



IAFIE Europe Advisory Board

Terms of Reference

1. Purpose

The Advisory Board of Former Members (hereinafter “the Advisory Board”) is a consultative body established to support the elected leadership of IAFIE Europe by providing strategic advice, institutional memory, and continuity. The Advisory Board draws on the experience of former leaders and senior contributors to enhance the long-term sustainability, credibility, and strategic coherence of the Association.

The Advisory Board has **no executive, managerial, or decision-making authority**.

2. Status and Authority

1. The Advisory Board is a **non-statutory, non-governing body**.
2. It has **no legal personality** and does not represent IAFIE Europe unless explicitly mandated.
3. Its advice is **non-binding**.
4. Members of the Advisory Board bear **no fiduciary or legal responsibility** for the Association.

3. Scope of Advisory Functions

The Advisory Board may provide advice to the Board of Directors of IAFIE Europe on:

- Long-term strategic orientation and organizational development
- Institutional continuity and lessons learned from past mandates
- Governance reforms and best practices in international associations
- Financial sustainability and risk awareness (in an advisory capacity only)
- Major conferences, partnerships, or joint initiatives with IAFIE Global
- Leadership transition, succession planning, and mentoring of emerging leaders

The Advisory Board shall not engage in:

- Operational management
- Oversight or supervision of officers or staff
- Internal disciplinary procedures
- Direct communication with members on governance matters

4. Composition

1. Eligible members the Advisory Board include:
 - Former Presidents / Chairs of IAFIE Europe
 - Former Board members with significant tenure or contribution
 - Other former senior officers, by exception
2. Membership is **by invitation**, following approval by the current Board of Directors.

5. Term of Appointment

1. Members are appointed for a term of **two (2) years**.
2. Appointments shall be staggered where possible to ensure continuity.
3. The Board of Directors may terminate an appointment if:
 - The member is no longer able to contribute effectively
 - A conflict of interest arises
 - Conduct is inconsistent with the values of IAFIE Europe

6. Chair and Liaison

1. The Chair of IAFIE Europe will act as liaison between the Board of Directors and the Advisory Board.
2. The Chair is responsible for:
 - Coordinating meetings
 - Consolidating advisory opinions
 - Communicating recommendations to the Board of Directors

7. Meetings

1. The Advisory Board meetings may be convened at the request of the Board of Directors, either virtually or in person.
2. Meetings are agenda-driven and focused on specific questions submitted by the Board.
3. No quorum or voting rules apply, as the Advisory Board does not take decisions.

8. Outputs

1. Recommendations shall clearly state that they are **advisory and non-binding**.
2. The Board of Directors determines whether and how advice is used.

9. Confidentiality and Ethics

1. Members shall respect the confidentiality of all information received.
2. Members shall declare any potential conflict of interest.
3. Advisory Board members are expected to act in a spirit of loyalty to the mission and values of IAFIE Europe.

10. Review of the Terms of Reference

These Terms of Reference shall be reviewed by the Board of Directors every **three (3) years**, or as needed, and may be amended by decision of the Board.

11. Entry into Force

These Terms of Reference enter into force on the date of their approval by the Board of IAFIE Europe.

These Terms of Reference were approved by the Board of IAFIE Europe on 3.02.26.