

The Wildlife Society Annual Council Meeting
MINUTES
Sunday, 9 March – Monday, 10 March 2014
Denver, Colorado

CALL TO ORDER AND AGENDA REVIEW

President Jon Haufler called the meeting to order at 9:00 a.m. (quorum present). President-Elect Rick Baydack, Immediate Past-President Kessler, Vice President Gary Potts, and Section Representatives John McDonald (Northeast), Darren Miller (Southeastern), David Andersen (North Central), Gary C. White (Central Mountains and Plains), Carol Chambers (Southwest), Harriet Allen (Northwest), Art Rodgers (Canadian), Cynthia Perrine (Western), and Student Liaison to Council Kent Fricke (proxy for Andrew Little) were in attendance. Also in attendance were: Executive Director Ken Williams, Chief of Operations Ed Thompson, Director of Publishing and Communications Lisa Moore, Director of Government Affairs and Partnerships Laura Bies, Assistant Director of Government Affairs and Partnerships Keith Norris, Finance Manager Jane Jorgensen, and Professional Development Coordinator Katie Edwards.

GUESTS

Guests present for portions of the Council meetings on Sunday and Monday included: Lianne Ball, Steve Belinda, Thomas Bigford, Tony Gurzick, Junior D. Kerns, Dale A. Jones, Jim Miller, John Organ, Hannah Smith, Rollin Sparrowe, Dan Svedarsky, Ollie Torgerson, Geoff Walsh.

DUE NOTICE

Council decided in October 2013, to meet during the 79th North American Wildlife and Natural Resources Conference. Council has been reminded on several occasions. The membership was notified of the meeting online and in *The Wildlifer*. The Council meeting agenda was posted on The Wildlife Society website.

INTERIM ACTIONS

Since the last meeting of TWS Council in October 2013, the Council (or Executive Committee/staff acting on its behalf) has taken the following actions:

Routine Interim Actions of Council (since October 2013)

On behalf of Council, staff approved bylaws changes for the following subunits:

1. Western Section – January 29, 2014
2. Southwest Section – January 31, 2014

On behalf of Council, the following subunit was approved:

1. The Executive Board of the Northeast Section of The Wildlife Society approved the petition to establish a student chapter of The Wildlife Society at Penn State University-DuBois. TWS approved formation of the student chapter effective March 4, 2014.

Council took the following actions via an email vote:

1. Approved the October 2013 Council Meeting minutes.
2. Approved the Hunting, Trapping, and Conservation Working Group for interim status.
3. Approved the Molecular Ecology Working Group for interim status.

4. Approved proposed changes to TWS bylaws regarding administrative and fiscal management and other changes that went to a vote by the membership. All proposed changes were approved by the membership and included in the February 2014 edition of *The Wildlifer*.
5. Approved changes to hiring policy of TWS Senior Staff.
6. Approved TWS opting in to the Nonprofit Corporation Act of 2010 for Washington, D.C.
7. Approved operating guidelines for the Editorial Advisory Board (EAB) which specifies Council members will not serve as EAB members.

President Haufler asked for any changes to due notice or interim actions. Professional Development Coordinator Edwards said there is one addition to interim actions; the Prescott College Student Chapter of The Wildlife Society was approved by the Executive Board of the Southwest Section.

REQUESTS TO PLACE CONSENT AGENDA ITEMS INTO ACTION AGENDA

President Haufler asked Council if they wished to move any items from the Consent Agenda to the Action Agenda. Southwest Section Representative Chambers inquired about the request from the Renewable Energy Working Group for Council to continue facilitating opportunities for working groups to connect with each other. This would be seen as an ongoing action by Council and did not need additional discussion at this time. There were no requests to move additional items into the Action Agenda. President Haufler asked Council if they wished to accept the agenda as presented. **Moved, seconded, to approve agenda, Motion carried.**

PRESIDENT'S REPORT

President Haufler believes that the future of the Society looks like it is heading in a positive trajectory following a difficult 2 years. There has been a reorganization of staff and changes at Headquarters that Executive Director Williams will address in his report to Council. President Haufler has been busy since the October Council meeting with a number of items that will be expanded upon during this meeting. Items to be discussed include the potential contract renewal with publisher Wiley Blackwell, changes to TWS ethics policies, and approval of the 2014-2015 budget. Two agenda items will be covered in Executive Session including 1) Fellows nominations on Sunday afternoon with vote on Monday morning and 2) Group Achievement Award nominations and vote on Monday afternoon. President Haufler reported that there will be a change to the format of the Council session at the 21st Annual Conference in Pittsburgh. The plenary session and awards will be kept separate from the annual membership meeting. Council office hours will be held on Tuesday morning from 7-8:30 am, followed by the annual membership meeting from 8:30 -10 am, and then the second plenary session.

EXECUTIVE DIRECTOR'S REPORT

Executive Director Williams recapped last year and anticipation of the new year. He acknowledged extraordinary effort by the staff to prepare for the Council meeting and produce backup materials by Professional Development Coordinator Edwards. New staff was introduced including Ed Thompson, Chief of Operations, who took over responsibilities for Darryl Walter and began work on February 14. Keith Norris was hired to fill the position of Assistant Director of Government Affairs and Partnerships vacated by Terra Rentz and began work on February 18.

Executive Director Williams summarized his written report to Council. A year ago when he started as Executive Director, finances were unsteady, staff morale was low and there was uncertainty about the future direction of the Society. Today, the prospective future looks different and although all problems haven't been resolved, the Society has made important progress in a positive direction. Finance and business has experienced a series of changes in oversight and management. These changes have gradually led to a management environment that is more transparent, better focused, and more in line with sound financial practice. There also have been changes in our investments and investment management. These include better and more productive interactions with our investment manager at Morgan-Stanley, a heightened level of scrutiny of the investment reports provided to us, changes in our investment strategy, and a general commitment to greater transparency. There have been changes as well in our budgeting process, including incorporation of some badly needed clarity in budget development,

budget tracking, and budget management. Finally, many steps have been taken to improve the business of TWS business, in banking, auditing, information management, personnel benefits management, etc.

The turnover and change in personnel in headquarters continues, building on a consolidation that began in 2012. By now, it feels as if we may have come through the worst of it, on the way to calmer seas. Other efforts that should be emphasized include the Conservation Affairs Network, which is covered in more detail in the Government Affairs report; a new membership partners effort, discussed at some length at the October meeting and covered in more detail in the Membership, Marketing, and Conferences report; ongoing developments in our strategic planning effort since the October retreat, which is discussed in President-Elect Baydack's report; and lots of new and exciting things in the publishing arena, including initial discussions about a new contract, to be covered in Director Moore's report tomorrow. A point worth emphasizing is the impressive level of interactions among Council and staff and many of our members. These interactions have been increasing over the year, and it's a positive trend that should be sustained going forward.

Finally, with all the good news, we should recognize that we're not yet where we should be and want to be. We've got to follow through with our strategic planning, and then turn it into implementation. We must turn around recent losses in membership, and re-establish a positive trend in membership growth. We must improve our engagement with the subunits, by supporting the Conservation Affairs Network and other efforts. We must improve our revenue picture through conferencing, publications, membership, growth, and increased contributions and grants. It appears as if 2013 was a turn-around year for the Society, and there is good reason to hope for positive trends moving forward from here. But we have a long way to go and a lot to do to complete that turn-around.

Northeast Section Representative McDonald asked about the hiring of the Development Officer position. Hedy Ross has been hired for the position, renamed as Development Manager, and began work in mid-February. Chief of Operation Thompson will outline his strategy for development during his report on Membership, Marketing, and Conferences.

President Haufler introduced Dale Jones, Past President of The Wildlife Society, who was recognized in the audience.

TWS FINANCES AND BUDGET

Executive Director Williams presented the report on 2013 finances and where the Society stands for the first part of 2014. He also presented for Council approval a new budget to cover the period from July 2014 through June 2015 that builds on the previously approved 2014 budget. Three documents were provided as background for the discussion about TWS finances. The financial report for 2013 showed the financial status of TWS as of the end of 2013, including all revenues and expenses accumulated during the year. The financial report for January 2014 showed our financial status through January of 2014, using the same revenue and expense categories as the 2013 report. Finally, the 2014-2015 budget showed the proposed budget for the financial year starting in July 2014 and ending June 2015.

The 2013 financial report records the Society's financial status at the end of 2013 and its financial activities during the previous year. This is the information that goes into our annual report, and it will populate our 2013 audit and IRS tax records.

Three tables were presented for the 2013 financial report. The first table shows operational revenues and expenses during 2013. A key take-home is that actual expenditures were smaller than the amounts that had been budgeted for TWS operations. This result, which applies to the budget and to virtually all the budget categories, speaks to the effectiveness of the budgeting process in setting targets and holding expenses to them. Perhaps more important is the fact that revenues for 2013 were greater than expenses by about \$73,000. This is a milestone, in that 2013 is the first time in the last several years that TWS actually posted a budget in the black.

President Haufler pointed out that these numbers are accurate in terms of book-keeping but that there is \$80K in deferred revenue from 3 years ago which makes 2013 net even. Executive Director Williams confirmed that the Society is following generally accepted accounting principles in using accrual accounting. The \$80K is part of the 2011 signing bonus from Wiley Publishers, which was recorded as a cash infusion at the time the publishing contract was signed, and has been carried since then as deferred revenue (an obligation) on our balance sheet. Each year part of that obligation is transferred from deferred revenue on the balance sheet to revenue on the statement of financial activities, as per Generally Accepted Accounting Principles. This transfer has continued each year since the bonus was received, and will continue through the end of the contract next year.

President Haufler had a question on last year's membership and the Combined Federal Campaign contribution amount. Southwest Section Representative Chambers also discussed the severance payment to the previous Executive Director in 2012. The Society followed the direction of its auditors in dealing with both issues.

Executive Director Williams then presented the 2013 Statement of Activities, shown in the second table of the 2013 report. This shows the statement of all TWS financial activities, including not only operations but also depreciation, inventory, equipment, investments etc. After accounting for all our financial activities, net income (i.e., revenues – expenses) was \$146,000 in 2013. Again, this was the first time in several years that TWS actually recorded a positive net income.

Finally, he discussed the Society's balance sheet, shown on the third table in the 2013 financial report. The table displayed TWS assets (what we own) and liabilities (what we owe). The table shows that the Society's net assets (assets – liabilities) increased in 2013 by \$110,000. Once again, this represents a turnaround from previous years.

Following the discussion about deferred revenue, Executive Director Williams emphasized the importance of clearly tracking when money comes and when the associated services and benefits are to be provided. For example, deferred dues come with obligations for services during the ensuing year. The Society seeks to increase deferred dues, because that is indicative of membership gains. But we must account for the future obligations that come with those dues.

President-Elect Baydack asked about the IRS Form 990 filings. Executive Director Williams said from now on the financial reports will track the 990 filing data. Finance Manager Jorgenson said that the information contained in the Statement of Activities is reported on the 990. A Form 990 will be filed for 2013 and then a 6-month 990 will be reported to the IRS for the first half of 2014. A Form 990 will be filed annually thereafter following the new fiscal year (July – June). Executive Director Williams said the new fiscal year arrangement will help in more timely reporting from our auditors.

Executive Director Williams then presented the 2014 total budget calendarized to show the timing of anticipated revenues and expenses. For the first month of 2014, expenses were lower and revenue higher than budgeted. Thus, the statement of financial activities for January shows a continued accretion of positive income. The January 2014 statement of activities records the total financial picture for TWS, and it shows a net positive income of about \$200K. President Haufler did note that the \$220k in income for January included the \$80K in deferred spending from the Wiley signing bonus that is not available to support operations this year, and that was not included in the original anticipated income projected for the 2014 budget. Northeast Section Representative McDonald asked about the January investment revenue, which was down. The Society's balance sheet shows an overall increase in net assets in January of \$120K, and February will show an additional \$25K.

Executive Director Williams then discussed the 2014-2015 budget. 2014 is the first year of a new fiscal cycle for TWS, covering the period July 2014 through June 2015. The Council approved a budget for calendar year 2014 at its October meeting in Milwaukee, with the idea that in early 2014 another budget would be developed for the new cycle and presented at the spring Council meeting. From 2014 onward, a budget for the ensuing financial year (July through June) will be presented, discussed, and approved by Council at the March meeting.

The proposed 2014-2015 budget captures revenues and expenses for the last half of 2014, and projects revenues and expenses forward into the first half of 2015. Tables were presented for each of the TWS programs and functions, along with a summary across the programs and functions. The 2014-2015 budget includes a number of structural changes that correspond to organization and personnel changes in the Society. For example:

- The budget shows a development program that includes the new development manager and incorporates some of the program elements previously listed under Marketing Initiatives.
- The IWMC expenses that previously were listed under Marketing Initiatives have been moved to the Conferences budget.
- The assignment of salaries to program areas reflects staffing changes throughout the organization.
- The salary of the operations chief is now distributed over four program areas instead of three.
- Some expenses have been reduced or eliminated, and others have been relocated to reflect organizational changes.
- Revenues are displayed in categories that better conform to the Society's financial statements.
- Revenue projections across the revenue categories are conservative, so aggregate revenue is likely to exceed expectations.

The bottom line for the budget is that it projects a surplus for 2014 – 2015, with revenues exceeding expenses by about \$122,000. The conservative revenue estimates along with careful accounting of salaries and other costs means there is a good likelihood that the actual surplus will be greater than \$122K.

Executive Director Williams said that another bonus will come with the new publishing contract, which will show up as a cash infusion and potentially an increase in deferred revenue. Some of this money can be used to increase our investment accounts. None of the initiatives that are expected to increase revenue (e.g., our membership initiative, a publishing bonus, new efforts directed to donations, conference sponsors and exhibitors) are reflected in the budget, so it is a conservative budget that may achieve additional gains in TWS assets beyond the projections. The Council budget – mainly travel – will support Council members acting as TWS ambassadors and champions, and the necessary funding will be made available from other sources as a priority.

Executive Director Williams ended his financial report by noting that by the end of 2013 the Society appeared to have turned a corner in building toward a healthier financial condition. And the overall financial picture going forward is positive, with improvements in early 2014 and the potential for continued growth over the next year. However, it is worth emphasizing that we have some distance to go in rebuilding assets and operations, and many things are required to get us there. It will be necessary to continue developing realistic budgets and exercising constant oversight on them. We must continue to look for operational efficiencies that can contain and reduce costs where feasible and appropriate. We must aggressively pursue new revenue sources, and ensure the continuation of existing revenue streams. And we have to do all that while sustaining the member benefits and services that justify the enterprise in the first place. We're off to a good start in rebuilding, but there certainly is more work yet to be done.

TWS FINANCE COMMITTEE AND FISCAL POLICY CHANGES

Executive Director Williams mentioned multiple initiatives. Chief of Operations Thompson will preview tomorrow's presentation on development opportunities, grants, personal donations and corporate sponsorships. Development Manager Ross is already looking into businesses supporting other wildlife and conservation entities. Individual donations are light and we want to focus on them. The staff at Headquarters met to strategize prior to the Council meeting. Year-round sponsorships will be pursued. The website is key to fundraising and needs improvement as the face of the Society. We need to make individual donations easier. Membership numbers were 10,626 at the end of 2012 and 9,903 at the end of 2013. The budget goal is achievable. Several initiatives will be discussed on Monday including e-media resources, newsletters and emails. Southeastern Section Representative Miller commended the Committee and staff for presentation of a budget that is comprehensive yet easy to understand.

Canadian Section Representative Rodgers asked about the \$5,000 revenue item for miscellaneous publications sales and whether that related to book sales. Finance Manager Jane Jorgenson explained that the \$5,000 referred only to sales of miscellaneous publications such as technical reviews. Executive Director Williams says Johns Hopkins publication sales projections in the budget are \$20K vs \$19.5K last year.

Northeast Section Representative McDonald wanted further explanation of investment income projections. Finance Manager Jorgenson explained that investment income consists of dividends, interest and changes in market value yields for (1) unrestricted investments and (2) the part of the Endowment and Permanent Funds that are available for use according to the TWS finance and investment policy. Executive Director Williams says that number has been broken out and the \$98K investment income will add to TWS equity.

President-Elect Baydack asked if the Council has to authorize use of interest funds. Immediate Past-President Kessler feels better about reporting but is concerned about the signing bonus and wants to earmark money to pay down debt to ourselves. Executive Director Williams said payable accounts are substantial. Before putting money in an investment account, we need to pay down debt. President Haufler said deferred revenue should be balanced by cash. It was recommended to put deferred revenue into cash. Balance sheet shows cash (signing bonus) received as five years of deferred revenue. Southwest Section Representative Chambers says to invest that money and not to confuse accounts. The operating fund can put money into that fund and operate it for yield, and keep track of when it comes out to create a cushion.

Executive Director Williams says Wiley will come to us and a signing bonus should be considered with other publications. The signing bonus was put in the operating fund and managed for yield but money remains in that fund for use. We need to track and manage it. Immediate Past-President Kessler said the previous signing bonus used for other things in the past but should be a dedicated to build our cash cushion. Immediate Past-President Kessler motioned to earmark the signing bonus to build a cash cushion to comply with our own fiscal policy. President Haufler said cash reserves should be balanced with A/P and deferred revenue. Director of Publishing and Communications Moore generally supported the idea of earmarking the signing bonus but did not recommend passing a formal motion that might restrict the signing bonus in the future. Executive Director Williams said we're reconfirming intent to follow the fiscal policy that is already in place. President Haufler said this will correct the cash flow problem from the past.

Southeastern Section Representative Miller warned against prescribing too much detail in the action set forth so it can't be altered later due to changing circumstances. Immediate Past-President Kessler said that dues money was previously spent as soon as it came resulting in losses. Executive Director Williams suggested providing description of the issue, listing potential solutions and how it conforms to good financial practices, then revisit at the October meeting after additional information is provided. Immediate Past-President Kessler withdrew her motion.

President Haufler accepted a motion to approve the 2014-15 budget. Southeastern Section Representative Miller seconded. Western Section Representative Perrine was concerned about increasing dues. Chief of Operations Thompson said we have to identify members who have the ability to donate money versus time. He wants to go after non-member supporters to donate who support conservationists and the people who do the work in support of the Society. Northeast Section Representative McDonald inquired whether there was a projected budget and plan in place for the development program. Chief of Operations Thompson stated that a development plan, along with performance metrics and budget, would be available before July 1. **Moved, seconded, to approve 2014 -2015 budget. Motion passed.**

President Haufler sought approval for the revised financial investment policies. The fiscal year was changed and additional measures including providing the IRS Form 990 to Council for review two weeks prior to its submission, changes to audits, and funding strategy were also included. Southwest Section Representative

Chambers questioned Part 2B. (p.30 of fiscal policy) that referred to signatures by the Executive Director and Treasurer. President Haufler clarified that the Immediate Past-President will act as Treasurer for these purposes.

Two items within the fiscal policy document had open questions that still need to be addressed by Council: 1) Part 1D. Capital Investment Account and 2) Part 3A. Audit and Internal Controls. Currently, the Society does not have a Capital Investment Account. Southwest Section Representative Chambers suggested there should be a plan to replace equipment for staff. President Haufler followed up that computer replacement and other equipment is part of the normal operating budget and does not need a separate account designated for these purposes. Executive Director Williams supported that the purchase and replacement of equipment should fall under operations as part of general good business practices. President recommended removal of the Part 1D. Capital Investment Account clause from the fiscal policy document.

Southwest Section Representative Chambers had a question on how cash is converted in the balance sheet into an asset with 5-year depreciation. Finance Manager Jorgenson replied that it is simply a reclassification of assets from one class (cash) to another (equipment), with the latter depreciating according to a depreciation schedule. An example is the new condo roof in Bethesda, which is paid for with cash that has been set aside for that purpose. Executive Director Williams said capital equipment planning is needed for investing and upgrading. It's not a financial policy issue, but is part of operations as good business management and should remain flexible.

In reference to Part 3A. of the fiscal policy document, President Haufler said that the wording related to when the audit should be completed was left uncertain. He recommended that language be added to define when the audit would be completed and made available to the Finance Committee and Council. A change in wording was recommended to state that "the resulting audit will be provided to the Treasurer, Finance Committee, and Council as soon as the final version is available."

Immediate Past-President Kessler also brought up concerns with Part 3I. Communications with Council, specifically pertaining to Council's method for reviewing IRS Form 990. Immediate Past-President Kessler suggested that a conference call with Council would be useful prior to submission of the 990. Additionally, we should identify resources that show how to read/interpret the information included in the 990. President Haufler mentioned the tight time window (2 weeks) for review by Council. He also suggested that an Operations Manual for Council would be beneficial for scheduling, policies, activities, reference sites, and book-keeping principles. President-Elect Baydack suggested adding specific language to the fiscal policy document to hold a conference call to discuss the 990. General wording could be added to state that "Council will review the 990 form by conference call..." Immediate Past-President Kessler says 990s are often reviewed in isolation, one year at a time, but really need a historical perspective. Northeast Section Representative McDonald asked about the process used to request changes or approve the 990 now. Southwest Section Representative Chambers suggested having the auditor on the conference call to facilitate the review.

President-Elect Baydack mentioned that the Ethics Committee report came out and was submitted to legal counsel for review and feedback. Considerable revision was needed. He wondered if the fiscal policy document should also be reviewed by legal counsel since some issues pertain to ethics (i.e. whistleblower policy and procedures). President Haufler suggested breaking out the whistleblower policy section as a separate document from fiscal policy and have legal counsel review it with TWS staff.

President Haufler asked whether Council wished to make a motion to accept changes to the fiscal policy including 1) removal of Part 1D. Capital Investment Account, 2) change in wording for Part 3A. to include "the resulting audit will be provided to the Treasurer, Finance Committee, and Council as soon as the final version is available", 3) addition of wording for Part 3I. "Council will review the 990 form by conference call." and 4) removal of the whistleblower policy and procedures section. Immediate Past-President Kessler made a motion to approve the changes. Canadian Section Representative Art Rodgers seconded the motion. **Moved, seconded, to approve changes in fiscal policy. Motion passed.**

President Haufler gave a report of the Investment Review Committee – he currently is serving as chair of the committee. The committee members have been better prepared to engage the investment manager, as a way to get clarity and improve investment performance. A recent change was to move from multiple managed fund accounts of stocks and bonds to one account made up of index funds and managed by our Morgan Stanley Broker, Drew Romans. We got a 26 percent return last year. We want to tighten the range of allocation in funds – equities versus bonds. A 3-year appointment should be more stringently observed.

Past-President Dale Jones addressed the Council. He asked about the representation of state wildlife agency biologists on the Council. He discussed funding of state wildlife agencies and a new initiative through a Blue Ribbon Panel (CEOs, private industry) to brainstorm financing alternatives for state agencies. Past-President Jones stressed the need for The Wildlife Society to support this venture and how imperative it is that funding comes through to support state agencies involved in wildlife conservation and management.

STRATEGIC PLAN

President-Elect Baydack and Executive Director Williams recapped the preparation of the new 5-year strategic plan for the Society that will update the 2008 plan. Initial preparatory work included a review of documentation on the development of earlier TWS strategic plans, discussions with members and staff who had helped to develop the 2008-2013 strategic plan, identification of possible themes for the new plan, etc. The 2008 plan was 19 pages long, and included 9 different strategic program areas, 31 objectives under those areas, and 190 strategies under the objectives. This structure and level of detail may have served a useful purpose at the time it was written in 2008, when we were still in the midst of a historic pattern of economic growth, the Society's finances looked very different than now, our membership was beginning a trajectory toward record growth, and the Society was expanding its programs, services, and expectations. But changes since 2008 have produced a very different planning context, and Council has confirmed that a different format and structure is more appropriate for the 2014 – 2019 plan.

There was agreement early on that the new plan should be organized around 4 key ideas: (1) It needed to be shorter, more focused, more strategic and less operational in these uncertain and fast-changing times, (2) It needed to include a limited number of clear strategic goals, which would resonate against a vision for TWS over the next 5 years and provide a roadmap for achieving that vision, (3) It should include a limited set of objectives that would essentially articulate and help focus the goals, (4) There should be accompanying annual operational plans and metrics that would tie back to the plan vision, strategic goals, and objectives in driving implementation and measuring progress.

A key step in developing the plan was a 2-day strategic planning retreat of the Council in October 2013. Outputs from the retreat included the identification of major strategic themes and objectives that should guide the Society over the next five years, along with a large number of operational issues to be considered as actions are taken to implement the plan. An ad hoc Strategic Planning Committee was appointed to oversee and guide development of the plan.

Following the retreat, staff worked with the ad hoc committee and Executive Committee to produce a draft plan that would retain the brevity and structure of the plan as agreed to during the retreat, while also remaining true to the strategic themes articulated in the retreat and capturing not only a vision but also some approaches and actions by which the vision can be realized. A 3-page draft plan was developed, which included a strategic vision, 5 strategic themes, and 4-5 objectives under each theme. However, there was a lack of consensus about the level of detail and the amount of specificity to include in the plan.

At the Council meeting in Denver, Executive Director Williams outlined an implementation strategy for the plan that will contain 4 key focus areas: 1) the strategic plan itself, including a strategic vision, goals and objectives, 2) shorter-term operational plans, 3) metrics to track progress, and 4) annual allocation of resources to meet strategic

goals. President Haufler said the draft from the Milwaukee retreat is an excellent vision plan but needs to provide greater direction. Additional detail is needed for the five-year objectives, to guide execution of the plan and identify annual steps to be taken to achieve the objectives. Immediate Past-President Kessler would also like to see additional detail in terms of what we are focusing our resources on, what to emphasize, and what to back away from over the next 5 years.

Chief of Operations Thompson said five-year metrics are difficult to project because priorities often change in ways not anticipated in a strategic plan. Measurement is critical, but annual metrics rather than 5-year projections increase the chances they will be accomplished, provide an opportunity to adjust as needed to changing resource conditions, and allow us to meet unanticipated needs and capitalize on new opportunities as the plan is implemented.

Chief of Operations Thompson provided a proposed architecture for plan execution. Staff will develop operational plans in alignment with the strategic themes listed in the Strategic Plan document. Consideration of staff and resource allocation, as well as associated budgets is critical. A draft of an operational plan was provided to Council for structural purposes as an example. This plan included a clear goal at the top with time-bound performance metrics. It also designated which of the five strategic themes the operational plan was supporting. Specific activities and tactics will be listed to accomplish each operational plan goal. Annually, Council will receive a proposed Strategic Plan package that will include a restatement of the organization's vision, mission and goals, the five-year Strategic Plan themes, the annual operational plans by business unit that are aligned with those themes, any proposed new initiatives, and the annual budget. The normal flow will be to ask Council in October to reaffirm support or make changes to the strategic themes, make recommendations regarding any new initiatives that should be considered for launch in the upcoming year, as well as any current core activities that should be discontinued. Headquarters staff will then develop operational plans between October through February, beginning with revenue-generating business units, followed by non-revenue generating business units. All operational plans will be developed in alignment with available staffing, resources, and budget. The staff will then assess remaining capacity for new initiatives and will propose an initial prioritization. At the Council meeting in March, the entire Strategic Plan package will be reviewed by Council for approval or recommended changes.

President Haufler said that the proposal of operational plans is on target and we need to be moving that direction. He also suggested that more specific metrics be included in the strategic themes. Chief of Operations Thompson stressed that the strategic themes should be the guiding light for the specific annual objectives and metrics in the operational plan so that metrics remain current and meaningful. Executive Director Williams said that the setting of 5-year goals can distort the implementation each year, and annual reviews and adjustments as needed can avoid that. He recommended adding language to the plan to infer directionality (i.e., increase, decrease, more, less, maintain) instead of driving to a specific number.

Western Section Representative Perrine asked about how to incorporate the need for volunteers that deliver member services – this effort requires more detail for the number of volunteer hours in operations, etc. – and wishes to see this represented in the operational plan. Each volunteer needs to know what their role is and what's required to fulfill the commitment to the Society when they agree to participate in terms of specifics on hours, etc. President-Elect Baydack cautioned against being too specific. Southwest Section Representative Chambers also cautioned against providing too many specifics that may risk pushing volunteers too much or setting them up for failure along the way if they cannot meet the demands articulated in the plan. Chief of Operations Thompson stated that, as appropriate, references to volunteer support required for success of specific operational plans could be included and properly communicated.

President-Elect Baydack is pleased with a 3-5 page strategic plan, plus 8-10 pages of operational plans from different departments.

It was recommended that staff at Headquarters revise the currently proposed 3-page strategic plan, send the revised plan to the Executive Committee for review, and then to Council for approval. Staff should complete the revision and submit it to the Executive Committee by April 1, the Executive Committee will have one week to review and submit to Council by April 8. The approved plan will then be published and shared with the membership in the May *Wildlifer*. At that time, the membership will be provided with a brief introduction that summarizes the thoughtful process Council went through to develop the plan prior to implementation, while stating that members can share their comments on the plan at the October meeting.

GOVERNMENT AFFAIRS AND PARTNERSHIPS

Director of Government Affairs Bies reported that Congress is working on appropriation process. The Farm Bill passed with important conservation compliance measures. Conservation processes have been streamlined. Technical reviews are underway and will be printed and distributed. The Fact Sheet template is ready, although transferring existing fact sheets to the template has been slowed by the lack of design/web support. The Leadership Institute has received grant money from Dallas Safari Club last year, with the possibility of more this year.

Northeast Section Representative McDonald asked if partner organizations have noticed a change in TWS activity in terms of the number of committees and coalitions represented. Director of Government Affairs Bies responded that they have not. Director of Publishing and Communications Moore asked about the status of federal employee participation in professional societies. Director of Government Affairs Bies indicated that due to a recent rule change, federal agency employees are now legally able to participate. Southwest Section Representative Chambers asked if there's a push to include upcoming events in a newsletter to encourage participation.

Assistant Director of Government Affairs Norris began his position 3 weeks ago and has been actively working to improve engagement of subunits in legislative action and conservation issues. Assistant Director of Government Affairs Norris will be working with the Conservation Affairs Committees (CACs) established in different Sections/Chapters to coordinate their involvement. He's reached out to Section presidents to assess the status of their CACs but has not been able to touch base with all of them prior to the Council meeting. There are big differences in how each of the subunits operates. Norris will be contacting each Section to gather status and contact information. Government Affairs staff is working to develop a web page and searchable database for past policy action research and want to send a newsletter out on a regular basis to communicate among subunits. Chief of Operations Thompson says we should unify various web pages into one e-media strategy to realize synergies among the various sites. Assistant Director of Government Affairs Norris expects the network to be up and running by the October meeting. Western Section Representative Perrine asked how to take their old committee structure and blend it into the new structure. President-Elect Baydack asked if a Council liaison is needed to increase engagement of Council with the Conservation Affairs Network. Director of Government Affairs Bies recommended holding off on establishing anything for now – staff will likely work directly with Section Representatives.

REVIEW OF POSITION STATEMENTS COMMITTEE UPDATE

Southwest Section Representative Chambers discussed how the Committee reviewed position statements. Immediate Past-President Kessler had a similar approach to make slight changes to categories of statements. Some statements have expired. Others should be made a core value or principle since they don't change. It was suggested that we may want to combine several different statements on broad topics (such as feral animals). Position statements ideally would be 2-3 pages. Issue statements would be shorter (about a page) and fact sheets a page or 2. Director of Publishing and Communications Moore asked to clarify the difference between the kinds of statements. Immediate Past-President Kessler responded that policy position statements are general, whereas specific topics such as feral cat trap-and-release tactics would be an issue statement.

Chief of Operations Thompson says the website can host the statements and make them more accessible to members. Immediate Past-President Kessler said that we could post the broader core statements under the 'who we

are' section of the website. Executive Director Williams suggested that we could use hyperlinks within the core values statements to link them to specific position statements that reflect these values. Southwest Section Representative Chambers stressed the need for topical issues to be edited regularly, such as the Farm Bill. Fact sheets can also be hyperlinked. President-Elect Baydack mentioned that previous Councils have mandated some of the position statements and asked whether we would need to rescind the previous Council decisions and reissue them as values and principles. President Haufler directed the Committee to consider this and other issues, and move things along versus waiting for the October meeting in Pittsburgh.

ETHICS COMMITTEE REPORT AND CHANGES

Southeastern Section Representative Miller presented the report for the Ethics Committee that sought to address procedures and handling of complaints of ethical misconduct against members. The suggested procedures were reviewed by legal counsel who provided changes to the process that were incorporated into the report. One of the recommendations included establishment of a formal Ethics Board comprised of non-Council members. President Haufler questioned whether a board could be appointed on an as-needed, quick timeline as needs arise since a standing board may serve in this capacity for years and not see a single allegation requiring attention. It was reported that legal counsel recommended a standing board because it would be viewed as having less bias versus bringing in experts for an appointed board when specific issues arise. Council members presented differing views on the structure of the board. President Haufler stated that an ethics board could be appointed on a situational basis but a standing board appears more unbiased. Central Mountains & Plains Section Representative White proposed no permanent board because board members may not have the relevant expertise to evaluate all charges. North Central Section Representative Andersen however recommended a standing board instead of ad hoc. Discussion ensued and Central Mountains & Plains Section Representative White proposed having a standing ethics board with ability to add subject experts as needed. President-Elect Baydack stated that a charge of ethical violation would be forwarded to the Executive Committee and then to the Ethics Board if charges hold merit. President-Elect Baydack suggested that we could take it back to legal counsel for their advice. The primary charge is to understand the technical aspects of a case and this may require the ability to call in experts as needed. Central Mountains & Plains Section Representative White brought up a previous plagiarism case and the need to consult experts to fully understand the issues. Southeast Section Representative Miller also suggested having geographic and expertise representation on the board. Council discussed whether a change in bylaws would be required to accommodate the Ethics Committee recommendations. If the report is approved, it will be sent to the Bylaws Committee for revision and the changes in ethics procedures will have to be voted on by the membership. President Haufler asked whether there was a motion to accept committee recommendations and forward to the Bylaws Committee. President-Elect Baydack motions to accept the recommendations; Northeast Section Representative McDonald seconded. **Moved, seconded, to accept recommendation on ethics policy. Motion passed.**

AGENCY MEMBERSHIP COMMITTEE UPDATE

Vice President Potts reported that the Committee produced a draft survey based on previous membership surveys to be reviewed by the Committee and Council. Once the survey is finalized, it will go to different membership groups. Central Mountains & Plains Section Representative White says the current draft survey is too long and response rate will be low. He says the follow-up survey response rate will show if there's a problem. Vice President Potts says he'll pare the survey down. The Midwest Wildlife Conference did their own survey and we can work with them and may also enlist help from the Human Dimensions Working Group. The deadline to provide comments on the survey is March 21. President Haufler suggested the task is growing exponentially instead of being more focused. Vice President Potts mentioned that agency member comments are solicited relative to TWS. The Executive Committee of AFWA would be also a source of membership to target. He wants to collaborate with other groups on training modules to improve staff.

VOTE OF FELLOWS CANDIDATES

Discussion of the Fellows nominations took place in Executive Session and the vote was to be recorded in the open meeting beginning on Monday, March 10. Staff left at 4:30 p.m. and Executive Session began.

COUNCIL MEETING RECONVENED – Monday, 10 March 2014

President Haufler called the meeting to order at 9:00 am. Members of the audience were asked to introduce themselves.

VOTE OF FELLOWS CANDIDATES

Immediate Past-President Kessler moved to approve the slate of 10 nominees for Fellows discussed in Executive Session on Sunday afternoon. Northeast Section Representative McDonald seconded. **Moved, seconded, to approve slate of Fellows candidates. Motion passed.**

MEMBERSHIP, MARKETING AND CONFERENCES

Chief of Operations Thompson provided an update on membership. He referenced the 2013 decline of 723 members to bring membership numbers to 9,103 active members. The budget goal is to get increase membership to 9,730 by June 2015. The renewal rate is at 85 percent and the goal is to win back or acquire 2,500 members. Chief of Operation Thompson stressed the need for a clear value proposition to recruit and retain members. The current website does a poor job at conveying this message on how The Wildlife Society differs from other organizations and the benefits of membership. After members join, there's limited communication that helps them learn how to engage with TWS and take advantage of networking opportunities. The benefits of membership need to be better articulated and more robust. The magazine should be more frequent than quarterly. The website has broken links that need to be fixed and the various sites for membership, news and conference activities need to be unified into one robust and convenient site. Member benefits need to be evaluated to ensure that they deliver on the promises made in marketing and that they are relevant and valuable. The three most important benefits categories for members from a messaging perspective are networking, information and professional certification. The e-newsletters should be unified into one that is published more frequently, allowing us to target specific audiences with messaging that is highly relevant to those groups. Automatic renewal should be enabled as it's a common practice that provides both convenience for the members and helps them avoid accidental membership lapses. The Society needs to leverage its social network for engagement, donations and membership – we currently have more followers on social media than actual members. The LinkedIn presence is very important for networking that can lead to donor, sponsor and partner support and should be expanded. Southeastern Section Representative Miller asked whether we have an indication of why membership dropped off and if it was due to lack of marketing. Chief of Operations Thompson replied that direct mail is one of the best channels for new member acquisition, and the budget hasn't allowed for the usual amount of activity in that area. Past-President Jim Miller addressed Council to discuss loss of membership issues, local chapter workshops and participation in Conservation Leaders for Tomorrow (CLFT). Central Mountains & Plains Section Representative White asked about the inability to download the full membership roster from the Member Portal. Professional Development Coordinator Edwards will contact the Database Manager and check on the ability to access this information. Chief of Operations Thompson updated Council on the status of the Wildlife Partners Program that was approved at the October meeting to engage professionals and others who are passionate about wildlife. Subunit members who are not currently TWS members should be encouraged to join the international organization. Staff will tailor one e-newsletter to target professionals in the Wildlife Partners program and another to target supporters, providing each group with a sampling of the membership experience from an information perspective. Special messaging that encourages them to join, donate, engage and that teaches them about the benefits of being members can be woven into the e-newsletters with links. Social media can be used also to encourage participation in the program by non-members in the student chapters. Chief of Operations Thompson discussed membership demographics from the report. Working group participation translates into higher renewal rates, so we may test providing first-year members with a free working group membership.

Chief of Operations Thompson outlined his ideas for the new development program. Hedy Ross has been recently hired as the Development Manager at Headquarters. Improving the website is the first priority before we can move forward with approaching new organizations about sponsorship and grant requests since the website is the first place they will go to learn more about TWS. In the interim, Chief of Operations Thompson, along with

Development Manager Ross, will be focused on identifying top prospects so that once the website is improved, they are ready to engage. The messaging to corporate sponsors will focus on the fact that TWS has the largest network of wildlife professionals and has a 75- year history. Staff has identified various ways to recognize donors, including a reception at the Annual Conference and acknowledgement in newsletters and on the website. Chief of Operation Thompson highly recommends the use of multiple, diverse targeted fundraising campaigns instead of a single Investors Campaign as done in previous years. By creating multiple campaigns, donors can pick the cause that resonates with each of them. President-Elect Baydack reported that fundraising and grants have been successful for the Winnipeg Annual Conference with \$80,000 raised so far. Executive Director Williams stated that the lack of website functionality is hindering implementation of all strategies discussed and the overhaul of our e-media is paramount to the success of these new efforts.

Professional Development Coordinator Edwards reported on the Certification Program. Certification applications for 2013 were the second highest submitted since 2000. We have already seen a high number of applications submitted for 2014 relative to previous years, with 40-50 applications currently in review by the Certification Review Board (CRB). Professional Development Coordinator Edwards proposed the approval of Scott Lerich, current CRB Chair, for a second term on the CRB to take effect following the Annual Conference in October. **Moved, seconded, to approve Scott Lerich for second term on the CRB. Motion passed.**

Professional Development Coordinator Edwards reported that the one-year suspension of the Wildlife Economics Working Group would conclude in April and needed guidance from Council on whether the group should be dissolved according to the rules set forth in their bylaws. Per TWS guidelines, following the working group's suspension, it was removed from the 2014 membership application and online membership center. The IRS was also notified to drop the working group from TWS' group exemption plan based on their status. Professional Development Coordinator Edwards contacted the current Chair of the working group to determine if there was any change in activity of the working group since Council's decision to suspend. The Chair reported that there has been no change in the activity of the working group. However, he indicated that he and another member had discussed reactivating the working group and were searching for a new Chair but have not yet identified candidates for the position. It was Professional Development Coordinator Edwards' recommendation that the group be dissolved with the ability to petition and become reactivated as a new working group once a new board is identified. Assets from the working group could be transferred to the new group if re-formed within 5-years of the dissolution. **Moved, seconded, to dissolve the Wildlife Economics Working Group. Motion passed.**

The Human Dimensions Working Group (HDWG) has requested that Council move forward with their intention to conduct a survey of TWS membership. Several of the HDWG members have offered to assist in this effort including survey design, software to conduct the survey, data analysis, and a presentation to the Council during one of the meetings. Vice President Potts will follow-up on this effort with HDWG officers to assess their needs and ideas and how they may collaborate on the current survey effort on agency membership.

Chief of Operations Thompson discussed the Pittsburgh conference logistics. Exhibitor and sponsor information will be sent out in the next few weeks. The conference website is in need of significant improvements before it's ready to go live and web staff support isn't sufficient to get this up and running before the end of March.

Executive Director Williams discussed the planning and location for the 2017 TWS Annual Conference. The American Fisheries Society (AFS) has invited TWS to co-host a joint conference with them Tampa, FL. Both societies would have their individual conferences held at the same venue. Members of both groups could attend each other's sessions and working group meetings, promoting synergy among working groups with similar focus and cross-pollination between wildlife and fisheries biologists from the two societies. The conference would highlight Gulf Coast restoration efforts. Each conference would retain individual identity but share facilities. The venue selected would allow for more exhibitors and the ability to hold increased member attendance that is expected for the joint conference. Economies of scale would reduce the overall cost per Society and would promote cross-membership between the organizations. The joint conference would be held in August, which

differs from the usual TWS Annual Conference being held during the fall in October. Initial negotiations have begun with conference planning in Albuquerque where the October 2017 meeting is currently scheduled. Discussions have occurred with the Southwest Section to determine if the location of the conference could be changed in order to host the joint conference with AFS. The Section supported that the Albuquerque meeting could be postponed but that the Annual Conference must occur there in 2018. Thomas Bigford, Policy Director for AFS, addressed Council to discuss the possibility of the TWS/AFS joint conference that is scheduled for August 17 - 25, 2017. The AFS Executive Committee supports the collaboration between the societies. There should be a special emphasis placed on encouraging student attendance. Central Mountains & Plains Section Representative White moved to host the joint conference with AFS in 2017 and postpone the Albuquerque conference until 2018. After discussion, it was modified to reflect the Florida chapter support it and contingent on their acceptance. Florida Chapter officers would be notified on the discussion and joint conference.

Moved, seconded, to co-host the 2017 Annual Conference with the American Fisheries Society in Tampa, FL and host the 2018 TWS Annual Conference in Albuquerque, NM. Motion passed.

CERTIFICATION CHANGE COMMITTEE UPDATE

President-Elect Baydack presented a report from the Certification Change Committee regarding their consideration of changing standards for certification to certify individuals with extensive experience that may be lacking specific coursework over the maximum standard threshold for acceptance. Immediate Past-President Kessler discussed the certification process as not only completing coursework requirements but showing mastery in implementing the knowledge gained through experience. Committee members varied in their views on how the Committee should proceed. Central Mountains & Plains Section Representative White said that certification shouldn't be honorary but practical and based on the rigorous standards set forth in the program. President Haufler said the criterion of coursework requirement and experience is necessary to maintain the integrity of certification and it is not the intention to excuse individuals from meeting the requirements. However, there are members that wish to be certified and have extensive knowledge gained through experiential learning. The Certification Review Board (CRB) has documented procedures for dealing with course substitutions but has asked Council to provide guidance on how to deal with these unique situations in which more than one course is lacking for individuals with extensive expertise. Professional Development Coordinator Edwards says if critical coursework is lacking, a waiver can be granted if certain measures are met. An example was provided in the report based on a model used by AFS requiring applicants to submit supplemental materials including letters of support from colleagues/supervisors, authorship in peer-refereed publications, and technical presentations. AFS also has standards for certifying professionals with >20 years' experience that do not meet the minimum standards of certification for coursework. President Haufler wants the committee to get recommendations from the CRB on usage of waivers and supplemental information and revise the report for Council based on this additional input.

PUBLISHING AND COMMUNICATIONS

Director of Publishing and Communications Moore provided an update of the status of TWS publications and communications. The latest issue of *The Wildlife Professional* has just come out. Council members are writing articles for it. The summer issue is being planned. A new science writer has been hired. The first advertising supplement has been produced. Advertising revenues are anticipated to remain static and there is an initiative to attract more advertisers. The Editorial Advisory Board is shrinking in number and working groups are being approached to contribute. There was discussion about content on the news site, which includes open-access articles from *The Wildlife Professional* as well as all content from the *Wildlifer*, *Wildlife Policy News*, and weekly Multibriefs. Since these are touted as member benefits, yet made freely available to all on the news site, Moore discussed the need to create a tiered system so that members could receive the greatest amount of content, new wildlife partners could receive some but not all member content, and less would be made available to the general public on the site. Moore discussed how the weekly Multibriefs email includes wildlife coverage in the general media and not vetted by TWS, so a disclaimer has been added to the weekly email to clarify to TWS members that these stories are not necessarily representative of the views of TWS. There were three books published with Johns Hopkins University Press in 2013 and their publishing contract is being reviewed. Moore discussed how the website needs to have a more polished look with updated content, photographs, video, TWS members in the news,

an experts database, and a dynamic online bookstore that includes all TWS books and magazines available for purchase even if they are currently handled through separate publisher websites.

Hannah Smith, from Wiley Publishing, presented a report on the various journals. There is generally good growth and high retention of subscribers. Advertising rates are also holding firm. She reviewed Wiley's strategic action plan for TWS journals. She discussed the enhanced access license, which is for state agencies to pay one flat subscription rate for unlimited electronic access to all JWM and WSB content from all sites in the state as well as tokens to access a limited amount of additional journal content from Wiley. A presentation demonstrated the enhanced capabilities for a mobile app developed to access magazine issues and searchable articles that can be downloaded to mobile devices. There are also new technologies that Wiley has discussed with TWS for professional development and education projects such as e-learning opportunities (i.e., webinars, online courses, workshops).

PUBLICATIONS COMMITTEE/EAB UPDATE

Steve Belinda gave a presentation on the status of the Editorial Advisory Board (EAB). There are nine current members and there is a recruitment effort underway with working groups and sections to identify additional individuals to serve on the EAB. Belinda described roles and responsibilities of EAB members, noting they would participate in four meetings a year and recommend articles, authors, and reviewers, for a total time commitment of perhaps 15 to 20 hours a year. Director of Publishing and Communications Moore said the EAB needs input from state chapters and section representatives. President-Elect Baydack said there is also a need to engage the international community in Japan with articles in advance of the IWMC conference and ramp up more international articles to generate interest and support of this event.

FUTURE OF TWS JOURNALS COMMITTEE

Council received the Future of TWS Journals ad hoc committee report, which covered a variety of issues concerning a move to open access, electronic media, new subscription models, peer review, digital applications, and numerous other issues. President Haufler noted that the Wiley contract runs through 2015 and we should decide if we want to do an RFP or renew Wiley's contract. Chief of Operations Thompson said that he would like to retain a consultant to help staff and the Council better understand the complexities involved in all phases of publishing. Director of Publishing and Communications Moore has looked into this and presented one proposal from a publishing consultant who estimated a cost of \$7,200 to analyze a publishing contract and renewal offer. Moore recommends that TWS contact a handful of publishing consultants and hire one to assess any new contract offer. Central Mountains & Plains Section Representative White and Director of Publishing and Communications Moore discussed the relationship with Wiley, including issues involving costs, responsiveness, open access, page charges, royalties, and the percentage that TWS nets from subscription revenue. Executive Director Williams said AFS has similar problems with their publisher as Representative White expressed about Wiley.

President Haufler said we need to start working on the publishing contract now, since it's a \$1 million decision over five years. Also, TWS needs to discuss whether to stop offering print versions of its journals at some point, and to what degree we should move further into open access publishing. He directed Executive Director Williams and Publishing Director Moore to begin the search for a consultant and to review Wiley's pending contract renewal, then consider whether to open negotiations with other publishers.

INTERNATIONAL WILDLIFE MANAGEMENT CONGRESS COMMITTEE

President-Elect Baydack referenced his report on meetings held with wildlife groups in Japan and preparations for the upcoming IWMC Conference in July 2015. Immediate Past-President Kessler mentioned gender equity as an issue in the negotiations. The planning committee for the IWMC in Japan wants to host 10 concurrent sessions. President Haufler mentioned potential collaboration in the future with the International Congress for Wildlife and Livelihoods on Private and Communal Lands whom we might wish to partner with to share costs and increase attendance at upcoming congresses. He will attend the meeting in Estes Park, CO this September to meet with them and provide more information on this possibility.

DIVERSITY COMMITTEE

Immediate Past-President Kessler discussed the charge to deal with encouraging diversity in the profession and better understand changing demographics of the membership and improve services to women. There is a trend of declining federal employee attendance that needs to be addressed. President Haufler recommended that this committee give a report at each meeting.

RETIRED PROFESSIONALS COMMITTEE

President Haufler brought up how TWS should address this segment of membership. Discussion focused on the process of posting obituaries of members/colleagues that have passed and how to best share this information with our membership through the website and publications (TWP and *The Wildlifer*). Space limitation prevents many being put in the magazine but they're being posted online under the 'In Memory' section of the website under 'Who We Are.' It was suggested to move these items to *The Wildlifer* but would require assistance from publication staff to make sure the information presented is accurate to acknowledge our members.

GROUP ACHIEVEMENT AWARD COMMITTEE

Discussion and vote on the Group Achievement Award was conducted by Council in Executive Session.

MEETING ADJOURNED at 4:00 p.m.

2014 Budget Totals

Date Created: October 1, 2012

Date Revised: February 7, 2014

| | 2012 Budget | 2013 Budget | 2014 Budget | Variance | % Change |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|----------|
| Total Membership Budget | \$ 243,296.00 | \$ 164,137.00 | \$ 224,440.63 | \$ 60,303.63 | 36.7% |
| Total Marketing Budget | \$ 91,756.00 | \$ 63,434.00 | \$ 54,031.25 | \$ (9,402.75) | -14.8% |
| Total Certification Budget | \$ 68,634.00 | \$ 47,323.00 | \$ 45,375.00 | \$ (1,948.00) | -4.1% |
| Total Subunit Budget | \$ 49,468.00 | \$ 37,473.00 | \$ 35,075.00 | \$ (2,398.00) | -6.4% |
| Total Conference Budget | \$ 586,224.00 | \$ 495,393.00 | \$ 496,711.88 | \$ 1,318.88 | 0.3% |
| Total Mktg Initiatives Budget | \$ 217,500.00 | \$ 23,000.00 | \$ 106,125.00 | \$ 83,125.00 | 361.4% |
| Total Government Affairs Budget | \$ 268,021.00 | \$ 171,650.00 | \$ 167,377.58 | \$ (4,272.42) | -2.5% |
| Total Publications & Communications | \$ 687,235.00 | \$ 568,720.00 | \$ 458,197.12 | \$ (110,522.88) | -19.4% |
| Administrative Budget | \$ 845,649.00 | \$ 737,206.00 | \$ 562,189.00 | \$ (175,017.00) | -23.7% |
| Fundraising Totals | \$ 11,000.00 | \$ 5,500.00 | \$ 5,500.00 | \$ - | 0.0% |
| Council Totals | \$ 52,000.00 | \$ 65,000.00 | \$ 59,750.00 | \$ (5,250.00) | -8.1% |
| Totals | \$ 3,120,783.00 | \$ 2,378,836.00 | \$ 2,214,772.45 | \$ (164,063.55) | -6.9% |

Revenue \$ 2,301,412.00

Profit \$ 86,639.55

ROI 3.91%

2014-15 Budget Totals

Date Created: February 18, 2014

Date Revised: February 21, 2014

| | 2012 Budget | 2013 Budget | 2014-15 Budget | Variance | % Change |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|----------|
| Total Membership Budget | \$ 211,796.00 | \$ 164,137.00 | \$ 223,534.38 | \$ 59,397.38 | 36.2% |
| Total Marketing Budget | \$ 91,756.00 | \$ 63,434.00 | \$ 44,125.00 | \$ (19,309.00) | -30.4% |
| Total Certification Budget | \$ 68,634.00 | \$ 47,323.00 | \$ 45,375.00 | \$ (1,948.00) | -4.1% |
| Total Subunit Budget | \$ 49,468.00 | \$ 37,473.00 | \$ 35,075.00 | \$ (2,398.00) | -6.4% |
| Total Conference Budget | \$ 586,224.00 | \$ 495,393.00 | \$ 507,774.38 | \$ 12,381.38 | 2.5% |
| Total Development Budget | \$ - | \$ - | \$ 143,000.00 | \$ 143,000.00 | - |
| Total Government Affairs Budget | \$ 268,021.00 | \$ 171,650.00 | \$ 171,769.50 | \$ 119.50 | 0.1% |
| Total Publications & Communications | \$ 687,235.00 | \$ 568,720.00 | \$ 493,384.72 | \$ (75,335.28) | -13.2% |
| Administrative Budget | \$ 845,649.00 | \$ 737,206.00 | \$ 559,689.00 | \$ (178,517.00) | -24.2% |
| Council Totals | \$ 52,000.00 | \$ 65,000.00 | \$ 59,750.00 | \$ (5,250.00) | -8.1% |
| Totals | \$ 2,860,783.00 | \$ 2,350,336.00 | \$ 2,282,476.97 | \$ (67,859.03) | -2.9% |

| | |
|---------|-----------------|
| Revenue | \$ 2,404,912.00 |
| Profit | \$ 122,435.03 |
| ROI | 5.36% |