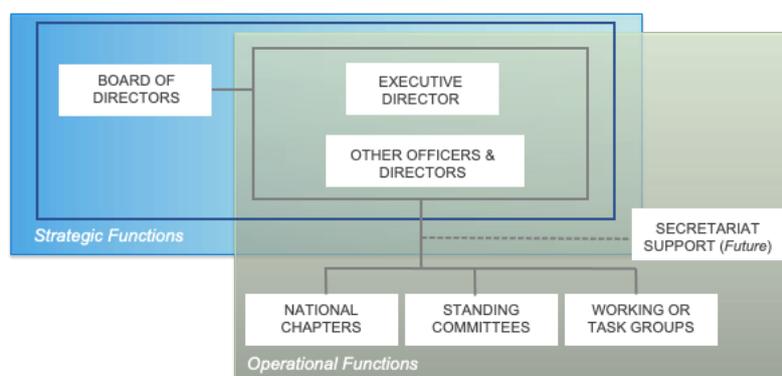


## Proposed restructuring and main activity areas for 2021-24

The following proposed governance system and organizational structures 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 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 and the other Executive Officers) compared to primary operational functions (by chapter officers, and the chairs and members of standing committees). The Executive Director and Other Officers and Directors straddle both functions. The specific roles and accountabilities for key positions are described in the next section.

The need for an International Secretariat with funding adequate to support it remains a necessity and priority. This is still to be organised.

### Board of Directors (13 max)

Members of the Board of Directors are those who are committed to the organization’s vision, mission and values. 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. There will be a maximum of 13 members including the members of the Executive leadership team. The President serves as the Chairperson of the Board.

The Executive Director and all the Other Officers and Directors are ex-officio members of the Board, with full voting rights. The Executive Director and the Other Officers and Directors 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 latter 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

The Executive positions are listed below.

- P President (currently Luis Bragança)
- VP Vice President (currently Teresa Coady)
- T/S Secretary/Treasurer (currently Bob Bach)
- XD 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/SBE Director of Conferences and Manager of SBE Series (currently NL, appointed by SBE partners for each 3-year SBE cycle).

The last 3 positions are new formal positions within the Executive leadership team. All positions are valid for 3 years, but renewable.

The Executive Director 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 Executive Director sets the work program/objectives and scope of activities of the Other Directors and the International Secretariat. He/she then oversees and/or coordinates their implementation and reporting.

The filling of positions for other Executive Officers and Directors are determined through negotiation or by vote among the Board members. The other Executive Officers and Directors are accountable to the Executive Director 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 region as agreed with the Executive Director.

## 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.

## Standing Committees

Standing Committees are relatively long-term committees on topics of on-going importance to the organization as deemed by the Board.

- **Tools: iiSBE Tools development and management working group**  
SBTool, SNTTool, SRTool, STTool and other tools. To be led by iiSBE Italia with support of iiSBE HQ
- **Research: Research working group**  
iiSBE Italia in lead role for EU projects and jointly with iiSBE HQ for other global regions
- **Education: Training, webinars and education working group**  
iiSBE Italia lead role in UK and Europe; iiSBE HQ or Regional Directors in other regions
- **Communications working group (includes website): iiSBE HQ**
- **Policy development: iiSBE HQ and iiSBE Italia for EU-related work**
- **SBE conferences & communications**
- **Administration and membership - iiSBE HQ except where noted.**

## Working or Task Groups

Working Groups 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 Board seats in the 2021 round assuming the other 7 from the current Interim Board stay. Potential Board members can also nominate for the “other positions”. The ED, in consultation with key Board members and/or the President & VP, will select the successful member for key positions based on the balance of skills, experience and regional representation within the overall Board.

The full transition process will commence immediately (say 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. 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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