

MINUTES OF APS FAC/EXECUTIVE COMMITTEE

Conference Call

October 10, 2002

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Attendance

Present: J. Fletcher, G. Bergstrom, C. Ishimaru, J. Sherwood, J. Andrews, J. MacDonald, R. Ploetz

Staff: S. Nelson, M. Smith

Absent: S. Slack, M. Matheron, E. Stromberg

Call to Order

President J. Fletcher called the meeting to order at 9:05 a.m. Central

Agenda was distributed electronically September 29, 2002 (see attachment 1).

Request for additional items.

M. Smith indicated that letter ballots on the constitutional change of editor terms were sent out. She is waiting for a proof on the electronic ballot vote. When she receives it, she will send that out too.

S. Nelson said that Staff is developing a policy and procedure on how to conduct mail voting. The last electronic vote to membership was outsourced to a company that had a sophisticated procedure for keeping track of ballot returns on issues like “one-vote-person”. Staff will develop a similar but less complicated procedure.

1. Use of APS's name as a co-sponsor for activities outside of APS, and the possibilities of co-sponsorship of APS activities by other groups (Fletcher).

Note from J. Fletcher attached to agenda: This comes up now because an APS member has invited us to co-sponsor a session in which she is participating at the Ecological Society of America's annual meeting. It seems like a nice thing to do, especially since no money is involved. It certainly fits into the recommendations of the recent ad hoc Alliances Strategy Committee. At the same time, it brings up some questions about general guidelines for such interactions. [See the message from Michelle Bjerkness, below, in blue.](#)

Yesterday I received a call from APS member Carolyn M. Malmstrom, Michigan State University. She is developing a proposal for a symposium at the Ecological Society of America's annual meeting next year, August 3-8, 2003. The symposium is titled "Plant Pathology in Natural Systems." She indicated that there will be 10 speakers and about half of them will be APS members. She wanted to know if APS would be interested in co-sponsoring this symposium. I asked her if she knew what ESA's policy was on this, and she indicated that they encourage these types of sponsorships. At this time she was not looking for financial support, only the opportunity to list APS as a sponsor. I was uncertain where best to direct this type of request, Steve suggested forwarding it to the two of you for initial consideration. If you would like to contact her directly for additional details concerning this request her phone number is 517.355.4690 or email <mailto:malmstr1@msu.edu>. Please let me know if you would like me to forward this elsewhere for consideration or how you would like to proceed. Thanks. Michelle

J. Fletcher reviewed that this issue came up as a result of an opportunity for APS to co-sponsor sessions at the meeting of the Ecological Society of America. Half of the proposed speakers in the session “Plant Pathology in Natural Systems” are APS members. ESA is not asking for funds. They want a visible link to APS. S. Nelson, G. Bergstrom and J. Fletcher have discussed the issue. As a worse case scenario, a session might not be done the way that best represents APS (not well done, etc.). **Discussion.** Are there guidelines for quality control and associated issues? G. Bergstrom indicated that the Section Chairs are reviewing the issue and will make a recommendation on the scientific quality of the session. Thus, SPB is providing a mechanism for quality control on this particular issue. It was agreed that cost shouldn't be the only criterion and that a broader perspective is needed for evaluating sponsorships. People will assume that APS has had input when its name is used in advertising, and this form of advertising might lead to future requests. J. Fletcher added that it seems appropriate for ESA to fill out the form that was just developed by SPB.

S. Nelson pointed out that there are other issues besides the scientific component: organization and liability are others. The Cereal Chemists have developed a procedure whereby they put in writing what the sponsorship means, along with a one-page checklist. This makes it clear to each party what the agreement is. Financial liability, when a meeting fails, is also a big issue. A statement can be added that there is no financial responsibility of the part of APS or vice versa. J. Fletcher suggested we take a look at what the Cereal Chemists have drawn-up.

There was a concern that APS should be involved early on in discussions about sponsorship and that, in this case, it seemed like the Ecology group brought us in late in the process. G. Bergstrom clarified that the meeting program is still in the early planning stages.

J. Sherwood asked if the alliance issue was germane. J. Fletcher thought it was, but the recommendations in the alliance document do not include scenarios about sponsorships. There was some discussion about revising the alliance document to include guidance on co-sponsorships, but no decision was made. Instead, there was general agreement to look at the documents developed by the Cereal Chemists and see if this is something that could be incorporated directly into the alliance document or some version of it. Additionally, procedures for sponsoring meetings could be added to the SPB operations. These would be developed and implemented with support from recommendations in the Alliance document.

ACTION: S. Nelson and M. Smith will send sponsorship documents developed by the Cereal Chemists to J. Fletcher.

G. Bergstrom added that there is no rush for a decision on ESA's request.

ACTION. G. Bergstrom will call Carolyn M. Malmstrom, ESA, and let her know the status of her request.

The issue of Scientific Programs Board having guidelines about co-sponsoring sessions with other societies at our meetings was raised. It was agreed that there is value is being recognized at other society's meetings. This could promote partnerships with other societies, like the Nematology Society, ESA, MSA, etc. This should be kept in mind as we plan for future meetings. Other societies may need to develop guidelines as well. We could send them ours, once these are in place.

2. Motion from FAC for change in Manual of Operations (Sherwood).

J. Fletcher reminded everyone of the discussion on the September 12 Exec/FAC call regarding a functional merging of FAC and Exec. It would not really merge the two groups, since FAC and Exec would remain as recognizable units with the Treasurer as Chair of FAC and the President as Chair of Exec.

Note from J. Fletcher included in agenda:

This discussion, continued from Milwaukee and from our last conference call, is related to the functioning of two groups, FAC and Exec, as one. The functional merging of these entities began about a year ago because of the realization that the two groups often met back-to-back and generally discussed the same items but from different perspectives. There was a lot of repetition, especially since most of the group membership overlapped. John Sherwood provided the following suggested alterations in the MOO.

The following italicized text if inserted directly from the document from J. Sherwood, which was attached to agenda.

Existing text in MoO:

Financial Advisory. *The Financial Advisory Committee (FAC) consists of the APS treasurer as chairperson, the president, vice president, president-elect, treasurer-elect, APS Press editor-in- chief, and two Council members (at least one being a division councilor). The members are appointed by the president for a term of one year and may serve not more than three successive terms. The Executive vice president, vice president for operations and the finance and administration directors are ex officio members.*

The FAC plays an active and initial role in developing and preparing the annual budget for Council consideration and final approval. The FAC advises Council on the sale or purchase of securities, real estate, or other tangible assets to meet specific needs of the Society and to ensure stability and reasonable growth of the Society's financial assets. The FAC establishes a long-range plan for financial investment and provides advice on other matters relating to the use of Society funds. Council delegates authority to the FAC regarding investments of reserve funds.

The FAC will meet annually with a representative(s) of First Trust to review the goals and performance of investments of the society's reserve funds.

Generally, the FAC meets three times during the year and communicates through mail and phone between meetings. Before the midyear Council meeting, the FAC meets to review the projected year-end statement, consider any financial proposals, and make financial recommendations to Council, including the annual meeting budget. The FAC meets between the midyear Council meeting and the annual meetings to conduct in-depth financial analysis of APS programs, evaluate the financial needs of the Society, and prepare the annual budget. The FAC meets during the annual meeting to finalize the annual budget and prepare additional proposals to recommend to the Council.

The FAC, on an ongoing basis, will a) educate the APS membership as to the need for a financial reserve, b) explore alternate sources of income to support society activities, and c) examine the costs and benefits of all member services.

Draft Proposed:

Financial Advisory. *The Financial Advisory Committee (FAC) consists of the APS treasurer as chairperson, the president, vice president, president-elect, treasurer-elect, and HOW EVER Exec IS TO CONTSTRUCTED, IE THE TWO SHOULD HAVE THE SAME MEMBERSHIP; NEEDS TO BE DETERMINED BEFORE THIS CAN BE IMPLEMENTED. The executive vice president, vice president for operations and the finance and administration directors are ex officio members.*

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The FAC will meet annually with a representative(s) of First Trust to review the goals and performance of investments of the society's reserve funds.

Generally, the FAC meets three four times during the year and communicates through mail and phone between meetings. In the Fall before a new fiscal year, the FAC meets to review the current year statement, consider any financial proposals, review the status of the operating reserve, and develop with staff a recommended budget for consideration by Council at the midyear meeting. The FAC meets at the midyear meeting to review the current status of the financial statement, consider financial requests, develop recommendations for Council for membership dues, journal subscription rates, the annual meeting registration fee, and propose a budget to Council. The FAC meets between the midyear Council meeting and the annual meetings as needed to conduct in-depth financial analysis of APS programs, evaluate the financial needs of the Society, and review the upcoming year-end statement. The FAC meets during the annual meeting to review the annual budget and prepare additional proposals to recommend to the Council. The FAC should meet in conjunction with the Executive Committee when feasible and the Treasurer should prepare the financial items for the agenda.

Text changes required:

Deletions are shown with the following attributes and color:

Strikeout, Blue

Deleted text is shown as full text.

Insertions are shown with the following attributes and color:

Double Underline, Redline, Red

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Discussion.

The first paragraph of the revised text states who would be a member of each group. J. Fletcher reviewed members common to each group. If Exec and FAC merged, there would be two people added to Exec and one to FAC. G. Bergstrom reminded everyone of the suggestion made at the annual meeting to add Councilors-at-Large to the expanded Executive Committee. It was agreed that the goal is to describe how we are currently functioning during this transition to a new governance model. CAL could be added at a later time.

The emphasis should be that FAC and Exec are meeting in conjunction rather than merging at this time. (See 3rd paragraph.) Other options discussed were merging of the two memberships or changing FAC composition by the addition of the Immediate Past President and the Secretary. J. Fletcher added that a related issue for the upcoming FAC meeting was the role of the Secretary in FAC/Exec meetings. Specifically, should the Secretary be required to attend meetings when the agenda focuses on FAC items? J. Sherwood noted that some people on FAC might not be present, but would participate via conference call. Regardless of what is decided for the membership of FAC/Exec, Council would have to vote to approve any changes on committee composition.

J. Sherwood suggested we could add the two people to FAC via a formal motion changing the MoO. Alternatively, the Treasurer, who chairs FAC, can invite anyone to come to FAC meetings. This is what happens now. Adding the Secretary and Immediate Past President may help avoid unnecessary overlap in agenda items between Exec and FAC meetings. J. Fletcher reiterated the original intention of holding joint Fac and Exec meetings was not to change the composition of FAC or Exec committees. The intention was to make things more efficient. It may be more efficient procedurally to invite people as needed to FAC and Exec, until such time that the governance is changed.

J. Sherwood clarified to R. Ploetz that the blue revision indicated a deletion of text, especially as it pertains to the APS Press representative on FAC. He also noted that the intention of the proposed changes in 3rd and 4th paragraphs were to describe how meetings could be streamlined, and to more clearly outline how we are meeting now.

Editorial changes were suggested on paragraphs 3 and 4. J. Sherwood suggested a motion for changing 3 and 4 and leaving paragraph 1 as is for now. Motion was not seconded. J. Fletcher called for discussion. No one commented on committee composition. She asked for discussion on the 3rd and 4th paragraph and no responses were given. J. Sherwood read the MOTION from his document. J. Fletcher noted that the 4th paragraph reflects what is happening now, but additional items are also included. She suggested it should be in the second paragraph. **ACTION.** J. Sherwood will move the text from the 4th paragraph to 2nd paragraph and eliminate the 4th paragraph.

J. Sherwood suggested he could follow up with an electronic vote to Exec, but since there were no negative reactions conceptually to the motion, it could go directly to Council for electronic vote. S. Nelson noted that the revision doesn't say anything about developing the long-term strategic financial plan of the society. The 2nd paragraph touches on it, but doesn't say it explicitly. Others agreed, and indicated a need to have this idea incorporated. **ACTION.** S. Nelson will write a sentence on long-term strategic planning in the MoO description of FAC and send it to J. Sherwood. **ACTION.** J. Sherwood will send a revised version of the proposal to Exec and FAC. If there are no substantive changes, he will send the motion to Council for vote.

The Secretary was asked when the next review of the MOO would take place. MoO changes are currently being added continuously. **ACTION.** The Secretary will check on when the next formal revision of the MoO is scheduled. J. Sherwood questioned if his motion should wait until the Council meeting at midyear. J. Fletcher said that wasn't necessary, since we have been making MoO changes on a continual basis. Furthermore, the motion doesn't recommended changes the composition of FAC or Exec membership, which otherwise would require a vote to change the constitution.

3. Update on ISPP proposal (Nelson).

J. Fletcher asked for an update from S. Nelson on the status of the ISPP joint meeting proposal. The proposal is ready, and S. Nelson sent a draft to C. Delp. Delp advised APS to wait on submittin the proposal for the time being.

4. Update on new ad hoc committees (Fletcher).

a. Ad hoc committee on Member Questionnaire.

J. Lindquist has agreed to chair the committee. J. MacDonald will contact the other nominees for membership on the committee.

b. Ad hoc committee on New Products and Services.

J. MacDonald will chair. Committee composition is nearly set; there is only one position left to fill. J. Fletcher mentioned that she had contacted the Graduate Student Committee for names of people to serve on committees. Each time their response was enthusiastic. She recommended this group as a resource for input on a variety of issues.

c. Ad hoc committee on APS Name Change.

J. Fletcher is in the process of appointing a chair for the committee. Once chairs have been identified, members will be added.

d. Ad hoc committee on Centennial Planning.

J. Fletcher is in the process of appointing a chair for this committee. She reminded FAC/Exec of the possibility of having a three-year term for the chair, even though the Centennial is six years away.

e. Additional item regarding the ad hoc committee on Journal Issues.

J. Fletcher updated everyone that she had contacted G. Shaner about his committee being ready to present at the midyear Council meeting. He agreed to work with the committee on developing a presentation for midyear.

5. Plenary 2003. "Plant Health and Security in the Age of Genomics." (Fletcher)

J. Fletcher made a "preplanning" announcement. She is looking for input on the plenary. Her thought is to convey the concept that these issues impact all members' interests. She asked people to email input and ideas for the plenary to her. J. Sherwood suggested a topic might be the labeling of GM products, which is being put to vote in Oregon (requiring that all foods made with GM products be labeled as such). G. Bergstrom noted that the Biosecurity Workshop in Washington DC would provide an opportunity to prescreen speakers as possibilities for the plenary. J. Fletcher will look into this, but if the workshop is held in March, it might be too late to recruit some of the better speakers. She also mentioned having a hot topic session on Sunday afternoon after the plenary, which could be used as a forum to focus on a specific area. This type of scheduling arrangement worked very well at the Milwaukee meeting.

6. Strategic Plan (Bergstrom, Nelson). Incorporation of modifications from "Extended Council" at the Milwaukee meeting.

G. Bergstrom and S. Nelson reported that they had decided to incorporate changes on the goals and objectives of the strategic plan recommended during the Expanded-Council meeting. They plan to send the revisions to the participants of the Extended-Council with a request that the revisions be sent to the respective offices and boards for additional input. J. Fletcher sounded the need to continue these discussions with the various offices and boards and to keep the momentum going. She also advised we find other ways for continuing these discussions. In general, there was much support for taking this action at this time. It will provide feedback to those who participated in the Expanded Council meeting, and give them a clear message that their input is being used.

7. Midyear Meeting (Fletcher).

J. Fletcher raised the issues of how to continue "the experiment", and who should attend the Midyear Council Meeting. Also, what other governance groups should meet independently/separately? It would be important to continue along the lines of the experiment. Going back to the old way of doing things might stymie efforts to go forward with the governance issue.

J. Fletcher spoke with A. Biggs, who indicated that Pub Board was considering meeting separately from Council. If one of the topics at Midyear is journals, then Pub Board might need to be there. Pub Board could meet prior to Midyear so that they can come prepared. Another idea presented was that G. Shaner would be working with the ad hoc Journal Issue Committee. Maybe he should attend Midyear. S. Nelson remarked that the journal issue is not just about the impact of electronic journals. It is also about the long-term health of our journals. He had reread some of the papers leading to the formation of the ad hoc committee. **ACTION.** S. Nelson will send the relevant documents to the ad hoc Journal Issues Committee.

J. Fletcher asked for input on focus topics for the midyear meeting. Journals and communication among governance groups were suggested. S. Nelson added two topics: what are the real issues facing APS, and what are the things APS can do to bring value to membership? A related question had been asked of APS and was answered by the PPB: what are the three major issues facing APS? O. W. Barnett responded with three broad issues. The suggestion was made that a more focused answer on availability of funding should be incorporated into the PPB response. The question "What can APS do to bring value to membership?" may be linked to the activities of the New Products and Services Committee.

J. MacDonald voiced concern that we need to continue our focus on the journal issue. Pub Board editors may not be able to look strategically at issues facing the journals. We may need to seek an outside adviser for gaining a broader perspective on where to move with the journals. J. Sherwood added that we need to look at how science will be communicated in the new millennium. While there was much agreement with this

sentiment, some questioned what could be done by midyear. R. Ploetz suggested that we contact Karen Cummings about the person she worked with from Sheridan Press. J. Andrews suggested contacting people from libraries who are also very knowledgeable and aware of the electronic journal issue. J. MacDonald added that the National Librarians have spent time on these issues and might be a resource. G. Bergstrom pointed out that the PMN advisory group could be involved in these discussion.

Overall there was much support for the idea of bringing someone in to provide an outsider's perspective. Where and whom are the unanswered questions. There was a discussion about whether a group could be formed and organized before midyear. The group could be composed of Pub Board, an outsider, and G. Shaner. Practical operational issues take up a lot of the Pub Board's agenda. Maybe if they met in advance of midyear, they would be able to go into depth on strategic planning for journals at midyear. Alternatively, G. Shaner could be invited to the Pub Board meeting when it isn't working on more routine items.

R. Ploetz and J. MacDonald indicated there is urgency in acting on this. J. MacDonald would be willing to work with a committee on this issue. **ACTION.** J. Fletcher will contact G. Shaner about the issues.

Other people to contact for suggestions on outside advisers are M. Wimer and G. Grahek.

G. Bergstrom updated everyone on discussions he's had with M. Wimer on looking at new ways to promote PMN. They are looking into a major initiative for agriculture centered on PMN as part of a communications network, which would be supported by large government sponsorship. These sponsorships would provide journals and much more. This approach may be more productive than current ones, where PMN is supported by annual dues from institutional and individual memberships. They are looking at a congressional approach to selling this idea. In part, this approach would also fall under the interest of PPB. S. Nelson indicated he has received positive feedback about this idea from other societies, like ESA. J. Fletcher commented that APS has already established a public policy presence in Washington, which could be built upon at this time.

Another issue that is related to these efforts is that people from APS are going to various government agencies (USDA and CSREES) seeking funds for various activities. For example, government funding has been obtained recently for the Caribbean Division and for the Biosecurity Workshop. A concern is that these activities lack coordination. APS groups could end-up competing for the same dollars, if there isn't an overall plan or means of keeping track of fund raising efforts. The request from the CD wasn't even known about by Exec. Just as we have coordinated public policy, we should have coordinated requests for support. Another concern raised was that these groups are representing the Society. If someone is representing the Society and asking for funds on its behalf, Exec should know about it.

Discussion returned to the issue of the midyear meeting. **ACTION.** J. MacDonald will look into people who could participate in the journal issue committee.

S. Nelson suggested we should look at this in a broader sense. What other areas besides journal should be viewed strategically? He will think about this and provide insights on next conference call. **ACTION.** J. Fletcher, S. Nelson, and G. Bergstrom will communicate with each other to discuss broader issues for discussion on next Exec/FAC call.

G. Bergstrom asked about the CF agenda at midyear. J. Andrews indicated CF would bring several items to Council. One will be the motion on student membership categories and fees. He also added that we definitely need to maintain a thrust on strategic planning. He also suggested that if we want to get a sense of the feasibility of an expanded council, we should invite a large group to midyear and see if this approach works. J. Fletcher noted that the larger Council idea doesn't mean that we would all meet at midyear. Additional people can be invited as needed. **ACTION.** R. Ploetz will contact A. Biggs and update him about Pub Board issues.

8. Other items for this call.

J. Fletcher will be away Oct 15-27. G. Bergstrom will be away the week of Oct 21.

J. Fletcher announced that funds for the workshop with PPB on biosecurity have come through. Dates being considered are the end of January or March. At present it looks like the workshop will be held at the end of March.

J. Fletcher reported on her attendance at the NE Division meeting. She found the meeting very enjoyable and noted there was a sizeable proportion of Canadian members in attendance.

Next conference call is on November 14, 2002

The conference call ended at 10:35 a.m. Central

Respectfully submitted,

Carol A. Ishimaru

Secretary, APS

Attachments

1. Agenda
2. FAC advisory document

Attachment 1:

AGENDA

EXEC/FAC Conference Call

October 10, 2002

1. Use of APS's name as a co-sponsor for activities outside of APS, and the possibilities of co-sponsorship of APS activities by other groups (Fletcher). This comes up now because we have been invited, by an APS member, to co-sponsor a session in which she is participating at the Ecological Society of America's annual meeting. It seems like a nice thing to do, especially since no money is involved. It certainly fits into the recommendations of the recent ad hoc Alliances Strategy Committee. At the same time, it brings up some questions about general guidelines for such interactions. [See the message from Michelle Bjerkness, below, in blue.](#)

2. Motion from FAC for change in Manual of Operations (Sherwood). This discussion, continued from Milwaukee and from our last conference call, is related to the functioning of two groups, FAC and Exec, as one. The functional merging of these entities began about a year ago because of the realization that the two groups often met back-to-back and generally discussed the same items but from different perspectives. There was a lot of repetition, especially since most of the group membership overlapped. John Sherwood provided the following suggested alterations in the MOO.

3. Update on ISPP proposal (Nelson).

4. Update on new ad hoc committees (Fletcher).

Member Questionnaire (Bergstrom, chair)

New Products and Services (MacDonald, chair)

APS Name Change

Centennial

5. Plenary 2003. "Plant Health and Security in the Age of Genomics." (Fletcher) Suggestions for topics and speakers are solicited!

6. Strategic Plan (Bergstrom, Nelson). Incorporation of modifications from "Extended Council" at the Milwaukee meeting.

7. Midyear Meeting (Fletcher).

Continuation of "the experiment" - who should attend the main Midyear Meeting?

What other governance groups should meet independently/separately?

Identification of specific Focus Items for Midyear

Journals (including financial strategy)

Communications among governance groups (Council, Offices, Boards, etc)

Other

8. Other items for this call?

[Message from Michelle related to item #1](#)

Yesterday I received a call from APS member Carolyn M. Malmstrom, Michigan State University. She is developing a proposal for a symposium at the Ecological Society of America's annual meeting next year, August 3-8, 2003. The symposium is titled "Plant Pathology in Natural Systems." She indicated that there will be 10 speakers and about half of them will be APS members. She wanted to know if APS would be interested in co-sponsoring this symposium. I asked her if she knew what ESA's policy was on this, and she indicated that they encourage these types of sponsorships. At this time she was not looking for financial support, only the opportunity to list APS as a sponsor. I was uncertain where best to direct this type of request, Steve suggested forwarding it to the two of you for initial consideration. If you would like to contact her directly for additional details concerning this request her phone number is 517.355.4690 or email <mailto:malmstr1@msu.edu>. Please let me know if you would like me to forward this elsewhere for consideration or how you would like to proceed. Thanks.

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Attachment 2:

From J. Sherwood

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The FAC will meet annually with a representative(s) of First Trust to review the goals and performance of investments of the society's reserve funds.

Generally, the FAC meets three four times during the year and communicates through mail and phone between meetings. In the Fall before a new fiscal year, the FAC meets to review the current year statement, consider any financial proposals, review the status of the operating reserve, and develop with staff a recommended budget for consideration by Council at the midyear meeting. The FAC meets at the midyear meeting to review the current status of the financial statment, consider financial requests, develop recommendations for Council for membership dues, journal subscription rates, the annual meeting registration fee, and propose a budget to Council. The FAC meets between the midyear Council meeting and the annual meetings as needed to conduct in-depth financial analysis of APS programs, evaluate the financial needs of the Society, and review the upcoming year-end statement. The FAC meets during the annual meeting to review the annual budget and prepare additional proposals to recommend to the Council. The FAC should meet in conjunction with the Executive Committee when feasible and the Treasurer should prepare the financial items for the agenda.

Deletions are shown with the following attributes and color:

Strikeout, **Blue** RGB(0,0,255).

Deleted text is shown as full text.

Insertions are shown with the following attributes and color:

Double Underline, **Redline**, **Red** RGB(255,0,0).

Financial Advisory. The Financial Advisory Committee (FAC) consists of the APS treasurer as chairperson, the president, vice president, president-elect, treasurer-elect, APS Press editor-in- chief, and two Council members (at least one being a division councilor). The members are appointed by the president for a term of one year and may serve not more than three successive terms and HOW EVER EXEC IS TO CONTSTRUCTED, IE THE TWO SHOULD HAVE THE SAME MEMBERSHIP; NEEDS TO BE DETERMINED BEFORE THIS CAN BE IMPLEMENTED. The executive vice president, vice president for operations and the finance and administration directors are ex officio members.

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The FAC, on an ongoing basis, will a) educate the APS membership as to the need for a financial reserve, b) explore alternate sources of income to support society activities, and c) examine the costs and benefits of all member services. The FAC should meet in conjunction with the Executive Committee when feasible and the Treasurer should prepare the financial items for the agDr