

ESA POLICIES & PROCEDURES HANDBOOK

Updated July 29, 2020

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This virtual *Policies & Procedures Handbook* puts all governance-level documents in a [single folder](#) to support ESA leaders and governance continuity. It includes hyperlinks to resources on ESA's website and GoLightly platform for the Council, Governing Board, and management.

Please note that the following policies and procedures provide clarity and guidance to support ESA's primary governing documents: 1) [Articles of Incorporation](#) and 2) [Bylaws](#).

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STATEMENT OF COUNCIL RESPONSIBILITIES

The ESA Council is a representative body that includes leadership from the disciplinary and geographic units and reflects the diversity of ESA's members. The Council has three core roles: serve as the voice of the membership, convenes ESA leaders, and function as a governance check-and-balance. The Council works together with the Governing Board and management to advance ESA's mission.

Composition: The Council is chaired by the ESA President and brings together many perspectives. It is comprised of all Governing Board members, chairs of Chapters, Sections, Standing Committees, and Board of Professional Certification, with journal Editors-in-Chief serving in non-voting ex-officio roles.

Meetings: The Council meets in-person once a year at the Annual Meeting and virtually as needed. This Council business meeting is open to all members of the Society. Section, Chapter, and Committee chairs may appoint proxies to attend and vote at Council meetings.

Responsibilities:

- Receive annual reports from management, Sections and Chapters, Standing and Special Committees, Board of Professional Certification, Editors-in-Chief, and recipients of long-range planning grants.
- Stay abreast of the Society's finances, strategy, and priorities, and bring questions and suggestions on these to the Governing Board.
- Is a venue for members to raise important issues. To bring an issue before Council, members must submit a petition signed by 1% of voting members at least 30 days before the Council's annual business meeting. The Council may delegate further action to the Governing Board.
- Approve the establishment and dissolution of Sections and Chapters. The Council shall rely on the [Chapter & Section Leadership Manual](#) for guidelines and seek to balance member participation with financial and human resources.
- Remove a member of the Governing Board, which requires approval from 2/3 of all Council members.
- Amend the Bylaws. The Council has ultimate authority over the Bylaws in keeping with the following process:
 1. The Council and/or Governing Board may propose changes to the Bylaws with at least 2 months advance notice to Council and the membership.
 2. Members may propose changes or respond to proposed changes with a petition signed by at least 5% of voting members and submitted at least 1 month in advance of the vote.
 3. Any Bylaws changes require approval from 2/3 of all Council members.

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Support: The Council has an electronic portal to support and enable Council members to carry out their duties. The portal contains background documents, agenda materials, and relevant presentations. New members of the Council are provided a login to the system, and training is available through the ESA Membership office.

Important links for Council members include:

- Portal: <http://community.esa.org/group.htm?mode=home&igid=30741>. Click the All Groups tab in the navigation bar to access Council, Section, and Chapter resources.
- Chapter & Section Leadership Manual: <https://www.esa.org/esa/wp-content/uploads/2016/03/2018-chair-guidelines.pdf>

Staff support for Council is provided by:

- Jonathan Miller (jon@esa.org), Director of Membership & Communications, who serves as the portal administrator and is available to help Council members manage documents.
- George Stephan (george@esa.org), Governance Assistant in the Executive Office, who is the primary contact for Council members for all other inquiries, including meeting logistics.

For additional reference, see the Bylaws (<https://www.esa.org/about/governance/esa-bylaws/>).

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Approved by the Governing Board November 12, 2019

STATEMENT OF GOVERNING BOARD RESPONSIBILITIES & EXPECTATIONS

Collective Board Responsibilities

1. Set direction by

- formulating the mission and providing a strong vision for the organization; and
- establishing the goals of the Society, and then delegating the details of accomplishing these goals to volunteers, the Executive Director, and by extension the professional staff.

2. Ensure adequate resources by

- providing and helping to identify the external resources necessary to accomplish these goals; and
- hiring a single employee, the Executive Director, who is tasked with advancing the mission and achieving the goals set by the Governing Board (Professional staff are hired and supervised by the Executive Director).

3. Provide oversight by

- assessing the Society's progress in reaching goals established by the Governing Board (If the Governing Board thinks something is not functioning optimally or goals are not being achieved, it should use the oversight function of the Executive Director to ask tough questions and hold the Executive Director accountable. The Governing Board should not move into an operational or management role as a body.);
- evaluating financial policies, approving the annual budget, and reviewing periodic financial reports;
- exercising its legal responsibility for the Society, and ensuring compliance with federal and state regulations; and
- supporting, evaluating, and, as necessary, terminating the Executive Director. An extensive performance review process is carried out by the President, President-elect, and two other Governing Board members each year.

4. Managing itself and ESA's governance system by

- Orienting new Governing Board members, and assessing Governing Board performance; and
- Maintaining up-to-date governance structures, policies, and procedures related to elections and to committees, sections, and chapters.

For additional reference, see the Bylaws (<https://www.esa.org/about/governance/esa-bylaws/>).

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Additional Functions: According to ESA bylaws, the Governing Board is also responsible for:

Membership	<ul style="list-style-type: none"> ● Determining classes of membership and terminates individual memberships ● Acting on recommendations from the Professional Ethics & Appeals Committee related to ethical misconduct
Finances	<ul style="list-style-type: none"> ● Approving the budget and annual dues
Annual Meeting	<ul style="list-style-type: none"> ● Designating the time and place of Annual Meeting
Governing Board	<ul style="list-style-type: none"> ● Filling vacancies on the Governing Board between elections ● Establishing Election Procedures
Committees, Sections & Chapters	<ul style="list-style-type: none"> ● Establishing and maintaining Committee, Section & Chapter Manuals ● Approving and coordinating the work of standing and special committees through the Vice Presidents and Presidents ● Approving Section and Chapter Bylaws and amendments ● Receiving and, as needed, acting on annual reports from Officers, Executive Director, and Sections, Chapters, and Committees
Publications	<ul style="list-style-type: none"> ● Appointing the Editors-in-Chief, and establishing guidelines for the Publications Committee to evaluate the Editors-in-Chief
Certification	<ul style="list-style-type: none"> ● Approving policies and procedures related to certification, and reviewing and deciding appeals of those denied certification
Awards	<ul style="list-style-type: none"> ● Approving awards, grants, and fellowships

Expectations of *Individual* Governing Board Members

All members of the Governing Board are expected to fulfill the following requirements:

- Be informed regarding the business of the Society and exercise independent judgment for the benefit of the organization.
- Participate in all scheduled meetings of the Board, in-person and electronically. In order to prevent financial duress for Governing Board members, support for travel is provided as outlined in the Meeting Travel & Reimbursement Policy.
- Be familiar with the bylaws and other governance policies and procedures of the Society, adhere to the content of these documents, and act accordingly.
- Disclose any conflicts of interest. Conflicts are not inherently bad, but they must be openly disclosed. Governing Board members will be reminded of the policy at the beginning of each meeting, and the Conflict of Interest Policy Agreement Form must be signed each year.
- Maintain confidentiality. Confidentiality permits creation of a climate of trust, which ensures that all Governing Board members feel comfortable sharing their opinions.

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- The *deliberations* of the Board must remain confidential, unless the Governing Board specifically decides otherwise. This includes the specific statements and opinions of Governing Board members.
- The *decisions* of the Board, are not confidential. Minutes of the meetings, prepared by the Secretary, are made publicly available (published in the ESA Bulletin) and represent the only official public record of meetings of the Board.
- The content of *executive sessions* is explicitly confidential, except for the outcome of any votes as documented by the Secretary in the minutes. The expectation of confidentiality remains during non-executive sessions.
- Note: In the case of legal action taken against the Society, personal notes, emails, and communications of Governing Board members could be subpoenaed. This should be taken into account when documenting or communicating Governing Board activities and decisions.
- Be a team player yet maintain their independent thoughts and opinions. Maintain civility during governance discussions. Support the actions of the Governing Board. While each Governing Board member has a vote, once the vote is taken, all members must all support the final decision to ensure the success of the ESA.
- Support the Executive Director.
- Serve as a member of the ESA Council.
- Be responsive to and represent the members. Exhibit a passion for the mission of the Society and care and concern for the needs of the community the Society serves.

Legal Responsibilities of Nonprofit Board Members

Under well-established principles of nonprofit corporation law, a board member must meet certain standards of conduct and attention in carrying out his or her responsibilities to the organization. Several states have statutes adopting some variation of these duties that would be used in court to determine whether a board member acted improperly. These standards are usually described as the duty of care, the duty of loyalty, and the duty of obedience.

- **Duty of Care:** The duty of care describes the level of competence that is expected of a board member and is commonly expressed as the duty of “care that an ordinarily prudent person would exercise in a like position and under similar circumstances.” This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the organization.
- **Duty of Loyalty:** The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.
- **Duty of Obedience:** The duty of obedience requires board members to be faithful to the organization’s mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public’s trust that the organization will manage donated funds to fulfill the organization’s mission. This duty also requires board members to obey the law and the organization’s internal rules and regulations.

Source: “Board Responsibilities & Structure – FAQs” (BoardSource © 2016)

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Approved by the Governing Board November 12, 2019

ELECTED OFFICER POSITION DESCRIPTIONS

General Guidelines

- All members of the Governing Board – presidents, vice presidents, secretary, and members-at-large – share a collective responsibility for ESA. (*See Statement of Governing Board Responsibilities & Expectations.*)
- The officers of the board – presidents, vice presidents, and secretary – have additional leadership duties, primarily related to supporting the Governing Board and managing a portfolio of specific standing committees. (*See Committee Leadership Manual.*)
- Officers serve as liaisons between their designated standing committees and the Governing Board, and they help align committee work with ESA’s strategic plan and annual priorities. (The Governing Board members-at-large are ex officio, voting members of the Nominations Committee and the Long Range Planning Grants Committee.)
- Vice Presidents and the Secretary nominate standing committee chairs, and the President appoints them. Standing Committee chair nominate their committee members, and the Vice President appoints them. The President and Executive Director serve as ex officio, non-voting members of all standing committees.
- Vice Presidents and the Secretary work closely with the Executive Director and program directors in an advisory capacity to help shape policy and strategy and to support implementation of major programs.
- Officers do not have the authority to make financial commitments on behalf of ESA, unless specified in the annual budget or otherwise approved by the Governing Board.

For additional reference, see the Bylaws (<https://www.esa.org/about/governance/esa-bylaws/>).

Presidents

President

- Serve as primary spokesperson for the Society in collaboration with the Executive Director
- Chair the Governing Board
- Committees
 - Appoint standing committee chairs based on nominations from designated Vice President or Secretary
 - As needed, charge standing committees through Vice President or Secretary to whom the committee reports
 - Appoint special committees, including – when needed – Transition & Search Committee for Executive Director (*See also Transition Plans for ESA*)
 - Serve as non-voting, ex-officio member of standing committees
 - Serve as a voting member of the Executive Review & Compensation Committee and appoint additional Governing Board members

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- Receive reports from whistleblowers and coordinate investigations, and receive and investigate complaints of ethical or sexual harassment concerning the Executive Director
(See also *Whistleblower Protection Policy*)

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
- Serve on the Nominations Committee and Executive Review & Compensation Committee

Past President

- 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
- Chair the Nominations Committee and Executive Review & Compensation Committee

Vice Presidents

Vice President for Finance

In collaboration with the Executive Director and Chief Financial Officer,

- Develop fiscal and investment policy
- Review annual budget
- Conduct long-term fiscal planning
- Oversee business, finances, and management of Society

Vice President for Science

- In collaboration with the Executive Director and Associate Director of Science, provide guidance related to policy and strategy of ESA's scientific programs
- Chair the Committee on Science
- Represent the following work groups on the Governing Board:
 - Science Committee
 - Meetings Committee
 - Publications Committee
 - Editors-in-Chief of Society journals
 - Vegetation Classification Panel
- Recommend chairs for the above committees and Panel, to be appointed by the President
- Appoint members to the above committees, based on nominations from committee chairs

Vice President for Public Affairs

- In collaboration with the Executive Director and Director of Public Affairs, shape policy and strategy related to public affairs, international affairs, and public policy
- Chair the Public Affairs Committee
- Appoint members to the Public Affairs Committee
- Represent the Public Affairs Committee on the Governing Board

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Vice President for Education and Human Resources

- In collaboration with the Executive Director and Director of Education & Diversity Programs, shape policy and strategy related to ESA education programs and ESA's activities around recruitment, professional development, and recognition of members
- Chair the Committee on Diversity and Education
- Represent the following work groups on the Governing Board:
 - Committee on Diversity and Education
 - Awards Committee
 - Professional Ethics and Appeals Committee
 - Board of Professional Certification
- In collaboration with the President and Professional Ethics & Appeals Committee Chair, address complaints about ethical misconduct (*See also Procedures for Ethical Complaints*)
- Recommend chairs for the above standing committees, to be appointed by the President (excluding the Board of Professional Certification)
- Appoint members to the above standing committees, based on nominations from the committee chairs (excluding the Board of Professional Certification)

Secretary

- In collaboration with the Executive Director, keep records of meetings, policies, and procedures related to the Governing Board and Council
- Report Governing Board actions to the Council
- In collaboration with the President and Executive Director, develop Governing Board and Council agendas
- Oversee election process upon completion of the work of the Nominations Committee (*See also Nominations & Elections Manual*)
- Chair the Teller's Committee
- Represent the following committees on the Governing Board:
 - Teller's Committee
 - Historical Records Committee
- Recommend chair for Historical Records Committee, to be appointed by the President
- Appoint members to the Historical Records Committee, based on nominations from the committee chair
- Maintain familiarity with the Bylaws and Policies & Procedures Handbook (*See also Bylaws and Policies & Procedures Handbook*)

MEETING & TRAVEL REIMBURSEMENT POLICY – GOVERNING BOARD MEMBERS

1. Governing Board members will be reimbursed for 2 hotel room nights, with receipts, at the annual meeting.
2. 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 over \$25 must be accompanied by receipts. Requests over \$25 without receipts will not be honored.
3. ESA prefers that its 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.
4. 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 or Program Director.
5. 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.
6. Actual expenses for meals will be reimbursed when accompanied by receipts up to a maximum of \$65 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.
7. Personal expenses such as laundry, valet, travel insurance, entertainment, telephone calls and internet connection charges etc. are not allowed.
8. Registration for meetings will be reimbursed at the early rate only.
9. 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.
10. The ESA reserves the right to deny reimbursement for any charges deemed inappropriate or excessive.

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COMMITTEE LEADERSHIP MANUAL

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INTRODUCTION: COMMITTEE STRUCTURE & GUIDELINES

Thank you for serving as the chair of a Standing or Special Committee. Your position comes with great opportunity and responsibility. During your term, you will work with fellow ESA members and professional staff who share a commitment to advancing the work of your committee, the Society, and the field.

Role of Committees: ESA committees support the Governing Board and Council in advancing ESA's mission and goals. Through committees, members help inform ESA programs and policies by working alongside the professional staff. The figure below provides an overview of ESA's Standing Committee structure.

Chair Responsibilities: As the chair, you will be a leader and steward on behalf of the committee, as well as a member of ESA's Council. Your responsibilities include:

- Recruiting and nominating committee members, with approval from the Vice President when appropriate
- Developing a committee work plan
- Designing and facilitating committee meetings, with support from the professional staff
- Working with staff to keep the Governing Board informed, via the designated Vice President as needed and/or in-person upon request
- Drafting your committee's report for The Annual Report to Council
- Serving as a member of ESA's Council and representing your committee

Composition: To provide communication and coordination between the Governing Board, committees, and management, all Standing and Special Committees include the President and the Executive Director as ex officio, non-voting members. A staff person is also assigned to support each committee. All committee chairs and members serve 3-year terms (renewable once) unless otherwise noted.

Finances & Long-Range Planning Grants

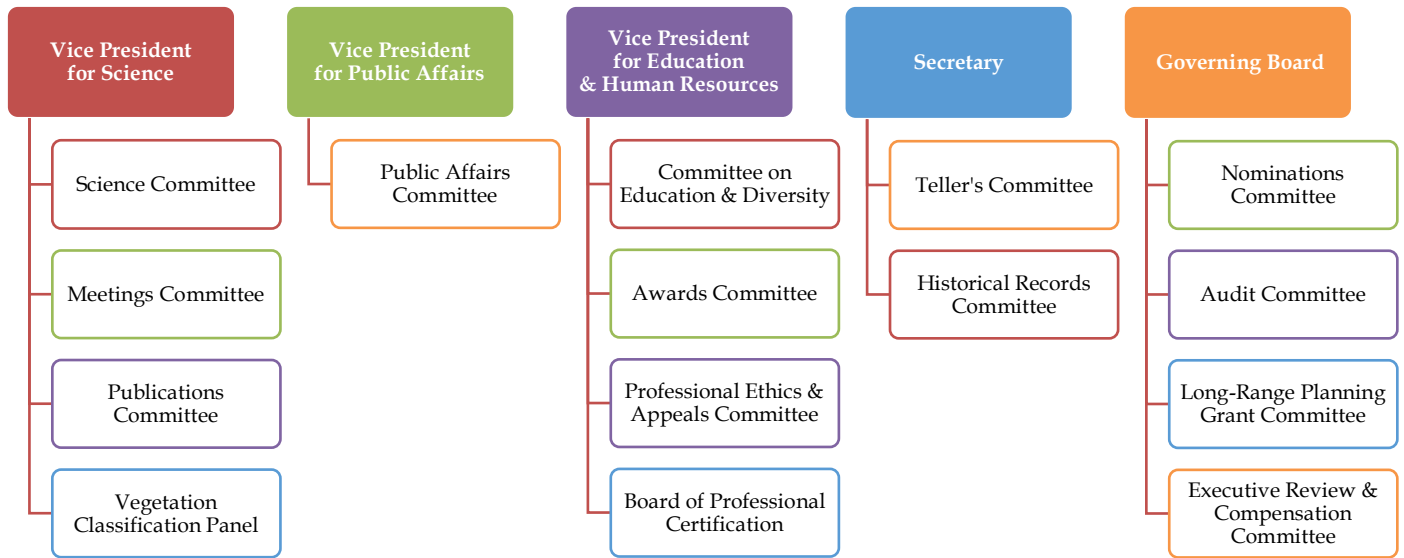
- **Finances:** The Governing Board approves the ESA annual budget, which includes allocations to committee activities. Funds are generally managed by a staff director supporting the work of the committee.
- **Long-Range Planning Grants:** The annual ESA budget also contains funds for projects that move the Society towards its long-range planning goals. Standing Committees, as well as Sections & Chapters, are eligible to apply for these grants. The call for proposals is issued in December; sent directly to Section, Chapter, and Committee Chairs; and includes the application form and awards criteria. Generally due in February, proposals are evaluated by

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the Long-Range Planning Subcommittee and announced in May. Funds are made available July 1. Chairs must submit progress grant reports for The Annual Report to Council.

Guidelines: This Committee Leadership Manual includes general committee policies and procedures, committee charters, and additional guidelines for managing your committee. If you have any questions, please contact the designated staff person or Catherine O’Riordan, ESA Executive Director, at coriordan@esa.org.

For additional reference, see the Bylaws, Amended March 2020



STANDING COMMITTEE REPORTING TO VICE PRESIDENT FOR SCIENCE

1. Science Committee

Purpose: The ESA Science Committee seeks to advance the Society’s mission and goals through identifying and publicizing research opportunities, needs and priorities in ecology. The Science Committee’s key functions include identifying:

- Emerging concepts and concerns within ecology,
- Topics in need of synthesis through interaction of ecologists belonging to different subdisciplines,
- Opportunities for productive exchanges and integration with disciplines outside ecology, and
- Activities that would advance ecology and serve the needs of the various sectors of the profession.

Composition Requirements: Chaired by the Vice President for Science

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2. Meetings Committee

Purpose: The ESA Meetings Committee seeks to advance the Society's mission and goals through convening ecologists. The Committee is responsible for supporting the Governing Board and management in long-term strategy and planning for the Annual Meeting. The Meetings Committee is responsible for:

- Ensuring that the Annual Meeting remains relevant to scientists, meets the needs of Society members, and furthers the Society's goals.
- Prioritizing the revenue targets established by the Governing Board when planning future Annual Meetings.
- Recommending guidelines related to the Annual Meeting.
- Annually reviewing the results of the Annual Meeting.

Composition Requirements:

- Co-chaired by immediate past Program Chair (appointed by the President) and the Future Meetings Chair (appointed by the President to a three-year term)
- Other designated members include
 - Current and future designated Program Chairs;
 - Current, immediate past, and future designated Local Hosts;
 - Chair of the Student Section; and
 - Others as appointed.
- Ex Officio (non-voting): President and Executive Director

Program Subcommittee

Purpose: The Program Subcommittee is responsible for developing the current year's Annual Meeting program over a 14-month planning timeline. The Subcommittee works closely with the Associate Director of Conventions & Meetings.

Composition Requirements:

- Current, past and future Program Chairs
- Current Local Host

3. Publications Committee

See also Policies & Procedures Handbook, Section 9: Journals & Publications.

Purpose: The ESA Publications Committee works on behalf of the Governing Board to advance the Society's mission and goals through the dissemination of scholarly research via the journal publication program. The Publications Committee is responsible for:

- Advising the Editors-in-Chief and Governing Board on publication strategy, assessing relevant publication metrics, and recommending future projects, strategic initiatives, and direction.
- Ensuring that guidelines are created to address issues and meet the needs of the Editors-in-Chief, authors, reviewers, and publications staff.
- Reviewing the performance of Editors-in-Chief who are candidates for reappointment (at the end of each 3-year term) and providing a list of recommended candidates to the Governing Board when Editor-in-Chief positions become vacant.
- Reviewing the operations and strategy of the Society's journals and recommending changes to publication policy in consultation with Editors-in-Chief, ESA publications staff, and the Society's publisher.

Composition Requirements: NA

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4. **Vegetation Classification Panel** [\(ESA website link\)](#)

The work of this panel is funded by government grants and, as such, it is not an ESA program.

Purpose: The ESA Panel on Vegetation Classification provides impartial scientific expertise to agencies and partners, and represents the expertise of professional ecologists spanning academic, agency, and non-governmental sectors. The Panel is responsible for:

- Facilitating and supporting the development, implementation, and use of a standardized vegetation classification for the United States;
- Guiding professional ecologists in defining and adopting standards for vegetation sampling and analysis in support of the classification;
- Collaborating with partner organizations to maintain scientific credibility of the classification through oversight of a peer review system; and
- Promoting and facilitating international collaboration in development of vegetation classifications and associated standards.

Composition Requirements: See the Panel's bylaws [\(ESA website link\)](#).

STANDING COMMITTEES REPORTING TO VICE PRESIDENT FOR PUBLIC AFFAIRS

5. **Public Affairs Committee** [\(ESA website link\)](#)

Purpose: The Public Affairs Committee works to advance the Society's mission and goals by guiding and helping to implement the public affairs program of the Society. The Public Affairs Committee is responsible for:

- Advising staff on policy and communications
- Providing input to ESA's policy priority guidelines
- Facilitating selection of the Annual Meeting Opening Plenary speaker, Regional Policy Award winner, and the Rapid Response Team luncheon speaker

Composition Requirements: Chaired by the Vice President for Public Affairs

COMMITTEES REPORTING TO VICE PRESIDENT FOR EDUCATION & HUMAN RESOURCES

6. **Committee on Diversity and Education** [\(ESA website link\)](#)

Purpose: The Committee on Diversity and Education works to advance the Society's mission and goals by promoting excellence in ecology education at all levels and by creating a scientific environment that embraces diversity and allows all professionals to flourish. The Committee is responsible for

- Helping to identify and guide ESA's education programs:
- Shaping ESA programs to enhance recruitment, training and retention of women and minorities in the ecological sciences
- Encouraging the equitable treatment and representation of all ecologists, regardless of gender, age, race, sexual orientation or cultural background.

Composition Requirements: Chaired by the Vice President for Education and Human Resources

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7. Awards Committee [\(ESA website link\)](#)

See also *Policies & Procedures Handbook, Section 3B: ESA Awards Manual*.

Purpose: The Awards Committee and its subcommittees work to advance the Society's mission and goals by recognizing achievements in and contributions to the field of ecology. The Awards Committee is responsible for selecting candidates for honorary awards of the Society and for recommending candidates for other awards for which ecologists may be eligible.

Composition Requirements:

- The chairs of all award subcommittees are members of the Awards Committee:
 1. Commitment to Human Diversity in Ecology Award Subcommittee
 2. Cooper Award Subcommittee
 3. Distinguished Service Citation Subcommittee
 4. Eminent Ecologist Award
 5. Honorary Member Award Subcommittee
 6. MacArthur Award Subcommittee
 7. Mercer Award Subcommittee
 8. Odum Award for Excellence in Ecology Education Subcommittee
 9. Shreve & Whittaker Awards Subcommittee
 10. Braun & Buell Awards Subcommittee
 11. Sustainability Awards Subcommittee (Sustainability Science Award & Innovation in Sustainability Science Award)
 12. Fellows and Early Career Fellows Selection Subcommittee
- Subcommittee Chairs are appointed to overlapping three-year terms, except for the MacArthur Award Chair, who shall serve for six years. In addition to the Chair, each Subcommittee shall generally consist of six members with overlapping, two-year terms.

8. Professional Ethics & Appeals Committee

Purpose: The Professional Ethics & Appeals Committee works to advance the Society's mission and goals by maintaining and enforcing ethical standards for ecologists. The Committee is responsible for reviewing ethical issues of concern to members of ESA and keeping the members informed about these issues. The Professional Ethics & Appeals Committee is responsible for:

- Proposing to the Governing Board modifications of the Code of Ethics and Code of Conduct for Events, as needed.
- Recommending Governing Board action to enforce the Code of Ethics and the Code of Conduct for Events, including:
 - Advising the President and Governing Board when informed of ethical or other misconduct by a member of ESA, and
 - If so directed by the Governing Board, carrying out investigations of ethical misconduct, and
 - If appropriate, proposing sanctions to the Governing Board.
- Considering appeals by individuals who are denied membership or certification and forwarding recommendations to the Governing Board.

Composition Requirements: At least one member must be a Certified Senior Ecologist

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9. Board of Professional Certification

[\(ESA website link\)](#)

Purpose: The primary objectives of the Society's Certification Program are (1) serving the needs of ecologists who wish to establish and validate their credentials in the context of their ecological activities, (2) guiding biologists, government agencies, courts and the public in defining minimum standards of education and experience for professional ecologists, and of encouraging all practicing ecologists to meet such standards, (3) creating and maintaining public confidence in the advice and opinions of Certified Ecologists as educated and experienced professionals, and (4) assisting the public in identifying ecologists.

The Certification Program is administered by the Board of Professional Certification, which is responsible for:

- Establishing a procedure for critical peer evaluation based upon defined minimum education, experience and ethical standards,
- Reviewing and approving applications for certifications, and
- Censuring, suspending, and revoking certifications.

Composition Requirements:

- *Members:* The Board of Professional Certification shall consist of seven members elected by the membership. Each nominee for the Board of Professional Certification must be a certified Ecologist. Nominations and elections shall be carried out as part of the annual Society elections. Each Board member shall serve a three-year term and is eligible for re-election to one additional consecutive term.
- *Chair:* The Board of Professional Certification shall elect from its membership a Chair, who shall serve a one-year term and may be re-elected for additional consecutive terms.

Procedures:

- *Policies & Procedures:* The general procedures used for Certification must be approved by the Governing Board. *(More information about the certification process is on the [ESA website.](#))*
- *Appeals:* A decision of the Board of Professional Certification to deny certification may be appealed in writing to the Standing Committee on Professional Ethics and Appeals, which shall consider the case and make a recommendation to the Governing Board. The decisions of the Governing Board shall be delivered to appellants in writing, and shall be final. *(More information about the appeals process is also on the [ESA website.](#))*

STANDING COMMITTEES REPORTING TO THE SECRETARY

10. Teller's Committee

Purpose: The purpose of the Teller's Committee is to validate elections results for the Governing Board and Board of Professional Certification.

Composition Requirements:

- Chaired by the Secretary
- 2 additional members of the Society appointed by the President

11. Historical Records Committee

[\(ESA website link\)](#)

Purpose: The Historical Records Committee is responsible for supervising the collection and preservation of records to be deposited in the Society archives.

Composition Requirements: NA

ESA Policies & Procedures Handbook

STANDING COMMITTEES REPORTING TO THE GOVERNING BOARD

12. Nominations Committee

See also Policies & Procedures Handbook, Section 6: Elections Procedures Manual.

Purpose: The Nominations Committee shall be responsible for identifying at least two candidates for each elected position.

Composition Requirements:

- *Members:* Past President, President-Elect, 3 Members-at-Large of the Governing Board, and 2 additional members of the Society appointed by the President
- *Chair:* Past President

13. Audit Committee

Purpose: The Audit Committee supports the work of the Governing Board by providing independent oversight and evaluation of the annual audit and audit process, and recommending approval or modification of the annual audit to the Governing Board.

Composition Requirements:

- 3 Governing Board members who serve two-year overlapping terms
- The Chair and members of the Audit Committee are appointed by the Governing Board.

14. Long-Range Planning Grants Committee

See also long-range planning guidelines and examples ([ESA website link](#)).

Purpose: The Long-Range Planning Grants Committee is responsible for evaluating proposals from Sections, Chapters, and Standing Committees and recommending funding levels to the Governing Board.

Composition Requirements: 3 Governing Board members-at-large, ex officio

15. Executive Review & Compensation Committee

See Policies & Procedures Handbook, Executive Director Performance Evaluation Process.

Purpose: This Executive Review & Compensation Committee makes recommendations to the Governing Board with respect to the review of the Executive Director's performance, compensation, and criteria for achievement for the next year.

Composition:

- *Chair:* Past-President
- *Members:* President, Past-President, and one additional Governing Board member
- *Observer:* A second Governing Board member (appointed by the President) will serve as an observer the first year and as a member the following year.



ESA Awards Manual

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Original document prepared by E.A. Johnson, May 1998
 Updated by R.R. Sharitz, September 2003
 Updated by J.L. Bronstein, September 2006
 Updated by C.R. Nam, August 2020

*For additional reference, see also ESA's Policies & Procedures Handbook,
 Awards Establishment & Fundraising Guidelines.*

ESA Awards Manual

This Handbook is an overview of the ESA Awards and Fellow Program. It is designed to give you an overview of how each subcommittee works to make the Awards program a success.

I. SCHEDULE OF COMMITTEE ACTIVITIES

August	<p>Following the annual ESA meetings, the Award Chair ensures that all subcommittees for the next year are intact. Working with subcommittee chairs to identify and appoint new members as needed, the Award Chair should approve appointments of all new subcommittee members. A list of all those that have been nominated during the Spring volunteer call are provided to the Award Chair to assist in assembling the subcommittees. The Governing Board (or ESA President) approves appointments of subcommittee chairs.</p> <p>The Awards Chair ensures that that the Awards Nomination Committee is intact for the next year. The committee is charged with attracting nominations for the awards needing a greater, more diverse, nominee pool. This committee has five members and will be independent from the award subcommittees. The Awards Chair appoints members to this committee and will serve as an ex-officio member.</p>
September	<p>The Awards Call for Nominations is posted in the ESA website for all awards. ESA Bulletin publishes the announcements of the awards given at the August meetings, along with descriptions of the winners and pictures, as well as provides the write-ups to the editor of the Bulletin and ensures that pictures have been sent.</p>
October	<p>Nominations are due the 3rd Thursday of the month. Review of submitted nominations starts the last week of October. All nominations must be submitted electronically through the ESA Awards submission site.</p> <p>Current members of the ESA Governing Board are not eligible to become a Fellow or receive an award during their board term.</p>
November	<p>Awards Subcommittees review all nominations that were submitted and must make a final decision by the last Thursday of November.</p>
December	<p>Subcommittee Chairs submit the name and write up for the winner to the Awards Chair. The Awards Chair consolidates all this information into one document in preparation for it to be reviewed for final approval by the Governing Board. A sample document is included in this document to be used as a guide in preparation of it.</p>
January	<p>Upon final approval from the Governing Board, the Awards Chair is notified that the slate has been approved or rejected. Once the slate has been approved, the Chair will reach out to the winners to notify them and let them know an embargo is in place until the press release is issued by ESA in the March/April timeframe.</p>
March/April	<p>ESA staff will follow up with the winners to gather pertinent information along with a photo. These items will be used in the press release, the Annual Meeting Conference Program, during the Awards Ceremony and on signage at the meeting.</p> <p>In addition, the winner must certify that to they have not been found culpable of scientific or other misconduct A Press Release in March will be issued announcing the class of Early Career Fellows and Fellows.</p> <p>Another Press Release will be issued in late March/early April announcing all the award winners except for Buell, Braun and Shreve. That Press Release will go out in late April/early May.</p>

ESA Awards Manual

August

The Awards Ceremony will take place on Monday from 8 – 10AM during the Scientific Plenary. The Award Chair will put together the PowerPoint presentation of all the winners and their photos. The ESA staff will be able to provide these photos at any time after collection in February. The Awards Chair will be called to the stage during the ceremony to announce the winners as the ESA President presents them with their award.

Monday Evening from 5:00 – 5:45PM, an Awards Reception is hosted for all award winners, Early Career Fellows, Awards Committee members and the Governing Board. All winners and Fellows are invited to bring a guest to this event. ESA staff will collect RSVPs for the reception. During this reception, certificates are handed out to Early Career Fellows and Fellows.

On Tuesday at the conference is the Awards Committee Lunch from 11:30AM – 1:15PM. The Award Chair will chair this event. This is a time to talk about what worked well and areas that need improvement, as well as new ideas for the program.

The Awards Committee Chair is a voting member of the ESA Council and will be invited to the Council meeting (currently held on Sunday from 1:30 – 4:30PM).

II. AWARDS & SUBCOMMITTEES SUMMARY

Awards & Subcommittees	Award(s) Presented For	Award Contents*
Commitment to Human Diversity in Ecology Award Subcommittee	Long-standing contributions toward increasing diversity of future ecologists through mentoring, teaching, or outreach	Plaque \$700 travel
W.S. Cooper Award Subcommittee	Contributed to fields of geobotany and/or physiographic ecology	Plaques for each author \$700 travel for 1st author
Distinguished Service Citation Subcommittee	Long and distinguished service to ESA, scientific community, and larger purpose of ecology in the public welfare	Plaque \$700 travel
Eminent Ecologist Award Subcommittee	Senior ecologist for contributions to science of ecology and biological sciences	Globe Lifetime membership \$700 travel
Robert H. MacArthur Award Subcommittee	Established ecologist in middle of an extraordinary career, with contributions to ecology and expectation of continued outstanding ecological research	Globe \$1000 cash \$700 travel
George Mercer Award Subcommittee	Younger researcher who has authored an outstanding ecological paper	Plaques for each author \$1000 cash \$700 travel for 1st author if under 40 years
Eugene P. Odum Award for Excellence in Ecology Education Subcommittee	Recognizes outstanding work in ecology education	Trophy \$1,000 cash \$700 travel
Shreve & Whittaker Awards Subcommittee	<u>Robert H Whittaker Distinguished Ecologist:</u> An earned doctorate and outstanding record of contributions from outside the United States	Plaque \$1400 travel
	<u>International Ecology Award:</u> Specifically recognizes outstanding ecologist in developing country at early- or mid-career stage	Plaque \$1400 travel
	<u>Forrest Shreve Award:</u> Support research in hot deserts of North America: Sonoran, Mojave, Chihuahuan, and Vizcaino	\$1000 – \$2000
Braun & Buell Awards Subcommittee	<u>E. Lucy Braun Award:</u> Outstanding poster at previous meeting	Plaque \$500 cash \$700 travel
	<u>Murray F. Buell Award:</u> Outstanding paper orally at previous meeting	Plaque \$500 cash \$700 travel
Sustainability Award Subcommittee	<u>Sustainability Award:</u> Peer-reviewed paper published in the past five years that makes a greater contribution to the emerging science of ecosystem and regional sustainability	Plaque for each author \$700 travel for 1 st author
Fellows & Early Career Fellows Selection Subcommittee	<u>Fellows:</u> ESA members who have made outstanding contributions to advance or apply ecological knowledge	Certificate
	<u>Early Career Fellows:</u> ESA members who have begun making and show promise of continued outstanding contributions to the field	

* Travel awards are for reimbursement up to the amount listed

III. DESCRIPTIONS OF AWARDS

Commitment to Human Diversity in Ecology

Description

The Commitment to Human Diversity in Ecology Award is in recognition of long-standing contributions of an individual toward increasing the diversity of future ecologists through mentoring, teaching, or outreach.

Eligibility and Criteria

The award is given to one individual, and age is not a criteria. The award cannot be given to the same individual more than once. The award need not be given every year.

Committee

The subcommittee is made up of 5 to 7 individuals who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend.

Selection Process

Applications (one nomination letter, a short curriculum vitae, and at most three supporting letters) are electronically submitted. ESA Headquarters shares the applications with the Subcommittee Chair. The Chair notifies the subcommittee members that nomination packets are ready for review. Each subcommittee member reads the nomination packets and evaluates the candidates privately. An email discussion or group phone call is scheduled with all subcommittee members; the chair leads a discussion of each applicants' packages. Discussion continues until consensus on a recipient is reached. If consensus cannot be reached, the Subcommittee Chair may call for a vote on the top candidate by simple majority. The Subcommittee Chair prepares a letter to the ESA Awards Chair communicating the name of the top candidate, the selection process, and the rationale for the selection.

Recusal Policy

If one of the nominees is connected by research or educational collaboration to a subcommittee member, then the subcommittee member recuses himself/herself for that nominee's discussion (as is with NSF panel review).

Nominee Retention Over Time Policy

Two years.

The Award

The Commitment to Human Diversity in Ecology Award is presented at the Award Ceremony during the Annual Meeting of the Ecological Society of America. The award consists of a plaque and travel reimbursement up to \$700.

ESA Website Links: <https://www.esa.org/about/awards/list/commitment-to-human-diversity-in-ecology/> and <https://www.esa.org/about/awards/>.

William Skinner Cooper Award

Description

The W. S. Cooper Award is given to honor an outstanding contribution in geobotany, physiographic botany, plant succession or the distribution of organisms along environmental gradients. The decision as to whether a scientific work qualifies has been traditionally left to the subcommittee. A relatively wide interpretation has been favored to allow new research areas to be aligned with the original definition of the award.

W. S. Cooper had a long and productive career in ecology. He made many early contributions to plant ecology and was an innovative, forward-looking scientist who undertook research in new areas up to the end of his life.

Eligibility and Criteria

The award is for a single contribution in a scientific publication (book, chapter, scientific or technical journal article), not for an individual's collected works or career. The recipient need not be a member of the Ecological Society of America and can be of any age, nationality or place of residence. The contribution should be recent, which is interpreted to be approximately in the last five years. The award cannot be given to the same individual(s) more than once.

The award can be given for a single or multiple-authored contribution. For a multiple-authored paper, the subcommittee must give justification if only the senior author is recognized, and the remaining authors must be contacted to gain their views. In the situation where all authors are not included in the award, these authors are still eligible for the award in the future.

The award need not be given every year.

William Skinner Cooper Award Subcommittee

The subcommittee is made up of 5 to 6 individuals who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend.

Selection Process

Applications (one nomination letter with full citation, a copy of the publication (electronic if possible) and at most three supporting letters) are electronically submitted. ESA Headquarters shares the applications with the subcommittee chair. Each subcommittee member reads the papers and comments on them independently. The subcommittee then discusses the nominations and ranks them. This is usually done by email. If there is not a clear-cut winner, the subcommittee chair will write each member to describe the situation. The subcommittee will continue its deliberations until a winner is selected, or the subcommittee decides there will be no award made that year.

The Award

The W. S. Cooper Award is presented at the Award Ceremony during the Annual Meeting of the Ecological Society of America. The award consists of a plaque for each author and travel reimbursement up to \$700 for the 1st author.

ESA Website Links: <https://www.esa.org/about/awards/list/w-s-cooper-award/> and <https://www.esa.org/about/awards/>

Distinguished Service Citation

Description

The Distinguished Service Citation is given annually in recognition of long and distinguished service to the Ecological Society of America, to the larger scientific community, and to the larger purpose of ecology in the public welfare.

Eligibility and Criteria

The award is usually given to one individual, although two or more whose services are inseparable may be recognized. Age is not a criterion. The award cannot be given to the same individual more than once. The award need not be given every year.

Distinguished Service Citation Subcommittee

The subcommittee is made up of 4 to 6 individual who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected

Selection Process

Applications (one nomination letter, a short curriculum vitae, and at most three supporting letters) are electronically submitted. ESA Headquarters shares the applications with the Subcommittee Chair. The Chair notifies the subcommittee members that nomination packets are ready for review. Each subcommittee member reads the nomination packets and evaluates the candidates privately. We rarely have more than six applications in a year. A group phone call is scheduled with all subcommittee members; the chair leads a discussion of each applicants' packages. Discussion continues until consensus on a recipient is reached. If consensus cannot be reached, the Subcommittee Chair may call for a vote on the top candidate by simple majority. Diversity is considered, with an eye to gender balance over time. Consideration has been given in the past to the urgency of awarding one deserving candidate over another, since those who qualify for the Distinguished Service Citation can be advanced in years. The Subcommittee Chair prepares a letter to the ESA Awards Chair communicating the name of the top candidate, the selection process, and the rationale for the selection.

Recusal Policy

This has not come up with the Distinguished Service Citation during my time on the committee. Should it arise we would ask for recusal of the conflicted subcommittee member.

Nominee Retention Over Time Policy

Three to five years.

The Award

The Distinguished Service Citation is presented at the Award Ceremony during the Annual Meeting of the Ecological Society of America. The award consists of a plaque and travel reimbursement up to \$700.

ESA Website Links: <https://www.esa.org/about/awards/> and <https://www.esa.org/about/awards/list/distinguished-service-citation/>

Eminent Ecologist Award

Description

The Eminent Ecologist Award is given annually to a senior ecologist in recognition of an outstanding body of ecological work or of sustained ecological contributions of extraordinary merit.

Eligibility and Criteria

The award is given to one individual or to two people whose work is inextricably intertwined. It is given to a senior ecologist in recognition of an outstanding body of ecological work or of sustained ecological contributions of extraordinary merit. The awardee need not be retired or have completed his/her ecological career. The awardee need not be a member of the Ecological Society of America and can be from any country. The award cannot be given to the same individual more than once. The award need not be given every year.

Eminent Ecologist Award Subcommittee

The subcommittee is made up of 4 to 6 individual who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend.

Selection Process

Applications (one nomination letter, a curriculum vitae, and at most three supporting letters) are electronically submitted. ESA Headquarters shares the applications with the subcommittee chair. Each subcommittee member reads the papers and comments on them independently. The subcommittee then discusses the nominations and ranks them. This is usually done by email. If there is not a clear-cut winner, the subcommittee chair will write each member to describe the situation. The subcommittee will continue its deliberations until a winner is selected or the subcommittee decides there will be no award made that year.

The Award

The Eminent Ecologist Award is presented at the Award Ceremony during the Annual Meeting of the Ecological Society of America. The award consists of an engraved globe, a lifetime active membership in the Ecological Society of America, and travel reimbursement up to \$700.

ESA Website Links: <https://www.esa.org/about/awards/> and <https://www.esa.org/about/awards/list/eminant-ecologist-award/>

Robert H. MacArthur Award

Description

The Robert H. MacArthur Award is given to an established ecologist in midcareer for meritorious contributions to ecology, in the expectation of continued, outstanding ecological research. This award is given every two years. In the alternate year, the awardee gives the MacArthur Lecture at the Annual Meeting of the Ecological Society of America.

Eligibility and Criteria

This award is for past excellence in ecology and in anticipation of future outstanding contributions to ecological research. This is a research award to a midcareer ecologist where midcareer is not defined by age but by significance and number of contributions. By implication, it is given to only one recipient at a time. The award cannot be given to the same individual more than once. The award need not be given if no suitable awardee is identified by the subcommittee.

Robert H. MacArthur Award Subcommittee

The subcommittee is made up of 5 to 7 individuals who have three-year terms (or serve 6 years, since the MacArthur is given every 2 years). Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend.

Selection Process

Applications (one nomination letter, a short curriculum vitae, and at most three supporting letters) are electronically submitted. ESA Headquarters shares the applications with the subcommittee chair. The chair notifies the subcommittee members that nomination packets are ready for review. Each subcommittee member reads the nomination packets and sends a confidential ranked list of nominees to the subcommittee chair. The chair then distributes the summed rankings and uses this to narrow the field for a second vote from among 3-5 nominees (depending on the distribution of summed ranks). After the second vote, if there is no clear winner, there is a discussion on phone or Skype. Ideally the selection is made by consensus, but if not, the selection is made by simple majority. The subcommittee chair prepares a letter to the ESA Awards Chair communicating the name of the top candidate, the selection process, and the rationale for the selection.

Subcommittee members are given information about the diversity of past winners. The MacArthur Award is given to a 'mid-career' ecologist, and to provide context, subcommittee members are given the academic age distribution of previous winners.

Recusal Policy

Close conflicts (PhD or postdoc advisor/advisee relationships, close collaborators, and colleagues in the same department) require subcommittee members to excuse themselves from participating in discussion and voting for the nominee. The votes are tallied so that COI abstentions do not count against a nominee. Thus, COIs are handled similar to NSF, although subcommittee members are not be excluded from listening to the discussion about their COI nominee.

Nominee Retention Over Time Policy

Nominations are retained for two awards; for the second, the nominators are invited by the subcommittee chair to update the nomination.

The Award

The Robert H. MacArthur Award is presented at the Award Ceremony during the Annual Meeting of the Ecological Society of America. The award consists of a plaque, an engraved globe, a cash award of \$1,000, and travel reimbursement up to \$700.

In the year following the award presentation, the awardee will give the MacArthur Lecture at the Annual Meeting of the Ecological Society of America. The President will introduce the awardee. In the year when the MacArthur Lecture is given, the awardee will not be present in the Award Ceremony lineup.

ESA Website Links: <https://www.esa.org/about/awards/> and <https://www.esa.org/about/awards/other-awards/robert-h-macarthur-award/>

George Mercer Award

Description

The George Mercer Award is given in memory of Lieutenant George Mercer of the British Army of World War I who was killed in action on October 3, 1918. The purpose of the award is to commemorate the sacrifice of a young naturalist and ecologist, to encourage others to publish papers comparable with those it is reasonable to suppose Mercer would have published if he had lived, and to honor the recipient(s).

Eligibility and Criteria

The award is given annually to a young author or authors in recognition of a single outstanding paper in ecology published in English in a scientific or technical journal during the previous two years. Young means that the senior author must be 40 years old or less when the paper was published. As this description is written into the original definition of the award, exceptions cannot unfortunately be made for individuals who began their research careers at untraditional ages.

The author(s) need not be members of the Ecological Society of America and can be of any nationality or place of residence. The award cannot be given to the same individual more than once. The award need not be given every year.

George Mercer Award Subcommittee

The subcommittee is made up of 5 to 6 individuals who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend.

Selection Process

Applications (one nomination letter with full citation, a copy of the publication (electronic if possible) and at most three supporting letters) are electronically submitted. ESA Headquarters shares the applications with the subcommittee chair. Each subcommittee member reads the papers and comments on them independently. Some of us use a rubric when going through the papers, but the specifics of those rubrics differ (and we decided it was fine for us not all to use the exact same items and weight). Prior to seeing other people's ratings, each person: 1) rates the paper as "Deserving", "Possibly Deserving", or "Not Deserving", 2) notes the 1-3 papers they think are the best of their "Deserving" category, 3) indicates if they think they might have a conflict with any particular paper, 4) indicates whether the paper a) falls within their area of expertise, b) is in their general research area but outside their particular specialty, or c) is outside their area of expertise. When sending around the instructions laying out the procedure, the chair encourages subcommittee members to be aware of the biases that we all have. After all the ratings are in, the subcommittee chair compiles them. In that process, the subcommittee chair tallies the number of deserving, possibly deserving, and not deserving ratings for each paper, along with the number of times it was listed as someone's top choice. They also create a numeric rating based on the D, PD, and ND ratings, with each D worth 2 points and each PD worth 1 point**. It's called the "summed rating".

In 2016, the subcommittee chair initially decided to try a first cut where they only included papers that received at least 3 "deserving" ratings or that were in someone's top 3. That yielded 13 papers. They then decided to try a second cut where they only included papers that had a summed rating of 8 or higher or that had at least 3 "top 3" votes. That yielded 7 papers. Of those papers, three received at least three "top 3" votes; the others all received only 1. So, they proposed to the subcommittee that we should focus our discussion on those three papers. Based on those discussions (which factored in ratings by people who viewed the paper as close to their research area), one paper quickly rose to the top.

It's assumed that in future years the break points will differ, but the same general procedure (which was modified from one that has been used by the previous two subcommittee chairs) will continue to be used.

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If there is not a clear-cut winner, the subcommittee chair will write each member to describe the situation. The subcommittee will continue its deliberations until a winner is selected or the subcommittee decides there will be no award made that year.

Recusal Policy

In cases where there was a potential conflict, the case was discussed with the awards committee chair.

Nominee Retention Over Time Policy

Nominations are retained for one year.

The Award

The George Mercer Award is presented at the Award Ceremony during the Annual Meeting of the Ecological Society of America. The award consists of a cash award of \$1000 and travel reimbursement up to \$700 for the 1st author if under 40 years. All authors who were under 40 years when the paper was published will share equally in the cash award. All authors of the paper, regardless of age, will receive plaques for their roles in the Mercer Award winning paper.

ESA Website Links: <https://www.esa.org/about/awards/> and <https://www.esa.org/about/awards/list/george-mercer-award/>

Eugene P. Odum Award for Excellence in Ecology Education

Description

The ESA Award for Excellence in Ecology Education recognizes an ecologist for outstanding work in ecology education. Quality ecology education is vital to the citizenry and to the Ecological Society of America. This award draws the attention of the discipline as a whole to the education-related work accomplished by our colleagues, who through their teaching, outreach and mentoring activities, relate basic ecological principles to human affairs and contribute toward a better world.

Eligibility and Criteria

The Eugene P. Odum Award recognizes an ecologist for outstanding work in ecology education. This award was generously endowed by, and named for, the distinguished ecologist Eugene P. Odum. Through teaching, outreach, and mentoring activities, recipients of this award have demonstrated their ability to relate basic ecological principles to human affairs. Nominations recognizing achievements in education at the university, K–12, and public levels are all encouraged. The award recognizes outstanding contributions in one of the following areas:

- a. Excellence in undergraduate and graduate teaching and ecology program and curriculum development, including elementary and high school environmental education programs.
- b. Excellence in ecology outreach programs such as teacher training, adult education, distance learning and virtual laboratories, or the development of ecology programs at nature centers, field stations, other non-formal education centers, and education programs for the general public.
- c. Excellence in mentoring new young ecologists at the undergraduate and graduate level.

The recipient is an ecologist who is preferably, but not necessarily, a member of ESA. The applicants cannot be on the ESA Governing Board.

Odum Award for Excellence in Ecology Education Subcommittee

The subcommittee is made up of 5 to 7 individuals who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend.

Selection Process

Applications (one nomination letter, a short curriculum vitae, and at most three supporting letters) are electronically submitted. The nominator should explain how the nominee demonstrates excellence in ecology teaching, program development, outreach or mentoring that serves as a model for others in ecology education. Excellence may be demonstrated by providing evidence of student achievement and learning in the following areas:

- a. Understanding ecological principles and concepts
- b. Involvement in scientific inquiry and critical thinking in ecology
- c. Knowledge of local organisms and ecosystems
- d. Knowledge of current environmental problems and ways to help solve them
- e. Application of ecology to human concerns

In addition, evidence might be provided demonstrating the following:

- a. Development and application of innovative and creative teaching techniques
- b. Success in working with students of varied abilities and from a diversity of backgrounds
- c. Development and use of innovative and authentic assessment of student understanding and growth
- d. Excellence in ecology education research

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- e. Success in fostering student advancement in their careers
- f. Journalistic skills in writing for the public (e.g. newspapers and/or popular magazines)

ESA Headquarters shares the applications with the subcommittee chair. The Chair notifies the subcommittee members that nomination packets are ready for review. Each subcommittee member reads the nomination packets and ranks the candidates privately, with 1 being their top choice for the Odum Award. For small fields of nominees, all candidates may receive a numerical ranking. In a larger field, only the top candidates may be ranked - the number of top candidates is chosen at the discretion of the Subcommittee Chair. The rankings are returned to the Chair, and the average rank is calculated for each nominee (with the lowest average score being the top choice for the Odum Award). The raw rankings and the calculated averages are then shared with the full subcommittee. E-mail discussion ensues until a consensus is reached on the awardee. If consensus cannot be reached, the Subcommittee Chair may call for a subsequent vote on the top candidates by simple majority. The Subcommittee Chair prepares a letter to the ESA Awards Chair communicating the name of the top candidate, the selection process, and the rationale for the selection.

Recusal Policy

If a subcommittee member perceives a conflict of interest with a nominee (such as being from the same institution or educational organization as the nominee), that subcommittee member does not read the nomination package or submit rankings for that nominee.

Nominee Retention Over Time Policy

It is the policy of the Subcommittee to retain nomination packages for up to three years.

The Award

The Odum Education Award is presented at the Award Ceremony during the Annual Meeting of the Ecological Society of America. The award consists of a special trophy, a cash award of \$1,000, and travel reimbursement up to \$700.

ESA Website Links: <https://www.esa.org/about/awards/> and <https://www.esa.org/about/awards/list/eugene-p-odum-award-for-excellence-in-ecology-education/>

Robert H. Whittaker Distinguished Ecologist Award

Shreve & Whittaker Awards Subcommittee

Description

The Robert H. Whittaker Distinguished Ecologist Award is given to a distinguished ecologist who has made exceptional contributions to ecology and whose principal residence and site of ecological research are outside of North America (i.e., outside the USA, Canada and Mexico).

Eligibility and Criteria

Robert H. Whittaker Distinguished Ecologist Award should be awarded exclusively for excellence and distinction in the field of ecology. Robert H. Whittaker Distinguished Award should be awarded only to individuals who are not citizens or longtime residents of the USA, Canada or Mexico.

This award is given every other year. The current pattern is for the award to be given in odd years.

Shreve & Whittaker Awards Subcommittee

The subcommittee is made up of 5 to 7 individuals who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend.

Selection Process

Applications (one nomination letter, a short curriculum vitae, and at most three supporting letters) are electronically submitted. ESA Headquarters shares the applications with the subcommittee chair. The chair notifies the subcommittee members that nomination packets are ready for review. Each subcommittee member reads the nomination packets and sends a confidential ranked list of nominees to the subcommittee chair. The chair then distributes the summed ranks and uses this to narrow the field for a second vote from among 3-5 nominees (depending on the distribution of summed ranks). After the second vote, if there is no clear winner, there is a discussion on phone or Skype. Ideally the selection is made by consensus, but if not, the selection is made by simple majority. The subcommittee chair prepares a letter to the ESA Awards Chair communicating the name of the top candidate, the selection process, and the rationale for the selection.

Recusal Policy

Subcommittee members who have conflict of interest defined on NSF rules and those who have made nominations.

Nominee Retention Over Time Policy

Nominations are retained for one year.

The Award

The recipient of the Robert H. Whittaker Distinguished Ecologist Award will be invited to attend one of the annual meetings of the Ecological Society of America to receive the certificate at the Award Ceremony. The award consists of a plaque and travel reimbursement up to \$1400 (The ESA will pay coach class airfare, room and board, and other expenses as seems appropriate to the Governing Board).

ESA Website Links: <https://www.esa.org/about/awards/> and <https://www.esa.org/about/awards/#robert-whittaker>

International Ecology Award

Shreve & Whittaker Awards Subcommittee

Description

The International Ecology Award recognizes an outstanding ecologist in a developing country that is early or mid-career ecologist.

Eligibility and Criteria

The ecologist should be early career or mid-career and reside in a developing nation.

This award is given every other year. The current pattern is for the award to be given in even years.

Shreve & Whittaker Awards Subcommittee

The subcommittee is made up of 5 to 7 individuals who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years and members for three years. Subcommittee members are chosen to span the range of disciplines covered by the award. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend. Typically, the subcommittee will consist of four members plus the chair.

Selection Process

Applications (one nomination letter, a short curriculum vitae, and at most three supporting letters) are electronically submitted. ESA Headquarters shares the applications with the Subcommittee Chair. The chair notifies the subcommittee members that applications are ready for review. Each subcommittee member reads the applications and sends a ranked list of all suitable candidates to the subcommittee chair. The subcommittee member also has the option to rank the candidate as not suitable. The chair then distributes the summed ranks. If any candidate in the top-three also is ranked not suitable by a member, we first reach consensus on suitability and have sometimes not awarded an award to any candidate. The subcommittee chair prepares a letter to the ESA Awards Chair communicating the name of the top candidate and the rationale for the selection. If there are no candidates considered appropriate, we do not give the award.

Recusal Policy

Close conflicts (PhD or postdoc advisor/advisee relationships, close collaborators) require subcommittee members to excuse themselves from participating in discussion and voting. The votes are tallied so that COI abstentions do not count against the applicant/nominee,

Nominee Retention Over Time Policy

The International Ecology Award submissions will not be retained for subsequent years.

The Award

The International Ecology Award is presented at the Awards Ceremony during the Annual Meeting of the Ecological Society of America. The award consists of a plaque and reimbursement up to \$1400 for travel to the United States for research or to attend the ESA meeting.

ESA Website Link: <https://www.esa.org/about/awards/>

Forrest Shreve Award

Shreve & Whittaker Awards Subcommittee

Description

The Forrest Shreve Award supports research in the hot deserts of North America.

Eligibility and Criteria

The award is given annually and consists of \$1000 – 2000 to support research in the hot deserts of North America: Sonoran, Mojave, Chihuahuan, and Vizcaino. Projects should be clearly ecological and should increase our understanding of the patterns and processes of deserts and/or desert organisms. Graduate and undergraduate students are eligible if they are currently enrolled in a degree program and are members of the ESA. Proposals will be ranked based on the importance of the project to understanding desert ecology, feasibility, experimental design, and innovation and on the quality of the application and letters of support.

Shreve & Whittaker Awards Subcommittee

The subcommittee is made up of 5 to 7 individuals who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years and members for three years. Subcommittee members are chosen to span the range of disciplines covered by the award. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend. Typically, the subcommittee will consist of four members plus the chair.

Selection Process

Applicants for the Forrest Shreve Award should send a proposal (not to exceed one page) describing the proposed research, specifying the research location and explaining how the award would further the proposed research, with a C.V. and a short-proposed budget describing how the money will be spent if awarded. A letter of reference should be submitted separately by a research supervisor or an appropriate referee familiar with their work. Graduate and undergraduate students are eligible, as long as they are currently enrolled in a degree program and are members of the ESA. All proposals are electronically submitted. The ESA Headquarters staff shares the applications with the Subcommittee Chair. The chair notifies the subcommittee members that applications are ready for review. Each subcommittee member reads the applications and sends a ranked list of all suitable candidates to the subcommittee chair. The subcommittee member also has the option to rank the candidate as not suitable. The chair then distributes the summed ranks. If any candidate in the top-three also is ranked not suitable by a member, the subcommittee reaches consensus on that candidate's suitability. The subcommittee chair prepares a letter to the ESA Awards Chair communicating the name of the top candidate and the rationale for the selection. If there are no candidates considered appropriate, ESA will not give the award that year.

Recusal Policy

Close conflicts (PhD or postdoc advisor/advisee relationships, close collaborators) require subcommittee members to excuse themselves from participating in discussion and voting. The votes are tallied so that COI abstentions do not count against the applicant/nominee.

Nominee Retention Over Time Policy

No retention from year to year.

The Award

The Forrest Shreve Student Research Fund provides funds from \$1000 – 2000 to support research in the hot deserts. This award is not handed out at the Awards Ceremony during the Annual Meeting.

ESA Website Links: <https://www.esa.org/about/awards/> and <https://www.esa.org/about/awards/list/desert-ecology-forrest-shreve-award/>

Murray F. Buell and E. Lucy Braun Awards

Student Awards Subcommittee

Description

Murray F. Buell had a long and distinguished record of service and accomplishment in the Ecological Society of America. Among other things, he ascribed great importance to the participation of students in meetings and to excellence in the presentation of papers. To honor his selfless dedication to the younger generation of ecologists, the **Murray F. Buell Award for Excellence in Ecology** is given to a student for the outstanding oral paper presented at the Ecological Society of America Annual Meeting. The award was first presented in 1977.

E. Lucy Braun, an eminent plant ecologist and one of the charter members of the Ecological Society of America, studied and mapped the deciduous forest regions of eastern North America and described them in her classic book, *The Deciduous Forests of Eastern North America*. To honor her, the **E. Lucy Braun Award for Excellence in Ecology** is given to a student for the outstanding poster presentation at the ESA Annual Meeting. The Award was first presented in 1988.

Eligibility and Criteria

A candidate for these awards must be an undergraduate, a graduate student, or a recent doctorate not more than 9 months past graduation at the time of the meeting. The paper or poster must be presented as part of the program sponsored by the Ecological Society of America, but the student need not be an ESA member. To be eligible for these awards, the student must be the sole or first author of the oral paper or poster. Students apply by using the application form on the ESA website.

Papers and posters are judged on the significance of ideas, creativity, quality of methodology, validity of conclusions drawn from results, and clarity of presentation. A student may compete for only one of the awards in a given year. Also, the student will be judged on only a single paper or poster in a given year. An individual may receive an award only once, although a student could receive both awards but in different years. Also, the awards need not be given if suitable candidates are not found.

Subcommittee

The subcommittee is made up of 5 to 7 individuals who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years and members for three years. Subcommittee members are chosen to span the range of disciplines covered by the award. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend. Typically, the subcommittee will consist of four members plus the chair.

Selection Decision

Applications are submitted through a form on the ESA website after the contributed abstract deadline in the Spring. ESA Headquarters shares the applications with the Subcommittee Chair who then shares them with the committee.

If the number of applicants for the Buell and Braun awards looks as if it is going to far exceed the number of available judges, the Buell-Braun Subcommittee may choose to pre-screen applications. The pre-screen gives the committee the opportunities to select the best applications that were submitted and to make the judges pool more manageable. They should interact with the Awards Committee Chair to design a fair method by which to do this.

Judges consist of volunteers. Any individual with a Ph.D. or substantial experience in ecology is eligible to be a judge. A call for judges is made by email and social media to the ESA membership. In addition, the committee reaches additional audiences (e.g., via email and social media targeting their home institutions) Judges are typically asked to evaluate 4-6 papers and/or posters. Individuals may also

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volunteer to judge during the meeting by simply filling out a spreadsheet ballot for any eligible paper or poster.

The subcommittee makes its decision after the meeting. The decision is by consensus. It is made using a combination of the numerical scores and the judges' comments. All possible efforts should be made to select only one recipient for each award.

Recusal Policy

Close conflicts (PhD or postdoc advisor/advisee relationships, close collaborators) require subcommittee members to excuse themselves from participating in discussion and voting. The votes are tallied so that COI abstentions do not count against the applicant/nominee.

Nominee Retention Over Time Policy

No retention from year to year.

The Award

The E. Lucy Braun Award and Murray F. Buell Award are announced at the Awards Ceremony at the Annual Meeting. The awards are presented at the Award Ceremony during the Annual Meeting in the following year. Each award consists of a plaque, a cash award of \$500, and travel reimbursement up to \$700. In the very rare case of a tie, the cash award will be divided equally between the recipients.

ESA Website Links: <https://www.esa.org/about/awards/> and <https://www.esa.org/about/awards/list/buell-braun-awards/>

Sustainability Science Award

Description

The Sustainability Science Award is given to the authors of a scholarly contribution that makes the greatest contribution to the emerging science of ecosystem and regional sustainability through the integration of ecological and social sciences. One of the most pressing challenges facing humanity is the sustainability of important ecological, social and cultural processes in the face of changes in the forces that shape ecosystems and regions. Unprecedented directional changes in climate, human population, technology and social and economic institutions alter the structure and functioning of current ecological and social systems. The Sustainability Science Award recognizes the role that science can make in addressing these challenges. This award was first given in 2004.

Eligibility and Criteria

The award is for a single scholarly contribution (book, book chapter, or peer-reviewed journal article). The recipients need not be members of the Ecological Society of America and can be of any age, nationality, or place of residence. The contribution should be recent, which is interpreted to be approximately in the last five years. The award cannot be given to the same individual(s) more than once. In recognition of the importance of interdisciplinary collaboration in sustainability science, all co-authors will be considered co-recipients of the award, except for any co-authors who have received the award previously.

Committee

The subcommittee is made up of 5 to 6 individuals who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years and members for three years. Subcommittee members are chosen to span the range of disciplines covered by the award. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend. Typically, the subcommittee will consist of four members plus the chair.

Selection Process

Applications (one nomination letter with full citation, and a copy of the publication (electronic if possible) are electronically submitted. ESA Headquarters shares the applications with the Subcommittee Chair. Committee members are asked to read the submissions and note if they feel the paper/nomination is (or is not) deserving of the award. When/if there are more than one paper that is considered appropriate/worthy of the award we can/do arrange a conference call to discuss. From this discussion, there is a consensus developed as to which paper is most deserving and this one is forwarded to the Awards committee chair (with the rationale). If there is only one paper deemed worthy, the sub-committee is contacted via email and asked to confirm that this should be our recommendation for this award. If so, it is forwarded to the Awards Committee chair. If there are no papers considered appropriate, we do not give the award.

Recusal Policy

The subcommittee chair would ask a committee member to recusal themselves if the nominees was from their department (or equivalent unit). Many of the paper we consider have multiple authors so undoubtedly there is some level of connection to the author and someone on the committee. Overall, we rely on people to self-identify if they feel there is a COI with a nomination.

Nominee Retention Over Time Policy

We do on occasion consider a paper from the previous year if it was highly ranked/considered in the year it was nominated, but not selected. This award only awards papers published in 'the last five years.'

The Award

The Sustainability Science Award is presented at the Award Ceremony during the Annual Meeting of the Ecological Society of America. The award consists of a plaque for each author and travel reimbursement up to \$700 for the first author.

ESA Website Links: <https://www.esa.org/about/awards/> and <https://www.esa.org/about/awards/list/sustainability-science-award/>

ESA Early Career Fellows Program

Fellows & Early Career Fellows Selection Subcommittee

Description

ESA designates as Early Career Fellows of the Society certain early career members (no fewer than 3 years and no more than 8 years from the PhD) who have begun making and show promise of continuing to make outstanding contributions to a wide range of fields served by ESA. Such contributions include, but are not restricted to, those that advance or apply ecological knowledge in academics, government, non-profit organizations, and the private sector.

Goals of the ESA Early Career Fellows Program

- To recognize and honor early career ESA members for their contributions and potential for contributions to the discipline.
- To help make these early career ESA members more competitive for awards and honors when they are being compared with colleagues from other disciplines.
- To support the advancement of early career ESA members to leadership positions in their own institutions and in the broader society.

The target number of Early Career Fellows will initially be 10 per year.

The designation of an ESA member as an ESA Early Career Fellow is an honorific title and all Early Career Fellows will be listed on the ESA website. No special duties or privileges are conferred with Fellowship. Early Career Fellows are elected for 5 years.

Eligibility Criteria

- Any current non-student member of ESA who has been a member of ESA for at least two years (not necessarily consecutive and including student membership) is eligible to be nominated to be an ESA Early Career Fellow.
- A nominee is expected to be early in their career. In most cases, this will be interpreted no less than 3 years and no more than 8 years from PhD (or other terminal degree) at the time of selection.
- Demonstrated excellence and potential for future excellence of contributions to one or several of the following areas: (1) research and discovery, (2) communication and outreach or education and pedagogy, (3) application of ecology to management and policy.
- A nominator is expected to certify that to the best of their knowledge the nominee has not been found culpable of scientific or other misconduct. Nominees must also certify that they have not been found culpable of scientific or other misconduct.

Fellows & Early Career Fellows Selection Subcommittee

The subcommittee is made up of six individuals, including the chair, who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the Fellows Selection subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years in this position and members for three years. A subcommittee chair can have previously served as a subcommittee member. Subcommittee members are chosen to span the range of disciplines covered by the award. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend.

Nomination Procedures

The nomination of an individual to be an ESA Early Fellow must be made by three members of ESA excluding members of the Fellows Selection Committee. No ESA member can nominate more than two individuals in a year. Nomination packets will be considered for one year only.

Nominations should be submitted through the online form and will require the following information:

1. The names of the three nominators.

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2. A citation of at most 50 words proposed for use if the nominee is selected to be an Early Career Fellow.
3. A letter of nomination that describes the nominee's most significant contributions and her/his impact in the areas of research & discovery, communication & outreach, teaching & pedagogy, and/or application to management & policy. Details regarding the criteria used by the Selection Committee for evaluating significant contributions and impact can be found below.
4. Up to two additional letters of support may be included to provide detailed insight about a nominee's professional accomplishments and contributions. These letters can come from anyone, including non-members.
5. A curriculum vitae of at most four pages. The CV should include evidence of outstanding contributions as outlined under the eligibility criteria and should be organized as follows: education, positions held, awards and honors, 10-15 select publications (and total number), current and recent grants, and select professional activity (including in research & development, communication and outreach, teaching and pedagogy, application to management & policy, and service to the discipline).

The rubric in Appendix 3 (page 26) outlines possible indicators of excellence that the selection committee will consider in selecting Fellows, so nominators and letter writers should speak to these in crafting their letters; these should not be viewed as an exclusive or complete list. Of course, Early Career Fellows and ESA Fellows will be evaluated against standards that are appropriate to their respective career stage.

Selection Process

Nominations will be solicited annually, including explicit solicitation from each section and chapter, and must be received by the ESA office by the third Thursday of October. New Fellows will be announced in a press release, Member Connection, the ESA Bulletin and recognized at the ESA Annual Meeting. Any nomination that satisfies all requirements will remain active for one year.

ESA Headquarters shares the nomination packages with the Subcommittee Chair. The Subcommittee Chair holds a conference call prior to evaluating the nominees to orient the committee members to the evaluation and ranking process. Selection Subcommittee members are asked to rate each candidate in the three areas of Research/Discovery, Education/Outreach, and Management/Policy as 1=very strong, 2=moderately strong candidate, 3=relatively weak candidate, using the rubric below. Committee members typically use half scores (e.g., 1, 1.5, 2, 2.5, 3), making it effectively a 5-point scale. The subcommittee chair creates a ranking of all candidates by sorting first by the minimum of the three scores for each nominee (ranking low to high) and second by the average of the two other scores (ranking low to high). The committee then discusses the rankings on a conference call to resolve borderline cases and disparities among rankings.

The Selection Subcommittee will work to the best of its ability to elect the most deserving nominees. In making these decisions, the Committee will rely on the information in the nomination package and on the detailed insight about a nominee's professional accomplishments that is provided by the letters of recommendation. It is important that the nomination package describes the nominee's most significant contributions and potential for future contributions.

Revisions to Early Career Fellows Program

Changes to the ESA Early Career Fellows Program must be approved by the ESA Governing Board.

Recusal Policy

If one of the nominees is connected by institution, or research or educational collaboration to a subcommittee member, then the subcommittee member recuses himself/herself for that nominee's scoring and discussion (as with NSF panel review)

The Award

The ESA Early Career Fellow is presented at the Awards Reception on Monday night during the Annual Meeting of the Ecological Society of America. The award consists of a certificate.

ESA Website Links: <https://www.esa.org/about/awards/list/esa-early-career-fellows-program/>
and <https://www.esa.org/about/awards/>

ESA Fellows Program

Fellows & Early Career Fellows Selection Subcommittee

Description

ESA designates as Fellows of the Society certain members who have made outstanding contributions to a wide range of fields served by ESA. Such contributions include, but are not restricted to, those that advance or apply ecological knowledge in academics, government, non-profit organizations, and the private sector.

Goals of the ESA Fellows Program

- To honor ESA members who are recognized by their peers as distinguished for their contributions to the discipline.
- To help make outstanding ESA members more competitive for awards and honors when they are being compared with colleagues from other disciplines.
- To support the advancement of ESA members to leadership positions in their own institutions and in the broader society.

The target number of ESA Fellows is 0.3% of current membership.

The designation of an ESA member as an ESA Fellow is an honorific title, and all Fellows will be listed on the ESA website. No special duties or privileges are conferred with Fellowship. Fellows are elected for life and Fellowship can only be revoked in extraordinary cases by the ESA Governing Board upon recommendation from the Professional Ethics and Appeals Committee.

Eligibility Criteria

- Any current regular member of ESA who has been a regular member of ESA for at least five years (not necessarily consecutive) is eligible to be nominated to be an ESA Fellow. For these purposes, a regular member is defined as a non-student, dues-paying member.
- A nominee is expected to have been a member of the profession for at least fifteen years. In most cases, this will be interpreted to mean fifteen years from PhD.
- Demonstrated excellence of contributions to one or several of the following areas: (1) research and discovery, (2) communication and outreach or education and pedagogy, (3) application of ecology to management and policy.
- Members of the ESA Fellows Awards Subcommittee may not be nominated to be ESA Fellows while in office.
- A nominator is expected to certify that to the best of their knowledge the nominee has not been found culpable of scientific or other misconduct. The nominee must certify that they have not been found culpable of scientific or other misconduct.

Fellows & Early Career Fellows Selection Subcommittee

The subcommittee is made up of six individuals, including the chair, who have three-year terms. Nominations for the subcommittee chair and members are made to the Chair of the Awards Committee by the current chair of the award subcommittee. The Chair of the Awards Committee approves new members; the name of the prospective subcommittee chair is submitted to the VP-EHR and to the Governing Board for approval. The subcommittee chair serves for three years in this position and members for three years. A subcommittee chair can have previously served as a subcommittee member. Subcommittee members are chosen to span the range of disciplines covered by the award. No more than one member of the subcommittee can be an employee of a federal government agency. Members are not required to attend the annual meeting, but the chair is expected to attend.

Nomination Procedures

The nomination of an individual to be an ESA Fellow can be made by any three members of ESA except members of the Fellows Selection Committee (defined below). No ESA member can nominate more than two individuals in a year. The criteria and procedures for nominating ESA Fellows will be posted on the ESA website. Nominations will remain active for one year.

Nominations shall be submitted electronically and consist of:

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1. The names of the three nominators.
2. The name of the nominee and year she/he earned a PhD.
3. A citation of at most 50 words proposed for use if the nominee is selected to be a Fellow. Examples of citations can be found on the ESA Fellows Website, by clicking on any of the past Fellows' names.
4. A letter of nomination that describes the nominee's most significant contributions and her/his impact in the areas of research & discovery, communication & outreach or teaching & pedagogy, and/or application to management & policy. Details regarding the criteria used by the Selection Committee for evaluating significant contributions and impact can be found below.
5. Up to two additional letters of support may be included to provide detailed insight about a nominee's professional accomplishments and contributions. These letters can come from anyone, including non-members.
6. A curriculum vitae of at most four pages. The CV should include evidence of outstanding contributions as outlined under the eligibility criteria and should be organized as follows: education, positions held, awards and honors, 10-15 select publications (and total number), current and recent grants, and select professional activity (including in research & development, communication & outreach, teaching & pedagogy, application to management & policy, and service to the discipline).

The rubric in Appendix 3 (page 26) outlines possible indicators of excellence that the selection committee will consider in selecting Fellows, so nominators and letter writers should speak to these in crafting their letters; these should not be viewed as an exclusive or complete list. Of course, Early Career Fellows and ESA Fellows will be evaluated against standards that are appropriate to their respective career stage.

Selection

Nominations will be solicited annually, including explicit solicitation from each section and chapter, and must be received by the ESA office by the third Thursday in October. New Fellows will be announced in a Press Release, Member Connection, the ESA Bulletin and will be recognized at the ESA Annual Meeting. ESA Headquarters shares the nomination packages with the Subcommittee Chair. The Subcommittee Chair holds a conference call prior to evaluating the nominees to orient the committee members to the evaluation and ranking process. Selection committee members are asked to rate each candidate in the three areas of Research/Discovery, Education/Outreach, and Management/Policy as 1=very strong, 2=moderately strong candidate, 3=relatively weak candidate, using the rubric below. Committee members typically use half scores (e.g., 1, 1.5, 2, 2.5, 3), making it effectively a 5-point scale. The subcommittee chair creates a ranking of all candidates by sorting first by the minimum of the three scores for each nominee (ranking low to high) and secondarily by the average of the two other scores (ranking low to high). The committee then discusses the rankings on a conference call to resolve borderline cases and disparities among rankings.

The Selection Subcommittee will work to the best of its ability to elect the most deserving nominees. In making these decisions, the Subcommittee will rely on the information in the nomination package and on the detailed insight about a nominee's professional accomplishments that is provided by the nomination and letters of support. It is important that the nomination package describes the nominee's most significant contributions and potential for future contributions.

Recusal Policy

If one of the nominees is connected by institution, or research or educational collaboration to a subcommittee member, then the subcommittee member recuses himself/herself for that nominee's scoring and discussion (as with NSF panel review)

The Award

The ESA Fellow is presented at the Awards Reception on Monday night during the Annual Meeting of the Ecological Society of America. The award consists of a certificate.

Revisions to Fellows Program

Changes to the ESA Fellows Program must be approved by the ESA Governing Board.

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Appendix 1: Selection of Fellows

The ESA Fellows Program will be implemented by two committees, the ESA Awards Committee and the Fellows Selection Subcommittee.

With regard to Fellows, the Awards Committee will have three duties:

- To appoint the members of the Fellows Selection Committee.
- To set the target number of Fellows to be selected in the current year in view of the guidelines below.
- To address any difficulties that may arise in the implementation of the Fellows Program.

The Fellows Selection Subcommittee will consist of six members serving staggered three-year terms. Only ESA Fellows who are also regular ESA members and who have not served on the Fellows Selection Committee in the preceding five years are eligible for appointment to the Committee. Each year, three new Committee members will be appointed by the Awards Committee from among those eligible, and the Awards Committee chair will designate one of the continuing committee members as chair. The Awards Committee, when appointing the Fellows Selection Committee, and the Fellows Selection Subcommittee, when evaluating nominees, will give careful attention to diversity in every possible sense. The Fellows Selection Committee is charged to evaluate nominees and to recommend the selection of the ESA Fellows. The Fellows Selection Committee may not recommend more than the target number of Fellows, but may choose to recommend fewer Fellows if the nomination pool so warrants. The documentation submitted with a nomination is the basis for a selection decision. The recommended list will be presented to the ESA Governing Board for final approval.

Program Phases

The Fellows Program will develop in three stages: the start-up, the transitional, and the steady state.

Program Start-up Period: In order to speed the development of the ESA Fellows Program and to insure sufficient fellows for the Fellows Selection Committee, Fellowship will be conferred on a number of ESA members upon program inception. The initial Fellows will be selected from among those ESA members whose previous levels of recognition place them clearly among the members intended to be recognized by the program (see Appendix for procedures).

The list of Fellows so appointed will be published by ESA at the inception of the program. Any ESA member who believes that, based on the start-up procedures, there is an omission from this list should so inform ESA within three months of publication of the list. The Awards Committee will investigate all such cases and provide a decision as to whether to confer Fellowship under the start-up procedures. The decision of the Awards Committee is final. However, a negative decision will in no way impact a possible future nomination for Fellowship.

Program Transitional Period: The program transitional period will run from the end of the first year of the Fellows Program until the end of the tenth year. At the end of the first year, the target number of new Fellows to be appointed will be 0.45% of the number of regular ESA members. At the end of the second year, the target number of new Fellows to be appointed will be 0.435%. The target number will continue to decrease by 0.015% per year throughout the transitional period, until reaching 0.315% at the end of the tenth year of the program.

Program Steady State: Each year, after the transitional period, the target number of new Fellows to be selected that year will be set by the Awards Committee at an anticipated level of 0.30% of the number of regular ESA members.

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Appendix 2: Procedures for Fellow Selection on Start-up

The procedures described below will only be used during the start-up period and are not intended to influence Fellow selection criteria after start-up.

At start-up, Fellowship will be conferred on ESA members who have been regular ESA members for at least five years, members of the profession for at least fifteen years, and belong to at least one of the following categories:

1. National members of academies associated with countries whose regular ESA members constitute at least 1% of all regular ESA members.
2. Recipients of one of the following ESA Awards: Eminent Ecologist, MacArthur Award, Distinguished Service award, Odum Excellence in Education Award.
3. Editors-in-Chief of ESA Journals since 1998.
4. Former presidents and vice presidents of ESA (excluding current officers).

Current Governing Board and ESA staff members are not eligible.

ESA Website Links: <https://www.esa.org/about/awards/> and <https://www.esa.org/about/awards/#esa-fellows>

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Appendix 3: Rubric for Selecting ESA Fellows and Early Career Fellows

For each candidate, provide a score in at least one area. Use the examples of excellence indicators to justify your score. Adjust the standards appropriately for ESA Fellows vs. Early Career Fellows.

Area	Score	Very Strong	Moderately Strong		Weak	
		1.0	1.5	2.0	2.5	3.0
Research & Discovery	Score					
Research & Discovery Excellence Indicators <ul style="list-style-type: none"> <input type="checkbox"/> Exceptional intellectual contributions (e.g., as described by nominator and letter writers) <input type="checkbox"/> High quality publications <input type="checkbox"/> High impact publications (e.g., high number of citations) <input type="checkbox"/> High numbers of publications <input type="checkbox"/> Large numbers of significant grants <input type="checkbox"/> Evidence of exceptional leadership in research (e.g. leadership on major collaborative projects) <input type="checkbox"/> Other evidence of excellence in research and discovery 						
Communication/Outreach, Education/Pedagogy	Score					
Communication/Outreach, Education/Pedagogy Indicators <ul style="list-style-type: none"> <input type="checkbox"/> Creation of media for the public that effectively communicates science <input type="checkbox"/> Significant engagement with stakeholder groups <input type="checkbox"/> Organization of citizen science efforts <input type="checkbox"/> Legislative testimony <input type="checkbox"/> Large numbers of graduate students and postdocs mentored <input type="checkbox"/> Placement of graduate students and postdocs in competitive positions <input type="checkbox"/> High quantity of undergraduate students mentored <input type="checkbox"/> High quality of undergraduate student mentorship (e.g., publication/professional meeting attendance with undergraduates) <input type="checkbox"/> Leadership in training/mentoring (e.g., at a programmatic level) <input type="checkbox"/> Significant grants related to communication/outreach or education/pedagogy <input type="checkbox"/> Leadership in communication/outreach, education/pedagogy <input type="checkbox"/> Leadership in producing national and international reports <input type="checkbox"/> Exceptional service to the discipline (e.g., editorships, holding executive positions in societies) <input type="checkbox"/> Other evidence of contributions to communication/outreach, education/pedagogy 						
Application to Management/Policy	Score					
Application to Management/Policy Indicators <ul style="list-style-type: none"> <input type="checkbox"/> Significant development and codification of policy or management strategies <input type="checkbox"/> Outstanding work within agencies, NGOs, or the private sector to effect policy or management change <input type="checkbox"/> Significant and outstanding service on advisory boards to agencies (e.g., state, federal), NGOs, or businesses <input type="checkbox"/> Other evidence of contributions to the application of ecology to management or policy 						

IV. APPENDICES: SAMPLE DOCUMENTS FOR AWARD COMMITTEE & SUBCOMMITTEES

Appendix: Request for Board Approval

Request for Approval of Award Nominees by the ESA Governing Board

2019 ESA Award Nominations

Prepared by Katharine Suding, chair, ESA Award Committee

I am pleased to submit this list of nominated ESA award winners for 2019. Letters supporting each nomination were prepared and submitted by the subcommittee chairs. These letters are appended at the end of this summary in a series of Appendices.

Eminent Ecologist Award (Appendix A): Robert D. Holt

Distinguished Service Citation (Appendix B): Charles Canham

MacArthur Award: This award is given every other year, and therefore the award is not given this year.

Mercer Award (Appendix C): Jesmer, et al. 2018. *Science* 361:1023-1025

Cooper Award (Appendix D): Fei, et al, *Sciences Advances*, 2017, Vol. 3, no. 5, e1603055; DOI: 10.1126/sciadv.160305).

Odum Education Award (Appendix E): Dr. Ricardo Rozzi

Honorary Member Award: The number of living honorary members is capped and therefore the award was not given this year.

Innovations in Sustainability Science Award (Appendix F): Bennett, E.M., et al. 2016. *Frontiers in Ecology and the Environment* 4: 441-448, doi:10.1002/fee.1309.

Sustainability Science Award (Appendix F): McPhearson, T., et al (2016) *Bioscience* 66: 198-212, doi:10.1093/biosci/biw002.

Commitment to Human Diversity in Ecology Award (Appendix G): Maria Miriti

Forrest Shreve Award, International Ecology Award, the Robert H. Whittaker Distinguished Ecologist Award (Appendix H): Joshua Scholl (Shreve Award), Jingyun Fang (Whittaker Distinguished Ecologist Award), no award to be given for the International Ecology Award.

Fellows and Early Career Fellows (Appendix I): Recommendations are listed in the appendix.

Appendix A: Nomination, Eminent Ecologist Award

The subcommittee recommends:

Robert D. Holt
Eminent Scholar and Arthur R. Marshall, Jr. Chair in Ecology
Department of Biology
University of Florida
Gainesville, FL 32611
rdholt@ufl.edu

Dr. Robert D. Holt is recommended to be the recipient of the 2019 Eminent Ecologist Award from the Ecological Society of America. Dr. Holt's contributions over the past 40 years have offered major conceptual advances into the dynamics of how species interact and their ecological and evolutionary consequences of such interactions. The hallmark of his work has been to use relatively simple models to explore common but complex phenomena in nature. The influence of his work arises from its simplicity and clarity combined with its unparalleled conceptual breadth.

In his very first paper while still a graduate student, he challenged the prevailing wisdom that competition for shared resources is the predominant interaction that structures biological communities by demonstrating that a shared predator can cause identical outcomes via the mechanism he termed apparent competition. He has continued to challenge this view by pioneering analyses of other food web configurations, which he has termed community modules, including food webs that include multiple species in multiple trophic levels (e.g., keystone/diamond modules) and predators that compete for resources with their prey (i.e., intraguild predation/omnivory). He has also championed the investigation of pathogens in influencing community structure. In all of these areas, Dr. Holt authored foundational papers that challenged the conventional wisdom, and then continued their development into ever richer complexity.

Another focus of his work has been in the importance of space and the linkage of communities by dispersal. A number of his early papers considered how local community dynamics and structure were determined by the predator's foraging decisions and by the prey's decisions about how to avoid those predators. He has also been fascinated with the importance of source-sink population systems. The possibility that these spatial processes can sometimes overwhelm local mechanisms in structuring communities led him and a number of colleagues to propose the organizing concept of a metacommunity. Because of this work, ecologists now examine the structure of local communities with more explicit attention to the larger system of linked communities in which they are embedded.

His analyses and thinking have not been confined to the purely ecological. He has also explored the consequences of these population and food web processes for the adaptation of interacting species and how that adaptation further shapes communities. He has authored seminal papers on the evolution of dispersal and habitat choice, the dynamics of adaptation for species with complex life cycles, and the potential for sink populations to evolve into source populations (i.e., evolutionary rescue). All this work has infused ecological realism and spatial thinking into theories of natural selection.

Throughout his career, Dr. Holt has also been a generous mentor and collaborator. The number of people with whom he has collaborated on ideas and papers is legion, and all tell of an exciting exchange and development of ideas with someone who truly valued the interaction. He has been particularly generous with graduate students, post-doctoral associates and junior faculty, many of whom recount striking up fruitful and long-lasting collaborations with him upon their first meeting. Dr. Holt's career has exemplified that great science and great friendship can go hand in hand.

Citation:

Dr. Robert D. Holt is the recipient of the 2019 Eminent Ecologist Award from the Ecological Society of America. His contributions over the past 40 years have transformed our conceptions of the rich diversity of species interaction mechanisms that structure biological communities and how these mechanisms across space and time shape the evolutionary dynamics of these interacting species.

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Eminent Ecologist Award Subcommittee Members:

Mark A. McPeck, Dartmouth College (Chair, 2018-2020)

Elizabeth Borer (2018-2020)

Judith L. Bronstein (2017-2019)

Susan P. Harrison (2017-2019)

Lars Hedin (2017-2019)

Alan K. Knapp (2017-2019)

Breakdown of Nominees:

13 nominees: 1 female, 12 male

Appendix B: Nomination, Distinguished Service Citation

The subcommittee recommends:

Charles D. Canham
Cary Institute of Ecosystem Studies
Box AB, Millbrook, NY 12545 USA
(845) 677-5343
canhamc@caryinstitute.org

We are pleased to recommend Charlie Canham for the Distinguished Service Citation. There are three criteria for consideration for this accolade: long and distinguished volunteer service to the ESA, to the larger scientific community, and to the larger purpose of ecology. Charlie Canham is one of those rare scientists who excels at all of these.

All nominating and supporting letters described Charlie's strong support of the Ecological Society of America, emphasizing his generosity and commitment to the Society over many years. Dr. Canham thinks deeply about safeguarding and enhancing ESA as an institution. Many ESA members are committed to service, but Charles Canham's deep, transformative contributions have made lasting improvements that are now contributing to the long-term success of the society. One reviewer went out of his way to note that Charles Canham has the respect and admiration of the ESA staff, in addition to respect from his peers.

Charlie participated with a small team of members to orchestrate the transition from 'self-publishing' to a partnership with Wiley for publishing ESA journals. Journal revenue is among the major ways in which ESA receives funds to remain financially sound. Prior to the transition the revenue stream had been slowly, consistently, eroding over time. Charlie was among those who negotiated a profitable and forward-looking contract with a commercial publisher after studying and interviewing several. The arrangement with Wiley puts the society on solid financial grounds for the foreseeable future, as well as increasing the reach and impact of our journals. Charlie Canham also chaired the search committee for ESA's new executive director in 2017-2018. He led the way in hiring a nationally-recognized search firm, refining the job requirements, and recruiting highly-qualified candidates.

In other service to ESA, Charlie is unfailingly generous in discussion, listening carefully to all points of view. He provided astute guidance as a member of the editorial board for three of our journals: *ECOLOGY*, *ECOLOGICAL MONOGRAPHS*, and *FRONTIERS IN ECOLOGY AND THE ENVIRONMENT*. While preserving the high standards set by our journals, Charlie always maintained the respectful, thorough, and constructive input that authors appreciate, regardless of the fate of their manuscripts. Charlie also served ESA through section leadership (Secretary, Vice-chair and Chair of the Vegetation Section); and as a two-term Secretary on the Governing Board, where his institutional knowledge was invaluable. While Secretary, Charlie was always willing to try new ways to help ESA thrive and grow. For example, he initiated efforts to enlist members to contact other friends and colleagues who were ESA members to solicit donations. Ever the fiscal conservative, Charlie was convinced that ESA could do better at cultivating our culture of giving of time, talent and treasure.

Charles Canham has had great impact as an ecologist, with over 12,000 citations of his work. One of his major scientific contributions was re-envisioning the growth strategies of tree seedlings and saplings in the forest understory. Prior to his work, the paradigm was that shade tolerant species had evolved to "grow" albeit slowly, under low light. Through a combination of detailed measurement and elegant modeling, he demonstrated that that natural selection favored "survival" until the next canopy opening rather than growth in the shade. The premium is on survival. This paradigm shift has caused a reevaluation of the drivers of tree demography and forest responses to disturbance. His two top papers on modeling and measuring light in the understory and sapling responses have been cited over thirteen hundred times.

Beyond ESA, Charlie has devoted much effort to causes that advance conservation. He has been a very active member on nonprofit boards of directors for organizations that have on-the-ground impact. Among

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others, these include the Adirondack Council, Adirondack Land Trust, Adirondack Chapter of the Nature Conservancy, and Hudsonia. It is clear his service was motivated by the desire to make a difference in the region in which he lives.

Citation:

We honor Charles Canham for taking the long -term view of the welfare of the Ecological Society of America. Dr. Canham thinks deeply about safeguarding and enhancing ESA as an institution and has accomplished as much as anyone to set ESA on a path toward prosperity and impact. We honor him also for his scientific contributions as a creative thinker, an extremely productive scientist, and leading forest ecologist with influential publications that span 35 years.

Distinguished Service Citation Subcommittee Members:

Jill Baron, Natural Resource Ecology Laboratory (Chair, 2016-2019)

Lou Pitelka (2015-2019)

Les Real (2016-2019)

Sunny Power (2016-2019)

Carla D'Antonio (2016-2019)

Ray Dueser (2018-2021)

Breakdown of Nominees:

4 nominees: 2 female, 2 male

Appendix C: Nomination, Mercer Award

The subcommittee recommends:

Jesmer, Brett R., Merkle, Jerod A., Goheen, Jacob R., Aikens, Ellen O., Beck, Jeffrey L., Courtemanch, Alyson B., Hurley, Mark A., McWhirter, Douglas E., Miyasaki, Hollie M., Monteith, Kevin L., and Kauffman, Matthew J. 2018. Is ungulate migration culturally transmitted? Evidence of social learning from translocated animals. *Science* 361:1023-1025.

*The subcommittee believes that Jesmer, Merkle, Aikens, Courtemanch, and Moneith are all under 40 years of age.

Conditions in nature are better in different areas at different times. How do animals figure out where to go and when to go there? And, if animals are moved to a new location (e.g., in an attempt to refound an extirpated population), do they learn how to migrate in a way that takes advantage of shifting resources?

This study by Jesmer et al. creatively tackles these questions, which have both fundamental interest in ecology and important implications for conservation. By comparing migration of historical and translocated populations of bighorn sheep and moose, Jesmer et al provide the first empirical evidence that ungulate migration is inherited culturally rather than genetically. They tracked the migratory behavior of newly translocated individuals and compared it to historical populations. They convincingly show that ungulates must learn how to migrate in order to exploit resource waves in their environment. Moreover, these animals maintain and continually improve their knowledge through a cultural inheritance system where information is transferred via vertical social learning. One crucial implication of this is that, once knowledge is lost (e.g., due to population extirpation), it takes decades to regain.

This paper is notable for a number of reasons. First, it uses a creative approach to tackle a challenging and important problem. Second, it shows that behavioral ecology provides an important foundation for pressing ecological and management questions. Third, the work represents a strong collaboration between researchers in academia who are interested in the evolution of migration and wildlife managers from state agencies who are interested in restoring ungulate populations. Fourth, half of the authors on this paper are early career researchers. As the nomination letter notes, “this work truly exemplifies an innovative and cross-disciplinary piece of work that will impact the ecology, evolution, and conservation of animal migration.”

Citation:

Conditions in nature are better in different areas at different times, and many animals migrate to track resources. But how do they figure out where to go and when to go there, especially when that requires traversing vast distances? Jesmer and colleagues compared migration of historical and translocated populations of bighorn sheep and moose, demonstrating that ungulate migration is inherited culturally rather than genetically. This creative and interdisciplinary work represents a strong collaboration between researchers in academia and wildlife managers from state agencies, demonstrating that behavioral ecology provides an important foundation for pressing ecological and management questions.

Mercer Award Subcommittee Members:

Meghan Duffy, University of Michigan (Chair, 2016-2019)

Marcelo Ardon (2016-2019)

Brian Enquist (2018-2021)

Jen Lau (2016-2019)

Cathy Pfister (2016-2019)

Breakdown of Nominees:

22 nominees: 16 female, 6 male

Appendix D: Nomination, Cooper Award

The subcommittee recommends:

Divergence of species responses to climate change, by Drs. Songlin Fei, Johanna M. Desprez, Kevin M. Potter, Insu Jo, Jonathan A. Knott, and Christopher M. Oswalt (Sciences Advances, 2017, Vol. 3, no. 5, e1603055; DOI: 10.1126/sciadv.160305).

Fei et al, 2017 was nominated by Dr. Susan Kalisz (UT Knoxville), David Wardle (Nanyang Tech U.), and Jim Clark (Duke). In their letter, they highlighted that:

"The paper tackles a fundamental ecological question: How do species change their regional distributions in response to the changing climate? Using extensive regional scale field observations and innovative statistical analyses, the authors made two novel discoveries: (1) species with different traits and evolutionary histories had divergent responses to the changing climate, and (2) changes in water availability have a stronger near-term impact on vegetation dynamics than changes in temperature."

While the competition was tight, committee members highlighted this as an "impressive data mining exercise using the FIA dataset, which provides convincing evidence that temperate tree species in the eastern US are primarily shifting their ranges westward in the last 30 years and that this reflects mostly changing precipitation." The work represents an "interesting study across broad biogeographical gradients," which fit's the Cooper Award's mandate to honor papers in "the fields of geobotany, physiographic ecology, plant succession, or the distribution of plants along environmental gradients." Members also noted that "This paper presents a clear narrative about the complexities of climate change responses and challenges the assumptions researchers often make about dominate factors (and directions) of these responses," that it "highlights the importance of decoupling the climatic drivers of species range shifts, and challenges long-standing assumptions about tree migrations."

As the nomination letter also indicates, the paper was widely covered in the media (over 50 stories), and has already been well-cited at this early stage (32 times), indicating the importance of this work to managers and the scientific community.

Citation:

Understanding how species change their distributions in response to climate change is a fundamental question in ecology, but our understanding is hampered because impacts are often species-specific and influenced by non-climatic factors. Dr. Fei and his team shed new light on this problem with an impressive dataset of repeat measurements taken of 86 tree species across the eastern US from 1980 to 2015. They not only found that trees are shifting their ranges in response to recent climate change, but that the nature of those shifts is influenced by species traits and evolutionary history. Dr. Fei and colleagues found that angiosperms (e.g., include hardwood, broad-leaved deciduous trees) have primarily shifted westward in recent decades, while gymnosperms (e.g., softwood conifers) have primarily shifted northward. Importantly, they found that precipitation has so far played a stronger role than temperature in driving these observed range shifts. Overall, this paper represents an important advancement in our understanding of the complexities of climate change impacts on species ranges, and highlights the importance of disentangling the different climatic drivers of range shifts.

Cooper Award Subcommittee Members:

Jacquelyn Gill, University of Maine (Chair, 2019 – 2021)
Carissa Brown (2018-2020)
William Hoffman (2017-2019)
Etienne Laliberte (2018-2020)
Andrew Trant (2018-2021)

Breakdown of Nominees:

5 nominees: 2 female, 3 male

Appendix E: Nomination, Eugene P. Odum Education Award

The Subcommittee recommends:

Ricardo Rozzi,
Department of Philosophy and Religion,
University of North Texas P.O. Box 310920,
Denton, TX 76203-0920,
(940) 565 2266
rozzi@unt.edu

Dr. Ricardo Rozzi is a giant in his field of biocultural conservation and has pioneered innovative methods of teaching the integration of philosophy and ecology. He has taught and mentored students across all levels, starting from preschool, K-12 groups, undergraduate and graduate students, as well as informal adult education. He has clearly taken the approach of getting the greatest knowledge of ecology to the greatest number of people and in so doing, making large-scale conservation impact. Ricardo holds multiple professor, researcher, and director appointments across institutions in both Chile and the US. His work as well as his approach to education focuses on the inclusion of diverse audiences, championing cultural and socio-economic issues in Latin America.

Ricardo is a thought leader in ecological conservation in theory and in practice. He has authored 25+ books, 150+ referred journal articles, and 50+ book chapters, both in English and in Spanish. Beyond creating globally recognized education programs, such as Field Environmental Philosophy, and novel teaching activities, such as Ecotourism with a Hand Lens, Ricardo also engages with governmental policies and the media to build bridges for international approaches to ecological education. Based on these qualifications, we think Ricardo Rozzi is an outstanding choice for the Eugene P. Odum Award for Excellence in Ecology Education.

Citation:

Dr. Ricardo Rozzi is a giant in his field of biocultural conservation a pioneer in ecology education. He integrates philosophy with ecology to engage audiences across all levels of learning and to make large-scale conservation impact. His research as well as his approach to education focuses on diversity and inclusion, championing cultural and socio-economic issues in Latin America. Beyond creating globally recognized education programs and novel teaching activities, Ricardo also engages with governmental policies and the media to build bridges for international approaches to ecological education.

Odum Education Award Subcommittee Members:

Vikki Rodgers, Babson College (Chair, 2019-2021)
Gillian Bowser (2016-2019)
Catherine Kleier (2016-2019)
Ben Wu (2018-2021)
Luanna Prevost (2018-2021)
Kathy Williams (2015-2019)
Sara Scanga (2019-2021)

Breakdown of Nominees:

13 nominees: 5 female, 8 male

Appendix F: Nomination, Sustainability Science Award

We are pleased to share our unanimous recommendations for the 2019 Sustainability Science Award. Several nominations carried over in the latter category from previous years, but in general we felt we had good pools of candidates for the awards.

Sustainability Science Award

The subcommittee recommends:

We chose the following paper by McPhearson et al. The committee noted that McPhearson is also a co-author of the paper nominated for this year's Innovations in Sustainability Science Award. However, given the large and diverse set of contributors to that work, we felt that his participation in it would not preclude this paper from consideration.

McPhearson, T., S.T.A. Pickett, N.R. Grimm, J. Niemela, M. Alberti, T. Elmqvist, C. Weber, D. Haase, J. Breuste, and S. Qureshi. 2016. Advancing urban ecology towards a science of cities. *Bioscience* 66: 198-212, doi:10.1093/biosci/biw002.

As noted in four nomination letters, McPhearson and colleagues provide an international perspective on how ecological research focused on urban areas can improve sustainability. Urban areas are expected to be highly at risk from global environmental changes and this article highlights the need for a conceptual synthesis that allows urban residents to make better decisions concerning their environment and the social relations within it. As noted by nominators Ehleringer, Ginsberg, and Groffman,

"The conceptual framework of social-ecological-technological systems initially developed in this paper is now widely adopted in the ecology literature and case studies both nationally and globally, including as a central organizing conceptual foundation to the NSF Urban Resilience to Weather-Related Extreme Events Sustainability Research Network."

McPhearson et al.'s paper has also been quoted and highlighted in the 2018 NSF report titled 'Sustainable Urban Systems: Articulating a Long-term Research Agenda.' Because it articulates a multi-faceted research agenda for both social scientists and ecologists, the nominators and award committee members felt that the paper will continue to have impacts in advancing the scholarship around urban resilience and sustainability.

Citation:

Growing urban populations coupled with the likelihood of global climate changes being felt strongly in urban areas require a holistic approach to studying and managing urban ecosystems. McPhearson and his colleagues have provided a conceptual framework for addressing the interrelationships and management challenges among human habits and attitudes, technologies, and urban environments. Addressing these challenges can provide a strong foundation for improving the sustainability and resilience of cities and the quality of life of urban residents.

Sustainability Science Award Subcommittee Members:

Matt Leibman, Iowa State University (Chair, 2019-2021)
Laura Dee (2018-2021)
Lauren Ponisio (2018-2021)

Breakdown of Nominees:

7 nominees: 4 female, 3 male

Appendix G: Commitment to Human Diversity in Ecology Award

The subcommittee recommends:

Dr. Maria Miriti
The Ohio State University
Dept. of Evolution, Ecology and Organismal Biology
318 W. 12th Avenue,
Columbus, OH 43210
Miriti.1@osu.edu

Dr. Maria N. Miriti is an associate professor of plant ecology at Ohio State University, in the Department of Evolution, Ecology and Organismal Biology. She received her PhD in 1999 from the University of Illinois-Chicago and is an expert on the population and community dynamics of desert perennials of the Colorado Desert in California.

Throughout her career, Dr. Miriti has been a pioneer in strategic development of programs to enhance human diversity of environmental professionals, through targeted recruitment and mentoring of undergraduate and graduate students in the sciences, and through development of unique curricular programs that increase understanding and interest in environmental careers in middle school students and facilitate bridges from high school to college programs.

Her recommenders showcased how at Ohio State University, Dr. Miriti has organized faculty and students in innovative programs to introduce local minority high school students to the wonders of STEM programs at OSU. She has led “dissertation bootcamp” programs for minority graduate students at OSU, and has been proactive in hosting scientists from underrepresented groups to present departmental seminars. Most recently she has broadened her ecology education outreach efforts to middle school minority students, by obtaining funding to implement and direct a community garden project that teaches area students the connections between plant science and healthy food production methods.

Lastly, Dr. Miriti has been chairing her OSU department’s diversity committee for several years, providing leadership in discussion of departmental climate and curricular improvements to increase retention of graduate students from underrepresented groups. Moreover, her recent appointment as Chair of the Council on Academic Affairs at OSU has solidified her status as a leader among academics at the university and provided her with a broader platform to discuss the importance of human diversity in enhancing the science profession.

Citation:

ESA Commitment to Human Diversity Award goes to Dr. Maria Miriti, for the strategic development of programs to enhance human diversity of environmental professionals and the science profession.

Commitment to Human Diversity in Ecology Award Subcommittee Members:

Dr. Carmen R. Cid, Eastern Connecticut State University (Chair, 2016-2019)
Jacoby Carter (2016-2019)
Concepcion Rodriguez Fourquet (2018-2021)
Nyeema Harris (2017-2020)
Gregory Fitzhusen (2016-2019)
Brenda Bergman (2018-2021)

Breakdown of Nominees:

1 nominee: 1 female, 0 male

Appendix H: Forrest Shreve Award, Robert H. Whittaker Distinguished Ecologist Award, The International Ecologist Award

I am pleased to share our committee recommendations for the Robert H. Whittaker Distinguished Ecologist and Forrest Shreve Awards. Fortunately, we had no ties and were able to have a clear decision based on our initial evaluation, for which we used scoring by a number of criteria. Our choices are in line with the scores of all eight sub-committee members (i.e., no one on the sub-committee ranked either selected awardee as a poor choice).

International Ecology Award

Although we advertised the award in multiple international outlets, we had no submissions for the International Ecology Award. The sub-committee felt this might be, in part, because the Whittaker Distinguished Ecologist and the International Ecology Award could be more clearly differentiated by ESA.

Robert H. Whittaker Distinguished Ecologist Award

The subcommittee recommends:

Dr. Jingyun Fang
Cheung Kong Professor and Chair
Department of Ecology, College of Urban and Environmental Sciences
Peking University
Beijing, China 100871
jyfang@urban.pku.edu.cn

Dr. Fang was nominated by Songlin Fei (who is a member of our sub-committee and whose votes were not used for this award), Terry Chapin, and Jianguo Wu.

Prof. Fang is one of the most renowned ecologists in China. During his career, Dr. Fang has played pivotal roles in the advancement of ecology, in informing national and international policy, and in building a scientific community of ecologists in China. Dr. Fang's has made significant contributions to our understanding of carbon cycling, biodiversity, remote sensing, and plant stoichiometry. Dr. Fang has published 7 books and over 370 peer-reviewed papers, including key papers in *Science*, *Nature*, and *PNAS*. His work has used environmental and anthropogenic gradients at local and national scales (conceptually similar to Whittaker's classical gradient studies) to markedly influence our understanding of the variation in and controls over diversity, carbon cycling, and ecosystem services. In sum, Dr. Fang's body of work has advanced numerous concepts that Whittaker pioneered, and Dr. Fang has also established new standards of scientific rigor that were impossible in Whittaker's time.

Citation:

Professor Jingyun Fang, for his exceptional contributions to plant science, carbon cycling, and ecosystem ecology and for his strong record of leadership and innovation in ecology.

Breakdown of Nominees:

3 nominees: 0 female. 3 male
The nominees represented Mongolia, Brazil, and China.

Forrest Shreve Research Award

The subcommittee recommends:

Joshua Scholl
Ph.D. Ecology and Evolutionary Biology (May 2019 expected)
University of Arizona
Tucson, AZ 85721
scholl@email.arizona.edu

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We recommend Joshua Scholl to receive the award. I have to admit that I was keen to see a woman win the award again this year, but Joshua was consistently the top choice or tied as the top choice among all sub-committee members and he submitted a very strong proposal. Joshua also has a strong history of promoting diversity, service, and education.

Joshua Scholl is a PhD student at the University of Arizona working under the mentorship of Dr. Lawrence Venable. Joshua is studying how germination and fitness of individual morphs of *Pectocarya heterocarpa* vary with inter-annual variability in precipitation in order to determine how well bet-hedging theory predicts the life history strategy of *P. heterocarpa* in a variable environment. He will use his award to perform a field experiment in the Sonoran desert, studying plants that simultaneously produce two visually distinctive seeds with different dormancy levels and their success under manipulated climate treatments.

Breakdown of Nominees:

16 nominees: 11 female, 5 males

There was also an application that was not in a hot desert, which was not considered.

Shreve & Whittaker Awards Subcommittee Members:

Sasha Reed, Arizona State University (Chair, 2019-2021)

Nicolas Waser (2015-2019)

Brandon Bestelmeyer (2017-2019)

Amy Dunham (2017-2019)

Songlin Fei (2018-2020)

Jonathan Gidden (2018-2020)

Daniel Winkler (2019-2021)

Mauricio Quesada (2018-2020)

Appendix I: Fellows Nominations

Early Career Fellows

1. James Beasley – Elected for outstanding contributions internationally in applied ecology through his research in invasive species ecology, carnivore ecology, scavenging ecology, and wildlife population ecology in landscapes abandoned following nuclear accidents.
2. David Civitello – Elected for advancing understanding of infectious disease dynamics in a changing world through his work integrating mathematical modeling, field studies, and laboratory experiments on how biodiversity, resource, and competition gradients affect disease risk.
3. Gregory Goldsmith – Elected for outstanding contributions to research in the plant physiological ecology of tropical forests and for innovative contributions to engaging diverse audiences through both formal and informal education.
4. Elise Gornish – Elected for her exceptional leadership in advancing impactful, stakeholder-driven research in the field of ecological restoration; outstanding contributions to outreach, science communication, and education; and dedication to translational science partnerships to enhance management and policy decision-making.
5. Erin Mordecai – Elected for advancing understanding of infectious disease dynamics in a changing world through her work on how pathogens maintain species diversity in natural communities and how climate and land use change affect the dynamics of vector-borne disease in humans.
6. Malin Pinsky – Elected for advancing fundamental understanding of the ecological and evolutionary consequences of global change for marine populations and communities, and for facilitating the use of this knowledge in conservation and public policy.
7. Ashley Shade – Elected for advancing understanding of the consequences of microbial diversity for resilience, how the interactions among microbes impact resilience, and how microbiomes can be leveraged to support plant stress tolerance and ecosystem stability.
8. Abigail Swann – Elected for advancing understanding of linkages between vegetation change and the atmosphere via "ecoclimate teleconnections", including understanding of the climate impacts of plant distributions and plant functioning, and of the processes responsible for plant-climate interactions.

Breakdown of Nominees:

24 Early Career Fellows nominees: 13 female. 11 male

ESA Fellows

1. Peter Adler – Elected for providing critical insight into climate change impacts on biodiversity through the application of sophisticated statistical analyses to extensive datasets, and, more broadly, for leadership in generating and preserving the spatially and temporally extensive data needed to observe and forecast anthropogenic impacts.
2. Steven Beissinger – Elected for innovative research that quantifies the effects of a century of contemporary climate and land-use change on birds and mammals, that integrates field studies, analytical methods and models for managing threatened species, and that advances understanding of the ecology and behavior of birds.
3. Ottar Bjornstad – Elected for advancing the way time-series methods are applied to long-term population dynamic data for small mammals, insects and fisheries and for developing new ways of analyzing and understanding data for influenza and measles – the two most important directly transmitted viral diseases of humans.
4. Gordon Bonan – Elected for research linking terrestrial ecology with atmospheric science, enabling pioneering contributions to the quantitative understanding of how ecological processes operating at small scales can collectively influence Earth's climate.
5. Elizabeth Borer – Elected for transforming how ecologists do science through her leadership of the global plant Nutrient Network, and for advancing understanding of how global changes impact the

ESA Awards Manual

composition, diversity, and function of ecosystems, and the disease dynamics and microbiomes of interacting species.

6. John Bruno – Elected for excellent research in the fields of ecology, evolutionary biology, conservation biology, climate change, and marine science, including experimental field and synthetic work that has advanced and even overturned major theory and sparked important debates in conservation biology.
7. Ingrid Burke – Elected for advancing fundamental understanding of ecosystem processes, particularly carbon and nitrogen cycling in semi-arid rangeland and grassland ecosystems and applying those biogeochemical principles to rangeland ecosystem management.
8. Dan Doak – Elected for fundamental contributions to population ecology and conservation biology, particularly through the use of quantitative methods in population projection and matrix modeling, and for his long-term commitment to mentoring graduate students and other young professionals.
9. Tadishi Fukami – Elected for contributions to advancing community, ecosystem, and evolutionary ecology through a novel focus on historical contingency in community assembly and to promoting inquiry-based education in ecology.
10. John Harte – Elected for foundational leadership on early work on climate change and education of the ecological crisis to come, for pioneering work on feedbacks and synergies among global change drivers, and for development of the maximum entropy theory of ecology.
11. Bruce Hungate – Elected for advancing understanding of how soil nutrients regulate terrestrial ecosystem feedbacks to climate change and for developing new tools that fuse the molecular revolution in microbial ecology with quantitative ecological insights using stable isotopes, metabolic flux analysis, and ecological theory.
12. Felicia Keesing – Elected for pioneering research into the ecology of infectious diseases and community ecology of African savannas, and pedagogical research that she has integrated into a vision and practice of college science teaching for enhancing scientific literacy.
13. Jonathan Levine -Elected for research that fundamentally advanced understanding of biological invasions and species coexistence, often by deploying creative, highly controlled experimental units across landscape-scale environmental gradients in natural communities and integrating field data with theoretical models.
14. David Lindenmayer – Elected for outstanding conceptual and long-term empirical research on interacting drivers of landscape transformation in forests, plantations and agricultural environments, and seminal contributions to understanding how pre-existing landscape conditions interact with land use change to shape temporal and spatial patterns of biodiversity occurrence and ecosystem condition.
15. Thomas Lovejoy – Elected for research showing how effects of Amazon deforestation led to loss of species over time, and for leadership as the spokesperson and educator for ecological concepts dealing with sustainable tropical forestry and biodiversity.
16. Brian McGill – Elected for important contributions to the fields of macroecology, population and community ecology, spatial ecology, and global change; and for exceptional service to the discipline via editorial work and the Dynamic Ecology blog.
17. Rosamond Naylor – Elected for designing ecologically and economically sound practices that protect native species and enhance global food security in marine and terrestrial ecosystems.
18. Diane Pataki – Elected for advancing new approaches to understanding the interactions between humans and ecosystems in urban systems.
19. Cathy Pringle –Elected for contributions to understanding stream ecosystems through the perspective of leading long term research from tropical to temperate systems and sustained mentoring to generations of students in aquatic conservation ecology.

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20. Matthias Rillig – Elected for outstanding contributions in plant-soil-microbial ecology, seminal discoveries in ecosystem processes, fostering a scientific culture of international collaboration, and providing a supportive environment for early-career researchers
21. Scott Saleska – Elected for seminal contributions to global ecology and earth science including pioneering novel methodologies that have revolutionized understanding of the drivers of productivity and forest dynamics in the Amazon and of microbial dynamics in thawing permafrost systems, and for contributions to international educational infrastructure and national environmental policy.
22. John Williams – Elected for fundamentally important contributions in paleoecology, biogeography, and climate change ecology, notably no-analog climates and ecosystems, the role of megaherbivores in regulating late-glacial vegetation, and creative applications of paleoecoinformatics, and for his generosity and impact in mentoring and collaboration.
23. Jianguo Wu – Elected for outstanding contributions to landscape ecology, urban ecology, and sustainability science, particularly in the areas of hierarchical patch dynamics, spatial scaling, habitat fragmentation and biodiversity, ecological impacts of urbanization, and landscape sustainability.

Breakdown of Nominees:

51 Fellows nominees: 18 female, 33 male

Fellows and Early Career Fellows Selection Subcommittee Members:

Sarah Hobbie, University of Minnesota (Chair, 2016-2020)

Craig Osenberg (2016-2019)

Cherie Briggs (2017-2019)

Nick Haddad (2018-2020)

Ken Klemow (2016-2019)

Jennifer Martiny (2018-2020)



CHAPTER AND SECTION LEADERSHIP MANUAL

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THANK YOU FOR YOUR SERVICE

While your position as an ESA section or chapter chair comes with great responsibility, it also comes with tremendous opportunity. During your term, you will be leading members who share your specialty or work in your region, helping to advance the work of the Society and the field. You will be a steward for the members of your section or chapter, and for the development of their work and careers, all of which enhances the vitality and vibrancy of ESA.

As chair of your chapter or section, a leader of your peers, you are responsible for ensuring your group's adherence to these guidelines, in addition to the bylaws of your section or chapter and ESA. You will oversee the use of your chapter's or section's funds, its official communications and its resources to further the work of the Society and its members. ESA Headquarters staff are happy to assist with any questions, or with helping you to manage logistics. Points of contact for each area of work are listed throughout this document; top-level concerns are listed in the section below.

This document provides essential information for chairing a chapter or section of the Ecological Society of America. It lists points of contact at ESA Headquarters for a chapter's or section's management, plus guidelines, recommendations, and instructions for carrying out your duties as chair. Topics included relate to budgets, governance, reporting, the ESA Annual Meeting, digital tools at your disposal (website, email, online community, social media), advocacy and social media activities, and instructions for managing your chapter or section's website.

KEY CONTACTS

For information on budgets or any other financial matter, contact CFO Liz Biggs (liz@esa.org)

For questions on any aspect of the Annual Meeting, contact Christi R. Nam (christi@esa.org)

For registration, contact registrar@esa.org

For exhibit questions, contact exhibits@esa.org

To obtain a current list of section or chapter members, contact membership@esa.org

For membership and certification questions, contact Jonathan Miller (jon@esa.org)

For website questions, contact webmaster@esa.org

For questions on Society governance or policies, contact Executive Director Catherine O'Riordan (coriordan@esa.org)

OVERVIEW OF ESA SECTIONS AND CHAPTERS

Sections and chapters are designed to engage ESA members directly in the Society. They provide a venue for ecologists with common interests to connect with each other and ESA.

SECTIONS

ESA's sections are based around mutual areas of scientific specialty and affinity groups among scientists and areas of important work for the Society. Section activities are intended to encourage research, exchange idea, and facilitate communication between ecologists with similar disciplinary interests. Sections receive a budget based on their membership, and often spend those funds on special projects and to reach beyond the Society's membership for collaborative opportunities.

ESA's current sections include:

- Agroecology Section
- Applied Ecology Section
- Aquatic Ecology Section
- Asian Ecology Section
- Biogeosciences Section
- Black Ecologists Section
- Communication and Engagement Section
- Disease Ecology Section
- Early Career Ecologists Section
- Ecological Restoration Section
- Education Section
- Environmental Justice Section
- Human Ecology Section
- Inclusive Ecology Section
- Invasion Ecology Section
- Long-term Studies Section
- Microbial Ecology Section
- Natural History Section
- Open Science Section
- Paleoecology Section
- Physiological Ecology Section
- Plant Population Ecology Section
- Policy Section
- Rangeland Ecology Section
- Researchers at Undergraduate Institutions Section
- Soil Ecology Section
- Statistical Ecology Section
- Student Section
- Theoretical Ecology Section
- Traditional Ecological Knowledge Section
- Urban Ecosystem Ecology Section
- Vegetation Section

CHAPTERS

ESA's chapters are the geographical framework of the membership. Chapters are organized on a regional basis to encourage interest in the field of ecology and to enhance communication among ecologists regionally and between the Society and its members. Chapters receive an annual budget based on their number of members, and use those budgets for business meetings and participation in regional scientific meetings

ESA's current chapters include:

- Canada Chapter
- Latin American Chapter
- Mid-Atlantic Chapter
- Southeastern Chapter
- Southwestern Chapter

For additional information about Sections and Chapters, [visit ESA's website](#).

STRUCTURE AND PROCEDURES

STRUCTURE

Legal responsibility for all matters of the Society, including its Sections and Chapters, rests with the Governing Board and, through the Governing Board, the Executive Director. Sections and Chapters are not "mini societies"; they do not exist apart from the ESA as a whole and do not have a separate legal status. Section and Chapter leaders do not have fiduciary responsibilities and thus cannot sign contracts, own property, or receive donations directly. Only ESA, as the parent corporation, can do so.

PROCEDURES

As established in ESA's Bylaws, the Governing Board and Council have authority over Sections and Chapters. The Council is responsible for approving the creation and dissolution of Sections and Chapters, and the Governing Board is responsible for approving Section and Chapter Bylaws.

Creation of New Sections and Chapters: The Council approves the creation of new Sections and Chapters. According to the ESA Bylaws, a Section or Chapter proposal must include:

- Signatures from at least 1% of ESA's total voting members (as of March 2020)
- Description of the purpose
- Proposed Section or Chapter bylaws

In practice, this means that the proposed Section or Chapter must submit its proposal and draft bylaws to the Governing Board. ESA staff can provide guidance on how to prepare a proposal and share a template for bylaws.

Once the Governing Board approves the bylaws, the proposed Section or Chapter must submit its proposal to the Council. The Council will review the proposed goals of the section, which must be consistent with ESA's mission, conform to ESA policies, and comply with legal requirements that govern ESA and nonprofit organizations in general.

Dissolution of Existing Sections & Chapters: The Council reserves the right to dissolve a Chapter or Section for any reason, including inactivity. The Governing Board is tasked with making a recommendation about the continuation or dissolution:

1. The Secretary is charged with notifying the Governing Board when a section or chapter has been "inactive" for two years. Inactivity may include, but is not limited to, not holding elections, not selecting officers, and not submitting reports to the Council.
2. The Governing Board will review the circumstances and make a recommendation to the Council about whether a vote should be taken to dissolve the Chapter or Section.
3. The Council will review the Governing Board's recommendation and decide whether to dissolve the Chapter or Section.

THE ROLE OF THE CHAIR

Chairs of ESA's sections and chapters are volunteers elected from among their peers in the section or chapter. The specifics of each section or chapter's leadership structure are determined in their organization's bylaws, as are terms of service and the specific responsibilities of the role.

Section, chapter and standing committee chairs are also voting members of the ESA Council. Therefore, all chairs must be members of the Society both at the time of their ascension to the role and throughout their term.

The chair is the primary leader of their part of the Society for the length of their term. Though other officers within the leadership structure may hold certain responsibilities, the chair is responsible for ensuring that section, chapter or committee business is carried out appropriately, according to ESA bylaws, and in the best interests of ESA.

In that capacity, the chair will convene meetings for the group's membership and/or leadership for business purposes, spend from the group's budget, liaise with other entities within ESA, appoint representatives, provide guidance for websites and social media, and so on. The chair is also the primary moderator of their section or chapter's group on ESA's community platform, ECO, and is encouraged to stimulate discussion within that community.

RESPONSIBILITIES

While ESA sections and chapters receive some support from the ESA professional staff, especially in the area of meeting planning and financial management, they accomplish much of their work through volunteers. This is provided primarily by the chair, who holds responsibility for seeing projects through to completion and/or delegates responsibility to other elected officers or volunteers (the full elected leadership holds responsibility for directing expenditures).

Your responsibilities as chair, acting individually or as leader of your group, include:

- Developing an annual work plan and managing your budget, with guidance from ESA professional staff.
- Designing and facilitating meetings of membership for purposes of business, research, special projects, etc.
- Maintaining up-to-date information on the section or chapter website, and coordinating with ESA professional staff to ensure that accurate information is shared on ESA.org as well. This includes dissemination via personal email and ECO.
- Coordinating with the professional Society staff on all matters relating to finances and the ESA brand.
- Drafting your section/chapter report for the annual report to Council.

EXPECTATIONS

All elected officers within ESA's sections and chapters are volunteers, and the Society values their selfless contributions as leaders. All chairs are expected to participate in the following events during their time, or to appoint a suitable stand-in, ideally from among their groups' elected leadership.

- The orientation meeting for new Council members at the ESA Annual Meeting
- The meeting of the ESA Council held at the Annual Meeting
- An orientation conference call with ESA's Member Services Office to review forms and procedures and to ask questions
- (optional) Monthly conference calls with ESA's Member Services Office, to discuss ongoing initiatives
- Semiannual calls with ESA's Member Services Office to check in on project progress, budgets, and specific orders of business

APPROPRIATE BEHAVIOR

As with all members of ESA, chairs are expected to adhere to the Code of Ethics and Code of Conduct. Violations while serving in the volunteer leadership are viewed with the same scrutiny as any other violation by any other member.

When interacting with the membership, chairs and other elected officers are expected to behave with professionalism. Chairs will seek to include all members in their group's activities, and will facilitate steps necessary to ensure that inclusion.

Chairs and other officers may at times be sought as scientific experts or will become involved in policy-related activities, such as the Rapid Response Team. While officers (and all members) are encouraged to speak with the media or with other organizations as befits their expertise, chairs and others may not speak or endorse statements or actions on ESA's behalf, or represent the Society at non-ESA events or within other societies/coalitions/etc., unless explicitly authorized to do so by the President. If you do participate in lobbying, please report your activities to the ESA Public Affairs Office as described below.

SECTION BUDGET INFORMATION

ESA sections and chapters may not collect any money for any purpose without consulting with ESA's CFO.

ESA sections and chapters are allocated \$5 of dues collected from each member that joins that unit, per year.

ESA maintains detailed records of each chapter/section budget. All of the chapter/section dues are included as income, and any expenses on behalf of the chapter/section are listed as expense. The balance will carry forward if it is not completely spent in any year. Because dues are received throughout the year, please request an updated budget when needed.

Please contact ESA's CFO at any time if you would like the amount of money in your chapter/section budget.

If a chapter or section receives a long-range planning grant, those funds are tracked separately and do not carry over at the end of the fiscal year. If you would like a status of expenditures for a long range planning grant, please contact ESA's CFO.

HOW FUNDS MAY BE USED

Chapter and Section funds may be spent on any activity related to the activities of the chapter/section if approved by the chair of the chapter/section. They may not be used to reimburse elected chapter/section leadership for any travel or time spent on chapter/section activities.

HOW TO REQUEST PAYMENTS

When requesting a payment be made out of a chapter/section budget, please fill out the chapter/section check request form. The form must be signed by the chair and then sent to ESA's CFO in the financial office at ESA. If the payment is for a purchase of goods or services (such as a plaque or banner or book), please attach a copy of the receipt.

If the payment is to an individual and is over \$600, we will need the Social Security Number of the individual, and a federal W-9 form will be issued.

Financial Forms: The check request form and other documents are available on the Chair Resources page under the Member Tools menu on the ESA website when you are logged in.

LONG RANGE PLANNING GRANTS

The ESA yearly budget contains funds for long range planning grants. Sections, chapters and standing committees are eligible to apply for these funds, which are to be used for projects that move the Society toward long range goals. Only one application from a section, chapter or standing committee is permitted per application period.

The call for the grant proposals is issued in the winter and sent directly to section, chapter and committee chairs and includes the application form and the criteria for the awards. Proposals are generally due in spring. Proposals are evaluated by a committee of the Governing Board and those awarded grants are notified following the May Governing Board meeting. Funds are available to spend after July 1 and may be used for events at the upcoming Annual Meeting. Reports on the progress of the activities supported by these grants are due in August at the time of the ESA Annual Meeting.

To request payment for activities related to long range planning grants, follow the guidelines in the financial section above.

At the Council meeting, chairs may be called up on to provide a brief oral presentation of long-range planning grant.

ELECTIONS AND LEADERSHIP / MEMBERSHIP UPDATES

Each section and chapter holds its own election according to their own bylaws. ESA will provide a list of members. (See Communication with your Members). The Member Services Office can assist with a section's election.

Each section has its own bylaws. Section chairs are responsible for providing a copy of the bylaws to ESA (all changes to section/chapter bylaws must be approved by the Governing Board). Bylaws must also be posted on the section or chapter's website, and a record kept at ESA Headquarters. Please send them to esahq@esa.org and membership@esa.org for preservation.

Each section and chapter is to provide an updated leadership list immediately after its election. ESA will request this information periodically throughout the year, but it is best to ensure up-to-date records among staff by self-reporting to esaha@esa.org and membership@esa.org.

EVENTS

If a chapter or section chooses to hold a meeting or other event at a time other than during the ESA Annual Meeting, please contact Christi Nam in the business office at christi@esa.org. Staff at HQ need to know the particulars of the meeting or event being held. Because of liability issues, additional insurance may be required, which would need to be paid for out of the chapter or section budget. In addition, there may be other issues that need to be addressed by ESA staff.

ESA suggests referring to the resources on accessibility and inclusivity for meetings provided on the Chair Resources under the Member Tools menu on the ESA website.

COUNCIL MEETING / ANNUAL REPORT

Section and chapter chairs are members of the ESA Council which meets every year during the Annual Meeting on the first Sunday of the meeting. Immediately preceding the Council meeting is an orientation for new Council members. Notices about the location of the meeting are sent in advance. Chairs who cannot attend the meeting are welcome to name a substitute by notifying the Executive Director.

ESA requests a brief (2–3 pages) annual report from section and chapter chairs. Reports are distributed during the Annual Meeting and published in the Bulletin after the meeting. The deadline for these reports is mid-July. You will be given detailed instructions on where to send the reports, and the exact deadline date, in the spring before the Annual Meeting.

ANNUAL MEETING

BUSINESS MEETING AND MIXERS

It is the responsibility of the chairs to work with Meetings staff to organize a mixer and/or a business meeting to be held at the Annual Meeting. Information about when to submit your event request, and all deadlines, will be shared via email and check-ins with the Member Services Office. You will be informed of the money you currently have in your section budget. This money is to be used to pay for any food or drink provided at the mixer or business meeting.

Business meetings can be held Monday through Thursday mornings between 7:00 and 9:00 AM; lunch time slots run from 11:30 AM to 1:15 PM; and evening slots run from 6:30 to 8:00 PM, Monday through Wednesday. Evening slots are usually used for mixers, and often a section will combine a mixer and a business meeting.

So that staff can provide the best support possible, and so that sections and chapters can be kept in the loop about one another's activities, chairs should support a brief report (a bulleted list of high points, via email, will suffice) to the Member Services Office following their business meetings. This should be submitted by the end of the third quarter (September 30) of the year of the meeting or within six weeks of the business meeting if it is held at a time other than the Annual Meeting.

EXHIBIT BOOTH

Sections and chapters are offered the opportunity to have a booth in the exhibit hall free of charge. The chair is responsible for deciding whether to have a booth. The booth needs to be staffed during show hours. Setup and tear-down times vary from year to year and center to center; this information will be provided by the Meetings team. Section members are responsible for packing up their booth; anything left in the booth space after tear-down has closed will be discarded.

Sections and chapters may sell merchandise at their booths, or to conduct silent auctions and other activities, to raise additional funds and promote themselves. Any financial activity must be coordinated one month in advance with the CFO and Member Services Office.

PROMOTION

Sections and chapters can help us promote our Annual Meeting and encourage members to attend through newsletters or emails to your membership, including using the ECO online community. Sections and chapters can also promote their own meetings, awards and other business. Please connect with the ESA Membership Office to coordinate.

SECTION AND CHAPTER AWARDS

Sections offer awards that tie in with the Annual Meeting and often are based on oral or poster presentations, as well as a suite of benefits and services offered to their members throughout the year (e.g., newsletters, events, mentorship). These benefits will be discussed during the regular calls between chairs and the Member Services Office. Information on each section or chapter's awards will be sought late in the membership year and several months prior to the Annual Meeting.

This information will be posted on the ESA website, and will be included in membership marketing materials. Chairs are encouraged to use their own groups' online presence to promote their awards, encourage applications/nominations, and call attention to winners.

PROPOSAL REVIEW

ESA's Annual Meeting Meetings Committee relies on ESA's leadership for help assessing proposals for symposia, organized oral, and contributed abstracts each year. Appropriate broad-based peer review of these proposed sessions is critical in order to maintain the high level of quality expected of these sessions at ESA meetings. Reviewers include the Annual Meeting program chairs, section and chapter chairs, and members of certain standing committees. Each proposal will receive the attention of several reviewers. The input of section and chapter chairs as reviewers is extremely helpful, as the committee decides which sessions will be accepted for the meeting program. Proposal review is one of the primary ways that sections can assist in developing the meeting program and represent the interests of the membership.

ESA will send out a request for reviewers around the submission deadline. Reviewers typically are asked to review 10–12 proposals over 3 weeks in October and again in late winter. Please note that chairs are still eligible to be a reviewer even if they have submitted a proposal. ESA will avoid assigning to you any proposals in which you are formally involved, and you will be able to opt out of reviewing any proposals that present a conflict of interest.

COMMUNICATION WITH YOUR MEMBERS

Mailing/email list of the chapter/section members can be requested from membership@esa.org. You can also use the ECO community described below for your members, which is synced live with the membership database and always up to date. On occasion, you may be asked to assist with membership renewal of your section members. Each message must contain a link to the unsubscribe page.

CHAPTER AND SECTION WEBSITES

ESA chapters and sections, and some standing committees, have websites hosted at esa.org. Hosting with ESA helps to unify common brand elements, reduce costs and ease maintenance.

The ESA webmaster can provide some technical assistance, but each chapter or section is responsible for administering its own content updates.

All other web-related inquires can be sent to webmaster@esa.org. Include the membership director in communications with staff related to your websites.

Chapters and sections bear the responsibility for the content on their websites and social media as well, including the monitoring (and, if need be, moderating) of interactions on those channels.

ONLINE COMMUNITY

ESA has launched an online community, ECO, at <http://community.esa.org>. All ESA members have access to the community, as do non-members who had previously subscribed to the ECOLOG-L listserv. Communities unique to members of each chapter and section have been set up within the master ESA community. It is recommended that chapters and sections use this platform to share and seek information in conjunction with other business efforts.

ECO allows group members to message each other similarly to a listserv, as well as share documents, schedule events, blog and connect directly with others in the group. While it will serve primarily as an updated listserv for the ecological community at large, the private section and chapter groups will be able to use ECO a platform for communicating about section and chapter business, and collaborate on projects.

Training will be provided to chapter and section leaders on demand; connect with the membership director with any other questions.

SOCIAL MEDIA

ANNUAL MEETING SOCIAL MEDIA GUIDELINES

ESA encourages open discussion on social media outlets at our Annual Meeting. In order to find a balance between the needs and expectations of members and to make the meeting a safe and comfortable space for everyone, we set forth the following guidelines:

- Please keep in mind ESA’s [Code of Conduct](https://www.esa.org/events/code-of-conduct-for-esa-events/) for events (<https://www.esa.org/events/code-of-conduct-for-esa-events/>) and apply it to your communication online (and in person). Harassment, intimidation, or discrimination in any form will not be tolerated.
- We ask that you do not photograph, video, or audio record information during scientific sessions (talks and posters). Special arrangements to photograph or record sessions, WITH EXPLICIT PERMISSION FROM PRESENTERS and ESA, can be made through the associate director of conventions and meetings (meetings@esa.org), but must be pursued well in advance. PHOTOGRAPHY AT SOCIAL EVENTS, IN PUBLIC AREAS, AND AT PLENARY SESSIONS IS OKAY.
- There are options for sharing presentation materials without in-session photography: Presenters may post slides and posters to ECO, described above, for public or members-only access. Presentations can also be shared on Figshare, Github, and other online databases at any time.
- Social media (Twitter, Facebook and others) “opt-out” policy: While the **default assumption is to allow open discussion** of ESA presentations on social media, please respect any request by a presenter to not disseminate the contents of their talk. The icon linked on the Social Media Guidelines page on the Annual Meeting website may be downloaded for inclusion on slides or posters to clearly express when a presenter does not want their results posted to Twitter or any other new media sites.

You may download an opt-out Twitter image from <https://esa.org/louisville/social-media-guidelines/>. PLEASE INCLUDE THE OPT-OUT TWITTER IMAGE ON EVERY SLIDE TO ENSURE YOUR PREFERENCE IS KNOWN SINCE PEOPLE MAY COME IN AFTER YOUR PRESENTATION BEGINS. Thank you in advance to everyone for following these basic guidelines for online posts of all kinds and helping us maintain a welcoming environment for sharing information.

As a reminder, the official meeting hashtag is **#ESA2019**. (The official hashtag for future Annual Meetings will be #ESA and the year of each meeting.) We look forward to seeing your thoughts and discussion online.

ESA sections and chapters are encouraged to make use of ESA’s social media, which includes Twitter (@esa_org), a blog, Facebook, Instagram, LinkedIn, and more. Sections and chapters might consider tweeting about news and opportunities. Several have created Facebook pages, which ESA also features on its FB page, and section and chapter chairs or other members might also consider submitting a guest post to ESA’s blog. Please note that communications related to policy should first be discussed with ESA’s Public Affairs Office.

BLOG

ESA’s blog *EcoTone* showcases ecology and ecologists, focusing on ecological science in the news and its use in policy and education. *EcoTone* welcomes guest submissions on topics of interest to the broad ecological community. Please see: <https://www.esa.org/esablog/>

TWITTER

ESA uses Twitter daily to tweet items of interest to the ecological community, including news articles, members who have received a prestigious award or to announce deadlines to submit abstracts to the Annual Meeting. Sections might tweet about news relevant to their community or special opportunities and awards offered by their section.

Sections can use ESA’s Twitter handle: @esa_org. ESA’s Twitter page is https://twitter.com/ESA_org. The official Annual Meeting hashtag is #ESA and the year of each meeting (so #ESA2020). Please refer to the Social Media Guidelines at <https://esa.org/saltlake/social-media-guidelines/>

FACEBOOK

Facebook is another outlet for sharing ecological and ESA-related information and encouraging conversation among ESA members and others. Sections and chapters that create their own FB page should notify ESA so that the Society can “like” them on FB and ensure they are featured on the Society’s FB. Sections and chapters are also encouraged to “like” ESA on their respective FB page. Please go to <http://www.facebook.com/esa.org>

LINKEDIN

ESA maintains a LinkedIn profile page for the organization. Sections are encouraged to build a unique section page and connect with the ESA main page. ESA’s LinkedIn page can be accessed by this link: https://www.linkedin.com/groups?home=&trk=anet_ug_hm&gid=1233137

ESA also maintains a LinkedIn group to help ecologists (including many non-members) to connect with one another. Consider joining at <https://www.linkedin.com/groups/1233137/>.

INSTAGRAM

ESA maintains an Instagram account. Sections and chapters are encouraged to develop their own Instagram account and connect with the main ESA Instagram page. ESA's Instagram can be accessed by this link: <https://www.instagram.com/ecologicalsociety/>

PUBLIC AFFAIRS

POLICY

Sections and chapters may be interested in becoming involved in policy issues or activities. They must inform the Society about their plans so that ESA is aware of activities that count as lobbying (for IRS purposes) and also to ensure that activities are consistent with the Society's perspective on a given issue. ESA occasionally encourages its members (often by state or section) to weigh in on a public policy issue. For more details, question or suggestions about ESA advocacy and policy positions, please contact Alison Mize, director of public affairs, at alison@esa.org

ADVOCACY

As a 501(c) (3) organization, ESA is permitted to lobby but must abide by the Internal Revenue Service's (IRS) rules in order to maintain ESA's tax-free status. Sections and chapters planning a lobbying activity should coordinate with ESA's Public Affairs Office.

ESA POLICY RESOURCES/OPPORTUNITIES

ESA policy handbook, "An Ecologist's Guidebook to Policy Engagement" provides advice and resources for engaging with decision makers at various levels of government. It also includes overviews of environmental laws, federal agencies, and tips on effective communication. It is available under the Member Tools menu on the ESA website.

ESA Policy News is a free resource for those interested in national environmental and science policy, and it is sent to all members. To view and subscribe see: <https://www.esa.org/blog/category/policy-news/>

ESA's Policy Section provides networking opportunities for ESA members engaged in or interested in becoming engaged in policy. Visit the section's website (<https://esa.org/policy/>) for the most up-to-date contacts.

ESA's Graduate Student Policy Award is open to all ESA graduate students and provides a two-day policy experience in Washington, DC. For more information: <https://www.esa.org/public-policy/policy-resources/esa-graduate-student-policy-award/>

PART B: WORDPRESS WEBSITE MANUAL

ESA MAIN WEBSITE

ESA builds its websites on WordPress, which is an open-source content management system (CMS), to manage workflow in a collaborative environment. The ESA website strives to create a coherent web presence, and the parallel system created for section and chapter websites offers a streamlined process of updating content that empowers volunteer leaders to manage their own online presence.

Previously, ESA provided design guidelines in an effort to bring continuity to the various ESA websites, but all sections and chapters either have been or are in the process of being transferred to ESA's digital brand, hosted in ESA's servers. As such, this document is intended to provide an introduction to WordPress and an overview of how to use it to manage website content.

CHAPTER AND SECTION WEBSITES

It is the responsibility of the chair to see that the website is updated. Most section/chapter chairs select an administrator to update their site; chapter/section members are responsible for updating and maintaining their own web content, although the ESA webmaster is available to assist them with resolving technical issues, adding functionality, and problem solving.

Web-related inquiries can be sent to webmaster@esa.org.

We believe that broader use of WordPress offers several advantages, both to the chapters and sections and to ESA:

- Using the CMS gives chapter and section members greater autonomy in managing their website content as it frees them from having to rely on the ESA webmaster to make updates. Members managing their own content also allows for greater efficiency in the application of limited ESA staff resources.
- Following format guidelines when using the CMS also leads to increased coherence among ESA websites. The more webpages have a similar look, the more they reinforce the ESA brand.
- Because the CMS offers a robust tool that supports not only editing of content, but also maintenance of content from a central interface, using it allows chapters and sections to integrate documents and create a repository for images, news, profiles, and other media in one place.

Section and chapter websites and community pages use small computer programs (plugins) that extend the functionality of the site. These include:

- Audio/video
- Calendaring systems
- Document collaboration
- Forms
- Forums
- Members-only content
- Member profiles
- Photo/video galleries
- Queries/polls
- Social media integration
- Voting
- Analytics

Contact webmaster@esa.org if you are curious about adding this or other functionality to your website.

ESA MASTER TEMPLATE AND INDIVIDUAL WEBSITE CUSTOMIZATION

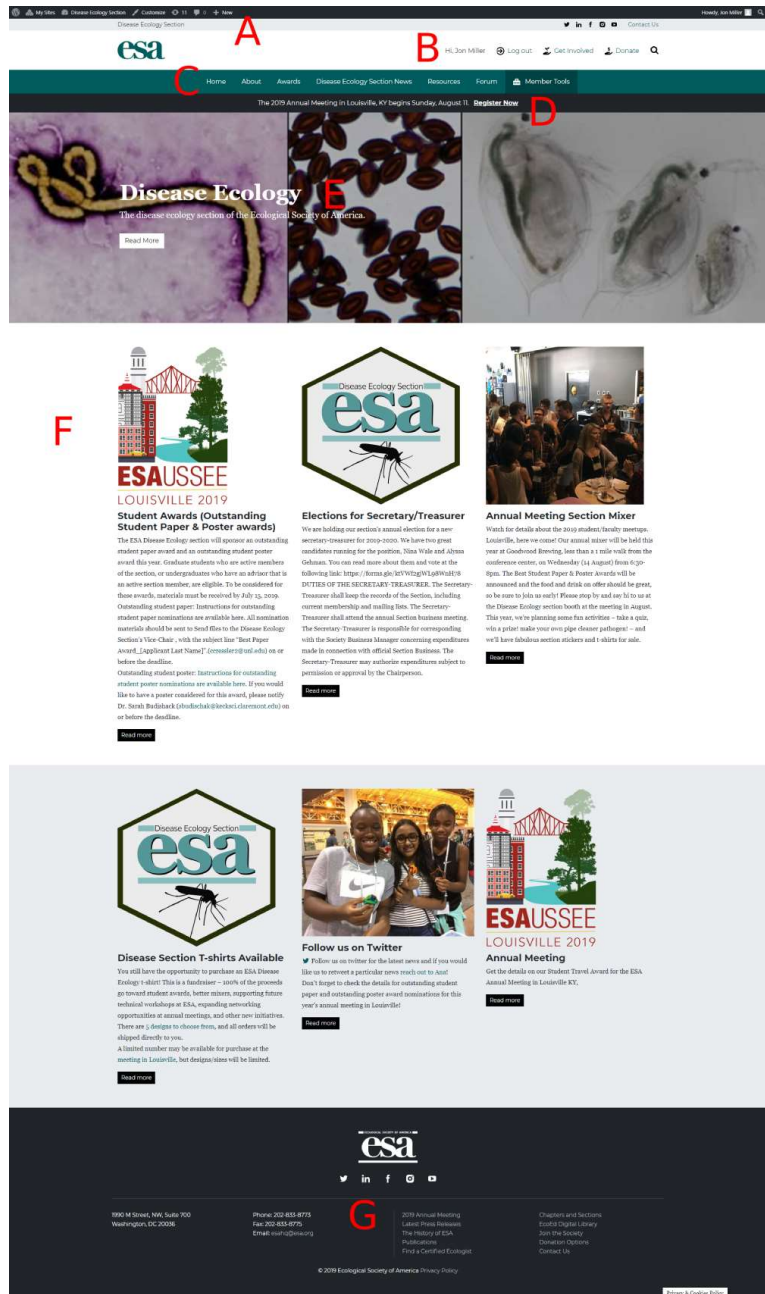
A master template has been developed that predefines the style for our ESA website, and with it a unified brand for all elements of ESA online, including the section and chapter websites. The following sections detail how to manage your own website via WordPress, and provides some general guidance.

For specific questions related to content and public-facing elements like navigation, contact the membership director; for functional issues, contact webmaster@esa.org.

THE HOME PAGE

Visit www.esa.org/disease to see this example:

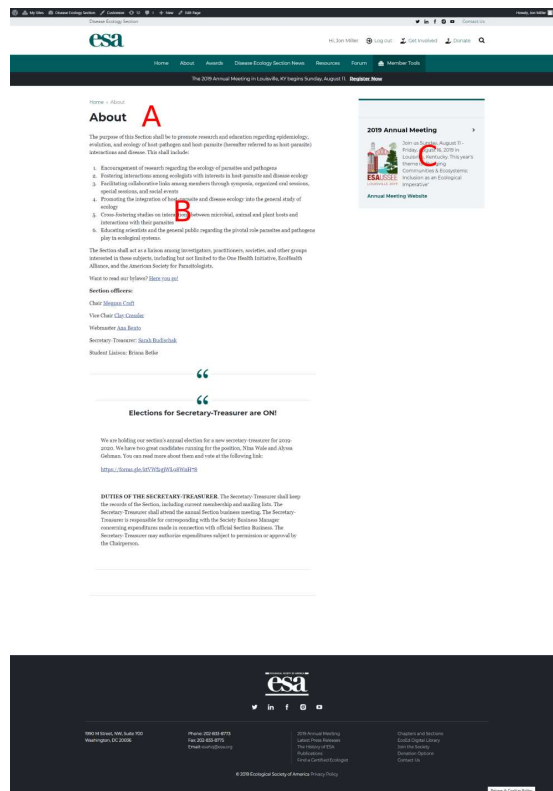
- WordPress Menu:** Available only to users who have logged in with an account with the appropriate level of permissions. This is one road to view your WordPress dashboard.
- Utility Navigation:** This element appears on all pages, but will be most noticeable on the home page. It is not an element that you will be likely to edit; if you wish to make changes, please consult with the membership director.
- Main Navigation:** This element will be different on all websites, but function exactly the same way across all sites. This menu should reflect, at the highest level, your site's information architecture, providing users with easy pathways to the most important content.
- Announcement:** An optional element that you can use to call to attention important deadlines or calls to action.
- Hero Image:** This can serve as your primary visual brand (via a single large banner image) or your primary piece of content, for instance a news piece or an awards deadline. The image is static (i.e., this is not a carousel), but there is a link in the box in white in this example. If you opt to use this space purely for branding, it's a good idea to link to an About page.
- Primary Content Block** This section is divided into three columns, each of which has a place for a piece of content. These can cover any content—announcements, blog posts, external content, etc.—that you feel is appropriate. This section can be fairly static as well, in the event that your section or chapter does not normally share much information via web. It can also, as seen in the example, be expanded into multiple levels, but note that it can only be expanded with columns in multiples of three.
- Footer:** Similarly to the utility navigation, this piece is almost completely static, though it can be edited as necessary. Please contact the membership director if you wish to update.



CONTENT PAGE LAYOUT

The new ESA website theme is intended to simplify content creation and management for sections and chapters, and to create more opportunities to connect across the organization. As such, there are only three significant elements for page content, with varying degrees of customization.

- A. **Page Title:** This is unchanged from previous sites; the following section on page content covers this.
- B. **Page Content:** This is unchanged from previous sites; the following section on page content covers this.
- C. **Sidebar:** The new ESA theme was designed to allow for flexibility in building elements of a website's information architecture, particularly in how different areas of a site can be related and navigated. For a site as large as esa.org, this is an excellent feature; for smaller sites like those owned by many chapters and sections, this is best used to build small sub-menus and for widgets to call out important information.



LOGGING INTO WORDPRESS

To get started:

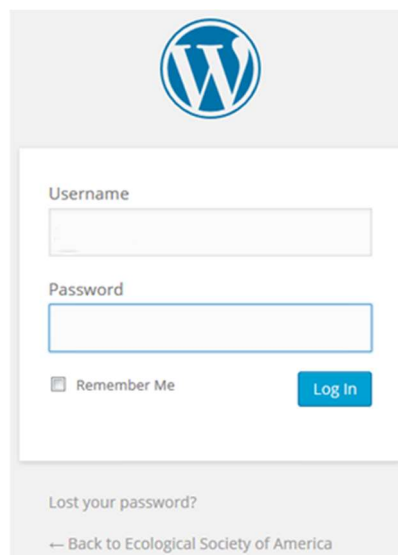
- Go to www.esa.org/sitename*/wp-login.php?bypass=true.
- Enter your **username** and **password**.
- Click on the **Log In** button.

* *Sitename* here is the name of your site, which is assigned by ESA.

If you do not remember your password:

- Click on the **Lost your password?** button under the login box.
- When asked, enter the email address associated with your user account, or your username.
- Click on the **Get New Password** button.

Follow the instructions in an email containing a link to reset your password that will be sent to you.



WORDPRESS USER MANAGEMENT

WordPress has a built-in system that limits which types of functions may be performed by individual users. Users are defined by their roles and each role designation corresponds to a set of tasks called capabilities that a user with that particular role designation has authority to perform. The default role for all users can be set in **Administration Panels > Settings > General**.

We recommend assigning the highest level role, administrator, to the chapter/section chair who would then control what other users can and cannot do within the site. Chairs would also manage other users' access to such tasks as writing and editing posts, creating pages, defining links, and managing other users, by assigning a specific role to each user.

UNDERSTANDING ROLES AND CAPABILITIES

Within WordPress there are six pre-defined roles: **Administrator**, **Editor**, **Author**, **Contributor**, and **Subscriber**. Each role corresponds to a set of tasks called *capabilities* that one with that particular role designation has authority to perform. Although there are many specific capabilities WordPress supports (e.g. "publish_posts", "moderate_comments", and "edit_users"), the following summarizes the functionality associated with each role.

- **Administrator** – has access to all the administration features within a single site
- **Editor** – can publish and manage posts including the posts of other users
- **Author** – can publish and manage their own posts
- **Contributor** – can write and manage their own posts but cannot publish them
- **Subscriber** – can only manage their profile

The **Administrator** has authority to perform all possible tasks. Although no role should be considered to be senior to another, the range of tasks one has authority to perform narrows with each succeeding role on the list, allowing fewer and fewer tasks to be performed. For instance, a user designated with the **Subscriber** role has the authority only for "read" capability. Roles may be considered also to define users' responsibilities within the site.

MANAGING THE USER PROFILE

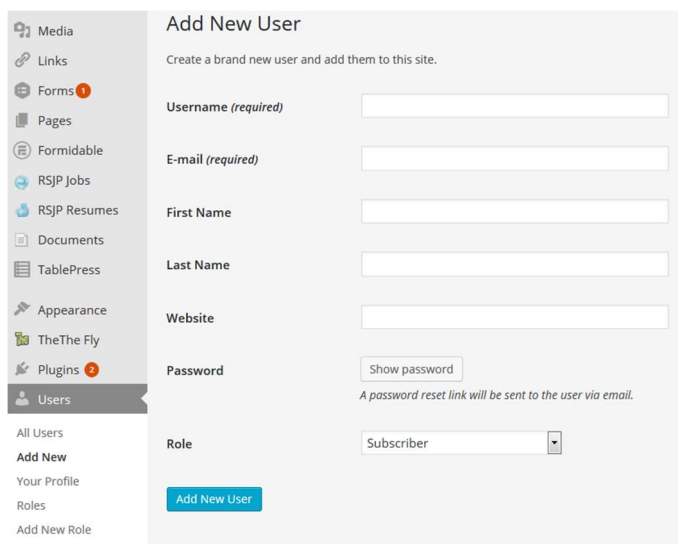
The profile includes the username, passphrase, and email address. You should always keep it up to date. You also should periodically change your passphrase for security reasons. *It is important to use a **secure** passphrase, which meets the following criteria:*

- Include at least 11 characters
- Include both upper- and lowercase letters
- Include numbers
- Include special characters
- Do not use commonly used words
- Avoid words or names that can be guessed by someone who knows who you are. (Words related to your hobbies, religion, work, interests, sports, personal history, names of relatives, etc., are commonly used but very poor sources of passwords.)
- Avoid numbers or letters that are part of your email address.

Maintain the security of your account! Change your pre-assigned password the first time you log into WordPress.

ADDING NEW USERS

The **Add New User** screen allows you to add a new person who can login onto your site:



ADD NEW USER

To add a new user, you must provide the following information.

- **Username (required)** - Enter the username of the new user. This will also serve as his/her **Login name**.
- **E-mail (required)** - Enter a valid e-mail address for the new user. The e-mail address must be unique for each user. If a published post or page is authored by this user, then when approved comments are made to that post or page, a notification e-mail will be sent to the author.
- **First Name** - Enter the first name of the new user.
- **Last Name** - Enter the last name of the new user (the display name defaults to first and last name).
- **Password (twice)** - Enter a password for the new user twice, once in each text box displayed.

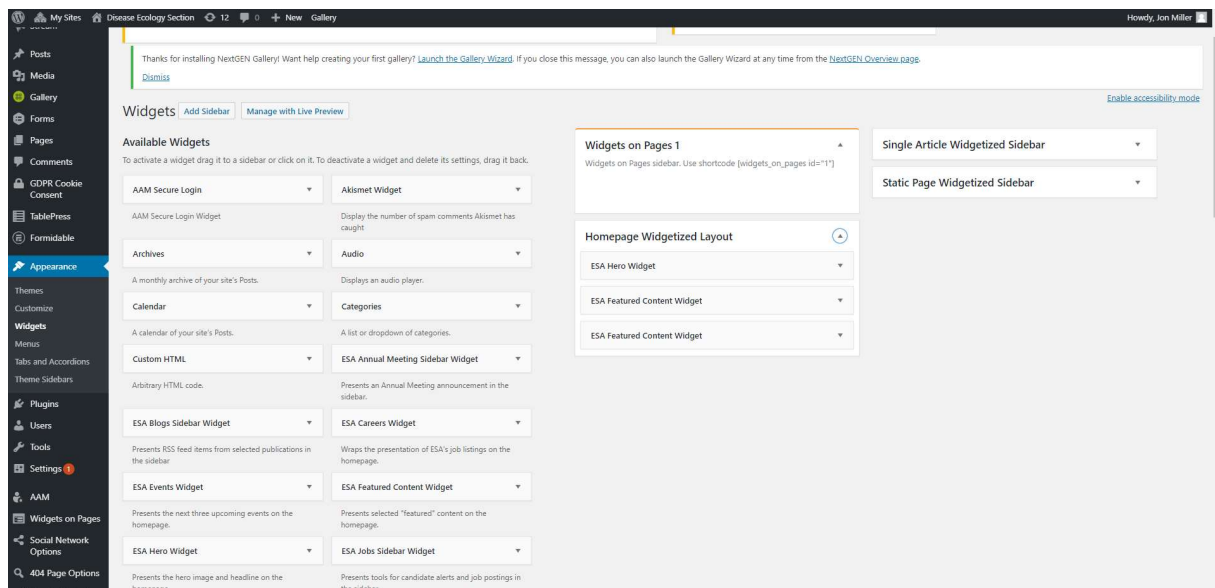
NOTE: Strength Indicator – After the password is entered, a message will appear indicating whether the password entered is Very Weak, Weak, Medium, or Strong (displayed in green). The stronger the password, the more secure the login.

HINT: The password should be at least seven characters long. To make it stronger, include a combination of upper- and lowercase letters, numbers, and symbols (e.g. ! " ? \$ % ^ &).

- **Send Password?** - Check the box to send the password to the new user by email.
- **Role** - Select the desired **Role** for this user from the drop-down box options displayed.
- **DEFAULT: Administration > Settings > General - New User Default Role**
- **Add User** - Click this button to save the new user's information in the WordPress database. If you do not click this button, the user will not be added. A message flashed at the top of the screen will advise you when the new user has been added.

THE HOME PAGE

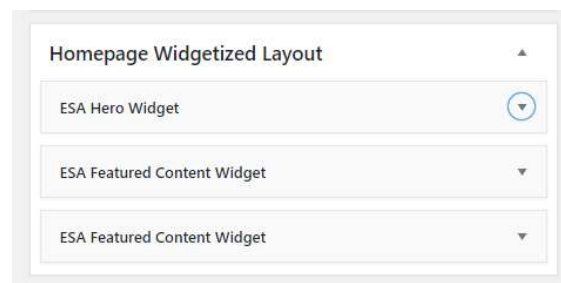
This section will cover all of the elements necessary to edit your home page. Note: All of the controls for your home page can be found under **Appearance > Widgets in the WordPress menu**.

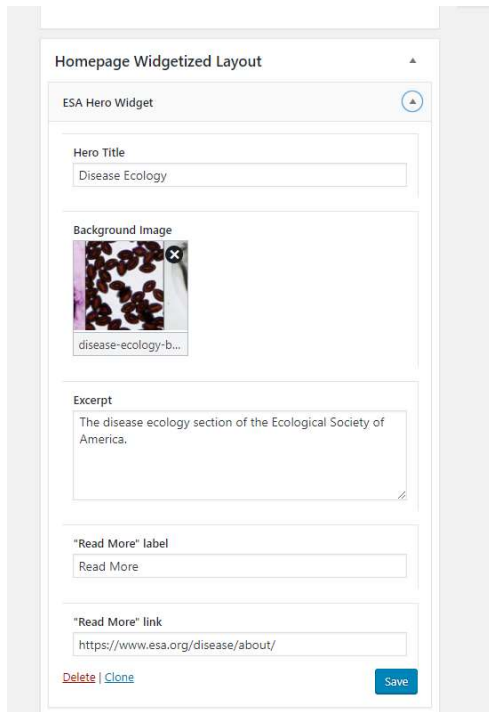


THE HERO IMAGE

You will notice that there is a control for a **Homepage Widgetized Layout**. Expanding that will show the home page's content areas:

Expand the **ESA Hero Widget** control to see how the hero image comes together:





- The **Hero Title** is what will display as the main text on the home page over the hero image itself. In this case, it is the name of the section, to brand the website.

- The **Background Image** is the hero image itself. Use a 3:1 aspect ratio of at least 1,200px wide for best fit in this space.

To change this image, mouse over the image thumbnail and click **Select Image** when it appears, and then use the library controls in the Media menu that opens. You can either upload a new image or use one that is already in your library.

- The **Excerpt** is the non-bolded text over the hero image. This can be a call to action or a description of the content to click to.

- The **“Read More” label** is the text that will appear over the white box that superimposes over the hero. It should relate to the overall call to action.

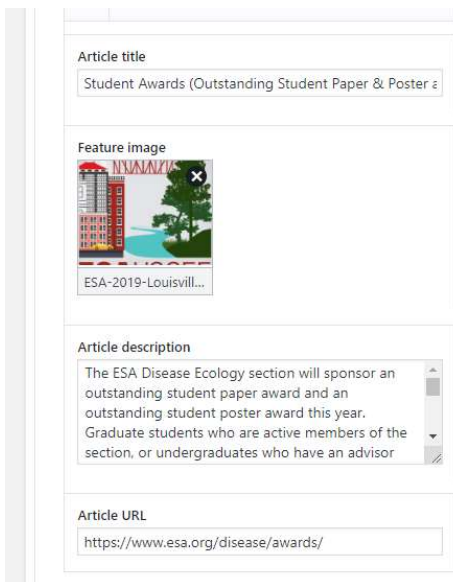
- The **“Read More” link** is the URL for the call to action. It can also, as we see here, a static page.

Click Save to save your changes. **Do not** clone this block; if you do, you can also delete the errant entry.

FEATURED CONTENT

Below the control for the hero image is the control for the **Featured Content Widget**.

As noted this widget can be cloned, and in fact has been cloned in this instance for the Disease Ecology Section, because they had enough priority content to support having six pieces of featured content, rather than three. Again, this can be cloned, but will be cloned in all three columns, so only think of your featured content in multiples of three (you can use static content in place of more immediate issues if you don't have three important items at a particular time).



For each of the three sections per Featured Content Widget:

- Use the **Article title** for the header text for each section, which appears below the image in a bold header style.

- Editing the **Feature image** uses the same process as the hero image above. Try to use images that are all the same size, or at least the same height; ESA defaults to 400x400px for uniformity. If you have an image that does not lend itself to a square shape (some logos, for example), try placing it on a square transparent background and then uploading the new file instead.

- The **Article description** is a surprisingly flexible field. Aim for only a couple of sentences, ideally; this is helped by the fact that HTML can be entered into this field, which results in hypertext (live links, bold or italic text, tc.) in that block on the home page.

- The **Article URL** is the URL that the **Read More** box will link to. That box is unfortunately static.

Duplicate this process for all three pieces of featured content. If your site lacks three pieces of content to feature, you can turn to static content, items from ESA.org, social content, etc.

CONTENT PAGES

CREATING PAGES

To create a new page, log into your WordPress account. Select **Administration > Pages > Add New** to access the **Add New Page** screen shown below and begin creating a new page.

The screenshot shows the WordPress 'Add New Page' interface. The page title is 'My New Page'. The permalink is 'http://www.esa.org/esa/my-new-page/'. The content area contains the text 'Here is where I begin writing my webpage.' The right sidebar shows the 'Publish' section with 'Save Draft', 'Preview', 'Status: Draft', 'Visibility: Public', and 'Publish immediately' options. The 'Page Attributes' section shows 'Parent: (no parent)', 'Template: Default Template', and 'Order: 0'.

TITLE EACH PAGE

You should start every page by giving it a title. You may use commas, apostrophes, quotation marks, hyphens/dashes, or other symbols in the page title (e.g. "About My Site - Here's Lookin' at You, Kid"). WordPress will reformat the title and create a link to the page from the title.

EDITING PAGES

All controls remain the same for editing pages as for creating them. You can see the full list of your pages, and links to edit, preview or trash them, from the **Pages** menu:

All (12) | Mine (1) | Published (7) | Drafts (2) | Pending (3) | Trash (4)

Bulk Actions | Apply | All dates | Filter

<input type="checkbox"/>	Title	Author		Date	ID
<input type="checkbox"/>	About	anaramos	—	Published 2014/03/16	29
<input type="checkbox"/>	Awards Edit Quick Edit Trash View Access	tad	—	Published 2014/03/16	36
<input type="checkbox"/>	— Outstanding Paper Award	tad	—	Published 2017/05/25	370

PAGE EDITING AREA

Enter text, links, links to images, and any other information you want to display in this area. You can use either the Visual or the **HTML View** to compose your pages.

PREVIEW BUTTON

Click on the **Preview** button to review the page before publishing it.

PUBLISH BOX

This box contains buttons that determine access to your page. The options are **Published**, **Pending Review**, and **Draft**. Published means the page has been published on your website for all to see. Pending Review means a draft of the page is available for review by those with Editor's permissions prior to publication. Draft means the page has not been published and will be saved as a draft. Select one of these options from the dropdown menu to publish the page with the corresponding level of access.

VISIBILITY

This feature determines who can see your page. *Public* pages will be visible by all website visitors. *Password protected* pages may only be seen if the password is known. *Private* pages are only visible to those with Editor or Administrator authority.

SAVE

This feature allows you to save your page as a **draft/pending review**, rather than immediately publishing it. To return to a draft later, select **Pages > Edit** from the menu bar and select your page from the list.

PERMALINK

After you save your page, a permalink is automatically created and appears below the title, generating a URL for the page. The URL generated may reformat your title, replacing most punctuation and blank spaces with a dash. For example, if your title is "My Site - Here's Lookin' at You, Kid", it will be changed to "my-site-heres-lookin-at-you-kid" in the URL. You can also manually change the URL to one that you prefer.

THE SIDEBAR

Back in the same **Widgets** menu under **Appearance** as you used for the home page, you can also edit the **Static Page Sidebar Widget** to have featured items appear on the right rail of your page content.

Note that the Widgets menu includes several dozen options, with the direction "To activate a widget, drag it to a sidebar or click on it. To deactivate a widget and delete its settings, drag it back." Please consult with the ESA webmaster before using these widgets, as most are intended for other uses.

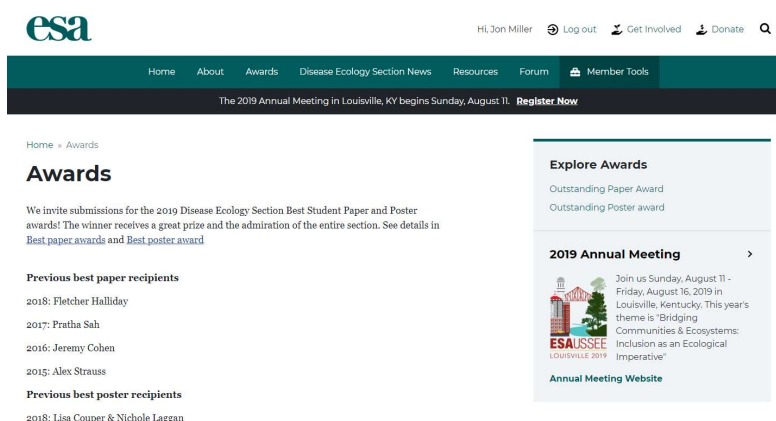
As each site's experience with this widget will be different, note that the following is an example, and your experience may vary. Please consult with the ESA webmaster if you have any questions.

The sidebar in this case includes two widgets, one for "Pagenav" and another for the Annual Meeting:

The Pagenav (page navigation) is set up to follow the website's information architecture to create a menu of related content, based on how content is structured in the menus (see next section). In this case, because the Awards page has two items in a child-parent relationship to it, they automatically populate as the Pagenav of related content:



The other widget available in this sidebar control, for the Annual Meeting, uses a control that's functionally identical to the Featured Content Widget, described above.

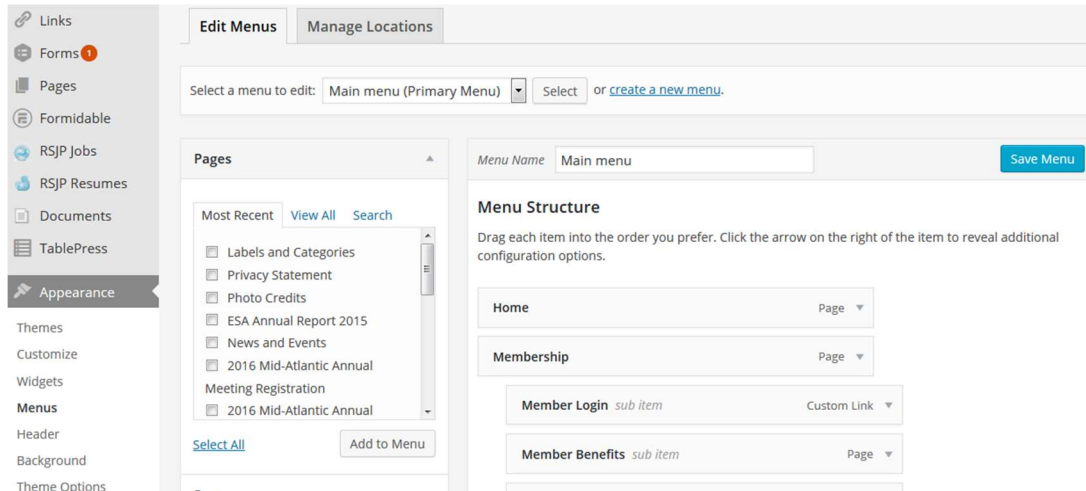


PUBLISH

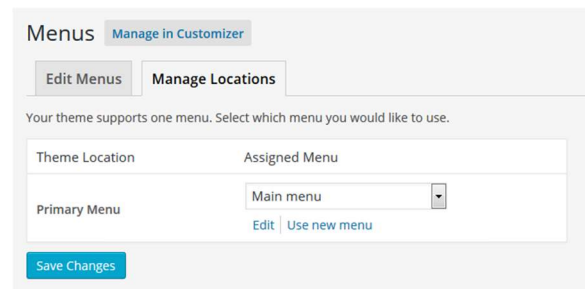
This feature allows you to publish your page to the site. You can edit the time when the page will be published by clicking the Edit link above the **Publish** button and entering the time you want the page to be published. By default, when you first save your page, that will be the date and time your page goes live.

USING WORDPRESS MENUS

This section covers the basic tasks a user may carry out when using the built-in WordPress menu editor.



DEFINING A MENU



You must define a menu before you can add items to it. To do so:

- Login to the WordPress dashboard.
- From the **Appearance** menu on the left-hand side of the Dashboard, select the **Menus** option to bring up the **Menu Editor**.
- Enter a name for your new menu in the **Menu Name** box.
- Click on the **Create Menu** button.

ADDING ITEMS TO A MENU

The **Screen Options** allow you to select items you add to a menu. Certain items, like **Posts** are hidden by default.

- Locate the panel titled 'Pages'
- Within this panel, select the **View All** link to bring up a list of all the pages on your site.
- Select the pages that you want to add to the menu by clicking the checkbox next to each page's title.
- Click on the **Add to Menu** button located at the bottom of this window to add those page(s) to the menu.
- Scroll back to the **Menu Editor**.
- Click on the **Save Menu** button.



DELETING A MENU ITEM

To delete a menu item, navigate to menus under Appearance.

- Locate the menu item you want to remove in the menu editor window.
- Click on the arrow icon in the top right-hand corner of the menu item/box to expand a menu item.
- Click on the **Remove Link** button. The menu item/box will be immediately removed.
- Click on the **Save Menu** button to save your changes.



CUSTOMIZING MENU ITEMS

The Navigation Label This field specifies the title of the item on your custom menu. This is what visitors will see when they visit your site. **The Title Attribute** This field specifies the Alternative ('Alt') text for the menu item. This text will be displayed when a user's mouse hovers over a menu item.

- Click on the arrow in the top right-hand corner of the menu item to expand it.
- Enter the values that you want to assign for the **Navigation Label** and **Title Attribute** items.
- Click the **Save Menu** button to save your changes.

CREATING MULTI-LEVEL MENUS

When planning the structure of your menu, you should think of each menu item as a heading in your formal document. The main section headings (Level 1 headings) are far left on the page; sub-section headings (Level 2 headings) are indented slightly to the right; any other subordinate headings (Level 3, 4, etc) are indented even further to the right.

The WordPress menu editor allows you to create multi-level menus using a 'drag and drop' interface. You can drag your menu items up or down to change the order of appearance in the menu. Drag menu items left or right to create a sub-level.

To make one menu item a subordinate to another, you need to position the 'child' underneath its 'parent' and then drag it slightly to the right.

- Position the mouse over the 'child' menu item.
- While holding the left mouse button, drag it to the right.
- Release the mouse button.
- Repeat these steps for each sub-menu item.
- Click on the **Save Menu** button in the Menu Editor to save your changes.

Menu Structure

Drag each item into the order you prefer. Click the arrow on the right of the item to reveal additional configuration options.

Home	Page ▼
Membership	Page ▼
Member Login <i>sub item</i>	Custom Link ▼
Member Benefits <i>sub item</i>	Page ▼
Join/Renew <i>sub item</i>	Page ▼
Get Involved <i>sub item</i>	Page ▼
Membership Dues <i>sub item</i>	Custom Link ▼
Member Subscriptions <i>sub item</i>	Custom Link ▼

WORDPRESS PLUGINS

Plugins are 3rd party software packages that can extend WordPress' functionality. There are literally thousands of WordPress plugins available, both free and requiring payment of additional fees.

Before using a specific plugin to add functionality to your website, contact the **ESA webmaster**. Many plugins can cause disruption on the entire ESA site or cause some elements to not function properly. Often plugins are the main cause of site instability and pose a serious site security threat.

A site that has been hacked can suffer from loss of content, stolen data, and expensive downtime. Maintaining the security of your site helps provide visitors with the best service possible. Because WordPress is such a popular platform for blogging, it is a regular target for hacking attacks launched by people who find and exploit weaknesses and vulnerabilities in websites. You can increase the security of both your site and the ESA website by being attentive to the items listed below.

SITE SECURITY

1. Basic Precautions
 - Report all suspicious activity to the ESA Webmaster.
 - Contact the ESA Webmaster if you discover issues with plugins, the site in general, etc.
 - Inform the ESA Webmaster of all current administrators of your site.
 - If you suspect a breach, notify the ESA Webmaster immediately.
 - Deactivate all unused plugins.
2. User-Based Protections
 - Create user accounts only for people who will have responsibility for editing your site.
 - Do not create unnecessary administrative accounts.
 - Do not create accounts for outsiders.
 - Delete all inactive accounts.
 - Monitor all accounts.
3. Password/Username Protection
 - Make sure all users use strong passwords.
 - Change passwords regularly.
 - Remind all account holders to change their passwords at least twice a year.

COPYRIGHT AND LEGAL ISSUES

All chapters/sections are responsible for the content on their website. Remember:

- Do not use images or any other content you find from common internet search engines (Google, Bing, etc.), unless you can verify the copyright holder and obtain their written permission to use that content.
- Only post images that you are legally allowed to use on your website.
- Include copyright information when you use content that you have not created.
- If you use comments, review these regularly and delete inappropriate content.
- Do not allow hateful or discriminatory content to be posted on your website.

ADDITIONAL RESOURCES

If you need help with your website, feel free to contact the ESA webmaster at webmaster@esa.org.

The following sites also offer a wealth of information about WordPress.

- **WordPress Website** <http://wordpress.org/>
- **WordPress Plugin Directory** <http://wordpress.org/plugins/>
- **WordPress Documentation** <http://codex.wordpress.org>

PART C: BRAND IDENTITY STYLE GUIDE

ECOLOGICAL SOCIETY OF AMERICA BRANDING

The Ecological Society of America (ESA) logo, logotype, colors and typographic style are key components of an Integrated, transmedia branding program which communicates our image to all of our audiences.

How we visually communicate our brand has an immediate and lasting effect upon how our audiences perceive our organization. Perception of our brand begins with the consistent and quality application of all elements—from subtle to highly visible.

VISUAL VOICE

Our branding identity elements support and reinforce a consistent visual voice across all media. This style guide is intended to establish the practices for correct application of our brand identity elements.

GUIDELINES

This document provides guidelines to assist the ESA’s employees and partners in creating communications and marketing materials that are consistent with regard to all elements of our branding.

INFORMATION

Please contact Jonathan Miller, Director of Membership and Communications, at jon@esa.org or 202-833-8773 x236 if you have questions regarding this style guide and its use.

IDENTITY ELEMENTS AND THEIR MEANING

A logo tells a visual story which is distilled and then compressed into a unit. ESA branding is a result of years of visual audit and analysis, brand recognition and tradition. The evolution of the final product centered around the challenge of maintaining existing brand recognition, incorporating the concept of clean lines and simplicity which enhances the organization’s presence on the national stage.

With the use of a contemporary yet timeless font, combined with letterforms crafted to emulate the original logo, the ultimate result is a unifying identity which is identifiable, memorable, distinctive, sustainable and flexible.

The ESA brand is a strong visual reminder of the organization’s accomplishments and promise. It also signals the organization’s intention to be relevant in today’s ever-changing technological climate, extending that acknowledgement to the audience it serves, and yet be cognizant of the strong tradition that is the hallmark of its existence.

ECOLOGICAL SOCIETY OF AMERICA LOGO

The ESA logo consists of custom-treated typographic letterforms supported and surrounded by strong bars of color and the organization name as shown below. Under no circumstances should the logo be redrawn, modified or altered in any way.

Alternative treatments of the logo may only be used as specified in this style guide. The logo does not lend itself to separation or use of any component on its own and should be kept intact, except in the specific instances outlined in this guide.

Reproduction of the logo should be completed using the approved electronic versions of the art available from the Communications Department. Do not attempt to reproduce the logo from photocopies or low-resolution jpg or png files taken from the organization’s website.







USE OF COLOR

The ESA logo is distinctive and its composition should not be altered in any fashion, except for when a white or black version is required.

The color table below identifies the logo color for various applications.

The cmyk, rgb and hex versions colors are NOT exact equivalents. They will render a slightly different color representation of the logo in print (CMYK) and online (RGB/hex). In order for the logo to be represented accurately, the PMS color should be used wherever possible in print materials.

Please see “Colors” below for the approved secondary color palette which is suggested for complementary use with the color logo.

	PMS	7721C
	CMYK	(89%, 0%, 43%, 65%)
	RGBA	(0, 94, 93, 1)
	HEX	#005E5D

MINIMUM SIZE

The ESA logo should not appear smaller than shown in the demonstration below without prior approval from the Communications Department. The minimum size of 1” will ensure that the logo is legible in all forms of reproduction.



MINIMUM CLEARSPACE

Always maintain the minimum amount of clearspace around the logo as demonstrated below. This will ensure that the logo is always properly staged and visible.

A minimum distance of X = the distance of the negative space inside the “a” of “esa” should be maintained around the logo.



ACCEPTABLE USE FOR ISOLATED LETTERFORMS

It is understood that in certain instance it may be desirable use the letterform portion of the ESA logo in isolation, in order to add subtle interest to materials which are not particularly stylized.

To that end, it is acceptable to use the letterform as a stand-alone piece of art—provided it is used minimally—to add visual interest and enhance the layout or design of materials. If screened, a low (5, 10 or 20%) opacity is recommended. The larger the accent, the lower the opacity.



















ECOLOGICAL SOCIETY OF AMERICA COLOR PALETTE

The ESA primary and secondary color palettes were carefully chosen to allow for maximum creative freedom whilst maintaining the integrity of the organization’s visual identity and brand recognition. It is therefore important that the use of color in all materials be somewhat constrained to ensure consistency.

The primary palette has been specified above. The secondary color palette below may be considered when approaching new creative.

SECONDARY COLOR PALETTE

	RGB		RGB		RGB		RGB
	9-54-107		9-107-53		255-21-78		220-53-34
	32-244-247		22-168-171		94-43-12		4-117-111
	10-87-117		171-65-0		5-69-145		167-163-126
	107-25-82		145-123-5		104-146-196		84-86-90

ECOLOGICAL SOCIETY OF AMERICA TYPOGRAPHY

Typography plays a major role in shaping a brand. To help create a consistent identity for all printed and electronic materials generated by ESA, a standard family of typefaces has been chosen for use in all media (marketing materials, communications, business forms, signage, website, etc.).

The Avenir family was chosen for its contemporary appearance, even stroke width and high degree of legibility in print and electronic media. This also complements the more traditional letterforms in the logo.

For web and other applications where Avenir is not an option, Google’s Nunito font may be substituted. The sentence length is a good match and the x-height is close. The ascenders and descenders are a slightly shorter, but workable.

Examples of just a couple of styles within each family are given below.

Avenir LT Std

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz
Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz
Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz
Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz

Nunito

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz
Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz
Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz
Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz

EXECUTIVE DIRECTOR POSITION DESCRIPTION

Introduction: The role of the Executive Director is to serve as the leader for the Executive Office, regularly interface with the Governing Board, and ensure that the ESA financial and programmatic goals are being fulfilled. While the Board is focused on big issues (such as where the Society is going, whether it is meeting typical member needs, and what its goals and priorities are), the Executive Director is focused on the day-to-day activities necessary to achieve the goals and is responsible for the management, operations, and finances of the organization.

The Executive Director is the Board's single employee and is accountable solely to the Board, through the President. The Executive Director motivates and guides the professional staff. The Executive Director serves the Society under a contract and has an annual performance review process (*See also Executive Director Performance & Evaluation Process*).

Executive Director Position Description: Reporting to the ESA Governing Board and working in close partnership with its President, the Executive Director is the chief executive officer of ESA with oversight of all its activities and responsibility for its financial wellbeing.

The core objectives for the Executive Director are as follows:

- Lead the implementation of the strategic plan and ensure that ESA's organizational structure and resource allocation are well-aligned with its direction and goals.
- Provide disciplined organizational vision and management, ensuring long-term financial sustainability. Effectively lead ESA staff, promoting high standards of excellence and accountability. Foster a culture of openness, accessibility, inclusivity, and teamwork.
- Ensure a strong ongoing partnership with John Wiley & Sons, upholding the rigor and quality of ESA publications while keeping close watch on trends, opportunities, and potential threats to the publishing enterprise.
- Retain, grow, and broaden the Society's membership. Help make ESA ever more relevant and accessible to today's multi-faceted community of ecologists, including those in academia, government, and the private sector, so that members value and deepen their connection to the organization. Support members' professional development and help them forge connections to colleagues across sectors and disciplines. Pursue innovations to advance collaboration, skill-building, and action at the chapter and section levels.
- Raise the profile of ecology as a dynamic, highly impactful and interdisciplinary field of endeavor and of the ESA as an influential voice for the field. Support and coalesce members as they play more prominent, public-facing roles. Nurture and develop diverse new and younger leaders for ESA and the profession while still drawing upon and energizing key leaders of the past. Maintain the Society's standards of academic rigor and respect even as it works to influence public policy.
- Significantly enhance ESA's digital presence across multiple platforms including via social media and through a redesigned website. Strengthen internal technology capabilities to better serve ESA membership and reach decision-makers and the public.
- Raise the visibility of ESA broadly and heighten its presence in Washington, DC. Forge productive relationships with public officials, governmental and non-governmental

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agencies, and the media. Make the case for the relevance of ecological sciences to issues of economic prosperity, equity, human health and wellbeing, climate change, and other major societal concerns.

- Pursue new and enhanced revenue sources for the Society, including where possible, philanthropic support.
- Continue to build, strengthen, and promote ESA's certification program. With increasing demand for certification in the profession, ESA's program has the potential to play an even more important role in furthering diverse career opportunities for ecologists and in defining professional standards for members and nonmembers alike.
- Set a standard for diversity and inclusion within and among ESA's membership, board, staff, and partners, and in the field of ecology as a whole.

Qualifications & Experience: For this pivotal role, ESA will search broadly for a leader who embraces ESA's mission. The Executive Director must relish the challenge of attending to a complex and diverse membership who share organizational authority and have high expectations for both service and leadership. Although ESA's next Executive Director could be an ecologist with organizational management experience, candidates are welcome from outside the field if they have a strong belief in the importance of science and specifically the importance of ecology. Abilities to innovate, inspire and mobilize others, understand and leverage technology, and circulate widely are all important.

In addition, the qualities of an ideal candidate include:

- Passion for science and the vital work of scientists in society. Appreciation for the role of research and the challenges facing researchers today.
- Organizational leadership experience within a multi-million dollar organization. Proven business acumen. Discipline and focus in setting clear priorities, meeting or exceeding goals, delegating effectively, and running a fiscally sound operation. Experience in a scientifically based organization or association would be an asset, and experience working closely with or reporting to an engaged board is preferred.
- Knowledge, interest, and experience with new communications technologies and platforms. Inventiveness in how the use of these technologies might enhance the ESA's purposes and its members' work and careers.
- Proven understanding of the science/policy interface. Sound political judgment and media savvy. Experience with government relations and a wide network of contacts in DC. Experience building productive partnerships and strategic alliances.
- Understanding of the dynamics of a membership organization. The ability to listen well, communicate widely and frequently, and promote a sense of common purpose.
- A management style which is goal-oriented but flexible, which respects the capabilities, resourcefulness, and independence of staff members, delegates to them as appropriate, and provides them with a clear sense of direction.
- Cultural competence. Demonstrated commitment to advancing diversity and inclusion.
- Strong writing and public speaking skills.
- Integrity, good humor, diplomacy, patience, warmth, resilience, and considerable energy.

For additional reference, see the Bylaws (<https://www.esa.org/about/governance/esa-bylaws/>).

EXECUTIVE DIRECTOR PERFORMANCE EVALUATION PROCESS

Background: Executive evaluation is critical to well-functioning non-profit organizations. Boards that don't conduct regular performance and compensation reviews are opening up the organization to serious risk. Best practice for nonprofits boards includes the following:

- A formal, written review of performance every year.
- An annual goal-setting process. Ideally these goals are rooted in the organizational performance against strategic goals.
- Regular review of compensation (currently every 3 years per the current contract). Use of external salary benchmarks.
- Board approval of the compensation package. If this is delegated to a committee, the full board should be informed of the recommendation

The intent of the evaluation process is to jointly agree on goals for the coming year and to evaluate the Executive Director's achievement of those goals.

Executive Review & Compensation Committee

Purpose: This committee shall make a recommendation to the Governing Board in executive session with respect to the review of the Executive Director's performance, compensation, and agreed-upon criteria for achievement for the next year.

Composition: President, Past-President, and one additional Governing Board member. A second Governing Board member will serve as an observer the first year and as a member the following year. The President will appoint the two Governing Board members. The Past-President shall chair this committee.

Timeline: In order to time the executive director's performance evaluation with Governing Board meetings, the review period will be October to September.

Process

1. Self-Evaluation (Past Year) *September 15*
The Executive Director shall submit a written self-evaluation summarizing accomplishments, progress, and performance against the criteria for achievement that were approved by the Governing Board the previous year. The self-evaluation may also include challenges encountered and recommendations for improvements.
2. Committee Feedback & Evaluation *September – October*
The committee shall consider the Executive Director's self-evaluation and any additional information. It may solicit additional input from other Governing Board Members and/or the senior staff. The committee shall summarize its conclusions in a written report.
3. Criteria for Achievement (Next Year) *2 weeks before the Fall Board Meeting*
The Executive Director shall propose, in writing, criteria for achievement for the coming year, which reflect priority goals that the Governing Board expects to see as well as any additional priorities that the Executive Director expects to address.

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4. Confidential Reports *1 week before the Fall Board Meeting*
The Past-President shall share the following written reports with the Governing Board in advance of the Fall meeting:
 - Committee's draft report, including anonymous summary of staff feedback (if solicited)
 - Executive Director's proposed criteria for achievement for the next year
5. Governing Board Executive Session *Fall Governing Board Meeting*
The Committee shall make recommendations to the Governing Board in executive session with respect to the Executive Director's past performance, criteria for achievement, and compensation.

The Governing Board shall approve any compensation adjustments and the next year's criteria. If the executive compensation is adjusted for the next year, the adjustment shall be effective retroactive to November 1st.
6. Meeting with Executive Director *Fall Governing Board Meeting*
In conjunction with the Governing Board meeting, the President and Past-President shall meet with the Executive Director to convey feedback on the previous year and additional items that the Governing Board would like the Executive Director to emphasize in the coming year. This shall also be restated in a letter to the Executive Director after the meeting.
7. Documentation *November 15*
The Past-President shall transmit copies of all reports and Governing Board decisions to the Chief Financial Officer or other designated administrator, who shall maintain a confidential personnel file for the Executive Director on behalf of the Society.

Transition Plans for Ecological Society of America

The Governing Board of ESA recognizes the need for a plan for contingencies due to the disability, death or unanticipated departure of the Executive Director, or due to the resignation or retirement of the Executive Director.

This transition plan reflects recognition by the Board of the essential role of the Executive Director in organizational leadership, program development, program administration, operations, Governing Board relationships, financial operations, resource development and community presence.

Plan in Event of an Unplanned Absence

Temporary period of one to three months

In the event of a temporary absence of one to three months in which it is expected that the Executive Director will return to his/her position once the events precipitating the absence are resolved (not referring to a vacation or a sabbatical), the Board of Directors is authorized to implement the terms of this plan.

An Acting Executive Director will be named. At the time that this plan was approved, the position of Acting Executive Director would be a member of the ESA Management Team (the Director of Science, Public Affairs, Finance and Administration, or Education and Diversity). The Governing Board may also consider the option of splitting executive duties among two or more of these Directors to manage the Society during this temporary period.

Authority and Compensation of the Acting Executive Director

The person appointed as Acting Executive Director shall have the same full authority for decision-making and independent action as the regular Executive Director.

The Acting Executive Director may be offered: (check one)

A temporary salary increase to the entry level salary of the position

A bonus of \$_____ during the Acting Executive Director period

No additional compensation

Board Oversight

The President of ESA will be responsible for monitoring the work of the Acting Executive Director. The President will be sensitive to the special support needs of the Acting Executive Director in this temporary leadership role.

Communication Plan

Immediately upon transferring the responsibilities to the Acting Executive Director, the President will notify staff members and members of the Governing Board of the delegation of authority. In addition, the President and the Acting ED shall communicate the temporary leadership structure to selected external supporters of ESA as deemed necessary by the time and circumstances.

Completion of Temporary Period

The decision about when the absent Executive Director returns to lead ESA should be determined by the Executive Director and the President. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by the approval of the President, with the intention of eventually working back to a full-time commitment.

Long-term period of more than three months

In the event of a long term absence of the Executive Director that is expected to last more than three months the procedures and conditions to be followed should be the same as for a temporary period of one to three months with one addition:

The Governing Board will give immediate consideration, in consultation with the Acting Executive Director, to temporarily fill the management position left vacant by the Acting Executive Director because it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions for more than three months. The position description of a temporary manager would focus on covering the priority areas in which the Acting ED needs assistance.

Completion of long-term period

The decision about when the absent Executive Director returns to lead ESA should be determined by the Executive Director and the President. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed by the approval of the President with the intention of eventually working back to a full-time commitment.

Plan in the event of an unplanned permanent change in the Executive Director

In the event of an unplanned permanent change in the Executive Director (when it is firmly determined that the Executive Director will not be returning to the position) the procedures and conditions should be the same as for a long-term temporary absence with one addition:

The Governing Board will appoint a Transition and Search Committee (T&S Committee) within (15 days) to plan and carry out a transition to a new permanent executive director. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the Board's capacity to plan and manage the transition and search. The T&S Committee will also determine if there is need for an Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.

(See additional information in "Plan in the event of a planned permanent change in the Executive Director" below)

Plan in the event of a planned permanent change in the Executive Director

In the event that the Executive Director does not renew his or her contract, gives notice to assume new employment, or retires, the following procedures and conditions should apply.

The Executive Director will continue to have the full authority for decision-making and independent action until his or her departure from ESA.

The Board will develop an executive search process plan and the charge for a Transition and Search committee. The plan should include decisions about doing the search in house or using an executive search firm and be completed within one month after receiving notification that the Executive Director plans to leave ESA.

The Board will establish a budget for the transition and search within one month. Items to be considered:

- Severance for the Executive Director
- Travel for the T&S Committee members
- Costs related to conducting the search in-house or with a search firm
- Transition period between the outgoing Executive Director and Incoming Executive Director if appropriate
- Compensation for an Acting Executive Director or an "outside" Interim Executive Director in case the search extends past the Executive Director's planned departure.

The Board may wish to establish a Transition Fund as a board-restricted account for eventual executive departure, or use existing Board Designated Funds or Reserve funds for this purpose.

The Governing Board will appoint a T&S Committee within 14 days upon completion of the executive search process plan.

The Transition and Search Committee could include, but is not limited to, members of the ESA Governing Board, ESA Executive Staff, and, if possible, the Executive Director of at least one other scientific society. The ideal size for the Committee will be 6-8 members.

The T&S Committee will review the current contract of the ED, the job description if available, and desirable qualifications for the new ED. A job description will be developed within 14 days following the establishment of the T&S Committee.

The T & S Committee will advertize the position in the following venues (more may be added):

1. CEO Updates-- <http://www.associationjobs.com/>
2. CESSE Listserv-- Ask the current Executive Director or Acting or Interim Executive Director to post since this listserv can only be accessed by a CEO.
3. ASAE Career Center --<http://www.careerhq.org>
4. Frontiers in Ecology and the Environment
5. ESA Bulletin
6. ESA Connection (all member email)
7. EcogL
8. Other

The T&S Committee will conduct the search for the new Executive Director, develop the contract with the new ED, and consider a plan to announce and orient the new executive.

Approval of Transition Plans

The Transition Plans for ESA will be approved by the Governing Board and be signed by the President, the Executive Director, and any Acting Executive Directors or appointees designated in this plan.

The plans should be reviewed annually. In addition the Board should review and renew the plan anytime a new Executive Director is employed—perhaps as a part of the search process evaluation.

Copies of the Transition Plans for ESA along with the corresponding documentation shall be maintained by the President, the Executive Director, the Acting Executive Director Appointee, and the Director of Finance and Administration.

Attachments:

Current Contract of the Executive Director

Information and Contact Inventory (insurance agent, corporate lawyer, bank accounts, other)

Transition Plans for Ecological Society of America



Steward A. Pickett
President

Date 18 VI 2012



Katherine S. McCarter
Executive Director

June 5, 2012

Date



Elizabeth Biggs
Chief Financial Officer

6/5/12

Date



Cliff Duke
Director of Science

5/13/12

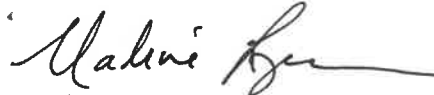
Date



Michelle Horton
Director of Administration and Meetings

6/7/12

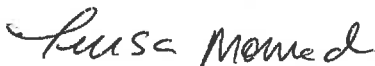
Date



Nadine Lynn
Director of Public Policy

6/11/12

Date



Teresa Mourad
Director of Education and Diversity

6/7/2012

Date

NOMINATIONS & ELECTIONS PROCEDURES

Introduction: This document describes the election policies and procedures of the Ecological Society of America. These policies and procedures are designed to ensure a process of candidate nomination and election that encourages and considers all members interested in running for office and those the Nominations Committee and other members consider to have potential for national leadership. The goal is also to encourage members to become informed about the candidates and to vote for those who will provide leadership to the Society.

For additional reference, see the Bylaws (<https://www.esa.org/about/governance/esa-bylaws/>).

Leadership & Management Responsibilities

A. Nominations Committee

Responsibilities: In accordance with Bylaws Article VI, Section 3, the Nominations Committee shall develop a slate of candidates for openings on the Governing Board and Board of Professional Certification. The Nominations Committee shall be guided by the Diversity Statement when soliciting and considering candidates for each position (2018 Bylaws). The Nominations Committee is responsible for:

- a) Recruiting potential candidates for elected Board positions;
- b) Inviting recommendations for candidates from committees, sections, and chapters;
- c) Considering a pool of candidates and selecting two nominees for each position;
- d) Certifying to the Secretary the completed slate of candidates;
- e) Accepting and reviewing nominations by petition; and
- f) Approving the final ballot for the elections.

Composition: The Nominations Committee is chaired by the Past President and includes the President-Elect, the three Members-at-Large of the Governing Board, and two additional members. One of the two additional members should be from the Board of Professional Certification. These two additional individuals shall be recommended by the Committee Chair, appointed by the President to serve one-year terms. The Nominations Committee shall convene from January through September.

B. Teller's Committee

Responsibilities: In accordance with Bylaws Article VI, Section 5, the Teller's Committee is responsible for:

- a) monitoring the balloting process, and protecting the security and anonymity of the ballots; and
- b) validating and reporting election results.

Composition: The Teller's Committee is chaired by the Secretary and includes two additional members of the Society recommended by the Committee Chair and appointed by the President. Members of the Nominations Committee are not eligible to serve on the

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Teller's Committee during the same election cycle. The Teller's Committee shall be convened from September through November each year.

C. Staff

Responsibilities: The Executive Director and a designated staff member provide administrative support for the management, communication, and implementation of annual elections. Staff responsibilities include:

- a) Assisting the chairs of the Nominations & Teller's Committees in meeting planning, communications, and implementation, and attending committee meetings;
- b) Managing communications for the elections process, including the call for nominations, online information dissemination and information gathering, electronic balloting, and technical assistance to candidates and members;
- c) Managing the online vendor that handles the electronic voting process—Survey and Ballot Systems, as of 2019; and
- d) Maintaining appropriate records to ensure the integrity of the nominations and elections process.

Candidates: All candidates may be nominated by themselves or by others.

1. Eligibility

- Members of the *Governing Board* must be dues-paying Society members in good standing. Presidents serve three-year terms (one each as president-elect, president and past president). Officers serve three-year terms and are eligible for two consecutive terms. Members-at-Large serve a single three-year term.
- Members of the *Board of Professional Certification* must be certified ecologists. They serve three-year terms and are eligible for two consecutive terms.

2. Information Required

- [Nomination Form](#) to nominate individuals for open positions, including minimum information needed by Nominations Committee to evaluate candidates.
- [Candidate Information Form](#) for candidates approved for the ballot by the Nominations Committee, including biographical sketch, personal statement, headshot, and commitment to run and serve if elected.

Timeline & Coordination: The nominating and elections process follows these steps:

1. Coordination

- October - November
 - The Executive Director reminds the Nominations Committee Chair of the process and the need to identify two additional members for the Nominations Committee.
 - The Executive Director provides a list of slots that are to be filled, job descriptions of each open position, and a matrix of characteristics of existing Governing Board members and the open positions. The terms of the Vice Presidents and Secretary

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shall be staggered so that no more than two of these officers shall normally be elected in any given year.

- December: The two additional members of the Nominations Committee are appointed.

2. Nominations

- January
 - Week 1: An [open call](#) for nominations goes out to all members. Staff provide support for crafting and distributing the call as part of the Ecotone blog and/or a separate email. The call includes responsibilities of the various positions, a [nomination form](#) to collect information about potential candidates, and a deadline for nominations.
 - Week 2 – Conference Call #1: The Nominations Committee meets to review the matrices and further define the types of candidates sought for each position, taking into account the [ESA Diversity Statement](#).
 - Week 3: The Committee Chair approaches individual members, specific Section, Chapter, and Committee leaders, and other volunteers for suggested names of candidates with applicable skills or experience. Members of the Board of Professional Certification are also asked to suggest names for their slots since these nominees must be certified ecologists.
- February
 - Week 1: The closing date for nominations should be February 1 to allow for ample review of submissions.
 - Week 2: The Nominations Committee reviews the collected names, as well as lists of other ESA members (e.g., previous Governing Board members; Section, Chapter, and Committee Chairs; those who have run in the past or been asked to run).
 - Week 3 – Conference Call #2: Nominations Committee meets to review the various lists and to develop a short list of at least 2 candidates for each open position, plus 2 back-up names.
- Late February – Early March: Committee Chair schedules calls with nominee finalists to assess their interest and willingness to run for election.
- By April 1 – Conference Call #3: The Committee meets to finalize the slate with at least 2 candidates for each slot. If there are 2 Member-at-Large slots, the Committee shall identify 4 candidates.

3. Slate

- May: The Governing Board reviews and endorses the slate prior to or during the Spring meeting.
- June: At least 30 days before the first day of the Annual Meeting, a list of the candidates is announced in the [ESA Bulletin](#) and on [ESA's website](#).
- June – July: With administrative support from staff, the Secretary sends the [candidate information form](#) to the final candidates to obtain brief bios, statements, and headshots.

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- August
 - Annual Meeting: The election is promoted and slate posted at the Annual Meeting. No later than the last day of the Annual Meeting, additional candidates may be nominated by a petition signed by 1% of members; any such candidates must complete the [candidate information form](#) and agree to run for election and to serve if elected.
 - Conference Call #4: As needed, the Nominations Committee meets to review petitions for additional candidates.
 - The Secretary directs staff to prepare the final slate of candidates for the electronic ballot. The ballot shall include the candidates' biographical sketches and brief descriptions of the responsibilities associated with the positions. (2018 Bylaw 1. Elections)

4. Ballot

- September - November: Electronic voting opens in September and closes 30 business days later. Each dues-paying member may vote by submitting a completed electronic ballot.
- November
 - Once the ballot is closed, the votes are tallied. The candidates with the largest number of votes shall be elected. If there are two Member-at-Large slots and four candidates, the two candidates with the largest number of votes shall be elected. In the event of a tie, the election shall be decided by a majority vote of the Council.
 - The Executive Director and Teller's Committee meet with the election consultants to verify the process and suggest improvements for the following year.
 - Once the election is validated, the Secretary notifies all candidates and the Governing Board, and announces the election results in the *ESA Bulletin* and on the ESA website.

5. Rotation

- January
 - The Executive Director reaches out to incoming Governing Board members to provide information about their positions.
 - The newly elected members of the Board of Professional Certification take office in January of the year following their election.
- August: New Governing Board members are invited to observe the August Governing Board meeting and take office at the conclusion of the Annual Meeting.

ESA CONFLICT OF INTEREST POLICY

I. Purpose

ESA is a nonprofit, tax-exempt organization. This policy is designed to ensure that decisions are made in the best interests of ESA, and that there is no personal, professional, or political gain at the expense of ESA. It is not designed to eliminate relationships that create a conflict of interest, but rather to require the disclosure of potential and actual conflicts and recusal of interested persons from decisions where they exist.

This Conflict of Interest policy is established in keeping with Article IX, Conflicts of Interest, of ESA's bylaws. It supplements, but does not replace, any applicable state and federal laws governing conflicts of interest applicable to tax-exempt organizations.

II. Definitions

- A. Conflict of Interest. A conflict of interest may exist when the interests or duties of an individual with authority or influence over ESA may be seen as competing with the interests of or duty owed to ESA or might adversely influence the individual's actions or judgment on behalf of ESA.
- B. Interested Person. Any member of the Governing Board (GB), Society officer, staff, or member of a committee with governing-board-delegated powers who has a direct or indirect financial interest, a personal interest, or a duality of interest as defined below, is considered an interested person.
- C. Financial Interests. A person has a financial interest if the individual has, directly or indirectly, through business, investment, or family:
- An ownership or investment interest in any entity with which ESA has a transaction or arrangement; or
 - A compensation arrangement with ESA or with any entity or individual with which ESA has a transaction or arrangement; or
 - A potential ownership or investment interest in, or a compensation arrangement with, any entity or individual with which ESA is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration (e.g., employment, consultant relationship, grants, funding, or other monetary awards), as well as gifts, gratuities, or favors of a substantial nature.

- D. Other Personal & Professional Interests. A person has a personal interest if that individual:

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- has a direct family relationship or other significant personal relationship with an individual with whom ESA is negotiating a transaction or arrangement; or
- has a significant past or present professional connection with an individual with whom ESA is negotiating a transaction or arrangement (e.g., mentoring, such as a PhD advisee/advisor relationship); or
- has the potential to use confidential information obtained from ESA (that they would not have obtained otherwise) for their own benefit or advantage, or that of a relative, business associate, or other organization.

E. Dualities of Interest. A duality of interest exists when an interested person has a duty or responsibility owed to ESA that conflicts with a duty or responsibility owed to another entity. A conflict may arise when an interested person is acting, or could be perceived as acting, against the interests of ESA and for the benefit of the other entity. Examples of dualities of interest include situations where:

- An interested person is an executive or board member of another enterprise with which ESA does business and/or competes; or
- An interested person receives compensation from an entity that competes directly with ESA, such as another journal or association.

III. Disclosure of Actual or Potential Conflicts of Interest

An interested person is under a continuing obligation to disclose the material facts about any actual or potential conflicts of interest.

Any member of the Governing Board (GB), Society officer, staff, or member of a committee with governing-board-delegated powers shall complete the Annual Conflict of Interest Disclosure Statement upon their association with ESA and shall update it annually. An additional disclosure statement shall be filed at such time as an actual or potential conflict arises.

Disclosure statements shall be submitted to the Executive Director and shared with the President and Secretary. The Chief Financial Officer shall maintain copies of all disclosure statements on behalf of the ESA.

IV. Procedures for Review of Actual or Potential Conflicts

A. GB Authority. Where there is reason to believe that an actual or potential conflict of interest exists between the ESA and an interested person, the Governing Board shall determine the appropriate organizational response.

B. Process – Staff Other than Executive Director. Where the actual or potential conflict involves an employee other than the Executive Director, the Executive Director shall review the matter, take appropriate action as necessary, report the results of any review and action taken to the President. The President, in consultation with the President-Elect, Past President,

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and Vice President for Finance, shall determine if any further GB review or action is required.

C. Process – Governing Board Officers, Board Committee Members, and Executive Director.

Where an actual or potential conflict exists with respect to a specific proposed action or transaction, ESA shall refrain from the proposed action or transaction until the proposed action or transaction has been approved by disinterested members of the GB.

- 1) An interested person who has an actual or potential conflict of interest shall not participate in or be present during deliberations and decision making. The interested person may, upon request, be available to answer questions or provide material factual information.
- 2) The disinterested members of the GB may approve the proposed action or transaction upon finding that it is in the best interests of ESA. The GB shall consider whether the terms of the proposed transaction are fair and reasonable to ESA and whether it would be possible, with reasonable effort, to find a more advantageous arrangement.
- 3) Approval by the disinterested members of the GB shall be by majority vote of GB members at a meeting at which a quorum is present. An interested party shall not be counted for purposes of determining whether a quorum is present, nor for purposes of determining what constitutes a majority vote.
- 4) The minutes of the meeting shall reflect that the conflict was disclosed, the vote taken and, where applicable, the interested person abstained participation and voting.

V. Conflicts of Interest and Compensation

An individual who receives compensation, directly or indirectly, from ESA for services is precluded from participating in discussion about, or voting on, matters pertaining to that individual's compensation.

VI. Violations of Conflict of Interest Policy

If the GB has reason to believe that an interested person has failed to disclose an actual or potential conflict of interest, it shall inform the person of the basis for such belief and afford the person an opportunity to explain the alleged failure to disclose.

If, after hearing the response of the interested party and making such further investigation as warranted by the circumstances, the GB determines that the interested party has in fact failed to disclose an actual or possible conflict of interest, it shall take appropriate corrective and/or disciplinary action.

VII. Annual Review

This conflict of interest policy shall be distributed annually to members of the Governing Board (GB), Society officers, staff, or members of a committee with governing-board-delegated powers for their review.

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ESA CONFLICT OF INTEREST POLICY Annual Disclosure Statement

I have received and carefully read ESA's Conflict of Interest Policy and have considered not only the literal expression of the policy, but also its intent. By signing this statement, I affirm that I understand and agree to comply with this policy. I further understand that ESA is a nonprofit organization and that, in order to maintain its federal tax exemption, it must engage primarily in activities which accomplish its tax-exempt purposes.

Except as otherwise indicated in this Disclosure Statement, I do not, to the best of my knowledge, have any actual or potential conflict of interest that may be seen as competing with the interests of or duty owed to ESA or might adversely influence my actions or judgment on behalf of ESA., nor does any relative or business associate have an actual or potential conflict of interest. If any situation should arise in the future which I think may involve me in a conflict of interest, I will promptly and fully disclose the circumstances to the ESA's President, Secretary, and Executive Director.

Please indicate any actual or potential conflicts of interest. If you answer "yes" to any of the questions, please provide a written description of the details of the specific action or transaction in the space allowed. Attach additional sheets as needed.

Financial Interests

1. Has ESA contracted (or is it considering contracting) to purchase or lease goods, services, or property from you, your relatives, or your business associates, or in any entity in which you or they have an ownership or investment interest? Yes No
If yes, please describe.
2. Do you, your relatives, or your business associates receive compensation from ESA or any entity that does business with ESA? Yes No
If yes, please describe.
3. Has ESA offered employment to you, your relatives, or your business associates, other than a person who was already employed by ESA? Yes No
If yes, please describe.
4. Have you, your relatives, or your business associates been given a gift, gratuity, or favor of a substantial nature from a person or entity which does business, or seeks to do business, with ESA? Yes No
If yes, please describe.
5. Are there any other situations involving a financial interest and an activity or transaction that could give rise to an actual or potential conflict (e.g. paid editorship in a journal competing with one at ESA)? Yes No
If yes, please describe.

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Other Personal & Professional Interests

6. Are you aware of any situation or circumstance where there is the possibility for you to obtain preferential treatment by ESA for yourself, or for any of your relatives or business associates or where there might be the appearance of such preference? Yes No

If yes, please describe:

7. Are you aware of any situation or circumstance in which it is possible for you to make use of confidential information obtained from ESA for your own benefit, or for the benefit of a relative, business associate, or other organization? Yes No

If yes, please describe.

8. Are you aware of any situation or circumstance in which it is possible that your position with ESA could benefit your organization, your company, your relatives, or yourself? Yes No

If yes, please describe.

Dualities of Interest

9. Do you have an interest outside of ESA that could influence or be perceived to influence you to act against the interests of ESA and for the benefit of the other entity? Yes No

If yes, please describe.

10. Are you involved with any organizations who serve as partners, or seek to become partners, with ESA? Yes No

If yes, please describe.

11. Do you or any companies with which you are employed or own offer services in the same field as ESA? Do you serve on the board of any organizations in the same field as ESA? Yes No

If yes, please describe.

I certify that the information set forth in the Disclosure Statement is true and correct to the best of my knowledge, information, and belief.

Name (Please print) _____

Affiliation _____

Signature

Date

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 President 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 President 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 President 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.

ESA DOCUMENT RETENTION AND DESTRUCTION POLICY

Purpose: In accordance with the Sarbanes-Oxley Act, which makes it a crime to alter, cover up, falsify, or destroy any document with the intent of impeding or obstructing any official proceeding, this policy provides for the systematic review, retention, and destruction of documents received or created by ESA in connection with the transaction of organization business. This policy covers all records and documents, regardless of physical form, contains guidelines for how long certain documents should be kept, and how records should be destroyed (unless under a legal hold). The policy is designed to ensure compliance with federal and state laws and regulations, to eliminate accidental or innocent destruction of records, and to facilitate ESA's operations by promoting efficiency and freeing up valuable storage space.

Document Retention: The following outlines how long certain documents must be retained and when those documents should be destroyed. If any employee has any question about how long documents must be retained, please ask your supervisor or the Executive Director.

Permanent Records

- Audit reports
- Cancelled checks for important purchases
- Correspondence on legal and important matters
- Deeds, mortgages, contracts, and leases still in effect
- Fixed assets and depreciation schedules
- Year-end financial statements
- Insurance records, accident reports, claims, policies, etc.
- Governing Board minutes
- Tax returns and worksheets
- Trademark registrations and copyrights
- Chart of accounts, general ledgers, and year-end trial balances

Seven Years

- Accounts payable ledgers and schedules
- Bank statements
- Contracts, mortgages, notes, and leases (expired)
- Expense analyses and expense distribution schedules
- Inventory of products, materials, and supplies
- Vendor invoices
- Payroll records and summaries
- Personnel files after termination
- Timesheets
- Vouchers for payments to vendors, employees, etc.
- Cash receipts

Three Years

- Employment applications (interviewed candidates)
- Insurance policies after expiration

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Two Years

General correspondence
Membership forms
Duplicate cash receipts records

Less Than One Year

Deleted emails are automatically deleted from the computer system 30 days after deletion

Electronic Documents and Records: Electronic documents will be retained as if they were paper documents. Therefore, any electronic files, including records of online transactions, that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an e-mail message, the message should be printed in hard copy and kept in the appropriate file or moved to an “archive” computer file folder. Backup and recovery methods will be tested on a regular basis.

Emergency Planning: ESA’s records will be stored in a safe, secure, and accessible manner. Documents and financial files that are essential to keeping ESA operating in an emergency will be duplicated or backed up at least every week and maintained off-site.

Document Destruction: ESA’s Chief Financial Officer is responsible for the ongoing process of identifying its records, which have met the required retention period, and overseeing their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding.

Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

Compliance: Failure on the part of employees to follow this policy can result in possible civil and criminal sanctions against ESA and its employees and possible disciplinary action against responsible individuals. The Chief Financial Officer and Vice President of Finance will periodically review these procedures with legal counsel or the ESA’s certified public accountant to ensure that they are in compliance with new or revised regulations.

**ECOLOGICAL SOCIETY OF AMERICA
INVESTMENT POLICY STATEMENT
FOR TEMPORARILY RESTRICTED NET FUNDS
AND UNRESTRICTED FUNDS**

Adopted by the Governing Board on May 3, 2017

INTRODUCTION

This Investment Policy Statement (IPS) has been adopted by the Governing Board of Ecological Society of America (Society) to provide guidelines for the investment of temporarily restricted net funds and unrestricted funds held by the Society (referred to herein alternately as the funds or the portfolios). This IPS does not include guidelines for the management or investment of funds held entirely in cash or for current operations.

The Society was founded in 1915 and incorporated in Wisconsin in 1927. Its purposes are to: (1) promote ecological science by improving communication among ecologists through publication of journals and holding meetings, (2) raise the public's level of awareness of the importance of ecological science and ensure the continuing supply of new ecologists through educational and outreach activities, (3) increase the resources available for the conduct of ecological science through efforts of the membership in both the private and public sectors, and (4) ensure the appropriate use of ecological science in environmental decision-making by enhancing communication between the ecological community and policy-makers at all levels of government and the private sector.

The Governing Board has determined that the funds are “institutional funds” and that a portion of the temporarily restricted net funds are also “endowment funds” as those terms are defined in the Uniform Prudent Management of Institutional Funds Act adopted by the state of Wisconsin in 2009.

The specific purposes and sources of the funds are:

FUNDS	PURPOSES	SOURCES
<u>Temporarily Restricted Net Funds</u>	To support the annual costs of: 1) carrying the life members of the Society, 2) awards given by the Society to its members and the recipient’s travel expenses to receive them, and 3) such other expenses as determined by the Governing Board.	Gifts, bequests, life membership fees, public and private sector grants and unrestricted funds designated restricted by the Governing Board.
<u>Unrestricted Funds</u>	Provide a reserve for unanticipated expenses, and after reaching a threshold of \$5M (approximately one-year of operating expenses), provide support for new or existing initiatives as deemed appropriate by the GB	Sources include revenues in excess of expenses, with a target of \$50K per annum investment.

PURPOSES OF THIS IPS

- Establish a clear understanding for all involved parties of the investment goals and objectives of the portfolios.
- Provide guidance and limitations to the investment stewards and advisors.
- Establish a basis for evaluating investment results and costs.
- Establish the relevant investment objective, time horizon and risk profile for the portfolios.
- Specify permissible investments, restrictions on investments and diversification requirements.
- Provide ongoing oversight of investments by responsible fiduciaries.

This IPS is not a contract. This IPS has not been reviewed by legal counsel and the Society, its staff, Governing Board and committee members and every investment advisor retained to manage and invest the funds or a portion thereof, use it at their own discretion. This IPS is intended to be a summary of an investment philosophy and procedures that provide guidance for those who manage and invest the funds and/or oversee that process. The investment policies described in this IPS should be dynamic. These policies should reflect the Society's current status and philosophy regarding the investment of the portfolios. To ensure that this IPS remains consistent with the mission of the Society and accurately reflects its current financial condition and investment objectives, the Governing Board shall review and make necessary revisions to this IPS annually. More frequent changes to this IPS are not expected. In particular, short-term changes in the financial markets should not require adjustments to the IPS.

It is understood that the attainment of the goals and investment objectives outlined herein cannot be guaranteed.

REGISTERED INVESTMENT ADVISORS

Selection of Registered Investment Advisors

Subject to any specific limitation set forth in a gift instrument or in law, the Governing Board may delegate to one or more registered investment advisors responsibility for management and investment of the funds. The Governing Board members shall act in good faith, and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, in:

- Selecting an investment advisor;
- Establishing the scope and terms of the delegation consistent with the purposes of the Society and the funds; and
- Periodically reviewing each investment advisor's actions in order to monitor its performance and compliance with the scope and terms of the delegation and this IPS.

To be selected, an investment advisor must meet all of the following requirements:

- Be registered with the Securities and Exchange Commission;
- Have a substantial record of successful performance in the investment of assets of similar funds;
- Possess appropriate licensure and certification, and have staff, resources, research support, and motivation to provide effective supervision of the portfolios;
- Acknowledge its fiduciary status in writing.

The Vice President for Finance shall consider various candidates and whether fees and costs are appropriate and reasonable in relation to the assets, the purposes of the Society, and the skills

available to the Society, and shall make a reasonable effort to verify such fees and costs. In addition, the Vice President for Finance shall make a reasonable effort to verify information provided by each candidate. After reviewing the candidates, the Vice President for Finance shall report its findings and recommendations to the Governing Board, and the Governing Board shall select one or more registered investment advisors.

Duties and Responsibilities of Registered Investment Advisors

Each registered investment advisor retained by the Society acknowledges that it owes a duty to the Society to exercise reasonable care to comply with the scope and terms of the duties delegated to it. Each registered investment advisor's responsibilities include:

- Assisting in the development and periodic review of investment policies, including recommending any changes to this IPS.
- Observing and operating within the policies and guidelines outlined in this IPS.
- Recommending one or more unaffiliated, independent, third party custodians to hold the funds.
- Designing, recommending and implementing an appropriate asset allocation plan consistent with the investment objectives, time horizon, risk profile, asset class target ranges, guidelines and policies stated in this IPS.
- Full discretion to buy, sell or hold investments and to rebalance the portfolio(s) within the asset allocation target ranges stated in this IPS.
- Monitoring portfolio performance.
- Reporting at least quarterly, investment performance results compared to a total portfolio custom benchmark and to relevant market indexes, as applicable, and meeting with the Governing Board (in person or via conference call) upon request to discuss those reports.
- Informing the Governing Board of any material change in the registered investment advisor's operations, including changes in firm ownership, organizational structure, professional personnel, account structure (e.g. number, asset size and account minimums), or fundamental investment philosophy.

With respect to managing and investing the funds, the members of the Governing Board and each registered investment advisor engaged by the Society, are fiduciaries.

Monitoring and Evaluation of Registered Investment Advisors

At least annually, the Governing Board shall assess the performance of each registered investment advisor and approve or reject retention of each advisor contract. In addition to performance, the Governing Board shall consider other relevant factors, including but not limited to, fees, quality of reporting, communication and responsiveness and depth and breadth of services provided. However, the Governing Board has the right to terminate an investment advisor at any time for any reason including, but not limited to, the following:

- Investment performance that is significantly less than anticipated given the discipline employed and the risk parameters established, or unacceptable justification of poor results;
- Failure to adhere to any aspect of this IPS, including communication and reporting requirements;
- Significant substantive changes in the registered investment advisor's organization or regulatory status.

For purposes of the annual assessment, each registered investment advisor's performance will be evaluated by total portfolio returns over rolling five-year periods.

STANDARDS OF CONDUCT IN MANAGING AND INVESTING THE FUNDS

1. Subject to the intent of a donor expressed in a gift instrument, in managing and investing the funds, the Governing Board, and each registered investment advisor engaged to manage a portion of the funds, shall consider the charitable purposes of the Society and the purposes of the funds, and shall manage and invest the funds in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.
2. In managing and investing the funds, the Governing Board shall incur only costs that are appropriate and reasonable in relation to the assets, the purposes of the Society, and the skills available to the Society, and shall make a reasonable effort to verify facts relevant to the management and investment of the funds.
3. Management and investment decisions about an individual asset shall not be made in isolation, but rather in the context of the portfolio of investments as a whole and as a part of an overall investment strategy having risk and return objectives reasonably suited to the funds and the Society.
4. Except as otherwise provided by a gift instrument, in managing and investing the funds, the Governing Board, and each registered investment advisor engaged to manage a portion of the funds, shall consider the following factors, if relevant:
 - A. The needs of the Society to both make distributions and preserve capital,
 - B. Other resources available to the Society,
 - C. The role that each investment or course of action plays within the overall investment portfolio,
 - D. The expected total return from income and the appreciation of investments,
 - E. The expected tax consequences, if any, of investment decisions or strategies,
 - F. The possible effect of inflation or deflation,
 - G. General economic conditions, and
 - H. An asset's special relationship or special value, if any, to the charitable purposes of the Society.

GUIDELINES FOR MANAGEMENT AND INVESTMENT OF FUNDS

Investment Objective

Through investment of the funds, the Society seeks to generate sufficient income to meet annual cash flow needs, to preserve the value of current assets, and to generate long-term total returns that meet or exceed both the rate of inflation (as measured by the CPI) and the returns of the total portfolio custom benchmark, without undue exposure to risk, as defined below.

Since it is understood that fluctuating rates of return are characteristic of securities markets, and that short-term market fluctuations may cause significant variations in portfolio performance, the investment objective and portfolio performance will be evaluated over rolling five-year periods or "market cycles."

Cash Flow and Time Horizon

Temporarily Restricted Net Funds: To support the annual costs of: 1) carrying the life members of the Society, 2) awards given by the Society to its members and the recipient's travel expenses to

receive them, and 3) such other expenses as determined by the Governing Board. For these reasons the investment portfolio horizon will be consistent with the distribution of these funds.

Unrestricted Funds: The Society does not expect to take distributions from the Unrestricted Funds in the foreseeable future. The purpose of the Unrestricted Funds portfolio is to serve as a long-term reserve fund to support the future needs of the Society in perpetuity. For these reasons, the portfolio has an investment time horizon exceeding 10 years

Risk is the likelihood that the funds may lose principal and/or not attain their investment objectives. For illustrative and reporting purposes, risk in relation to returns is represented by standard deviation.

Understanding that risk is always present to some degree regardless of type of security or investment style, the Society recognizes that some risk is necessary to produce long-term investment results that are sufficient to meet the Society's objectives. The funds' long time horizon, the Society's current financial condition and several other factors suggest collectively some interim fluctuations in market value and rates of return may be tolerated in order to achieve longer-term objectives.

The Society understands that investment objectives are not guarantees. The funds will be exposed to investment risks and any process to monitor and manage such risks, does not imply low risk. The value of the portfolio can be affected by a variety of risk factors, including but not limited to, economic and political developments, and changes in interest rates and market conditions. Income from the portfolios may fluctuate and the portfolios can suffer loss of principal. No warranty is given or sought by the Society as to the performance of the portfolios or any part thereof and there is no guarantee that these investment objectives can be met.

Investment Guidelines

The funds shall be invested in equity and fixed income securities, including no-load mutual funds and exchange traded funds, other than those identified as Prohibited Investments.

The Society may invest a portion of the portfolios in socially responsible companies or funds. 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. Goals for socially responsible investing will be determined by the Governing Board in consultation with the Society's investment advisors.

Equities

The objective of the equity portion is capital appreciation through investment in mutual funds and ETFs holding common and preferred stock and other securities with similar characteristics. The equity portion of the portfolio will be structured to provide market exposure to value and growth stocks in both U.S. and non-U.S. markets, and to include both indexed and actively managed equity funds. It should be broadly diversified, if possible, according to geographic region, economic sector, industry sector, number of holdings and other investment characteristics.

The segments within the equity asset class should be maintained at risk levels roughly equivalent to the sectors of the market represented, with the objective of meeting or exceeding the returns of a custom benchmark made up of industry-recognized indexes measuring the performance of the designated market segments over rolling five-year periods. Mutual funds conforming to the policy

guidelines may be used to implement the investment program. In cases where comparable investment opportunities are not available from mutual funds or individual stocks, the portfolio may invest in exchange traded funds and/or closed-end funds.

Upon approval of the Governing Board, the equity portion may include investments in mutual funds and exchange traded funds that hold precious metals. Direct investments in precious metals are prohibited. The purpose of investing in precious metals funds is to provide a hedge against fast rising price inflation and the effect of a declining dollar. Performance of the portion of the portfolio invested in precious metals funds may be tracked separately from the equity portion and measured against an appropriate benchmark separate from that used to measure performance of the equity portion, as determined by the Governing Board.

Fixed Income

The objective of the fixed income portion is current income generated by investment in dollar-denominated, debt-related securities. Investments in fixed income securities will be managed to pursue opportunities presented by changes in interest rates, credit ratings, and maturity premiums, while providing diversification across issuers.

The segments within the fixed income asset class should be maintained at risk levels roughly equivalent to the markets represented, with the objective of meeting or exceeding the returns of a custom benchmark made up of industry-recognized indexes measuring the performance of the designated market segments over rolling five-year periods. Mutual funds conforming to the policy guidelines may be used to implement the investment program. In cases where comparable investment opportunities are not available from mutual funds or individual bonds, the portfolio may invest in exchange traded funds and/or closed-end funds.

If balanced mutual funds or exchange traded funds are used, the equity portion shall be allocated to the equity segment of the portfolio and the fixed income portion shall be allocated to the fixed income segment of the portfolio.

Commodities

Investments in commodities are expected to provide a hedge against fast-rising price inflation and the effect of a declining US dollar. Commodities exposure may be provided by investments in mutual funds and/or exchange traded funds that directly invest in precious metals. The objective of the commodities portion is to meet or exceed the returns of a benchmark of one or more industry-recognized indexes measuring the performance of the designated market sectors over rolling five-year periods.

Asset Class Target Ranges

The percentage of total portfolio assets to be allocated between equities/commodities and fixed income/cash shall fall within the following ranges, with the specific target percentages to be determined by the Governing Board:

Asset Class	Minimum Target	Maximum Target
Equities	50%	80%
Fixed Income	20%	50%

For purposes of determining compliance with the asset class target ranges only, the portion of the portfolio invested in commodities shall be counted as equities and the portion of the portfolio held in cash or cash equivalents shall be counted as fixed income.

Over time, the portfolio's actual allocation of assets may vary from its target allocation due to market conditions. The investment advisor shall rebalance the portfolio back to target at least every twelve to eighteen months unless the Governing Board, after consultation with the investment advisor, determines otherwise.

Diversification

The portfolios shall be diversified. Research and history confirm that investment risk may be minimized and performance may be enhanced when a portfolio holds different asset classes with dissimilar price movements over long periods of time. Diversification provides reasonable assurance that no single security or class of securities will have disproportionate impact on the total portfolio.

No more than 40% of the market value of the portfolio may be invested in a single mutual fund, exchange traded fund or closed-end fund. To maintain proper diversification among industries, no more than 5% of the total portfolio value at cost, may be invested in a particular sector fund.

Prohibited Investments

There shall be no direct investments in any of the following:

- Private Placements,
- Lettered Stock or Restricted Stock,
- Individual options contracts. However, to the extent that the Society uses mutual funds the mutual funds may buy or sell option contracts for the purposes of managing portfolio risk,
- Individual securities whose issuers have filed a petition for bankruptcy,
- Commodities or commodity contracts,
- Short sales, and
- Margin transactions.

For purposes of this investment policy, "direct" investing excludes the buying and selling of shares of mutual funds, exchange traded funds, and closed-end funds.

MONITORING OF INVESTMENT OBJECTIVES AND PERFORMANCE REPORTING

The portfolio will be monitored on a regular basis for consistency in investment philosophy, return relative to objectives, investment risk as measured by asset concentrations, exposure to extreme economic conditions, and market volatility. It is understood that, over the long run, the allocation between equity and fixed income may be the single most important determinant of total portfolio return.

The portfolio is evaluated quarterly on a total return basis. Returns are compared to:

1. The Consumer Price Index ("CPI"),
2. The three month Treasury Bill Index (the risk-free proxy),
3. Relevant nationally-recognized indexes which most accurately reflect the agreed-upon actual portfolio allocation, and
4. The total portfolio benchmark made up of nationally-recognized indexes representing domestic

and international equity markets, and domestic and international fixed income markets, as most accurately reflects the agreed-upon actual portfolio allocation and sector weightings.

Total Portfolio Performance

The Society expects the portfolio, in the aggregate, to achieve total returns over rolling five-year periods that:

- Meet or exceed the change in the Consumer Price Index, and
- Meet or exceed the returns of the total portfolio custom benchmark agreed-upon by the Society and its investment advisor.

The total portfolio custom benchmark is made up of relevant market indexes that most accurately reflect the agreed-upon actual portfolio allocation and sector weightings. It is understood that the total portfolio custom benchmark assumes full investment for the indicated time period and does not reflect fund expenses, transaction costs, or differences due to shifting of portfolio holdings during the investment period.

In addition to evaluating the performance of the portfolio as a whole, the Society shall separately evaluate the performance of the equity and fixed income portions of the portfolio.

Asset Class Performance

The total equity and fixed income benchmarks are made up of relevant market indexes that most accurately reflect the agreed-upon actual portfolio allocation and sector weightings within each asset class. It is understood that the relevant market index returns assume full investment for the indicated time period and do not reflect fund expenses, transaction costs or differences due to shifting of fund portfolio holdings during the investment period.

Reporting

Each investment advisor shall report the following to the Executive Director and the Vice President for Finance at least quarterly:

- Total return net of all commissions and fees, for the month-to-date, last quarter, year-to-date, latest 1-year, 3-year, and 5-year periods, and since inception, for the portfolio as a whole.
- Total return net of mutual fund expenses, for the year-to-date, latest 12-month, 3-year, 5-year, and inception-to-date periods for the equity and fixed income segments compared to relevant industry-recognized indexes,
- Contributions to and withdrawals from the portfolio during the quarter,
- Purchases and sales during the quarter, and
- Current portfolio holdings at cost and at market value.

Each investment advisor will meet with the Vice President for Finance at least annually to review 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.

REVIEW AND REVISION OF IPS

To ensure that this IPS remains consistent with the mission of the Society and accurately reflects its current financial condition, this IPS shall be reviewed annually by the Executive Director and the Vice

President for Finance. Any proposed revisions to the IPS will be submitted to the Governing Board for approval.

**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.

UNRESTRICTED NET ASSETS POLICY

ESA's unrestricted net asset balance will be grown to equal one year of operating expenses. The funds are kept in a brokerage account and managed according to the ESA Investment Policy. Interest and dividends from the accounts will be used in the annual budget. When the unrestricted net asset balance exceeds one year of operating, additional income (unrealized gains) may be used and a spending formula will be developed and approved by the Governing Board.

AWARD ESTABLISHMENT AND FUNDRAISING GUIDELINES

ESA Awards

If a member or others wish to establish a new ESA Award, we have suggested procedures that ensure the award will be endowed before it is established. Frequently a beloved member dies and colleagues think that everyone will quickly contribute to a memorial award. This is almost never the case. The procedure is:

1. Those initiating the fundraising should articulate a clear purpose for the award and any guidelines that will be used to determine recipients if applicable. They are asked to raise a minimum of \$10,000 before the award is established. This ensures that the interest on the corpus can be used for the award. Contributions are made to ESA in the name of the proposed award and we track the money.
2. They should plan to take three years to raise the money.
3. If they are unable to raise the funds in three years, a small committee of the interested group (including someone from ESA) should determine how to spend the money that has been raised in a way that is consistent with the intent of the award.
4. If the award involves a presentation at the annual meeting, be aware that the Governing Board has discouraged adding any new awards to the official awards ceremony during the annual meeting. Therefore, some other venue for awarding the new awards should be identified at the outset.

Section and Chapter Awards

We suggest that the sections and chapters follow the same procedure when they try to establish awards other than the annual travel awards they generally offer.

For additional reference, see also 5B. Awards Manual.

TEMPLATE

ESA EDITOR-IN-CHIEF AD HOC SEARCH COMMITTEE

Charge & Guidelines (September 21, 2018)

Mission Statement: The ESA Editor-in-Chief Search Committee is an ad hoc committee formed to recommend final candidates for the Editor-in-Chief position with the ESA's journal *Ecology*. The Committee will conduct the search in a manner consistent with the ESA's mission and values, specifically in accordance with the ESA's Code of Ethics and with an eye to creating an applicant pool that is diverse and international. The Search Committee will vet all applicants before submitting a list of finalists to the Publications Committee for consideration. The Ad Hoc Search Committee's work may be supported by an independent consultant, as needed, to serve as a resource for the Committee, candidates and ESA staff.

Duties and Responsibilities: The primary duty of the Committee is to seek candidates for the Editor-in-Chief position for the ESA journal *Ecology*. Specific tasks include the following:

- Determine guidelines for the Search Committee
- Create a list of defining characteristics and responsibilities for the EIC position
- Create a job description for the EIC
- Approve the job posting for the position
- Approve the communication plan for the job posting
- Vet candidates via written questions and interviews; vet the applicants' vision statements for the journal
- Create a short-list and ranking of candidates for consideration by the Publications Committee and the ESA Governing Board; provide a summary narrative for the Search Committee's recommendations

In consultation with the Search and Publications Committees, the ESA Governing Board will assess these candidates and select the individual it wishes to serve as Editor-in-Chief of *Ecology*.

Committee Members: Members of the Search Committee are drawn from the ESA Governing Board, Publications Committee, volunteers, and publications staff, as follows:

- Frank Davis, VP for Public Affairs, ESA Governing Board
- Rob Jackson, Chair, ESA Publications Committee
- Deborah Goldberg, Member at Large
- Jennifer Bhatnagar, ESA Publications Committee
- Cathy O'Riordan, ESA Executive Director (ex officio)
- Steven Sayre, ESA Publications Director (ex officio)

ESA POLICIES & PROCEDURES HANDBOOK

Guidelines: The following ground rules will govern the action of the *Ecology* Editor-in-Chief (EiC) Search Committee:

- The proceedings of the Committee will be kept strictly confidential. The ESA Governing Board and Search Committee members will be asked not to disclose the names of candidates.
- No member of the ESA Governing Board or Search Committee will be considered as a candidate for EiC.
- The Committee will uphold the Society's core values, including diversity, and will make every effort to solicit applications from a broad and international pool of candidates.
- The current EiC will not be on the Search Committee or privy to its proceedings.
- Committee members will abstain from evaluating any candidates who they employ or have other financial conflicts of interest.
- Each Committee member will agree to review carefully the job description, responsibilities, qualifications, skills, and desired attributes of the EiC position before candidates are considered.
- Committee members pledge to have an open mind and will make all efforts to remove any bias in their evaluation of candidates.
- Individual communication with or lobbying of Committee members by candidates is not permitted and will be reported to the Committee Chair.
- The ESA Governing Board and Committee Members may encourage potential candidates to apply for the position, but these candidates will not receive preferential treatment. Nominations for the EiC position will not be accepted.

For additional reference, see the Bylaws (<https://www.esa.org/about/governance/esa-bylaws/>).

ESA *ECOLOGY* EDITOR-IN-CHIEF JOB DESCRIPTION

(October 3, 2018)

Position Summary

The Editor-in-Chief (EiC) of *Ecology* sets the editorial direction and is responsible for implementing the editorial policies of the journal *Ecology*, which is owned by the Ecological Society of America (ESA). The EiC is expected to have a broad knowledge of ecology and a clearly articulated vision for the journal. This individual will be expected to uphold the Society's Code of Ethics. A core value of the ESA is to foster diversity in all of its programs, and the EiC will embody this core value of the Society and reinforce the ESA's commitment to fairness and inclusion in the peer review process. All Editors-in-Chief of ESA journals serve at the pleasure of the Ecological Society of America's Governing Board and must be members of the Society.

Responsibilities

The EiC of *Ecology* will maintain oversight of the submission and review of manuscripts and will set the journal's standards for manuscript acceptance, while ensuring a rapid and fair peer-review process.

The EiC will be responsible for cultivating and overseeing the performance of a diverse and global Editorial Board, including Associate Editors-in-Chief and Subject Matter Editors. With the input of the Editorial Board, the Editor-in-Chief will develop a pool of reviewers representing the broad scope of the specialty. Additionally, the EiC will serve as an arbiter in cases of controversy between authors, reviewers, or editors. In collaboration with the ESA Governing Board, the EiC will regularly revisit and update the journal's aims and scope as needed to uphold and further enhance *Ecology's* editorial quality, relevance, online usage, and impact factor. The EiC will be committed to equity and inclusion in all aspects of the publications process and is responsible for:

- Attracting submissions from authors representing the diversity of ESA membership and the ecology community
- Establishing appropriate and well-defined peer-review procedures and ensuring an unbiased and faithfully executed review process
- Setting standards for desk rejections and/or referrals to a more appropriate ESA journal
- Delivering adequate inventory of high quality manuscripts to complete issues per the agreed-upon schedule
- Maintaining the integrity and confidentiality of each author's work while that work is under peer review
- Corresponding with authors, editors, reviewers and readers regarding peer review and/or manuscript decisions
- Handling incidences of error and allegations of misconduct, while keeping the Society and Publisher informed, as appropriate

ESA POLICIES & PROCEDURES HANDBOOK

- Be conversant with issues and approaches around avoiding bias in evaluation and editorial processes.

All Editors-in-Chief participate in an annual Publications Strategy Meeting, and they chair an annual Editorial Board Meeting for their journal at the ESA Annual Meeting. Additionally, the EiC will report annually to the Governing Board and Publications Committee regarding the editorial performance of *Ecology*, including key publishing statistics such as time to first decision, time to publication, and impact factor, as well as notable editorial activities, significant publishing events, or articles that made a significant impact on the field.

The EiC will serve as an ex-officio member of the ESA Publications Committee and is expected to work in a collegial manner with the Governing Board, Publications Committee, Editorial Board, Executive Director, Society staff, and the Publisher. The Editor-in-Chief is supported by the ESA publications team in Ithaca, NY. *Ecology's* Peer Review Manager and support staff will manage the administrative aspects of the peer-review process and will assist authors and reviewers as required. The ESA's Publishing Director will serve as a key resource for the EiC and will provide requested reports, discuss new ideas, respond to requests for policy and procedural changes and enhancements, and serve as liaison with the publisher Wiley.

Qualifications and Required Skills

ESA is seeking a dynamic individual interested in innovations in publishing to lead *Ecology* into the future. The Editor-in-Chief must possess the energy and vision to sustain and further develop the journal as the leading voice in ecology. The new EiC of *Ecology* will:

- Be a member of ESA
- Be an active researcher and recognized expert in the ecological sciences with a broad knowledge of the field
- Have a background that reflects high standards in research and publication
- Be in a position to attract respected experts to serve on *Ecology's* Editorial Board
- Possess significant editorial experience with a scholarly journal and an understanding of the online editorial process
- Be fair and trustworthy while possessing the ability to make difficult decisions
- Be interested in the evolving business models and relevant technological advances in publishing
- Have a willingness to explore the use of social media and technology tools as a means of enhancing journal usage and author interest
- Demonstrate strong leadership, organizational and communication skills, with a focus on service and positive author experiences.
- Be conversant with issues and approaches around avoiding bias in evaluation and editorial processes.

The ESA expects that the EiC will perform the editorial obligations in a manner consistent with the highest standards of professionalism, competence, integrity, and ethics, and not engage in any conduct that may bring harm or disrepute upon the journal or the Society. This position will involve travel to the annual Publications Strategy Meeting, as well as the ESA Annual Meeting.

ESA POLICIES & PROCEDURES HANDBOOK

Term and Compensation

The Editor-in-Chief will serve an initial 3-year term, assuming full responsibility as EiC of *Ecology* on January 1, 2020. At the discretion of the ESA Governing Board, the EiC's contract may be renewed. During a 6-month transition period that will begin in July 2019, the incoming EiC will work with ESA staff and the current editor to learn about the journal, its processes and workflows. This position is compensated at the equivalent of approximately 25% of a full-time professor's salary.

How to Apply

Interested candidates should submit the following materials to the ESA's Search Committee:

- A current curriculum vitae
- A letter of interest that summarizes the candidate's qualifications, including relevant journal experience
- A vision statement describing the applicant's goals for *Ecology*

Application materials should be sent to editorsearch@esa.org no later than **Monday, December 3, 2018**. All application materials will be kept confidential. The ESA will acknowledge and receipt of applications.

Please send questions about the position to editorsearch@esa.org. An ESA representative will respond to your inquiries. No phone calls and no recruiters, please.

About *Ecology*

Ecology is the oldest journal of the Ecological Society of America, celebrating its 100th year of publication in 2019. Published monthly in partnership with Wiley, the journal's 2017 impact factor is 4.617, ranking 20th of 158 ecology journals. In 2017, *Ecology* was the most frequently cited journal in the Journal Citation Reports ecology category. The journal is published online and is accessible by all members of ESA and by institutional subscribers worldwide.

Ecology publishes articles that report on the basic elements of ecological research. Emphasis is placed on concise, clear articles documenting important ecological phenomena. The journal publishes a broad array of research that includes a rapidly expanding envelope of subject matter, techniques, approaches and concepts: paleoecology through present-day phenomena, evolutionary, population, physiological, community, and ecosystem ecology, as well as biogeochemistry; inclusive of descriptive, comparative, experimental, mathematical, statistical, and interdisciplinary approaches. For more information about the journal, see www.wiley.com/go/ecologyjournal.

For additional reference, see the Bylaws (<https://www.esa.org/about/governance/esa-bylaws/>).

EDITOR-IN-CHIEF EVALUATION PROCESS

Determine if Editor-in-Chief wishes to continue in the role.

- If not, then a Search Committee needs to engage in finding a replacement.
 - If so, the ESA Publishing Director and Publications Committee engage in the following processes:
1. The ESA Publishing Director provides the Editor and Publications Committee with metrics for the editor's journal:
 - Number of articles submitted during previous 3 years
 - Articles accepted/rejected
 - Number of articles published
 - Articles rejected without review
 - Time to first review, time to publication
 - Impact factor analysis/ranking
 2. The EIC provides the Publications Committee with a self-evaluation based on the following criteria (from the EIC agreement letter):
 - Establishing editorial policy; defining the aims and scope of the journal; deciding on standards for manuscript acceptance
 - Selecting an Editorial Board
 - Recruiting reviewers and associate editors
 - Soliciting submissions of high quality, inviting review articles, selecting supplements, overseeing other special features of the journal
 - Rejecting papers without review, as required
 - Making final decisions on papers in a timely manner
 3. The Publications Committee performs an assessment of each Editor based on:
 - Journal metrics
 - The Editor's self-assessment
 - The vision for the journal and to what degree that is being realized
 - The editorial process and effectiveness of the Editorial Board
 - The Editor's interactions with the ESA's publishing staff
 4. The Committee makes a recommendation to the Governing Board about reappointment, ideally in time for the Governing Board meeting at the ESA Annual Meeting but no later than December 31 of the editor's term expiration year. The Governing Board then issues a decision via formal letter to each Editor regarding his/her performance.

For additional reference, see the Bylaws (<https://www.esa.org/about/governance/esa-bylaws/>).

Ecological Society of America Code Of Ethics

As Amended May 2020

Preamble: This code provides guiding principles of conduct for all members of the Ecological Society of America and all ecologists certified by the Society. It is the desire and purpose of the Society to support and encourage ecological research and education, and to facilitate the application of ecological science in the management of ecological systems. Towards these ends, this Code is intended to further ecological understanding through the open and honest communication of research; to assure appropriate accessibility of accurate and reliable ecological information to employers, policy makers, and the public; and to encourage effective education and training in the disciplines of ecological science. Individuals aware of breaches of this Code are encouraged to refer to the Society's procedures for addressing violations of the Code, and to communicate with the Society's Executive Director who will explain the code and process.

General: All members of the Ecological Society of America and all ecologists certified by the Society should observe the following principles in the conduct of their professional affairs

1. Ecologists will offer professional advice and guidance only on those subjects in which they are informed and qualified through professional training or experience. They will strive to accurately represent ecological understanding and knowledge and to avoid and discourage dissemination of erroneous, biased, or exaggerated statements about ecology.
2. Ecologists will not represent themselves as spokespersons for the Society without express authorization by the President of ESA.
3. Ecologists will cooperate with other researchers whenever possible and appropriate to assure rapid interchange and dissemination of ecological knowledge.
4. Ecologists will not plagiarize in verbal or written communication, but will give full and proper credit to the works and ideas of others, and make every effort to avoid misrepresentation.
5. Ecologists will not fabricate, falsify, or suppress results, deliberately misrepresent research findings, or otherwise commit scientific fraud.
6. Ecologists will conduct their research so as to avoid or minimize adverse environmental effects of their presence and activities, and in compliance with legal requirements for protection of researchers, human subjects, or research organisms and systems.
7. Ecologists will, to the extent practicable, engage meaningfully with the communities in which they practice to promote teaching, learning and an understanding of their study; broaden the participation of underrepresented groups; enhance local infrastructure for research and education; and disseminate results broadly to benefit the local community.
8. Ecologists will not discriminate against others, in the course of their work on the basis of gender, sexual orientation, marital status, creed, religion, race, color, national origin, age, economic status, disability, or organizational affiliation.
9. Ecologists will not practice or condone harassment in any form, including sexual harassment, in any professional context
10. In communications, ecologists should clearly differentiate facts, opinions, and

hypotheses.

11. Ecologists will not seek employment, grants, or gain, nor attempt to injure the reputation or professional opportunities of another scientist by false, biased, or undocumented claims, by offers of gifts or favors, or by any other malicious action.

Certified Ecologists: Ecologists certified by the Ecological Society of America are expected to adhere to all sections of the Code; the following principles apply particularly to such individuals.

1. Certified ecologists will present evidence of their qualifications, including professional training, publications, and experience, when requested in connection with their work as a certified ecologist.
2. Certified ecologists will inform a prospective or current employer or client of any professional or personal interests which may impair the objectivity of their work, and, upon request, provide clients and employers with this Code.
3. Certified ecologists will respect requests for confidentiality from their employers or clients, provided that such confidentiality does not require violation of this Code or of legal statutes. Should conflicts arise between maintenance of confidentiality and legal or ethical standards, certified ecologists should advise clients or employers of the conflict in writing.
4. In seeking employment through bids, certified ecologists will describe salaries and fees and the extent and kinds of service to be rendered as accurately and fully as possible.
5. Certified ecologists should use resources available to them through institutional employment, in performance of work contracted independently of their employing institution, only with the full knowledge and consent of the employing institution. Inappropriate use of access to institutional resources should be avoided; the appropriateness of particular uses of institutional resources should be addressed by the employing institution.
6. Certified ecologists will accept compensation for a particular service or report from one source only, except with the full knowledge and consent of all concerned parties.
7. Certified ecologists will utilize, or recommend utilization of appropriate experts whenever such action is essential to solving a problem.
8. Certified ecologists will not knowingly associate professionally with, or allow the use of their names, reports, maps, or other technical materials by any enterprise known to be illegal or fraudulent.
9. Certified ecologists may advertise their services, but may not use misleading, false, or deceptive advertising. If Society certification is noted in advertisement, the level of certification must be included.

Publication: The following principles of ethical professional conduct apply to members reviewing, editing, or publishing grant proposals and papers in the professional literature in general, and particularly to all ecologists seeking publication in the Society's journals.

1. Researchers will claim authorship of a paper only if they have made a substantial contribution. Authorship may legitimately be claimed if researchers
 - A. conceived the ideas or experimental design;
 - B. participated actively in execution of the study;
 - C. analyzed and interpreted the data; or

- D. wrote the manuscript.
2. Researchers will not add or delete authors from a manuscript submitted for publication without consent of those authors.
 3. Researchers will not include as coauthor(s) any individual who has not agreed to the content of the final version of the manuscript.
 4. Researchers will not submit for publication any manuscript containing data they are not authorized to use. ESA assumes the principal investigator(s) of a research project retain the right to control use of resulting unpublished data unless otherwise specified by contract or explicit agreement.
 5. Researchers will not represent research results as new if they have been published or submitted elsewhere, or submit a manuscript for publication while it is under review for possible publication elsewhere.
 6. Editors or reviewers will treat manuscripts under review as confidential, recognizing them as intellectual property of the author(s).
 7. When using ideas or results of others in manuscripts submitted for publication, researchers will give full attribution of sources. If the ideas or results have not been published, they may not be used without permission of the original researcher. Illustrations or tables from other publications or manuscripts may be used only with permission of the copyright owner.
 8. Ecologists will not serve as editors or reviewers of a manuscript if present or past connections with the author or the author's institution may prevent objective evaluation of the work.
 9. Ecologists will not purposefully delay publication of another person's manuscript to gain advantage over that person.
 10. Ecologists submitting manuscripts for publication will promptly report to editors any errors in research results or interpretations discovered after submission or publication.

Procedures for Ethics Complaints

Approved by the ESA Governing Board, November 2018
Revised May 2020

Preamble

The Professional Ethics and Appeals Committee (PEAC) has primary responsibility for interpreting and applying the ESA's Code of Ethics. In particular, PEAC is responsible for considering possible violations of the Code by members of the Society, by persons holding ESA Certification, and by persons publishing materials in Society publications and for recommending actions by the Society in response to such violations. As stated in the ESA Code of Conduct for Events, incidents of alleged unacceptable behavior at meetings and events may be referred to the PEAC if not resolved at the meeting.

General Principles

Members are encouraged to resolve ethical issues privately among individuals directly involved in the matter, using the Code as a set of guidelines. Otherwise, the procedure outlined below will be followed.

Generally, complaints will be lodged within one year of the incident. If discovered later, complaints will be lodged 60 days after discovery. In special cases, complaints about older incidents will be considered.

If a complaint rises to a level that may have legal or privacy concerns or if necessary for technical reasons, other procedures may be used as recommended by ESA legal counsel or leadership. Such procedures might include mediation or evaluation by an outside group or consultant or by a special *ad hoc* committee.

In this document, the person or group making the complaint is referred to as the "complainant" and the accused person or group is referred to as the "respondent".

The role of PEAC is to evaluate complaints and responses. The complainant is responsible for presenting the complaint and any associated evidence. Likewise, the respondent is responsible for providing their own defense.

Home institutions (e.g., universities, government agencies) often have their own ethical standards and should have priority in resolving ethics complaints that concern their employees or students. ESA will not interfere with or duplicate processes of the home institution. Nor will ESA consider complaints already resolved by the home institution.

All communications with the complainant, respondent, and any other individuals involved in the matter will be made only by the PEAC Chair. Other members of PEAC will not contact these or any other individuals, nor will individuals involved in the matter contact PEAC members other than the Chair. In general, all communications will be made by electronic mail to provide documentation of all conversations and exchanges of materials to the full committee. The Chair and ESA Headquarters will keep copies of all communications for a period of 7 years after which they will be destroyed. If necessary for legal matters, records will be kept by ESA indefinitely.

ESA and PEAC will maintain confidentiality, except as necessary to complete the process. The name of the complainant, respondent, and details about the complaint may be shared with complainants, respondents and other individuals involved in the matter; ESA Governing Board; and individuals (journal editors, Board of Professional Certification, etc.) who carry out any actions or sanctions imposed by the Governing Board. These individuals are also expected to maintain confidentiality.

Resolution of complaints that are referred to PEAC for formal consideration as outlined below will take several months and will depend on Governing Board schedules.

Procedure for Evaluating Possible Violations of the Code

1. Any person or organization may make an inquiry concerning the Code or lodge a complaint about a potential violation of the code with any of the following ESA leaders:
 - Executive Director;
 - President;
 - Vice-President for Education and Human Resources; or
 - Chair of the Professional Ethics and Appeals Committee.

If the inquiry or complaint is resolved through conversation with these officers, no further action need follow.

2. The complaint must include the name and affiliation of the complainant and respondent; a description of the alleged ethical violation that includes the date and circumstances of the incident; names and affiliation of others who may have first-hand knowledge of the incident; any documents or other relevant items (data, scientific papers, memos, etc.) with annotation explaining specifically how each item relates to the complaint; an explanation of which provisions of the Code may have been violated; and a statement explaining any relationship between the complainant and respondent, particularly if a conflict of interest may be present.
3. The officers listed above and the PEAC Chair may make a decision about the complaint or will decide to refer the complaint to the PEAC for formal consideration of the case. Some complaints will not be referred to the PEAC for evaluation, for example:
 - The Code does not apply to the respondent; that is, the respondent is not an ESA member, Certified Ecologist at any level, author or reviewer of a publication, or event attendee.
 - The complaint is vague, trivial, or otherwise without merit.
 - The complaint was not made in a timely fashion.
 - The complaint can be resolved informally by asking the respondent to take appropriate action (e.g., withdraw a presentation at an annual meeting, apologize).
 - The complaint should be (or was) evaluated by the home institution or some other outside group, as described above.
4. If accepted for formal consideration, the President or Vice President for Education and Human Resources will refer the complaint to the Chair of PEAC for consideration by the full committee or to another investigative body as described above.
5. Upon receipt of this formal referral, the Chair will notify the Committee members and forward the complaint to all members. If the complaint is not sufficiently clear as to what happened and who was involved, the Committee will request a more detailed written complaint. The complaint must identify which provisions of the Code may have been violated. Committee members may ask questions or request specific information of the complainant through the Chair. The Chair will also request that the complainant provide any documentation of their claim. A reasonable deadline for receipt of this information will be provided.
6. After the complaint and supporting documents are received, the Committee will identify information needed from the respondent and other individuals involved in the matter, particularly those with direct knowledge about the alleged ethical misconduct. The

questions are narrowly focused on specific incidents that are within the purview of ESA, particularly as stated in the Code of Ethics or Code of Conduct for Events. As a courtesy, the Chair may tell the complainant who will be contacted for our investigation; however, the complainant will not be able to decide who will be contacted. To conduct a thorough investigation, the Committee must reveal who made the complaint and some details about the complaint with all who are asked to respond.

7. The Chair will send letters to the respondent and other individuals outlining the complaint and asking for their written response to the complaint and any questions identified by the Committee. Respondents and others so contacted may also provide supporting documentation. A reasonable deadline for receipt of this information will be provided.
8. If the respondent admits to the alleged ethical violation, the investigation process is complete and the Committee will submit its recommendations, including actions or sanctions, to the Governing Board (step 11 below). Otherwise, the process continues to step 9.
9. After responses are received by the Chair, they will be forwarded to the Committee members. Committee members will start their evaluation and identify any additional information needed from the complainant, respondent, or other individuals. Discussions among Committee members will be conducted electronically, using "reply all" to insure that all members see all discussion. If necessary, a conference call may be held.
10. The Committee, via the Chair, may ask the complainant and respondents for additional information. Either party may be given an opportunity for rebuttal.
11. After discussing the information received and reaching consensus, the Committee will prepare a letter to the Governing Board outlining the ethical complaint and the investigation. The Committee also will make its recommendation, including proposed actions or sanctions, to resolve the complaint. The Committee does not make the final decision and communicates its recommendation only to the Governing Board.
12. At the next meeting of the Governing Board, the complaint and recommendation will be discussed. At the Board's invitation, the Chair will discuss the case via phone or in person at the meeting.
13. The Governing Board will make a decision about the complaint and impose any actions or sanctions they determine to be appropriate. The President will communicate the decision with the parties by letter, copied to the PEAC Chair.
14. The decision may be appealed by either party in writing within 30 days of notification of the Governing Board decision. Any appeal is made to the President or Executive Director, who will determine whether to send the case back to PEAC or the Governing Board or to seek outside mediation or evaluation.
15. A complaint may be re-lodged as described in step 1 above if new, substantive information becomes available. This complaint could be treated as a new case or dismissed as not sufficiently different to pursue.

Actions or Sanctions

Actions or sanctions will be specific to each case and will be for a specified time or permanent. Although the following list is not intended to be complete, some possible actions may include:

- No action because the Committee found that no ethics violation occurred.
- Private reprimand or warning in a letter. This letter will become part of the case file kept by the PEAC Chair and ESA Headquarters for 7 years. This action may be considered in future cases involving the individual.
- For infractions involving publications, the Editor-in-Chief of the journal will participate in determining a suitable action within the editorial policies of the journal. An *erratum* may be published. In certain cases, the author may be asked to retract the paper; ESA journals retract papers only at the request of the authors. Authors may be suspended from publishing in ESA journals.
- Certified Ecologists may lose their certification.
- Revocation of, disqualification from, or delayed conferral of an honor or award.
- Prohibition from appointment to voluntary or elected positions in the Society.
- Respondent may be banned from events.
- Suspension of membership or expulsion from ESA is possible.

Adoption and Amendment

These procedures will be effective upon adoption by the ESA Governing Board and may be amended by the Governing Board. These procedures should be reviewed by PEAC periodically and amendments recommended to the Governing Board as appropriate.