

# IIBEC Board of Directors Approves Governance Changes

By Christian Hamaker

**THE IIBEC BOARD** of Directors during its September 26-27, 2025, meeting approved several recommendations from the IIBEC Governance Task Force, formed in September 2023 with a charge “to ensure that IIBEC’s governance is effective, inclusive, and relevant.”

The IIBEC Board of Directors, Governance Task Force, and staff have begun the process of implementing the adopted recommendations. The task force report to the board stated that its recommendations, split across five areas, were “designed not to overhaul, but to optimize” and are “structured to help IIBEC grow stronger, more inclusive, and better positioned to lead the building enclosure profession.”

The implementation will start with a vote on proposed Bylaws changes that will take place in mid-April. Eligible voting members will get a chance to vote on the Bylaws changes. Information about the proposed Bylaws changes can be found at [IIBEC.org/bylaws-changes](http://IIBEC.org/bylaws-changes), and IIBEC will host a webinar in late March to present the changes and answer member questions.

Other pieces of the implementation include changes to the IIBEC Policy Guidelines. These will be voted on during the IIBEC Board of Directors meeting in March. Additional changes, such as improving board orientation and committee processes, are being implemented by the IIBEC staff management team.

## RECOMMENDATIONS LEAD TO BOARD ACTION

Comprised of a breadth of IIBEC member types—including past presidents, emerging professionals, current board members, and other representatives across the different IIBEC regions—the task force recommended to the board numerous changes to improve IIBEC governance as the organization moves deeper into the 21st century.

In pursuing its charge, the task force conducted its research by talking with current and past IIBEC leaders, conducting a broad-based member survey, holding focus groups during the 2025 IIBEC International

Convention and Trade Show, and drawing upon comparisons to governance at peer organizations.

## FRAMEWORK AND BOARD STRUCTURE

The task force recommended that IIBEC retain its current board structure, consisting of officers and seven region directors, while also retaining the one-year term for officers and the two-year terms for region directors. It also clarified term limits, stating that the secretary/treasurer as well as the second vice president may serve in their specific position for up to two terms in their role but may not be considered for the second term for a period of at least five years between terms of service. The first vice president, president, and past president line may serve up to two terms in that presidential line but may not be considered for a second term for a period of at least five years after serving as past president. The task force also clarified that while region directors may serve unlimited terms, they may not serve more than four years (two, two-year terms) consecutively.

“This approach preserves leadership continuity while encouraging leadership renewal,” the task force’s report states. “A structured break allows space for new leaders to step forward and prevents over-concentration of influence in any single position, reinforcing both inclusivity and succession planning.”

The task force also called for maintaining the current number of and configuration of IIBEC regions, adding that an objective review looking at the distribution of IIBEC members be conducted every five years “to ensure equitable representation and strategic scalability.”

## BOARD ROLES AND RESPONSIBILITIES

The task force preserved the responsibilities of IIBEC’s president and past president, but recommended changes for the following officers.

- First vice president: “In addition to coordinating region directors, this role will also engage with chapters to encourage a

unity of mission focus across the organization.” Additionally, this role will coordinate IIBEC committee chairpersons to create a greater cohesion of volunteer efforts across the organization.

- Second vice president: “In addition to serving as chair of the Convention Committee, chairpersons also serve as an ex-officio co-chair of the Building Enclosure Symposium (BES), overseeing IIBEC’s signature event portfolio.”
- Secretary/treasurer: “Update bylaws and policy guideline language to accurately describe the responsibilities of this position as aligned to IIBEC’s needs with staff support and partnership.”

The task force also reaffirmed that while region directors are elected to bring regional perspectives to the organization, “their fiduciary responsibility is to the organization as a whole,” which means “placing IIBEC’s mission, vision, and strategic priorities above regional interests when deliberating and voting.”

Additionally, the task force recommended that IIBEC “develop and implement a refreshed board orientation experience that ensures all officers and directors are equipped to serve with confidence.” This new orientation process will also include a chapter board orientation session to ensure chapter leaders are prepared to serve at the local level.

## BOARD ELIGIBILITY, QUALIFICATIONS, AND ELECTIONS

To be eligible for service as an IIBEC officer (president, first and second vice president, or secretary/treasurer), candidates until now had to have been Consultant members for two years. The task force recommended changing that two-year requirement to a minimum of five consecutive years for officers, with at least two years of IIBEC leadership experience—for example, as region director or as chair of an IIBEC board-level committee—within the past five years.

“I know my fellow task force members agree that it’s been a privilege, through our thoughtful deliberations, to help build a stronger IIBEC as the organization looks to the future.”

— Governance Task Force Chair Jonathan Cannon, RRC, REWC, RRO, REWO, CDT

For region directors, the task force recommended requiring a minimum of three consecutive years of being a Consultant member in good standing and, as with officers, at least two years of IIBEC leadership experience with the past five years—in this case, for example, through service on an IIBEC board-level committee or an officer of a local chapter. While the task force discussed whether to require an IIBEC credential as a requirement for service as a region director, they ultimately decided that an IIBEC credential be only a “consideration,” not a requirement, in the IIBEC Nominating Committee’s process.

The task force proposed two changes to IIBEC’s voter eligibility criteria. Currently, voting in an IIBEC election is limited to Consultant members. The board approved a recommendation that, if approved by the current IIBEC voting members, would open voter eligibility to include any member who, regardless of category, holds an IIBEC credential.

“Including credentialed non-Consultant members in the voting process expands participation, strengthens representation, and affirms the value of certification as a leadership qualification,” the task force wrote. “This change also helps broaden the pipeline of involved, invested members.”

The task force also recommended that IIBEC “continue its commitment to a competitive election process by ensuring that each elected officer and regional director [election] features a dual slate whenever possible.” The recommendation was approved.

### COMMITTEES AND VOLUNTEER ALIGNMENT

In assessing IIBEC’s committees, the task force recommended that all IIBEC committees undergo a review during every strategic plan cycle “to assess continued relevance.”

“The results of the review could maintain the committees as they exist, modify their charge and focus, sunset the committee if it no longer aligns, or create a new committee if the need demands,” the task force report states.

The task force also recommended that each committee has a clearly defined annual work plan, measurable success indicators or outcomes, and metrics that can be tracked in a dashboard for reporting to the board. Additionally, the task force recommended improved coordination across committees and an annual review of committee service. It also reinforced participation expectations for committee reappointment, saying committee members “must demonstrate active participation and fulfillment of their duties.” The recommendations all passed.

### NOMINATING COMMITTEE AND GOVERNANCE OVERSIGHT

The task force recommended that the IIBEC Nominating Committee work year-round, rather than only during election cycles, to identify and cultivate leaders, promote pathways to service, and build a more diverse leadership pipeline. The task force also recommended a review “no less than every three strategy cycles” of IIBEC’s governance

## TASK FORCE MEMBERSHIP

The following individuals comprised the IIBEC Governance Task Force.

**Chair: Jonathan Cannon**

**Members:**

1. Stephanie Robinson—Region VII
2. Julie Palmer—Board Member, Region I
3. Michael Clark—Past President, Region II
4. Ted Sheridan—Past President, Region VII
5. Mallory Buckley—Emerging Professional, Region IV
6. Tom Gernetzke—Past President, Region III; Chair, Fellows Committee
7. André Coppin—Region V
8. Ray Makejus—Region III
9. Rob Worthing—Region V

IIBEC thanks the members for their diligent work and thoughtful recommendations.

system, “ensur[ing] relevance, responsiveness, and alignment to mission.”

All these recommendations were approved by the board. Upon the board’s adoption of these recommendations, the Governance Task Force was dissolved, with thanks for their hard work.

“Serving as chair of the IIBEC Governance Task Force was a powerful reminder of what we can accomplish when members from every facet of our association come together with a shared purpose,” said task force chair Jonathan Cannon, RRC, REWC, RRO, REWO, CDT. “By working collaboratively to strengthen and clarify our governance, we aimed to reinforce IIBEC’s foundation and contribute to a stronger, more resilient future for the organization.”

