

**The Wildlife Society Annual Council Meeting**  
**MINUTES**  
**Sunday, 24 March – Monday, 25 March 2013**  
**Arlington, Virginia**

**CALL TO ORDER AND AGENDA REVIEW**

President Kessler called the meeting to order at 9:00 a.m. (quorum present). President-Elect Jon Haufler, Vice President Rick Baydack, Immediate Past President Paul Krausman, and Section Representatives John McDonald (Northeast), Darren Miller (Southeastern), Karl J. Martin (North Central), Gary C. White (Central Mountains and Plains), Carol Chambers (Southwest), Jack Connelly (Northwest), Art Rodgers (Canadian), Donald A. Yasuda (Western), and Student Liaison to Council Kent Fricke were in attendance. Executive Director Ken Williams, Chief of Staff Darryl Walter, Director of Publishing and Communications Lisa Moore, Director of Government Affairs and Partnerships Laura Bies, Deputy Director of Government Affairs and Partnerships Terra Rentz, Lead Bookkeeper Jane Jorgensen, Professional Development Coordinator Edwards, and Operations/Human Resources Manager Yanin Walker also were present.

President Kessler added a discussion on the next edition of Techniques Manual. She also asked Council to review the Fellows nominations tonight so that a vote can be taken by paper ballot tomorrow.

Section Representative Martin requested a short discussion on the Fellows nominations because his section has 4 nominees.

Director of Publishing and Communications Moore told Council that Hannah Smith from Wiley will be attending the meeting to answer questions.

**Moved, seconded to approve the agenda. Motion carried.**

**GUESTS**

Guests present for portions of the meeting included: Dan Ashe, Steve Belinda, Vince Burke, Shawn Cleveland, Tom Franklin, Dale A. Jones, John Organ, Jim Ramakka, Tom Ryder, Hannah Smith, Rollie Sparrowe, and Danica Zupic.

**DUE NOTICE**

Council decided in October 2012, to meet during the North American Wildlife and Natural Resources Conference on 24-25 March 2013, in Arlington, VA. Council has been reminded on several occasions. The membership was notified of the meeting online and in *The Wildlifer*.

## **INTERIM ACTIONS**

Since the last meeting of TWS Council in October 2012, the Council (or Executive Committee/staff acting on its behalf) has taken the following actions:

On behalf of Council, staff approved bylaws changes for the following subunits:  
North Central Section (1/10/13).

On behalf of Council, staff approved the following new subunits:  
Student chapter at Abilene Christian University. (10/8/12); Student Chapter at Bemidji State University. (12//11/12); Student Chapter at American Public University/  
American Military University. (12/12/12); Student Chapter at Cleveland State Community College. (1/22/13).

On behalf of Council, staff granted official status to the Climate Change and Wildlife Working Group. (10/13/12)

*Council took the following actions via an email vote.*

1. Approved the two candidates for the position of executive director. (10/27/12)
2. Authorized President Kessler to negotiate a contract with the executive director candidate. (10/27/12)
3. Approved Chris Ribic as Editor-in-Chief of the *Wildlife Society Bulletin*. (11-20-12)
4. Approved Evelyn Merrill as Editor-in-Chief of *The Journal of Wildlife Management*. (11-21-12)
5. Approved the October Council Meeting Minutes. (12-18-12)
6. Approved adding the authority to waive page charges to the contracts of the Editors-in-Chief. (12-21-12).
7. Approved increasing the JWM EIC stipend from \$10,000 to \$12,000 per year. (1-2-13)

## **President's Report**

President Kessler welcomed Ken Williams as the new TWS Executive Director. She thanked Immediate Past President Krausman for his service as interim executive director, and also thanked Chief of Staff Walter. She introduced the new Professional Development Coordinator, Katie Edwards. She informed Council that government regulations have been eased so that federal employees can now serve on society boards. She thanked Director of Government Affairs Bies for her work on this. She also told Council that Shane Mahoney has raised money for the Leadership Institute (LI).

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Section Representative Miller asked what would happen to the money pledged by Sections for the Leadership Institute.

President Kessler replied that it depends on how much money Shane Mahoney has raised. She thinks that if there's a surplus, it can be held over for use next year.

### **Executive Director's Report – Ken Williams**

Executive Director Williams told Council that although he started his position barely 3 weeks ago, he has been “drinking from the fire hose every day” and he has gotten a fairly strong impression of the issues confronting TWS. In addition to understanding the organizational and staff structure of the Society he has done a great amount of financial review. He has gotten to know staff and met our new auditors and investment counselor. He has also had discussions with federal and NGO partners. He informed Council about USGS restrictions on his activities that are in effect for one year. He praised Immediate Past President Krausman and Chief of Staff Walter for the outstanding job they did during this past year, and for easing his transition into this position. He's learned that TWS has a high quality staff and thanked them as well for their work this past year.

Executive Director Williams continued his report by telling Council that TWS' financial situation is still of concern and that he will discuss it candidly with Council later in the meeting. His immediate concern is how to stabilize the financial situation. He believes TWS is not yet out of the woods; March is a crunch time for funds, and we will be tapping into funds that Council has already approved to cover payables for the rest of the month. He will try to use as little as possible. The good news is that cash flow in April will ease problems. He also noted that federal government cut backs will affect attendance at the TWS conference. They will also impact grants that support TWS activities such as *The Wildlife Professional*, and communications programs.

Executive Director Williams announced that he had made the temporary position of Chief of Staff a permanent one and that Darryl Walter would continue in that role. He told Council that Chief of Staff Walter had recommended purchasing a new association management system that should help us improve communications, membership services, and increase precision in revenue tracking and management. It will also add capacity for design and web support to get the word out on TWS to generate new revenue. The web master position has been cut back to half time and some things have started to slip. Executive Director Williams recommended that we should consider closing our fiscal year June 30<sup>th</sup> and that we consider changing our banking affiliation to be more efficient and economical. He believes we need to find new sources of revenue including using the TWS logo to raise funds. He knows Council wants to deal with these requests on a case-by-case basis, but he wants them to be more proactive on this

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

issue. He also believes that Council and staff need to focus on a new TWS strategic plan.

### **Chief of Staff Report**

Chief of Staff Walter reported that he has been spending a lot of time with Executive Director Williams. He told Council that a new auditor will be starting soon and this change will save TWS money. He also reported that staff did an audit of computers and the results indicate that we need to upgrade software and hardware.

Vice President Baydack suggested that it might be possible to get a donation of computers from a large company in exchange for the use of the TWS logo.

Chief of Staff Walter replied that he will look into it. He said that our computer system was down twice in November. Aniket Gajare worked 60-70 hours to fix. We had to bring in a temporary worker to move subunit sites to Drupal. TWS Web master Patterson has sent instructions to subunit web masters on how to use Drupal.

Chief of Staff Walter also told Council that he had a request from the Texas Chapter to look into offering liability insurance to the subunits through TWS. TWS offered it and had no takers.

Shawn Cleveland (from audience) noted that the Montana Chapter did sign up for it. He thinks the subunits should be sent more information on why they need liability insurance. Chief of Staff Walter replied that he sent that information with the documentation.

Section Representative Chambers noted that the Arizona Chapter discussed the cost of the insurance and she also thinks subunits need more information.

Section Representative Yasuda said that the Western Section has purchased insurance in the past and offered it to their Chapters to cover their events for an affordable price.

Chief of Staff Walter said that he completed the staff annual reviews. He thanked Council for approving closing the office for a week between Christmas and New Year's Day. He reported that TWS is involved in a slip and fall lawsuit by a former AFS staff member. He has been in contact with our insurance agent and legal counsel on this subject.

Health insurance costs went up 26 percent this year, so Lead Bookkeeper Jorgensen, Operations/Human Resources Manager Walker, and Chief of Staff Walter reviewed other insurance plan options and selected a new plan that will be affordable. The staff

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

went on a field trip to the Patuxent Wildlife Research Center which was a fun and educational experience.

Chief of Staff Walter reported that the Council strategic planning session will be held on the Wednesday and Thursday before the Milwaukee Council meeting and that he is still working on the logistics. Dave Chadwick who facilitated the CNRS conference in Denver will also facilitate this session.

Section Representative White noted that it is an onerous task to switch to Drupal and that he already knows of one subunit the opted out of using the TWS web site.

Chief of Staff Walter urged patience with the process as we don't have a full time webmaster.

Section Representative White asked why if the TWS office is on a network it doesn't have networked software. He doesn't think we're being efficient.

President Kessler told Council that Nova Silvy is willing to be the editor for the next edition of the Techniques Manual. She has heard comments about offering the book in an electronic format. There are a lot of questions about how to do this.

Immediate Past President Krausman said that he spoke to Vince Burke from Johns Hopkins University Press (JHUP) and he thinks the editor needs to start working on the book 5 years prior to the publication date. He also recommended that we only offer the printed book for now. This model is still successful. Immediate Past President Krausman noted that there are PDFs of the book chapters available and they are not being used very much.

Director of Publishing and Communications Moore explained that JHUP had prepared slide show presentations from the Techniques Manual not PDFs of the chapters. She pointed out that 2600 hard copies of the books have sold, but only 19 copies of the e-version.

Section Representative Chambers thinks that Dr. Silvy wants to have additional teaching materials available in an electronic format.

Immediate Past President Krausman said that it's not in the contract but authors have been asked to provide DVDs of their chapters.

Section Representative McDonald told Council that as a new faculty member he finds the DVDs very helpful. He thinks we should engage the College and University

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Wildlife Education Working Group in finding books that would be good textbooks. The Techniques Manual is overkill for his students.

Immediate Past President Krausman said that his book will be coming out around the same time as the Techniques Manual so we will have a textbook that will be updated periodically.

Section Representative Rodgers suggested we should look into a subscription by chapter approach for teaching.

President Kessler asked what the process was for this version of the Techniques Manual. She thinks that a print-on-demand model would work for this idea of providing chapters.

Lead Bookkeeper Jorgensen informed Council that sales of the Techniques Manual are very high compared to previous years.

Section Representative Chambers suggested that TWS should look into offering wildlife courses through the MOOCs web site. It reaches over 160,000 students and she believes its use might increase sales of the Techniques Manual hard copy.

President Kessler suggested asking the College and University Wildlife Education Working Group to look into this.

President Kessler reviewed the feedback she received from Council on the Techniques Manual: it's not too early to start lining up a new editor; there's a preference for the printed book; we should engage the College and University Wildlife Education Working Group to help find suitable text books and research the MOOC site; many university classes don't need the whole book; and there's value to providing supplemental material.

Vice President Baydack wondered if the Council Publications Subcommittee should also consider these topics.

Section Representative White wants to hear from the College and University Wildlife Education Working Group. He's heard that the Techniques Manual is not being used as much as in the past.

Vice President Baydack noted that Ken Williams' book is expensive and big and is being used.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Section Representative Chambers thinks that the Techniques Manual is not being used because there's not enough course time.

Immediate Past President Krausman thinks it's redundant to offer chapters; faculty can already copy chapters for free.

Section Representative Yasuda pointed out that JHUP is the one taking the financial risk and they believe that hard copy is still a viable model.

Section Representative White would like to see a wider distribution of the Techniques Manual. The hard copy model doesn't provide yearly updates, so he thinks electronic publication is a good idea.

Section Representative Miller suggested that people who buy the book have access to electronic updates.

Vice President Baydack agreed with Section Representative White. He told Council that to access electronic materials now you have to buy the book and have an access code.

President Kessler thinks that the message from Council to Dr. Silvy is that we are grateful for his willingness and involvement but we have questions on the format of the future edition.

Vice President Baydack and Section Representative White both suggested that we ask Dr. Silvy which chapters need updating.

Section Representative Rodgers suggested a monograph model with an update series.

Immediate Past President Krausman believes that we also need to have a conversation with JHUP about terms of the contract; we need better cost sharing.

## **FINANCES**

Chief of Staff Walter told Council that he sent them an updated Finance report on Thursday. Staff has had conference calls with the Executive Committee and they reviewed the profit and loss statements. He reviewed his written report and pointed out that the IWMC did make a small profit.

Executive Director Williams commented that the information in the revenue/expense table in the report is why he is alarmed. Each year listed shows a net loss; and on top of this we are going through the sequestration. This is very unsettling.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Section Representative Martin asked for an explanation of the \$58,000 for the Human Wildlife Conflict Coalition.

Lead Bookkeeper Jorgensen explained that the money was given to the new host of the program, the Houston Zoo. It's basically a pass-through.

Council continued reviewing the report and all attachments. There were no questions.

Executive Director Williams told Council that staff moved \$20,000 from the Permanent Fund to cover March expenses.

President-Elect Haufler said that his perspective on the budget is that hopefully we're on target to have a break even year in 2013, but we will need to have good attendance at annual conference, maintain membership numbers, and get expected payments from Wiley. The good news is that our investment funds still contain \$1.3 million; \$800,000 of that amount is unrestricted. The balance sheet for 2012 shows that we owe over a million dollars, yet our cash on hand is only \$200-300,000. Staff has been doing everything they can to cut costs, but we are not out of the woods yet. He's glad that Executive Director Williams is on board to start working on this issue.

Executive Director Williams added that we have to economize, and we will need to make small investments to do that, but we also have to generate new revenue.

President-Elect Haufler noted that we have to find money to bring our computers up to snuff and have a quality working environment for staff. We have to do a better job of bringing our budget back into the positive.

Section Representative Martin asked what the best revenue generators are.

Executive Director Williams is very concerned about holding on to the revenue that we have now. Publications are a big part of TWS revenue and we have to figure out how to increase it. Our investment portfolio has been under performing.

Chief of Staff Walter said that he will do budget projections at the end of the first quarter. He reviewed some of the ways that staff has cut expenses by \$63,000 for this year. Staff met last week with financial service providers. Executive Director Williams and Chief of Staff Walter recommend that we end our fiscal year June 30 and our new auditor agrees with this assessment. This will allow Council to see final financial information at the fall conference. At its March meeting Council would be presented the budget for the following year. This would allow the new President to set the budget for their initiatives at the fall Council meeting.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Executive Director Williams said that he's looking at our sequencing in terms of cost savings and planning. The way we do it now, we close out the fiscal year at the height of our busy season. We need to move this to a slow time (a trough in activities). He believes this change will lessen the time it takes to do our audit, will reduce costs, and allow for better planning with Council. This change will permit a new sequence; do the audit, have Council articulate new initiatives, staff incorporates initiatives into the budget, and finally Council approves the budget. Our outsourced CFO has recommended a mid-year close to the fiscal year. We are asking Council to weigh in.

Section Representative White asked if the dues structure is the reason we have a calendar year process.

Chief of Staff Walter replied that the issue was brought to a head by the timing of the Wiley payments. We also receive most of our membership money in December and January. Another factor is the timing of the mid-year Council meeting.

Executive Director Williams recommended that we start the process this year and have it fully functional next year.

Section Representative Martin would like to stay with a calendar year because that's how his state does it.

Executive Director Williams believes that the logical thing is to stay away from the busy time of year.

President-Elect Haufler wants to make sure we don't confuse things in the transfer but he recommends that we do this.

Lead Bookkeeper Jorgensen said that the auditors recommend doing a Form 990 for 6 months this year, then one for the following 18 months.

Section Representative Miller wanted to know what the purpose would be of waiting until 2014.

Executive Director Williams replied that the big consideration is not to do anything that would jam up the work flow. We should take some steps this year and implement fully in 2014.

President Kessler asked for a motion.

Section Representative White cautions that the motion has to be clear on the date of implementation.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

**Moved, seconded, to change the TWS fiscal year to end on June 30, 2014.**

Section Representative Miller thinks that we should specify that the new year starts on July 1.

**Friendly amendment made to start calendar year on 1 July 2014.**

**Motion carried.**

Chief of Staff Walter thinks Bank of America has high banking fees and he would like to find lower fees with a regional bank. Last year Bank of America denied us a line of credit. He and Executive Director Williams will be pursuing this in the coming months.

Executive Director Williams added that Bank of America is a great bank that offers a large portfolio of services that we don't use. We need a bank that services our needs and we don't need to pay for services we don't use.

Section Representative Miller asked if we are working with banks that cater to nonprofits.

Chief of Staff Walter replied that we are; Bank of America has a nonprofit department in Washington, D.C.

Section Representative Martin asked if we could find a bank that will work with subunits.

Chief of Staff Walter suggested online banking for subunits.

Chief of Staff Walter explained that he will put out an RFP for the new bank.

Executive Director Williams explained to Council that he wants to make sure that Council is aware of what's going on in the office. All this may be too much detail for the Council but since he's new and with everything that is going on he doesn't want Council to ever be surprised.

Lead Bookkeeper Jorgensen said that she will need the president to sign a document when they change banks.

Chief of Staff Walter told Council that he and Executive Director Williams had recently met with Drew Romans, the TWS financial advisor for the last 20 years. He thinks that Romans' recommendations are too passive and recommended hiring a new advisor. He

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

also feels that our investment policy is too conservative and we need to review our asset allocation policies.

Executive Director Williams added that there are specific procedures in investment policies. For example, the targets in the policy should be discussed with the advisor; he doesn't think these discussions have happened.

Section Representative White said that we have an Investment Review Committee (IRC).

President-Elect Haufler replied that the IRC meets with Mr. Romans every quarter and he thinks they should be asked to review our investment strategy and make recommendations to Council. President-Elect Haufler thinks that we can consider hiring a new investment counselor, but that we have built a relationship with Mr. Romans over time.

Lead Bookkeeper Jorgensen asked Council to keep in mind that the TWS investment strategy has always been long term and low risk.

Executive Director Williams thinks it will be useful to compare our investment portfolio with other entities. He's concerned because this is a source of potential revenue.

President-Elect Haufler noted that the IRC is provided those comparisons by Mr. Romans, but he's not sure they are the best comparisons.

Section Representative Rodgers asked if there is a portion of our funds that are assigned to low risk investments.

Executive Director Williams replied that there is.

President Kessler asked Lead Bookkeeper Jorgensen if our guidelines are low risk/long term.

Lead Bookkeeper Jorgensen replied that they are.

President-Elect Haufler thinks we should ask ourselves what the purpose is for each of our funds and make recommendations according to that.

Executive Director Williams told Council that TWS has eight different funds with different restrictions. Morgan Stanley does a good job with documentation. But there is a question on the policy and how the funds are being allocated.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Section Representative Martin suggested that we should discuss this at the strategic planning meeting in October.

President-Elect Haufler asked Lead Bookkeeper Jorgensen to set up a 2-hour conference call with the IRC without Mr. Romans participation, and also set up the regularly scheduled conference call.

Section Representative Martin asked if we have pursued an affinity arrangement.

Chief of Staff Walter replied that we have not.

Section Representative White wants staff to come up with the specs for our computer needs and try to get a donation.

Section Representative Chambers asked if we have a strategy for replacing computers periodically.

Section Representative Martin noted that his state upgrades as soon as the warranties are expired.

Section Representative Martin asked how we plan to repay the money we've borrowed from the Endowment Fund.

President-Elect Haufler would like to see our budget 10% in the black. These funds would be used to replace cash flow funds, and then our endowment fund, and finally, towards new initiatives. He thinks this is a 10-year plan.

Section Representative Rodgers asked if we have a plan to achieve the 10% buffer.

Executive Director Williams noted that the federal government is eliminating grants and cutting back on conference attendance for employees. He's very concerned about TWS' Native American grant program.

Section Representative Connelly said that at the Idaho Chapter meeting the only federal employees in attendance had to pay their own way. He warns that we should not underestimate the impact of the sequestration.

Executive Director Williams believes we need to make attendance at our conference by states and federal employees one of the goals of the strategic plan.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Chief of Staff Walter told Council that he is doing every thing he can to limit TWS financial exposure at the conference.

Section Representative Miller asked if TWS has contacted Congress on this issue.

Director of Government Affairs Bies replied that we took action on the Coburn Amendment, which would have limited federal government attendance to 25 people per agency at conferences. She doesn't think TWS has the clout to effect changes on this issue.

Section Representative Chambers also wants TWS to address restrictions at the state level.

President-Elect Haufler thinks that state chapter meetings are very well attended, but some of the members are only chapter members and can't travel to the TWS conference, so they don't see the benefits of becoming a TWS member. He also thinks that hunting season limits the number of attendees at the conference.

Section Representative Martin thinks we need to get state employees to conferences by promoting them as great training opportunities. States have enough money; we need to find out who the right people are to contact with letters and phone calls. State chapter presidents should know who these people are.

Section Representative Miller suggested that we have a dedicated session at each meeting that deals with issues impacting surrounding states so that they have a reason to go to the conference.

Section Representative Martin believes we should go to AFWA meetings and try to get those directors to support travel of their employees.

Shawn Cleveland (from audience) noted that federal employees can attend "meetings" but not "conferences" so he recommends that we co-host a smaller meeting at our conference. He has seen this ploy succeed.

President Kessler asked Chief of Staff Walter if we have a mechanism to do this.

Chief of Staff Walter replied that we do, and that each year we host several associated meetings.

President Kessler suggested that Chief of Staff Walter do some outreach to the federal agencies to remind them about the associated meetings hosted during our conference.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Section Representative Yasuda thinks we need more than outreach. He would like to see us create a model to include associated meetings by the federal agencies. We should be aware that the government usually needs at least a year to plan these meetings.

Deputy Director of Government Affairs Rentz added that the TWS deadline for associated meetings is too early for some groups; some of those decisions are made at the North American conference in March.

Executive Director Williams thinks that the idea of focusing in on regional issues for surrounding states makes a huge amount of sense. He likes that it will generate attendance but it also will help bind state chapters to sections and to TWS. It increases the connectivity. It has a lot of potential.

**PUBLISHING AND COMMUNICATIONS** (a written report is available) - Moore  
Director of Publishing and Communications Moore told Council that she has done outreach to WSB/JWM authors to ask them to turn their articles into popular pieces and some have taken her up on the offer. Jim Miller did an article on the deer breeding industry, and people have asked for extra copies, for example, the Georgia legislature received copies of that issue.

Director of Publishing and Communications Moore continued her report by informing Council that online extras have increased. Five articles per issue are being done as open access. Lots of people are sharing these articles via websites at universities and state and federal agencies. Coverage of international issues has increased. She recommends eliminating the wildlife imaging icon and replacing it with an international icon. She's trying to engage the states in contributing to the magazine. The ESA issue is a good example. Ron Reagan from AFWA helped find authors for this piece. An editorial from Dan Ashe is scheduled. Sneak peeks are being sent out on the upcoming content of the magazine. Staff is adding original extras online. The new news site is really taking off; 7,000 have visited recently which is a big jump from the end of last year. The magazine has never covered production costs with advertising sales; the gap was approximately \$20,000. We are going to lose \$10,000 in advertising revenues this year. We are trying to generate new ads, but there's still a shortfall. We've done a lot of cost cutting, i.e. changed paper weight, eliminated polybags, and decreased the number of pages per issue. There will be significant staffing challenges ahead so we are further reducing the size of the magazine to a maximum of 72 pages. Staff writers are frustrated by the size of their salaries, plus one is going to be out for some time on maternity leave. We may have to further cut magazine size, as well as online extras. Some of the new initiatives that are promising may have to be scaled back. We need to do an RFP for a new printer. Our current printer has offered us a good deal if we renew their contract, so we might wind up staying with them. There has been some staff discussion about allowing TWS members to opt out of receiving a print edition of *The Wildlife Professional*, and

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

receive it online only, but our ad rep doesn't recommend it as he believes it would cut into ad revenues. Past Executive Director Hutchins did a major fund raising campaign for the magazine that raised \$39,000, but that money went into the general fund and was not allocated specifically for TWP. We need to review the rules of governance of the magazine and look at reconstituting the Editorial Advisory Board. Moore is working with a Council subcommittee that plans to present a proposal on these two items by the fall meeting. She wants to make good use of the Working Groups on the Editorial Advisory Board.

Director of Publishing and Communications Moore is happy Hannah Smith from Wiley is here to address the renewal rates for our 2 journals, changes to licensing and copyright rules that went into effect on March 15, and the new app that Wiley has developed that will be available at the end of the year. Smith will also tell us what plan Wiley will develop for TWS to address the changing publishing landscape. Director of Publishing and Communications Moore would like to have a proposal by the fall meeting.

Section Representative White said that he noticed that Wiley is pushing PDFs not html, the opposite of what Director of Publishing and Communications Moore is doing.

Ms. Smith replied that Wiley is still doing enhanced html.

Director of Publishing and Communications Moore thinks we need a full-time web master and a part-time public relations person to more-effectively get the word out about TWS. We did put the TWS logo on items running in Multibriefs. We finalized implementation of our MOU with the Wildlife Disease Association; they have offered to pay \$4,000 per quarter to have us include wildlife disease articles in print and online, and to promote the WDA's assistance with those articles. Moore thinks that this is a useful partnership. We will put their logo in the magazine along with their articles. We are thinking of doing some of these things with other partners.

Vice President Baydack asked if press releases are considered specialized writing.

Director of Publishing and Communications Moore thinks that if we could target the local press they would pick up our press releases.

Vice President Baydack asked why staff can't write them.

Director of Publishing and Communications Moore replied that it takes too much time.

Vice President Baydack suggested that we can ask authors to write their own PR pieces.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Director of Publishing and Communications Moore is hesitant to do that because she feels that we are already asking a lot of them.

Section Representative Chambers thinks that it can't hurt to try.

Vice President Baydack noted that when he became TWS vice president he wrote his own piece and sent it out to the local media.

Ms. Smith asked if any of these articles correlate with JWM/WSB articles. Wiley could help with dual press releases.

Section Representative Martin suggested that authors should go to their agency public information (PI) officer and ask them to promote the article.

Section Representative White thinks that Director of Publishing and Communications Moore should contact the agency PI officers.

Ms. Smith added that Wiley does press releases of general interest, but they can do others. TWS needs to communicate to Wiley what it wants Wiley to do. However, they are not doing video interviews.

Director of Publishing and Communications Moore believes that journal editors send information to Wiley on what they think is newsworthy.

Section Representative Chambers pointed out that universities also have information staff that could promote articles.

Vice President Baydack asked why we are limiting sales of ads to wildlife science companies.

Director of Publishing and Communications Moore replied that we haven't had any success with companies like Cabela's, etc.

Ms. Smith told Council that the TWS subscription renewal rate is 85% for this year, which is a good rate. She thinks we'll renew up to 97%. Most are license deals – a 3-year package. Renewals for individual library subscriptions are renewing at a high rate as well. Some libraries still want print copies.

Section Representative White asked why some libraries are not subscribing to both journals. He would like to see Wiley pursue libraries that are not subscribing to both journals.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Ms. Smith replied that they are two different products.

Section Representative Chambers recommended selling them together.

Ms. Smith replied that they do, but libraries still have the ability to pick and choose each product.

Ms. Smith continued by discussing licensing changes required by the United Kingdom dealing with open access publishing. Wiley has created an automated licensing service that will guide authors to the correct licensing product they need. If they have no funding, they are guided to another system. The onus is on the authors but Wiley is reaching out to them to inform them.

Section Representative White asked if TWS should be looking at open access publishing.

Ms. Smith replied that Wiley doesn't have many open access papers yet. Most people don't have the funding for open access. They are still getting a healthy number of submissions. Authors are still not craving open access.

Chief of Staff Walter asked how much ESA charges for open access papers.

Ms. Smith replied that they charge \$2500.

Chief of Staff Walter asked what the total revenue for WSB is.

Ms. Smith replied that it is \$142,000. She added that open access can be specific for the WSB.

Director of Publishing and Communications Moore said that the fourth-quarter, final 2012 revenue figure—which Smith estimated to be \$55,000—was \$10,000 more than TWS had anticipated.

Ms. Smith is very excited about a new app that will provide a real mobile presence to reach a younger audience. This journal app service provides the full text of articles in enhanced PDF. TWS will have it in December 2013.

Director of Publishing and Communications Moore added that it will have a single column format.

Ms. Smith said that it's very interactive and uses an enhanced PDF format with many features.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Section Representative White asked if the software was proprietary to Wiley.

Ms. Smith replied that it is but Readcube can be used to access its features.

Section Representative White asked why no one is getting notified when the WSB is published. No one on Council is receiving the notices except Section Representative McDonald.

Director of Publishing and Communications Moore promised to look into it.

Section Representative White asked if the process to access journals from the TWS website can be streamlined. He thinks it's important that this be done.

Ms. Smith said that she will be happy to work with TWS to prepare a strategic publishing plan, but she would like to have TWS goals; do we want more membership outreach, professional development, etc. She wants to understand the strategic mission.

Director of Publishing and Communications Moore thinks we need to use strategic planning sessions to identify our goals for Wiley.

Vice President Baydack would like Wiley to provide a list of goals/services from other societies.

Ms. Smith replied that she can provide a list of objectives from other societies.

Section Representative McDonald suggested that Ms. Smith take the time to read the proposal that TWS submitted to learn our goals. He's not convinced that Wiley has met the original goals.

#### **Report of the Editor-in-Chief of the WSB**

Moore reported that she has discussed Editor-in-Chief Brennan's request for merit and cost-of-living raises for his staff and the request has been resolved to his satisfaction.

Section Representative White asked how it was resolved.

Director of Publishing and Communications Moore replied that the raises were approved.

**GOVERNMENT AFFAIRS AND PARTNERSHIPS** (a written report is available) -  
Bies

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Director of Government Affairs Bies told Council that the short length of her report is a reflection of the cuts to staff and projects this past year. The Partnerships page will show what they are focusing on this year.

Staff has been doing action alerts every 3 weeks or so; she doesn't want to do too many. We're getting good responses. Members generated 1400 emails to Congress. She will try to increase these campaigns.

She reported that \$13,000 has been raised for the Leadership Institute from subunits and a few hundred dollars from the crowd sourcing efforts. They will be doing a campaign to fund the Native American travel grants. Most of the funding has come from subunits. Shane Mahoney has raised money from the Dallas Safari Club but she doesn't know how much. If there is enough funding she can increase the number of participants this year.

Section Representative Miller said that the Southeastern Section board wanted the money to be used this year. They did not want TWS to come back every year for more contributions.

President Kessler asked what the cost is per participant.

Director of Government Affairs Bies replied that it cost \$1500 per applicant. She thinks that she will have enough applicants for this class.

President Kessler said she doesn't know if the Dallas Safari Club contribution is for this year only, or if it will be a perpetual contribution.

Section Representative Chambers wants to make sure we follow up with the federal government.

Executive Director Williams replied that he will definitely follow up with federal agencies.

Section Representative Rodgers asked if there are any matching funds available.

Director of Government Affairs Bies hasn't found any yet.

Vice President Baydack asked if it was possible to handle additional participants with reduced staff.

Director of Government Affairs Bies replied that she would go as high as 15 with current staff, and past participants think that number is ideal.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

President-Elect Haufler suggested approaching the states for support; they have Pittman-Robertson funds available.

Section Representative Rodgers asked if TWS can partner with AFWA to do this.

Director of Government Affairs Bies thinks it's too late this year.

Section Representative White asked if we pursued the option of having past participants help with the Institute.

Director of Government Affairs Bies replied that she has plenty of volunteers ready to go.

Deputy Director of Government Affairs Rentz noted that the LI also takes a commitment of time from Council.

Immediate Past President Krausman wants Director of Government Affairs Bies to talk to the Boone and Crockett Club; he thinks that they will be able to assist with this effort.

President Kessler added that she has told the Boone and Crockett Club about the LI on a recent phone call.

Section Representative Chambers thinks that the Southwest Section can be flexible about holding money over for next year and suggested that we could increase the amount given to each participant.

Director of Government Affairs Bies replied that the amounts allocated to each participant vary by location. She feels it's adequate.

Executive Director Williams said that it looks to him as if there's a natural connection between LI and National Conservation Leadership Institute (NCLI). TWS will soon be represented on the board of NCLI. He doesn't want us to get into a competition mode with them.

Section Representative Chambers wanted to know how active we are in recruiting native people into the LI.

Director of Government Affairs Bies replied that we aren't targeting any specific groups, but she has invited Sections to recruit native peoples.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Deputy Director of Government Affairs Rentz reported that she is focusing on just a couple of things, and horses and burros is one of them. TWS is part of the National Horse & Burro Rangeland Management Coalition, a very diverse group. They are trying to make positive changes not just on BLM, but also in 15 refuges that have feral horses. The coalition has a web site, fact sheets, a policy statement, etc. She's very proud of the work they've done and the response from the community is fantastic. She chairs the Coalition and interns are doing most of the work.

President Kessler thinks that this coalition can be helpful.

Deputy Director of Government Affairs Rentz added that membership is open to anyone who agrees with their position paper.

Vice President Baydack suggested we do a symposium in Milwaukee on horses and burros.

Deputy Director of Government Affairs Rentz replied that she thinks this would be a good idea because there's a lot of new science coming out on this issue.

Director of Government Affairs Bies asked Council to approve the proposed policy priorities for 2013.

Vice President Baydack wanted to know how these priorities are used by the policy staff.

Director of Government Affairs Bies replied that they are basically marching orders from Council. If someone wants to work on something not on this list, staff will come to Council to ask.

**Moved, seconded, to approve the Proposed Policy Priorities for 2013. Motion carried.**

President Kessler reminded them to consider Canada in these issues if applicable.

Director of Government Affairs Bies asked for guidance from Council on the future of the technical review program. They are looking for the best way to continue producing quality reports. Currently, we provide free PDFs, but she's wondering if we should start charging for them. There is no budget to produce any technical reviews in 2013.

Deputy Director of Government Affairs Rentz told Council that she has calculated the costs of production for the technical reviews. They take approximately 140 hours of staff time. Last year they spent \$27,000 to produce technical reviews and they netted

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

approximately \$16,000 from sales of the North American Model Technical Review. She displayed copies of the various styles of technical reviews to show how they have evolved through the years. She wanted to know how Council wants to handle the upcoming 2 reviews and others in the future. They have no money in the budget for them.

Director of Government Affairs Bies told Council that there's no need for a vote today, but that she will bring a proposal to the fall meeting. There are options between the flashy ones and the cheap ones.

Section Representative McDonald thinks the ungulate technical review is way over the top of what he was expecting. Our audience is not necessarily our membership, so free electronic access is what we need to do to get out the science. He doesn't like having a hard page limit. If they can't be free there's no point in doing them.

Deputy Director of Government Affairs Rentz suggested that free access to PDFs could be a member benefit.

President Kessler noted that the original goal of technical reviews was to be able to take a position on something. So the early technical reviews brought key papers together. The evolution she sees is that they are now more like monographs. Their utility has gotten lost because the idea is to be able to quickly weigh in on subjects. We have a departure from the original purpose. We need to think about the purpose of these technical reviews.

President-Elect Haufler said that we use to call these types of publications white papers.

Deputy Director of Government Affairs Rentz said that some of these technical reviews are not even guiding our policy any more, so she wonders if they are even appropriate for the policy department.

President Kessler said that her bias is for action-oriented reviews.

Chief of Staff Walter suggested we continue with a color cover and keep the inside text in black and white because it would save half the cost.

President-Elect Haufler doesn't think we need hard copies. If someone wants to fund hard copies, we'll print them; otherwise they should be online and free.

President Kessler asked if we can enlist experts on a short time frame to do enhanced fact sheets.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Deputy Director of Government Affairs Rentz replied that the policy staff would like to create fact sheets that are summaries of white papers.

President Kessler is concerned that we have people with vast knowledge and talent and we're putting them to work on things that don't produce immediate action. She thinks that perhaps we should not start any new technical reviews.

Deputy Director of Government Affairs Rentz agreed that we can't afford to do any like the last 2. She will bring a proposal to the fall meeting on how to proceed with technical reviews.

Section Representative McDonald thinks that they can raise money to publish the shale technical review.

Executive Director Williams thinks that this discussion has given him clarity on how to move forward.

President Kessler asked for comments and ideas on how to pay for the next two technical reviews to be sent to Director of Government Affairs Bies and Deputy Director of Government Affairs Rentz

Director of Government Affairs Bies told Council that they have pulled together process documentation and information for President-Elect Haufler's Committee on Increasing the Impact of the Government Affairs Department.

Executive Director Williams thinks all of Council should see them as they are very informative

**Committee to Increase Impact of Government Affairs Activities – Haufler**

President-Elect Haufler explained that the charge of committee is to look into the goals and objectives of the Government Affairs department and to determine how to measure performance. The committee is still having those discussions. The primary task is to look at methods used and how we can be more effective with the role of partnerships, letters, white papers, visits on the Hill, etc. The committee plans to meet again tomorrow at lunch to finish the discussion. They want to inform the discussion of the strategic planning meeting.

Section Representative Martin asked if we could ask a senator what they think is effective.

President Kessler asked Executive Director Williams to try to find that kind of information when he makes visits to the Hill.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Executive Director Williams thinks it's a good idea to ask the people who use the information what they think.

Section Representative Yasuda thinks we should look at it from the subunit side. How can we help them, inform them, and engage them. The Fly-in has helped invigorate the Sections. It needs to be strategically done.

President Kessler told Council that she appointed this committee because she wants staff to be as nimble as possible so that they can act when they need to. Grass roots activity is very important so we need to empower our subunits. This is what our members want us to do.

Executive Director Williams believes that the policy department is key to our future. It provides TWS connectivity to the conservation community; we need to capture this in our strategic plan.

**MEMBERSHIP AND CONFERENCES** (a written report is available) - Walter Chief of Staff Walter informed Council that membership is down this year due to having to cancel the direct mail campaign as well as the large increase in membership dues which went into effect in September, 2012. He doesn't think we'll see record numbers again for the next couple of years. The membership retention rate for grant recipients such as Leadership Institute, Native American Program, and Student Travel Grant is high. He continued the report by reviewing membership numbers by categories.

Chief of Staff Walter said that TWS Twitter followers have really taken off. Facebook has slow growth; it's up 38%. These social networks are an opportunity to get our message out.

Chief of Staff Walter reported that after considering six association management systems (AMS), he and Aniket Gajare have narrowed it down to two systems. They also talked to the reseller of iMIS and it would cost \$55,000 – \$60,000 to upgrade iMIS. They are recommending going with Fonteva MemberNation. The data would be in the cloud. This system has a lot of features. It communicates with our finance software, it can handle conference registration, and it can provide virtual meetings for subunits and Council. He recommends that we move forward with this new AMS. We're racing against the clock. iMIS will no longer support us. If our system goes down, we'll have to spend a lot of money just to get back online and then still have to upgrade.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Executive Director Williams explained that this system integrates all the different things that membership associations do. He thinks it's a very cost effective way to do business as long as it doesn't break the bank.

Chief of Staff Walter added that this is the lowest cost bid he received; it will cost about \$35,000.

President Kessler asked how the member experience will change.

Chief of Staff Walter replied that every member will have a portal with links to all subunits and programs they are involved in.

Section Representative Rodgers said that some people don't like portals and that some don't work. He asked if Chief of Staff Walter has talked to other associations that use this system.

Chief of Staff Walter replied that he talked to two and they were very happy with the conversions. He will send their names to Section Representative Rodgers.

Section Representative Yasuda said that the Western Section is committed to make an integrated system work so he would like to see how it would benefit subunits and what the cost would be.

Shawn Cleveland (from audience) thinks this system would help people see the benefits of membership.

Chief of Staff Walter replied that the subunits would have to buy a license to use it.

Section Representative Yasuda asked if subunits can access information without buying a license.

Section Representative White asked if this portal will allow him to see the journals he subscribes to and go directly to them.

Chief of Staff Walter replied that it would.

Vice President Baydack wanted to know why a subunit would want their own license.

Shawn Cleveland (from audience) replied that they want it to manage the member database.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Section Representative White pointed out to Shawn Cleveland that his Chapter has a lot of non TWS members.

Section Representative Yasuda asked if this system will allow subunits to add nonmember members.

Chief of Staff Walter replied that it would. He thinks we are leaving money on the table by not renewing many section and chapter members.

President Kessler asked if we're spending money we don't have to buy this software.

Chief of Staff Walter replied that we are spending money we don't have but due to our current system problems we really do not have a choice.

President-Elect Haufler asked if he was asking for \$23,000 because he already has \$8,000 budgeted for this year.

Vice President Baydack asked if we can delay the purchase until we don't have a budget shortfall.

Executive Director Williams is nervous about postponing this. We need this technical backbone to do everything else we want to do.

Chief of Staff Walter added that they are projecting a 2-month transition to the new system, which brings us to when we need to go live for the conference registrations.

Section Representatives White and Yasuda both wanted to know if the new system will allow them to run subunit rosters.

Chief of Staff Walter replied that it would.

President Kessler asked him to address member concerns about TWS data being stored in the cloud.

Chief of Staff Walter is not concerned about it as there are security measures in the system.

Vice President Baydack is concerned about spending money we don't have but he understands that we have to do this.

Section Representative Chambers spoke in favor of the purchase; she feels it's stressful not to have a working system.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

**Moved, seconded, to approve the use of non-budgeted funds for a new Associated Management System. Motion carried.**

**Moved, seconded, to approve that the 2013 Investors Campaign will partially fund a new member and TWS IT infrastructure/portal.**

President-Elect Haufler suggested not limiting the request to just the ASM. We need computers, software, etc.

Section Representative Yasuda asked if we hadn't already done a campaign requesting funds for computers.

Chief of Staff Walter replied that we had and it was the most successful one we have had in the last few years.

**Motion carried.**

Chief of Staff Walter continued reviewing report.

**Moved, seconded, to approve the Range Working Group for interim status. Motion carried.**

**Moved, seconded, to approve the Renewable Energy Working Group for official status. Motion carried.**

**Moved, seconded, to suspend the Wildlife Economics Working Group.**

Section Representative Miller asked why the Working Group was being suspended.

Professional Development Coordinator Edwards replied that it was due to inactivity. She has contacted the Working Group chair and he is in agreement with the request.

Section Representative Chambers was concerned that only one person (the chair) is deciding on this. She wanted to know if the Working Group board had input in the request to suspension.

Professional Development Coordinator Edwards will follow up and provide the information in October.

Chief of Staff Walter added that the Working Group is down to 29 members.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Section Representative White asked if this Working Group is in competition with the Steady State Economy Working Group.

Vice President Baydack doesn't think we can dissolve them on the request of one Working Group member.

President Kessler believes that they have failed to meet the guidelines to stay active.

Section Representative McDonald thinks that the suspension may prompt them to get active next year.

Section Representative Chambers is still not comfortable with the suspension.

President-Elect Haufler recommended tabling the motion and doing an email vote after we have more information.

**Moved, seconded, to table the motion until April 30.**

Section Representative Yasuda said that we will need outreach to the Working Group membership not just the chair.

**Motion carried.**

**Moved, seconded, to extend the interim status of the Wetlands Working Group for an additional six months**

Professional Development Coordinator Edwards told Council that the Working Group wants an extension in order to find officers to serve and hold an election.

**Motion carried.**

**Moved, seconded, to approve Thomas A. Roberts for his first three-year term on the CRB. Motion carried.**

**Membership Ad Hoc Committee Report** – (a written report is available) Yasuda  
**Future of TWS Conferences Ad Hoc Committee Report** - (a written report is available) Yasuda

Section Representative Yasuda said that the Committee needs to better understand the chapter member demographics to figure out what we can do to compel them to join at the national level. He's concerned about the transition from student to full membership. He wants to tap into the Student Development Working Group to assist with this topic. The Committee wants to make sure that new Executive Director Williams understands

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

the importance of the Native American program. The Future of Conferences Committee has many ideas for the conference, such as offering child care.

Chief of Staff Walter asked the academics on Council if there's any data available on how many wildlife students go into wildlife careers.

Vice President Baydack doesn't think there's any data but he will try to find out.

Section Representative Martin thinks the attrition rate will be much lower for TWS student members.

Section Representative McDonald thinks that during the strategic planning session we need to figure out what our niche is. Some members are choosing other meetings over ours.

President Kessler would like to see the Council subcommittee reports inform the strategic planning exercise.

#### **Native Peoples Wildlife Management Working Group Report**

The Working Group requested that Executive Director Ken Williams continue fundraising efforts on behalf of the Native Student Professional Development Program

President Kessler said that Council is instructing Executive Director Williams to continue fund raising efforts for the Native Student Professional Development Program.

Executive Director Williams noted that there were 5 key funding sources for this program and they were all federal agencies, and all of them are in jeopardy. He has been in touch with the Coop Units and they will not be allowed to contribute this year. He suspects that he will get the same response from the other agencies.

Section Representative Yasuda believes that the highest levels of leadership at USDA are committed to increasing diversity, so he thinks the Forest Service will be allowed to continue to provide support.

Executive Director Williams agreed that cultural diversity is one of the highest priorities for the federal government.

Section Representative Chambers wondered if there is any potential funding from Canada. She pointed out that so far all the funding has come from the US.

Mr. Ramakka (from audience) suggested getting funding from Native American casinos.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Executive Director Williams replied that he would like to break into that arena.

Section Representative Chambers noted that the Native American Working Group has become very successful due to these grants. She would like to see some Native American LI participants.

President Kessler suggested dedicating the extra slots in the LI to Native Americans and promoting that to possible donors.

**Update on Conservation Leaders' Round Table - Tom Ryder**

Past President Ryder told Council that this round table is unique because the two individuals heading it are Simon Roosevelt and Allison Rockefeller. They are both very involved in environmental policy. He represents TWS on this coalition. Their first meeting didn't result in many accomplishments, but the second meeting was attended by Dr. Douglas Brinkley, a historian on presidential legacy, and he has direct access to President Obama as he is a friend of the First Lady. Dr. Brinkley suggested focusing on small things to build a rapport with the President and then in the last 6-8 month of his term he recommended that the coalition approach the President with a substantial issue that can be brought to fruition by executive order. The Rockefeller Foundation may take out a full-page ad with all coalition logos. He recommended the Coalition focus on a program like Teaming with Wildlife and the suggestion was well received. The Coalition will also coalesce efforts in the Mississippi watershed. Past President Ryder believes that the scientific stature of TWS is recognized by all the groups on the coalition. He passed out a summary of the last meeting of the Coalition and a list of objectives.

**Address by Dan Ashe, Director – USFWS**

Director Ashe said he wanted to come and say hello to the Council and emphasize the importance of the relationship between the FWS and TWS, a great professional organization. He sees the need to enrich that partnership in the days ahead. He believes that science and the access of his employees to this science, and the creation and shaping of the science is going to be a limiting factor in their ability to be successful. The fundamental conflict is between long- and short-term thinking. We will see a lot of emphasis on short-term thinking as more people in the world wish to become more affluent. We need to have a balance between short-term and long-term gain. He believes that the importance of the relationship between the FWS and TWS as well as other great scientific organization lies in the FWS' ability to be credible and represent science well. 2013 is the 20<sup>th</sup> anniversary of the decision to move research science out from the FWS. He believes that the FWS has to find ways to rebuild that capacity with a shared partner base with FWS, universities, state, and federal agencies. We need a

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

new generation of capacity that is truly shared, and that means changing the way we think about capacity.

Mr. Ashe asked for questions and thanked TWS for its service on the Wildlife Heritage Conservation Council.

Director of Publishing and Communications Moore asked why research was moved out of the FWS.

Director Ashe replied that Bruce Babbitt thought that it would be beneficial to create a single agency in DOI that was focused on biological science capacity. The vision came to pass briefly, but the National Biological Survey only lasted about 18 months. It ended up in the USGS and that was not the Babbitt's vision. That vision has failed, so we are left with the derivative of that which is just a fragment of the capacity that would have existed today.

Section Representative Martin asked if there is an opportunity to bring that capability back to the FWS.

Director Ashe replied that this community as a whole has to demand it. He thinks that the time is right now. USGS became the scientific arms of FWS but USGS never had the capacity to do the work that all DOI agencies need. He thinks that there can be a role for TWS to help with this issue.

Section Representative Yasuda asked what TWS can do differently with its conference to ensure that FWS employees have access to professional development.

Director Ashe thinks we will get past this travel restriction issue. But he thinks TWS needs to keep costs low, and provide other meetings besides the conference because travel is limited now and will be in the near future. He suggested that perhaps video conferencing could be offered.

Executive Director Williams said that he remembers that in 1993 he received a letter saying that he could work for NBS or get fired. He remembers 3 arguments for the NBS: eliminate redundancy; create an unbiased science; and a delivery system for all agencies. Executive Director Williams told Director Ashe that it would be useful for him to say something about these arguments that are still coming up as to whether it is the right way to organize things.

Director Ashe replied that he doesn't think it is the right way. FWS has become an anomaly in the resource management field. NOAA has its own capacity, so do NRCS and FS, but for some reason DOI decided we could have orphan organizations that are

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

dependent on the kindness of strangers to give them scientific information. David Hayes, Deputy Secretary of Interior, believes there's no merit to the argument that science done by DOI employees lacks integrity. The question is, is it quality science? The other reasons have been proven to be misinformed. They get a lot of support from USGS but that can't be the entire support that they receive.

Section Representative McDonald asked Director Ashe about the Landscape Conservation Cooperatives and getting FWS employees to embrace the "cooperative" nature of those entities. He wanted to know how he was going to get FWS staff to not see them only as vehicles to accomplish FWS objectives but to think broader and embrace the partners they wish to engage.

President Kessler asked Director Ashe if the FWS will encourage its employees to seek leadership positions in professional associations now that the criminal statute limiting federal employees' participation has been relaxed.

Director Ashe replied that the FWS has always encouraged participation but it has been difficult. Now the FWS director can decide. People will still have to go through the ethics process but it will be streamlined. He will encourage and support participation in professional societies.

Director Ashe then said that in regards to policy and advocacy, he believes it harms the enterprise when things are expressed as sound and unsound science. It's painfully apparent that science rarely provides the answer, only a range of options for legislative decisions. He told Council that if they want to criticize him for taking too little or too much risk, that's fine, but he doesn't think it's fair when professional organizations in advocacy roles say he has ignored the science or are using flawed science. It becomes a default these days for people to use those words and it sends the wrong signal to the public.

Past President Ryder continued his presentation on the Conservation Round Table.

President Kessler asked Past President Ryder if the coalition has found issues on which they can come together.

Past President Ryder is hoping that the various groups can come together despite some differences on overarching issues such as climate change.

Section Representative White asked if Past President Ryder has been in touch with New Mexico Chapter on this issue.

Past President Ryder replied that he has not but he will.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Vice President Baydack suggested that this initiative be publicized in TWS publications.

Past President Ryder has talked to Director of Publishing and Communications Moore about submitting an article for the fall issue of *The Wildlife Professional*.

Section Representative White thinks that what Director Ashe has asked us to do will put us into the middle of a huge conflict.

Executive Director Williams believes that there's a range war going on and he's not clear what the TWS role should be. Arguments are weak for establishment of NBS. We can advocate that this is an important issue until we know a little bit more.

Section Representative White has heard that bird banding is something the FWS is trying to get back.

Executive Director Williams thinks that the USGS is prepared to fight that. He suggested that Council should address the issue rather than the organizational structure.

President Kessler asked Council what they heard Director Ashe ask us to do.

Section Representative White thinks he wants us to weigh in on the organizational issue. He knows Coop Units have been an issue since the beginning.

Executive Director Williams also believes that Director Ashe asked us to weigh in; but he's giving Council latitude on how to do it.

Section Representative Martin said that the Bird Banding Laboratory is a different thing. States are struggling with it and they will push on this.

Section Representative White wonders how we should proceed. He thinks we need to get feedback from members on whether to support this. This is the reason 50% of chapter members are not TWS members.

Director of Government Affairs Bies thinks it would be helpful to have feedback from members.

Deputy Director of Government Affairs Rentz noted that this issue does not fall into any of the TWS policy priorities, and we need to consider whether to get involved in federal agency structural issues.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Section Representative McDonald pointed out that TWS has MOUs with some of these federal agencies and we don't want to do anything that would alienate any of them.

**8<sup>th</sup> International Congress for Wildlife & Livelihoods on Private and Communal Lands – Haufler**

President-Elect Haufler said that this congress, formerly a ranching congress will be held in September 2014 in Colorado, and TWS has been asked to provide support for it. He asked Council how we want to be involved. The meeting will have an international component. Del Benson has asked if TWS wants to be a gold sponsor, be part of the planning process, provide financial support; and help with web building and conference planning.

Section Representative Baydack noted that the International Wildlife Working Group will help with the program.

Immediate Past President Krausman doesn't think we have the resources to contribute very much.

Chief of Staff Walter has already spoken to them and given them advice on conference planning. He stated that every conference competes with our conference, and asked Council if we really want to compete with ourselves.

Director of Publishing and Communications Moore asked if they can meet in conjunction with the TWS conference.

Chief of Staff Walter replied that they are not interested in doing that.

President-Elect Haufler explained that they are locked into the venue and they want to have field trips in that area.

Director of Publishing and Communications Moore suggested TWS provide free ads in *The Wildlife Professional*.

Executive Director Williams pointed out that staff currently has inadequate web support, and we can't afford additional staff. He believes that given those problems providing web support to them would not be a good business decision.

President Kessler views the Congress as a complement to our programs, so she would like to at least help them get the word out.

Vice President Baydack said that Del Benson wants local arrangement planning information. He thinks we should share the TWS Conference Handbook with him.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Chief of Staff Walter will share the Handbook if Council wishes but he believes that it's our "secret sauce" and we should keep our intellectual property confidential.

Section Representative White doesn't want to see this conference taken over by the pen and deer people.

Section Representative Miller offered to help out by having a deer breeding symposium on the program.

Deputy Director of Government Affairs Rentz thinks that it would be great for TWS to have a presence at this conference. She suggested that Council could charge the new Range Working Group to work with the International Wildlife Working Group to develop a symposium for the Congress. This would engage us at the grassroots subunit level.

President-Elect Haufler understands Chief of Staff Walter's concerns about attendance at our meeting, but this is wildlife focused with an international component. We should build partnerships not discourage them. In the long run we can attract membership and make international linkages.

President Kessler noted that this is not a traditional wildlife meeting; it deals with subsistence issues and there will be social scientists attending. She suggested a TWS booth display. She believes that through participation our traditional ranks can be enriched.

Deputy Director of Government Affairs Rentz suggested that the Human Dimension Working Group should also be involved. All international programs have been removed from the policy program so Council needs to think about how we should be involved internationally.

President Kessler thinks the Communal Lands Working Group should also be involved.

Vice President Baydack pointed out that it already says on the Congress web site that they are working with TWS.

President Kessler said that we can't provide monetary or staff assistance but we can help with member involvement.

Executive Director Williams asked if being a sponsor will cost money. His concern is that we don't incur staff time.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Section Representative Chambers asked Chief of Staff Walter how many conferences TWS members attend on average.

Chief of Staff Walter replied that not including our conference, the average is 2. He has no problem spending time on the phone with Del Benson, but he prefers not giving out our Conference Handbook.

Section Representative Chambers thinks that this conference will pull attendance away from the TWS conference, and she's also concerned about how much staff time will be needed.

Section Representative McDonald asked President-Elect Haufler what the historic attendance is for this Congress.

President-Elect Haufler replied that it's 400-600. He asked Council again if they want the TWS name affiliated with conference. He's heard that we don't want to provide monetary support; that the Working Groups will help with program development, and Chief of Staff Walter will assist with conference planning.

President Kessler replied that we would be remiss in not doing that much.

Section Representative Miller asked if TWS can get a reduced rate for our booth.

Chief of Staff Walter expects one gratis.

Section Representative Yasuda doesn't want Working Groups to tell members to go to this Congress instead of the TWS Conference.

President Kessler would be uncomfortable telling our members which conference to go to; it's a personal choice.

Director of Publishing and Communications Moore offered to provide a free ad in exchange for an article in the summer 2014 issue of *The Wildlife Professional* plus promotional opportunities on the TWS web site.

Section Representative Miller suggested that Del Benson come to the fall Council meeting and talk about his organization and start a relationship with TWS.

Section Representative Rodgers would like Council to encourage them to develop a symposium for our conference.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

President Kessler asked if anyone objected to having TWS affiliated with this conference.

Executive Director Williams noted that we are not going to control their agenda, and asked if it concerned Council if, for example, there was a symposium on deer breeding at this Congress.

President-Elect Haufler thinks we can have input into the programming, but it's possible that there would be those kinds of symposia.

Executive Director Williams asked if that means our logo should not be affiliated with it.

President Kessler thinks that if they are advancing positions that we don't agree with that is definitely a topic for discussion

President-Elect Haufler concluded the discussion by saying that if we have input on the program we can counsel them.

**Heritage Committee Report – C-Harmony – Tom Franklin**

Past President Tom Franklin told Council that Conservation Harmony (C-Harmony) was conceived in recognition of the fact that the baby boom generation is retiring in massive numbers. There are many retirees who would like to contribute to conservation but do not have the linkages to find opportunities. A lot of agencies have a brain drain and are struggling to find people to take over those positions. Some agencies are thinking of hiring employees part-time who have retired. He and colleagues from AFS came up with this idea to electronically match the retirees with the available jobs. They took the idea to the AFS board to get approval to proceed with developing and researching feasibility. Employers would cover the cost. Some coordination with AFS and some staff time will be needed.

Chief of Staff Walter has suggested linking C-Harmony to the existing TWS online job service. Past President Franklin asked Council for a green light to do a feasibility study to look at the demand for this. He's talked to Dave Case and Associates about doing the feasibility study to see if there's enough interest to make it work. He thinks members are interested in this concept and he thinks it's worth pursuing. Another benefit is to keep retired professionals engaged in TWS/AFS.

President Kessler quoted a portion from the October 2012 minutes that said that Past President Franklin was to bring a business plan to this meeting.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Past President Franklin replied that he will present that later. He just wants to get the green light and confirmation to proceed.

President Kessler replied that TWS has no funds for a feasibility study and asked Past President Franklin if he had raised funds for the project.

Past President Franklin thinks that funds will be needed to initiate the project but he believes it could make money in the future. At this time he's interested conceptually in knowing if Council thinks this is a good idea.

Section Representative White asked Past President Franklin how many retirees are enthusiastic about this idea.

Past President Franklin replied that he thinks there are approximately 2 dozen.

Section Representative White expressed concern that there's not enough interest; most retired members are over committed.

Past President Franklin agreed with Section Representative White, but he thinks that there are some people out there who don't have linkages to find jobs.

Director of Publishing and Communications Moore commented that she is doing an article on retirees for *The Wildlife Professional* and they are all volunteers. She would like to have an article that focuses on retirees doing paid work. She suggested that the online Retiree Center would be available to promote this.

Past President Franklin added that he's been in touch with Director of Publishing and Communications Moore and Operations/Human Resources Manager Walker about running articles on this project in TWS publications.

Chief of Staff Walter considers this proposal a redundancy of effort. Employers can already list part-time positions and individuals can post their resumes on line for free.

President Kessler wondered if younger members will mind that their jobs will be filled by retirees.

Past President Franklin doesn't see this as competing with entry-level positions; these jobs would be for people with extensive experience.

Chief of Staff Walter wondered if we would be competing against members who have consulting firms.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Past President Franklin replied that these are paid positions.

Section Representative Miller thinks that a lot of institutional knowledge is disappearing, so he likes the idea of hooking up these retirees with younger people.

Section Representative Martin asked how the project would be marketed to employers.

Past President Franklin replied that it would be marketed through the Association of Fish and Wildlife Agencies and its state chapters.

President Kessler concluded that we should test the waters with our media outreach and that we already have some structure in place to initiate the project.

**Mexico Linkages - Kessler**

President Kessler thinks that it's an opportune time to create linkages with colleagues in Mexico. She was contacted by Gabriel Arachea, Past President of the Mexican Wildlife Society (MWS). She thinks there are many parallels between the MWS and the Canadian Section. The Mexican Wildlife Society started as a chapter of TWS. When they wrote their bylaws they ran into legal problems with Mexican tax and other laws so they couldn't be part of an American society. They have to be an independent unit in Mexico, but they don't want to be independent, they want a linkage with TWS. She suggested pursuing an affiliation agreement with the Mexican Wildlife Society.

Chief of Staff Walter noted that he's been in touch with some Mexican members and will do some outreach to them. He has a list of contacts.

Section Representative Miller suggested that they form a working group as it could have US members.

Lead Bookkeeper Jorgensen reminded Council that to be a member of a Working Group you have to be a national member.

Section Representative Chambers asked how this would affect the International Wildlife Management Working group. She also asked about the status of the database of Mexican colleagues that the Southwest Section gave to Michael Hutchins.

Operations/Human Resources Manager Walker replied that she has the file.

Past President Ryder pointed out that the Society for Conservation Biology has figured out a way to successfully expand internationally.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

**Proposed Bylaws Change/Paper Ballot Discussion** (a written report is available) -  
Miller

Section Representative Miller told Council that the Committee has recommended changes to make the process more consistent. Members without email addresses will be sent a summary of the issues/candidates and paper ballots at least 60 days before electronic balloting closes, and electronic voting will be open for 30 days instead of 45 days.

Section Representative Martin commented that members should be able to vote for the candidates as soon as the slate of candidate and biographical information is posted on the web.

Section Representative Miller replied that the grace period is to give members time to read the material and research the candidates. Many members are working in the field when the material is posted.

President Kessler suggested that the Committee should look into making instant voting available.

Section Representative Miller asked Chief of Staff Walter what staff does about emails that bounce.

Chief of Staff Walter replied that there's no follow-up with email or paper ballots that are returned. However, members still have the opportunity to vote on the web.

Section Representative Yasuda was concerned that the way the suggested changes are written, if we miss a deadline it could invalidate the election. He also wanted to know if the proposed changes would apply to subunits.

Section Representative Miller replied that it would not; subunits can do what they want.

Section Representative Yasuda noted that if it did apply to subunits, the subunits would need a lot of advance warning.

**Vince Burke – Johns Hopkins University Press (JHUP)**

Mr. Burke told council that the JHUP arrangement with TWS is going really well. He thanked Immediate Past President Krausman and the staff at headquarters that assist him. He praised Past President Nova Silvy for his work on the Techniques Manual. He reported that the sales of the Human Dimensions book are off to a reasonable start. There is a lot of support for the books on the TWS web site. *Essential Readings in Wildlife Management and Conservation*, a collection of classic wildlife papers, was just released. These are great books for classes to get back to the roots of wildlife biology.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

One more book by Paul Krausman is due out in October. At that point we need to start to think about revisions.

Immediate Past President Krausman asked him to comment on the ebook for the Techniques Manual.

Mr. Burke replied that there is not much demand for it.

Immediate Past President Krausman asked him if we should be thinking about a new editor.

Mr. Burke thinks that now is the time to start working on the 2017 version.

Mr. Burke continued his presentation by talking about the 4 books contracted for the book series. Immediate Past President Krausman is series editor and he will drive what books will come into the series. The first book on aircraft collisions will be available at the fall conference.

Director of Publishing and Communications Moore thinks we need to have 1-click ordering and make the web presence of our books more robust.

Mr. Burke said that some organizations put any books of interest to members on sale on their sites through Amazon. He suggested that TWS can do the same and get a rebate for each sale.

Section Representative White noted that the TWS logo does not appear on the covers of these books.

Mr. Burke replied that the logo is on the back.

Section Representative White would like to see the JHUP web site have a link back to the TWS web site.

Director of Publishing and Communications Moore asked if professors could purchase only chapters from the books.

Mr. Burke replied that textbook specialists do this but JHUP does not do this. The argument is that students need access to the whole book. He doesn't see the possibility of offering it any time soon.

**Deer Breeding Ad Hoc Committee Report** (a written report is available) – Miller

## MINUTES

The Wildlife Society Council Meeting

March 24-25, 2013

Arlington, Virginia

Section Representative Miller acknowledged Director of Government Affairs Bies for helping come up with the committee's charges. He will make a spreadsheet of all the issues, partners, resources, etc., and try to get it done by 1<sup>st</sup> of June. He will also try to identify the information gaps. The Committee would like to see a special issue of the WSB on deer breeding. Section Representative Miller told Council that Past President Jim Miller's letter to the Mississippi legislature is on the TWS web site as a template for members to use for contacting their legislature.

President Kessler thinks this is an important issue and members are thanking us for taking it on. States are expanding the deer industry. There's a lot of misinformation promoting it as an economic benefit without reference to the risks or costs. She believes that policy needs to be done at the state level.

President Kessler told Council that Section Representative Miller will go back to the Bylaws committee to resolve some issues with the proposed changes. Council will have an email vote and have it ready for the ballot in May.

Section Representative McDonald reported that the shale gas technical review committee is large and has broken up into different task groups. A draft will be ready sometime this spring. The expanded scope to all of North America has delayed them. He thinks there will be a lot of interest from the industry and he thinks they will have a lot of pre-orders.

Immediate Past President Krausman reported that the formation of a TWS foundation has been delayed due to Past President Leopold's health. He felt it was best to wait for the new Executive Director to come on board to make phone calls to recruit board members.

Section Representative Yasuda reported that the committee on financial guidelines for subunits will start work now that Katie Edwards is on board.

Past President Ryder expressed appreciation and praise for Past President Organ's North American Model Technical Review. It was a big hit with his agency.

Section Representative Martin would like to see the Bylaws amended so people can vote as soon as candidates are posted.

Section Representative Miller replied that he will bring that to the committee for consideration. We will also phase out paper ballots.

Section Representative Yasuda wanted to know why we are increasing the days allotted to return ballots from 20 to 60.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Section Representative Miller replied that it was to allow for the slow delivery of Canadian mail.

Section Representative Rodgers noted that some people in Canada still don't have internet connections.

Section Representative Yasuda wanted to know how rigid we are going to be with the new rules. He's concerned that if we miss some of these deadlines we could invalidate the ballots.

Section Representative McDonald suggested short workshops in Washington, DC on important policy topics, including the topics of the technical reviews.

Deputy Director of Government Affairs Rentz noted that with travel restrictions this would be hard to do. She suggested webinars. They are low cost and reach more people. She thinks that the new association management system might provide the ability to do this.

Chief of Staff Walter suggested a shale workshop for Hill and industry people.

Vice President Baydack noted that Section Representative Rodgers has developed a webinar series for the Canadian Section that is doing well. Some faculty have made it part of their courses, and some agency people are using it as well.

President Kessler announced the recipients of the TWS Fellow Award

Leonard Brennan  
Loren W. Burger, Jr.  
Mark Ellingwood  
Rick Hoffman  
Robert Lanka  
Charles M. Pils  
Kerry Paul Reese  
H. Reed Sanderson  
John H. Schulz  
Donald A. Sexton

**Certification Review Committee - Rollie Sparrowe**

Past President Sparrowe reported that the committee has gone as far as they can without further direction. The survey responses have a striking similarity to issues from 20 years ago. The responses didn't require immediate action on any issues. He read the report recommendations.

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Section Representative Yasuda asked if there are any demographics that would show why there's an increase in certification applications.

Chief of Staff Walter replied that he will look into it.

Section Representative Yasuda hopes the certification workshops have helped.

Past President Sparrowe said that there is concern that TWS is not recognizing other than hard core biologists as wildlife professionals. He has also heard from Shannon Pederson that some universities would like TWS to provide accreditation due to lack of funding at universities.

Section Representative McDonald pointed out that the survey respondents were mostly TWS members who were certified, so he believes the committee didn't get information from the people they needed to hear from.

President Kessler asked if we know what our attrition rate is for AWB/CWBS.

Director of Publishing and Communications Moore wanted to know if there is a link between the economic downturn and the increase in certification applications. Perhaps they think it will give them an edge in the job market.

Chief of Staff Walter noted that applications jumped in 2010 when we made membership mandatory to become certified.

Deputy Director of Government Affairs Rentz thinks that accreditation could be a good revenue source for TWS.

Section Representative Miller said that the Southeastern Section has an accreditation program but only one university took them up on it despite heavy promotion.

Operations Manager Walker noted that a CNRS meeting action item was to research accreditation programs for TWS and other CNRS societies.

Section Representative White reminded Council of the arguments from 1970s against accreditation.

The committee had no action items.

The meeting adjourned at 4:00 p.m. on March 25, 2013

MINUTES  
The Wildlife Society Council Meeting  
March 24-25, 2013  
Arlington, Virginia

Council held an Executive Session during the meeting. No action resulted from the session.

Respectfully submitted,

Yanin M. Walker  
Operations Manager  
Secretary, *pro tempore*