



12th November, 2024

Dear IASNR Members,

This letter provides further details about the development process for the new IASNR strategic and business plans. IASNR Council extends you an invitation to actively participate in the co-creation of these plans over the coming nine months.

In March 2024, the IASNR Council identified a need to create a new strategy and business plan to support the core operations of the organisation over the coming five years, including conferences, membership, publications, and hub arrangements. A Strategic Planning Ad-hoc Committee was established to support the consultant recruitment process and provide the first line of communication for the strategic and business planning process. This committee is comprised of the IASNR Executive team (Christopher Raymond, Kelly Biedenweg, John Parkins), IASNR Council members Trace Gale and Tom Fish, and IASNR member Felix Fernando, who has strategic planning expertise.

The IASNR Strategic Planning ad-hoc Committee developed a request for proposals (RFP) to engage a consultant to support the co-creation of the IASNR strategic and business plans via a participatory process involving IASNR Council and Members. After proposal reviews and interviews, the nRhythm consulting firm was selected from a pool of four short-listed organisations for their convincing proposal that strongly aligned with the IASNR requirements. The Strategic Planning ad-hoc Committee also appreciated nRhythm's demonstrated experience in helping international scientific organisations like the Society for Conservation Biology, with the development of their strategic direction and hub governance arrangements. In July 2024, the IASNR Council voted to approve the engagement of nRhythm to support the co-creation of the IASNR plans.

About nRhythm

nRhythm is an innovative organizational and network design firm with roots in natural resource management and holistic land stewardship. nRhythm believes that organizations and global associations, like IASNR, should be managed as complex, living systems rather than top-down, hierarchical structures. nRhythm will guide IASNR through its Living Systems Framework to co-create an adaptable, resilient, and dynamic strategic and business plan.

Over the coming nine months, nRhythm will be engaging with IASNR Council and members in a series of activities in support of the strategic and business plans. They include:

- An organisational health assessment survey will be sent to all members in January 2025. This anonymous survey tool, developed by [nRhythm](#), is designed to help us better understand and enhance the health and resilience of IASNR. This assessment will offer a comprehensive overview of IASNR's current state by examining our organizational structure, health, and openness to change. The collective results will be used to inform the co-creation of the future strategic plan and business plan.
- A 3-day in-person Council Retreat will be held in Los Angeles in March 2024. nRhythm will conduct this workshop using their Living Systems Framework to support a participatory, inquiry-based co-design process. nRhythm has extensive experience facilitating workshops in complex environments, helping diverse groups analyze complex patterns, engage in crucial conversations, and address tensions to create generative solutions. The goal of this workshop is to create high level potential strategic scenarios to be reviewed by all members and further refined. nRhythm will conduct targeted interviews with interested IASNR members to explore the initial strategic scenarios during April to May 2024;
- A series of co-creation workshops linked to initial strategic scenarios generated by Council in March 2024 will offer a wider engagement with all IASNR members attending the June 2025 conference in Vancouver.
- Online opportunities to reflect in the initial strategic scenarios for those members who cannot attend IASNR 2025 will be provided.
- Follow-up meetings with IASNR Council to refine the strategic plan and to co-create the associated business plan.

We appreciate that everyone is very busy and engagement in strategic planning processes across different time zones can be challenging. We have set up these multiple modes of engagement to reach as many members as possible. IASNR Council is committed to making this process as transparent and as inclusive as possible. We hope that it will provide new insights and pathways that will strengthen our organisation going forward.

If you have any questions, concerns or suggested refinements to the engagement process, please contact Dr. Jeffrey Su, jeff@nRhythm.co

Yours sincerely,

IASNR Strategic Planning Ad-hoc Committee

Christopher Raymond

Kelly Biedenweg

John Parkins

Trace Gale

Tom Fish

Felix Fernando