

# Leadership Handbook

American Society of Agronomy



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Visit [www.agronomy.org/membership/communities](http://www.agronomy.org/membership/communities) for updates to the ASA Leadership Handbook

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5585 Guilford Road, Madison, WI 53711 USA

Editor: Sara Uttech, Manager–Communications and Community Programs  
Cover Design: Patricia Scullion

Leadership Handbook Sub-Committee: Sharon Clay, Emily Heaton, Newell Kitchen, Bob Lacey, Drew Lyon, Dana Minihan,  
Susan Chapman, Sara Uttech

# Introduction and Overview

## Introduction

Within any professional scientific society, volunteer leadership service is the engine that keeps the organization viable. Certainly this has been true with the American Society of Agronomy. We are fortunate to have had skilled and visionary leaders effectively guiding ASA through its first century. Today, volunteer leadership has taken on more complex roles and functions than ever before. The roles and responsibilities of ASA leadership positions have been carefully crafted and documented in bylaws, policies, and guidelines. The purpose of this ASA Leadership Handbook is to provide an organized reference of that material into one document, enabling a better informed leadership.



Is this handbook needed? Historically our members have demonstrated a tremendous desire to see the Society succeed by volunteering or accepting special leadership assignments. Yet desire to serve has often not been matched well with an up-front understanding of the specifics on how to serve. In fact, an often-heard statement as one nears the completion of a volunteer term has been, “Now I finally understand what I am to do.” The specifics of roles and policies have always been available, but not in one centralized location. We hope this handbook becomes a quick reference for the volunteer to return to when questions arise. Further, this handbook addresses the need for a better understanding for how different types of volunteer leadership service complement each other. It consolidates Society materials so leaders can learn quickly during their tenure of service.

Policies, procedures, and even bylaws of progressive organizations will be dynamic. For this reason, I anticipate that the material in this Leadership Handbook will be updated. Reprints and online versions will be updated to keep this resource fresh.

Finally, we are fortunate to have a skilled and dedicated headquarters staff that also has a mission of seeing our Society succeed. Since they have historically been the managers of much of the material found in this handbook, they know it well. When questions arise that this handbook fails to answer, an email or call to one of them will often get you the answer. Their commitment to serve us is firm.

—Newell R. Kitchen, 2011 ASA President

## Organizational Overview

### ASA Leadership & Organization

The American Society of Agronomy is a nonprofit 501(c)(3) scientific society that was founded on Dec. 31, 1907. ASA is governed by a 14-member Board of Directors (14 voting members and four ex-officio members) who are guided by a Strategic Plan and adhere to the organizational bylaws. See the Board of Directors Chapter later in this Handbook for more information.

ASA, together with the Crop Science Society of America (CSSA), and Soil Science Society of America (SSSA), are the charter member organizations of the Alliance of Crop, Soil, and Environmental Science Societies (ACSESS), the support organization for the three Societies. ACSESS, which formed on January 1, 2009, provides oversight of operations and ensures coordination among ACSESS societies. The ACSESS Board of Directors is comprised of the ASA, CSSA, and SSSA President, Past President and President-Elect; the ASA, CSSA, and SSSA Chief Executive Officer as ex-officio, nonvoting; and other ex-officio, nonvoting members.

### Headquarters Staff

The Headquarters staff numbers 42 employees, working in the departments of IT/Operations, Finance, Publications, Membership and Certification, Meetings, Science Communications, and Science Policy. Most of the employees work at the Madison, WI office; there is also a Science Policy Office located in Washington, DC. View the Contact Us page on the ASA website for a list of staff, titles, and contact information: [www.agronomy.org/contact](http://www.agronomy.org/contact).

## Brief History of the ASA Divisions

by Lowell E. Moser, ASA Centennial Chair  
August 9, 2007

To understand the formation and evolution of the ASA Divisions, one must look at the formation of the divisions of all three Societies: ASA, CSSA, and SSSA.

The American Society of Agronomy recognized from the beginning the diversity of membership and when they appointed a program committee at the first meeting (January 1, 1908) with one person representing crops and one representing soils. By the mid 1920s the Annual Meeting programs were separated into various crops and soils sessions. An extensive reorganization study was completed in 1931 (See JASA

23:1032-1034), the following recommendations were made. The name, American Society of Agronomy, should be retained and it be divided into two sections, Crops and Soils. Each section was to work out subsections, and each section would have a chair and a vice chair.

The Soils Section formed six subsections, I. Soil Physics, II. Soil Chemistry, III. Soil Microbiology, IV. Soil Fertility, V. Soil Genesis, and VI. Soil Science Applied to Land Use. In 1936, the Soils Section and the American Soil Survey Association merged and formed the Soil Science Society of America. However, these divisions remained in ASA so that part (the six subsections) fovea was designated as the SSSA and they had their own officers.

The Crops Section did not form any subsections until 1937, when they formed: VII. Genetics, Cytology, and Breeding, VIII. Physiology, Morphology, and Ecology, and IX. Miscellaneous Topics. In 1947, the Crops Section was organized into five Divisions (as they now were begun to be called), VII. Breeding, Genetics, and Cytology, VIII. Physiology and Ecology, IX. Production and Management, X. Seed Production and Technology, and XI. Special Topics. Very soon Division XI was divided into, XI. Turf, and XII. Weed Control.

The SSSA had six Divisions and the Crops Section of ASA had six Divisions. Also in 1947, Division XIII, Agronomic Education, was added provisionally and made permanent in 1949, with three Subdivisions, XIIIa) Resident Teaching, XIIIb) Extension Participation, and XIIIc) Student Activities. Reorganization formed a temporary Division, Agronomic Applications with four subdivisions (Pastures, Soil Conservation, Turf, and Seed Production). Also, a division of Plant Nutrients was added. These latter two divisions existed only briefly, were not made permanent, and did not replace any of the previous divisions.

In 1949, a committee was formed to explore the formation of a Crop Science Society of America from the Crops Section, but it was not formed immediately. Meanwhile, the ASA Coordinating Committee made an extensive report at the 1950 meeting (See AJ 43:52-55) on restructuring. They proposed six models of reorganization and six potential names for ASA including the current one. This was sent out to the membership for a vote and they voted for keeping the American Society of Agronomy name and the current structure: ASA, SSSA, and the Crops Section (See AJ 43:630-631). In 1953, bylaws were developed for the Crops Section and at the 1954 Annual Meeting they were approved with the change in name.

The Crops Section would be called the Crop Science Society of America.

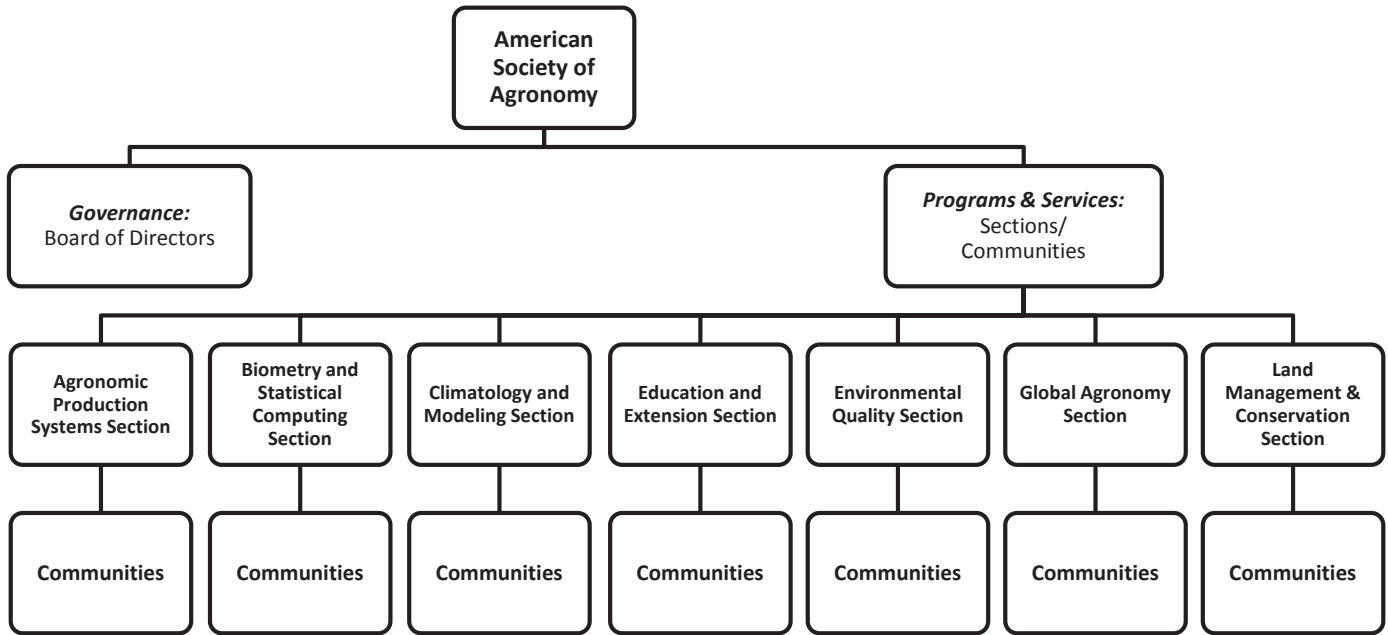
So by 1955, the Tri-Societies were formed with 13 Divisions or Sections (mentioned above). The first six comprised the SSSA, the next six the CSSA, and Division 13 was just associated with ASA. All 13 divisions remained in ASA. It was not until the 1963 Annual Meeting program that continuous numbering of divisions was discontinued and A, C, and S preceded the division numbers for each society. This was only a change in terminology and they still were all part of ASA.

It was not until the reorganization efforts of 2004-2005, when the new boards were formed for each society, that C and S Divisions were no longer part of ASA. And, CSSA and SSSA modified their divisions over the years resulting in the divisional structure they have today.

ASA revised existing and formed new divisions as well:

- Division A-1 split into two provisional Divisions in 1964. Division A-1 was entitled Resident Education and had one subdivision, A1a, Student Activities.
- Division XIV, Land Use and Management with the Subdivision, Military Land Use and Management, was formed in 1956 and in 1963 they merged to become Division A-2, Land Use and Management. In 1984, the name of A-2 was changed to Military Land Use and Management.
- Division A-3, Meteorology and Climatology was formed in 1963, and in 1978, was renamed Agroclimatology and Agronomic Modeling.
- Division A-4 was called Extension Education. Both became permanent divisions in 1967.
- Division A-5, Environmental Quality was added provisionally in 1971, and made permanent in 1974.
- Division A-6, International Agronomy was added in 1972, and became a permanent division in 1975.
- Division A-7, Agricultural Research Station Management was added in 1981 and became permanent in 1984.
- Division A-8, Plant Science Applications was formed provisionally in 1990. Its name was changed to Integrated Agricultural Systems and the division became permanent in 1995.
- Division A-9, Professional Practitioners (Steering Committee) was established provisionally in 2000, and the Professional Practitioners Division became permanent in 2002.

# Member Organizational Chart



# Chapter 1: ASA Communities



## Agronomic Production Systems Section

- Adaptive Nutrient Management
- Applied Soybean Research
- Bioenergy Systems
- High Plains Dryland Cropping Systems
- Organic Management Systems
- Precision Agriculture Systems
- Professional Applied Agronomists
- Sensor-Based Nutrient Management
- Solar Corridor Crop System
- Weedy and Invasive Plant Species

## Biometry and Statistical Computing Section

- Bioinformatics in Crops and Soils
- Statistical Education/Training for Researchers
- Spatial Statistics Application

## Climatology and Modeling Section

- Agroclimatology and Agronomic Modeling
- Airborne and Satellite Remote Sensing
- Biophysical Measurements and Sensors
- Global Climate Change
- Model Applications in Field Research
- Remote Sensing of Evapotranspiration
- Sensor-Based Water Management
- Soil-Plant-Water Relations

## Education and Extension Section

- Advancing Agronomy via Public-Private Collaboration
- Advisors Developing Undergraduate Student Activities
- Extension Education
- K-12 Outreach and Activities
- Social Media in Education/Extension
- Undergraduate Education

## Environmental Quality Section

- Animal Agriculture and the Environment
- Biochar: Agronomic and Environmental Uses
- By-product Gypsum Uses in Agriculture
- Nutrient Loss Assessment and Prevention
- Soil Carbon and Greenhouse Gas Emissions

## Global Agronomy Section

- Field Diagnosis for Smallholder Agriculture
- Global Digital Soil Map

## Land Management and Conservation Section

- Agricultural Experiment Station Management
- Military Land Use and Management

## Purpose of ASA Communities

The transition from the former ASA Division structure to the new Community/Section structure is being done as the previous Division structure was less than vibrant. In fact, since the Division structure was encoded in the ASA bylaws (prior to 2010), creation and dissolution of Divisions were cumbersome. The inertia inherent in the system prevented the Society from responding quickly to new ideas and opportunities. It also meant that individuals who might have been attracted to new and rapidly developing areas of science looked elsewhere to find and interact with others with similar interests. Even though many ASA members are working in cutting-edge areas of the science, this was not readily apparent in the Division structure and nomenclature.

In 2008, the ASA Board of Directors formed the ASA Division Alignment Task Force to review options and provide their recommendations to the Board. On May 19, 2009, the board approved the Task Force recommendation for realignment within the Society. The Task Force report included results from a Society-wide survey from the winter of 2008–2009 that concluded strong member support (~65%) for this realignment. View 2009 ASA Division Alignment Task Force Report: [www.agronomy.org/files/about-society/division-alignment-task-force-final-report-march-2009.pdf](http://www.agronomy.org/files/about-society/division-alignment-task-force-final-report-march-2009.pdf)

From 2009–2010, the ASA Division Alignment Transition Team worked to bring the new Community/Section structure to fruition. From leadership to logistics, processes were developed to ensure nimbleness and flexibility. On April 20, 2010, the ASA Board of Directors approved the Team report addressing the new Community/Section structure, program/Society/section enhancement funds, and Board of Directors structure. View 2010 ASA Division Alignment Transition Team Report: [www.agronomy.org/files/membership/communities/division-alignment-transition-team-report-04152010.pdf](http://www.agronomy.org/files/membership/communities/division-alignment-transition-team-report-04152010.pdf)

## Steps Toward the Future

The ASA Bylaws, including the new Communities/Sections structure, were approved in the summer of 2010 by the membership, with an approval rating of more than 90%. This vote was the final step in changing the Division structure to the new, more nimble and flexible Community/Section structure. View ASA Bylaws: [www.agronomy.org/files/about-society/agronomy-bylaws.pdf](http://www.agronomy.org/files/about-society/agronomy-bylaws.pdf)

The revised ASA Bylaws created seven ASA Sections as the unifying organizational framework for Community activities and

replaced the previous Division structure. Communities self-aligned with one of the seven Sections. The primary purpose of Communities and Sections is to better assemble members of common interest, facilitate planning, communication, and coordination of programs and services. Most programs and service activities will be initiated within Communities, with Sections providing a coordinating management role. The broad areas of Sections will also provide a governance voice for the Society, with the seven Sections represented on the ASA Board. View the Chapter on ASA Sections later in this Handbook.

In November 2010, the first 14 ASA Communities were formed and approved by the ASA Board of Directors. By April 2011, there were a total of 36 ASA Communities.

### Starting a Community

All potential Communities are asked to complete the ASA Community Creation Request Form. This form is the petition for members to form a new ASA Community. The form details what a Community is, the requirements of Communities, and the responsibilities of the Community Leaders. The forms should be returned to CEO Ellen Bergfeld, [ebergfeld@agronomy.org](mailto:ebergfeld@agronomy.org). This petition is examined by the ASA Board of Directors and notice of approval received within three months of submission. The ASA President and the ASA Board of Directors will review and vote on each Community creation request. For more information, view:

- Community Creation Request Form (Appendix and online): [www.agronomy.org/files/membership/communities/asa-community-request-form.docx](http://www.agronomy.org/files/membership/communities/asa-community-request-form.docx)
- Approval Guidelines for ASA Community Forms (Appendix)

### Maintaining a Community

Communities organize and remain a recognized Community within ASA with the following minimum activities:

1. Hold an Annual Community Meeting (either at the ASA Annual Meeting, a virtual meeting, or other as arranged by Community Leaders)
2. Conduct an election of Community Leadership at this Annual Community Meeting.
3. Have a minimum of 10 ASA members at the end of the calendar year.
4. Maintain a webpage with current information on the ASA site.

5. Organize a minimum of one symposium or oral session at the ASA Annual Meeting or other scientific venues every two years.

### **Community Membership and Recruiting**

Initially, the former individual division affiliations were moved into Communities where applicable. Other Communities organized along interests and specialties. Since then, Community membership is now modified online through a member's account by visiting the My Account feature online: [www.agronomy.org/account/communities/asa](http://www.agronomy.org/account/communities/asa).

Community Leaders are encouraged to review their list of members on their Community webpage and invite others to join their Community, especially ASA student members and early career members. They should also encourage them to participate in leadership. The number of Communities a member wishes to identify with is not limited, and can expand and contract to reflect a member's interests. These changes are immediately reflected in the Community Membership List on each Community webpage: [www.agronomy.org/membership/communities](http://www.agronomy.org/membership/communities).

### **Ending a Community**

Communities will be dissolved if inactive for two consecutive years. Inactive is defined as not having fulfilled any of the five minimum activities listed in Maintaining a Community.

### **Services to ASA Communities**

ASA is committed to creating, developing, and growing the depth and breadth of Communities. As such, services will be provided to the Community Leaders and the Communities. These will generally be managed through ASA staff. They include:

- Support to meet at the Annual Meeting (meeting space for the Section Business Meeting and the Annual Community Meeting, as requested)
- Program Enhancement Funds
- Community webpage development (with ongoing updates by a Community Leader or member)
- Listserv of Community members set up for each Community and Section
- Promotion of new Communities to encourage participation
- Promotion of Community activities, as requested

- Conference Call Services: Communities can arrange use of the Society's conference call number to facilitate discussions and collaboration
- Other services as requested and approved by the ASA board

For information on services available to ASA Communities, contact Sara Uttech, 608-268-4948, [suttech@agronomy.org](mailto:suttech@agronomy.org).

### **Community Leaders**

Two Community Leaders will each serve a two-year term, with their terms staggered so they overlap one year. First year Co-Leader will be identified as Vice-Leader and second year Co-Leader will be identified as Presiding Leader.

### **Roles of Community Leaders**

The officers of each Community shall be responsible for the operations of the Community. Jointly, the Community Co-Leaders will do the following:

1. Provide leadership for Communities. This includes directing the Annual Community Meeting. The Presiding Leader schedules the time, notifies members, and conducts the meeting.
2. Community Leaders will within their respective Communities identify oral and poster sessions, develop symposia, plan field trips, or develop other such activities as deemed desirable. Details of all activities will be forwarded to the Section Co-Chairs.
3. Provide nominees for Section Chair and Board of Director Representative.
4. Develops and implements plans that maintain or enhance the viability of the Community and supports the needs of Community members.
5. Implement actions approved by Community members.
6. Communicate and report information to the Section Co-Chairs in an efficient manner as needed to conduct business of the Section and ASA and in order that the Section Co-Chairs can make their annual report to the ASA Board of Directors.

### **Elections of Community Leaders**

Whereas Section Chairs will be voted for by the general ASA membership, Community Leaders will be elected by Community members only. Elections are held each year for a new Vice-Leader at the Annual Community Meeting, either at the ASA Annual Meeting, or an alternative venue selected by the Community Leaders.

All meetings and elections other than as a breakout meeting following the Section meeting of the ASA Annual Meeting will require email notification through a Community listserv. Community Leaders must be members of ASA. For more information, view: A012–A018 ASA Community Leaders Guidelines (Appendix and online): [www.agronomy.org/about-society/committees/get-file/A014.6/ASACommunity-Leader-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/A014.6/ASACommunity-Leader-guidelines.pdf)

### Annual Community Meeting

There are several options for holding an Annual Community Meeting:

1. During the ASA Annual Meeting
  - After the Section Business Meeting
  - After a Community symposia
  - Another time during the ASA Annual Meeting
2. Other event throughout the year (e.g., at another conference or event)
3. Virtual (e.g., teleconference meeting)

Community Leaders will coordinate the scheduling of the Annual Community Meeting with the Section Chair, and will notify Sara Uttech. Community Leaders will communicate their Annual Community Meeting with members via their webpage and listserv.

### Annual Community Meeting Agenda

1. Review past year's activity of the Community.
2. Discuss ideas for future activity, develop sessions/symposia for the ASA Annual Meeting, prioritize, plan, and organize.
3. Select a new Vice Leader, after one year, moves into Presiding Leader role. Note: In 2011, the Executive Committee is encouraging the same leaders for 2012.

Note: Community Leaders will report Annual Community Meeting results to the Section Chair, to be included with Section Annual Report to the Society.

## ASA Annual Meeting

### Communities: Annual Meetings and Beyond

Community activities focus on members' program and service needs. Activities may include ASA Annual Meeting activities, such as symposia, oral sessions, meetings, workshops, and tour proposals. Communities may include activities that go beyond the ASA Annual Meetings, such as virtual meetings, publica-

tions, awards, listservs, leadership development, special white papers, books, grants, and many others, depending on feedback obtained from members.

### Annual Meeting Programming

Communities are an important part of the Annual Meeting programming. A major portion of meeting content and networking is provided through Communities. They play a primary role in developing activities for the Annual Meetings to include organizing oral and poster sessions, symposia, student activities and contests, workshops, tours and more. Community Leaders:

1. Solicit program ideas from Community members.
2. Communicate those ideas, as well as other activities to Section Chairs.
3. Work with Section Chairs to develop promotional posters for the ASA Annual Meeting. Sections create full-size posters, which are on display in the center of the Exhibit Hall all week.

### Annual Meeting Program Planning Manual

For programming purposes, the Meetings Department will provide Community Leaders with a Program Planning Manual. The Program Planning Manual is designed to guide Leaders and Chairs through the process of assembling the Community and Section programs at the Annual Meetings. View the most recent version of the Program Planning Manual for detailed instructions and deadlines for the ASA Annual Meeting, posted as a PDF to the page: [www.agronomy.org/membership/communities](http://www.agronomy.org/membership/communities)

**Symposia.** As Communities are organized along topical areas, they are an excellent vehicle for development of symposia. Symposia can be a Community's major session for the meeting. The symposia could be relevant to the Community and include an invited speaker(s) from outside of the Societies. As of 2011, ASA has a limit of one, half-day symposia per Community. This could change based on space and demand. For more information on symposia programming, including invited speakers, international presenters, etc. For more information, view the Program Planning Manual.

**Oral and Poster Sessions.** Community Leaders are responsible for organizing or supporting others within the Community in efforts to organize oral and poster sessions. Session topics can be identified during the Annual Community Meeting, solicited through the Community's listserv, and/or vol-

## A Note to Communities: Don't Be in a Rut

by Bob Lacey, ASA Program Planning Officer

ASA has had a history associated with the Annual Meetings, and oftentimes history becomes the status quo. Community leaders are encouraged to get out of this rut to develop their technical programs for the Annual Meetings.

### To Do

- Ensure that you schedule an Annual Community Meeting. Conveniently, this could be either at the end of one of your symposia or sessions or after the Section Business Meeting. This allows the opportunity for Community members to nominate leadership and identify actions and activities for the coming year. This does not negate any opportunities for Communities to meet at other times and venues during the year.
- Identify and schedule presiders or moderators for all symposia, sessions, panels, etc.
- Attend Society program planning opportunities at the Annual Meetings.
- Market events for the upcoming meeting on your Community website, using listserv emails, and/or write an article for *CSA News*.
- Consider using your symposia or session as an opportunity for providing Continuing Education Units (CEUs). See the Society's website for requirements
- Don't forget Program Enhancement Funds (PEF) to meet your goals and objectives. See the Appendix for a description of the policy.
- Communicate ... Communicate ... Communicate!

### To Consider

- Schedule downtime during your sessions. Recent polls of members suggest the ability to have downtime to network with colleagues and potential partners is important. This is a function for Communities. Consider a short session titled appropriately, i.e. Community Collaboration and Downtime, and be creative.
- Consistent with downtime there is an opportunity to improve International collaboration. Ask each Community member to invite an international colleague to attend the meeting and consider a session to discuss common issues.
- Encourage joint sessions between Communities and CSSA and SSSA Divisions or other ASA Communities. Co-sponsorship is an excellent way to provide exposure and focus the intent of a Community.
- Recommend Society speakers for opening and closing sessions. This would assist in marketing your program.

unteered by Community members. In 2012, Community Leaders and Section Chairs have access to the online programming system, Confex, in order to organize oral and poster sessions for their Community and Sections. New in 2012 at the request of Section/Community Leaders, the length of oral papers can be scheduled using variable time options to allow for improved flexibility to incorporate panels and discussions into the sessions. As with symposia, it is important that Community Leaders communicate with the Section Chair on sessions. For more information, view the Program Planning Manual.

There is also the opportunity to have virtual posters for presenters outside of North America. A Virtual Poster is an electronic submission of a poster presentation in PDF format. It is presented live via Internet video or chat. Virtual Posters are the ideal solution when visa issues, travel restrictions, or lack of funding prevent you from attending the meetings in person. For more information, visit the Virtual Posters page of the Annual Meeting website.

**Activities and Competitions.** Communities are encouraged to work with their Sections to incorporate student activities and competitions into their programs to mentor and attract B.S. and M.S. students in the Society. This could include poster/oral paper competitions and awards.

### Program Enhancement Funds Policy

To support Community and Section Annual Meeting programming needs, a revised Society Program Enhancement Fund Policy is in the process of being revised. This funding is allocated annually based on the past year's Society registrations to the Annual Meetings. Communities can apply for funding from their Section Chair and/or apply for the ASA Competitive Program Enhancement Funds funds from the A711 Program Planning Committee. Other sources that could be pursued are the Reinvest ASA Program, other societies, organizations, and companies that share a common interest in the Community programming. Before contacting an outside source about a financial contribution, discuss your needs with Alexander Barton at ASA Headquarters.

For more information, view the most recent version of the Program Enhancement Funds Policy, posted as a PDF to the page: [www.agronomy.org/membership/communities](http://www.agronomy.org/membership/communities). View the Appendix – ASA Competitive Program Enhancement Fund Proposal and the Reinvest ASA program.

### **Special Sessions Funds**

Communities may also consider submitting a proposal for ASA, CSSA, and SSSA Special Sessions Funds. Special session subjects are crosscutting. They integrate the interests of multiple sections, communities, or even Societies. Special session funding is not for those activities that fall within a Section or Community, but which that Section or Community has chosen not to support in the current year. Proposals are submitted online to the ACS732 Annual Meetings Planning Committee. The committee is responsible for reviewing all proposals and awarding the session funds. For information, visit the Annual Meetings website.

## **Communication: Communities and Sections**

### **Community Connection Email**

In 2011, an informative monthly email, *Community Connections*, was begun and sent to Community Leaders, Section Chairs and Section Board Reps. To submit an item for consideration, contact Sara Uttech, [suttech@agronomy.org](mailto:suttech@agronomy.org), 608-268-4948.

### **Leadership Conference Calls**

In 2011, informative, theme-based monthly Conference Calls began with Community Leaders, Section Chairs, and Section Board Reps, moderated by the ASA President. To submit a question or theme for consideration, contact Sara Uttech, [suttech@agronomy.org](mailto:suttech@agronomy.org), 608-268-4948.

### **Community and Section Webpages**

As webpages are the primary information source, Communities are encouraged to promote the activities of their Communities on their webpage. Community Leaders and Vice Leaders have editing rights to their pages upon log in. Sections are also encouraged to promote the activities of their Section on their webpage with Section Chairs, Vice Chairs, and Board Reps having editing rights to their pages when they log in. They can also contact Headquarters to designate someone within their Section to edit the webpages.

### **Community and Section Listserv**

Listsers are established by Headquarters for each Community and Section. Community Leaders and Vice Leaders; and Section Chairs and Vice Chairs have exclusive access to send Listserv emails to their respective Community and Sections. Contact Headquarters for your Community or Section listserv email address.

### **Conference Calls**

Communities and Sections can arrange to use the Society's conference call number to facilitate discussions and collaboration. For more information and to schedule the use of this number, contact Sara Uttech, [suttech@agronomy.org](mailto:suttech@agronomy.org), 608-268-4948.

### **Frequently Asked Questions**

A list of Frequently Asked Questions (FAQ) related to the ASA structure of Communities and Sections is posted on the website at: [www.agronomy.org/membership/communities](http://www.agronomy.org/membership/communities).



## Chapter 2: ASA Sections

Agronomic Production Systems Section

Biometry and Statistical Computing Section

Climatology and Modeling Section

Education and Extension Section

Environmental Quality Section

Global Agronomy Section

Land Management and Conservation Section

## Purpose of ASA Sections

Sections are defined by broad disciplinary and functional areas within agronomic science. Sections are the unifying organizational framework for Community activities and replaced the former Division structure. ASA Communities align with one of the seven ASA Sections. The primary purpose of Sections and Communities is to better assemble members of common interest, facilitate planning, communication, and coordination of programs and services. Most programs and service activities will be initiated within Communities, with Sections providing more of a coordinating management role. The broad areas of Sections will also provide representation for the governance voice of the Society, with the seven Sections represented on the ASA Board.

Section names are written into the bylaws along with the language describing formation and termination of Sections, following the former bylaw criteria written for Division changes. However, with Communities now being the organization level from which most programs and services evolve, Sections should remain relatively unchanged over time. Community names are not written into the bylaws.

## Section Officers

### Roles of Section Officers

Each of the Section Officers: Vice Chair, Chair, and Board Representative have responsibilities according to their role.

#### 1. Vice Chair (1st year):

- Assists Presiding Chair in their role as Section Program Chair.
- Serves as a member of the Nomination Committee for Section Vice Chair and Section Representative to the Board of Directors.
- Rotates to Presiding Chair of the Section after first year of service as Vice Chair
- Succeeds to Presiding Chair of the Section in the event the current Presiding Chair should resign or become unable to serve out the term of office.

#### Presiding Chair (2nd year):

- Serves as a member of the A711 Program Planning Committee. With input from the Vice Chair, serves as Section Program Chair, including overseeing the distribution of program enhancement funds. Provides guidance to Community Leaders on organizing the program of technical sessions for the annual meeting; arranging papers in a coordinated program; arranging symposia and field trips when these are deemed desirable. For over-arching Section topics

and activities, may also organize symposia, oral or poster sessions, field trips, graduate student awards, etc., as deemed desirable.

- Schedules the time, develops the agenda, and conducts the annual business meeting of the Section. This includes allowing time for Communities to meet in breakout sessions at the annual business meeting.
- Communicates and reports information to and from Communities within the Section in a time efficient manner as needed to conduct business of the Section and ASA.
- Chairs the Nomination Committee for the Section Vice Chair and Section Representative to the Board of Directors. The Nomination Committee is composed of the Section Presiding Chair and Vice Chair. Nominations will be solicited from Community members through Community Leaders of the Section.
- Serves as a member of the A101 Nominations Committee. The ASA Executive Committee with the current President serving as Chair, and the voting members of the Board of Directors not represented through Sections (Early Career, Finance, Industry, ICCA Reps.) also serve on the A101 committee.
- Submits an annual summary report of Section and Community activities to the Board of Directors, as requested.
- Responds in a timely manner to requests for Section action from the ASA President, Executive Committee, or Board of Directors.

#### Section Co-Chairs (Presiding Chair and Vice Chair):

- Identifies and invites individuals to be Community Leaders only when Communities do not select their own Leader. Determines the viability of Communities, based on established criteria. If after two years a Community has become inactive, the Co-Chairs will ask for approval from the Board of Directors for the Community to be discontinued.
- Develops plans that maintain or enhance the viability of the Section and supports the needs of the Communities within the Section.
- Assists in implementing actions approved by Communities within the Section.

#### Section Representative to the ASA Board of Directors:

- Serves on the ASA Board of Directors.
- Reports pending and actions of the ASA Board of Directors at the annual Section Business Meeting. Collects Section consensus on issues pending Board of Directors action.
- As appropriate, reports Section discussions, actions, and resolutions to the ASA Board of Directors.

- At the Board of Directors meeting during the Annual Meeting, provides the names of nominees for the upcoming ballot for Section Vice Chair and, when appropriate, Section Representative to the Board of Directors.
- May serve on the Budget and Finance Committee; Organization, Policy, and Bylaws Committee; Reinvest ASA Committee; or Science Policy Committee.
- In conjunction with Section Presiding Chair and Vice Chair, develops procedure to ensure Section web pages are up-to-date.
- Other activities as directed by the Section, Board of Directors, or Executive Committee.

### Section Elections

Officers for each of the seven Sections are elected by the general ASA membership. Section officers must hold Active membership or another category having the same privileges of Active membership. Terms are based on a calendar year (January 1 – December 31). Section Officers serve the following terms:

- Presiding Chair and Vice Chair (Co-Chairs) – 2-year term each; staggered so they overlap 1 year
- The Section representative to the Board of Directors – 3-year term

Candidates for Section Office are discussed and identified at the annual Section Business Meeting with Section Chairs reporting the names of the candidates to the Section Board Representative. The Section Board Representative reports the names of the candidates at the ASA Board of Directors Meeting held during the ASA Annual Meeting. For more information, view (Appendix and online):

- A012-A018 ASA Section Officers: [www.agronomy.org/about-society/committees/get-file/A017/A012-A018+ASA+Section+Officers.pdf](http://www.agronomy.org/about-society/committees/get-file/A017/A012-A018+ASA+Section+Officers.pdf)
- A112–A118 Committees on Nominations for ASA Section Vice Chairs And Section Representatives on the Board Of Directors

## ASA Annual Meeting

### Section Posters

Section Chairs have the opportunity to create a full-size (4'x8') poster for display at the ASA Annual Meeting. As needed, work with Community Leaders to prepare the information for the poster. Section and Division posters are located in the center of the Exhibit Hall all week on boards labeled with Section/Division names. For information, contact Cassie Mescher, [cmescher@agronomy.org](mailto:cmescher@agronomy.org). Suggested topics for the poster:

- Business meeting time, day, location, and agenda

- Section and Community information
- Join a Community by visiting “My ASA Communities” at: [www.agronomy.org/account/](http://www.agronomy.org/account/)
- Schedule of sessions for the week
- Pictures and contact information for section officers
- Sign-up sheet for next year’s symposia, topical sessions, and tour proposals

## Section Business Meeting

Section Business Meetings will be held at the ASA Annual Meeting. The Section Business Meeting is chaired and conducted by the Presiding Section Chair with minutes kept by the Vice Chair. A report of the Section Business Meeting, including Annual Community Meetings, is submitted to ASA headquarters (prompted by an email). Section Chairs will send notice of Section Business Meeting time and place to members through the Section-wide listserv. The Section Business Meetings may follow this sample format:

- Message from one of the Presidents
- Board Representative Report  
Section Board Reps will provide an update on Society activities (they will receive Talking Points in advance of the Annual Meeting). This may include the following: Annual Meeting report, budget and finance summary, membership update
- Review Section activity
- Open discussion for Section-wide symposia ideas
- Explanation of Program Enhancement Fund Policy
- Election nominations:

Section Chairs to discuss and identify candidates for Vice Chair and for the office of Section Representative to the ASA Board of Directors, when that office is to become vacant (list will be provided by Cathy Goudreau from Headquarters)

Section Chairs to also discuss/identify candidates for ASA President-Elect. Section Chairs will provide candidate names of Section Officers and ASA President-Elect to their Section Board Rep during the Annual Meeting. Section Board Reps will announce names of candidates at the ASA Board meeting at the end of the ASA Annual Meeting

Annual Community Meetings can be held as a breakout group following the Section Business Meeting, though Communities have other options available. Section Chairs should coordinate with Community Leaders the schedule for the Section Business Meeting and Annual Community Meetings.

## Annual Meeting Programming

Sections are a critical organizing component of Annual Meeting programming. They play a role in developing, organizing, and unifying the content of the Annual Meetings. As a part of the organizational structure they can also organize oral and poster sessions, symposia, student activities and contests, workshops, tours and more. Section Chairs are the organizing force to ensure coordination and communication, that Communities empower themselves and that annual program planning is focused and on time. For the ASA Annual Meeting Program, Section Chairs:

1. Identify appropriate input and solicit program ideas of colleagues and Community leaders.
2. Guide Community leaders in organizing and focusing efforts for the annual meeting.
3. Serve on the ASA Program Planning Committee.

### Program Planning Manual

For programming purposes, the Meetings Department will provide Community Leaders and Section Chairs with a Program Planning Manual. The Program Planning Manual is designed to guide Leaders and Chairs through the process of assembling the Community and Section programs at the Annual Meetings. View the most recent version of the Program Planning Manual for detailed instructions and deadlines for the ASA Annual Meeting posted as a PDF to the page: [www.agronomy.org/membership/communities](http://www.agronomy.org/membership/communities).

**Leadership and Coordination.** Communities are organized along topical areas of interest. These can be fluid and change. Section Chairs must ensure coordination and communication among Communities. This is both a leadership and, as appropriate, a technical role to focus the content of the Annual Meetings. Please refer to the website for the Program Planning Manual for a summary of the meeting planning process and key dates.

**Section-wide Symposia.** Section-wide symposia and sessions are good vehicles for promoting Communities within a Section. They also provide a means to highlight those cross-cutting issues that are relevant to Communities within the Section. Currently ASA has a limit of one, half-day symposium per Section. Please refer to the section in this handbook on Community Annual Meeting Programming for additional hints and tips for symposia development and certain requirements to support Communities within the Section.

**Oral and Poster Sessions.** As with symposia, Sections can organize oral and poster sessions. These can be devoted to

cross-cutting issues within the Section. They might also be used for those volunteered papers that just don't seem to fit within a particular Community. Session topics can be identified during the Section Business Meeting, solicited through the Section's listserv, and by Community members.

Beginning in 2012, Community Leaders and Sections Chairs will have access to our online abstract program, Confex, in order to organize oral and poster sessions for their Community and Sections. This is intended to allow Community Leaders flexibility to meet the interests of their Community. This action takes some of the 2011 programming responsibilities from the Section Chairs. However, Section Leaders still have the responsibility to assure organization and focus. Refer to the section in this handbook on Community Annual Meeting Programming to review additional requirements to support Communities within the Section.

**Awards and Contests.** Sections are also encouraged to have contest and award programs. This might be at the Section-wide level, but may also be in support of one or more Community initiatives.

### Program Enhancement Fund Policy

To support Community and Section Annual Meeting programming needs, a revised Society Program Enhancement Fund (PEF) policy is in the process of being revised. Section Chairs can use this funding to support Section-wide efforts or to enhance Community efforts. Communities can apply for funding from their Section Chair and/or apply for the ASA Competitive Program Enhancement Funds funds from the A711 Program Planning Committee. Other sources that could be pursued are the Reinvest ASA Program, other societies, organizations, and companies that share a common interest in the Community programming. Before contacting an outside source about a financial contribution, discuss your needs with Alexander Barton at ASA Headquarters. For more information, view the most recent version of the Program Enhancement Funds Policy, posted as a PDF to the page: [www.agronomy.org/membership/communities](http://www.agronomy.org/membership/communities). View the Appendix – ASA Competitive Program Enhancement Fund Proposal and the Reinvest ASA program.

### Special Sessions Funds

Communities and Sections may also consider submitting a proposal for ASA, CSSA, and SSSA Special Sessions Funds. Special session subjects are crosscutting. That is they integrate the interests of multiple Sections, Communities, or even Societies. Special Session Funding is not for those activities that fall within a Section or Community, but which that Section

## A Note to Sections: Don't Be in a Rut

by Bob Lacey, ASA Program Planning Officer

ASA has had a long history associated with the Annual Meetings—often times history becomes the status quo. Just as Community Leaders are challenged and encouraged to get out of this rut, Section Chairs must be creative as well.

### To Do

- Ensure that you schedule a Section Business Meeting, ideally at the end of one of your symposia or sessions. This allows the opportunity for Community and Section members to nominate leadership, identify actions and activities for the coming year, and for the Section Board Representative to discuss ASA Board items.
- Ensure Community Leaders have identified and can schedule presiders or moderators for all symposia, sessions, panels, etc.
- Attend Society program planning opportunities at the annual meetings.
- Market events for the upcoming meeting on your Section website, using listserv, or write an article for *CSA News*.
- Consider using your symposia or session as an opportunity for providing Continuing Education Units (CEUs). See the Society's website for requirements.
- Communicate ... Communicate ... Communicate!

### To Consider

- Schedule downtime during your program. Recent polls of members and leadership support the ability to have downtime to network with colleagues and potential partners is important. When reviewing your Section's program, consider a short session titled appropriately, i.e. Section Collaboration and Downtime. Don't, however, overload your Section program with downtime if the Communities have similar sessions.
- Consistent with the downtime concept there is an opportunity to improve International collaboration. Ask Section and Community member to invite an International colleague to the meeting and consider a session to discuss common issues.
- Encourage joint sessions between Communities and CSSA and SSSA Divisions or other ASA Communities. Co-sponsorship is an excellent way to provide exposure and focus the intent of a Community.
- Recommend Society speakers for opening and closing sessions. This would assist in marketing your program.

or Community has chosen not to support in the current year. Proposals are submitted online to the ACS732 Annual Meetings Planning Committee. The committee is responsible for reviewing proposals and awarding the session funds. For more information, visit the Annual Meetings website.

## Communication: Sections and Communities

### Section Annual Report

The Section Chair will submit an annual report, summarizing Section and Community activities to the Board of Directors. Following the Annual Meeting, a call for annual reports is emailed to all Chairs by Headquarters. Instructions for preparing the report, the format to follow, and the deadline for receipt are all included in the call. If the report carries definite recommendations or requires special discussion or treatment, it will be added to the agenda of a future ASA Board or Executive Committee meeting. Community Leaders will submit their Annual Community Meeting minutes/notes to their Section Chair to be included in the Section Annual Report.

### Community Connection Email

An informative monthly email, Community Connection, is sent to Community Leaders, Section Chairs, and Section Board Reps. To submit an item, contact Sara Uttech, [suttech@agronomy.org](mailto:suttech@agronomy.org), 608-268-4948.

### Leadership Conference Calls

Informational, theme-based Conference Calls are held monthly with Community Leaders, Section Chairs, and Section Board Reps, moderated by the ASA President. Communities and Sections can arrange to use the Society's conference call number to facilitate discussions and collaboration. For more information, contact Sara Uttech, [suttech@agronomy.org](mailto:suttech@agronomy.org), 608-268-4948.

### Section and Community Webpages

Sections are encouraged to promote the activities of their Section on their Webpages. Section Chairs, Vice Chairs, and Board Reps have editing rights to their pages upon log in. They can contact Headquarters to designate someone in their Section to edit the webpages. Community Leaders are also encouraged to promote the activities of their Communities on their Webpages, with Community Leaders and Vice Leaders having editing rights.

### Section and Community Listserv

Listserv emails are established for each Community and Section. Community Leaders and Vice Leaders; and Section Chairs and Vice Chairs have access to send Listserv emails to their respective Community and Sections. Contact Headquarters for your Community or Section listserv email address.



## Chapter 3: ASA Board of Directors and Other Leadership Service

ASA Board of Directors

ASA Committees

ASA Editorial Boards

ASA Organizational Chart

## ASA Board of Directors

The Board of Directors of the American Society of Agronomy is the governing body of the American Society of Agronomy.

### The Purpose of the ASA Board

1. To serve as the policy-making arm of the Society as directed by the ASA Bylaws. Except for those matters which the Bylaws specify are under the direct authority of the membership of the Society or are specifically designated as responsibilities of stated Society officers. The Board of Directors establishes the policies and revises them when it deems advisable.
2. To have, hold, and administer all property and funds of the Society, in conformity with the Articles of Incorporation and Bylaws.
3. To engage the Chief Executive Officer and other employees as may be needed; however, instead of directly employing personnel, ASA has an agreement with the Alliance of Crop, Soil, and Environmental Science Societies (ACSESS) to handle its operational activities on a cost-input basis.
4. To continually reassess the current operations and the future role of the Society and of agronomy as a profession. This includes updating the strategic plan annually and monitoring the plan's progress.
5. To meet twice per year (traditionally in the Spring and at the annual meeting) and at other times as needed, or conduct telephone conference calls or electronic meetings, to conduct Society business. In a meeting of any format, 50% of the voting members of the Board shall constitute a quorum for voting. Official action by the Board is based on a majority vote of the voting members of the Board present in a meeting of any format. Agendas and board materials will be posted to the board webpage (only accessible to current ASA Board members upon log-in): [www.agronomy.org/about-society/committees/boards/a003/](http://www.agronomy.org/about-society/committees/boards/a003/).

### Fiscal Decisions

For fiscal decisions, the ASA Board of Directors has a Budget and Finance Committee (B&F Committee) who reports financial results during monthly board meetings. The Board of Directors approves the annual operating budget that is recommended by the B&F Committee (prepared in collaboration with headquarters staff), generally at the Annual Meeting. To the extent the Society has special requests for funding not contemplated in the approved budget; the B&F Committee may review the request and make a recommendation for the board to approve the new funding requests. For more information,

view the Budget and Finance Committee section later in this chapter.

### Board Membership and Responsibilities

Individuals serving on the Board of Directors must hold the Active membership category or another category having the same privileges as active membership. The term of office for Directors begins on January 1 and ends on December 31. The ASA Board of Directors consists of the following members, serving for the terms indicated:

#### Executive Board Members

The ASA Executive Board members are the President, President-Elect, and immediate Past President of ASA. The ASA President serves as the presiding officer of the Board. For information on functions and responsibilities, view the guidelines online:

- ASA Executive Committee: [www.agronomy.org/about-society/committees/get-file/A002/A002-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/A002/A002-guidelines.pdf)
- ASA President: [www.agronomy.org/about-society/committees/get-file/A001.1/A001.1-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/A001.1/A001.1-guidelines.pdf)
- ASA President-Elect: [www.agronomy.org/about-society/committees/get-file/A001.2/A001.2-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/A001.2/A001.2-guidelines.pdf)
- ASA Past President: [www.agronomy.org/about-society/committees/get-file/A001.3/A001.3-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/A001.3/A001.3-guidelines.pdf)

#### Section Board Members

One elected member representing each of the Sections of ASA, each serving for a term of three years. Section Nomination Committees prepare the slate of candidates. If a Section Board Representative is unable to attend a meeting, he or she may request that the Section Presiding Chair or Vice Chair represent the Section at the meeting and vote on all matters that come before the Board of Directors. For additional information, view Chapter 2 on Sections in the Handbook. In addition, information on the responsibilities of the Section Board Representatives, are available in the Appendix: A012–A018 ASA Section Officers

#### Perspective/Skill Board Members

- One elected member representing ASA's International Certified Crop Advisers Program, serving for a term of three years. Nominees for this position are solicited from the ICCA Executive Committee, acting on behalf of the ICCA Board.
- One elected Finance Representative, serving for a term of three years. Nominees for this position are solicited from

the Section Presiding Chairs and Vice Chairs. The Finance Representative will serve as Chair of the Budget and Finance Committee.

- One elected Industry Representative from the Corporate Membership category, serving for a term of three years. Nominees for this position are solicited from the Membership and Society Identity Committee.
- One elected Early Career representative, within 5 years of degree completion, serving for a term of three years. Nominees for this position are solicited from the Early Career Committee.

#### **Ex-Officio Board Members**

- The Editor-in-Chief serves as an ex-officio member, without vote, for the duration of his/her term in that position.
- The Program Planning Officer serves as an ex-officio member, without vote, for the duration of his/her term in that position.
- The Chair of the Agronomic Science Foundation serves as an ex-officio member, without vote, for the duration of his/her term in that position.
- The Chief Executive Officer serves as an ex-officio member, without vote, for the term of employment in that position.

### **Special Board Committee Assignments**

#### **ASA Organization, Policy, and Bylaws Committee**

The A201 Organization, Policy, and Bylaws Committee committee consists of three members of the Board of Directors. The Organization, Policy, and Bylaws Committee's functions are:

1. To study suggestions and charges from members and officers of ASA that pertain to organization, policy, and bylaws of the Society
2. To make recommendations for changes in the organization, and/or the policy, and/or the bylaws of the Society to the Executive Committee, Board of Directors, and the membership.
3. To make a periodic review of the bylaws of ASA to assure that they are up-to-date with the functions, services, and governance of ASA.
4. To work toward solutions of complex interrelated problems by cooperation with other ASA, CSSA, and SSSA Committees (such as Budget and Finance; Organization, Policy, and Bylaws; etc.) so that recommendations submitted to ASA Officers and Board will constitute the combined judg-

ment of all responsible Committees involved.

For additional information on the functions and responsibilities, view the guidelines online: [www.agronomy.org/about-society/committees/get-file/A201/A201-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/A201/A201-guidelines.pdf)

#### **ASA Budget and Finance Committee**

The A211 Budget & Finance Committee consists of three members of the Board of Directors, plus additional Ex-officio members. The Finance Representative serves as Chair of the committee. The Budget & Finance Committee:

1. Advises the Board of Directors on appropriate policies and procedures associated with the generation of revenue and the expenditure and management of ASA funds for executing and implementing Society programs and the strategic plan.
2. Reviews quarterly financial reports from headquarters staff. Compares expenditures with projected revenues and reports findings to the ASA Board of Directors.
3. In collaboration with headquarters staff and the full committee, prepares and recommends an operating budget to the ASA Board of Directors for the following year.

For additional information on the functions and responsibilities, view the guidelines: [www.agronomy.org/about-society/committees/get-file/A211/A211-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/A211/A211-guidelines.pdf)

#### **ASA Nominations Committee**

The A101 Nominations Committee consists of the ASA Executive Committee, the voting Board Members not represented through Sections (Early Career, Finance, Industry, and ICCA Reps), and the Presiding Chairs from each of the ASA Sections. The ASA Nominations Committee:

1. Nominates two candidates (with their permission) for the office of ASA President-Elect.
2. Solicits nominees for the Board positions not represented through Sections (Early Career, Finance, Industry, and ICCA Reps) when the offices are to become vacant.

For more information on the functions and responsibilities, view the guidelines: [www.agronomy.org/about-society/committees/get-file/A101/A101-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/A101/A101-guidelines.pdf)

#### **ASA Science Policy Committee**

The A537 Science Policy Committee consists of Board members, Society members, and several Ex-officio members. The committee shall serve as a resource to the Science Policy

Office, providing counsel and advice on science policy matters and issues relevant to practitioners and:

1. Identifies key issue areas warranting the development of an ASA white paper/position statement
2. Participates in annual Congressional/White House/Agency visits
3. At 3-year intervals, reviews and revises/updates ASA Grand Challenges

For additional information on the functions and responsibilities, view the guidelines: [www.agronomy.org/about-society/committees/get-file/A537/A537-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/A537/A537-guidelines.pdf)

#### **ASA Reinvest ASA Committee**

The A212 Reinvest ASA Committee consists of the ASA President, President-Elect, the B&F Committee Chair, and one other Board member. The CEO serves as an ex-officio member. The committee will rank full proposals and present their recommendations to the ASA Board for approval at their Board meeting normally held in late May. Funding for approved proposals will be made available immediately after the ASA Board decision. For more information on the functions and responsibilities, view the guidelines: [www.agronomy.org/about-society/committees/get-file/A212/A212-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/A212/A212-guidelines.pdf)

### **Other Leadership Service**

#### **Society Committees**

Effective operation of the American Society of Agronomy is dependent to a large extent on its committees. Most actions of the Society originate in and are evaluated and recommended by committees. Authority for conducting the Committee business of the Society is given in the ASA Bylaws of the American Society of Agronomy. Standing Committees are those established by the ASA Bylaws or by actions of the Board of Directors. Other Committees are established by actions of the ASA Board of Directors or by the Executive Committee. These are usually called Special Committees. Persons appointed to Society Committees must be members of the Society. Exceptions to the requirement for membership for service on Committees can be made by the President when special expertise or opinion from nonmembers is needed.

A list of ASA Committees can be found online: [www.agronomy.org/about-society/committees](http://www.agronomy.org/about-society/committees). Society Committees follow an organized numbering system:

- Organization: 000-099
- Nominations: 100-199

- Operations & Finance: 200-299
- Publications: 300-399
- Awards: 400-499
- Profession Advancement: 500-599
- Collaboration: 600-699
- Meetings: 700-799
- Scientific Affairs: 800-899
- International Activities: 900-999

#### **Volunteer for Committees: Call for Leadership**

The vision and mission of the Society is advanced with the dedication and commitment of over 1,700 member leaders. Together, Committees develop and recommend policy, provide advice on editorial issues, and assist in creating a rewarding and valuable member experience. Participating as a Society volunteer is truly a rewarding and enjoyable experience. Society Committees are filled by appointment by the respective Society President-Elect. To sign-up for Committee service, complete the form by choosing the Committees on which you would like to serve, online at: [www.agronomy.org/about-society/committees/volunteer](http://www.agronomy.org/about-society/committees/volunteer)

#### **Timetable for Committees**

The ASA President-Elect has the responsibility for appointing new ASA Committee members and Committee Chairs in advance of the ASA Annual Meeting so they can begin to function during the Annual Meeting.

The Chair of the Committee during the calendar year in which the Annual Meeting is held should schedule a meeting of the Committee during the Annual Meeting. The new Chair and new Committee member(s) should be invited to attend and should be introduced at the meeting. The outgoing Chair should review the past year's activity; assist the new Chair in developing an activity plan for the coming year; and turn over the Committee files to the new Chair. The new Chair may wish to call a meeting of the new Committee later in the week to make further plans and assignments for the coming year. Much of the Committee business and activity may be conducted by email, mail, and phone during the year.

#### **Annual Committee Reports**

All ASA Committees are required to submit annual summary reports for consideration by the ASA Board of Directors and/or the Executive Committee. The ASA Headquarters Office sends the required forms and instructions to the Chair. The reports should report the accomplishments during the year; and should list specific recommendations for consideration by the Board.

## Task Forces

Special Committees may be appointed by the President as deemed desirable. These are usually called Ad Hoc Committees or may be called a Task Force. A Task Force may study an issue or topic, and on the basis of such study, prepares a report to recommend to the Board of Directors or Executive Committee what actions should be taken or changes made in Society structure, governance, activities, and services.

## ASA Editorial Boards

There are three ASA Editorial Boards:

- A302 – *Agronomy Journal* Editorial Board
- A335.1 – *Journal of Natural Resources and Life Sciences Education* Editorial Board
- ACS324.1 – *Journal of Environmental Quality* Editorial Board

The functions and responsibilities of the Editorial Boards are detailed in the ASA Bylaws, Article X. Publications:

SECTION 1. The board of directors shall determine the general nature, number, and editorial policy and practices of publications of the society and shall solicit recommendations on these matters from persons in editorial positions. Maintenance of editorial standards of the society shall be under the direction of the editor-in-chief through the various editorial boards and committees of the society.

SECTION 2. The society shall publish an official technical journal which carries papers, official notices, committee reports, and other items of society business. This journal shall be known as *Agronomy Journal*.

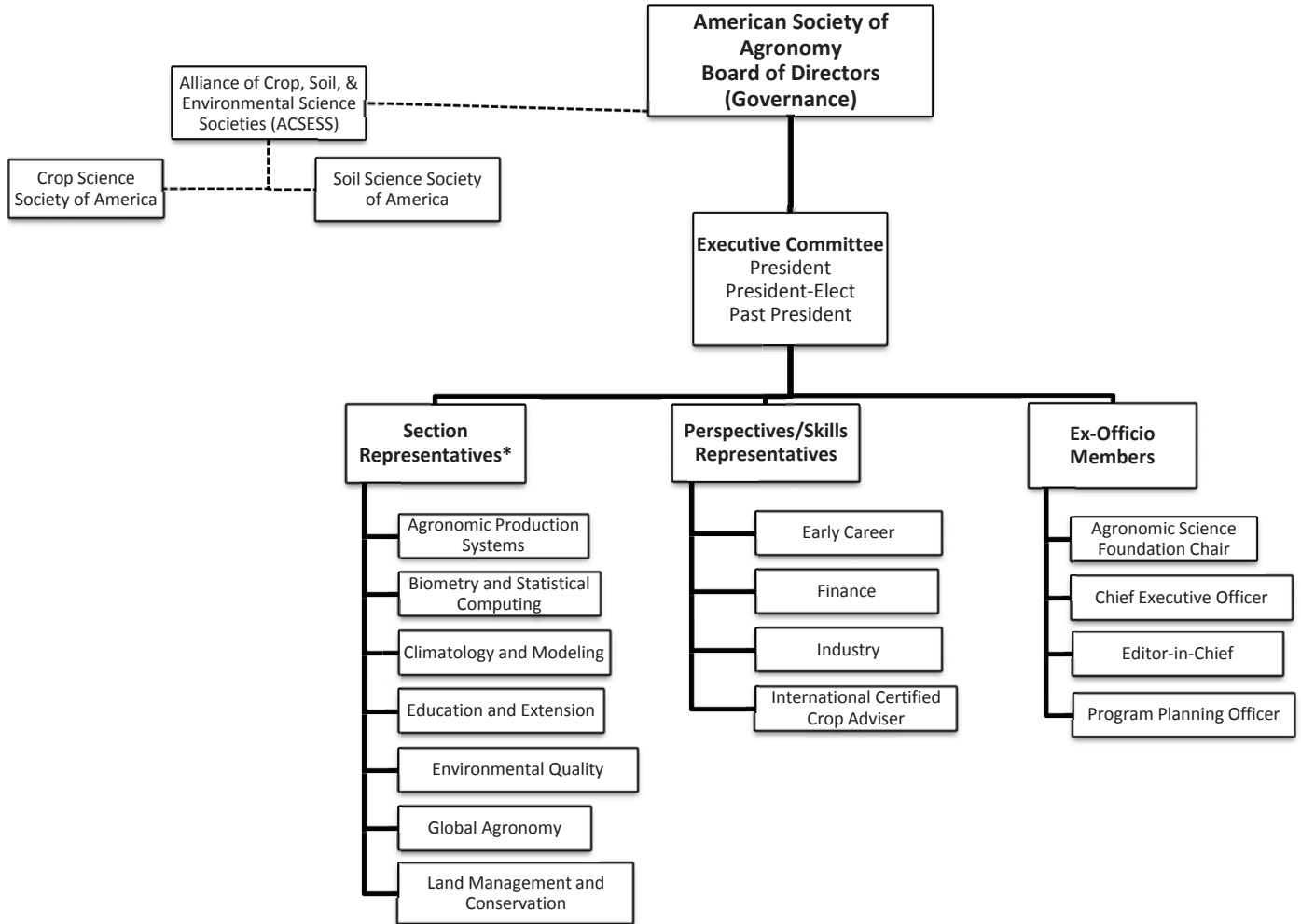
SECTION 4. The editor-in-chief shall be nominated by the president and confirmed by the board of directors. The term of office for the editor-in-chief shall be for 3 years. The appointment may be terminated at any time by a two-thirds majority vote of the voting members of the board of directors. The editor-in-chief shall provide leadership and coordinate the approved editorial policies and practices of all publications of the ASA.

SECTION 5. Editorial boards shall be responsible for the content and quality of the Society's journals. Each journal editorial board shall consist of the editor-in-chief, editor, and such other persons as are necessary to accomplish editorial responsibility promptly. The appointment of an editor may be terminated at any time by a two-thirds majority vote of the voting members of the board of directors. The position of editor of a journal, and the appointee, shall be separate from that of editor-in-chief.

For more information on the Editorial Boards, view the guidelines for each journal:

- *Agronomy Journal*: [www.agronomy.org/about-society/committees/get-file/A302/A302-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/A302/A302-guidelines.pdf)
- *Journal of Natural Resources and Life Sciences Education*: [www.agronomy.org/about-society/committees/get-file/A335.1/A335.1-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/A335.1/A335.1-guidelines.pdf)
- *Journal of Environmental Quality*: [www.agronomy.org/about-society/committees/get-file/ACS324.1/ACS324.1-guidelines.pdf](http://www.agronomy.org/about-society/committees/get-file/ACS324.1/ACS324.1-guidelines.pdf)

# ASA Organizational Chart



\*See Page 12, "Purpose of ASA Sections" for Community/Section relationship.

# Conclusion

## Leadership

The American Society of Agronomy has a long and distinguished history that has been perpetually focused on its core purpose, “Food, Feed, Fiber and Fuel for Everyone, Everywhere.” Achieving this purpose and the Society’s Grand Challenge to itself, “Agronomy Feeds the World,” requires leadership, demonstrated through the responsibilities of the Communities, Sections, Boards, and Committees.

Communities are the building blocks of the Society. Focused on the technical, discipline, educational, and networking aspects of the Society, they allow opportunities to collaborate and educate. They also provide flexibility to the Society and allow it to quickly organize to address scientific discovery associated with the Society’s core purpose and challenge. Community Leaders provide the immediate interaction of the membership of the Society and should drive it toward the future. Communities play a critical role in the success of the Society.

Sections provide the organizing framework for the Society. They facilitate planning, communication and coordination among the programs and services of the Society, but more importantly among the membership of the Society. It might be said that Sections are the heartbeat of the Society as they represent the convergence of the broad disciplines of the Society and provide representation to the governance.

The Board of Directors provides the vision and strategic direction for the Society. This has and is driven by leaders who have recognized the importance of the Society’s function in bringing together the knowledge and inspiration to enhance discovery and define agronomic science and application.

The Committees and Task Forces that provide recommendations and guidance to the Board by focusing membership perspectives and experience are important in defining structure and priority to emerging issues.

The Headquarters staff provide a critical function in that they “Make it All Work.” They keep track of decisions, conduct analysis and assessment, and provide the member services that are critical to the organization and function of the Society.

## Handbook

As described in the book, *The American Society of Agronomy: 100 Years of History*, developed for the Society’s 100th Anniversary in 2007, the Society has undergone a variety of changes and developments, to include two other Societies (CSSA and SSSA), the Agronomic Science Foundation, and professional certification programs for agronomic, crop, and international professionals.

In the last three years the Society has undergone another change with the Community /Section structure, designed to provide the membership with the flexibility and opportunity to determine and direct their Society in the future. Thirty-six Communities, established in less than six months, reflect the desire for the membership to accept this opportunity.

Consistent with the dynamics of this structure change, this Leadership Handbook is intended to provide information and guidance for the current and future leadership of the Society. It outlines the duties and functions of the majority of the Society’s leadership. The text and especially the appendices are intended to provide a guide for members and leaders to conduct business and support the future of the Society.

This Leadership Handbook is envisioned and designed as a living document to be amended and augmented as needed and as the Society moves to meet its mission, function, and goals. It is the membership’s responsibility to ensure that this document is improved and updated as needed to be an effective and efficient guide for their needs.





## Appendix

ASA Community Request Form

Approval Guidelines for ASA Community Forms

ASA Community Leaders

ASA Section Officers

ASA Committees on Nominations for Sections

ASA Competitive Program Enhancement Fund Proposal

Re-invest ASA

ASA Strategic Plan

ASA Bylaws



## ASA Community Creation Request Form

*This form can be downloaded at: [www.agronomy.org/membership/communities/transition](http://www.agronomy.org/membership/communities/transition)*

*Once completed, submit electronically to the CEO – Ellen Bergfeld – [ebergfeld@agronomy.org](mailto:ebergfeld@agronomy.org)*

Communities are the organizations of ASA Society members into groups showing common professional interests. Communities organize around topical areas. They are self-named. They must also select which ASA Section they will align to. The purposes of communities are to gather members, encourage scientific exchanges and sharing of information, facilitate planning, enhance communication, and provide coordination of programs and services. Communities will be represented on the Board of Directors through Sections.

This form is the petition for members to form a new ASA Community. This petition will be examined by the ASA Board of Directors and notice of approval received within three months of submission.

Communities organize and remain a recognized Community within ASA with the following minimum activities:

- hold an annual meeting (either at the ASA Annual Meeting, a virtual meeting, or other as arranged by the Community leaders)
- conduct an election of Community leadership at this annual meeting
- have a minimum of 10 ASA members at the end of the calendar year
- maintain a webpage with current information on the ASA website
- organize a minimum of one symposium or oral session at the ASA Annual Meeting or other scientific venues every two years.

Communities will be dissolved if inactive for two consecutive years. Inactive is defined as not having fulfilled any of the five items listed in the previous paragraph.

Community Leaders will be elected by Community members. Two Community Co-Leaders will each serve a two-year term but their terms are staggered so that they only overlap one year. First year Co-Leader will be identified as Vice-Leader and second year Co-Leader will be identified as Presiding Leader. Elections are held each year for a new Vice-Leader at the annual ASA meeting, or an alternative venue selected by the Community Leaders. All meetings and elections, other than as a breakout meeting following the Section meeting of the annual meeting, will require e-mail notification through a Community list serve. Community leaders and members must be ASA members.

Community Leaders Duties:

1. Provide leadership for Communities. This includes directing the Community meeting after the Section annual business meeting, or at another agreed time. The Presiding Leader schedules the time, notifies members, and conducts the meeting.
2. Identify oral and poster sessions, develop symposia, plan field trips, or develop other such activities as deemed desirable. Details of these activities will be forwarded to the Section Co-Chairs.
3. Nominates individuals for Section Co-Chairs and Board Representative to the Section nominating committee.
4. Develops and implements plans that maintain or enhance the viability of the Community and supports the needs of Community members.
5. Implements actions approved by Community members.
6. Reports information to the Section Co-Chairs in a time efficient manner in order for Section Co-Chairs to make their annual report to the ASA Board of Directors.

**Detailed requirements and information is available at:  
[www.agronomy.org/membership/communities](http://www.agronomy.org/membership/communities)**

## ASA Community Creation Request Form

1. Proposed Community Name (5 or less words with no abbreviations):
2. What Section will this community align with (one only):
  - Agronomic Production Systems     Biometry and Statistical Computing
  - Climatology and Modeling         Environmental Quality
  - Education and Extension            Global Agronomy
  - Land Management & Conservation
3. Provide a short justification statement for why this Community is requesting formation.
  
4. Provide a 5-8 sentence description of this Community's interests. (To be used on the Community's website) If the community has previously developed a website, note the URL in this section.
  
  
  
  
  
  
  
  
  
  
5. Provide a list of activities/functions the Community initially expects to do [e.g., symposia, oral sessions, workshops, meetings (face-to-face or virtual), web services, publications, awards, leadership development].
  
  
  
  
  
  
  
  
  
  
6. After reviewing the current Communities, what Community is this proposed Community most similar to and how is this proposed Community different?
  
  
  
  
  
  
  
  
  
  
7. List the names of at least 10 ASA members who support the formation of this Community.
  
  
  
  
  
  
  
  
  
  
8. Do you anticipate this Community's to hold its annual meeting at the ASA Annual Meeting?  
If "no" provide a description of when/how this Community will meet.
  
  
  
  
  
  
  
  
  
  
9. List the names and contact information of the initial Community leader(s). Note that both must be current ASA members and both names must be provided. Provide the following information for both the Presiding Leader and the Vice Leader – Name, Organization, Address, City, State/Province, Zip/Postal Code, Country, Email, Phone.
  
  
  
  
  
  
  
  
  
  
10. Provide photos of illustrations that can be used to illustrate this community.
  
  
  
  
  
  
  
  
  
  
11. Date of Formation Request \_\_\_\_\_
12. ASA Board Decision and Date \_\_\_\_\_

## Approval Guidelines for ASA Community Forms

1. All forms will be received by CEO, forwarded to the President for initial review, then presented to the Board for approval. In order for a form to be voted on by the ASA board, the form must have been completed and the title can be no more than five words. If these criteria are not met, the form will be returned to the applicant.
2. If the community function appears similar to a standing committee or an approved community, the president will speak with the applicant to obtain additional information about the community.
3. Completed forms, along with any clarifying information, will be submitted to the ASA board for a vote during the next scheduled Board meeting.
4. The applicant will be notified as soon as possible, by the ASA President, after the board meeting on the status of their community request.

**A012– A018 ASA COMMUNITY LEADERS**

Note: The following is the status, composition/tenure, functions, and ASA President responsibilities for all communities.

Communities organize along topical areas of members' interests, which allows for fluidity of these Communities, as they are not part of the governance structure. All Communities are associated with one Section. Community names are not included in the Bylaws. A complete list of Communities can be found here - <https://www.agronomy.org/membership/communities>

A. Status: Leaders (Presiding Leaders, Vice Leaders) of the ASA Communities

B. Composition and Tenure:

Whereas Section Co-Chairs will be voted for by the general ASA membership, Community Leaders will be elected by Community members only. Community Co-Leaders (2) will each serve a two-year term but their terms are staggered so that they only overlap one year. First year Co-Leader will be identified as Vice-Leader and second year Co-Leader will be identified as Presiding Leader. Elections are held each year for a new Vice-Leader at the annual ASA meeting, or an alternative venue selected by the Community Leaders. All meetings and elections other than as a breakout meeting following the Section meeting of the annual meeting will require e-mail notification through a Community listserv. Community leaders must be members of ASA.

C. Functions:

The officers of each Community shall be responsible for the operations of the Community, subject to the approval of the ASA Board of Directors. Jointly, the Community co-leaders will do the following:

1. Provides leadership for Communities. This includes directing the Community meeting after the Section annual business meeting, or at another agreed time. The Presiding Leader schedules the time, notifies members, and conducts the meeting.
2. Community Leaders will within their respective Communities identify oral and poster sessions, develop symposia, plan field trips, or develop other such activities as deemed desirable. Details of all activities will be forwarded to the Section Co-Chairs.
3. Provides names for Section Co-Chairs and Board Representative to the nominating committee.
4. Develops and implements plans that maintain or enhance the viability of the Community and supports the needs of Community members.
5. Implements actions approved by Community members.
6. Communicates and reports information to the Section Co-Chairs in a time efficient manner as needed to conduct business of the Section and ASA and in order that the Section Co-Chairs can make their annual report to the ASA Board of Directors.
7. In order to ensure that the Communities are valuable and valued by the membership, they must remain active. Communities will be disbanded if the Community is inactive for two consecutive years. Communities will be considered active if they do all of the following:
  - hold an annual meeting (either at the ASA Annual Meeting, a virtual meeting, or other as arranged by the co-leaders);
  - conduct an election of Community leadership at this annual meeting;
  - have a minimum of 10 members at the end of the calendar year;
  - maintain an updated webpage on the ASA website (serviced at least biannually); *and*
  - organize a minimum of one symposium or oral session at the ASA annual meeting or other scientific venues every two years (could include an online symposium in the form of an online seminar).

D. Presidential Responsibilities:

The ASA President cooperates with the officers of each Committee in any way to promote harmony and better functioning of the Society.

## A012 – A018 ASA SECTION OFFICERS

Sections are defined by broad disciplinary and functional areas within agronomic science. Sections are the unifying organizational framework for Community activities. The primary purpose of Sections and Communities will be to better assemble members of common interest, facilitate planning, communication, and coordination of programs and services. Most programs and service activities will be initiated within Communities, with Sections providing more of a coordinating management role. The broad areas of Sections will also provide a governance voice for the Society, with the 7 Sections represented on the ASA Board (See Table below).

Section names are included in the Bylaws. Communities are the organization level from which most programs and services evolve, thus Sections should remain relatively unchanged over time. Community names are not included in the Bylaws. A complete list of Communities can be found here - <https://www.agronomy.org/membership/communities>

A. Status: Officers (Presiding Chairs, Vice Chairs and Board Reps.) of the ASA Sections

B. Composition and Tenure:

Officers are elected for each of the following Sections:

- A012 Agronomic Production Systems
- A013 Biometry and Statistical Computing
- A014 Climatology and Modeling
- A015 Education and Extension
- A016 Environmental Quality
- A017 Global Agronomy
- A018 Land Management and Conservation

The officers of each Section are elected ASA members as follows:

Presiding Chair and Vice Chair (Co-Chairs) – 2-year term each; staggered so they overlap 1 year

The Section representative to the Board of Directors – 3-year term

Section officers must hold the Active membership category or another category having the same privileges of Active membership (Emeritus, Corporate, Certification).

Terms are based on a calendar year (January 1 through December 31). In practice, at the close of the annual business meeting of the Section, the Vice Chair succeeds to the position of Presiding Chair.

If a Presiding Chair should resign or become unable to serve out the term of office, the Vice Chair shall move into the position of Presiding Chair and the other nominee on the ballot for Vice Chair shall be requested to move into the position of Vice Chair.

The term for the Section Representative to the Board of Directors shall begin and end at the time designated by the Board of Directors - currently on a calendar year basis, January 1 through December 31. If a Section Board Representative is unable to attend a Board

meeting, the Section Presiding Chair or Vice Chair may represent the Section at the meeting and vote on all matters that come before the Board of Directors.

If the Section Representative to the Board of Directors should resign or become unable to serve out the term of office, the other nominee on the ballot for Section Representative shall be requested to complete the term. In the event that both the elected representative and the alternate are unable to serve, then the Presiding Chair or Vice Chair shall be requested to serve as the Section Representative to the Board of Directors.

C. Functions:

The officers of each Section shall be responsible for the policies of the Section, subject to the approval of the ASA Board of Directors.

***Vice Chair (1<sup>st</sup> year):***

- Assists Presiding Chair in their role as Section Program Chair.
- Serves as a member of the Nomination Committee for Section Vice Chair and Section Representative to the Board of Directors.
- Rotates to Presiding Chair of the Section after first year of service as Vice Chair
- Succeeds to Presiding Chair of the Section in the event the current Presiding Chair should resign or become unable to serve out the term of office.

***Presiding Chair (2<sup>nd</sup> year):***

- Serves as a member of the A711 Program Planning Committee. With input from the Vice Chair, serves as Section Program Chair, including overseeing the distribution of program enhancement funds. Provides guidance to Community Leaders on organizing the program of technical sessions for the annual meeting; arranging papers in a coordinated program; arranging symposia and field trips when these are deemed desirable. For overarching Section topics and activities, may also organize symposia, oral or poster sessions, field trips, graduate student awards, etc., as deemed desirable.
- Schedules the time, arranges the agenda, and conducts the annual business meeting of the Section. This includes allowing time for Communities to meet in breakout sessions at the annual business meeting.
- Communicates and reports information to and from Communities within the Section in a time efficient manner as needed to conduct business of the Section and ASA.
- Chairs the Nomination Committee for the Section Vice Chair and Section Representative to the Board of Directors. The Nomination Committee is composed of the Section Presiding Chair and Vice Chair. Nominations will be solicited from Community members through Community Leaders of the Section.
- Serves as a member of the A101 Nominations Committee. The ASA Executive Committee with the current President serving as Chair, and the voting members of the Board of Directors not represented through Sections (Early Career, Finance, Industry, ICCA Reps.) also serve on the A101 committee.
- Submits an annual summary report of Section and Community activities to the Board of Directors, as requested.
- Responds in a timely manner to requests for Section action from the ASA President, Executive Committee, or Board of Directors.

***Section Co-Chairs (Presiding Chairs and Vice Chairs):***

- Identifies and invites individuals to be Community Leaders only when Communities do not select their own Leader. Determines the viability of Communities, based on established criteria. If after two years a Community has become inactive, the Co-Chairs will ask for approval from the Board of Directors for the Community to be discontinued.
- Develops plans that maintain or enhance the viability of the Section and supports the needs of the Communities within the Section.
- Assists in implementing actions approved by Communities within the Section.

***Section Representative to the ASA Board of Directors:***

- Serves the Section on the ASA Board of Directors.
- Reports pending Board of Directors activity and actions at annual Section business meeting. Collects Section consensus on issues pending Board of Directors action.
- As appropriate, reports Section discussions, actions, and resolutions to the ASA Board of Directors.
- At the Board of Directors meeting during the Annual Meeting, provides the names of nominees for the upcoming ballot for Section Vice Chair and, when appropriate, Section Representative to the Board of Directors.
- May serve on the Budget and Finance Committee; Organization, Policy, and Bylaws Committee; Reinvest ASA Committee; or Science Policy Committee.
- In conjunction with Section Presiding Chair and Vice Chair, develops procedure to ensure Section web pages are up-to-date.
- Other activities as directed by the Section, Board of Directors, or Executive Committee.

D. Presidential Responsibilities:

The ASA President cooperates with the officers of each Section in any way to promote harmony and better functioning of the Society.

## **A112 - A118 COMMITTEES ON NOMINATIONS FOR ASA SECTION VICE CHAIRS AND SECTION REPRESENTATIVES ON THE BOARD OF DIRECTORS**

### A. Status: Special Committees

A112 Nominations for Agronomic Production Systems Section

A113 Nominations for Biometry and Statistical Computing Section

A114 Nominations for Climatology and Modeling Section

A115 Nominations for Education and Extension Section

A116 Nominations for Environmental Quality Section

A117 Nominations for Global Agronomy Section

A118 Nominations for Land Management and Conservation Section

Procedures for all these Committees are the same.

### B. Composition: The Nomination Committee for each Section is composed of the Section Presiding Chair and Vice Chair. The Presiding Chair serves as Chair of committee.

### C. Tenure: Committee members serve for two years – first year (Vice Chair) as a committee member; second year (Presiding Chair) as Chair.

### D. Functions:

1. To nominate two candidates (with their permission) for the office of Vice Chair of the Section and two candidates (with their permission) for the office of Section Representative to the ASA Board of Directors, when that office is to become vacant. To share with the candidates a list of responsibilities for each office.

Community leaders are to provide names for Section Vice Chair and Board Representative to their respective nominations committee.

2. To report the names of the candidates to the ASA President through the appropriate Section Representative on the ASA Board of Directors. The Section Representative reports the names of the candidates at the meeting of the Board of Directors held during the Annual Meeting. Biographical information will be collected by Headquarters staff.

### E. Presidential Responsibilities:

1. Aided by the Headquarters staff, conducts the election and reports the results.
2. Aided by the Headquarters staff, writes congratulatory letters to the successful candidates and notifies the unsuccessful candidates of the election results.

## ASA Competitive Program Enhancement Fund Proposal

### Introduction

Policy for the American Society of Agronomy Program Enhancement Fund (PEF) establishes a competitive process for PEFs to be administered by the A711 Program Planning Committee. These funds will be used to fund activities at the Society's Annual Meeting. This document provides guidance and the proposal format for proposals submitted to the Committee. It is envisioned that a similar approach will be used by Sections and Communities in the execution of their normally or competitively allocated PEFs.

### General Guidelines

Allocation amounts are anticipated to be in the range of \$500 to \$2500, with a maximum request of \$5,000 (this will likely be smaller amounts for Section and Community competitive allocations). PEFs will only be used in support of Annual Meeting activities. Examples of appropriate expenditures for program enhancement include:

- Paying expenses and awarding honoraria to invited speakers (member or nonmember) of symposia
- Monetary awards to any member for outstanding accomplishments
- Food and drink events that improve the communication and/or promote the activity of membership in professional activities such as poster session discussions or graduate student meet and greet events with ASA members
- Underwriting costs of field trips and workshops

Proposals will be provided to Cassie Mescher, [cmescher@sciencesocieties.org](mailto:cmescher@sciencesocieties.org) not later than the deadline established in the annual program planning guidance and Program Planning Manual. Proposals will be no longer than two pages, no smaller than 11-point font and be presented in the following format. After the Annual Meeting, funding reports will be provided to Cassie Mescher, to include a breakdown of all expenditures, a final amount and original receipts.

### Format

Proposal Title: (Descriptive and not to exceed 10 words.)

Name of Activity: (Name of symposia, session, award, workshop, tour, or activity to be funded.)

Purpose of Activity: (Concise, one paragraph description of the purpose of the activity and its benefits to the Community, Section, or Society.)

Description and Size of Audience: (The intended size and make-up of the audience.)

Description of Activity: (Outline the agenda or schedule of events for the activity as proposed.)

Sponsors: (Identify sponsors of the activity to include internal, ASA sponsors and full or co-sponsors outside of ASA.)

Length of Activity: (Funds only support activities at the Society's Annual Meeting. Identify the length of your activity as proposed to be posted in the Annual Meeting Program. Provide preferred dates and times.)

Budget: (Provide essential details of both the funding request and any leveraged or outside funding that will be used to support this activity.)

Contact Person: (Name, e-mail addresses, and phone numbers of a principle and alternate contact person.)

# Membership

## Reinvest ASA

**H**ow much is enough? Or stated another way, at what level are the financial assets of a professional society like ASA sufficient to warrant the investment of funds in excess of that level for the benefit of its members or the people it serves? This is an important financial and ethical question for a professional society with a mission to enhance the agronomy profession, serve its membership, and achieve its vision of food, feed, fiber, and fuel for everyone, everywhere.



**Francis J. Pierce**  
ASA Past President  
fjpierce@wsu.edu

ASA is indeed fortunate to have financial security, particularly in this time of global financial crisis. Our fiscal health is the result of more than 100 years of excellent financial guidance provided by our past boards with the help of ASA staff. The financial resources of ASA as of December 2010 are shown in Table 1. It is this asset pool of financial resources that offers the opportunity for ASA to address the question: how much is enough?

For ASA, the answer to the question is found in a new policy called Reinvest ASA passed by the board in December 2010. Reinvest ASA is based on the notion that some level of net assets (net worth) is “enough,” and funds in excess of that level determined at the end of the year should be invested (expended) to fund new activities within ASA that enhance its value to members and those it serves. Reinvest ASA provides the required policy that authorizes the ASA board in this matter and provides guidelines for determining when ASA net assets (net worth) are deemed in excess of a strategic base and the guiding principles for how those funds are to be allocated.

**Table 1. The financial resources of ASA as of 31 Dec. 2010.**

Assets	Value
Cash	\$987,205
Certificates of deposit	\$19,000
Inventory	\$48,264
Land, building, and equipment (net)	\$849,621
Investment portfolio	\$8,554,606
<i>Total assets</i>	<i>\$10,458,696</i>

## Increasing the Society’s Financial Health

Reinvest ASA funds are an additional allocation targeted to specific needs for ASA operations beyond the annual operating budget. If successful, Reinvest ASA will increase ASA financial health and provide a continual funding

mechanism for improving ASA beyond its annual budget when excess reserves (net worth) are identified.

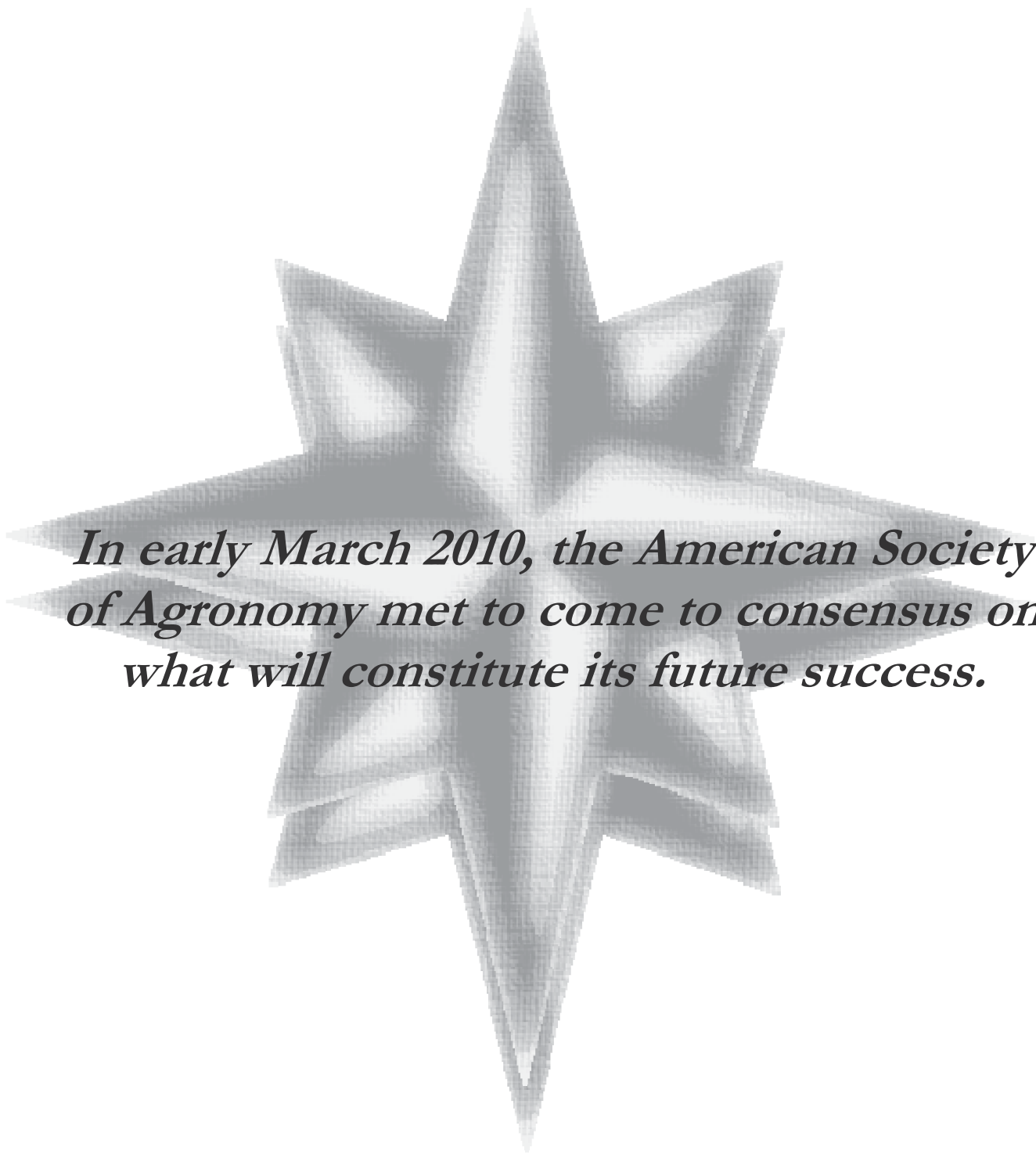
The ASA Budget and Finance (B&F) Committee was tasked with developing a quantitative mechanism annually for determining when ASA strategic net assets (net worth) are available for Reinvest ASA. The ASA board approved a mechanism at its May 2011 meeting as a result of a discussion and analysis by the B&F members of the board and ASA staff. Funds exceeding a maximum level of net assets are available for Reinvest ASA by the ASA board based on the following guiding principles set by the Reinvest ASA policy. Funds provided under Reinvest ASA must achieve one or more of the following:

- facilitate the ASA strategic plan
- increase membership in ASA
- provide alternative revenues for ASA
- add value to ASA programs and activities
- enable ASA to engage in innovative and important issues consistent to its mission

For the year ending 31 Dec. 2010, the B&F Committee determined excess funds from analysis of the audited financial statements equal to \$41,800 available for Reinvest ASA during the remainder of 2011. This was presented to the ASA board at its annual meeting in mid-May. The board has the option of using (not using) those funds for items consistent with the guidelines stated in Reinvest ASA.

Reinvest ASA is an important milestone for our Society both in terms of enhancing ASA for the future through investment while being responsive to the ethical question: How much is enough for a non-profit professional society? Send your comments and ideas for Reinvest ASA to any member of the ASA board of directors (see [www.agronomy.org/about-society/committees/A003](http://www.agronomy.org/about-society/committees/A003) for contact information).

# *THINKING & PLANNING STRATEGICALLY*



*In early March 2010, the American Society of Agronomy met to come to consensus on what will constitute its future success.*

*This is that direction...*

## OVERVIEW



On March 10, 2010, a strategic planning group consisting of Board members and senior staff of the American Society of Agronomy (ASA) met to update its long-range strategic direction. Bud Crouch, a principal partner of Tecker Consultants, LLC and president of Innovations Plus led this ASA leadership team through the planning process.

This planning document defines ASA's clear strategic direction. It is the leadership team's consensus on what will constitute the Organization's future success. It answers the following two fundamental strategic questions:

1. Why will ASA exist in the future? *Its reason for being and core purpose.*
2. Where is ASA going? *Its future direction and goals.*

### ***Planning Strategically:***

The existence of this strategic direction and its successful implementation signals the leadership team's desire to lead ASA strategically. Developing a strategic direction is not a one-time event, but an ongoing commitment and process. The strategic direction represents a compass that will guide and focus ASA's future strategic decision-making and ongoing operational work.

### ***Strategic Focus:***

Organizational strategic focus or intent is very important. One of the challenges for ASA is that there is more to do than resources to accomplish. The temptation to do everything can lead organizations to try to be all things to all people. Planning strategically is the counter to the all-things syndrome. It is about identifying a limited number of goals that ASA must undertake to move successfully into the future.

### ***Strategic Approach/Philosophy:***

The approach in defining the new strategic direction was not to identify what ASA wants to continue doing today (its current operational plan). Rather, the team determined what the organization is not doing today, but must engage in to be successful in the future.

This strategic direction is not about business as usual — ***it is about the change needed to stay relevant!*** This separates the strategic plan from the operational plan. Both are important. The strategic direction is a constant reminder, as the leadership team oversees the development of the annual operational plan, of what must be changed to stay relevant to what members are seeing in the real world.

### ***Updating the Strategic Plan:***

A strategic plan can only stay current and relevant if ASA insures that the plan is inspected regularly and then updated. It is the leadership team's *working document*. Therefore, the governing body has both the right and the responsibility to:

- 1) Change the strategic plan anytime it needs to be changed based on sound reasoning and assessment; and
- 2) Update the plan regularly.

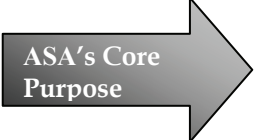
## 10 TO 30 YEAR Long-Range Strategic Planning Horizon

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A 10 to 30 year planning horizon was developed, which consists of ASA's core ideology and 10 to 30 year envisioned future.

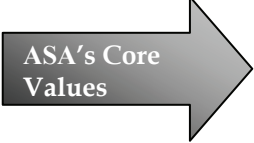
**Core Ideology/Purpose and Values** clarifies what must be preserved in an environment of increasing rapid and unpredictable change. Core ideology consists of ASA's core values and core purpose.

The **core purpose** describes ASA's very reason for being — *why the ASA will or should exist into the future* (10 to 30 years). What would be lost if it ceased to exist? What sense of purpose will motivate members to dedicate their creative energies to ASA and its efforts over a long period of time?

 ASA's Core Purpose

***Food, Feed, Fiber and Fuel for Everyone, Everywhere.***

**Core values** are a small set of timeless, guiding principles that do not require external justification. They only have intrinsic value and importance to ASA. Core values are so fundamental that they seldom change — *if at all*. They define the behavior required in order for the organization to achieve its core purpose. Core values are so deep-seated and valid that ASA would preserve the core values even if it were admonished for having these values.

 ASA's Core Values

***We believe in:***

- ***Scientific integrity***
- ***Scientific inquiry***
- ***Accountability***
- ***Diversity***
- ***Transparency***
- ***Innovation***
- ***Global perspective***
- ***Service***

The **Big Audacious Goal** is the *10 to 15 year envisioned future or Vision*. The B.A.G/vision is a goal (that is ASA's vision statement) that stretches beyond ASA's current three to five year goals. Because it is "audacious" it represents a significant challenge and its achievement will require ASA to move outside of its comfort zone. It is clear and compelling to all members. It has a clear finish line which will take both time and hard work to accomplish. The goal should stimulate leadership activity, commitment and participation beyond ASA's present leadership. It helps to set the direction for the succession of future three to five year strategic plans.



*ASA will integrate and apply science to double global food, feed, fiber and fuel production by 2050*

A vivid description helps to clarify what is intended by the B.A.G. It describes what Agronomy and ASA will look like when the Society successfully completes its B.A.G. It also provides measureable achievements (milestones).

#### **Agronomy:**

- *There is a smaller percentage of the global human population that is hungry.*
- *Doubled yields are occurring globally.*
- *There are more people who understand agronomy.*
- *Agronomists are valued in the quest to address world food issues.*
- *There are new industries defining and solving the increased environmental? d issues.*
- *Adequate federal funding exists for the agronomic sciences.*
- *There are economically viable production systems with substantially improved efficiency (resilient to and mitigating climate change; improved soil-,water-,air quality; and ecosystem health).*
- *There are new locally adaptable and sustainable bioenergy resources.*
- *Crop management has made great headway in adapting to climate change.*
- *There are more diversified agricultural products in the world.*

#### **ASA:**

- *has substantially increased membership.*
- *is financially secure and stable.*
- *is widely recognized and branded worldwide.*
- *has significant influence on the success of global agriculture.*

## *Strategic 3 to 5 Year Goals*



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The following represents ASA's goals that encompass its 3- to 5-year direction. These goals are outcome-oriented statements that lead ASA towards its envisioned future. These goals are not in any order of priority. All of the goals will need to be accomplished if ASA is to fully achieve its 3 to 5 year quest.

### In 2014:

***Goal A. ASA will be financially secure and viable. (Diversified Revenue)***

***Goal B. ASA will enhance its value proposition. (Increased Knowledge)***

***Goal C. The integrated science of agronomy will be recognized by key audiences as a major source of science-based knowledge. (International Influence)***

***Goal D. ASA will improve its integrative role by collaborating with other scientific fields and societies. (Outreach)***

# *STRATEGIC LONG-RANGE GOALS, STRATEGIES, AND MILESTONES*



Strategies indicate how ASA will organize, focus and expend its resources and actions to maximize its effectiveness and efficiency in achieving its 3 to 5-year goals. The strategies must be reviewed and updated annually.

The strategies were rated in importance of when they should be undertaken (implementation timing). The three ratings include:

**High:** *Work on this strategy must be undertaken in the next program/fiscal year.*

**Medium:** *Work on this strategy should be undertaken in the next program/fiscal year if at all possible.*

**Low:** *Work on this strategy can wait until a subsequent program/fiscal year if necessary.*

Indicators of Achievement are used to determine the overall progress toward a goal. They indicate how close ASA is to achieving a goal as it executes the individual strategies for each goal. ***The indicators of achievement measure goal achievement, not strategy achievement.***

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## **Goal A: *ASA will be financially secure and viable. (Diversified Revenue)***

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### **Strategies:**

- A1. (High) Develop broad-based endowment funds in support of education, advocacy and outreach.
- A2. (High) Increase non-dues revenue from current and new programs and services that are aligned with ASA's mission.
- A3. (Medium) Increase grant, foundation and contract support for ASA initiatives (eg. Mississippi River Basin Initiative).
- A4. (Medium) Expand/diversify membership to non-traditional areas (scientific disciplines).

### **Indicators of Achievement:**

An increase in:

- ⇒ diversified sources of non-dues revenue.
- ⇒ endowment funds which support education, advocacy and outreach.
- ⇒ grants, foundation and contract support.
- ⇒ membership diversification from non-traditional areas.

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## **Goal B: *ASA will enhance its value proposition. (Increased Knowledge)***

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### **Strategies:**

- B1. ASA will increase its value proposition to current and future members by:
  - (High) continually enhancing the quality and innovation of publications,

- (High) enhancing programmatic content and delivery through Meetings, and
  - (High) enhancing scholarship programs.
- B2. ASA will increase the value proposition to current and future CCAs by:
- (High) improving the relevance, quality and content of Crops and Soils magazine,
  - (High) expanding continuing education offerings and online education, and
  - (High) enhancing policy advocacy on behalf of CCAs.
- B3. (High) Continue expanding ICCA internationally.
- B4. (Medium) Survey members and nonmembers to establish a baseline of value and collect data to measure success against the baseline.

### **Indicators of Achievement:**

An increase in:

- ⇒ the quality and innovation of publications.
- ⇒ impact factors and citations within publications.
- ⇒ an increase in book, CD, and special publications by 50%.
- ⇒ the number and diversity of meetings, meeting participation and meeting revenue.
- ⇒ diversified speakers and content at meetings.
- ⇒ use of modern IT for virtual meetings, including virtual poster offerings.
- ⇒ enhanced content in Crops and Soils magazine.
- ⇒ the number and diversity of educational programs.
- ⇒ advocacy on behalf of CCAs.
- ⇒ international CCA programs.
- ⇒ an increase in international memberships and participation in Annual Meetings
- ⇒ member satisfaction based on both member retention and survey results.

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**Goal C:** *The integrated science of agronomy will be recognized by key audiences as the source of science based knowledge. (National/International Influence)*

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### **Strategies:**

- C1. The integrated science of agronomy will be recognized by key audiences as the source of science based knowledge through:
- (High) developing educational materials on agronomic themes for policy makers.
  - (High) proactively influencing/enhancing legislation and regulation.
  - (High) developing educational materials for the media, K-12 and general public.

- (High) creation of a highly visible “Agronomists Making a Difference” program.
- (Medium) developing/expanding online educational materials and offerings.

**Indicators of Achievement:**

An increase in:

- ⇒ world-wide recognition of ASA as a source for science-based agronomic knowledge
- ⇒ ASA’s strategic position (image, recognition, public understanding) as a powerful advocate and voice for agronomy.
- ⇒ ASA position papers, educational briefings and interactions with legislators.
- ⇒ more favorable legislation and funding for agronomy.
- ⇒ coalition involvement and grassroots advocacy efforts.
- ⇒ ASA’s interaction with media as the voice of, and for, agronomy.
- ⇒ expanded web-based information.

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**Goal D: *ASA will improve its integrative role with other scientific fields and societies. (Outreach)***

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**Strategies**

D1. (High) Increase mutually beneficial linkages with other groups by:

- (High) pursuing mutually beneficial (scientific and financial) opportunities with other organizations,
- (High) developing educational offerings of benefit to ASA members (who also have linkages with other professional organizations),
- (High) reviewing the “society and association” landscape to determine if there are successful integrative models that exist,
- (Medium) sponsoring an NSF workshop on the role of agronomy in managed ecosystems, and
- (Low) developing workshops, webinars and publications on building successful multi-disciplinary research and implementation teams.

**Indicators of Achievement:**

An increase in:

- ⇒ mutually beneficial linkages with other groups.
- ⇒ joint activities, partnerships and coalitions.

The existence of:

- ⇒ a list of existing and potential societies and organizations and the possible beneficial linkages that could be developed.

## ***STRATEGIC ASSUMPTIONS***



The respondents identified the following assumptions about the most significant, future (two to seven years) external conditions, trends and major forces that they believe will impact ASA in the future.

### ***Financial:***

1. Lack of applied agronomic funding from state and federal agencies could have profound implications for food price trends in the future as public research funds have been redirected away from applied agronomic farm productivity toward other concerns, such as the environmental effects of agriculture. Consequently, the rate of gain in productivity over this same period has waned compared to previous rates of gain and may have profound implications for food price trends in the future.
2. The paradox between decreasing state and federal funding for agronomic research and requirements for young Land Grant faculty members to secure competitive outside funding profoundly limits future advances in agricultural sciences.

### ***The World-Wide Public:***

3. More people are aware of global food security and environmental issues and understand that agricultural research has an important role in solving these global issues.
4. There is increased need for food production (both quality and quantity) in the world, and especially outside North America.
5. Increased awareness that we must develop systems that are sustainable and not simply exploit or mine our natural resources for today without adequate regard for tomorrow.

### ***Agronomy/Agriculture:***

6. Privacy rights and growth in multi-national private enterprises in agriculture will lead to much of agronomic knowledge becoming proprietary and unavailable to the public.
7. There will be a continued divergence of larger, more industrial agricultural activities and organic farming activities, which may cause conflict and competition for the public's attention and support.
8. Continuing trend for fewer farmers producing food.
9. There will be increased competition for use of water and land between food/feed/fiber and other purposes such as fuel, pharmaceuticals, starting materials for plastics, etc.

### ***Governmental:***

10. Political and social pressure for sustainable development will increase, resulting in more governmental regulation of agricultural practices perceived to contribute to non-point source pollution and greenhouse gas emissions.
11. Forestry already has sustainability certification and agriculture does not. There is increasing demand for life-cycle analyses in industry product stewardship programs, and there is need and opportunity for scientific input into these analyses.
12. There is an increasing flood of agri-business information without interpretation. This will create a growing need for the "definitive summary" of the "state of the information" for decision makers in government, on the farm, and in agri-business.

### ***Education, Public, Governmental Awareness:***

13. There is a lack of public education and understanding about the role that agronomic sciences can play in providing sustainable solutions for improving agricultural productivity and food security, thereby, continuing to threaten the recognition of agricultural sciences.

### ***Environment:***

14. There is a growing shortage of water, land and energy on a worldwide basis along with simultaneous population growth which will place increasing pressure on food supply systems and food prices.
15. There will be an increased focus on the environmental impacts of agricultural production with a focus on carbon sequestration in soils and greenhouse gasses, and demand for documenting the environmental footprint of food, feed, fuel and fiber production will increase and lead to greater need for certified production systems.
16. Environmental movements attract large numbers of members. Engagement with these groups to provide credible scientific information is an opportunity to have positive impacts.

### ***Research:***

17. There will be a growing need for basic research into soil management and crop production under changing climate conditions.
18. New genetic technologies will become prevalent, but being proprietary will offer limited opportunities for involvement from publicly funded and non-proprietary research sectors.
19. The reductions in research, extension, and teaching positions for agronomic science professionals in North America will likely continue.
20. More recycling of nutrients and other agricultural inputs will be encouraged to reduce the rate at which we consume our natural resources and impact our natural resources.

### ***Technology:***

21. Technological advances in biology, genetics, precision agriculture, materials, and integrative systems level sciences will improve agricultural productivity.
22. Human population expansion and its demand for food, fiber, fuel and other bio-products will place greater stress on soil and crop production resources and increase demand for agronomic research, technology and information.

***Mega issues*** are overriding issues of strategic importance that cut across multiple goals or outcome areas. They address key strategic questions that ASA must answer, illuminating choices that the organization must make and challenges that need to be overcome to better serve its members, fulfill its mission and successfully move into the future.

### ***Strategic***

1. How will ASA increase credibility in the environmental, natural resources and organic/sustainable agricultural communities without losing its link to production agricultural and the segment of its membership associated only with production agricultural? *It's a 'clash of two cultures' which has hurt ASA in that its credibility is often questioned because of its close alliance with the fertilizer/pesticide community.*

2. How can ASA better engage and embrace women and minorities in leadership positions?  
*ASA's poor record of engaging and embracing women and minorities in the leadership positions of the Society undermines support for ASA and ultimately leads these demographic groups to go elsewhere.*

***Membership Benefits and ROI:***

3. What value propositions should ASA offer in the future to sustain current members and attract young and international agronomists?

***Competition***

4. How can the ASA deal with the increasing competition from smaller, specialized scientific Societies and distance itself from its competitors so ASA is the clear “go to” source for “anything agronomic”?

***Government Communication, Education and Advocacy:***

5. How can ASA better partner and collaborate with other organizations to extend its national and international mandate in issues related to food security?

***Agronomy's Reputation, Image, and Brand:***

6. What can ASA do to increase public appreciation for the role of agronomic sciences in the sustainable provision of their food, feed, fuel and fiber?

***Key Stakeholders:***

7. Many disciplines interface with agronomy. How does the ASA support involvement and engagement of those in related disciplines who see agronomy as a secondary interest?

(This Strategic Plan was approved by the ASA Board of Directors via an email vote on  
June 30, 2010)

# Revised Bylaws of the American Society of Agronomy, Inc.

2010

## Article I. Name

The name of this organization shall be the American Society of Agronomy, Inc., otherwise referred to as ASA.

## Article II. Objectives

The objectives of the society shall be generally those of an educational and scientific corporation qualified for exemption under Section 501(c)(3) of the Internal Revenue Code of 1954 as amended or a comparable section of subsequent legislation.

The society shall strive to promote human welfare through advancing the acquisition and dissemination of scientific knowledge concerning the nature, use, improvement, and interrelationships of plants, soils, water, and environment.

ASA shall maintain a close working relationship with the Crop Science Society of America (CSSA) and the Soil Science Society of America (SSSA), otherwise referred to as the associated societies, and the Alliance of Crop, Soil, and Environmental Science Societies (ACSESS).

## Article III. Composition of the Society

SECTION 1. The society shall be composed of members as described in Article IV.

SECTION 2. The society shall have a board of directors, committees, and such officers and employees as are necessary to fulfill its objectives.

SECTION 3. The professional groups within the society shall be called Sections and Communities as specified by Article XI.

SECTION 4. The geographical organizations of members of the society shall consist of groups, to be known as branches; state and other area groups, known as state, territorial, provincial or local chapters; and student groups, known as student chapters, as specified by Article XII.

## Article IV. Membership

The membership of the society shall consist of individuals, corporate member firms as noted in Section 3, and subscribers as noted in Section 8, who are actively interested in the objectives of the society and the profession. There shall be 9 classes of members: 1) Active, 2) Emeritus, 3) Corporate, 4) Affiliate, 5) Graduate, 6) Undergraduate, 7) Undergraduate Student Affiliate, 8) Subscriber, and 9) Certification Member.

SECTION 1. Active members are individuals actively interested in the objectives of the society and who pay dues as provided in Article XIII. Active members may attend and participate in all paper sessions,

meetings, participate in discussions in paper-reading sessions sponsored by the society, hold office, vote, present relevant papers on programs sponsored by the society, and publish in the society's journals, subject to the editorial policy and practices of the journals. Active members may subscribe to the journals and receive other publications as authorized by the board of directors.

SECTION 2. Emeritus members are individuals who pay dues as provided in Article XIII, have held active membership for a total of 25 years or more, ceased professional employment, and made application to the chief executive officer for emeritus membership. It is the responsibility of an emeritus member to notify the chief executive officer if professional employment is resumed thereby temporarily invalidating the emeritus status. An emeritus member shall have all the privileges of active membership and may subscribe to society journals at rates established by the board of directors.

SECTION 3. Corporate members are corporations who pay annual dues specified by the board of directors. Corporate members shall receive benefits authorized by the board of directors. An individual designated by a corporate member firm as its representative shall be accorded normal privileges of an active member.

SECTION 4. Affiliate members are individuals who hold membership in the branches, or state, territorial, provincial, or local chapters, but who do not pay dues to the ASA. Affiliate members may attend all paper sessions, meetings and participate in discussions in paper sessions sponsored by the society. They may not vote, hold office as a Section officer, representative on the board of directors, or president, nor present papers in the technical sessions at annual meetings.

SECTION 5. Graduate student members are graduate students who pay dues as provided in Article XIII. Membership is limited to 7 membership years and shall cease at the end of the 7th membership year or upon completion or termination of graduate study, whichever comes first. The society may request evidence of graduate student status. One year of graduate student membership will be allowed while transitioning full time into the profession, provided 7 years of eligibility have not been completed. Graduate student members have the obligations and privileges of active membership, except that they may not hold office as a Section officer, representative on the board of directors, or president. Full-time staff members and active members on leave for study are not eligible.

SECTION 6. Undergraduate student members are undergraduate students who pay dues as provided in Article XIII. Membership is limited to 5 membership years and shall cease at the end of the 5th membership year or in the year in which the bachelor's degree is received, whichever comes first. The society may request

evidence of undergraduate student status. Undergraduate student members have the obligations and privileges of active members except that they may not vote or hold office as a Section officer, representative on the board of directors, or president. Membership in this category does not affect the length of eligibility for graduate student membership.

SECTION 7. Undergraduate student affiliate members are members of student chapters (as specified in Article XII, Section 5) who do not pay dues to the ASA. Undergraduate student affiliates may attend all meetings sponsored by the society and participate in discussions in paper sessions. They may not vote, hold office as a Section officer, representative on the board of directors, or president, or present papers in the technical sessions at annual meetings except by invitation.

SECTION 8. Subscriber members are libraries, corporations, firms, agencies, institutions or individuals which subscribe to journals published by the ASA. An individual who does not wish to participate in society activities made possible by other classes of membership but who wishes to subscribe to one or more of the ASA publications, may become a subscriber member. A subscriber member may designate an individual who shall receive the journal(s) subscribed to and other benefits as determined by the board of directors. The individual designated may attend national and other meetings held by the society and participate in discussions in paper sessions.

SECTION 9. Certification members are registrants in any professional certification program conducted or recognized by ASA who pay certification fees and dues as provided in Article XIII. Certification members have rights and privileges of active members.

## **Article V. Special Recognitions**

SECTION 1. Fellows are members who have been elected to fellowship because their professional records and services to the society and the profession warrant special recognition. To be eligible for nomination to fellowship, an individual must hold the active membership category or another membership category having the same privileges as active membership as specified in Article IV and must have been a member in one of those membership categories for a total of at least 7 years.

Nominations to fellowship may be made only by active members or those holding membership categories with the same privileges as active membership as specified in Article IV. Not more than 0.3% of the active members may be elected to fellowship in any one year.

SECTION 2. Honorary membership is conferred upon individuals who are not members of the ASA but who have made outstanding contributions and/or service to agronomic science. Selection for honorary membership requires a two-thirds affirmative vote of the voting members of the board of directors.

## **Article VI. Officers**

SECTION 1. The officers of the society shall be the president, a president-elect, the immediate past president, and a chief executive officer.

SECTION 2. The president-elect shall be elected annually by ballot provided to all voting members. Two candidates shall be chosen by the ASA nominations committee.

SECTION 3. The president, president-elect, and immediate past president shall serve for 1 year, with their terms of office ending at the time designated by the board of directors. The president-elect shall succeed to the presidency automatically. The president automatically assumes the office of immediate past president at the completion of the presidential term.

SECTION 4. The duties of the president, president-elect, and immediate past president shall be those which usually pertain to the offices held or which are specifically prescribed by these bylaws.

The president-elect shall coordinate the technical and special sessions by serving as ASA program chair for the annual meeting.

The president shall make all committee appointments either directly or through delegated authority. The president shall have authority to call meetings of the board of directors, the executive committee, and other committees as deemed necessary.

SECTION 5. The chief executive officer shall be in charge of the headquarters office and shall have such additional duties as usually pertain to the position, including those duties normally assigned to an executive secretary and treasurer and other duties as are prescribed by these bylaws and board of directors.

SECTION 6. If during the term of office, the president should become unable to serve, the immediate past president shall assume the office of president for as long as is necessary up to the remainder of that term. The person would then automatically become past president again when the president-elect becomes president. The most recent available past-past president shall assume the duties of the past president in the interim.

If the immediate past president should become unable to serve, the person shall be replaced by the most recent past-past president who is available for service in this capacity.

If the president-elect should become unable to serve the term of office before being installed as president, upon ratification by the board of directors, the executive committee will designate someone to serve as president-elect for as long as is necessary up to the remainder of that term. Special consideration will be given to other candidates for president-elect in recent elections. If the person originally elected resumes the office of president-elect before the end of that term, the person shall automatically succeed to the presidency in the normal manner. If the alternate designated by the executive committee serves until the end of that term, the alternate shall succeed to the presidency in the normal manner.

The executive committee shall have authority to decide when and if the officers are unable to serve. Any member of the executive committee may call a caucus of all remaining members to determine the succession of officers in accordance with these bylaws. An officer whose term has been affected by a decision of the executive committee may appeal the decision to the board of directors.

## **Article VII. Board of Directors**

SECTION 1. The board of directors shall consist of the president, president-elect, and immediate past president of ASA; one member representing each section; one member representing ASA's International Certified Crop Adviser program; one finance representative (who would serve as chair of the budget and finance committee); one industry representative (from the Corporate Membership category); one early career representative (within 5 years of degree completion); the chief executive officer, ex officio, without vote; the editor-in-chief, ex officio, without vote; the program planning officer, ex officio, without vote; and the Chair of the Agronomic Science Foundation, ex officio, without vote. If a section board representative is unable to attend a meeting, another section officer may represent the section at the meeting and vote on all matters that come before the board of directors. The term of office for voting members of the Board shall be 3 years and shall end at the time designated by the board of directors. Individuals serving on the board of directors must hold the active membership category or another category having the same privileges as active membership as specified in Article IV.

SECTION 2. The board of directors is the governing body of the society. As such, it shall have, hold, and administer all property and funds of the society in conformity with the articles of incorporation and bylaws.

SECTION 3. The executive committee of the board of directors shall be the president, president-elect, and immediate past president of ASA. Between meetings of the board of directors, the executive committee shall have power to act for the board of directors.

SECTION 4. An officer or director may be removed from office for cause prior to the expiration of his/her term by a two-thirds majority vote of the voting members of the board.

SECTION 5. The board of directors shall meet as needed, or conduct telephone conference calls or electronic meetings, to conduct society business. Roberts Rules of Order will be used as a guide for conducting meetings. In a meeting of any format, two-thirds of the executive committee or fifty percent of the voting members of the board of directors shall constitute a quorum for voting. Unless otherwise specified in these bylaws (Article VII Section 4; Article X Sections 4 and 5; Article XI Section 2) official action by the board of directors is based on a majority vote of the voting members of the board present in a meeting of any format.

SECTION 6. Meetings of the board of directors, executive committee and such other committees as the board of directors may designate may hold closed sessions by majority vote of the voting members attending.

SECTION 7. All records of the ASA governing bodies shall be open for inspection by any member of the ASA with the exceptions of personnel files, minutes of closed meetings and such other records as the president and chief executive officer shall determine as confidential based on advice of legal counsel. Decisions on the confidentiality of records made by the president and chief executive officer are subject to appeal to the executive committee and subsequently to the board of directors.

## **Article VIII. Headquarters**

The ASA shall enter into an agreement with the Alliance of Crop, Soil, and Environmental Science Societies (ACSESS) to have the business operations of ASA handled through the headquarters office operated by ACSESS. The chief executive officer is in charge of the headquarters office and is responsible in this capacity to the ACSESS board of directors for its operations. In matters of concern only to ASA, the chief executive officer, in the office as chief executive officer of ASA, shall be responsible to the ASA board of directors.

## **Article IX. Meetings**

SECTION 1. An annual meeting shall normally be held for presentation of papers and for such other events of general interest as may be arranged.

Presentation of papers at the annual meetings shall be according to the guidelines prescribed by the board of directors.

SECTION 2. The time and place of the annual meeting shall be determined by the board of directors.

SECTION 3. Conferences, special symposia, and joint cosponsored meetings with societies, organizations, and other groups may be arranged by the board of directors and may be held separately from, or in conjunction with, the annual meeting.

## **Article X. Publications**

SECTION 1. The board of directors shall determine the general nature, number, and editorial policy and practices of publications of the society and shall solicit recommendations on these matters from persons in editorial positions. Maintenance of editorial standards of the society shall be under the direction of the editor-in-chief through the various editorial boards and committees of the society.

SECTION 2. The society shall publish an official technical journal which carries papers, official notices, committee reports, and other items of society business. This journal shall be known as *Agronomy Journal*.

SECTION 3. Publications other than *Agronomy*

*Journal* may be authorized by the board of directors. The ASA may cooperate with other educational and scientific societies in the publication of other journals, upon approval of the board of directors.

SECTION 4. The editor-in-chief shall be nominated by the president and confirmed by the board of directors. The term of office for the editor-in-chief shall be for 3 years. The appointment may be terminated at any time by a two-thirds majority vote of the voting members of the board of directors. The editor-in-chief shall provide leadership and coordinate the approved editorial policies and practices of all publications of the ASA. The editor-in-chief serves as an ex officio, without vote member of the ASA board of directors and as an ex officio member of all ASA editorial committees.

SECTION 5. Editorial boards shall be responsible for the content and quality of the society's journals. Each journal editorial board shall consist of the editor-in-chief, editor, and such other persons as are necessary to accomplish editorial responsibility promptly. Journal editors shall be nominated by the president and confirmed by the board of directors. The appointment of an editor may be terminated at any time by a two-thirds majority vote of the voting members of the board of directors. The position of editor of a journal, and the appointee, shall be separate from that of editor-in-chief.

## **Article XI. Sections and Communities**

SECTION 1. Sections are defined by broad disciplinary and functional areas within agronomic science. Established sections include the following: Agronomic Production Systems, Biometry and Statistical Computing, Climatology and Modeling, Environmental Quality, Education and Extension, Global Agronomy, Land Management and Conservation.

SECTION 2. Members may form a new section upon petition to and approval by the board of directors. After a 2-year trial period an affirmative vote of two-thirds of the members voting in a ballot shall give a new section permanent status.

A section may be terminated if indicated 1) by a two-thirds majority vote of the voting members of the board of directors or 2) by the results of a ballot conducted according to Article XVII.

SECTION 3. Provisions shall be made for an annual business meeting, annual election of section officers, and the limitation of officers to active members and others having the same privileges as specified in Article IV.

Each section shall have two co-chairs who serve for 2 years, a representative to the board of directors who serves for 3 years, and such other officers as it may desire.

The section nominating committees, composed of the section co-chairs, shall prepare a slate of two candidates who agree to run for office for co-chair and when appropriate, for representative to the board of directors. For a newly established section the president shall appoint the nominating committee. Communities nominate to the

section nominating committee members who are willing to serve as section co-chair or board representative.

The co-chairs shall be elected by ballot. If a co-chair should resign or become unable to serve out the term of office, the person shall be replaced by the other nominee on the ballot for co-chair. For newly-established sections, the co-chairs shall be appointed by the president.

The section representative on the board of directors of the ASA shall be elected by ballot conducted at 3-year intervals. For newly established sections the section representative shall be appointed by the president.

If the section representative on the board of directors is unable to complete the term of office, the section shall be represented by the other candidate on the ballot. If both the elected representative and the alternate are unable to serve, one of the co-chairs shall serve as the section representative on the board of directors. When substituting for the section representative, alternates shall serve as voting members of the board.

SECTION 4. Sections and communities may present programs at each annual meeting of the society.

SECTION 5. Communities are the organization of society members into groups showing common professional interests. Communities organize around topical areas. They are self-named. Purposes of communities are to assemble members, facilitate planning, enhance communication, and provide coordination of programs and services. Communities will have leaders and will be represented on the board of directors through their section representative. Communities can organize and remain a recognized community within the society with the following minimum activities: 1) hold an annual meeting (either at the ASA annual meeting, a virtual meeting, or other as arranged by the community leaders); 2) conduct an election of community leadership at this annual meeting; 3) have a minimum of 10 members at the end of the calendar year; 4) maintain a webpage on the ASA website; and 5) organize a minimum of one symposium or oral session at the ASA annual meeting or other scientific venues every two years. Upon organization, a community must choose which section to align to from the listed sections in Article XI Section 1. Members can be associated with multiple communities and will have the flexibility to alter community associations over time.

## **Article XII. Geographical Groups**

SECTION 1. Branches of ASA may be organized to represent regions of the U.S. (e.g., northeastern, north central, southern, western) or other countries or groups of countries.

SECTION 2. The branches may determine their own organization, officers, membership requirements, dues, and number and kind of meetings. The branches shall transmit to the chief executive officer of ASA 1) the names of their officers and committees within 30 days after their selection, and 2) an annual list of members.

SECTION 3. Each branch may adopt its own

constitution and bylaws, provided that these do not conflict with the articles of incorporation or bylaws of the society. Each branch shall file with the chief executive officer of ASA a copy of the constitution or bylaws under which it operates.

SECTION 4. State, territorial, provincial, or local chapters may be authorized by the board of directors in response to a request signed by 10 or more active members of the society who are residents within the state, territory, province, or locality. Chapters shall elect their own officers and make rules for their own governance, provided their procedures are consistent with the articles of incorporation and bylaws of the society. Each chapter shall transmit to the chief executive officer of the society the names of its officers and committees within 30 days after their selection. A chapter that fails for 2 successive years to maintain a minimum of 10 members in good standing in the society shall automatically forfeit its title and rights as a chapter of the society.

SECTION 5. Student chapters may be authorized in colleges or universities that provide a 4-year curriculum in agriculture or a 2-year transfer or terminal program in agronomy, crops, soils, or related science. Authorization of student chapters shall be under such rules as the board of directors may establish. Members of these chapters are undergraduate student affiliate members of the society. Student chapters may form a national student organization, hold meetings, elect officers, arrange programs, and adopt a constitution and bylaws, provided that such constitution and bylaws do not conflict with the articles of incorporation and bylaws of ASA. The annual meetings and other meetings of the national student organization shall be concurrent with meetings of ASA.

### **Article XIII. Dues**

SECTION 1. The dues for each membership class shall be determined by the board of directors, with the advice of the budget and finance committee.

SECTION 2. Notice of any action that proposes to change the dues or options from those currently in force shall be submitted to the board of directors. Dues changes voted on shall be effective beginning as soon as administratively feasible or at a later time as specified by the board of directors.

### **Article XIV. Committees**

SECTION 1. The committees of the society shall be appointed by the president either directly or through delegation of authority to the president-elect unless otherwise specified. Where not described in the bylaws, the composition, membership, function, and activities of committees will be publicly available in the Manual on Committees which will be maintained at ASA Headquarters. Persons appointed to society committees must be members of the society. Persons who do not renew their society membership while on appointment to a committee shall be replaced by a member as soon as the

termination of membership becomes known. Exceptions to the requirement for membership for service on committees can be made by the president when special expertise or opinion from nonmembers is needed.

SECTION 2. The standing committees of ASA shall be those authorized in the bylaws. The composition of the standing committees shall be determined by the executive committee in consultation with the board of directors. The standing committees shall consist of the following:

- a. A society nominations committee
- b. A budget and finance committee
- c. An editorial board for the *Agronomy Journal*, the official technical journal
- d. A fellows committee
- e. An organization, policy, and bylaws committee
- f. A general awards committee
- g. An executive committee
- h. A program planning committee

SECTION 3. Special committees and representatives of the society to other organizations may be appointed as needed.

### **Article XV. Amendments**

SECTION 1. Amendments to the bylaws may be proposed by the organization, policy, and bylaws committee, the board of directors, or 100 or more voting members.

SECTION 2. After reviewing the analysis and recommendations of the organization, policy, and bylaws committee, the ASA board of directors may approve the proposed amendments and authorize the chief executive officer to provide the proposed amendments, shown in relation to any existing bylaws that are affected, and a ballot, to all voting members.

SECTION 3. A proposed bylaws amendment, other than establishment and termination of sections, will be adopted if an affirmative majority of ballots are received at the headquarters office within 60 days after the date of issuing the ballot, or some other length of time as set by the board of directors, but not less than 30 days. Establishment and termination of sections require an affirmative vote of two-thirds of the members voting in a ballot.

### **Article XVI. Election Procedures**

SECTION 1. Election of society officers, section officers, and members of the board of directors shall be by ballot provided by the chief executive officer to all voting members in accordance with the timeframe in Article XVII, Section 3.

SECTION 2. Election of the president-elect shall be accomplished according to the following procedure:

- a. Nominees shall be obtained as described in Article VI, Section 2.
- b. Two nominees shall be selected from the list compiled, as described in Article VI, Section 2.
- c. The chair of the society nominations committee

shall send the names of the nominees to the chief executive officer.

SECTION 3. Election of section officers, including section representatives to the board of directors of the ASA, shall be accomplished according to the procedure described in Article XI, Section 3.

SECTION 4. Election of the International Certified Crop Advisers representative on the board of directors shall be accomplished according to the following procedure:

a. Two nominees shall be solicited from the International Certified Crop Advisers executive committee, acting on behalf of the International Certified Crop Advisers board.

b. The chair of the society nominations committee shall send the names of the nominees to the chief executive officer.

SECTION 5. Election of the finance representative on the board of directors shall be accomplished according to the following procedure:

a. Two nominees shall be solicited from the section co-chairs.

b. The chair of the society nominations committee shall send the names of the nominees to the chief executive officer.

SECTION 6. Election of the industry representative on the board of directors shall be accomplished according to the following procedure:

a. Two nominees shall be solicited from the membership and society identity committee.

b. The chair of the society nominations committee shall send the names of the nominees to the chief executive officer.

SECTION 7. Election of the early career representative on the board of directors shall be accomplished according to the following procedure:

a. Two nominees shall be solicited from the early career members committee.

b. The chair of the society nominations committee shall send the names of the nominees to the chief executive officer.

## **Article XVII. Balloting Procedures**

SECTION 1. Election ballots originate as described in Article XVI. Ballots to decide other issues originate with the board of directors or the executive committee.

SECTION 2. The president shall certify the content of all ballots and the outcome of the balloting.

SECTION 3. All valid ballots received by the chief executive officer within 60 days after the date of issuing the ballots, or some other length of time as set by the board of directors but not less than 30 days, shall be counted by the chief executive officer. Ballots shall be counted within 2 weeks of the final date set for their receipt unless an extension is approved by the president.

SECTION 4. In elections, the winning candidate shall be the one who receives the greatest number of votes on valid ballots.

## **Article XVIII. Nonliability and Indemnification**

SECTION 1. Nonliability. A director, officer, employee, member, or other volunteer of the society is not liable for the society's debts or obligations and a director, officer, employee, member, or other volunteer is not personally liable in that capacity, for a claim based upon an act or omission of the person performed in the discharge of the person's duties, except for a breach of the duty of loyalty to the society, for acts or omissions not in good faith or which involve intentional misconduct or knowing violation of the law, or for a transaction from which the person derives an improper personal benefit. The directors, officers, employees, members, or other volunteers of this society have agreed to serve in their respective capacities in reliance upon the provisions of this Article.

SECTION 2. Indemnification. This society shall indemnify directors, officers, employees, members, or other volunteers of this society, and each director, officer, employee, member, or other volunteer of this society who is serving or who has served, at the request of this society, as a director, officer, partner, trustee, employee, or agent of another corporation, partnership, joint venture, trust, other enterprise, or employee benefit plan to the fullest extent possible against expenses, including attorneys' fees, judgments, penalties, fines, settlements, and reasonable expenses, actually incurred, by such director, officer, employee, member, or other volunteer relating to such person's conduct as a director, officer, employee, member, or other volunteer of this society or as a director, officer, partner, trustee, employee, or agent of another corporation, partnership, joint venture, trust, other enterprise, or employee benefit plan, except that the mandatory indemnification required by this sentence shall not apply (i) to a breach of such director's, officer's, employee's, member's, or other volunteer's duty of loyalty to the society, (ii) for acts or omissions not in good faith or which involve intentional misconduct or knowing violation of the law, (iii) for a transaction from which such director, officer, employee, member, or other volunteer derived an improper personal benefit or against judgments, penalties, fines, and settlements arising from any proceeding by or in the right of the society, or against expenses in any such case where such director, officer, employee, member, or other volunteer shall be adjudged liable to the society.

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