

Organizational Structure and Function of the Society for Range Management

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Editor's Note: This is a good insight into the structure and function of our organization.

The Society for Range Management (SRM) is an international association open to anyone engaged in or interested in any aspect of the study, management, or use of rangelands. The Society for Range Management is composed of Sections which consist of local members within defined geographical boundaries. Sections become functional upon formal organization and approval by the SRM's Board of Directors after consultation with the Advisory Council. A Chapter, composed of SRM members of a given Section, may be established by the governing body of that Section for an area

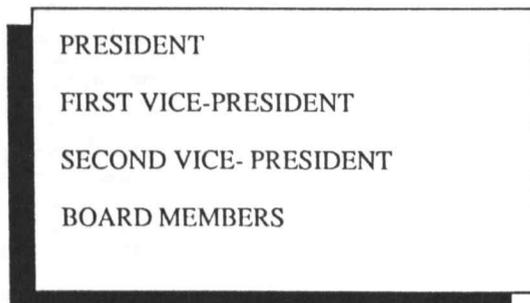
where a strong localized organization can be effected. Thus, SRM's organization consists of individual members, or Chapters, forming a Section, with Sections forming the Society for Range Management.

The stated mission of SRM is "To provide recognition and understanding of range environments throughout the world; to foster public understanding and appreciation of the economic and social benefits derived from proper use and management of the range resources; and to provide for service and activities that will enhance knowledge and expertise of range managers." The Society for Range Management strives to meet this mission through its organizational structure and its actions. This paper is to provide the readers of *Rangelands* and SRM members a view of the society's organ-

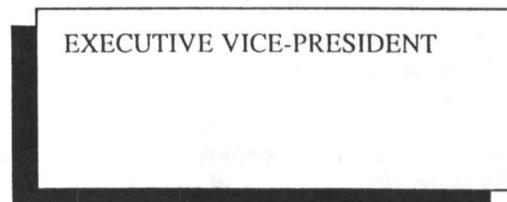
This paper is based on a videotape presentation developed for the Advisory Council of the Society for Range Management (SRM) at the 1986 annual meeting held in Florida. Author is an Associate Professor, School of Agribusiness and Environmental Resources, Arizona State University, Tempe, AZ 85287.

SOCIETY FOR RANGE MANAGEMENT- MANAGERIAL ORGANIZATION

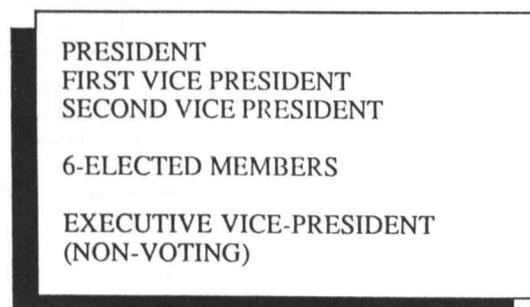
ELECTED OFFICERS



APPOINTED OFFICER



BOARD OF DIRECTORS



ADVISORY COUNCIL

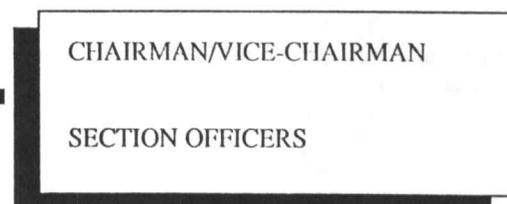


Fig. 1. Chart of the organization of the Society for Range Management indicating the management units.

ization and how the activities of SRM are accomplished.

Organizational Structure

The administration of SRM activities fall into three general categories, elected officials, committee appointments and the staff headquartered in Denver, Colorado. The staff of the Denver office and Washington D.C. liaison staff operate under the direction of the Executive Vice-President. The Executive Vice-President is initially appointed by the SRM President with advice and consent of the Board of Directors.

The elected officials include the President, First Vice-President, Second Vice-President and six members as Directors (Fig. 1). The President, and First and Second Vice-Presidents, serve one-year terms in each office and move forward in succession. This provides a transition of duties through the role of understudy. The Board of Directors, which governs the affairs and business of SRM, consists of three officers, the Executive Vice-President and six elected board members. Two board members are elected each year and serve a three-year term.

Another elected group that assists in the management of SRM activities is the Advisory Council (Fig. 1). The Advisory Council is composed of three elected officers from each Section. These officers are the Section President and Vice-Presidents or the Past President, depending on the Section's organization. The Advisory Council acts as a sounding board for SRM by providing a forum for discussion and evaluation of SRM affairs from the wide spectrum of SRM membership. The Advisory Council, representing the 20 Sections of SRM, also serves as a communication link between the general membership and the Board of Directors.

The most direct route to the decision making process in SRM is by activity of members in their Sections. The information flow is from the membership through their Section to the Board of Directors where, if appropriate, action will be taken. Any member may request some action involving the Board of Directors, but it is preferred that the members work through their Section officers and committees.

The bulk of the business of the parent organization is performed in committee work. Currently there are 20 standing committees in SRM. In broad categories, the committee activities fall into (A) Internal Affairs or Administrative, (B) Membership and Service, and (C) External Affairs (Table 1). Standing committees are formed by action of the Board of Directors. The standard committee structure has members that are appointed for a three-year term, by the First Vice-President prior to his term as President. Members can request to be appointed to the committee of their choice. In most cases, members serve on a rotational basis resulting in planned turnover. The committee chairman is appointed by the incoming President. The typical approach is for a committee member, with 2-3 year's experience, to be appointed chairman; however, the President can directly appoint a noncommittee member as chairman. Each committee also has a representative from the Board of Directors to provide a positive link between committees and the Board.

Some committees have a modified structure or additional members, specifically those exceptions include:

- * *Information and Education* — Also includes all Section I&E Committee Chairmen and Newsletter Editors.
- * *Membership* — Includes all Section Membership Chairmen.
- * *Public Affairs* — Includes one student member and a representative to the Natural Resources Council of America.
- * *Student Affairs* — In addition to the standard alignment, this committee includes two members representing the Plant Identification Contest, one representing the University Range Management Exam, one representative of the Graduate Student Paper contest, one representative of High School Youth Forum and one representative of the University Student Forum.

Special activities can be performed by *ad hoc* committees appointed by the President. The *ad hoc* committees are usually task oriented and serve only during the term of the appointing President. Recent examples include the "Cowboy Cookbook" and "Technology Transfer" committees.

In addition to committees, some of the Society's business is conducted by councils, boards, panels and an affiliations group. There are two councils, the Advisory Council whose general function has been previously addressed, and the Council of Past Presidents. The Council of Past-Presidents has an executive committee consisting of the three immediate Past-Presidents with the newest Past-President serving as the chairman. This council assists with the preservation of SRM history, serves as an advisory committee for the Endowment Fund and provides advice, as needed, to the Board of Directors. Also, there are two Boards, each of which is editorial in nature, serving the *Journal of Range Management (JRM)* and *Rangelands*. The *JRM* editorial board is headed by an editor and has twelve appointed associate editors who review, edit, and select scientific papers for publication, as refereed articles, in the *Journal of Range Management*. The *Rangelands* editorial board has as membership, an editor and twelve appointed members, who review and edit articles for the nontechnical periodical *Rangelands*. There are two panels whose membership is appointed by the SRM President for indefinite terms. The Range Management Consultants Certification Panel reviews and approves applications for consultant certification in range management. The other panel is the Range Curricula Accreditation Panel which evaluates applications from educational institutions for range program accreditation involving written support documents, visits to review facilities, and interviews with faculty. Additionally, there is a group termed "Affiliations" in which an SRM member serves as liaison with other professional societies. The membership of Affiliations is composed of one SRM member per associated organization.

If an SRM member is interested in serving on a committee, there are several ways to be appointed: (1) become active in your Section, (2) volunteer for committee service at the Section level, (3) or volunteer when the elected leader of SRM requests help in filling committee rosters. Committee service is rewarding, especially when recommendations are placed into action by the Board of Directors.

Policy, Resolutions and Position Statements

A major function of SRM is to disseminate knowledge and to serve as a source of expertise when addressing issues

Table 1. Separation of the Society for Range Management's standing committees into functional groups and a brief description of each committee's function within the Society.

<i>INTERNAL AFFAIRS/ ADMINISTRATIVE</i>	<i>SERVICE</i>	<i>EXTERNAL AFFAIRS</i>
Annual meeting Presidential appointment; for specific meeting	Membership Recruitment and retention of members; promotes inter-section exchange of recruitment techniques	International Affairs Guidance to SRM concerning international legislation; promotes liaison with range managers world wide
Budget Prepare balanced budget for SRM	Professional Affairs Review academic/practical training requirements; improve professional standards and public awareness of range management	Excellence in Range Management Advisory on actions by SRM; liaison to range users and agribusinesses
Finance Financial policy, funding sources, review economic status and budget formulation	Information & Education Implementation of programs through sections; promote recognition of SRM to resource managers; promotes improvement of communication skills	Public Affairs Statements to solidify/amplify SRM consensus on range related matters; evaluates section concerns for possible society endorsement
Planning Establish SRM goals and objectives and procedures to achieve goals; appoint's archives/history group	Employment Affairs Integrate employment activities of SRM; employment interview service; announce currently available positions; maintain resume and employer files	Research Affairs Improve funding; stimulate/organize range research projects; promote SRM and professional research interests
Nominating Recommends candidates for 2nd Vice-President, Board of Directors	Publication Advise on SRM publications; assess publishing methods for range information; increase quality of SRM publications	Student Affairs Coordinate: range youth forum; university student conclave; plant ID contest; range management comprehensive exam; graduate student contest
Elections Count election ballots	History-Archives Collect documents for archiving in a single depository, develop history of SRM, encourage section history development	Technology Transfer Prioritizes technology transfer needs, support transfer activities in compliance with SRM mission
Awards Document, nominate persons for awards-citations from SRM	Journal of Range Management Review and select articles for publication as scientific papers	Commercial Affairs Establish bridges between SRM and agribusinesses providing goods and services to the range industry
	Rangelands Provide high quality articles of nontechnical nature for publication	

concerning management of rangeland resources. In this case SRM may utilize: (1) a Policy Statement which is "a carefully derived statement of principle to guide decisions and actions of the Society for Range Management", (2) a Position Statement which is "an unequivocal statement of posture or attitude in regard to a specific issue within parameters of a Policy Statement of the Society", and/or (3) a Resolution which is a "formal expression of opinion based upon conclusion, which requests and encourages action to resolve a situation within the parameters of a Policy Statement of the Society". Membership involvement is vital to the function of SRM and this is best exemplified by noting that a Section, Chapter, or any active member of SRM can propose a new policy or submit resolutions or position statements to the Society.

Policy Statement

A policy statement is a principle upon which SRM functions and its importance is exemplified by the fact that it requires a vote of the general membership. The formulation of policy statements generally follows the diagram in Fig. 2. A Section, Chapter, or an SRM member through his Section,

can initiate a policy statement. The statement is referred to the appropriate SRM committee that would deal with the subject of the statement and also to the Public Affairs Committee and Advisory Council for review and recommendations. The policy statement is then forwarded to the Board of Directors. The policy statement is reviewed by the Board of Directors and can be approved by a simple majority vote. The policy statement is then prepared for a referendum to determine if the membership wishes to adopt, amend or rescind the statement. Passage is by a simple majority of those voting. The Board of Directors also has the authority to formulate policy statements. Only policy statements established by Board action may later be changed by the Board. Those policy statements established by referendum of the membership shall stand unless removed by another referendum. When a policy statement has been approved by the Board and by vote for the membership, it will be published in a SRM periodical. Specific guidelines exist for formulation of policy statements and are contained in Article XI, Section 6 of the SRM Bylaws.

SRM POLICY STATEMENT FORMULATION

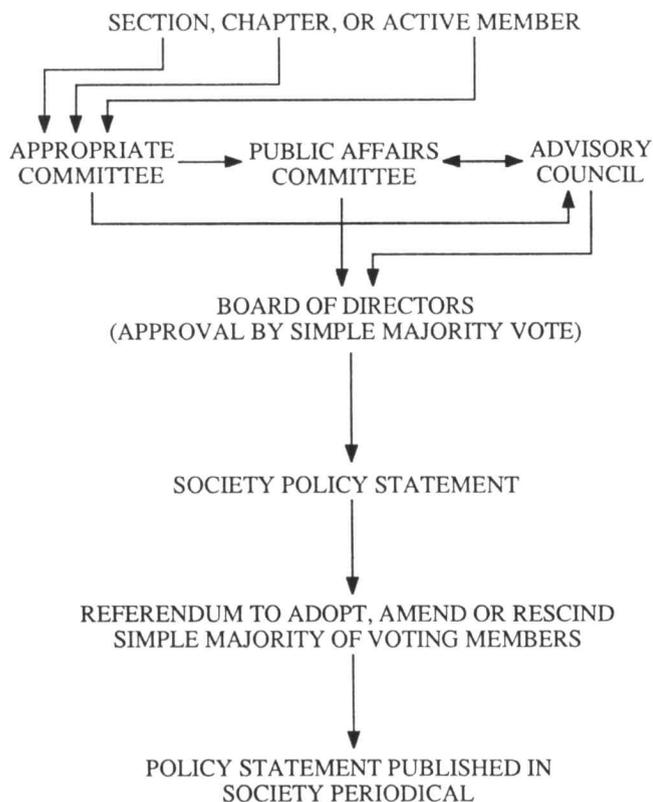


Fig. 2. Diagram of the process utilized by the Society for Range Management to develop policy statements that serve to guide the Society and clearly state its position.

SRM RESOLUTION AND POSITION STATEMENT FORMULATION

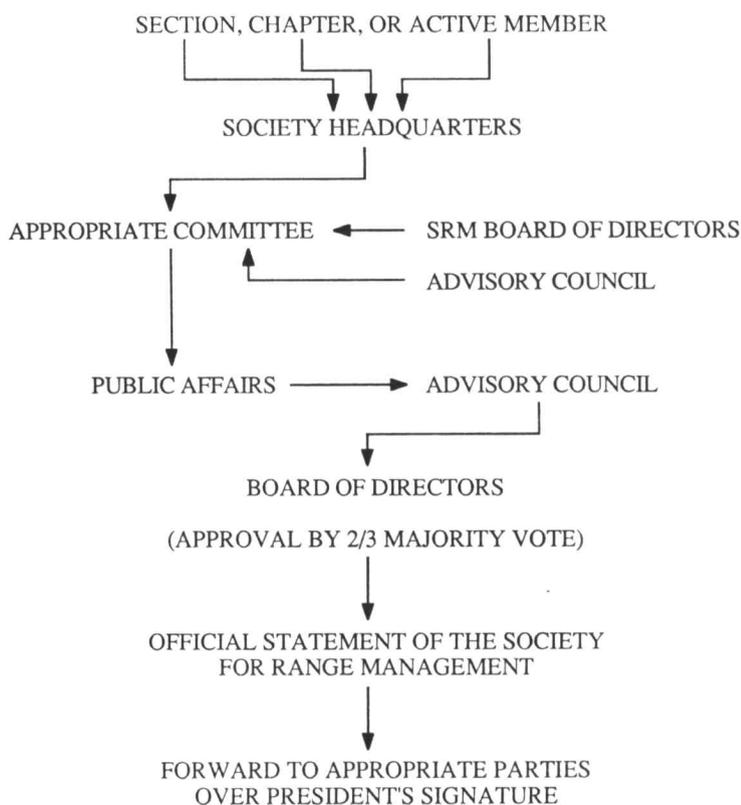


Fig. 3. Diagram of the process utilized by the Society for Range Management to develop resolutions and position statements on items considered necessary to affirm the Society's beliefs.

Resolution and Position Statements

The initiator of the resolution or position statements may submit the item(s) to SRM headquarters for assignment to the appropriate SRM committee (Fig. 3). The Society *must* consider *all* proposed resolutions or position statements coming from Sections, Chapters or active members. The Board of Directors and Advisory Council may also prepare resolutions and/or position statements to be forwarded to the appropriate SRM committee for consideration. The review committee forwards the draft document and its recommendation to the Public Affairs Committee, which prepares a final draft that is consistent with SRM policy before forwarding it to the Advisory Council and the Board. The original review committee may have a representative present during deliberation on the resolution or position statements who is prepared to support the item.

The resolution or position statement becomes an official statement of SRM with a two-thirds majority vote of the Board. The resolution or position statement is then transmitted to the target parties with the SRM President's signature. If a resolution or position statement does not receive the two-

thirds favorable vote of the Board, active members of SRM present and voting at any annual membership meeting may, by two-thirds vote or a petition of 50 signatures, reintroduce the item in the annual membership meeting. The resolution or position statement may be adopted by a two-thirds vote of the active members present. Each Section and Chapter can formulate position statements and resolutions, which are consistent with SRM policy, within its area of jurisdiction. Chapters must file their position statements and resolutions with the Section, and Sections must file both Chapter and Section position statements and resolutions with SRM's Executive Vice-President. The SRM Board, by two-thirds vote, may rescind any Society, Section or Chapter position statement or resolution. Sections or Chapter may also rescind their own actions.

The intent of this paper is to promote a better understanding of SRM and to illustrate that SRM is an open organization. Any member in good standing can initiate important policy changes and statements or resolutions that emerge from the Society at all levels, local to international.