

The Wildlife Society (TWS) Forestry and Wildlife Working Group (FWWG)

OPERATING MANUAL

Version 2

February 2017

Greg Corace (Chair)
Bob Carey (Past Chair)
Jenniffer Bakke (Secretary-Treasurer)
Steven Castleberry (Board Member)
Justin Vreeland (Board Member)
Shelby Weiss (Student Liaison and Facebook Editor)
Kelly Douglass (Liaison and Newsletter Editor)
Carl Schmidt (Society of American Foresters Liaison)

Edits to this document will be developed over time based on input from the FWWG Executive Board. Each draft of this document should be identified by Version Number and Date at the top of the document. Old versions may be retained to show the evolution of this document over time.

Contents

Chapter 1: Guidelines for Officers-Executive Board.....	2
Chapter 2: Guidelines for Position Statements	5
Chapter 3: Guidelines for Fundraising.....	6
Chapter 4: Guidelines for Developing Partnerships	9
Chapter 5: Guidelines for Providing Grants and Sponsoring Symposia and Other Meetings	10
Chapter 6: Guidelines for Using Online Social Media Tools	12
Chapter 7: Guidelines for E-Newsletter	15

Chapter 1: Guidelines for Officers-Executive Board

Chair

The Chair's primary duties are to lead and communicate with the FWWG Executive Board, members, and TWS in general. Specific procedures should follow the Charter, as adopted. Chair is expected to attend all Executive Board meetings and the Annual Meeting. The Chair supervises the work of the Executive Board and may appoint members as needed to serve on committees, develop work products and facilitate communications for the benefit of the FWWG.

Past Chair

The Past Chair is an active and voting member of the Executive Board. The Past Chair's primary duties are to assist and advise the Chair in all matters concerning the Working Group and to conduct other duties as assigned by the Chair. The Past Chair is a key adviser of the Chair.

The Past Chair is expected to attend all Executive Board meetings and the Annual Meeting. The Past Chair serves as Chair of the Nominating and Elections Committee and, at the discretion of the Chair, oversees several committees and ensures that they function well. The Past Chair assists the Chair in supervising the work of the Secretary.

At the conclusion of his or her term, the Past Chair will transfer a copy of the working group's Operations Manual to the new Chair-Elect.

Secretary

The Secretary attends all Executive Board meetings as a voting member and keeps minutes of Executive Board meetings and mail for review within 30 days of meeting; duties of the Secretary (e.g., taking meeting minutes) may be assigned to others with the approval of the Chair. The Secretary shall maintain a list of all action items identified at Executive Board meetings and include data on individuals responsible for particular actions and the anticipated dates of completion.

The notes and list of action items (and parties responsible for tasks) will be and distributed to involved parties or other FWWG members upon request. These materials shall be archived in the FWWG files (see below) for future reference:

- Report at each Executive Board Meeting on action items from previous Board meetings and the status of each task or action item;
- Maintain FWWG correspondence and distribute to the proper Executive Board member as needed;
- Prepare and present public statements (including web site, Facebook page and other social media outlets) when authorized by the Executive Board;

- Within 30 days after an election or other official action taken by the FWWG, provide a copy of such action to the FWWG Chair to be forwarded to the Executive Director of TWS or TWS Council;
- Maintain a copy of the current FWWG membership roster as received from the TWS sub-unit coordinator. Distribute to the Executive Board as needed;
- Serve on the Nominations and Elections Committee to count ballots for the election;
- Distribute the current list of FWWG Executive Board members and contact information to be posted on the FWWG website;
- Assist in coordinating FWWG elections;
- Update orientation and flowchart information for incoming Secretary before providing him or her with files.

Treasurer

The Treasurer and Secretary positions may be combined. The Treasurer's duties include the following:

Financial Records

- Maintain financial records of the FWWG;
- Balance the books monthly;
- Manage funds from workshops, seminars and other sources of revenue received by the FWWG;
- Prepare and present before the Executive Board financial statements of interim periods between Executive Board meetings;
- Provide quarterly and annual financial statements to the Executive Board;
- Sign checks paying all bills for the FWWG. All bills must be receipted and payments for all bills (other than Newsletter expenditures, *Transactions* expenditures, and petty cash disbursement) must be authorized by the Chair;
- Ensure that all FWWG savings and checking accounts remain active.

Tax Records

- Make certain the FWWG is in compliance with federal and state tax requirements and laws (with assistance of TWS sub-unit coordinator);
- Submit any federal income tax information and financial statements as requested by TWS;
- Submit financial information to the federal Internal Revenue Service or appropriate state tax institution, as required.

General

Attend all Executive Board meetings. Make recommendations to the Executive Board about placement of funds in various financial institutions to benefit the FWWG. Collect membership dues from the WS office, as appropriate. Prepare an annual budget for the FWWG under the direction of the Chair. Assist the Secretary in conducting on-site registration at any FWWG conference or other meeting, provide new Treasurer with a bank account signature card and address change (if necessary) at the termination of your office term, and file required tax forms as necessary.

In general, the Treasurer should anticipate certain tasks that occur at particular times of the year, such as:

Quarterly

- Request from the Society a copy of the membership list, if not already received. Send copies of the membership list to Board members upon request.

Annually or when leaving office

- Notify bank and savings association of change in Treasurer. Obtain necessary signatures prior to the termination of duties.

Every January

- Submit annual financial statement to the Society, using the form provided by the Society.

Every February/March

- Prepare tax forms;
- Sort files and remove outdated correspondence and receipts.

Annual Conference

- Present an annual Treasurer's report at the Annual Meeting.

Chapter 2: Guidelines for Position Statements

As defined by TWS, a position statement is a carefully prepared and concise exposition on a wildlife issue that defines the issue, contains factual background data, describes the most probable biological, social, and economic results of alternative actions, and also may contain recommended course(s) of action.

At the request of TWS, the FWWG may draft position statements on issues that fall within the scope, goals, and objectives of the FWWG ([Article II](#)). A subcommittee will be formed within the FWWG by polling current membership and using targeted outreach to recruit members knowledgeable on the issue. The subcommittee will be tasked with drafting a position statement that adequately addresses the request from TWS, is consistent with TWS mission and guidelines, and is consistent with the FWWG Charter. The draft position statement shall be distributed to the FWWG membership for review and consensus prior to being sent to TWS. Upon review and approval by TWS, these position statements will be the official position of TWS and posted on the TWS [website](#).

The FWWG also may draft position statements for issuance as the official policy of the FWWG ([Article VIII](#)) and is authorized to do so when the statement addresses a topic on which TWS does not have a position statement or when the statement would be consistent with an existing TWS position statement. A subcommittee will be formed within the FWWG by polling current membership and using targeted outreach to recruit members knowledgeable on the topic. The subcommittee will be tasked with drafting a position statement that is consistent with the FWWG goals and objectives and consistent with TWS mission and official positions (if applicable). The draft position statement shall be distributed to the FWWG membership for review and consensus prior to being sent to TWS for approval. Once approved by TWS, the position statement can be adopted as the official position of the FWWG.

Chapter 3: Guidelines for Fundraising

Fundraising is a critical tool for subunits of TWS to support sponsorship opportunities and donations; cover operating expenses; host meetings, workshops, symposia, or other events; and maintain a reserve for anticipated and unanticipated future expenses. The purpose of this chapter is to outline potential sources of revenue, and provide guidance for responsible, transparent, and ethical fundraising.

Note: TWS provides no explicit guidance to subunits aside from a section in the “student toolkit” document (TWS subunit liaison, Mariah Simmons, pers. comm., 2015). Executive Board members of the FWWG may wish to consult Section 17 of that toolkit for additional ideas on fundraising. Some the information contained herein was taken from the operating manual of The Western Section of TWS.

Sources of Revenue

Annual Member Dues

Dues are a stable and predictable source of revenue, but dues alone are unlikely to completely cover all annual expenses of the FWWG. Currently (2017), FWWG annual dues are \$5.00 for all members, including regular (professional), student, and retired. However, based on input at the 2016 Annual Business Meeting the membership is open to increased rates starting in 2018 if communication with the FWWG improves. The FWWG Charter has no provisions for honorary members. *Nota bene*: TWS retains \$1.00 of each dues contribution, reducing income to the FWWG. Per the FWWG Charter, “Annual dues shall be initially set by the Working Group Executive Board and may be increased or decreased by a simple majority vote of the Working Group members.”

Donations, Contributions, and Sponsorships

TWS is an educational and scientific nonprofit organization under US Internal Revenue Code (IRC) 501(c)(3). Because the Internal Revenue Service (IRS) has granted TWS a group exemption under this section of the IRC for sections and chapters within the US, contributions to the FWWG are deductible for federal income tax purposes. Accordingly, the FWWG may accept donations of real and/or personal property, subject to limitations imposed by state and federal law. Contributions may be solicited or unsolicited and may be in the form of money, goods, items, bequests, legacies, devices, or transfers from private individuals, partnerships, corporations, foundations, organizations, estates and trusts, or a memorial fund established as an expression of remembrance. Use of all contributions shall be controlled by the FWWG Executive Board, although donor wishes will be considered. Donations should be followed with a “letter of thanks” from the FWWG Chair or his/her designee to the donating individual or entity.

Disclaimer: Receipt of donations, goods, services, or sponsorships by the FWWG from any entity (government agencies; private persons; private businesses, including (but not limited to) corporations, partnerships, limited license companies, not-for-profit organizations, or other entities) does not constitute endorsement by the FWWG or TWS of any product, service, position, or opinion of said entity.

Meeting, Workshop, and Symposia Fees

Section VII of the FWWG Charter makes provisions for hosting technical sessions, workshops, or other training opportunities. Anticipated costs of such activities include meeting space, refreshments, printed materials or other items given to attendees, speaking fees for invited instructors, publication of transactions, and others. Charged attendance fees for these events will be set by the Executive Board, based on anticipated expenses, and sufficient to cover all expenses, and make a reasonable surplus. However, the fee schedule should be commensurate with both attendee means (e.g., professional versus student rates), subject matter depth and complexity, and quality and amount of materials provided to attendees.

Raffles and Silent Auctions

Common fundraising instruments among subunits include raffles and silent auctions of solicited and donated items, goods, and services. Applicable federal, state, and local laws must be followed if these events are used to raise funds. In particular, the FWWG must be cognizant of federal rules for reporting for both the FWWG and winners of cash and non-cash prizes. For example, winners of non-cash prizes are required to pay to the organization 25% of the fair market value of the item, less the cost of the “wager” (e.g., raffle ticket) (IRS Publication 3079, Gaming Publication for Tax-Exempt Organizations).

Sales of Apparel, Memorabilia, and Other Items

Sales of apparel and other items with the FWWG insignia or logo could constitute a significant revenue stream for the FWWG. Such items should be acquired from reputable merchants that provide quality products at reasonable cost. Items may include:

- *Clothing (short- and long-sleeved t-shirts, sweatshirts, fleece pullovers and vests, baseball caps, winter knit caps);*
- *Bumper and window decals;*
- *Key rings;*
- *Tableware (glasses, mugs, coasters);*
- *Lapel pins, rings, earrings, bracelets, necklaces, or other jewelry;*
- *Refrigerator magnets;*
- *Notepads, notecards, calendars, and other printed materials;*
- *Other novelty items (wood products or artwork).*

Reporting

All donations, contributions, proceeds, and other revenue shall be disclosed and reported in the annual fiscal-year report to TWS by the Treasurer of the FWWG per Charter (Article IV, Section 3, Clause E, Article VI, Section 2, Clause D).

Chapter 4: Guidelines for Developing Partnerships

The FWWG recognizes the benefits of developing partnerships with other professional organizations that have similar goals related to the effects of forest management on wildlife and wildlife habitat. Partnerships have the potential to benefit all partner organizations and may provide synergy for achieving common goals.

Objectives of Partnerships

The objectives of developing partnerships include:

- *Facilitating exchange of information within and among organizations with common goals and objectives;*
- *Enhancing knowledge and technical capabilities of both wildlife and forestry professionals through co-sponsored meetings and workshops;*
- *Increasing public awareness of efforts to incorporate wildlife management goals into forest management.*

Potential Partner

Potential FWWG partners include any organization at any level of geographic focus (state, regional, national, international) with goals related to the interactions between forestry and wildlife management. Partner entities may include other professional societies (e.g., Society of American Foresters), state and federal agencies (e.g., U.S. Forest Service), non-governmental organizations (e.g., The Nature Conservancy), or others as opportunities arise.

Scope and Duration of Partnerships

The scope and duration of partnerships will be unique to each situation. Partnerships may be formed to meet a general objective, such as ongoing information and idea exchange with a partner organization. In these situations, permanent partnerships may be established to achieve efficiency. Temporary partnerships may be established to achieve shorter-term goals or meet a specific objective (e.g., co-sponsor a workshop).

Development of Partnerships

The need, scope, and duration of partnerships will be determined by the FWWG Executive Board on a case-by-case basis. A representative(s) from the FWWG will communicate with representatives from the potential partner organization(s) and report to the Executive Board. Joint meetings between representatives of all organizations may be necessary to determine the specific roles of each partner.

Chapter 5: Guidelines for Providing Grants and Sponsoring Symposia and Other Meetings

Purpose and Objectives

The FWWG has the following goals in its Charter:

- *Facilitate communication and the exchange of information among members of The Wildlife Society interested in forestry and wildlife;*
- *Enhance knowledge and technical capabilities of wildlife professionals in the area of forestry and wildlife;*
- *Engage forest managers and provide expertise in the application of forest management as it relates to wildlife and wildlife habitat;*
- *Increase public awareness and appreciation of forestry practices compatible with wildlife.*

The purpose and objective of this standard operating procedure is to provide guidance for the facilitation and awarding of support (financial and otherwise) by the FWWG. This support may come in the form of small grants used to facilitate symposia, among other things.

Eligibility

Award applicants must be current members of TWS (in good standing) or must have a co-sponsor who is a TWS member; membership in the FWWG is preferred, but not required. Eligible topics are those directly or indirectly related to the conservation and/or restoration or general understanding of forest ecosystems, forestry, and wildlife in the broadest sense (see below).

Types of Awards and Sponsorships

The FWWG envisions two types of awards/sponsorships:

1. Awards to individuals for attending conferences, workshops, and similar functions;
2. Sponsorship of workshops, conferences, or other events hosted by partner organizations and entities.

Funding

The amount of funding is negotiable, but likely should not exceed \$500 for meetings not hosted or led by the FWWG.

Process for Applying, Reviewing, and Awarding

These operating guidelines for potential funding and other support by the FWWG will be placed on the FWWG website under the “About” tab at the top of the page. Parties interested in FWWG sponsorship may approach any member of the FWWG Executive Board to discuss potential support, with the formal support going through the FWWG chain-of-command (Chair, etc.).

A formal request for support shall consist of a 1-paragraph email sent directly to the FWWG Chair. Formal requests must be made a minimum of 2 months prior to the symposium or other sponsorship event other than the Annual Meeting. Any party looking for support for the Annual Meeting should make such a request 3 months prior. This request should have goals and objectives of the symposium clearly stated, along with a timeline of actions, amount requested (if any), and primary contact person (name and email at minimum).

The request is then moved on to the FWWG Executive Board via email from the Chair. A group discussion will then occur and a decision to support, not support, or amend the request based on simple majority of those in attendance will be made within 2 weeks of the receipt of the request for sponsorship (this timeframe may be extended through email discussion as appropriate). The Chair and Treasurer must acknowledge and comply with the simple majority vote, although they may vote in opposition.

The Chair and Treasurer will work directly with the proposal point of contact to finalize particulars of the support. For all those receiving funds, support from the FWWG must be explicitly acknowledged where appropriate (e.g., in conference programs). For instance, in a symposium announcement the following may be used: *“The symposium was made possible, in part, by funds contributed by The Wildlife Society’s Forestry and Wildlife Working Group. For more information, please see <http://wildlife.org/fwwg/>.”*

Specific uses of allocated funds will be identified in the formal proposal. Timely responses and meeting stated deadlines are important considerations for support and for maintaining consistency in expectations for all requesting support.

Chapter 6: Guidelines for Using Online Social Media Tools

The FWWG currently maintains a Gmail account, an account on Facebook, a website (<http://wildlife.org/fwwg>), and a Google Drive for document sharing and storage. These tools are used to aid the FWWG in following its objectives as outlined in the Charter:

- *Provide regular communication among members of the Society experienced in forestry and wildlife management practices.....;*
- *Promote membership in TWS to wildlife professionals interested in forestry and wildlife;*
- *Provide information and technical assistance to journalists, government officials, other organizations, and the general public in the area of forest management policy.*

Social media can facilitate these objectives by providing a means to communicate the scope, goals, and objectives of the FWWG to current or potential members, promoting relevant upcoming events or opportunities, and sharing other relevant information of interest to the membership.

Gmail Account

A FWWG Gmail account was created in 2016 as a means of communicating to the membership from a recognizable email address that can then be used by future Boards. Communications via email most often include (but are not limited to): e-newsletters, Board meeting minutes, and information on upcoming Board elections. This account is currently maintained by the Secretary-Treasurer.

Facebook

Access and administration of the account

The FWWG Facebook page is a public page that may be accessed and “followed” by anyone with a Facebook account. The page can be accessed [here](#). At this time (2017), the account primarily is maintained by Secretary-Treasurer, with content supplemented by Student Liaison. When FWWG members wish to have content publicized on Facebook, they may send it to either of the above, who will review the content for “appropriateness” and consistency with FWWG Charter, and post the content.

Content

Content may include a variety of forms on Facebook including (but not limited to) photographs, videos, links to articles or interesting websites, information on upcoming events, etc. Any content posted to Facebook under the FWWG page should be politically neutral and relevant to professionals in the area of forestry and wildlife. Promotional information need not be strictly confined to FWWG events and activities, but also should link to other groups and organizations to broaden the FWWG network.

Communications on Facebook often are informal and conversational. However, the authors of posts will avoid inflammatory or derogatory language when posting to the FWWG account.

Photos

When posting photographs, images, or other artwork (unless the work is public domain), an effort should be made to obtain permission and credit the owner within the post. If the work is public domain, permission need not be acquired, but the author may still credit the artist/owner if that information is known.

Frequency of activity

Maintaining consistent activity on the account will best engage Facebook followers. The account should be monitored, updated or at least visited by the administrator(s) every 2-3 weeks.

Website

Creation and administration of website

The FWWG website is located at www.wildlife.org/fwwg and is maintained by The Wildlife Society's Wildlife Programs Coordinator (Mariah Simmons as of 2/3/16, msimmons@wildlife.org). To make modifications to the webpage, content and requests for changes may be sent to the coordinator. These will primarily be made by the Secretary, though other board members may do so as well.

Content

Content can be provided by any FWWG member and will be reviewed and posted by the Secretary or other designated or official administrator. Content should be directly linked to the FWWG or other related groups. Because much the information provided on the website is static, content can be updated on an as-needed basis. However, care should be taken to ensure that information provided (e.g., current board members and upcoming events) is accurate and up-to-date.

Website content will include names and contact information of current Executive Board members, FWWG goals and objectives, board meeting notes, and a copy of the FWWG Charter.

Other content may include:

- *Information about Executive Board members (e.g., biosketches);*
- *Meeting minutes;*
- *Lists of upcoming events (e.g., conferences, other meetings, grant opportunities, webinars, etc.);*
- *Blogs;*

- *Link to join;*
- *Link to donate!*

Document Sharing and Storage

The current method of document-sharing and storage among Executive Board members is through a Google Drive account. This account currently is maintained primarily by the Secretary-Treasurer. Access to the Google Drive is invitation-only and (with some exceptions) accessed only by the Executive Board.

TWS provides document-sharing services for subunits on the TWS website. However, the current (2015-17) Board decided against using this platform. Future Executive Boards are welcome to explore use of this service instead of or in addition to the current Google Drive or other file-sharing service site.

Limitations of Google Drive

Federal government email accounts currently are unable to fully participate in document sharing with non-federal government email accounts via Google Drive. Certain other entities (e.g., state agencies with aggressive firewalls) may experience similar restrictions. For this reason, Board members in these situations should consider using a personal email account to access and share documents on the Google Drive.

Adding Accounts

The FWWG may create additional social media accounts. This decision will be voted on by the FWWG Executive Board. Additional accounts should substantively benefit the FWWG by supplementing existing accounts and/or reach an audience unlikely to be served by website and Facebook accounts. Additional administrators to maintain additional accounts should be designated at the time they created.

Chapter 7: Guidelines for E-Newsletter

The FWWG currently publishes an electronic newsletter (aka e-Newsletter, newsletter) for distribution to its members. The newsletter will aid the FWWG in meeting the following goals and objectives outlined in the Charter:

- *Facilitate communication and the exchange of information among members of The Wildlife Society interested in forestry and wildlife;*
- *Provide regular communication among members of the Society experienced in forestry and wildlife management practices through meetings, symposia, workshops, newsletters, specialty publications, and other means.*

As the newsletter is a time-consuming activity, the Executive Board should consider whether this task be assigned to a current Board Member or have another working group member (liaison with the Board) function as newsletter lead (Editor).

Schedule

Currently, the Editor will publish four issues of the newsletter annually by the following dates: January 30, April 15, July 15, and October 15. The Editor will provide a draft of each issue to the Chair at least two weeks prior to the publication date, and the Chair will have seven days to review the issue and provide edits and comments back to the Editor. The Editor will then make revisions accordingly, share the final version with the Chair, and coordinate with the Secretary (or Secretary/Treasurer) to forward the issue to the membership via the FWWG email account (tws.fwwg@gmail.com) by the aforementioned publication deadlines.

Content

Part of the newsletter content will consist of summarizing FWWG Board meetings and activities. Each issue will contain:

- Header/banner picture with TWS logo and/or FWWG logo;
- Volume number, issue number, and date (month/year);
- Link to URL of meeting notes posted to the FWWG website;
- Highlights of Board meeting minutes (items typically included: Treasurer's Report, FWWG sponsorship of workshops or meetings, travel grant opportunities and winners, position statements, collaborative projects among organizations with similar goals, and other working group business);
- Advertisement of relevant upcoming events or opportunities (e.g., forestry and wildlife related meetings/conferences, training or professional development opportunities, or grant opportunities);
- Invitation for the membership to "follow" or "like" the FWWG on Facebook or other social media outlets;
- Citations for recently published research from relevant journals (e.g., Journal of Wildlife Management, Journal of Forestry, Forest Ecology and Management, Wildlife Society Bulletin);

- Reminder to access the FWWG website for official Board meeting minutes, Board member profiles and contact information, and other FWWG news; and an
- Invitation to provide future newsletter material to the Editor.

Certain issues of the newsletter, depending on the time of year, will contain:

- Highlights of the FWWG Annual Meeting at the Annual TWS Conference, including FWWG priorities for the new year if available or known, and a feature of the travel grant winners if applicable [January issue];
- Invitation to the FWWG Annual Meeting at the Annual TWS Conference, biannual FWWG elections (including candidate bios and ballot), and an advertisement (including application submission guidelines and procedures) for student travel grant(s) to the Annual TWS Conference [July issue]; and an
- Introduction of the newly elected FWWG Board members, and reminder invitation to FWWG Annual Meeting at the Annual TWS Conference [October issue].

Additional content deemed appropriate by the Chair and Editor may be included. Every effort should be made by the Editor to create a newsletter that is colorful, inviting, and interesting, while maintaining a professional appearance, within the constraints of the software (e.g., Mail Chimp) used to create the newsletter. Permission to use photographs, images, or other artwork (unless the work is public domain) must be obtained by the Editor, and credit given to the owner in the appropriate issue.

Access and administration of Mail Chimp

A Mail Chimp account, maintained by the Editor, will be used to create the newsletter. An email address (fwwg.editor@gmail.com) will be maintained by the Editor, for access to and ownership of the Mail Chimp account and to receive emails from the FWWG membership.

When members have content to be published in the newsletter, they may send it directly to the Editor (fwwg.editor@gmail.com); the Chair and/or Editor will review the content for “appropriateness” and consistency with the FWWG Charter. If future editors choose to use another software program to develop the newsletter, they will update the FWWG operating manual accordingly.

Distribution

When a newsletter is ready for publication and distribution, the Editor will send the final version of the newsletter issue directly from Mail Chimp (via email) to the Secretary (or Secretary/Treasurer), who will then forward it to the membership using the official FWWG email account by the publication deadline.

Archival

Each newsletter issue (i.e., distributed email) will be archived as a PDF file by the Secretary (or Secretary/Treasurer) for the FWWG, using the Working Group’s Google Drive account.