preserve those, but responses clearly expressed a demand to increase IBA's impact in the world and its ability to support its members' work also in the future. However, the question remained, how to meet the demands with an already overloaded all-volunteer Council and Committees. Following your thoughts and wishes expressed in the survey, IBA was fortunate to be offered pro-bono services of the world-renowned management consulting firm, Oliver Wyman. The Oliver Wyman team put in hours of work learning about IBA and developing a solid plan for IBA to move forward with growth while maintaining the core values of a professional scientific organization. This became known as the transition process and its purpose is to increase our ability to deliver on our core goal: *conservation and restoration of the world's bears through science-based research, management, and education*. The vision will result in an organization with a significantly larger annual budget supported by public donations and not limited to revenues from memberships and publications.

The core of our organization will always be a Council elected by you, the IBA-membership. The essence of IBA, i.e. the close contact and communication among its members, the conferences, IBN and Ursus, will remain the same and continue to be what makes IBA unique. The transition essentially entails administrative changes that will allow IBA to break out of the severe time and resource constraints of having an all-volunteer administration and will enable IBA to better fulfill its service to members and its programs that support and improve science, management, and conservation of bears. You, the members, are still going to influence the direction of IBA by a) electing, through free and open elections fellow members to be officers and Councilors and choosing those they believe will act in the best interests of the organization; b) keeping themselves yourself informed of goings-on in the organization by reading Council's emails and IBN; c) participating in membership meetings, and, d) raising any concerns to Council.

What is next?

Now that the foundation has been laid for the [structural evolution of IBA](#) for IBA to provide more services and programs to members, we have entered the phase of going from non-profit professional organization that is run and administered entirely by a volunteer-elected Council to a non-profit professional organization that employs an Executive Director, Director of Transition. And, as funding allows, ideally a few additional employees. We have hired a Director of Transition, and an Executive Director is planned to have been hired by the time of this publication. Funds for the hiring of these positions were obtained from an



anonymous special grant dedicated to the specific purpose of hiring these two positions to carry out the transition.

With the support of the Executive Director and Director of Transition, IBA Council and committees will continue to work on the organizational structure, strategic planning, finances, fundraising, and communications, aiming to increase IBA's ability to execute its mission. By hiring a dedicated staff and an Executive Director that is experienced in fund-raising, we will be able to increase the capacity of science-based programs in bear management, expand conservation impact worldwide, as well as to explore new and better ways to serve IBA's professional members and enhance opportunities for professional development. An important part of the future organizational structure will be a strategic plan on how IBA plans to distribute funding for management and conservation activities and projects on a global scale. Different parts of the world have different needs for bear conservation and management. In common is the need to exchange ideas and experiences with colleagues, to receive additional training, as well as opportunities to apply for funding to better understand or solve their specific management and conservation challenges. It is the goal of IBA to better address needs and concerns for science-based bear management and conservation in all parts of the world. Therefore, we are working on plans that address needs and concerns on a geographic basis, and access to increased funding opportunities for all IBA members. And we will continue to provide you with all the information every step of the way.

More information: <https://www.bearbiology.org/structural-development/>

Detailed Timeline of Transition Process Since 2014

2014:

- **Thessaloniki Conference, October:** Council meeting - Need for strategic planning recognized and strategic planning committee formed (summary in President's column, IBN Fall 2014)

2015:

- **Summer:** Conducted online member survey for purpose of strategic planning (summary in President's column, IBN Summer 2015)

2016:



- **Anchorage Conference, June:** (1) Results of member survey summarized and discussed at Anchorage Council meeting and how they would be used to guide and inform decisions about IBA in the future, and (2) presented in 30-minute presentation during opening session of conference (President's Column, IBN Fall 2017 and Spring and Summer 2019).
- **November 2016:** Offer from Oliver Wyman to help with strategic planning – offered and accepted by Council (unanimous), contingent upon them finding a small team of people at the firm willing to take on this pro-bono project.

2017:

- **August:** Pro bono team assembled at Oliver Wyman and approached IBA again. In September the team started interviewing ~30 key active IBA members, including Council members and officers, IBN editor, *Ursus* editor, BSG chairs, two most recent past presidents, and others (summary in President's column, IBN Fall 2017)
- **November:** At Ecuador IBA conference, Oliver Wyman team led a 3-hour round-table discussion with all previously interviewed ~20 IBA members and ~10 key people from other organizations, presenting their initial findings, gathering responses from the roundtable, fielding questions, presenting an initial plan.
- **December:** In response to the roundtable, Oliver Wyman team modified the plan and presented their final plan to Council (summary in President's column, IBN Spring 2018)

2018:

- **January-February:** IBA secured a \$100,000 foundation grant specifically to help fund transition costs, including salaries (summary in President's column, IBN Summer 2018)
- **March:** Put together committees to start the groundwork for fully understanding the plan, making sure it is consistent with IBA goals, modifying the plan as needed - "making it ours" – and charting a course towards implementing (summary in President's column, IBN Summer 2018)
- **Ljubljana Conference, September:** Held extra 1-day facilitated planning workshop before the conference. The professional facilitator was pro-bono, with travel and lodging provided by transition grant, participants included all council members and a number of the others involved in key IBA functions. During the workshop,



participants outlined a financial plan and basis for the structural plan and communications plan. Working committees were formed to carry out these plans. Reported to members at the general membership meeting during the conference. There was extensive discussion of plans for moving forward and lots of questions asked (summary in President's column IBN Fall 2018)

- **Winter:** Council voted (unanimous) to hire Director of Transition, Jennapher Teunissen van Manen to coordinate all communications and record-keeping, and Alexander Kopatz (former Eurasian VP) was appointed as Secretary by Council per the bylaws (summary in President's column, IBN Spring 2019)

2019:

- **January:** Structural Committee presented its final "Structural Plan" worked on by all of Council and Council accepted this (unanimous) as the working blueprint for change.
- February: Secured \$80,000 grant from an anonymous private foundation for transition costs, including salaries.
- **March:** The communications team sends its first communication email to members, regarding Council business and transition progress. This is now a regular update; the four communications to date were sent March 13, May 1, May 31, and July 18
- **Spring 2019 IBN:** The communications team provided its first regular column on transition update for this IBN.
- **Summer 2019 IBN:** the second column devoted to transition, plus more on the transition and a revisit of the 2015 membership survey results in the President's column.