



VOLUNTEER ORGANIZATIONAL STRUCTURE TASK FORCE

A REPORT TO THE SAF COUNCIL

December 4, 2004

David Wm. Smith, CF, *Chair*
Ann E. Camp, CF
Jake S. Donnay
Sharon T. Friedman, CF
Michael T. Goergen, Jr.
John A. Helms, RPF
Kenneth M. Laustsen, CF
Gary Schneider, CF
Robert G. Sturtevant, CF
R. Scott Wallinger
Louise Murgia, CF, *Staff Liaison*

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I – Forward

Although enhancing structural effectiveness is the Volunteer Organization Structure Task Force's (VOS TF) main goal, we believe it is essential to recognize that the forestry profession and the scope and complexity of forest resource management are undergoing the most profound changes in scope in its history. In the course of its work the task force closely examined numerous factors about foresters and forestry, student enrollment, and active membership. It examined a variety of internal and external challenges that face SAF and the forestry profession. As a consequence of that work, the task force believes that it is essential for SAF to give prompt, serious consideration to current US and worldviews of what constitutes "forestry" and "foresters" and to recognize realities of the way professional forestry has evolved over the last few decades. The key challenge is to determine "who we are" and "what we want to be" as a professional organization.

Forestry began with the science of silviculture based on silvics—the ecology of forestry. It added a body of related knowledge and management skills that stood the profession in good stead with emerging biological knowledge and the initial needs of forests and society. But the world has not stood still. The body of sciences related to forests and foresters has grown enormously and the scientific and professional fields associated with forests have grown with it. SAF has not capitalized on the broadening field of forestry and by not doing so it has, in fact, created its own competition—competition that now threatens the future existence of the profession of forestry, SAF, and the concept of "foresters."

The task force notes that:

- SAF membership has declined from 21,400 members in 1979 to 15,400 members in 2004 (Figure #1).
- Over the past 5 years, SAF professional members have dropped 9.9% from 14,324 to 12,895.
- Undergraduate enrollment in National Association of Professional Forestry Schools and Colleges (NAPFSC) institutions has declined from about 4,700 students in 1980 to about 2,100 members in 2003 (Figure #2).¹
- During the same time, undergraduate enrollment in Wildlife, Fisheries and Conservation Biology rose from 1,500 to 1,900 and enrollment in Natural Resources, Environmental Science, Applied Ecology and related fields rose from 1,000 to 1,800 (Figure #2).¹
- In 1980, students in traditional forestry courses represented 50% of all students enrolled in fields related to forestry (4,700 out of 9,400).
- In 2003, students in traditional forestry courses represented 26% of total student enrollment.
- The Ecological Society of America today has 8,100 members and a full array of professional activities.
- The Society for Ecological Restoration International has 2,300 members in 37 countries and all states in the U.S.

¹ T.L. Sharik and K. Earley. 2004. Undergraduate Enrollments in Natural Resources by Field of Study for NAPFSC Institutions, 1980- 2003.

- The Wildlife Society has more than 9,000 members in 60 countries and throughout the U.S.
- The Society for Range Management has more than 4,000 members in 48 countries.
- Those and similar organizations, including the American Association for the Advancement of Science, are present in a much wider array of policy arenas than SAF, and they are beginning to exert far more influence on forest policy than does SAF.

Many of those professionals work in or are very closely associated with forests. Public and private organizations are hiring them steadily, and more and more of them are the senior managers of public and private forests. Most of those professionals could belong to SAF if they perceived that SAF and foresters had a broader concept of forests and forestry. With every year that passes, more and more students enroll in fields closely allied to forestry, but not in "forestry" in the traditional sense. Fewer and fewer students choose to enroll in "forestry" and an increasing number express an aversion to the term "forester" because they view it as too narrow in scope.

In a sense SAF and forestry are like a deliquescent elm tree. In its early years it grows straight and tall with a single stem—the traditional core of forestry. SAF and forestry were like that for the first 50 years. Over time, other branches form and begin to gain codominance within the tree. By the time the tree is 100 years old it has a broad crown with many codominant branches—all part of the same tree. SAF and its members need to decide whether forestry and SAF want to be the entire tree—as it started a century ago and thus encompass all of the uses and values of forests that have emerged—or remain just one of its many large branches. It can do either, but it must recognize that each year a single branch is a smaller part of the growing tree. It could break off and in a few years it isn't missed and there is no gap. Some people may look at the tree closely to examine each of its branches, but from a distance the public sees only the whole tree—and many of the other large branches do not recognize that they are all attached to the same central tree stem!

With this perspective in mind, the VOS TF has included a section in its report that elaborates on those changes more fully. It's not a part of the official scope of the task force's charter, but the information is so important to the future of SAF we would be derelict to not put it before the members of SAF for wider discussion and conscious decisions. The basic organizational approach that the VOS TF has developed could apply in concept just as well to a much larger SAF organization if the members choose to capitalize on the broader and more holistic view of forestry and forest resource management in the profession's second century in America.

Actually, recognition of these changes in the profession is not new to SAF. In 1971, Council formed a Forest Science and Technology Board to encourage members to focus efforts in 27 working groups that included such broad areas in forestry as forest entomology, forest economics, hydrology, forest physiology, recreation, and urban forestry. Also, SAF made the broad definitions of "forestry" and "forester" more explicit in its Dictionary of Forestry (1998), in its membership criteria, and in accreditation standards. To regain vitality and to be a strong and credible force in US forestry in the coming decade, the challenge for SAF is to capitalize on this recognized breadth of forestry—to do otherwise is to continue to decline in relevance and significance.

The task force recognizes that its recommendations in this report are probably the most significant proposed structural changes in SAF's history. It is critical that SAF seriously consider who we are, what kind of organization we hope to be, and what kind of organizational structure fosters a vital and vigorous profession. As we consider our future, it is imperative to retain focus on SAF's Mission, professionalism, and the sound management and conservation of American forests. To become the forestry professional organization of choice, we need a structure that fosters services to members and enhances member involvement in professional development.

SAF Membership Trends 1979-2004

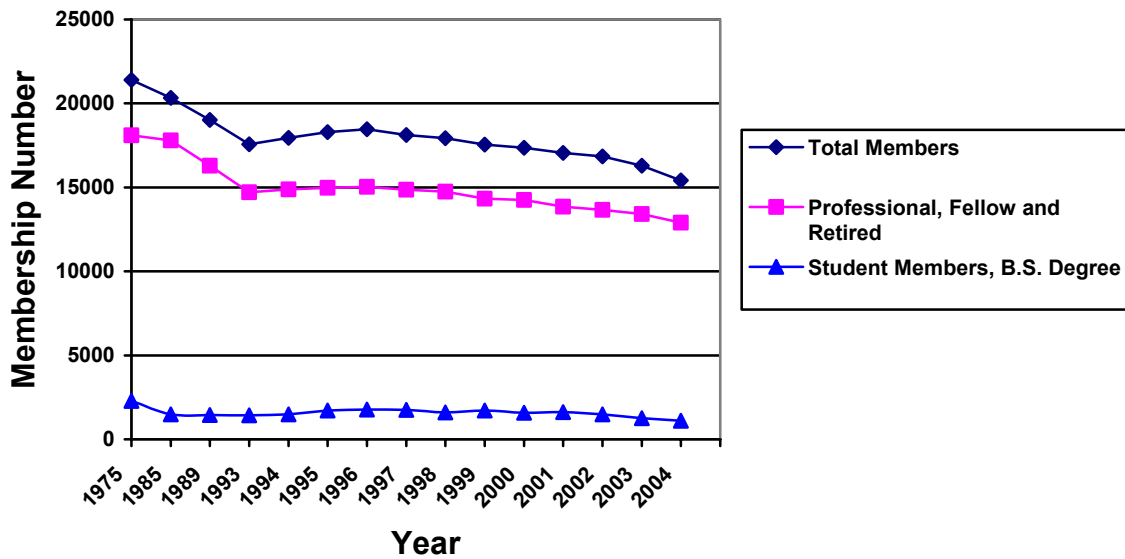
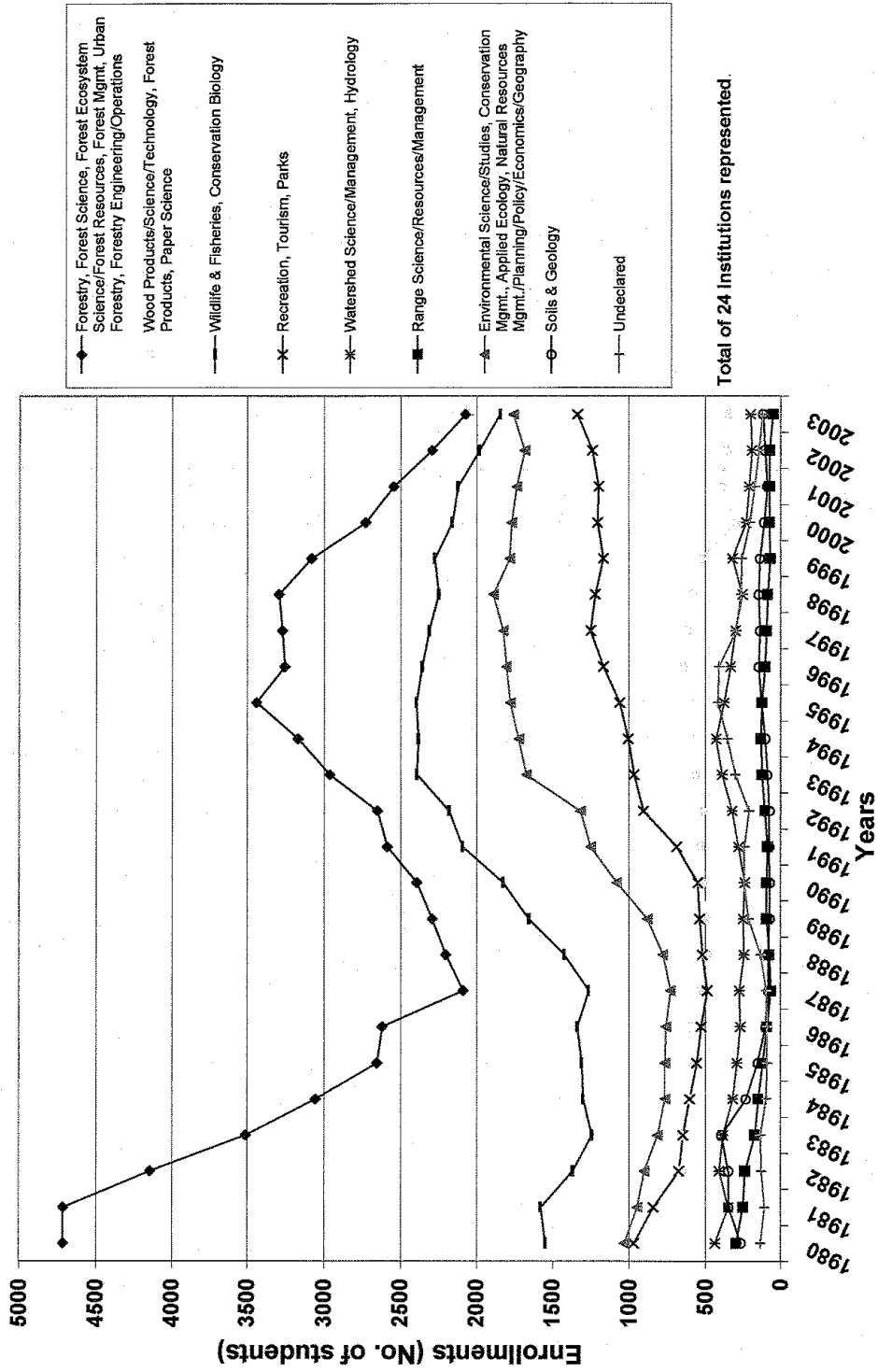


Figure 1 represents SAF Membership Trends from 1979-2004.¹

¹ Membership numbers are from December 31 of each year except for membership numbers for 2004, which are from the October 2004 membership report.

Figure 2. Undergraduate Enrollments in Natural Resources by Field of Study for NAFSC Institutions, 1980-2003^a



Total of 24 Institutions represented.

^aCompiled by T.L. Sharik and K. Eartey, Department of Environment and Society, College of Natural Resources, Utah State University, March 10, 2004.

II – Introduction and Background

There is little debate that the Earth's forests are absolutely essential to life on the planet as we know it today. There is also little question that in the past two decades there has been a significant increase in the number of values and uses of forest resources that have come to the forefront as being important to society. Couple an ever increasing human population and a finite forest land base with the strong competition for uses and values that forests provide, and you have set the stage for forest resource management decisions that are biologically more intricate and complex than we had ever envisioned. These decisions also have significant economic, social, and political implications that we must understand and embrace.

It logically follows that the professional forester of the future will have to be educated and trained to address the forest resource management challenges of the day. It is therefore incumbent upon the professional society, the Society of American Foresters, to have a vision for the future and strategies in place that ensure we are ready and able to provide the professional expertise for the sustainable management of our vital forest resources and associated environments in the future. The VOS TF is concerned with the future structure of the SAF—a structure that will enhance the organization so that it is relevant, efficient, and effective in dealing with the challenges, opportunities, conditions, and constraints of tomorrow.

The SAF Council chartered the Volunteer Organizational Structure Task Force in December 2002. Under the initial charter, the final report was to be completed for the December 2003 Council meeting. During this time, the SAF executive vice-president had resigned and the task force chair, David Wm. Smith, CF, was leading a search team for a new executive vice president. It was agreed that it would not be in the best interest of the SAF for the VOS TF to move forward until the newly appointed SAF executive vice-president was in place and in a position to be a full participant in the task force activities. The new executive vice-president was selected in June 2003 and the task force roster was finalized in August 2003. The SAF Council amended the charter to alter the completion date for the VOS TF report to December 2004.

The objectives in the charter were:

- 1) To evaluate the implementation success of the 1994 VOS TF report.
- 2) To evaluate the effectiveness of the current organizational structure in meeting the mission and strategic direction of the Society of American Foresters.
- 3) To recommend changes to improve the vitality and effectiveness of the organization.

The task force was to be composed of the 2003 immediate past-president as chair, the 2003 or 2004 vice-president, the 2003 or 2004 chair of the House of Society Delegates, the 2003 or 2004 chair of the Forest Science and Technology Board, a student leader, members at large, and the executive vice-president. The completed roster is as follows:

Chair
David Wm. Smith, CF
Blacksburg, Virginia

**Executive Vice President
and CEO**
Michael T. Goergen, Jr.
Bethesda, Maryland

SAF Vice President
John A. Helms, RPF
Berkeley, California

2003 HSD Chair
Gary Schneider, CF
Knoxville, Tennessee

Student Leader
Jake S. Donnay
St. Paul, Minnesota

FS&TB Chair
Ann E. Camp, CF
New Haven, Connecticut

Member at Large
R. Scott Wallinger
Seabrook Island, South Carolina

Member at Large
Robert G. Sturtevant, CF
Ft Collins, Colorado

Member at Large
Sharon T. Friedman, CF
Falls Church, Virginia

Member at Large
Kenneth M. Laustsen, CF
Waterville, Maine

Staff Liaison
Louise A. Murgia, CF
Bethesda, Maryland

Specific activities in the charter, to meet the objectives, included:

- 1) An objective analysis should include a review of the 1994 VOS Task Force report and subsequent Council approval of its recommendations.
- 2) A review of the June 2002 Ad Hoc Committee Report on VOS.
- 3) A review of the national *Constitution and Bylaws, Standard Minimum Bylaws for State Societies and Chapters*; published literature in the association management field addressing the issue; and a survey and assessment of the effectiveness of state societies, divisions, chapters, and working groups.

The task force started its work with a face-to-face meeting during the 2003 SAF National Convention in Buffalo, New York for task force members in attendance at the convention. The task force held a conference call in spring 2004, held a two-day face-to-face meeting at Wild Acres in August 2004, and a face-to-face meeting at the Joint 2004 Annual General Meeting and Convention in Edmonton, Alberta, for those task force members in attendance at the convention. The task force made extensive use of electronic communications and conference calls to conduct its routine business.

Specific activities included:

- 1) Letters to past presidents, current committee chairs, FSTB chair, and past HSD chairs requesting feedback and ideas.
- 2) A survey to all student members seeking specific feedback on student activities and programs.

- 3) A request to past Council members regarding Council's activities and interactions with HSD and FSTB.
- 4) A request to current Council members regarding Council's activities and interactions with HSD and FSTB.
- 5) The task force requested feedback and ideas from the national office staff.

All information was forwarded to task force members and discussed during its August meeting at Wild Acres, in subsequent phone calls, and through electronic communication exchanges.

Brief summaries of SAF's historical structural changes are contained in **Appendix A**.

III – Considerations and Assumptions

- **We want an organization that our members like and think is important and that will utilize their limited *volunteer time* efficiently and effectively with maximum value to them.** The Society of American Foresters is a volunteer organization and *volunteer time* is one of our critically important assets. Each SAF member has a finite amount of *volunteer time* that he or she is willing or able to spend on the Society’s work. The more they like the Society and feel that it is personally important, the more *volunteer time* they may be willing to give.
- **As the forestry professional society, we are obligated to provide a home that is comfortable for all of our professional forestry colleagues.** The profession of forestry is a broad field. When one considers the many uses and values of forest resources, the biological, social, economic and political implications involved in forest management decisions, and the regional differences associated with our nations and world forests, it is evident that we in fact have a complex and multifaceted profession.
- **We must have an SAF structure that fully utilizes the latest information technology.** In the past 10 years we have seen unprecedented changes in how we communicate, how we talk with each other, where we get information, the amount of information that is available to us, in our ability to see in “real time” happenings from all over the world—and even from outside the world.
- **SAF is a *grassroots* organization.** The members make it work. We need to have a structure that strengthens our ability to serve the membership at a level closer to the *grassroots*. We need to have a structure that will foster a balance among local, state and national issues and needs. We need to have strong national leadership, but the strength and vitality of the national organization depends on the strength and vitality of the local and state organizations and the members who provide the leadership and contribute to and benefit from the Society.
- **The Society of American Foresters is the national scientific and educational organization of the forestry profession in the United States.** The mission of the SAF is to advance the science, education, technology, and practice of forestry. Science is at the very core of what the SAF is all about. If the SAF and the profession are to remain relevant, then it is essential that the knowledge of professional foresters be current and relevant.

The VOS TF addressed the structure of SAF with the thoughts presented in the **FORWARD** and the above statements foremost in mind. We asked the question: **If we were asked to create the SAF today, what would it look like?**

IV – Task Force Recommendations

The recommendations that follow are of three types. The *first type* deals with changes to the national structure of the Society. The recommendations for this first type consist of the basic concepts and sufficient detail for a clear and solid understanding of the proposed recommendations.

The *second type* of recommendations deals with changes to or within individual units of the Society at the national level. This would include changes in the structure of the Forest Science and Technology Board, the House of Society Delegates, and national committees/task forces, or significant change in the scope, objectives, or composition of these operating units.

The *third type* includes a recommendation and comments to Council that were received and/or discussed by the task force during its deliberations, but do not require structural changes. Such things as changes in position descriptions, suggestions for enhancing the effectiveness of a committee, task force, or sub-unit are included. The third type of recommendation and comments were not included under the VOS TF charter, but since the task force received and/or discussed the recommendation during our deliberations, we thought it appropriate to include them, and our comments, as part of our report.

IV-A National Structure Change Recommendations

IV-A-1 Council Districts and the House of Society Delegates Creating A True Regional Concept

The present national SAF structure, with 11 Council districts, was established when the membership was over 20,000 and significant growth was predicted. The 11 district Council members, and the vice-president, president and immediate past-president constitute the 14 voting members of the SAF Council. Today the SAF membership is about two-thirds of what it was then. From a governance and representation standpoint, and considering the strong national committee structure and solid national staff support, **the VOS TF believes that a smaller Council would have an enhanced ability to perform assigned duties and responsibilities at reduced costs.**

The SAF presently has a two-tiered structure composed of one district Council representative elected from within each district, and the House of Society Delegates composed of the chairs of the state, multistate, or intrastate societies. Both represent the membership, however only one tier, the district Council representative, has direct responsibility and accountability to the Council as specified in the SAF Constitution and Bylaws. As a result neither the district Council representative nor the HSD are as effective as they probably could and should be. The VOS TF desires to preserve the strengths of the HSD concept and ensure that both the Council representative and the HSD component of a district function in a unified manner under the same organizational umbrella—with lines of responsibility, authority and accountability that are simple, transparent, and accessible to all SAF members.

Recommendation—1:

It is recommended that the number of SAF districts be reduced from 11 to 7 and that the seven newly formed units be referred to as *regions*. The newly formed regions will be the primary focal points for carrying out the mission of the SAF, which will be facilitated by utilizing the latest communication technology. The new regions would be based on membership numbers, similar to the present district representation.

- The size of districts in the present 11-district model can range from 7 to 11% of the members eligible to vote. Using the seven region structure, the ideal mean membership of each region would be 14.3% of the total members eligible to vote, but could range from 12.0 to 16.6% before any adjustments in regional boundaries would be required.
- Boundaries for the seven regions were determined by seeking approximately equal membership representation (within the ranges just stated) and, to the extent possible, similar forest cover types, forestland ownership patterns/categories, potential social and political issues, and geographic size. **Existing multi-state societies remain intact and within the same region.**

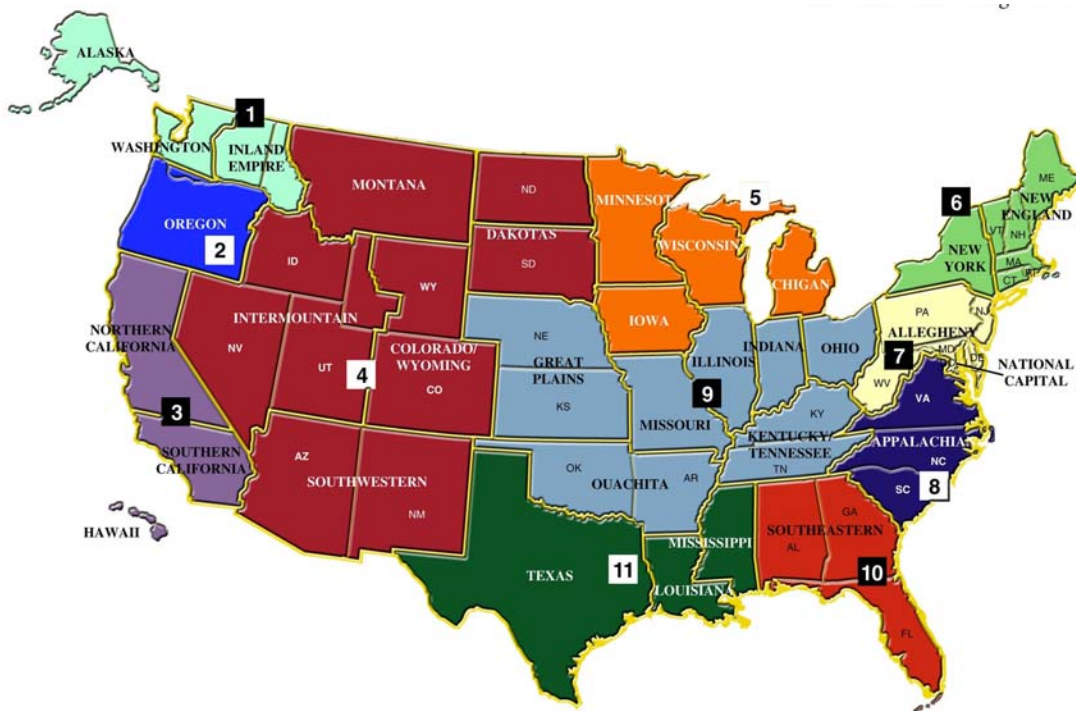


Figure 3: the present 11-district structure

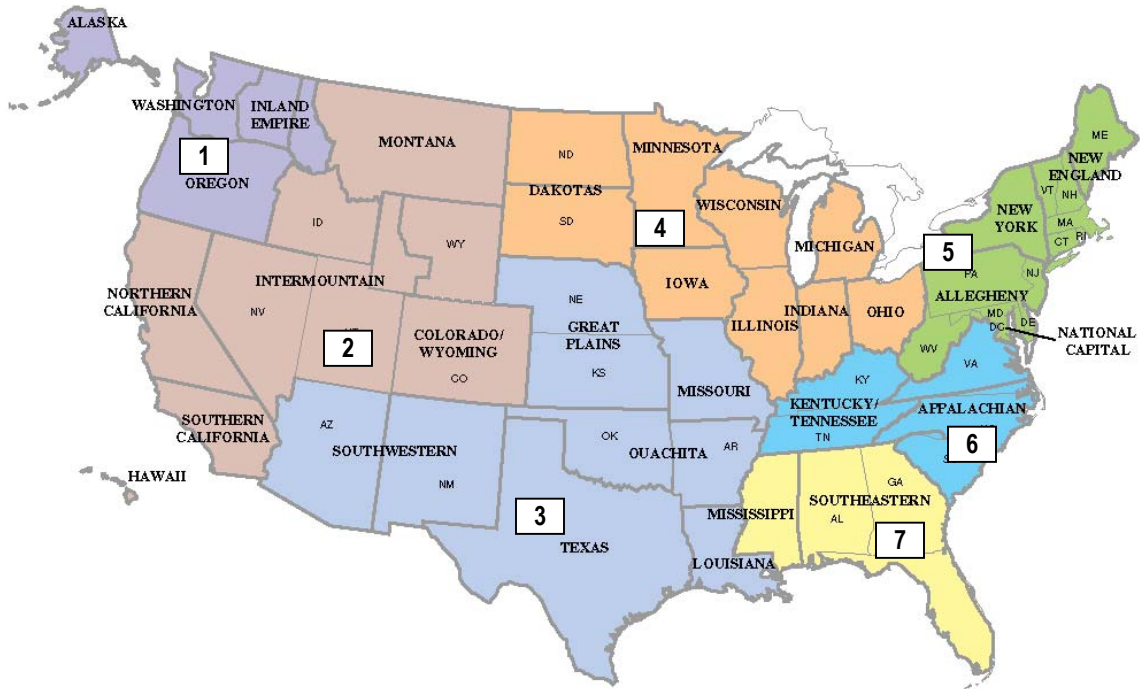


Figure 4: the proposed seven-region structure

Current District	Voting Members ¹	% of voting members	Proposed Region	Voting Members	% of voting members
1	958	7.43%	1	1,869	14.49%
2	911	7.06%	2	1,595	12.37%
3	745	5.78%	3	1,565	12.14%
4	1,189	9.22%	4	1,685	13.07%
5	1,235	9.58%	5	2,146	16.64%
6	1,287	9.98%	6	1,965	15.24%
7	1,136	8.81%	7	1,695	13.14%
8	1,368	10.61%	No Region	375	2.91%
9	1,300	10.08%			
10	1,313	10.18%			
11	1,078	8.36%			
No District	375	2.91%			
Total	12,895	100%	Total	12,895	100%

Table 1 compares the current 11-district and proposed seven region structures by the number of members eligible to vote and percentages of members eligible.

(Note: The VOS TF also looked at 6, 8, and 9 region models.)

¹ Voting Members from October 31, 2004 membership figures.

IV-A-1-a Council

The Council under the *proposed* seven-region model would be composed of seven voting regional Council members, the vice-president, president and the immediate past-president—for a total of 10 voting members. The president would only vote in the case of a tie. The only other permanent member of Council would be a non-voting student representative (see details in section IV-A-2 SAF Student Representation.)

IV-A-1-b Regional Governing Body – Regional House of Society Delegates

The regional governing body would be composed of a representative from each state or multi-state society, the Regional Council Member (RCM), a student representative, a science representative, and other representatives as deemed appropriate by the regional governing body called a Regional House of Society Delegates (RHSD). The chairs of state/multistate societies, the RCM, the elected student representative, and the science representative (see details in section IV-B-1 Forest Science and Technology Board) would be voting members of the RHSD. A chair of the proposed RHSD would be elected from among the voting members (because of fiduciary and time commitment requirements of the chair, the student representative would not be eligible to serve as chair) and would serve for a two-year term.

IV-A-1-c Regional Council Member

The RCM, as part of his or her national governance responsibilities, would have direct responsibility for carrying all concerns, issues and recommendations from the RHSD to Council for deliberation, consideration, discussion, or action as appropriate, and would keep the regional membership informed of all Council and national committee/task force actions and activities. The RHSD would have responsibility for ensuring that the mission of the SAF is addressed at regional, state, and local levels. This would likely include significant dialogue with or among other RHSDs. Dialogue, collaboration, and joint activities between or among state or multistate societies, divisions or chapters, and between or among regions is strongly encouraged and highly recommended. Developing working relationships, based on common professional concerns and shared interests, is the goal regardless of any perceived artificial boundaries between regions.

It is anticipated that the RHSD organization would rely on a combination of one or two face-to-face meetings per year and various forms of electronic communications to conduct business in a timely, efficient and effective manner. Extensive and frequent use of newly formatted and expanded web sites would be essential for the success of the regional organization. The VOS TF is not proposing specific regional offices as part of the recommended structure and leaves this to the decision of each region, as it may deem appropriate. The VOS TF collected detailed information on at least 3 different regional office structures that are presently in use within the SAF. These structures are available upon request from the national staff.

IV-A-1-d National Convention

Under the *proposed* regional model, it would be appropriate to consider a national convention every other year, with regional conventions in the intervening years.

- The present national convention has its place and is essential to the long-term viability of the SAF. However, whether a national convention should be held annually requires serious consideration in terms of how well it serves the broad membership as well as

administrative time, costs, and types of programs. A typical national convention draws from 1,300 to 2,000 attendees and lasts from 4 to 6 days, not including travel time.

- It is probably reasonable to expect that well-planned regional conventions could each draw 350 to 500 attendees, be of two to three days in length, and require substantially less travel and probably lodging costs.
- It is the opinion of the VOS TF that a combination of national and regional conferences would have a much broader appeal to members and provide a greater variety of relevant programs. The combination of regional and national meetings would enable a broader range of issues to be addressed and would provide networking and professional interaction to a much larger proportion of the SAF's membership.

IV-A-2 SAF Student Representation

An essential part of the proposed structural changes as described in the regional HSD model is the full integration of Student Members into the overall SAF structure. We envision students as being an active and integral part of the SAF while keeping in mind priorities and time constraints associated with being a student.

Students who graduate and enter the forestry profession are its lifeblood, and the VOS TF believes it is essential to maximize student representation in the SAF at national and regional levels. Strong student representation on the SAF Council and at the regional House of Society Delegates will keep student involvement at the agenda forefront at both levels. Proposed structure changes will encourage students to continue membership and activities upon graduation. Keeping with these thoughts, the VOS TF recommends the following changes to student leadership roles, leadership position election procedures, and recommended changes to the National Student Assembly (NSA). The proposed structure integrates students into the full SAF regional and national governance rather than establishing a separate student governing body within the SAF. This is in response to concerns expressed by students and SAF leadership regarding the student level involvement in SAF.

IV-A-2-a Student Representation at the Regional House of Society Delegates

Recommendation—2:

It is recommended that a student representative be on the regional House of Society Delegates governing board. The Regional Student Representative (RStR) will consist of a one-year term beginning May 1 and ending April 30. The RStR will hold full voting rights on the RHSD governing board.

The responsibilities of the RStR will be to:

- Bring student member opinions, concerns, and issues to the RHSD.
- Monitor and report student chapter activities to the RHSD.
- Build a partnership with regional faculty representatives and student chapter chairs.

Secondary (i.e., encouraged) responsibilities include:

- Communicate the SAF Mission and Core Values among student chapters.

- Encourage student chapter activities that advance the Strategic Plan and encourage student chapter activities that promote its advancement.
- Ensure that student chapters have established membership plans.
- Encourage interaction among student chapters, local chapters, and/or state societies.
- Assist inactive chapters and monitor their progress.

The RStRs will be expected to develop a communications plan involving the regional student chapter chairs, faculty advisers, and SAF student members. The RStR shall also assist in planning any student activities held during regional meetings. It is further recommended that an Alternate Regional Student Representative (ARStR) be elected. The ARStR will assist the RStR with the above or individual responsibilities from above can be assigned directly to the ARStR to distribute the volunteer work. Complete position descriptions will be needed for both student leaders. If the RStR is unable to carry out his or her term, the ARStR will assume the above responsibilities. The RStR and ARStR will be elected positions.

IV-A-2-b Student Representative on Council

Recommendation—3:

It is recommended that a Council Student Representative (CSR) be added to the SAF Council as a non-voting member. It is further recommended that an Alternate Council Student Representative (ACSR) be appointed. The CSR will hold a one-year term on Council beginning May 1 and ending April 30. The Alternate Council Student Representative (ACSR) will assist the CSR with the above duties. If the CSR is unable to complete his or her term, the ACSR will assume the CSR duties. The CSRs and ACSRs will be determined on a rotating basis from among the seven Regional Student Representatives.

The responsibilities of the Council Student Representative (CSR) include:

- Attending the SAF Council meetings as the official representative of student members. The CSR will forward student concerns and suggestions to Council.
- Chairing the SAF Student Congress and Student SAF Executive Committee (outlined below)
- Assisting RStRs with any student issues or concerns that emerge at the regional level.

Alternatively, the Regional Student Representatives could vote among themselves to select the CSR and ACSR. No region could be represented on Council for two or more consecutive years. The outgoing CSR and ACSR would be responsible for conducting the election with the national office responsible for tabulating and confirming results. Any ties should be broken by the outgoing CSR.

IV-A-2-c SAF Student Congress

Recommendation—4:

It is recommended that a National Student Congress (NSC) be established to replace the present National Student Assembly (NSA). The NSC would meet at the National Convention. The mission of the NSC would be to foster the personal and professional

development of SAF student members, encourage educational excellence, and advocate for student issues. This body will also allow student leaders to meet face-to-face during convention years to share ideas, express concerns, and discuss SAF programs. The VOS TF recommends that this new body be called the SAF Student Congress.

The CSR will chair the National Student Congress. The ACSR will serve as the vice-chair and assist with the business meeting held during convention. It will be the responsibility of the CSR to bring to Council any issues or concerns brought forth by the NSC.

The National Student Congress differs in the following ways from the current NSA:

- The CSR and ACSR serve as the organizers and leaders of this organizational body.
- The SAF Student Congress will only consist of student chapter chairs, RStRs (or ARStRs), the CSR and ACSR. Only these individuals can bring forward issues and/or concerns for discussion.
- Formal voting rights are restricted to the CSR, ACSR and the remaining five RSRs.
- The NSC would convene during the SAF national convention.
- The planning of convention student activities (e.g., student icebreaker, quiz bowl), outside of the NSC, would still lie with the host school student chapter. The host school is defined as the school found within the state where convention is being held. If two or more schools are found in the host state, it will be the responsibility of the student chapters to determine which student chapter will act as the host school.

IV-A-2-d SAF Student Executive Committee

Recommendation—5:

It is recommended that a Student Executive Committee (SEC) be established. The SAF Student Executive Committee would fall under the jurisdiction of the SAF Student Congress. The SEC would consist of the CSR and the remaining 6 RStRs, with the CSR chairing the committee.

The Student Executive Committee would carry out the following duties:

- Create an active communications network between the CSR and Regional Student Representatives.
- Manage current programs and services including student awards, the student listserv, national mentoring program, and student information on the SAF website
- Compile an annual report regarding student activities within the Strategic Plan.
- Assist the national office and host school in planning student activities during convention years.

Additional details concerning the recommendations for student representation in SAF can be found in **Appendix B**.

In order to visualize better the *proposed* structural changes refer to **Figures #4** and **#5**. **Figure #4** is the *proposed* organizational structure, and **Figure #5** is the *present* structure.

Figure 4: Proposed SAF Structure

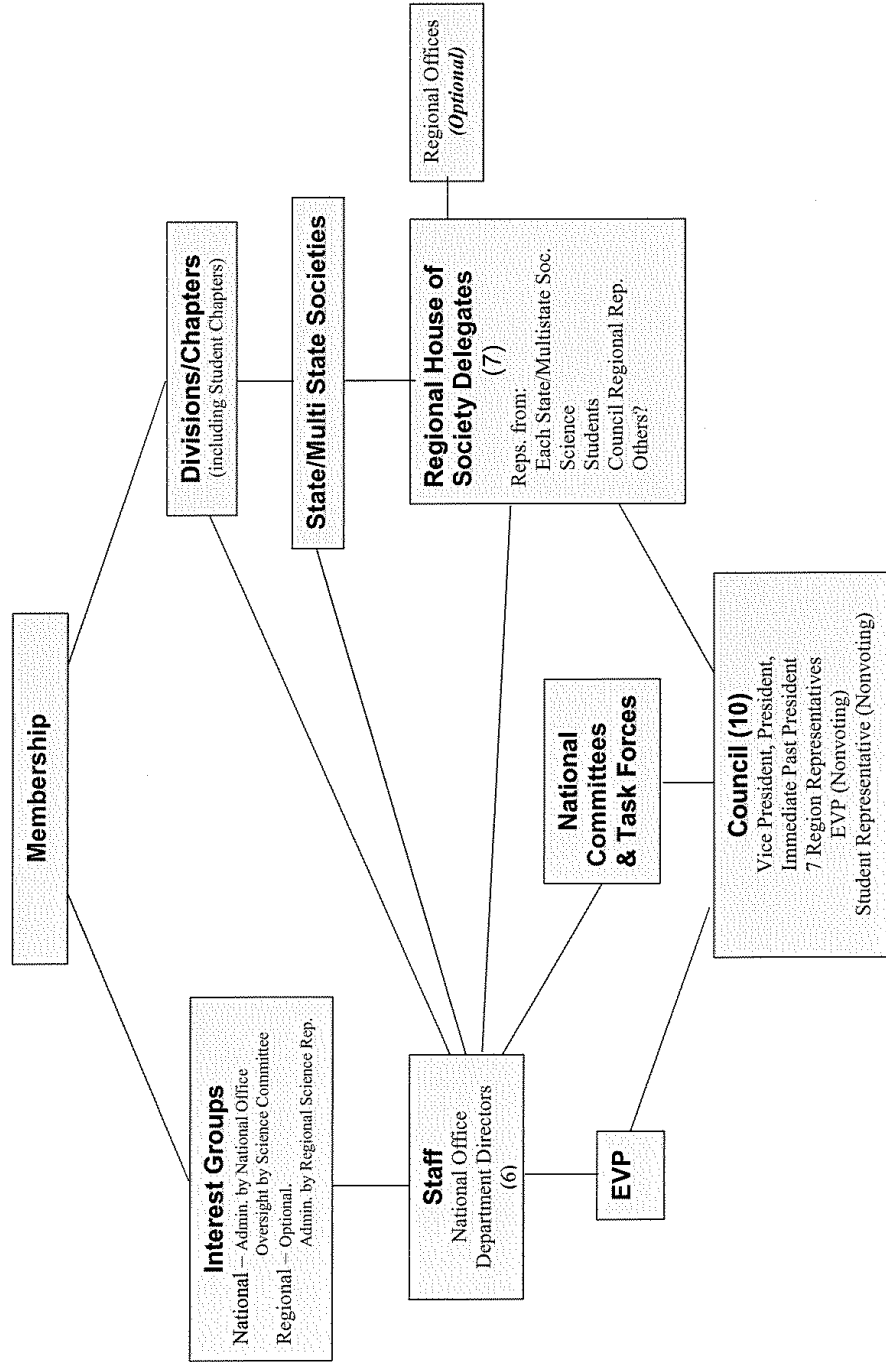
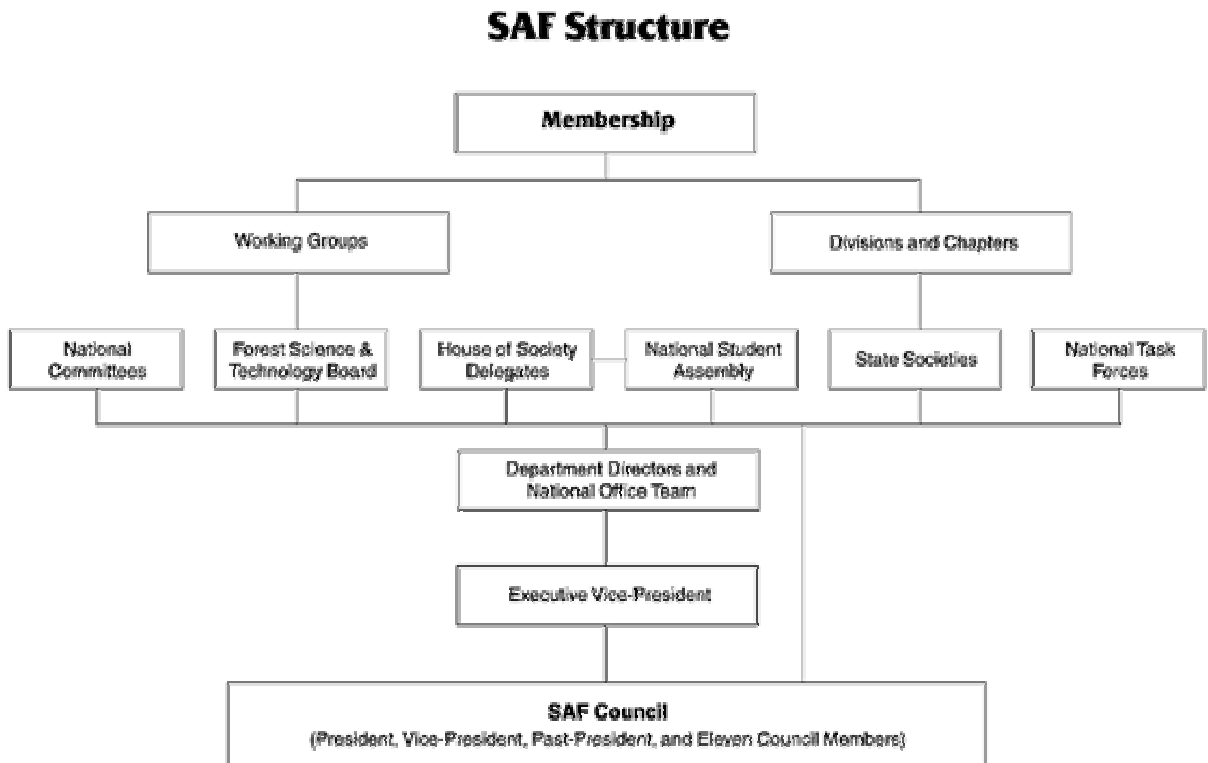


Figure 5: Current SAF Structure



IV-A-3 National Leadership Academy

No changes are being recommended for the National Leadership Academy. The task force is strongly supportive of the Academy and fully understands how important it is to the long-term success of the SAF. Not only do we feel that it strengthens the SAF, but we also believe that it provides leadership skills and abilities that are helpful to our members as they become more active in civic and community affairs. Under the *proposed* regional model, the role of the Leadership Academy and leadership training and education at regional and state levels will become more important, and the need for format and content revisions carefully evaluated. Consideration should be given to holding some national committee meetings in conjunction with the Leadership Academy each year. This could provide a venue and the atmosphere for very fruitful interaction and exchange of ideas among the grassroots leadership, national office staff, national committee members, and the SAF national leadership.

IV-B National Level Unit Change Recommendations – Forest Science and Technology Board and National Committees/Task Forces

The VOS TF strongly believes that an active, highly visible, functional, and effective science program is essential to the SAF. The role of science in the context of the SAF structure needs to be expanded and be an integral part of governance system from the grassroots to the SAF Council and members at all levels need greater opportunity to participate.

IV-B-1 Forest Science and Technology Board

The mission of the Forest Science and Technology Board (FS&TB) and the associated subject areas and working groups is to provide the Society with an effective means for the dissemination, and use of forest science. The FS&TB is composed of six (6) subject area representatives (currently resources measurements, forestry systems, ecology and biology, management and utilization, decision sciences, and social and related sciences). Currently, the president appoints the FS&TB chair. The chair of the FS&TB is a non-voting member of Council. In addition, state, or multistate societies have the option of appointing a science and technology coordinator. The science and technology coordinator has no direct responsibilities to the FS&TB.

Working groups are communities of interest within the Society and there are currently 28 defined working groups. Based on the area of interest, each working group is placed in one of the six subject areas. Several working groups focus on areas of policy or practice and not on “science” in a normal sense. Working groups are established by the FS&TB as requested by members. Members sign up to be in one or more working groups and can express the level to which they wish to be involved (from a member on the list to chair of the working group). Each working group elects its own officers. Working group officers nominate and vote on candidates for its respective subject area representative.

The FS&TB, subject area representatives, and working group officers have had dedicated and hard working volunteers since the model was initiated in the 1970s; however, the science program, in the opinion of the VOS task force, has not functioned as initially envisioned.

The VOS TF believes that the structure of the present science component of the SAF prevents it from achieving the intended goals and the structure is a hindrance to success in spite of member interest. The science and technology coordinators, the FS&TB, subject area representatives and the working groups are for the most part operating outside the governance structure of the SAF because there is no formal tie to Council members, except the role FS&TB chair plays as a non-voting member of Council. At the state or multistate level, the visibility of the science and technology coordinator, if there is one, is highly variable.

For most members the science component just described is a virtual unknown. Members sign up for a working group with an expectation of getting something from the working group. This may or may not occur as some working groups are extremely active and some exist in name only. For many the only thing they get from the working group apart from access to a website is an annual ballot, and that does not always occur. Historically the FS&TB and the working groups have played a major and direct role in program development and content at the national convention. This role has been greatly diminished in the past three years due to emphasis on open solicitation of papers.

Recommendation —6:

It is recommended that the concept of the Forest Science and Technology Board be expanded and renamed the national Science Committee (SC). The role of the Science Committee would include identifying science needs, identifying new and emerging science, technology transfer, on-the-ground applications of science and technology, interfacing with scientists and practitioners from allied fields and professions dealing with forest resources, and identifying and engaging in social and political issues related to forest science and forest resource management. The SC will be composed of ten members.

- Seven of the members will be the Regional Science Representatives, with the remaining three subject area specialists. The Regional Science Representative RScR, a voting member of the RHSD (see Recommendation 2), would be appointed by the RHSD and serve for a minimum of a two-year term (preferably a three-year term), with the ability to be reappointed for one additional term.
- Three Subject Area Representatives (SAR), one each from biological/measurement sciences, management/utilization/decision sciences, and social/related sciences, will be appointed by the president for three-year staggered terms.
- The president will appoint one of the three SARs for a two-year term. The chair could remain as chair for an additional year if the two-year term went beyond the 3-year appointment or reappointment as a SAR. A new SAR would be appointed upon completion of the regular three-year SAR appointment/reappointment of the chair. Subject Area Representatives can be reappointed once. The chair of the SC can be reappointed once, so long as the total tenure on the SC does not exceed seven years.
- A key objective of diverse FS&TB should be the ability to look not just within the traditional scope of forestry technologies embraced within SAF membership but to also look beyond that scope to other relevant technologies that should be brought to the attention of SAF members.

The RScR would work closely with state and multi-state science coordinators, and would have authority to establish and chair a regional science committee as deemed appropriate. Duties and responsibilities of the RScR would include addressing at regional, state, and local levels, emerging scientific needs of practitioners, technology transfer, identifying and prioritizing research needs, identifying and implementing program needs for professional meetings, and networking with allied organizations and groups to identify and build on common ground related to science issues. Qualifications for the RScR would be commensurate with the duties and responsibilities as described above.

Science is so fundamental to the successful practice of our profession that the importance of the Regional Science Representative (RScR) and the proposed Science Committee (SC) cannot be over-emphasized.

IV-B-2 Working Groups

SAF working groups have been very successful in some cases and not successful in other cases. The VOS TF strongly believes that the concept of a “working group” is valid; however, the structure under which they have been operating must be changed in order to preserve the integrity of existing functional working groups and to enhance the probability of greater success in the future. It is also the desire to expand the scope of the working group concept beyond the present specific disciplines to include topics and issues that span the interests of the SAF membership at all levels of the organization.

Recommendation—7:

It is recommended that the term “working group” be changed to “interest group.” Interest groups (IG) can be established by a minimum of 20 SAF members, including a prospective chair, to address a specific issue or topic that is science, policy or practice in nature. The IGs could also be formed to work on a project, develop a program, solve a problem, or provide a service that is within the context of the SAF Mission and the current Strategic Plan.

- A charter developed by the IG membership will govern each interest group. The charter will contain, but not be limited to, the following; a descriptive name not to exceed six words; a clear and concise statement of objectives; a description of the organization of the IG that includes officers, specialized expertise or interest required or preferred, and any other special requirements; a statement of activities that are planned or anticipated; a description and/or list of the outcomes/outputs that are expected to result from the group; an estimate of the time it will take to satisfy the objectives; contact information for potential IG members; and, the intended use of the results if other than being reported on the IG web site. The duration of a charter can be from one to three years, with a provision for renewal upon review and revision of the charter.
- Officers of the IG will come from within and will be elected by the members of the IG. Potential members join an IG with the intention of participating in the activities of the group.
- The SAF executive vice-president will provide staff support for the IG system. This support will include review, compliance, and approval of all national IG charters, and general liaison and oversight of the IG program.

- The Science Committee and national office staff will provide oversight of the IG program and the IG will be responsible for providing input in the prescribed format and in a timely manner.
- All information about each IG will be available in the “Members Only” section of the SAF web site. The national staff will be responsible for maintaining the web site.
- Peer review of technical reports and similar information as may be appropriate will be integrated into the SAF Bylaws governing the interest group system.

IV-B-3 National Committees and Task Forces

IV-B-3-a General – Importance and Process

Effective and efficient functioning of the National Committee and Task Force system is absolutely essential to the relevance, vitality and sustainability of the Society of American Foresters. The key to success lies in an appointment process that gets the most dedicated and qualified members interested to serve on committees and task forces. The appointment process must be transparent, easy to find, contain complete and accurate information about each committee/task force, and have an application process that is easily accessible, straight-forward, and concise and that contains a standard and reasonable timetable. At the present time, the type of process just described does not exist in the SAF.

Recommendation—8:

It is recommended that a national committee/task force information area be established, probably in the “Members Only” section of the SAF website. This dedicated site would contain the following: a listing of all national committees/task forces, associated charters, a brief statement of member responsibilities, present members, term length, current officers, membership rotation process, estimated annual time commitment and travel requirement, and special background/qualifications (if any).

The website would also include a summary of routine vacancies for the upcoming year and the following year, application due dates, and a listing of vacancies (and duration) that have come about as a result of a member being unable to complete his/her appointed term. Finally, the site would contain a one- to two-page (maximum) application form that can be submitted electronically, by fax or regular mail. All appointments should be made at least 30 days prior to the beginning of the designated term.

It is imperative that national committees and task forces work effectively and efficiently, that their structure is appropriate for the assigned tasks, and that their work and findings are promptly and accurately communicated to Council and to the SAF membership as appropriate. In addition, because of the annual rotation of Council members, knowledge of the structure and function of national committees and task forces by Council members is often incomplete and confusing. It is the opinion of the task force that an oversight system needs to be initiated to ensure that national committees and task forces function effectively and efficiently.

Recommendation—9:

It is recommended that the duties and responsibilities of the vice-president and the immediate past-president be changed to include direct oversight for all national committees and task forces.

- The vice-president would have responsibility for those committees and task forces where advanced knowledge would be most helpful in preparation for assuming the presidency.
- The immediate past-president would have responsibility for other all committees and task forces.
- Both officers would ensure that all committee and task force chairs are familiar with the current Strategic Plan directly or indirectly related to their respective committees/task forces and with the tactics that had been identified to achieve the outcomes for the upcoming year or appropriate time period. Annual (or other appropriate time periods) working plans would be encouraged, and a summary of accomplishments would be provided to Council at the end of each year.
- Both officers would ensure that pertinent information is presented to Council by themselves or by the committee or task force chairs whenever needed to ensure that Council is fully informed of issues and progress and can make timely decisions as required to ensure that policy decisions, current structure, and available resources will be adequate to achieve the assigned goals and objectives.

IV-B-3-b National Nominating Committee

Each year a National Nominating Committee, composed of three Fellows or Members, is appointed by the president, with approval of the Council. In addition, a voting district nominating committee, composed of three Fellows or members, is appointed by the president after consulting with the district leadership. All nominations by nominating committees must be received in the national office by August 1. For no apparent reason, the appointment dates for the National Nominating Committee and the district nominating committee are different. If the nominating committees are activated because there are not sufficient candidates, they have only one month to complete their work—the month of July, a time when many individuals are on vacation. The following recommendations are designed to standardize the nominating process and allow sufficient time for nominating committees to do a very important task. A complete explanation of the problems and the recommendations are contained in **APPENDIX C** of this report.

Recommendation—10:

It is recommended that both the national and district nominating committees be appointed no later than February 1.

At the present time the National Nominating Committee must be appointed by January 15 and district nominating committees must be appointed by February 1. The above recommendation would standardize the appointment process.

Recommendation—11:

It is recommended that all nominations by petition be received at the national office on or before June 1 for that year' election.

At the present time the petitions are not due in the national office until July 1. This recommendation coupled with **Recommendation 10**, would provide a four-month window for nominations by petition and allow a two-month period, if required, for the nominating committees to accomplish its work.

Recommendation—12:

It is recommended that if Recommendations 10 and 11 are approved the publication date for the provisions of the nomination process be changed from no later than the April issue of the *Forestry Source* and in all successive issues prior to the close of the nominations and that this same information be posted on the Society's website until the close of the nominations.

There is one additional item in the SAF Bylaws Article V, Section A, paragraph 3, item (4) that needs to be expanded so that the "call for nominations" is more comprehensive. Item (4) presently reads "The National Nominating Committee shall call for nominations from the membership".

Recommendation—13:

It is recommended that Item (4) as stated in the previous paragraph be rewritten so that there is no question that the call includes asking members to consider running and to submit their petitions, and that members are being asked to nominate candidates to the committees whom they deem as potential candidates.

This would allow the committee the opportunity to determine the nominee's level of interest. By expanding the context of the nomination process we should enhance member interest and involvement in the nomination process. Additionally, it would provide the nominating committees more proactive roles as compared to their current reactive roles.

IV-B-3-c Gift Acceptance Committee

Recommendation—14:

It is recommended that the charter of the Investment Committee be amended to include the objectives and activities of the Gift Acceptance Committee and that the Gift Acceptance Committee be terminated at the end of 2004.

In 2003, Council approved a Gift Acceptance Committee to develop policy for accepting charitable gifts for Council approval under terms stipulated by donors. The policy will be designed to provide guidance to the Society of American Foresters, its members, and other prospective donors in order to facilitate charitable giving that supports SAF's mission. The VOS TF agrees such a policy is needed, however, in most case where there is a questionable gift because of various forms of encumbrances, each gift must be carefully considered on its own merits. Normally SAF is not faced with problems in this area to the degree that a separate

committee is warranted. It is to be noted that the members of both the Investment Committee and the Gift Acceptance Committee require individuals of similar backgrounds.

IV-B-3-d Other National Committees

The VOS TF reviewed all the reports from national committees. The task force made decisions on all requests that alter the current structure of national committees. The task force recommends that those requests that alter the committee objectives and goals be sent from the individual committee to Council for discussion and charter changes. Many of the changes have merit and warrant changes by Council.

IV-C Recommendation and Comments – Non-Structural

IV-C-1 Virtual “Ask the Experts”

Recommendation—15:

It is recommended that the SAF explore the feasibility of developing a virtual “Ask the Expert” program. The Science Committee would guide this on-line service. Volunteers would be requested to moderate a topic area. The national office would support this effort by providing capabilities for archiving messages and documents and to provide a system manager. Both academics and practitioners would be invited to ask questions and contribute answers. This program would be carefully researched and piloted prior to being offered on an operational level.

IV-C-2 Comments on the Role of Council and Term of Office of the President

The VOS TF discussed the role of the Council as well as the term of office of the president in detail. Past VOS TFs have suggested that the president should serve a term longer than one year in order to have sufficient time to implement campaign initiatives and see them through, and this was also considered by the current task force.

In its overall recommendations the VOS TF recommends the continuing shift in emphasis of the Council into a "Board of Directors" charged with oversight of the effective functioning of all SAF activities. Earlier changes in SAF governance have made the executive vice president the chief executive officer of SAF, and this individual is positioned for the greatest public visibility as well as continuing presence and visibility in SAF activities at national and other levels. Those changes should reduce the need for the elected officers to attend meetings of every multistate society and, rather, to concentrate to a greater extent on oversight of SAF activities as a whole. That traditional extended time requirement to "make the circuit" of all SAF units is a major impediment to the willingness and ability of mid-career professionals to consider nomination for the presidency of SAF.

The recommendations of this VOS TF assign larger and very specific oversight responsibilities to the vice-president, president, and immediate past-president. These changes reduce the perception that the vice-president is merely "waiting in the wing" for his or her year in the presidency and the perception that the immediate past president has no role other than *ad hoc*

assignments by the president or Council. As proposed by this VOS TF, the president-elect begins a three-year progression of specific duties that includes the role of president and presiding officer in the middle year. Under those circumstances a term of three years with significant responsibilities in each year would be demanding and an individual—especially a mid-career professional—should not be logically expected to devote a longer period of time to the leadership of the Society.

Furthermore, this places more emphasis on the role of elected officers to oversee successful execution of SAF's Strategic Plan that is developed through other established processes. While this in no way seeks to diminish the value of the president and other elected officers as visible leaders of SAF, it does tend to reduce emphasis on candidates' individual "agendas" for SAF and places more emphasis on candidates' ability to oversee the array of staff, national, and regional bodies to ensure that they are functioning properly as set forth in SAF policies and procedures while creating maximum value for SAF members.

V – The Next Step Evaluation and Implementation

The VOS TF reiterates its view that the recommended changes in SAF organizational structure and to broaden the scope of the forestry profession and the related membership of the SAF are vital to the future sustainability of SAF and the forestry profession. We urge the Council and SAF leadership to address them with the utmost urgency.

Because of the number and nature of changes that it proposes, the VOS TF suggests to Council that the first step in evaluating and implementing the recommendations should be a joint process that includes both Council and broader SAF leadership. This joint process is critical to ensure accurate understanding of what is proposed, to build leadership consensus in support of them and to create a united message that is delivered with conviction to SAF members from their leaders. The message needs to convey the full extent of internal and external challenges that face SAF and the forestry profession and the ways this new structure can create greater value to members and a far more vigorous forestry profession.

Lack of such a united leadership message will delay SAF in capitalizing on the widening breadth of forestry and the need for a sustainable membership base and structure that is aligned with the world of forestry today. Delay will postpone the time when all of the large branches of the deliquescent elm tree—the VOS TF model of the forestry profession—will recognize that they are all attached to the same central tree stem. Delay will lead to further dieback of the large branch that represents traditional forestry and foresters—a process that is ongoing every year from reduced numbers of forestry graduates and SAF members.

The VOS TF estimates that implementation phase should take approximately one year to understand and gain acceptance and one to two years for subsequent implementation transition. It will require a membership referendum to alter the SAF Constitution.

The VOS TF strongly urges Council to give urgent and favorable consideration to these recommendations so that SAF can regain its role as a strong and relevant organization for professional forestry and forest resources management.

APPENDIX A

Historical Record of SAF's Organizational Structure Changes *Taken from the 1994 Volunteer Organizational Structure Task Force Report*

Several evaluations of SAF's organizational structure occurred since the early 1960s.

Council received the following organizational structure recommendations from a 1960 Planning Committee:

- 1) Sections oriented to state lines to permit more effective participation of members in forestry matters influenced or controlled by state boundaries.
- 2) Sections should be standardized in terms of geographic area and number of members.
- 3) Enlarge the Council initially to provide one representative from each section. Such an enlarged Council (at least 24 compared to the present 11) would provide each section with a sense of participation in the direction given to Society affairs at the national level; it would provide for fuller representation of diversity of viewpoints and fields of experience among the membership.
- 4) Elect member of the enlarged Council for 3-year terms.
- 5) Elect three regional vice presidents, representing the North, South, and West for one-year terms.
- 6) Adopt the president-elect system, which has been used successfully by many professional organizations. Under this plan the terms would be limited to one-year for vice president, president, and past president.
- 7) Consider the employment of several regional representatives, based either in regional offices of the national office.

A 1971 Ad Hoc Committee on long-range planning, chaired by William Hagenstein, made the following recommendations on SAF organization:

- 1) The national office should be reorganized and expanded to better improve the range of activities the Society is embarking on and to better serve the members and the public.
- 2) The vice president should continue as now to succeed to the office of president, and the term of office for each position be limited one one-year with no option for reelection to additional terms.

- 3) SAF Council members should serve single staggered three-year terms to promote better governmental continuity and better utilization of the leadership talent within the Society (three Council members to be elected each year from designated voting districts).
- 4) Two at-large Council members, with less than 10 year's membership in SAF, be elected on a rotating basis by voting districts to serve a full council term.

Thomas Glass chaired a 1976 Society Governance Task Force. At that time it was anticipated that the "size and character" of the SAF would substantially change. Assumptions guiding the recommendations of this task force were that membership would approach 40,000 members by 1990 and "increased emphasis would be placed on technology transfer, continuing education, professionalism, policy activities, and public information." Their recommendations include:

- 1) Retain the present national governance of SAF as amended by referendum of December 13, 1975, namely: national election of a vice president who automatically succeeds to the office of president; two-year terms for the president and vice president; election of one Council member from each of the eleven voting districts for two-year staggered terms.
- 2) Replace present units (section, chapters, and groups) with state or multi-state Societies of American Foresters; state societies could establish chapters; multi-state societies could establish division; standard bylaws would be established that recommend uniform coincidental two-year terms for elected state society officers.

Retain the present Forest Science and Technology Board and working group structure, but establish seven Forest Science Regions with regional science committees that would hold biannual regional technical conferences.

APPENDIX B

SAF Student Representation Report to VOS TF By Jake S. Donnay

Student representation in the SAF at both the national and district level is essential. Strong student representation on the SAF Council and Regional House of Society of Delegates will keep student concerns at the agenda forefront at both levels. Keeping with this thought, the VOS TF recommends the following changes to student leadership roles, leadership position election procedures, and recommended changes to the National Student Assembly. The proposed structure integrates students into the full SAF regional and national governance rather than establishing a separate student governing body within the SAF. This is in response to students' expressed concern regarding their level of involvement in SAF.

Recommendation #2

Student Positions at the Regional House of Society Delegates

The Regional Student Representative (RStR) will consist of a one-year term beginning May 1st and ending April 30th. The RStR will hold full voting rights on the Regional House of Society Delegates. The responsibilities of the RStR will be to:

- Bring Student Member opinions, concerns, and issues to the RHSD.
- Monitor and report student chapter activities to the RHSD.
- Build a partnership with regional faculty representatives and student chapter chairs.

Secondary (i.e., encouraged) responsibilities include:

- Communicate the SAF Mission and Core Values among student chapters.
- Encourage student chapter activities that advance the Strategic Plan and encourage student chapter activities that promote its advancement.
- Ensure that student chapters have established membership plans.
- Encourage interaction among student chapters, local chapters and/or state societies.
- Assist inactive chapters and monitor their progress

The RStRs will be expected to develop a communications plan involving the region's student chapter chairs, faculty advisers, and SAF student members. The RStR shall also assist in planning any student activities held during regional meetings. The Alternate Regional Student Representative (ARStR) will assist the RStR with the above and/or other assigned responsibilities. Complete job descriptions will be needed for both student leaders. If the RStR is unable to carry out his or her term, the ARStR will assume the above responsibilities.

The RStR and ARStR will be elected positions. Elections will be conducted using the following procedures:

- 1) The outgoing RStR or ARStR will act as the nomination coordinator and call for nominations from each state society chair. The deadline for nominations would occur in early April.
- 2) The nomination packet must include the nominee's résumé, a letter of reference (i.e., from the state society chair, faculty representative or other SAF member) and/or any

other materials deemed appropriate. However, for consistency, each region should implement similar processes.

- 3) Eligible nominees must be recognized as a SAF student member by the national office and must be enrolled in an accredited forestry, natural resources or recognized forestry technician program from within the region's boundaries. Each state or multi-state society chair is allowed to nominate one student from each academic institution found in their state or multi-state society.

When the nomination pool is complete, the region's SAF student chapter chairs will elect the RStR and ARStR. The nomination coordinator, with assistance from the national office, will be responsible for collecting and distributing any reference materials (i.e., candidate résumé, letter of reference, etc.) to be considered by the electorate. Each student chapter chair will be given one vote with the election occurring at the end of April. The Regional House of Society Delegates will be responsible for tabulating election results. The candidate with a majority of the votes will become the RStR. The candidate receiving the second highest majority will become the ARStR. The outgoing RStR will only vote to break ties.

Recommendation #3 Student Representation on Council

The student position on Council gives students a more prominent role in SAF at the national level, which has been requested by the student members. This position also adds diversity in terms of age and experience to Council which was suggested in the 1994 VOS Task Force Report and 2002 Ad Hoc SAF Council Committee Report. The responsibilities of the Council Student Representative (CSR) include:

1. Attend SAF Council meetings as the official representative of student members. The CSR will forward student concerns and suggestions to Council.
2. Chair the SAF Student Congress and Student SAF Executive Committee (outlined below)
3. Assist RStRs with any student issues or concerns that emerge at the district level.

As a representative to Council, the CSR will be a non-voting representative much like the current CFP, HSD, and FS&TB chair. The CSR will hold a one-year term on Council beginning May 1st and ending April 30th. The Alternate Council Student Representative (ACSR) will assist the CSR with the above duties. If the CSR is unable to complete his or her term, the ACSR will assume the CSR duties. The CSRs and ACSRs will be determined on a rotating basis from among the 7 Regional Student Representatives. For instance, during year one, the Regional Student Representative from District 1 will serve as the CSR while the Regional Student Representative from District 4 will serve as the ACSR. The CSRs and ACSRs will cycle through the following rotation at the end of every term:

District 1, CSR; District 4, ACSR
District 2, CSR; District 5, ACSR
District 3, CSR; District 6, ACSR
District 4, CSR; District 7, ACSR
District 5, CSR; District 1, ACSR
District 6, CSR; District 2, ACSR
District 7, CSR; District 3, ACSR

Alternatively, the Regional Student Representatives can vote among themselves to select the CSR and ACSR. No region could be represented on Council for two or more consecutive years. The outgoing CSR and ACSR would be responsible for conducting the election with the national office responsible for tabulating and confirming results. Any ties should be broken by the outgoing CSR.

**Recommendation #4:
SAF Student Congress**

The National Student Assembly, in its current structure, would be dissolved. A new organizational structure should be created with the mission to foster the personal and professional development of SAF student members, encourage educational excellence, and advocate for student issues. This body will also allow student leaders to meet face-to-face during convention years to share ideas, express concerns, and discuss SAF programs. The VOS TF recommends that this new body be called the SAF Student Congress.

The CSR will chair the SAF Student Congress. The ACSR will serve as the vice-chair and assist with the business meeting held during convention. It will be the responsibility of the CSR to bring to Council any issues or concerns brought forth by the Student Congress.

The SAF Student Congress differs in the following ways from the current NSA:

- 1) The CSR and ACSR serve as the organizers and leaders of this organizational body.
- 2) The SAF Student Congress will only consist of student chapter chairs, RSTRs (or ARSTRs), the CSR and ACSR. Issues and/or concerns can only be brought forth by these individuals.
- 3) Formal voting rights are restricted to the CSR, ACSR and the remaining five RSTRs.
- 4) The SAF Student Congress would convene during the SAF National Convention.
- 5) The planning of convention student activities (e.g., student icebreaker, quiz bowl), outside of the Student Congress, would still lie with the host school student chapter. The host school is defined as the school found within the state where convention is being held. If two or more schools are found in the host state, it will be the responsibility of the student chapters to determine which student chapter will act as the host school.

**Recommendation #5:
SAF Student Executive Committee**

The SAF Student Executive Committee (SEC) would fall under the jurisdiction of the SAF Student Congress. The SEC would consist of the CSR and the remaining 6 RStRs, with the CSR chairing the committee. The Student Executive Committee would carry out the following duties:

- 1) Creating an active communications system between the CSR and Regional Student Representatives.
 - 2) Managing current programs and services including student awards, the student listserv, national mentoring program, and student information on the SAF website
 - 3) Compiling an annual report regarding student activities within the Strategic Plan.
- Assisting the national office and host school in planning student activities during convention years.

APPENDIX C

National Nominating Committee

Report to VOS TF

By: John Moser, Chair, National Nominating Committee

This committee consists of three persons that have in the recent past all been past presidents. This committee is basically a reactive committee that swings into action in the event that at least 2 nominees do not come forward as vice president candidates. The committee has several concerns over the nomination process. As a result the committee developed proposed changes and accompanying Bylaws changes.

Recommendation 10:

In the Bylaws, Article V, Section A, paragraphs 1 and 4 currently do not have parallel dates that the President appoints the National Nominating Committee and The Council District Nominating Committees. Currently, the “National Committee” is appointed no later than January 15 and the “District Committees” are appointed no later than February 1. Since the final deadline for all nominating committees is the same, it seems logical that the deadlines for the president to appoint them would likewise be the similar. **Therefore, recommend that both the National and District Nominating Committees be appointed no later than February 1.**

Recommendation 11:

In the Bylaws, Article V, Section B, paragraph 1, it is stated, “that nominations by petition must be received at the national office on or before July 1 for that year’s election.” Under the present Bylaws, the elapsed time from the appointment of the national and council nominating committees until the deadline for submission of nominations by petition is between 5 and 5-1/2 months – this appears to be an inordinately long period with very little evidence of movement toward the development of petitions by potential nominees. Further, it has been observed that the majority of petitions are received near the July 1 deadline. There are shortcomings to this current time frame. First, the national office and the nominating committees often have little knowledge of potential candidates’ interest or intent. Second, if there are not at least two candidates for each office, the nominating committees have only one month, July (a month when many individuals are on vacation), which provides little time for a thoughtful process in drafting qualified candidates with an interest in serving and who are able to make the commitment of time and resources. **Therefore, recommend that all nominations by petition be received at the national office on or before June 1 for that year’s election.** This recommendation, coupled with recommendation 1, would provide a four month window for nominations by petition.

Recommendation 12:

If the above two recommendations are implemented, it is also necessary to change the publication date for the provision of the nomination process. In the Bylaws, Article V, Section A, paragraph 2, it is stated that the provisions will be published no later than the April issue of *The Forestry Source* and in all successive issues prior to the close of nominations. **Therefore, recommend that provisions will be published no later than the**

March issue of *The Forestry Source* and in all successive issues prior to the close of nominations and that this same information be posted on the Society's Website until the close of nominations.

Recommendation 13:

There is one additional item in the Bylaws Article V, Section A, paragraph 3, that needs clarification; that is item (4) which states, **“The National Nominating Committee shall ... call for nominations from the membership.”** That statement can be interpreted in two ways: **#1: We are asking the members to consider running and submit their petition. #2: We are asking the members to nominate individuals to the committee that they deem as potential candidates — then the committee would determine the nominee's level of interest. This latter interpretation could provide a method for greater member interest and involvement in the nomination process. Additionally, it would provide the nominating committees more proactive roles as opposed to their current reactive roles.**

Additional thoughts from the National Nominating Committee

- Article V, Section A, paragraph 5 states, “All nominations by nominating committees must be received in the national office by August 1.” **It is recommended that this the date of August 1 remain as currently stated.** The net effect of implementing recommendations 1, 2, 3 and 4 is: (a) that consistent dates and timing would be in effect for both the VP nominations and Council nominations, (b) length of time from appointing the National Nominating Committee until nominations by petition are due in the national office is shortened from 5.5 months to 4 months and the length of time from appointing the Council Nominating Committees until nominations by petition are due in the national office is shortened by from 5 months to 4 months, (c) all nominating committees will have 2 months to thoughtfully seek and draft qualified candidates when necessary to provide at least two candidates for office and, (d) there is no change in the process and timing from August 1 until the election process is completed and announced in November.

A note of concern: The nomination information published in “*The Source*” and on the website (if recommendation 3 above is implemented) should be consistent with the Bylaws. This is noted because in Article V, Section A, paragraph 5 it states, “All nominations by nominating committees must be received in the national office by August 1”, but the provision published in “*The Forestry Source*” stated that nominations from Council Nominating Committees are due July 15. The date of July 15 does not appear in the Bylaws on SAF's website.

- An issue that has been voiced to the National Nominating Committee over the past several years is that there is “imperfect information on who has submitted VP petitions and who is considering VP candidacy by petition.” In the Bylaws Article V, Section A, paragraph 3, it is stated that, “available nominations by petition be published in “*The Forestry Source*.” That publication is certainly a very logical method of informing our membership on the progress of the nomination process; however, it does have a few drawbacks. *The Forestry Source* is published monthly and the majority of the petitions are received in the national office close to the

submission deadline. **A possibility to consider for better informing SAF's membership of the nomination process status is to publish on the Society's Website a listing of all candidates that have submitted petitions to date.** This method of publishing can be updated daily and alleviate the perception of "imperfect information." Using the website may stimulate other potential nominees to submit their petitions, heighten interest in SAF's elections, and encourage a higher voter turnout.

The only idea on how to ascertain who may be considering VP candidacy is by having persons submit a "letter of intent" when they request the nomination packet from the national office. While not formalized, this information is currently available when a potential candidate requests the nomination packet; simply adding the linkage to inform the nominating committees of the request would keep them informed of potential nominations. **However, it is recommended that one's intent should NOT be openly shared by publishing it on the website, etc. Rather, it could provide a means for nominating committees to determine if candidates must be recruited.**

Two questions:

- (1) Are there other ways to obtain greater member involvement in the process of identifying outstandingly qualified candidates?
- (2) Should item 4 in Article V, Section A, paragraph 3 become item 1 in that paragraph and rewritten as, "call for nomination **petitions** from the membership?"

In many organizations, members do have the opportunity to suggest potential nominees for office. **It is recommended that the Volunteer Organizational Task Force discuss this approach and/or other approaches that they may deem as alternatives for bringing forth highly qualified nominees for vice president and Council.**