

INTERNATIONAL BRAIN



RESEARCH ORGANIZATION

**Strategic Plan
(2020-2025)**

IBRO Mission and Strategic Plan

The current strategic plan is based on input received from scientific partners, individuals and organizations through an external review conducted in the spring of 2020. Subsequent discussions between IBRO officers, staff and the Regional Committees have further helped shaped this document. The strategic plan is rooted in the articulated vision and mission statements of IBRO and shall on this basis serve to guide and inspire current and future leadership in the continued development of the organization. Within a five-year horizon, the strategic plan of IBRO defines the overall direction of the organization, identifying short and medium range objectives within the main operational pillars for the period 2020-2025.

I. ORGANIZATIONAL TENETS

I.A. Scientific Vision

As an international organization, IBRO shall be a recognized global leader for international collaboration and eminent training, with a unique and strong focus on values of inclusion, equity and diversity in neuroscience across the globe. IBRO shall be a frontrunner in the global promotion of excellence and rigor in neuroscience education, training, and research that is innovative, impactful, and significant.

I.B. Mission

IBRO's mission is to support basic scientific research world-wide that contributes to the understanding of normal and pathological brain functions. The organization shall develop, support, co-ordinate and promote scientific research and education throughout the world in all domains that concerns the brain and be directly engaged in these efforts.

The high-level strategic tools applied by IBRO to realize its mission involve the following programmatic domains:

- support trainees and early- to mid-career researchers through sponsored schools, workshops, fellowships, and other career advancing programs
- facilitate opportunities for continued networking and development at all career stages through the maintenance of a strong alumni network

- harness the power of IBRO Regional Committees to better understand and support the varied needs of the international community, providing opportunity for emerging programs and communities through inclusion and diversity at all levels
- advocate for the investment in, and support of scientific research and training from local governments by leveraging IBRO resources, leadership and assistance
- capitalize on IBRO's international platform to disseminate global research and brain awareness through publications, engagement activities, and public communications
- to ensure transparency and efficiency in the impactful utilization of funds and resources leveraged toward this mission, including the reporting of measurable outcomes and application of metrics toward individual and regional development.

I.C. Operational Pillars

IBRO has four core operational pillars, each of which serve to achieve specific aspects of its mission. The core pillars of IBRO, with their associated underlying programs allow IBRO leadership to continuously monitor progress towards the implementation of its mission and address areas of emerging challenges and opportunities.

1) Progressive career support

Fair and equitable access to competence-building neuroscience teaching and training. The IBRO portfolio of training programs offer access to state-of-the-art training and career development opportunities in all areas of the world. IBRO training and career programs offer progressive career opportunities that are adapted to different career stages. Programs for supporting fellowships and grants are integral parts of the IBRO programs in order to secure possibilities for education are available as broadly as possible. Globally, IBRO career programs counter regional and global inequalities, promote diversity and inclusiveness.

2) Community building

The IBRO Regional Committees facilitate regional recognition and uptake of institutional values within a regional context. Regional Committees serve to identify and address specific and unique needs through targeted initiatives and actions. Engagement with scientists and relevant scientific



organizations within the IBRO regions enhance scientific and cultural exchanges between scientists in the region and through these activities enhance the affiliation with IBRO.

At a global level, IBRO secures its continued visibility and impact by leveraging its resources through partnerships with other global or regional stakeholders. Another relevant aspect of the pillar for community building appears through inter-regional fellowships, exchanges and programs, including through a strong alumni-oriented program, networking opportunities in regional and international conferences, including in the IBRO World Congress.

3) Advocacy and engagement

As a world leading scientific organization, IBRO supports initiatives that aim at strengthening the recognition among policymakers of the importance of supporting knowledge generating scientific discoveries at all levels for the ultimate societal benefits, including for patients, families and society at large. Advances in the understanding of brain biology and brain health are considered by IBRO as important and relevant for all levels of the public dialogue and as such, IBRO drives and supports initiatives that strengthen this conversation, both regionally and globally. This pillar therefore includes initiatives for public and community-level engagement that will serve to promote the interaction and exchange between different areas and domains of neuroscience as well as structured approaches to public engagement.

4) Dissemination of research

IBRO initiatives for open scientific exchange include dissemination through its two neuroscience journals, *Neuroscience* and *IBRO Neuroscience Reports*. Both journals are committed to serving the mission of IBRO, albeit in different ways and with complementary approaches. Hence, while *Neuroscience* is a subscription based high impact broad journal for significant scientific discoveries, the *IBRO Neuroscience Reports* offers open-access publication of preliminary, descriptive and small-scale research studies.

The core pillars are instituted:

- through efficient financial and administrative support
- using clear metrics, external reviews, and transparent financial reporting
- through other relevant initiatives and actions

I.D. Organizational Values

IBRO's core values stem from the organization's preeminent role as the global leader in promotion and support of neuroscience research, collaboration and training. To this end, IBRO's mission and strategic development is focused on maintaining the highest standards for scientific rigor and achieving significant impact and inclusivity in neuroscience research and training, with implementation of efficiency and transparency in the utilization of IBRO funds. IBRO holds that there is no acceptable level or presence within our organization or entities funded by IBRO for sexual harassment, other harassing or bullying behaviors, discrimination bias based on race, ethnicity, color, age, gender, sex, geographical location, political preference, or sexual orientation. We hold that IBRO works to efficiently and effectively utilize resources toward its mission in the most socially, economically and environmentally responsible manner possible. As the globe and its needs change, we allow that these values may not change, and that the strategies to enact them will likely require regular evaluation.

I.E Implementation of Goals

The IBRO Secretariat, leadership, Regional Committees, and the extended global membership of IBRO have input into the goals of the organization. Leadership, members of IBRO committee and scientists at large are provided access to opportunities to engage in IBRO processes that define procedures, and service that are offered as part of IBRO's mission. At all of these levels, individuals and organizations are therefore held accountable for the utilization of funds and resources of IBRO, and are responsible in aligning activities with the mission and organizational values of the organization.

Holding the organizational values in place and addressing our global mission, IBRO responds to our neuroscience community by providing funding and resources through its two society journals (Neuroscience and IBRO Reports), the World Congress, and the supported programs and schools as outlined on the IBRO website (ibro.org) and discussed below. In coordination with the Regional Committees and in partnerships with other funding agencies, foundations, and member societies, IBRO supports a range of Programs and Schools around the world.

II. STRATEGIC THEME 1: PROGRESSIVE CAREER SUPPORT

Education and Training: IBRO Schools and Programs

IBRO works to support global neuroscience training and research through a wide range of funding mechanisms that target progressive stages of career development and specific needs for exchange and training. The global aim of these programs is to support scientific careers at different stages with targeted opportunities. IBRO programs are

supported either through IBRO Central or via Regional Committees or in concert with IBRO Partners as outlined below:

- Supported by IBRO Central

The stability and focus of schools, programs, and fellowships that are directly developed and supported by IBRO, and are globally inclusive in their award structure (i.e., not funded through a Regional Committee budget), are important to the mission of IBRO in supporting consistent global neuroscience research training across different world regions. All Regional Committees (RC) participate in the review and subsequent selection of awardees and can adapt this process to respond to unique regional challenges.

IBRO's current mission is to continue support of these activities and examine through annual reviews their continued quality and impact, ensuring access to inclusive and career advancing training opportunities. The continued viability of these programs will be assessed every three years. Supported by the administrative office, the annual review process will be implemented by different committees of IBRO under the authority and guidance of the Executive Committee.

- Supported by IBRO Regional Committees

Programs that are proposed at the local level and supported by Regional Committees (RC) in their annual budget, reflect each region's focus and mission under IBRO's larger umbrella and in alignment with the global mission of IBRO. The process of prioritization and selection of instruments and funding opportunities occurs at the level of the RC, with committee membership broadly representing the region and its diverse interests. RCs submit a budget request annually that is reviewed by the a Budget Working Group and then discussed and approved by the Executive Committee and the Finance Committee. Annual reports for these activities are required to ensure accountability and transparency in the use of IBRO funds.

- Supported by other Partnerships

IBRO has a longstanding tradition for the establishment of global partnerships on shared funding mechanisms for key programs, initiatives and activities. These partnerships and programs are essential in reinforcing and developing IBRO's global leadership and brand while expanding and leveraging external resources and capacity to support development objectives, especially since IBRO has limited staff and administrative resources. These partnerships, which are based on elaborated multi-year Memorandums of Understanding (MOUs), are evaluated

annually. Requirements for transparency in the implantation of partner programs, including through annual reporting and evaluation via tracked metrics shall be fully incorporated in all IBRO partnerships.

Current partner program initiatives focusing on education and training include regional training centers in Africa, Asia, Latin America and Europe. These initiatives are elaborated on under Sections II.B and III.

II.A. IBRO Schools

IBRO Schools are structured events with a shared goal of teaching and training students and young faculty. Schools are defined by the existence of a structured theoretical educational program that lasts a week or more and may be combined with hands-on training. IBRO Schools involves scientific domain experts as invited faculty who has the capacity, experience, and time to teach and interact with the attending students and earlier career level scientists. In alignment with IBRO's mission, the support provided by IBRO also emphasizes the need for schools to focus on facilitating access to the training of early career scientists from economically disadvantaged countries and encompassing a diverse and gender inclusive classroom. IBRO schools are structured in a way where different school programs may support different career stages of attending students and scientists in a regionally sensitive manner.

1. IBRO Central and Collaborative Schools:

Building upon the success of the IBRO Africa Schools Program and explicitly focusing on excellence in training, teaching and research, IBRO implements two African Centers for advanced training in neuroscience in partnership with the Mohammed V University (Rabat, Morocco) and the University of Cape Town (South Africa). Each center hosts a school as an advanced hands-on training center within varying themes at least twice every year. The IBRO Asian Centers for Advanced Training in Neuroscience, created in partnership with the RIKEN Center for Brain Science (Wako, Japan) and the Institute of Neuroscience Shanghai, China) also host annual schools as part of their already established summer training programs.

2. Regional Committee Directed Schools:

Each year, a number of IBRO RCs (currently APRC, ARC and LARC) circulate individual calls for applications from those willing to organize an IBRO School. These applications for IBOR schools form part of the annual RC budget request. It is well understood that the schools are diverse, each with its own focus and objectives that are specific to the regional needs, where circumstances may also vary significantly from venue to venue and from region to region around the world.

In 2002, the IBRO Executive Committee approved the establishment of three levels or categories of Schools in order to offer a flexible, yet comparable program of career supporting schools across different regions: (i) Basic, (ii) Advanced and (iii) Specialized. It is unlikely that a tight definition of these categories is necessary because schools are, and probably should continue to be, very different from each other. These categories serve the need for a 'stepladder' progression of the teaching programs offered in some regions where a select group of students is being channeled from basic through to highly specialized schools over a period of two to three years.

Currently, the collection of metrics and consistency in reporting vary between regions. In order to enhance transparency and effectively evaluate the success of schools, both within and between IBRO regions, standardized reporting from organizers and participants should be a key objective and requirement moving forward.

II.B. IBRO Programs & Fellowships

Programs and Fellowships consist of a wide range of educational, professional development, and collaborative research opportunities including: **Research Fellowships** that allow a trainee to study abroad for one year (this fellowship has been recently terminated due to funding considerations, but has been historically impactful), **Return Home Fellowships** that provide startup and moving costs for an investigator to return to their home country, **IBRO/IBE-UNESCO Science of Learning Fellowships** that provide funds for an established investigator in the field of the science of learning to study at the IBE-UNESCO headquarters in Geneva, Switzerland to gain experience with policymaking, **Exchange Fellowships** enabling PhD students and postdoctoral fellows to acquire new research techniques abroad, **Early Career Awards** that provide limited funds to new research labs, **Support of Workshops, Meetings and Symposia** aimed at early career scientists and those from countries with limited resources for research or teaching, **Travel Grants**, and several funding opportunities fostering collaboration between emerging and established research groups.

Objectives

- Provide continued financial support toward travel to conferences and IBRO Schools with an aim to enhance and improve the inclusiveness and equity of training opportunities for early career scientists. These programs shall secure flow of new talents towards neuroscience research for the continued high impact and quality of international neuroscience.

- To increase access and awareness of resources and materials, especially with a view to accelerate development of research and careers in disadvantaged and low-income countries.
- To foster communication and collaboration between research groups from across diverse domains in neuroscience, and across economic divides and geographical barriers.
- To enhance awareness of challenges and inequalities that are experienced across global neuroscience communities and their impact on science learning.

Metrics

- Reports from all program and school directors and organizers. Outcome metrics are calculated from these reports to track gender, geographical and racial inclusion and representation, and provided to the Governing Council annually.
- Reports from all grant and fellowship awardees as to learning objectives and outcomes. Outcome metrics are calculated from these reports to track quality of learning based on stated goals and knowledge obtained and to provide continued access to resources or materials upon departure. Reports will be given to the Governing Council annually.

III. STRATEGIC THEME 2: COMMUNITY BUILDING

III.A. Impact through Regional Committees

Through its organization into five main regions with individual committees (pan-Europe, Africa, Asia-Pacific, Latin America, US/Canada), IBRO is structurally well suited to sustain and develop the presence of regional communities. Through targeted programs, Regional Committees take initiatives to bring scientists together from the region and build communities. These regional initiatives help align IBRO's interests, mission and goals with those of other regional stakeholders to facilitate and strengthen networks of education, training, exchange, mentorship and communication across world regions. These efforts are strengthened active partnership development and engagement by the Regional Committees with the existing regional stakeholders. The definition of relevant partnerships may be interpreted differently in different regions and contexts, but should be developed to support the continued development of the regional resources. Collaboration with the regional federations, including with FAONS, FALAN, SONA, SfN, FENS are considered very relevant in this context. For increased impact, IBRO Regional Committees may establish sub-committees that are driving a special focus and community effort on behalf of the regional committee in

part of a region. Sub-committees are established by the RCs following agreement with IBRO leadership and should be organized in a way that allow special focus or access to programs in the sub-regions without compromising the coherence of the Regional Committee.

It is hoped that Regional Committees and sub-committees through their community building efforts may increase the impact and visibility of IBRO in the region and lead to inter-regional initiatives for community support.

III.B. Development of Foundational Partnerships

Foundational partnerships are strategic collaborations that are undertaken by IBRO central reinforce and develop IBRO's global leadership, visibility and impact. Other key benefits include increased leverage of the partnering institutions, allowing increased access to ethical neuroscience education and training; advocacy, outreach and engagement activities; networking and professional development opportunities; and funding and support mechanisms for brain research in areas challenged by a lack of resources and infrastructure.

These fundamental relationships that are beyond the scope of one regional committee, ultimately enable IBRO to build global consensus and commitment to reinforce and ensure the long-term sustainability of its vision, mission and goals.

Examples of current partnerships and programs:

The IBRO African Centers for Advanced Training in Neuroscience is an IBRO initiative in partnership with the Mohammed V University (Rabat, Morocco) and the University of Cape Town (South Africa). Each center hosts two IBRO Schools annually for African neuroscientists.

The IBRO Asian Centers for Advanced Training in Neuroscience were established with the RIKEN Center for Brain Science (Wako, Japan) and the Institute of Neuroscience (Shanghai, China) to ensure permanent, advanced training centers to support regional capacity building in the Asian region.

In Latin America, a partnership with SfN, the Grass Foundation, and the IBRO Latin America and US/Canada Regional Committees support the Latin American Neuroscience Training Program (LAMP). Inspired by the previous SfN Ricardo Miledi Program, more than 100 students across Latin America and the Caribbean participate annually in online training sessions that include webinars, videos, networking and professional development. In addition, fifteen outstanding students are selected to

attend an on-site advanced training course, participate in SfN annual meetings and, if accepted, receive support to attend a related course at the Marine Biology Laboratory in Woods Hole, MA or at Cold Spring Harbor Labs.

In Europe, IBRO co-founded the CAJAL Advanced Neuroscience Training Programme, now an independent non-profit entity based in Belgium built upon a FENS and IBRO initiative in partnership with the Gatsby Charitable Foundation, the Bordeaux Neurocampus (France) and the Champalimaud Foundation (Lisbon, Portugal). Six hands-on training courses are hosted each year, offering state-of-the-art training in neuroscience.

And while not limited to Europe, additional partnerships also support the Science of Learning Fellowships with IBE-UNESCO, Research Fellowships with the International Society for Neurochemistry (currently suspended until further notice), IBRO-Kemali Foundation schools and prize, Brain Conference stipends and slots in FENS NENS courses.

Objectives

- Coordinate and promote neuroscience initiatives with other scientific organizations and partners to increase awareness, access and support
- Strengthen the sense of community within and across regions
- Leveraging fundraising opportunities in regions and globally

Metrics

- Retention and increased numbers of funds raised and partnerships formed.
- IBRO will annually review goals and successes for fundraising and revenue generation in partnership with the Finance Committee.
- In collaboration with the RCs, develop metrics that will help define the effect on the regional community coherence as well as IBRO's global impact.

III.C. IBRO World Congress

In collaboration with neuroscience societies around the world, IBRO holds an international congress every four years. The bidding process by which a host country is selected and procedure for the local organization hosting the Congress is described at ibro.org under World Congress and in the Bylaws.

Objectives

- Promote global neuroscience ideas and collaboration between Regional Committees and their constituency

- Increase the visibility of the neuroscience research and accomplishments of IBRO regions
- Sharing of resources and results to improve the quality and impact of neuroscience research
- Strengthen interaction of scientists across regions and promote regional and global neuroscience community building

Metrics

- Attendance totals to include analyses of gender, racial and geographical demographics.
- Surveys following each Congress organized by the Secretariat to obtain feedback as to quality of science and measures of Congress success.

IV. STRATEGIC THEME 3: ADVOCACY AND ENGAGEMENT

IV.A. Advocacy

As a global federation dedicated to the promotion of neuroscience around the world, IBRO is committed to increasing awareness, understanding and support for brain research through regionally relevant and culturally sensitive actions that aim to empower and inspire scientific collaboration and increase awareness of the scientific endeavour among policymaking communities as well as within the public domain.

Informing a broader audience about neuroscience helps to effect change, build respect and trust, bridge knowledge gaps and empower people with evidence-based data and information. IBRO is currently achieving this through a number of partnership initiatives and memberships: the Global Engagement Initiative, IBRO/Dana Brain Awareness Week grants, the Alba Network, the European Brain Council, the World Federation of Neurology, the International Brain Bee, the International Brain Initiative, IBRO/IBE-UNESCO Science of Learning fellowships and activities, and history awareness projects such as the Global Brain Museum.

Objectives

- Increase public and policy support for neuroscience research and education, and an appreciation for the importance of the brain.
- Enhance public awareness of neuroscience research activities that are culturally sensitive and regionally relevant.
- Make neuroscience research and training resources and materials available to communities, educators and policymakers.

Metrics

- Assess public awareness and participation using appropriate and targeted survey methods on an annual basis to track perceptions and impact.
- Assess awareness and inclusion of scientific knowledge for policymakers using appropriate and targeted survey methods on an annual basis to track perceptions and impact.
- Assess awareness and inclusion of scientific knowledge for educators using appropriate and targeted survey methods on an annual basis to track perceptions and impact.
- Assess local and regional abilities to form national neuroscience agencies and societies, and national funding directed to support or investment in neuroscience research and training.

IV.B. Communication & Public Relations

IBRO communications and public relations work focuses on developing and producing strategic, consistent and effective messaging and branding to promote and protect the organization and the achievements and experiences of its global community members. Communications is the vehicle through which IBRO raises its visibility, relevance and impact, and public relations facilitates this process. They work together to more efficiently disseminate and promote IBRO's mission and priorities. Implementation of these efforts occurs through utilizing a range of online, print and multimedia applications, publicity networks and in-person opportunities at high profile events and meetings, often transversal to other pillars in this plan. It is important to note that the global neuroscience environment has increasingly become more electronic, relying less on in-person activities and more on online distribution of information and sharing of information, data, and resources. As such, IBRO continues to expand its presence and expertise in this area to ensure that it is addressing the needs of our members and thereby reinforcing IBRO's global leadership.

Objectives

- IBRO will utilize available opportunities to develop tools and strategies that enhance its visibility and branding
- IBRO will focus on enhancing media relationships and active coverage and inclusion for IBRO-sponsored programs and schools
- IBRO will utilize cutting-edge IT management and training ensuring privacy, security and transparency in its communication with the neuroscience community

Metrics

- IBRO will continue to evaluate its impact on social media using appropriate and modern tracking and survey metrics
- IBRO will continue building dynamic and responsive media campaigns, using metrics from online tracking to assure the target audience aligns with available materials and resources
- IBRO will annually assess its IT infrastructure, cloud storage and privacy compliance

V. STRATEGIC THEME 4: DISSEMINATION OF RESEARCH

V.A. IBRO Society Journals

IBRO has an obligation to support dissemination of ethically based research findings. Society publishing, i.e. journal publishing through journals owned by a scientific society is essential to secure transparent sharing of trustworthy data generated by the scientific community. Scientific rigor, ethical procedures, and transparency in the publication process are cornerstones for IBRO's aims for its dissemination pillar.

Established in 1976, *Neuroscience* is IBRO's flagship journal published by Elsevier. It features papers describing the results of original research on a broad area of the scientific study of the nervous system. *IBRO Reports*, established in 2016, is an Open Access journal also published by Elsevier. Both journals also feature review articles and Special Issues.

The revenue generated by IBRO's two journals in contractual agreement with Elsevier is the foundation by which IBRO funds global neuroscience training and research. More details about the royalties provided by Elsevier appear below in the section describing IBRO's finances.

Objectives

- To continue to publish the highest quality global neuroscience research
- To ensure through specific metrics and measures that journal publications represent a broad neuroscience research interest, inclusive of different species, methods and levels of analyses, and exclusive of any biases.
- To ensure through specific metrics and measures that journal publications represent an actively inclusive authorship for sex, geographical representation, racial demographics, and are exclusive of any biases.
- To apply and educate on scientific rigor in the research and publication process
- Interact with the scientific community, in particular with early career scientists, to discuss and educate about the scientific process

Metrics

- Via annual examination, journal Citation Indexes will be tracked and examined by the main editors, the IBRO Publications Committee and the publisher.
- Via annual survey and tracking measures as composed by journal editors, journal content will be examined to ensure wide representation of species, methods and levels of analyses to ensure detection of potential bias, conscious or unconscious that may be driving publication review or acceptance/rejection patterns.
- Via annual survey and tracking measures as composed by journal editors, journal publication authorship will be examined to ensure inclusivity of authorship for sex, geographical representation, racial demographics, and are exclusive of any detectable biases, conscious or unconscious.

VI. STRATEGIC THEME 4: FINANCIAL & ADMINISTRATIVE

VI.A. Financial Goals

IBRO's financial management is supervised by the Treasurer, with the assistance of the Executive Director and the Finance Committee. Along with the Treasurer (Chair), the Finance Committee's primary responsibilities entail review of the annual budgetary requests and stewardship of IBRO's investment accounts. The Finance Committee reviews the annual budget requests submitted by the Regional Committees and the IBRO Secretariat on behalf of IBRO central following recommendations from the Budget Working Group. The Budget Working Group assesses the requests for funding for the following year and then develops the budget for the upcoming fiscal year, which it then forwards to the Executive Committee and Finance Committee for approval.

IBRO does not currently have a separate body for financial auditing, relying on the Executive Committee for fiducial oversight.

Objectives

- To develop contemporary fiducial practices common to non-profit scientific societies.
- To develop a rolling five-year financial model of IBRO's expected revenues and expenditures, which will include assessment of the effectiveness of IBRO's investments in programs and grants.
- To examine IBRO's investment portfolio, aiming to rebalance it toward investing in 'sustainable' and socially responsible vehicles.

- To develop strategies to diversify IBRO's revenue stream beyond the profit-sharing contractual arrangement with Elsevier to publish *Neuroscience* and *IBRO Reports*, which provides nearly all of IBRO's revenue.
- To develop a strategy to increase the size of IBRO's investment portfolio with a long-term target of €80 million (from ~€24 million) with the goal of IBRO's financial security and independence. This strategy will include development activities that seek financial contributions from foundations, organizations, and private individuals.
- To develop formal mechanisms for oversight of the activities of the Treasurer and the Finance Committee that will entail establishing a formal auditing mechanism.
- To develop enhanced mechanisms to determine the dues structure of member organizations and annual fee garnering.

Metrics

- Annual examination of all objectives to determine the progress made for each goal and the effectiveness of the efforts undertaken to achieve each objective.

VI.B. Development and Revenue Generation

1. **Assessing regional need, resource allocation and scientific impact** - As tides shift for IBRO's member base, IBRO will need to continuously examine global need to ensure appropriate distribution of funds and resources. Regional Committee annual reporting will be examined for changes in local and global financial need and research resources.
2. **IBRO financial health** - IBRO will determine annual financial goals with guidance from the Financial Committee and approved by the Executive Committee. Determination of expenditures in alignment with these goals and annual review of overall financial health related to both expenses and revenue will occur. Financial review process will take place annually capitalizing on our Financial Committee's expertise and advisement for investment, generation of revenue, and responsible utilization of funds. Annual financial review will be included in the IBRO Annual Report published online each February.

VI.C. External/Internal Review and Surveys

1. Every organization must regularly examine itself to remain vibrant, stable and relevant. Through establishment of an External Review Committee, IBRO will undertake regular and structured assessments of its weaknesses, vulnerabilities,

and global perceptions. Results from these assessments shall be incorporated into updates to the strategic plan. An External Review should occur every five years in preparation of a new Strategic Plan.

2. **Internal Review** - Feedback from Regional Committees, Partners and IBRO leadership will be solicited annually, addressing areas of weakness and development opportunities highlighted in member surveys, and if necessary, redirect strategies where applicable.
3. **Global Representation and IBRO Membership Satisfaction Survey** - IBRO will conduct member surveys every three years that examines metrics of organizational satisfaction, transparency, visibility, resource availability and impact. This survey will include a broad global representation of members.
4. **Transparency and Equity in Grant Review and Awards** - IBRO must in all cases and at all times have clear and transparent policies and procedures, especially as it relates to the review and awarding of grants, fellowships and travel awards. To assure these practices are held to the highest level of transparency, inclusion and fairness, a committee should be formed and meet on an annual basis to review a set of predetermined metrics regarding: 1) the application process, 2) the review process, 2) the award process, and 3) the outcomes from submitted awardee reports. Metrics must include gender, racial and geographical demographics.

VI.D. Management of the Secretariat

1. **Performance Review** - Utilization of professional development plans for IBRO staff, including the execution of annual performance evaluations performed by the Executive Director. This will support the Secretariat staff and ensure access to and encouragement of continued growth, experience and efficiency. This process will be inclusive of an annual performance review of the Executive Director by IBRO officers. The process for evaluation shall be reviewed by the IBRO leadership annually and discussed in summary by the Governing Council.
2. **Metrics** - the IBRO Executive Director shall develop metrics in close collaboration with IBRO leadership, to be reviewed annually as to goals and accomplishments as part of the performance review process. These goals and accomplishments will describe in detail the expectations for all of the Secretariat staff as well as for the Executive Director, and will be in alignment with the stated IBRO mission of transparency, efficiency and impact.