GOVERNING BOARD ORIENTATION MANUAL

1. **Roles of Governing Board**
    a. The Basic Responsibilities of Nonprofit Boards
    b. Legal Obligations of the Nonprofit Board
    c. Board/Staff Leadership
    d. Responsibilities of Governing Board and Governing Board Members
    e. Committees, Representatives, and Boards
    f. Background to the Conflict of Interest Policy
    g. Conflict of Interest Policy and Agreement Form
    h. Whistle-Blower Protection Policy

2. **ESA Office**
    a. Organization Chart
    b. ESA Staff Biographies
    c. 2009-2010 ESA Office Holidays

3. **Meetings**
    a. Future Governing Board Meetings
    b. ESA Governing Board Annual Agenda Calendar
    c. Schedule of Program Reviews and Mid-Term Reviews
    d. Agenda Development
    e. Annual Meeting Roles
    f. Future Annual Meetings
    g. New Meeting & Travel Reimbursement Policy
    h. ESA Travel Reimbursement Request Form

4. **Financial**
    a. Guidelines for the Investment of the Restricted Funds of the ESA
    b. Statement of Activities – **Handout only**
    c. Fiscal Year Budget – **Handout only**

5. **Long Range Plan**
    a. ESA Long Range Plan (August 2009 Priorities)
    b. ESA Long Range Plan

6. **Other**
    a. ESA Policy Papers
    b. ESA Policy Statements
    c. ESA Position Papers
    d. Issues in Ecology
    e. ESA Green Policy
    f. ESA Corporate and Commercial Support or Donations Policy

7. **Lists**
    a. Governing Board List
    b. ESA Leadership Roster **–LINK**

8. **ESA Constitution and Bylaws - LINK**
9. **ESA Code of Ethics – LINK**

10. ESA Forms

a. 2010 Membership Form **–LINK**
b. Publications
   i. Publications Schedule 2008-2011
   ii. 2010 Institutional Subscription Rates & Renewal Invoice **–LINK**
c. Certification Program **–LINK ALL FORMS**
   i. Submission Policy for All Forms
   ii. Application for Streamline Certification Process
   iii. Application for New Certification or Upgrade
   iv. Application for Re-Certification

THE BASIC RESPONSIBILITIES OF NONPROFIT BOARDS

1. Determine the organization's mission and purpose.
2. Select the chief executive.
3. Support the chief executive and assess his or her performance.
4. Ensure effective organizational planning.
5. Ensure adequate resources.
6. Monitor resources effectively.
7. Monitor and strengthen the organization's programs and services.
8. Enhance the organization's public standing.
9. Ensure legal and ethical integrity and maintain accountability.
10. Recruit and orient new board members and assess board performance.

Adapted from Ten Basic Responsibilities of Nonprofit Boards by Richard T. Ingra.
Published by the National Center for Nonprofit Boards.

LEGAL OBLIGATIONS OF THE NONPROFIT BOARD

According to nonprofit corporation law, a board member should meet certain standards of conduct and attention to his or her responsibilities to the organization. These are referred to as the duty of care, the duty of loyalty, and the duty of obedience:

- **Duty of Care –** means using your best judgment. It doesn't mean you have to be perfect or that you cannot make a mistake, but that you have exercised reasonable caution in making decisions.

  How do you do that as a board member? A few ways: ask good questions, attend meetings, participate in discussions, learn about the organization's programs, and read materials.

- **Duty of Loyalty –** means putting your personal and professional interests aside for the good of the organization. Having a conflict of interest policy in place would be one way to exercise duty of loyalty.

- **Duty of Obedience –** means being true to the organization's mission. Using funds for the purpose for which the organization was established, not for a completely different purpose. A donor has a right to expect that the funds given will be used for the stated purpose. It is also important that the board ensures that the organization is following all laws and regulations that may apply to a nonprofit organization, such as payments of any taxes and public disclosure of information.

Adapted from *The Legal Obligations of Nonprofit Boards.* A Guidebook for Board Members by Jacqueline Covey Leifer and Michael Glomb.

BOARD/STAFF LEADERSHIP

The following are examples of typical board or staff leadership roles in nonprofit organizations:

The Board takes the lead, for example, when it:

- Articulates the guiding values of the organization through policies that put the organization's mission into action;
- Hires, supports, and evaluates the executive director;
- Opens the doors to fundraising in the community;
- Monitors fiscal management, approves the annual budget, and ensures that there is an annual audit; and
- Selects, recruits, and orients new trustees.

The executive director takes the lead when he or she:

- Develops and proposes policy questions for the board's consideration;
- Hires, supervises, and motivates staff; and
- Develops and implements programs.

The board, board chair, executive director, and staff share the lead when they:

- Develop a strategic plan;
- Create fundraising plans and strategies;
- Initiate and implement periodic organizational evaluations; and
- Prepare for board meetings.

© National Center for Nonprofit Boards

Responsibilities of the Governing Board and Governing Board Members.

Source: Constitution and By-laws (as amended December, 2005, and August 2012)
And ESA Employee Handbook (as amended September, 2008)

Governing Board

- Act on all matters of the Society except final approval of budget, and final approval of changes to Constitution and By laws
- May terminate an individual's membership
- Consider proposals from members
- Receive and act on reports from Officers, Executive Director, Sections, Chapters, Committees
- Designate time, place and theme of Annual Meeting
- Hire, fire, and evaluate the Executive Director
- Appoint committees as needed
- Appoint and evaluate Editors-in-Chiefs of *Ecology*, *Ecological Applications*, *Ecological Monographs*, and the *ESA Bulletin*
- Approve special Society reports
- Approve Section and Chapter By-laws and amendments, and approve dues
- Approve awards, grants, and fellowships
- Request investigation of ethical misconduct
- Act on recommendations to sanction members for ethical misconduct
- Review and decide appeals of those denied certification

President

- Chair the Governing Board
- Serve as Primary Spokesperson for the Society
- Appoint three members to the Nominating Committee
- Appoint standing committee chairs (from nominations from Vice Presidents)
- Charge standing committees through Vice President or Secretary to whom the committee reports
- Appoint special committees
- Appoint selection committee for Executive Director
- Oversee with President-elect setting of criteria for Executive Director and evaluation process
- Maintain Executive Director's personnel file
- Appoint monitors for special Society reports
- Serve as voting, Ex-officio member of the Public Affairs Committee
- Serve as voting, Ex officio member of the Education and Human Resources Committee
- Receive reports from "whistleblowers" and coordinate investigation
- Receive and investigate complaints of ethical or sexual harassment concerning the Executive Director

Past President

- Chair the Nominations Committee
- Assume duties of the President if the President and President-elect are unable to do so
- Chair the Governing Board if the President and President-elect are unable to do so
- Deliver an address at the annual meeting (now an option)

President-elect

- Assume duties of the President if President is not able to do so
- Chair the Governing Board if President is not able to do so
- Oversee with President setting of criteria for Executive Director and evaluation process

Vice President for Finance

- Develop fiscal and investment policy
- Review annual budget
- Conduct long term fiscal planning
- Oversee business, finances and management of Society
- Chair the Development Committee
- Receive the annual audit from the Audit Committee
- Recommend Chair for committees reporting to the Vice President
- Arrange meetings at the annual meeting for committees reporting to the Vice-President
- Nominate chair and other members, charge and represent Development Committee
- Appoint, charge and represent Audit Committee
- Receive reports from "whistleblowers" and coordinate investigation

Vice President for Science

- Policy oversight of science programs
- Chair the Committee on Science
- Recommend chairs for committees reporting to the Vice-President
- Arrange meetings at the annual meeting for committees reporting to this Vice-President
- Oversee and represent the Editors in Chiefs of Society Journals
- Nominate chair, appoint, charge, and represent:
  - Meetings Committee
  - Science Committee
  - Publications Committee
  - Representatives to other scholarly societies as designated by the Governing Board
    - Currently: American Society for Agronomy
      Council for Aquatic Sciences
      Society for Environmental Toxicology and Chemistry
      Society for Photogrammetry and Remote Sensing
      Soil Science Society of America
      International Union of Biological Sciences

Vice President for Education and Human Resources

- Oversee activities related to education and recruitment, professional development and recognition of members
- Chair the Committee on Diversity and Education (formerly EHRC)
- Request investigations of ethical misconduct
- Recommend chairs for committees reporting to the Vice-President
- Arrange meetings at the annual meeting for committees reporting to this Vice-President
- Oversee and represent the Board of Professional Certification
- Nominate chair, appoint, charge and represent:
  - Awards Committee
  - Committee on Diversity and Education
  - Grants and Fellowships Committee
  - Professional Ethics and Appeals Committee
  - Representatives to other scholarly societies as designated by the Governing Board
    - Currently: Council for Education and Life Sciences
      Journal of Natural Resources and Life Sciences Education (ESA Editor)
      National Association of Biology Teachers
      North American Association for Environmental Education

Vice President for Public Affairs

- Oversee public affairs, international affairs, and public policy activities
- Chair Public Affairs Committee
- Recommend chairs for committees reporting to the Vice-President
- Arrange meeting at the annual meeting for committees reporting to this Vice-President
- Nominate chair, appoint, charge and represent:
  - Public Affairs Committee
  - International Relations Committee
  - Representatives to other scholarly societies as designated by the Governing Board
    - Currently: Advisory Committee on Water Information
      North American Water Quality Advisory Council
      AAAS Representative
      AIBS Representative

Secretary

- Oversee nominations and elections process
- Prepare Council agenda
- Notify Council about Sections or Chapters which are inactive for two or more years
- Record proceedings of the Society
- Maintain contact with Sections and Chapters
- Report Governing Board actions to the Council
- Develop Governing Board agendas with President (and Executive Director)
- Keep records of meetings, policies, and procedures
- Maintain familiarity with the Constitution and By-laws
- Serve on Meetings Committee
- Recommend chairs for committees reporting to the Secretary
- Arrange meeting at the annual meeting for committees reporting to the Secretary
- Nominate chair, appoint, charge and represent:
  - Historical Records Committee
- Represents:
  - Sections
  - Chapters

Members at Large

- Serve on the Nominations Committee
- Represent the diverse views, goals and objectives of the members
- Chair special committees if requested
- Serve as monitors for reports if requested

Committees, Representatives, and Boards

Committees and Representatives are nominated, charged, and represented by:

1. Vice President for Finance

Audit
Development

2. Vice President for Education & Human Resources

Awards
Committee on Diversity and Education (formerly EHRC)
Grants & Fellowships
Professional Ethics & Appeals
Board of Professional Certification (represents only)
Representatives to other scholarly societies, as designated by Governing Board
Currently: Council for Education in the Life Sciences
Journal of Natural Resources & Life Sciences Education Editor
National Association of Biology Teachers
North American Association for Environmental Education

3. Vice President for Public Affairs

Public Affairs
International Relations
AAAS representative
AIBS representative
Representatives to other scholarly societies, as designated by Governing Board
Currently: Advisory Committee on Water Information
North American Water Quality Advisory Council

4. Vice President for Science

Publications
Meetings Committee
Science Committee
Editors-in-Chief of Society journals
Representatives to other scholarly societies, as designated by Governing Board
Currently: American Society for Agronomy
Council for Aquatic Sciences
Society for Environmental Toxicology & Chemistry
Society for Photogrammetry & Remote Sensing
Soil Science Society of America
International Union of Biological Sciences
NEON, Inc

5. Secretary

Historical Records
Sections and Chapters (represents only)

BACKGROUND TO THE CONFLICT OF INTEREST POLICY

Conflict of interest policies are designed to protect the integrity of the individual and the institution.
Conflict of interest is defined as any activity, transaction, relationship, service or consideration that is, or appears to be, contrary to the best interests of the Society or in which the interests of an individual or another organization has the potential to be placed above those of the Society. Any Member must disclose the existence of any actual or possible Conflicts of Interest and all material facts to the Society entity considering the proposed transaction. Action to address the conflict shall be taken by the ESA Governing Board.

Under nonprofit law, officers and directors have a duty of loyalty and a duty of care to the organization on whose governing board they serve. The duty of loyalty requires the avoidance of advancing personal interests in ways that injure or take advantage of the organization. The duty of loyalty also requires that members serving on committees, boards, panels and/or forums shall not adopt an idea for their personal or professional use that is under consideration by the Society as a project or program.

Strict standards of honesty and good faith are expected so that actions are taken in the best interests of ESA. The duty of care requires the Society's Governing Board members to apply reasonable skill and judgment in managing ESA's affairs, to exercise reasonable business judgment, and to pay attention to the activities and finances ESA.

ESA members also expect the same duties of care and loyalty from those representing the organization in many other capacities, not just officers and Governing Board members. They expect those representing ESA, regardless of position, to put individual interests aside when they are representing or acting in the name of ESA. ESA expects and requires that those provided the opportunity to manage and represent the organization in any capacity will adhere to these basic obligations of loyalty and care and not advance their own personal advantage ahead of the Society and its members.

An area that has the potential for Conflict of Interest and the appearance of Conflict of Interest is Grants and Contracts. The italicized information regarding grants and contracts was developed by the ESA Governing Board in November 1999.

"ESA staff members develop proposals to fund programmatic activities related to Society functions. As opposed to scientific research these activities might include symposia, workshops and conferences, development of technical report, publications and brochures for the public — written and/or web-based, or other projects that further ESA goals. Most often ideas for proposals come from ESA standing and ad hoc committees and staff. Staff may ask committee members or other ESA members to review proposals before submission. In most cases, an ESA staff member as the Principal Investigator or co-PI is collaborating with an ESA member or members. Proposals are submitted to the Federal government, private foundations, individuals or family foundations and corporations.

ESA members collaborate with ESA staff in the following ways:

- *Co-Principal Investigator – An ESA member serves as Co-PI on an ESA proposal. The individuals are not compensated although expenses may be covered.*

- *Planning/Advisory Committees – A planning committee is routinely formed in order to ensure that the proposed activity is based on sound ecological science. Names for the committee are sought from ESA standing and ad hoc committees and may include committee members. These individuals will not be compensated however travel costs will be covered, and under some grants, modest honoraria may be included.*

- *Consultants – Grant funded activities may call for development of material that requires more time than that provided by a planning committee and more expertise than may be available among staff. If this is the case, a consultant who may be a member of ESA will be hired. Consultants are identified by the appropriate committee. Consultants may be paid.*

ESA committees, section and chapters might wish to write proposals to support ESA activities. Such proposals may or may not have an ESA staff component. If ESA is involved, i.e, the grantee is ESA, an ESA chapter or section, the Executive Director must be involved in the development of the proposal. If the money is to be managed by ESA or ESA is the fiscal agent, staff may add ESA costs or overhead to the budget, complete any forms required and formally submit the proposal."

As ESA continues to develop its contributions and grants revenue streams, other patterns of involvement may arise. This wider involvement of members and professionals in the field gives rise to a number of concerns. Of particular concern is the regulation by the United States Internal Revenue Service that service on a nonprofit board or committee may not be of private benefit or gain (inurement). Any nonprofit organization where members use their connection and activities within the society for private gain will place the tax-exempt status of the organization in jeopardy.

All board, staff, committee, panel, task force and members are expected to acknowledge and adhere to the Conflict of Interest Policy.

Adopted 08.04.06

CONFLICT OF INTEREST POLICY

The purpose of the conflict of interest policy is to ensure that the affairs of the Society are managed in an ethical and responsible manner. It protects the interests of ESA and the interests of the members. A conflict of interest policy is particularly important when such interests might appear to benefit the private interests of an officer, director or member of ESA. Conflict of interest is defined as any activity, transaction, relationship, service or consideration that is or appears to be contrary to the best interests of ESA.

All ESA officers, directors, members and employees acting on behalf of ESA are expected to meet the highest standards of ethical conduct. They are expected to avoid any activity or situation where their personal interests could conflict or appear to conflict with the best interests of ESA.

Officers and directors of ESA have fiduciary obligations to the Society and its members under not-for-profit and general corporate law. These may be defined as a duty of care and a duty of loyalty. The duty of loyalty requires the avoidance of advancing personal interests in ways that injure or take advantage of ESA. The duty of care requires that ESA's Governing Board members apply reasonable business judgment, pay close attention to the activities and finances of the Society, and advance its interests whenever possible or appropriate. Annually Governing Board members, committee members, panels, and task forces have the responsibility to disclose any existing or potential conflicts of interest.

Conflicts of interest will be handled on a case-by-case basis by the Governing Board who will have the responsibility to determine appropriate action with regard to the real or perceived conflict of interest.

Adopted 08.04.06

Name _____

Employer _____

ESA Position _____

Conflict of Interest Policy Agreement Form

I have read and agree to abide by the ESA Conflict of Interest Policy. To the best of my knowledge, except as disclosed on this form, neither I nor any person with whom I have or have had a personal or business relationship is engaged in any transaction or activity or has any relationship that may represent a potential Conflict of Interest or be contrary to the best interests of the Ecological Society of America. I agree immediately to disclose to the Society any potential Conflicts of Interest that might arise hereafter.

_____ _____

Name of Officer/Director/Committee Member **Date**

Please identify any potential Conflicts of Interest below.

WHISTLEBLOWER PROTECTION POLICY

ESA is committed to facilitating open and honest communications relevant to its governance, finances, and compliance with all applicable laws and regulations. It is important that ESA be apprised about unlawful or improper behavior including, but not limited to, any of the following conduct:

- theft;
- financial reporting that is intentionally misleading;
- improper or undocumented financial transactions;
- improper destruction of records;
- improper use of assets;
- violation of ESA's conflict-of-interest policy; and
- any other improper occurrence regarding cash, financial procedures, or reporting.

We request the assistance of every employee who has a responsible belief or suspicion about any such improper transaction. ESA values this input and each employee should feel free to raise issues of concern in good faith, without fear of retaliation. Employees will not be disciplined, demoted, lose their jobs, or be retaliated against for asking questions or voicing concerns about conduct of this sort. At the same time, ESA expects all employees to take this policy seriously, to use it in good faith, and to use it when necessary and in a judicious manner . Reports that are not made in good faith, or otherwise are intended to harass or annoy an employee, may result in disciplinary action, including termination.

Making a Report

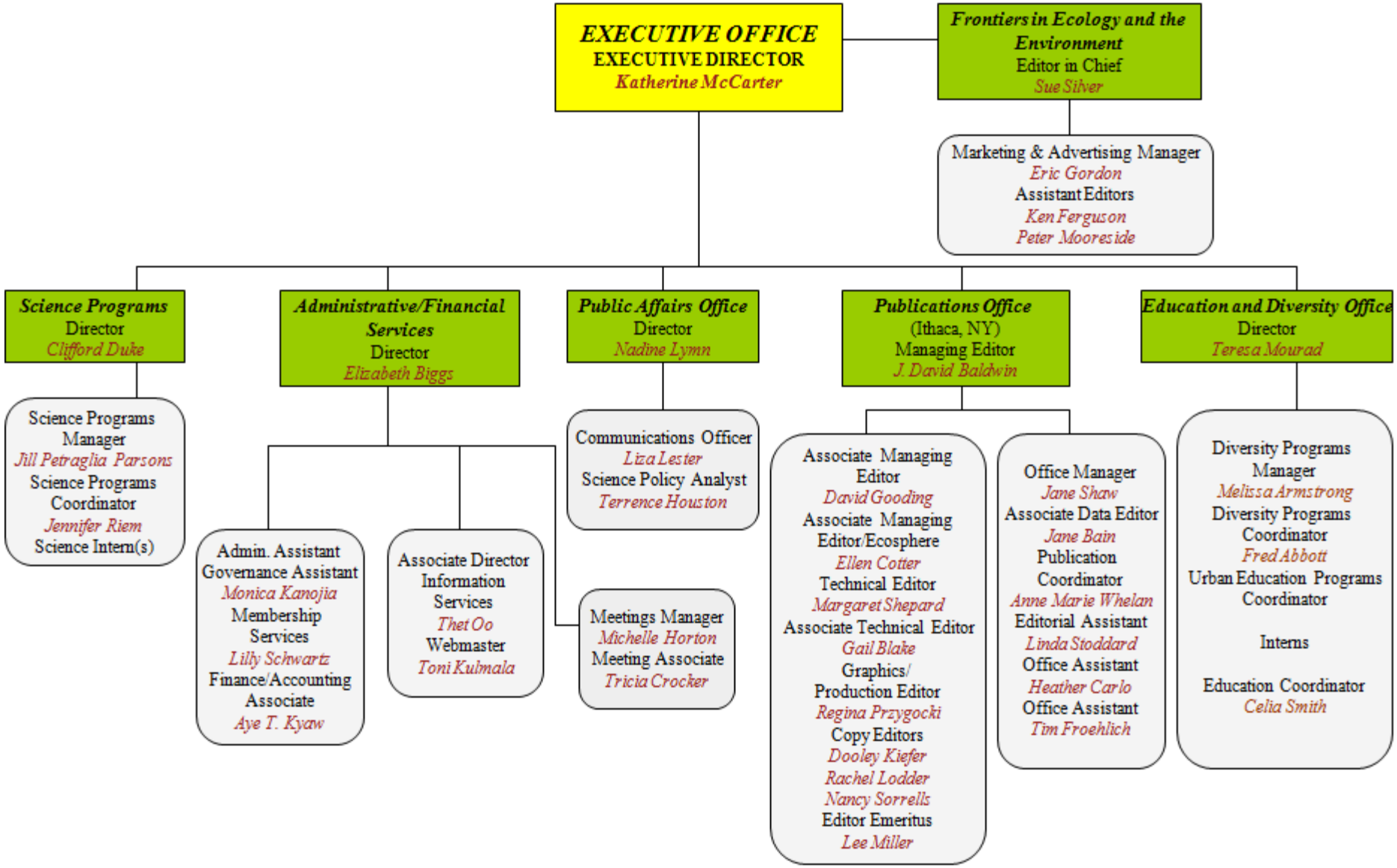
We encourage any employee who has a concern regarding an action concerning ESA's governance, finances, or compliance with all applicable laws and regulations to raise the concern with a supervisor or the Executive Director.

If for any reason the employee does not believe that these channels of communication are adequate, the concern should be reported immediately to either the Chair of the Governing Board or the Chair of the Audit Committee. Anonymous reports will be accepted, and all reports will be handled on a confidential basis. The contact information for the Chair of the Governing Board and the Chair of the Audit Committee are available on the Society's website.

Mark envelope: "TO BE OPENED BY ADDRESSEE ONLY PERSONAL AND CONFIDENTIAL"

The Chair of the Governing Board or the Chair of the Audit Committee will coordinate the investigation and ESA will take appropriate action as it deems justifiable by the circumstances.

The Ecological Society of America
Office Organization Chart



ESA STAFF BIOGRAPHIES

Katherine S. McCarter
Executive Director

Katherine S. McCarter was named Executive Director of the Ecological Society of America (ESA) in August, 1997. As the Executive Director, she oversees a budget of $6.8 million and a staff of 40 divided between offices in Washington, DC, and Ithaca, NY. She oversees the programs and finances of ESA and is the publisher of ESA's five journals. During her tenure she has increased ESA's budget and staff capacity, built the society's reserve funds, strengthened the scientific and public affairs programs, and established an office of education and diversity. Under her leadership, ESA expanded its existing scientific publications and initiated two new journals, the highly cited multidisciplinary *Frontiers in Ecology and the Environment*, and the open access, online only publication *Ecosphere*, launched in 2010.

Katherine McCarter has a masters degree in environmental health from the Johns Hopkins School of Hygiene and Public Health, and a BA in Biology from Cedar Crest College. She is the Immediate Past President of the Council of Engineering and Scientific Society Executives, an organization of over 170 engineering and scientific societies, and will join the Board of Directors of NEON, Inc. in 2011. McCarter has over 30 years of experience in the management of non-profit organizations, and has held a variety of positions in non-profit associations and government agencies.

J. David Baldwin
Managing Editor

J. David Baldwin assumed the role of Managing Editor of ESA publications on 1 October 1995. Baldwin received in B.A. from Wesleyan University and then taught biology and physical science at Milton Academy for several years before entering the program in Evolutionary Ecology and Behavior at the University of Iowa. At Iowa, he studied under Hugh Dingle and wrote his dissertation on genetic variation in temperature effects on life-history traits in *Oncopeltus fasciatus* (the large milkweed bug).

While still in graduate school, Baldwin began working for *Evolution*, eventually becoming Managing Editor of the journal, a position he held until 1990. He then became the Managing Editor of *The American Economic Review*, the flagship journal of the American Economic Association; he also served as Co-editor of the *American Economic Association's Papers and Proceedings*. While he reports finding more links between ecology and economics than most people imagine, he is delighted to have returned to the fold of ecology.

Dr. Clifford S. Duke
Director of Science Programs

Clifford S. Duke joined the Ecological Society of America (ESA) as Director of Science Programs in January 2003. The Science Office originated with ESA's Sustainable Biosphere Initiative in 1992, and focuses on the application of ecological science to environmental problem solving. To that end, the Office works with ESA members, other professional societies, and public agencies to develop workshops and publications on a variety of topics related to ecosystem sustainability, global change and biodiversity.

Before coming to ESA, Duke worked for 13 years in environmental consulting, managing preparation of environmental impact statements and ecological risk assessments for Department of Defense and Department of Energy facilities nationwide. He also contributed to a variety of transportation projects, from the environmental impact statement for the breakup of the Conrail railroad, to the planning of a bicycle trail in Washington, DC. Most recently, Duke ran the Arlington office of The Environmental Company, Inc., a firm headquartered in Charlottesville, VA.

Trained as a marine ecologist, Duke received his Ph.D. in Botany from Duke University, studying with Dr. Joseph Ramus at Duke University Marine Laboratory. Duke also obtained an M.A. in Public Policy Science from Duke University's Institute of Public Policy. Following his graduate studies, he held postdoctoral positions at Northeastern

University, Wellesley College, and the Harvard School of Public Health, before moving into the consulting field. Duke currently represents ESA on the AAAS Science and Human Rights Coalition, serves on the steering committee for the Sustainable Rangelands Roundtable, and is an ESA certified Senior Ecologist.

Nadine Lymn
Director of Public Affairs

Nadine Lymn is Director of Public Affairs for the Ecological Society of America, managing ESA's policy and media operations for the past 15 years. ESA works with numerous other DC-based scientific organizations and universities to give science a voice at the federal level. ESA public affairs activities include sponsoring congressional briefings and field trips, providing scientific input on legislation and proposed rule changes, producing bimonthly policy updates, advising the Society's leadership on key policy issues, advocating for federal support of science and science education, and highlighting ecological advances through press releases, podcasts, and ESA's blog.

Nadine previously served as ESA's Communications Officer and, prior to ESA, worked as a scriptwriter for Earthwatch/ Radio, developing over 100 radio stories on environmental issues. She also worked for the Chesapeake Research Consortium, providing support for the Environmental Protection Agency's Chesapeake Bay Program and for the National Association of State Departments of Agriculture, where she focused on nonpoint source pollution. Nadine holds a Master's degree in land resources from the University of Wisconsin-Madison and a dual Bachelor of Arts in Environmental Studies and German Language and Literature from the George Washington University.

Elizabeth V. Biggs
Director of Administration/Chief Financial Officer

Elizabeth has been in the financial office of ESA since April of 1997, and has expanded her role to Director of Administration/ CFO. Elizabeth has over 18 years of practical financial management experience. She was the Vice President of Finance for Danko Inc., a furniture manufacturing company, and responsible for all aspects of financial and administrative tasks. She was the founder and President of The Children's Furniture Company, with manufacturing facilities in Baltimore, Maryland, where she handled all aspects of running a start-up venture including business development, marketing and sales, product development, as well as financial and administrative functions. Since 1995 she has consulted with a variety of organizations as President of Controllers Inc., a bookkeeping and financial services company. Elizabeth has a B.A. from the George Washington University.

Teresa Mourad
Director of Education

Teresa Mourad joined ESA as Director of Education and Diversity Programs in June 2007. Teresa has more than 15 years of nonprofit management experience including program development, fundraising, membership development, event planning and grants management.

Prior to joining ESA, Teresa held positions at the North American Association for Environmental Education for four years as the Chief Operations Officer, at the Environmental Education Council of Ohio for more than six years as Executive Director, and at the International Young Catholic Students based in Hong Kong as Asian Coordinator for three years. In these positions, Mourad supported or developed several projects including the Environmental Education Materials Review program, the Ohio DiversitEE initiative, the Language of Nature professional development institute for teachers of English, and student leadership development programs for middle school and high school students.

Mourad has a strong commitment to diversity programs and has led several initiatives to increase access to environmental education resources among minority educators since 2001. In May 2007, Mourad was recognized by the Metropolitan-Baltimore Alliance of Black School Educators for Outstanding Commitment to Advancing Diversity and Organizational Partnerships.

Mourad holds a BA in Sociology and English Literature and a MS in Environmental Education. Currently, she is co-chair of the Diversity Committee of the North American Association for Environmental Education.

Susan C. Silver
Editor-in-Chief, *Frontiers in Ecology and the Environment*

Sue Silver was appointed as Editor-in-Chief of *Frontiers in Ecology and the Environment* in March 2002. Her initial task was to translate the Ecological Society of America's vision for the new journal into reality, by overseeing the design, creation, and launch of the new publication. As Editor-in-Chief she is responsible for all aspects of publication (academic and other content, production, marketing, future development, etc) and manages the two editorial staff members of the *Frontiers* team.

Sue obtained both her BS and PhD from the University of London. Her PhD, on invertebrate sensory physiology and behavior, was followed by two postdoctoral fellowships. In 1984 she switched to scientific publishing, beginning with a short stint as an Assistant Editor at *Nature*. She worked on a wide variety of journals for different organizations, including *Anaesthesia, The Journal of Arid Environments,* and *The British Dental Journal,* before being appointed Editor of *Biologist,* the journal of the UK's Institute of Biology. She left the IOB to design, launch, and edit *The Lancet Oncology,* the first of a series of specialty review journals for the well-known medical publication, *The Lancet,* before moving to the US to work on *Frontiers.*

Every year since 2007, Sue and a colleague are invited to visit multiple venues in China, to teach workshops on "How to get published" for young Chinese authors.

Office Holidays
2011

Martin Luther King, Jr. Day	Monday, January 17, 2011
President's Day	Monday, February 21, 2011
Memorial Day	Monday, May 30, 2011
Independence Day	Monday, July 4, 2011
Labor Day	Monday, September 5, 2011
Columbus Day	Monday, October 10, 2011
Thanksgiving	Thursday, November 24, 2011 Friday, November 25, 2011
Christmas	Monday, December 26, 2011 Tuesday, December 27, 2011
New Years	Thursday, December 30, 2011 Friday, December 31, 2011

Office Holidays

2012

Martin Luther King, Jr. Day	Monday, January 16, 2012
President's Day	Monday, February 20, 2011
Memorial Day	Monday, May 28, 2012
Independence Day	Wednesday, July 4, 2012
Labor Day	Monday, September 3, 2012
Columbus Day	Monday, October 8, 2012
Thanksgiving	Thursday, November 22, 2012 Friday, November 23, 2012
Christmas	Monday, December 24, 2012 Tuesday, December 25, 2012
New Years	Monday, December 31, 2012 Tuesday, January 1, 2013

FUTURE GOVERNING BOARD MEETINGS

Fall Meeting

Wednesday, November 16, 2011	12:00 – 5:00 PM New Member Orientation
Friday, November 17, 2011	All day meeting with group dinner
Friday, November 18, 2011	8:00 - NOON
Washington, D.C.	

Spring Meeting

Thursday, May 24, 2012	All Day Meeting
Friday, May 25, 2012	8:00 AM – 12:00 PM
Washington, D.C.	

Summer Meeting

Sunday, August 5, 2012	Full Day – 2011-2012 Governing Board
Sunday, August 6, 2012	Governing Board Morning/Council in Afternoon
Friday, August 10, 2012	Morning Only – 2012-2013 Governing Board
Portland, OR	

FALL AND SPRING MEETINGS

ESA will reimburse and reserve a hotel room at a hotel in your name for each meeting except for the Annual Meeting. Please call or e-mail staff with specific dates of arrival and departure to ensure hotel reservations are accurate. When you check in, **you must give a major credit card** to cover incidentals such as phone calls, room service, and laundry. In addition, extensions of your stay—either before or after the meeting—are your own responsibility.

In the event that you are unable to attend the meeting, please notify the hotel and staff of your cancellation. **All cancellations should be made 24 hours in advance.** ESA may request reimbursement from you if cancellations are not made.

ANNUAL MEETING

ESA will reimburse one room night during the Annual Meeting. Travel and other room nights are the responsibilities of Governing Board members.

FLIGHT RESERVATIONS

To schedule your flight reservations for any Board Meeting or authorized ESA travel, contact:

Joseph Vengersammy
First in Service Travel
130 West 42nd St, Suite 401
New York, NY 10036

Reservations: 212-398-6555 ext. 1290
Toll Free Number: 1-800-398-6555
Email Address: joseph@firstinservice.com

As a board member, you should request that your flight reservations be charged to the ESA master account if you need ESA to cover your trip.

TRAVEL POLICIES

Please refer to Meeting and Travel Reimbursement Policy information here:
http://www.esa.org/aboutesa/docs/orientation_manual2011.pdf

ESA GOVERNING BOARD
Annual Agenda Calendar

Frequency of Meetings

The ESA Governing board meets three times a year.

Annual Agenda Calendar

Meeting	*Recurring Agenda Items*
Fall Meeting October or November	New Board Member Orientation Program reviews or mid-term reviews Meetings with Federal Agency Officials
Spring Meeting May	Preliminary Review of Yearly Budget Report from Nominations Committee Program reviews or mid-term reviews Initial input for Executive Director evaluation
Summer Meeting August, preceding the Annual Meeting	Approve Yearly Budget for recommendation to the Governing Council Determine use of Committee Funds Determine use of Board initiative funds Future meeting site selection as needed Update on annual meeting from Meetings Committee Chair Meetings with Editor in Chiefs Executive Director evaluation and criteria for coming year Meeting with Governing Council
August, at the end of the Annual meeting	Organizing meeting of incoming Board Feedback from annual meeting

SCHEDULE OF PROGRAM REVIEWS AND MID-TERM REVIEWS

MONTH/YEAR	PROGRAM REVIEW	MID-TERM REVIEW
Fall 2010	Science	Publications
Spring 2011	Finance	Education
Fall 2011	Public Affairs	-
Spring 2012	Publications	Science
Fall 2012	Education	Finance
Spring 2013	-	Public Affairs
Fall 2013	Science	Publications
Spring 2014	Finance	Education
Fall 2014	Public Affairs	-
Spring 2015	Publications	Science
Fall 2015	Education	Finance

Spring 2016		Public Affairs
Fall 2016	Science	Publications

AGENDA DEVELOPMENT
ESA Governing Board

In order to facilitate an efficient and effective meeting, the Governing Board considers agenda items that have been identified prior to the meeting and for which background material has been prepared and mailed in advance. The Board is discouraged from bringing new items to the Board at the time of the meeting since discussions held without sufficient background information or opportunity for review prior to the meeting are not conductive to food decision-making.

Below is the schedule for agenda development:

Six weeks prior to meeting

An email notice is sent to Governing Board member and chairs if Sections, Chapter and Standing Committees six weeks before each Governing Board meeting. The notice asks if anyone has any agenda items that need to go to the Board and states the deadline for sending agenda material.

Three weeks prior to meeting

Deadline for agenda material to be sent to ESA HQ

Three weeks prior to meeting

ESA President, Secretary, and Executive Director hold a conference call to review the agenda for the meeting.

Two Weeks prior to the meeting

Agenda books are mailed to Governing Board members. The agenda book includes the agenda with estimated times, a uniform template for each agenda item to facilitate the Board's review, and supporting information and documents.

ANNUAL MEETING ROLES

Definition of Decision-Making Roles

A. **Decision Maker**—The person or group within the organization who has the authority and responsibility to make the decision. This person or group may seek advice or receive recommendations from others and should advise others once the decision is made.

B. **Makes Recommendation to Decision Maker**—The person or group within the organization responsible for making a recommendation to the Decision Maker. This person or group may use other sources within the organization to study and develop the recommendation and may seek advice from other segments of the organization.

C. **Must be Advised**—Any person or organization segment that must be advised about a decision that has been made. If the decision is to be disseminated publicly or to the organization, or both, such person or segment of the organization is to be advised in advance.

D. **May be Consulted**—Such person or group may be called in to confer, provide information, render advice or make a recommendation.

E. **Must be Consulted**—Such person or group must be consulted prior to any decision being made or approval granted, to confer, render advice or provide information as appropriate. The person or group being consulted does not make the decision to grant approval, but does have veto power.

Revised 10/07

ADVANCE PLANNING	BOARD	PROGRAM CHAIR	LOCAL HOST	FUTURE MTG CHAIR	ED/STAFF
Location review, site inspection	C			A	E
Meeting site selection	A			B	E
Contract negotiations(hotel,airline, convention center,child care)				D	A
Develop income and expense budget	C				A
Establish spending guidlines (A/V, poster board, etc)		D			A
Appoint program chair	A	D		D-E	C
Appoint local host chair	A			B	C
Appoint local host committee		D	A	D	D
Establish timeline and method of coordination		E	D		A
Decide on fees	C				A
Identify theme and meeting title	A	B			D
Establish format for meeting	E	A		D	E
Develop logo		E	D		A
Suggest Scientific Plenary Keynote Speaker	E	A			C
Outline special events(dinners, socials, committee meetings)	C	C	D		A
PRE- PLANNING					
Development of program sessions, speakers, moderators		A	D		C
Develop scientific field trips **(non-financial)**		C	A		E
Release calls for symposia, organized orals, workshops, papers and abstracts		A	D		C
Review symposia and organized oral proposals		A	D	D	C
Determine speaker needs		A			E
Develop advance and on-site registration process and controls					A
Public relations plan		D	D		A
Invite exhibitors, sponsors or other underwriters	D	D	D	D	A
Make master food plan			D		A
Order tee shirts, tote bags, or other meeting items					A
Volunteers (number, assignments, supervision, compensation)		D	E		A
Assign staff to meeting					A
Confirm all speakers **(symps, orals, contributed orals,**		A			E
Decide travel, lodging, comp rooms, etc		C			A
Abstracts		A			C
Scientific session room assignment		E			A
Social event room assignments		D	D		A
Exhibitor, display, and handout space assignments					A

ON SITE	BOARD	PROGRAM CHAIR	LOCAL HOST	FUTURE MTG CHAIR	ED/STAFF
Decisions with financial implications	D	D	D		A
Major changes to:					
Scientific program		A			E
Ticketed social events		C	D		A
Meal functions					A
Exhibits		C			A
Field trips			C		A
Run meeting-registration, room set up, hand					
A/V, taping, social functions		C	C		A
POST MEETING					
Income and expense report	C				A
Refunds					A
Evaluation-program		A		D	
Evaluation-logistics, vendors, exhibitors, etc					A
Thank yous- program		A			
Thank yous-logistics, vendors, exhibitors, etc					A
Resolution of payment and all accounts					A

FUTURE ANNUAL MEETINGS

96th ANNUAL MEETING 2011
Sunday, August 7 – Friday August 12, 2011
Austin Convention Center
Austin, Texas

97th ANNUAL MEETING 2012
Sunday, August 5 – Friday, August 10, 2012
Oregon Convention Center
Portland, Oregon

98th ANNUAL MEETING 2013
Sunday, August 4 – Friday, August 9, 2013
Minneapolis Convention Center
Minneapolis, MN

99th ANNUAL MEETING 2014
Sunday, August 10 – Friday, August 15, 2014
Sacramento, California

100th ANNUAL MEETING 2015
Sunday, August 9 – Friday, August 14, 2015
Baltimore Convention Center
Baltimore, MD

101st ANNUAL MEETING 2016
Sunday, August 7 – Friday, August 12, 2016
Ft. Lauderdale, FL

THE ECOLOGICAL SOCIETY OF AMERICA
Meeting & Travel Reimbursement Policy

1. Expenses in connection with authorized travel for ESA will be reimbursed upon the presentation of properly prepared vouchers signed by the claimant and approved by the ESA Executive Office. All expense reimbursement requests must be accompanied by receipts. Requests without receipts will not be honored.

2. ESA prefers that it travel agent be used for airline reservations. Advanced purchase, economy class airfares must be used. Exceptions must be discussed and authorized by the Executive Director in advance of purchase; without approval, airfare reimbursements will be equivalent to advance purchase, economy fares. Any costs associated with changing travel arrangements after the initial reservations have been made will not be covered unless the change is a result of program rescheduling and/or reassignment.

3. Expenses for ground transportation (cabs, buses, shuttles etc) associated with the travel will be reimbursed to the traveler at actual cost. The use of rental cars in lieu of public transportation is generally not allowed; exceptions must be pre-authorized by the Executive Director of Program Director.

4. Lodging expenses will be reimbursed at the single room rate. Accommodations will be at designated ESA meeting hotels when applicable. Cancellation costs associated with room cancellation will not be covered unless the cancellation is at the request of ESA.

5. Actual expenses for meals will be reimbursed when accompanied by receipts up to a maximum of $50 for each calendar day. Dates and times of departure and return must be entered on an ESA travel voucher form in order to receive the full reimbursement.

6. Personal expenses such as laundry, valet, travel insurance, entertainment, telephone calls and internet connection charges etc. are not allowed.

7. Registration for meetings will be reimbursed at the early rate only.

8. Properly prepared vouchers signed by the claimant must be submitted within 90 days of the final day of travel. Vouchers submitted after 90 days will not be honored. Exceptions must be discussed and authorized by the Executive Director.

9. The ESA reserves the right to deny reimbursement for any charges deemed inappropriate or excessive.

Revised July 21, 2008

ECOLOGICAL SOCIETY OF AMERICA TRAVEL REIMBURSEMENT REQUEST FORM

PLEASE PRINT. THANK YOU!

Name:	**Address:**
Please remember to specify department below!	
Places Visited:	
Purpose:	

			SUN.	MON.	TUE.	WED.	THU.	FRI.	SAT.	TOTAL
REF	**DESCRIPTION**		/ /	/ /	/ /	/ /	/ /	/ /	/ /	
1	Travel	Air								
		Rail								
		Bus								
*2	Car Rental									
3	Taxi									
4	Car Mileage									
	@ 50 cents/ mile									
5	Tolls/Parking									
	Transportation SubT									
6	Lodging									
7	Meals	Brkfst								
		Lunch								
		Dinner								
	F&B Subtotal									
8	Telephone									
9	Tips									
*10	Misc. Exp.									
	Incidental Subtotal									
*11	Conf. Regis. Fee									
*12	Meeting Food/Bev									
*13	Meeting Room									
*14	Meeting Misc.									
Total pmts by traveler										

DAY	REF	EXPLANATION					
			TOTAL TRAVELER EXPENSE				
			LESS CASH ADVANCE				
			BALANCE DUE TRAVELER				
			Enter Below the Department(s) To Be Charged				
			Acct.	Enter	Dept 1	Dept 2	Depart 3
			No.	DEPT->			
			6293	Transport			
			6296	Lodging			
			6292	F&B			
			6294	Incident.			
			6295	Regis Fee			
				Traveler's Signature			Date

**** Please provide an explanation.***

• Attach receipts whenever possible. Receipts MUST be attached for all lodging, expense, meals, and individual items over $25.00.

	Approved	Date

Guidelines for the Investment of the Restricted Funds of The Ecological Society of America

Prepared by
William H. Schlesinger
Vice President for Finance

Approved at the Meeting of the Governing Board,
19-20 May 2000
Washington, D.C.

Introduction and Background

The Restricted Funds of the Ecological Society of America are of three types: Permanently Restricted Funds; Temporarily Restricted Funds and Board-Designated Restricted Funds.

Permanently Restricted Funds derive from gifts or bequests to the Society, in which the donor has specified that the earnings derived from the investment of the gift/bequest may be used by the Society (generally for a specified purpose), but that the principal shall remain as a permanent endowment.

Temporarily Restricted Funds are derived from gifts and bequests to support specified or unspecified activities of the Society, but without the stipulation that the principal shall permanently remain as a permanent endowment. Funds derived from the one-time purchase of Life Memberships in the Society are also classified as Temporarily Restricted Funds, and grants from private foundations are classified as Temporarily-Restricted Funds, since it is anticipated that they will eventually be fully exhausted to complete the project or activity funded by these agencies. In the annual audit of the Society, Federal grants are also listed as Temporarily-Restricted Funds, although normally no funds are actually received by the Society until the project/activity is complete and the Society has billed the agency for services rendered.

Board-Designated Restricted Funds are derived from a special declaration of the Society's Governing Board to transfer money from unrestricted sources to the Restricted account, where it may be invested to the long-term benefit of the Society or for a specified, special activity of the Society.

The Restricted funds of The Ecological Society of America are invested to support:

- the annual costs of carrying the life members of the Society,

- the costs of awards given by the Society to its members and the recipient's travel expenses to receive them, and

- such other expenses as determined by actions of the Governing Board.

Any investment and brokerage fees for the management of the Restricted Funds are also paid from these funds. At the present time, the annual budget of the Society assumes a spending rate of $35,000/yr from these funds--a conservative value (ca.3.5%) considering the ~$l,000,000 value of our restricted assets.

At its spring l995 meeting, the ESA Governing Board agreed that the Society should invest its Restricted Funds for long-term appreciation, rather than immediate income, and it adopted the following guideline for its investment policy:

> "In making investment decisions, the Society will consider environmental sensitivity as a criterion along with such factors as yield, appreciation potential and risk. The Society will seek to avoid investing in companies whose activities demonstrate a callous disregard for the environment, such that investing in them would be embarrassing for the Society. In addition, the Society should invest a portion of its portfolio in companies or funds that are seeking or utilizing environmentally sensitive technologies."

At its Spring 2000 meeting, the Governing Board:

1. reaffirmed its support for the existing philosophy (above) as a guide for our investment policy.

2. adopted the following as the official Guidelines and Objectives for the financial management of the Restricted Funds.

Financial Objectives and Guidelines for Restricted Funds of the Ecological Society of America

l. The value of the ESA Restricted Funds should grow at a rate exceeding inflation by a minimum of 4 to 5% annually, and it should provide returns exceeding (essentially risk-free) Treasury bills by at least 3% annually. This performance will be judged on a rolling 5-year term.

2. To provide proper diversification among asset classes, limiting the risk associated with any single security or class of securities, the following target mix of assets should be maintained across the entire portfolio, excluding grants from private foundations:

Asset Class	Minimum Weight	Target Weight	Maximum Weight
Cash Equivalents	0 %	5 %	l0 %
Fixed Income	30	35	50
Equities	50	60	70

3. Grants from private foundations shall be invested in cash equivalents, but without contributing to the target weightings, as listed above, for the investment of the Society's

Restricted Funds.

Cash Equivalents provide adequate liquidity to meet the annual spending from the Restricted Funds. Allowable investments include:

-Certificates of deposit of less than one-year maturity in amounts less than the maximum insurance provided.

-Commercial paper issued by major U.S. corporations

-Money market funds that invest in high quality securities

-U.S. Treasury bills

Fixed Income Securities act to reduce volatility, to provide current income and to provide diversification of assets. Total returns are expected to exceed inflation by 2 to 3% annually over 3- to 5-year periods. The following criteria pertain:

-the quality of the holdings shall be defined as investment grade, which generally means within the top four ratings of nationally accepted investment advisory services, with an expected average quality of A or better.

-maturities shall be considered to be short to intermediate term, suggesting a spread between 3 to 7 years. Under certain conditions, as much as 20% of the bond portfolio may exceed ten-year maturities, but the weighted average maturity shall not exceed 7 years.

-With the exception of U.S. government obligations, the debt of any single entity shall not exceed l0% of the total bond portfolio.

-In order to accomplish diversification and cost effectiveness, bond mutual funds may be

employed by the investment manager to fulfill the fixed income portion of the portfolio. When bond mutual funds are utilized, the funds should carry no “load” fees, and the average maturity of the portfolio of any bond fund should meet the guidelines (above) for the maturity of bonds held directly by the Society.

Equity Securities provide both long-term capital appreciation and current income, which should exceed the Consumer Price Index (CPI) by 5 to 6% over 3- to 5-year periods. Equities will be expected to produce a cumulative annualized total return, net of fees, that exceeds the Standard and Poors 500 index over 3- to 5-year periods. It is recommended, but not required, that the equity securities meet the following criteria:

-equity securities generally shall be rated B or higher by Standard and Poors (or an equivalent, recognized investment rating firm) and shall be companies with a capitalization of at least $500 million.

-at the time of purchase, an equity investment in a single company shall not exceed 5% of the value of the equity portfolio, and no single industry shall exceed 20% of the equity portfolio.

-the Society hopes to invest in companies that are sensitive to environmental issues, as expressed in our investment policy above.

-funds should be invested primarily in, but not limited to, domestic U.S. companies.

-in order to accomplish diversification and cost effectiveness, the equity portfolio may include stock mutual funds, including "growth stock," and "socially responsible" funds as appropriate. All mutual funds should be “no-load,” unless significantly superior

performance can be demonstrated by alternative funds.

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Process and Responsibility

The following procedures will be followed to ensure the performance of the Society's investments and its investment manager.

l. The Investment Policy will be reviewed annually by the Executive Director and the VP for Finance for any necessary revisions.

2. Any proposed revisions to the Investment Policy will be circulated to members of the ESA Committee on Finance and Investment for comment before being submitted to the Governing Board for approval.

3. The Governing Board will approve one or more investment managers to execute prudent decisions in accord with the ESA's investment policy. The investment manager(s) must have a substantial record of successful performance in the investment of assets of similar funds, be registered with the Securities and Exchange Commission, possess appropriate licensure and certification, and have staff, resources, research support, and motivation to provide effective supervision of the Society's investments. The performance of investment advisory firm(s) will be judged by the rate of return over a 3- to 5-year period.

4. The investment manager will operate in a prudent manner that is consistent with the overall

objectives and policies of the Society, typical investment practices, and all governing statues.

5. The investment manager will select investments to conform with the objectives and policy of the ESA, execute specific transactions, and report these transactions to the ESA Vice Presdient for Finance on a regular basis. The investment manager will make every effort to obtain the lowest commission rate on transactions, consistent with obtaining the best price and execution. Excessive turnover (> 30%/yr) of the portfolio should be avoided.

6. On a quarterly basis, the investment manager will provide details of the investments to the Executive Director and the VP for Finance, showing the number of shares, purchase price, market value, unit cost, total cost, current yield, and estimated annual income.

7. The investment manager will meet with the VP for Finance at least annually to review the investment results and outlook, as well as the economy and other factors, including environmental sensitivity, that are relevant to fulfilling the Society's future investment objectives.

Long Range Planning Priorities
Governing Board Meeting
August 2009

A. Science

A.1. Identify issues in which ESA can play a leadership role and develop projects to demonstrate that leadership. Issues and projects to consider:

- Social problems such as the ecological impacts of alternative energy sources
- Projects that allow ESA to play a synthesizer role (such as NCEAS)
- Projects that position ESA and partners (e.g. NEON) as a credible scientific source for information on the status and trends of Earth's ecosystems ("annual Earth check-up"); causes and consequences of ecological crises (emergency room diagnoses and lessons learned); deeper investigations of key ecological problems ("Mayo Clinic"); and new frontiers for predicting ecological change (fundamental (e.g. Ph.D.) research).
- The social problems and/or projects should make full use of members' expertise, be of interest to members, and be relevant for the future. Funding should be considered in identifying projects.

A.2. Position ecologists as a credible source of information about the complexity of ecological systems (such as cross scale, linkages, uncertainty, surprises, ecological services in the face of climate change and human pressure) by

- Training and encouraging members to position themselves as an authority when major questions are asked by non-scientists
- Supporting and informing the efforts of federal and state agencies, individual government scientists, and NGOs

A.5. Develop future leaders within ESA and enhance ESA members' leadership skills through mentorship, education, and training

B. Public Policy

B.1. Position ESA in a leadership role for public policy questions

- Provide information to assist policy and other decision-makers
- Provide clarity to the membership about how and when ESA responds to policy questions
- Provide forums so the membership can have input on policy questions

B.2. Train members to play a leadership role in public policy questions

B.3. Develop materials for members, as well as policy and other decision makers, explaining

- The relevance of ecology to public policy
- The usefulness of ecology to the general public
- The link between ecology and human heath and well-being
- How ecology contributes solutions to create a sustainable world

C. Education

C.1. Promote the development and inclusion of ecology in curriculum

C.2. Provide tools and resources for effective ecology education

C.4. Ensure multiple opportunities for mentoring students and younger scientists by

- Increasing the focus on mentoring by creating additional mentoring opportunities, and communicating all mentoring opportunities
- Using "Mentornet" for virtual mentoring
- Extending SEEDS mentoring for students from small universities
- Involving students in chairing sessions at meetings
- Encouraging participation in field trips via technology

D. Annual and Regional Meetings

D.1. Ensure opportunities for those who cannot attend the annual and regional meetings to participate and network by

- Presenting part of the meeting on the web and using social networking tools
- Using virtual tools to allow those who cannot attend to interact with inspiring or eminent scientists
- Create additional activities in the exhibit hall, such as training or additional promotion of ESA programs

E. Publications

E.1. Continue to pursue data registering and archiving services

E.4. Bring recommendations about the backlog problem to the Board for review and decision

E.5. Bring recommendations about the question of more pages vs. more on-line content to the Board for review and decision

E.6. Bring recommendations about ways to fast-track some publications into print in 2 to 3 months

E.8. Stay involved in professional discussions about how scientific publications will evolve in print or on-line so as to take action in a timely manner – putting ESA near, but not at the forefront, of action

F. Budget and Financial Stability

F.1. Encourage individual members to contribute financially to ESA

F.4. For the long-term, consider how to maintain a sustainable business model

- Will publications and the annual meeting continue to provide significant unrestricted revenue for the ESA's operation?
- What additional sources of income can ESA develop?
- What criteria will ESA use to determine if new programs will require ESA operating dollars, be revenue neutral, or be income generators?

G. Governance

G.3. Review the Strategic Planning process to ensure that long-range thinking considers

- A membership driven approach that includes the "next" generation
- A holistic consideration of ESA, outside of its usual silos
- Expanding the membership to include those who are not yet involved in ESA

THE ECOLOGICAL SOCIETY OF AMERICA
LONG RANGE PLAN

Promotion of the science of ecology is the central activity of the ESA. This is accomplished by fostering basic and applied research, making the results of that work available to practitioners and decision-makers, and providing information about the science of ecology to the public.

Goal 1. Improve Ecological Science and its Application - To foster ecological research, development, and applications
1.1 Promote and recognize excellence in ecological science
1.2 Improve relevance and utility in ecological sciences
1.3 Recognize and promote the integration of multiple approaches to ecological science
1.4 Promote opportunities for ecologists to learn new ideas and techniques in ecology and related fields
1.5 Increase the diversity of ecologists, including representation of cultural, ethnic, gender, intellectual and disciplinary perspectives, and persons with disabilities

Goal 2: Improve Communication - To promote ecological science by improving communication among ecologists and other specialists.
2.1 Maintain the health and broaden the use of the Society's publications
2.2 Promote communication among the community of international ecologists
Visions Priority: foster international collaborations among ecological societies (e.g. Federation of the Americas, expand to Asia and Europe)
2.3 Increase communication between members and the Society's staff and leadership, and among the Society's sections, chapters, and committees
2.4 Increase the breadth of areas of ecology that are included within journals and meetings
2.5 Continue to improve the effectiveness of annual meetings
2.6 Facilitate two-way communication between ecologists and users of our science

Goal 3: Enhance Education and Public Awareness - Engage the public in a dialogue on environmental issues and improve ecological education at all levels
3.1 Contribute to ecological curricula and instruction in formal and informal educational settings.
3.2 Develop collaborations and partnerships with groups of environmental and science educators
3.3 Increase within the Society recognition of the value of educational activities
3.4 Increase and promote the understanding of ecological science among the public.
Visions Priority: develop a major public information campaign to bring issues of ecological sustainability before the public

Goal 4: Increase Resources - To increase the resources available for the conduct of ecological science
4.1 Identify current and potential sources of funding to support ecological science and our Society.
4.2 Develop new and cultivate existing sources of funding for ecological science and our Society.
4.3 Identify, prioritize and promote emerging research and education initiatives
4.4 Promote interdisciplinary work
4.5 Increase the number of members having active involvement in the Society, beyond the publication and presentation of papers

Goal 5: Inform Policy - To improve interactions between ecologists and policy-makers in formulating and evaluating policy.
5.1 Raise awareness among ESA members of the value and importance of enhancing communication with policy makers, decision makers, and decision implementers.
5.2 Increase the number of ecologists who participate in policy development and implementation.
5.3 Be a prime source of ecological information for policy development and implementation
5.4 Promote the inclusion of ecological science in decision making and implementation
5.5 Promote the objective and responsible use of science
Visions Priority: develop Rapid Response Teams to provide input on legislation and regulation (also addresses 5.1 through 5.5)

Long Range Plan Revised November 2001
Visions Report priorities indicated in italics September 2004

ESA Policy Papers

1. The goal of an ESA policy paper is to influence the development of rules by federal government agencies or to influence the development of legislation by congress. Thus the intended audiences for policy papers are agencies and/or congress. Because the media can be powerful forces of influence on agencies and congress, the media should also be a primary audience. Finally, policy papers should also be targeted at ESA members (and other members of the public) who will be in a position to use the information to influence their representatives in government. Thus the first step in formulating the plan for any specific policy paper should be to articulate who the primary audience is (agencies or congress) and how best then to tailor the paper's recommendations to reach that audience directly and indirectly (via the media, public, ESA members). Policy papers should focus on a small number (2-6) of specific science-based recommendations.

2. A 1-2 page proposal for a policy paper can be submitted by any ESA member for Board consideration and should include:
    a. Purpose of the paper
    b. Target audience(s)
    c. Justification of why it is timely
    d. The overall message (i.e. what might be the main recommendation(s)?)
    e. A list of potential committee members

3. In commissioning any policy paper, the Board should name the Vice President of Public Affairs as the monitor of the paper. In addition, the Board should appoint a chair for the ad hoc committee who will, in consultation with the VP PA, select the rest of the committee to write the paper. The chair of the committee will not necessarily be the writer of the one-page proposal. Any potential government employees must obtain approval from their agencies before they participate on the committee. Committee maximum size should be six. A letter from the Society to the chair of the ad hoc committee will set out the expectations, include the policy paper guidelines, and establish a timeline for the paper.

4. The committee chair (first author) then drafts a list of potential recommendations and an outline. Typically, position papers should have about 2-6 major recommendations. The chair circulates this document to the committee, with assignments for refining the recommendations or alternatives.

5. ESA public affairs staff assists the committee chair in organizing a two-day meeting to develop more fully a draft document, working from already existing draft text that each committee member brings to the meeting. At this two day meeting, the committee drafts a version of the position paper (condensed if the full version is longer than 15 pp double spaced) for publication in *Frontiers*, with any longer version and/or supplementary information published on the web. Committee funds will be requested to support this meeting and participants' associated travel and lodging costs.

6. Within one month of the meeting, the chair would submit to PAC a draft *Frontiers* article for approval. PAC would provide comments within one month of receipt, and request that a revised version be submitted back to PAC within one month of the request for revision. PAC forwards the paper to the Governing Board for review and approval of the paper's recommendations within one month.

7. The BOARD/PAC-approved draft would be presented at an ESA workshop organized by PAC (if timing works) and/or the draft would be posted on the ESA web site (with member-only access) for a two week review by members.

8. Organized by the chair, the committee would revise the paper, explaining in broad strokes why any major comments were heeded or not. A point-by-point response to all reviews will not be required. The reviews, the responses by the committee, and the revised paper are then submitted to PAC again for final approval by PAC within one month.

9. Upon approval by the PAC, the first author forwards the paper to *Frontiers*. Authors must be prepared to respond fully to instructions from the editor at *Frontiers* to enhance the readability of the paper for the intended audiences. Usually *Frontiers* would like about six color graphics and if necessary, one or two tables.

10. Review by *Frontiers* editorial board would follow. *Frontiers* would retain the right to reject or recommend extensive revisions. (If *Frontiers* rejects the ESA policy paper, but the Board approves it (see next step), then ESA would prepare and release the paper another way.)

11. After acceptance (or rejection) by *Frontiers*, the PAC chair submits the paper (and all previous reviews and responses) to the Board for approval of the paper as an ESA Policy Paper. The lead author would present the policy paper to the Board and would then be excused during Board discussion/deliberation. The Board's role would be limited to approval or disapproval (given that it will have already reviewed and approved the initial draft).

12. Following Board approval, the policy paper would be officially released via *Frontiers* and via a press or Hill briefing (depending on the intended audience). The *Frontiers* format (glossy, color) will provide a compelling aesthetic and identity that will enhance the influence of ESA policy papers. *Frontiers* would be encouraged to create a special look and label for ESA policy papers to establish a "brand" that our intended audiences can come to expect and recognize. These papers should also be made freely available to the public in *Frontiers* published format immediately upon publication.

13. The goal for every policy paper should be for publication to occur within one year of the establishment of the committee.

ESA POSITION PAPERS
Revised November, 2002

ESA Position Papers

Position Papers are formal statements from the Society that capture current ecological knowledge about a particular topic in order to inform policy choices. Topics and final reports are approved by the Governing Board. The Chair of the committee formed to write the position paper is appointed by the President. The President also selects a Board member to serve as the Monitor to shepherd the position paper through external and Board review. To date, position papers have been published in Ecological Application. The Board requires that topics be approved contingent on the availability of appropriate funding.

Process

1. Topics for a position paper are approved be the Governing Board, generally they are presented through the Vice President for Public Affairs.
2. President appoints a Chair of the committee to write the paper with the expectation it be developed into outline form within two months.
3. A proposed outline of the position paper and suggestions for members to write it is presented to the Board for approval. Plans for funding the development of the paper are reviewed. This step should occur within two months after the chair is selected.
4. Chair asks each committee member to indicate any conflict of interest.
5. President appoints a Governing Board Monitor (generally a Member at Large) to guide the paper through the process and to keep the Board informed of progress.
6. The committee is expected to write a draft of the position paper within eight months once the outline is approved.
7. The Monitor reviews the committee's draft and determines when it is ready for external review. The Monitor may seek the advice of the Public Affairs Committee and others as necessary.

8a. The Monitor selects independent expert reviewers to evaluate the draft.

8b. The Monitor provides the draft to ESA HQ for posting on the ESA website in the Members Only page for the purpose of obtaining comments. There will be a call for interested ESA members to review the document.

9. The Editor in Chief of *Ecological Applications* appoints a member of the Editorial Board to provide editorial review. **Note:** Steps 7, 8a, 8b, and 9 should all occur at the same time.
10. The Monitor provides the committee chair with the comments received from the external reviewers, the general membership, and the editorial review.
11. The committee chair decides how to respond and makes revisions as appropriate.
12. The revised paper is returned to the Monitor for evaluation. This process is repeated as often as the Monitor deems necessary before final review.
13. Final review begins with a review by the Public Affairs Committee. The Public Affairs Committee may request additional modification of the position paper.
14. The Vice President for Public Affairs brings the paper to the Governing Board with a recommendation for action.
15. The Governing Board makes a final decision about approval.

Monitors who rotate off the Board during the development of a position paper will continue as monitor until action on the position paper is completed.

ESA Policy Statements

ESA policy statements are two-four page statements of the Society's position on critical national or international issues and provide ecology-based policy recommendations to decision-makers.

Process: Policy statements are developed by ESA's public affairs staff in conjunction with several ESA member experts. Once drafted, statements are reviewed by the Public Affairs Committee (PAC) and revised until approved by PAC. They are then reviewed by the Society's Governing Board which may request further changes. Once approved by the Governing Board, the final statement is publicized to ESA media contacts, ESA members, and used in meetings with policy makers.

Issues in Ecology

Issues in Ecology is an occasional series published by ESA. The series uses commonly-understood language to report the consensus of a panel of scientific experts on issues related to the environment. The audience for *Issues in Ecology* includes decision-makers at all levels for whom an objective presentation of the underlying science will increase the occurrence of ecologically-informed decisions. *Issues in Ecology* aims to build public understanding of the importance of the products and services provided by the environment to society. Ideas for topics are submitted to an Editor-in-Chief who works with an advisory board to approve topics and reports. The text for *Issues in Ecology* is reviewed for technical content by external expert reviewers. *Issues* average 12 to 18 pages in length and are also posted on the ESA website (www.esa.org/science_resources/issues.php). While each *Issue* will stand alone, ESA will also consider publishing up to four *Issues* under one theme that address different aspects of broad ecological issues, such as the carbon cycle, ecology and agriculture, or causes or effects of climate change. Funding for *Issues* has come from a variety of sources, including the Energy Foundation, the U.S. Environmental Protection Agency, the Pew Charitable Trusts, and the U.S. Forest Service.

ESA Green Policy

ESA is working on becoming "green" in every way. This means working collaboratively with our meeting facilities and vendors in doing our part to conserve energy, reduce solid waste, and recycle. We hope this will reduce our environmental impact with regard to energy, water and natural resource conservation, and air and water quality. We plan to implement our green philosophy in our offices, at our meetings, in our publications, and with our travel.

The ESA greening policy will work towards:

- Conserving resources, saving energy, reducing greenhouse gas emissions, and reducing pollution
- Eliminating waste by reducing materials use
- Reducing waste by diverting material from landfill through reuse or recycling initiatives

In the office and at our meetings we will recycle the following:

- Cardboard
- Paper
- Plastic
- Glass
- Food waste
- Metal

Where possible, ESA staff will use the following steps to reduce paper use/waste:

- Purchase FSC certified and/or high post-consumer recycled content paper,
- Provide marketing and other materials online
- Send electronic documents rather than hard copies
- Print on both sides of the paper

In planning meetings we will aim to:

- Include our greening requirements in all our RFPs
- Give preference to LEED Certified facilities
- Seek venues where shuttles will not be needed
- Choose travel options that will reduce our carbon footprint
- Contribute to environmental offset programs
- Give preference to hotels will need to provide recycling in all guest rooms
- Give preference to hotels/convention centers that will not use plastic silverware, and will use cloth napkins and china instead of paper products
- Serve condiments in bulk rather than in individual packets
- Avoid the use of bottled water
- Choose seafood from the "Best Choices" list on the Seafood Watch list
- Provide box lunches that include minimal packaging and, where the packaging used includes a high proportion of recycled material

THE ECOLOGICAL SOCIETY OF AMERICA
Corporate and Commercial Support or Donations Policy

The Ecological Society of America will focus on purposes consistent with its long range plan and comply with the Corporate and Commercial Support or Donations Policy.

1. ESA will solicit and accept support only for projects and activities that are consistent with the basic purposes and long range plans of the Society.
2. ESA is responsible for the control of the content of scientific, informational, and educational activities.
3. ESA will maintain complete control of all funds provided from corporate and commercial supporters and donors.
4. Acknowledgements for corporate and commercial support will be limited to company name, or logos.
5. The Society's name and logo will be protected at all times. Any use of ESA's name or logo must be approved by the Society.
6. ESA will avoid any real or apparent conflict of interest in accepting support or donations.
7. When seeking funds ESA will consider evidence of commitment to environmental sustainability, biodiversity and development of new applications of ecological science. The development committee will screen prospects and periodically consult with the Governing Board on potential donors.

Any situation that may be an exception to this Policy will be reviewed by the Governing Board. The Governing Board will determine the final course of action.

Adopted November, 2003
Revised August 2006

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THE ECOLOGICAL SOCIETY OF AMERICA
PUBLICATIONS SCHEDULE

ECOLOGY	*2008*	*2009*	*2010*	*2011*	*2012*
January	89:1	90:1	91:1	92:1	93:1
February	89:2	90:2	91:2	92:2	93:2
March	89:3	90:3	91:3	92:3	93:3
April	89:4	90:4	91:4	92:4	93:4
May	89:5	90:5	91:5	92:5	93:5
June	89:6	90:6	91:6	92:6	93:6
July	89:7	90:7	91:7	92:7	93:7
August	89:8	90:8	91:8	92:8	93:8
September	89:9	90:9	91:9	92:9	93:9
October	89:10	90:10	91:10	92:10	93:10
November	89:11	90:11	91:11	92:11	93:11
December	89:12	90:12	91:12	92:12	93:12
ECOLOGICAL MONOGRAPHS					
February	78:1	79:1	80:1	81:1	82:1
May	78:2	79:2	80:2	81:2	82:3
August	78:3	79:3	80:3	81:3	82:3
November	78:4	79:4	80:4	81:4	82:4
ECOLOGICAL APPLICATIONS					
January	18:1	19:1	20:1	21:1	22:1
March	18:2	19:2	20:2	21:2	22:2
April	18:3	19:3	20:3	21:3	22:3
June	18:4	19:4	20:4	21:4	22:4
July	18:5	19:5	20:5	21:5	22:5
September	18:6	19:6	20:6	21:6	22:6
October	18:7	19:7	20:7	21:7	22:7
December	18:8	19:8	20:8	21:8	22:8
ESA BULLETIN					
January	ONLINE 89:1	ONLINE-90:1	ONLINE-91:1	ONLINE-92:1	ONLINE-93:1
April	ONLINE-89:2	ONLINE-90:2	ONLINE-91:2	ONLINE-92:2	ONLINE-93:2
July	ONLINE-89:3	ONLINE-90:3	ONLINE-91:3	ONLINE-92:3	ONLINE-93:3
October	ONLINE-89:4	ONLINE-90:4	ONLINE-91:4	ONLINE-92:4	ONLINE-93:4
FRONTIERS IN ECOLOGY AND THE ENVIRONMENT					
February	6:1	7:1	8:1	9:1	10:1
March	6:2	7:2	8:2	9:2	10:2
April	6:3	7:3	8:3	9:3	10:3
May	6:4	7:4	8:4	9:4	10:4
June	6:5	7:5	8:5	9:5	10:5
August	6:6	7:6	8:6	9:6	10:6
September	6:7	7:7	8:7	9:7	10:7
October	6:8	7:8	8:8	9:8	10:8
November	6:9	7:9	8:9	9:9	10:9
December	6:10	7:10	8:10	9:10	10:10
ECOSPHERE					
January				2:1	3:1
February				2:2	3:2
March				2:3	3:3
April				2:4	3:4
May				2:5	3:5
June				2:6	3:6
July				2:7	3:7
August			1.1	2:8	3:8
September			1.1	2:9	3:9
October			1.2	2:10	3:10
November			1.3	2:11	3:11
December			1.4	2:12	3:12