

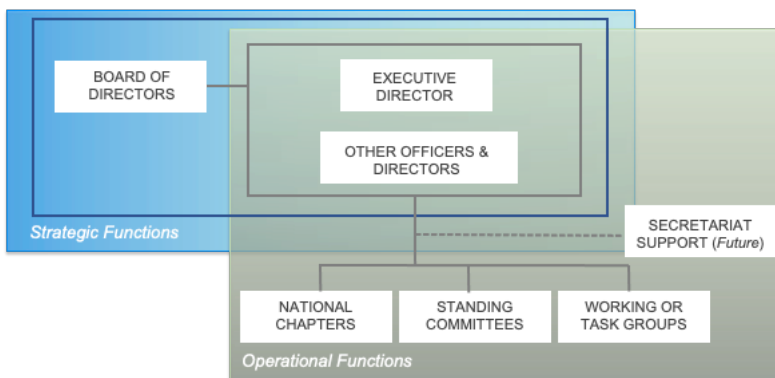
Governance system and main activities for 2021-24

Adopted by the iiSBE Board of Directors 11 Oct 2021

The following proposed governance system and organizational structure have been prepared by Greg Foliente and Nils Larsson, based on recent Board and key stakeholder discussions and as an update on the document “Reorganization of iiSBE International” (adopted on 31 January 2017 by the Board at that time).

Governance and Organizational Structure

The revised organizational structure is illustrated below:



The Board is primarily responsible for the strategic directions of the organization to fulfil its mission and vision, and for keeping them relevant and effective in a fast-changing world. The Board sets and upholds sound governance principles and procedures. The Board’s main accountability are to the organization’s membership and to relevant jurisdictional authorities (e.g., regulators in the country of iiSBE’s not-for-profit [NFP] registration).

The organizational structure highlights the differentiation of primary strategic functions (for the Board, the Executive Director [ED] and the other executive Officers & Directors [ODs]) compared to primary operational functions (by chapter officers, and the chairs and members of standing committees). The ED and ODs straddle both functions. The specific roles and accountabilities for key positions are described in the next section.

Since the President and the Vice President are also the Chairperson and the Deputy Chairperson of the Board, respectively (see the section on “Board of Directors” below), they are not included in the list of ODs; the rest of the Executive positions (listed under “Executive” below) are the ODs.

The need for an International Secretariat with funding adequate to support it remains a necessity and priority. This is still to be organised. (See also the section on “iiSBE Secretariat or Headquarters” below.)

Board of Directors

Members of the Board of Directors are those who are committed to the organization’s vision, mission and values. New Board members are iiSBE members of good standing, who are nominated by another iiSBE member or have self-nominated. Integrity, diversity, complementarity of skills and experience, and especially balance in regional or geographic representation are some of the important factors in its composition – and criteria for selection, which is a task undertaken by the current President, Vice President and ED.

There will be a maximum of 13 members including the members of the Executive leadership team, but not counting the Immediate Past President, who will be an ex-officio member of the Board (without voting rights) for a term to facilitate continuity. The President serves as the Chairperson of the Board. The Vice President is the Deputy Chairperson of the Board.

The ED and all the ODs are ex-officio members of the Board, with full voting rights. They hold the primary responsibility of implementing the main fiduciary functions of the Board, including reporting to external entities (e.g., regulators).

Where a country/region does not have a representative on the Board, the Board may consult with individual members from that country/region from time to time, or when needed, about issues or opportunities that pertain to that region.

Executive Team

The Executive positions are listed below.

- P President (currently Luis Bragança)
- VP Vice President (currently Teresa Coady)
- T/S Secretary and Treasurer (currently Bob Bach)
- ED Executive Director (currently NL, appointed by iiSBE Board)
- DR Director of Research and Tools (temporarily, in this transition period, Andrea Moro)
- DCom Director of Communications and Website (new post)
- DConf Director of Conferences and Manager of The Sustainable Built Environment (SBE) Conference Series (currently NL, appointed by SBE partners for each 3-year SBE cycle).

All positions are valid for 3 years, but renewable. The reference to ODs means the following positions: T/S, DR, DCom and DConf. The last 3 OD positions are new formal positions within the Executive leadership team.

The ED reports to the Board and is responsible for the overall planning and implementation of the strategic and operational activities of the organization as agreed with the Board.

Working towards the vision, mission and objectives of iiSBE, and operating in a collaborative manner, the ED sets the work program/objectives and scope of activities of the ODs and the International Secretariat. He/she then oversees and/or coordinates their implementation and reporting.

The filling of positions for the President, Vice President and the ODs are determined through negotiation or by vote among the Board members. The ODs are accountable to the ED and the Board, and are primarily responsible for the overall planning and implementation of the strategic and operational activities of the organization in his/her area of responsibility as agreed with the ED.

iiSBE Secretariat or Headquarters

When the International iiSBE Secretariat is established, the main administrative support and various activities and operational functions will be coordinated by the Secretariat. This will also be known as the iiSBE Headquarters (HQ), whether it is associated with a physical location or a virtual mode.

Before the formal establishment of an iiSBE HQ, or in periods of transition, this function will be organized or coordinated in a manner agreed by the President, Vice President and ED.

Various Operational Functions

National Chapters

Chapters are formed when there are sufficient members in a region or country who want to organize local activities as a national chapter. There are active chapters in Canada, Italy, Portugal and Taiwan. Colleagues in Austria are happy to belong as a Chapter, but don't seem to have an interest in actively participating. Some others exist (Czechia, Malta) but are relatively inactive at present.

Standing Committees

Standing Committees (SCs) are relatively long-term committees on topics of on-going importance to the organization as deemed by the Board. iiSBE member are encouraged to actively participate and contribute to one or more of these SCs. Unless otherwise stated below and where and when needed, iiSBE HQ will provide support for these SCs. Some may also involve a Board representative. Further, there will be initiatives or activities that involve one or more SCs in collaboration or support.

- **Membership and partnerships**

Led and coordinated by an iiSBE member of good standing appointed by the ED, this SC promotes the value and opportunities of iiSBE membership and partnership (institutional or organizational level).

- **Tools**

Led and coordinated by the (DR) Director of Research and Tools, this SC covers the overall management of iiSBE tools, including the maintenance and enhancement of SBTool, SNTTool, SRTool, STTool and the development of other tools.

- **Research**

Also to be coordinated by the DR, activities may be co-led by iiSBE Italia for EU projects and jointly with iiSBE HQ or other ED appointed members for other global regions. The DR is responsible for developing a strategic research plan that invites input from members in all regions.

- **Education and training**

Led and coordinated by an iiSBE member of good standing appointed by the ED, this SC develops and delivers education and training programs, including webinars and related events. This may be undertaken in partnership with other institutions, organisations and iiSBE chapters. For example, iiSBE Italia could have a co-lead role in UK and Europe.

- **Communications**

Led and coordinated by the (DCom) Director of Communications and Website, this SC promotes the work, outputs, events and activities of iiSBE across all types and modes of media and communication channels. The urgent need for a new iiSBE website is an example of the activity foreseen.

- **Policy development**

Led and coordinated by an iiSBE member of good standing appointed by the ED, this SC engages with different levels of government to support policy development, monitoring and/or evaluation. This may be undertaken in partnership with other organisations and iiSBE chapters. For example, iiSBE Italia could have a co-lead role in UK and Europe.

- **SBE Conference series**

The SBE Conference series is a partnership of iiSBE, CIB, FIDIC and UNEP, and has been successfully operating since 2000. iiSBE is entrusted with the role of series management and this arrangement is open for renewal at the beginning of each 3-year cycle.

- **iiSBE conferences and events**

Led and coordinated by the (DConf) Director of Conferences, this SC develops symposia, conferences and related events that support iiSBE's mission and priorities.

Working Groups or Task Groups

Working Groups (WGs) are typically special topic or specific purpose activities as determined by the Board, which have well-defined time frames or relatively short duration periods. Recent examples are the WG on COVID-19 and Climate Change and the Built Env that NL convened at the onset of the pandemic, and the Comporta Project WG.

Appointment Process

Commencing process (in 2021)

Based on the concept of Board continuity, potential Board members can only nominate for 6 to 7 Board seats in the 2021 round assuming the other 7 from the current Interim Board stay. Potential Board members can also nominate for any of the OD positions. The ED, in consultation with the President and the Vice President, will select the successful member for key OD positions based on the balance of skills, experience and regional representation within the overall Executive team.

The full transition process will commence immediately (from November 2021) and run through the next year.

The current ED will step down and assume an honorary Emeritus position if a replacement can be found, related to the fact that iiSBE can only afford to pay expenses, but not a salary. As an Emeritus ED, he may continue to contribute as he desires, in consultation and agreement with the Board and the new ED.

Future or continuing process

In subsequent years, the Board will have the main responsibility of appointing the ED.

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