

International Association for Intelligence Education

- Europe Chapter -

BYLAWS

Adopted and approved by the IAFIE Europe Chapter Board on 07.10.2025

ARTICLE I. NAME

The name of the entity (chapter) shall be the International Association for Intelligence Education (IAFIE) (hereafter referred to as IAFIE Global, or the Association) - Europe Chapter (hereafter referred to as the Chapter), or by its short name of **IAFIE Europe**.

ARTICLE II. GOALS AND PURPOSES

The Chapter acts in accordance with the general principles of IAFIE (www.iafie.org).

The chapter is open to all those in Europe (by place of work or study, residency, or citizenship) or with an academic interest in Europe who wish to further the goals IAFIE has set for itself and its members, across academia, training and education, and the world of intelligence practitioners.

The goals of the Chapter are to:

- Respond to the need among intelligence educators, trainers, practitioners and professionals in Europe to promote intelligence by taking into account the specificities of European intelligence requirements, principles and methods, at national and supranational levels, without excluding a broader global view of the way intelligence is organized, taught, and practiced;
- Provide a forum for expanding, exchanging, and enhancing research, knowledge, and professional development in intelligence in Europe;
- Advance the intelligence profession by setting standards, building resources, and sharing knowledge in intelligence;
- Foster relationships and cultivate cooperation between intelligence professionals in academia, private sector, governments and supranational institutions;
- Develop, disseminate, and promote theory, curriculum, methodologies, techniques, and best practices for pure and applied intelligence; and
- Establish and maintain contacts with other organizations devoted to the study and

teaching of intelligence, especially those in Europe.

ARTICLE III. MEMBERSHIP

1. IAFIE members who/which are located within Europe (Europe, as defined by the UN M49 Standard <https://unstats.un.org/unsd/methodology/m49/>), will automatically be considered members of IAFIE Europe.
2. IAFIE Europe may include additional criteria for accepting members of the European chapter who do not fall into the categories at (2) above.
3. Other members of IAFIE with an interest in intelligence research and education in and on Europe may become members of the Europe Chapter if they wish, upon request, by submitting to the IAFIE Europe Board a letter of intent.

ARTICLE IV. DUES

IAFIE Europe recognises the lifetime memberships and non-dues derogations granted by IAFIE Global.

The membership dues are paid directly to IAFIE Global.

For purposes related to the development of IAFIE Europe and its activities, a portion of the membership dues paid by European members may be allocated to the Europe Chapter and managed through its designated bank account. This arrangement will be governed by separate Memoranda of Understanding (MOUs) established between the parties.

ARTICLE V. BOARDS OF IAFIE EUROPE

IAFIE Europe has one standing board made up of the Executive Officers of the Chapter – the **Executive Board** – and can establish other boards, as needed. Their creation will be accompanied by norms establishing their roles in relation to the Executive Officers and the needs and functioning of the Chapter.

IAFIE Europe shall seek to form and maintain an active **Advisory Board** composed of former Chairs and members of the Board who offer their experience, institutional knowledge, and strategic guidance to support the long-term development of the association. While not involved in the day-to-day work of the Chapter, the members of the Advisory Board contribute on a consultative and honorary basis, helping to ensure continuity, uphold the association's values, and mentor current leadership when needed.

The Executive Board is organised as a college, making decisions collectively, unless otherwise specified in these Bylaws, and it leads the activities of the Chapter. It also exercises a function of oversight over the activities of the Chapter which may be undertaken by its members, as well as over any temporarily appointed project managers, representatives, chairs, special assignments, and any other activities of the Chapter.

The Executive Board is responsible for liaising and coordinating with IAFIE Global and has responsibilities in the discharge of the budget and any other financial activities required by the activity of the Chapter.

The Executive Board may decide to appoint existing members of the Board to oversee specific activities that are not included regularly in their portfolio or may decide to create new permanent portfolios covering a coherent set of activities, if needed.

The Executive Board will work jointly with IAFIE Global's Vice President for Membership to assign responsibilities related to membership development to one of the regular executive members of the IAFIE Europe Executive Board.

A. Composition of the Executive Board

The Executive Board is composed of:

1. A Chair
2. A Vice-Chair
3. Four Officers for Research & Education
4. A Communications Officer
5. A Treasurer
6. A Student Chapters Representative (non-voting; upon invitation)

Terms of office shall be two years.

At the first Board meeting, the four officers will assume responsibility for the portfolios related to education and research, as well as for the specific activities of IAFIE Europe.

Responsibilities related to (1) governance, (2) partnerships, and (3) membership will be distributed amongst the four officers in accordance with their individual areas of expertise. Board members can request to be relieved of their duties and responsibilities on the board with a one-month notice period.

Board members can be suspended from the Board by a justified decision of the Chair, upon a motion by another member of the board, and with a simple majority vote of the rest of the active, in good standing, and present board members. At least half of the Board members have to be present in the meeting or convey their vote on this specific matter to the Board, in writing, at least 48 hours before the board meeting. Board members can also request their temporary suspension if they can no longer fulfil their mandate for a given period of time.

Removals of elected officers from the Board can happen on ethical or legal grounds with a two thirds majority of the board, as well as for neglecting their duties and responsibilities as a board member for a duration of up to three consecutive months or for 50% time or more over a period not shorter than six months for which they have not notified the Board.

Upon suspension or removal of a Board member, based on the Chair's proposal, the Board shall decide whether they find a new person to take over the responsibilities of the Board member, temporarily or until the end of the term of the Board; or whether they transfer part or all the responsibilities and duties of the suspended or removed Board member to one of the board members who is in good standing.

Board members who are suspended or removed from the Board may appeal this decision by doing so in writing to the Chair of the Governance Committee for IAFIE Global. This appeal must be submitted within 28 days of their suspension or removal.

IAFIE Europe will align with the Code of Conduct provisions of IAFIE Global.

B. Duties of the Executive Board

The Board shall:

1. Organise the Chapter's meetings (regular Board meetings, annual business and general meetings);
2. Communicate to members of IAFIE regarding matters of importance in intelligence education;
3. Cooperate on international intelligence education efforts;
4. Engage in long-range planning for intelligence education;
5. Support the professional development of members of the Chapter and of IAFIE, in a broader sense;
6. Recommend sound intelligence practices within affiliated academic, public and private entities;
7. Approve Chapter publications;
8. Recommend research to advance intelligence education;
9. Oversee and review the Chapter's activities;
10. Act for the members' interest and on their behalf between Board meetings;
11. Appoint and oversee ad-hoc committees and working groups, as necessary; and
12. Exercise all powers not reserved for others elsewhere in these Bylaws.

C. Duties of the Board Members

1. **Chair** - provides overall leadership, ensures the strategic direction of the Association, and represents it externally. They shall have all duties and responsibilities usually conferred upon a presiding officer, which shall include, but not be limited to:

- chairing all regular and special meetings;
- calling special meetings;
- representing the organization to the general public and other organizations, and

- delegate this capacity, when appropriate and as needed;
- filling vacancies on the Board;
- preparing and communicating programmatic, management and other recommendations to the full membership.

2. **Vice-Chair** - assists the Chair in fulfilling their duties and may take on specific tasks delegated by the Chair and acts on behalf of the Chair in their absence, including presiding over meetings or representing the organization publicly.

3. **Officers for Research & Education (4 positions)** – entrusted with specific responsibilities to support the implementation of the Association’s mission and the delivery of its strategic objectives.

6. **Communications Officer** – manages external and internal communications.

7. **Treasurer** – oversees the financial management of the Chapter in a transparent, accurate, and accountable manner, in alignment with the policies and reporting standards of IAFIE Global.

8. **Student Chapters Representative** (non-voting; upon invitation) – voices student perspectives, promotes student engagement, and provides input on student-related initiatives.

All Board members are accountable for fulfilling the specific duties they have agreed to undertake or that have been formally assigned to them.

D. Executive Board Elections

1. Elections will occur on a bi-annual basis to commence in winter 2025, with the term in office starting in January 2026.

2. All IAFIE Europe natural persons members can stand to be elected. Student chapters need to elect a single representative.

3. Elections to the Executive Board will occur by secret ballot organised online by an Electoral Officer who has no interest in the outcome of the elections. All IAFIE Europe members with paid dues and in good standing are eligible to vote in Board elections. Each Board position will be filled by a simple majority of those members voting. Candidates must be full members of IAFIE and must be members of IAFIE Europe.

4. The elections will be announced 2 months before voting opens. During the first 30 days after this announcement, interested members must notify the Board of their intention to run, for which position, and submit a candidate statement. During the subsequent 30 days the Electoral Officer will prepare the ballots and voting process. The Electoral Officer will then send the candidate statements and voting instructions to all IAFIE Europe members who are eligible to vote. Voting will be kept open for 30 days, allowing all interested the opportunity to vote, and will close no later than 90 days after the announcement of the electoral process.

5. During this period of 90 days corresponding to the electoral process, the Executive Board may not amend or change the Bylaws and will not change the parameters of the electoral

process unless some critical reasons beyond their control can be invoked. Elections cannot be cancelled, but the voting period can be extended by a maximum of one month.

E. Vacancies

Vacancies on the Executive Board caused by resignation, death, or removal shall be temporarily filled by the Chair of the Board in consultation with the Board.

F. Resignations

Members of the Executive Board may resign at any time, with a notification of 30 days, and a turning in of their work – implying that they should transfer their data to at least one colleague of the Board, and instruct on the latest of their work and pending matters that need to be picked up by a colleague or the Board.

G. Board Augmentation

The Chair may appoint at-large Board members to augment needed skills and experience. The appointments must be approved by a majority of the Board members present during the meeting these decisions are made.

H. Meetings

The Board shall meet, in person or online, at least once every three months. Special meetings shall be called at the request of two voting members of the Board.

I. Quorum

A quorum of the Board shall consist of a simple majority of the elected members present at the meeting. Suspended or removed members of the Board are not counted towards the quorum.

ARTICLE V. MEETINGS

A. Annual Business Meeting

1. IAFIE Europe shall have the responsibility of conducting an annual Business Meeting to serve its members and others interested in intelligence. The date and place will be determined by the Executive Board. The Board shall seek input from the members regarding the place and date for subsequent annual meetings.
2. Notice of the annual Business Meeting shall be sent to all members at least 90 days before said meeting.
3. Voting Members may raise any issues pertaining to the business of the Chapter at the Business Meeting.
4. Voting on issues may be accomplished either through electronic means or in person at the Business Meeting. Voting shall be coordinated by the members of the Board. Votes communicated asynchronously (e.g. via email) need to be pre-notified to the Board -

those who can't be present and desire to express a vote need to formally notify the board that they will be expressing their vote via email.

B. Special and Additional Meetings

Special or additional meetings of the Association shall be called by the Executive Board respecting the same notification period and delays until holding the meeting.

C. Language

Meetings, documentation, and other communications will generally use the English language, with official translations made where appropriate.

ARTICLE VI. COMMITTEES

A. Standing and Ad-hoc Committees

1. All full members of the Association shall be eligible to serve on standing and ad-hoc committees. Each committee will be chaired by a member of the Executive Board or by someone appointed by the Board.

2. If a Chair vacancy occurs on a standing or ad-hoc committee, the Chair of the Board is empowered to appoint a replacement. These replacements shall carry on their work until the next regularly held elections. Ad-hoc committees' replacements will continue their role until the ad-hoc committee completes its work or is disbanded.

B. Committee Recommendations

All recommendations of the Committees shall be forwarded to the Executive Board for appropriate action and disposition.

ARTICLE VII. FINANCES and OWN RESOURCES

A. Financial Reports

The Board officer responsible for financial and treasury activities, in conjunction with the Chair, shall prepare an annual report on the Chapter's financial activities. This report shall be made available for members at the Annual Business Meeting.

B. Revenues

The Executive Board is empowered to solicit revenue sources other than dues such as institutional support from foundations, individuals, businesses, and meetings revenues. Further revenues can be generated through activities organised by and on behalf of the Chapter, on intelligence topics, in relation to the objectives and target audience of the Chapter.

C. Conferences, Webinars, and Workshops

If involved in co-organising events, even among IAFIE entities, IAFIE Europe will make arrangements for an agreement to be reached, prior to the start of the activity, so that a share of any revenue generated be directed to the IAFIE Europe account upon completion of the activity and of the accounting and financial processes associated.

Any IAFIE activities that are organised or co-organised by IAFIE Europe that achieve a financial result that more than covers the costs (organisation and implementation) will have those proceeds, in their totality or after splitting between the parties involved, directed to the IAFIE Europe account.

ARTICLE IX. LIMITATIONS

In line with IAFIE Global, this Chapter shall be non-profit, non-partisan and non-political. The Chapter shall work only toward the objectives stated in Article II of these Bylaws. The Chapter will take no partisan action or commit its members to any position except those pertaining to intelligence education and research.

ARTICLE X. AMENDMENTS

Amendments to these bylaws can be proposed by any IAFIE Europe full member in regular standing (dues paid, not suspended) at the Annual Business Meeting of the Chapter, or communicated to the Board at least 30 days in advance, and can be adopted by a majority of the votes cast by full members of the Chapter in regular standing present at the annual meeting or via email ballot authorized by the Executive Board, provided that notification of the proposed changes shall be posted no later than thirty days in advance of the Chapter's Annual Business Meeting.

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