

POLICY AND PROCEDURES MANUAL

for

NALMS Officers, Directors, Committees, Liaisons, and Programs



CONTENTS

Board Members’ Conduct and Participation in the Society’s Affairs	5
Officer Nominations and Elections	6
U.S. Funds Operational Procedure	9
Contract Operational Procedure	10
NALMS International Symposium Rotation Schedule	12
International Symposium Revenue Sharing.....	14
International Symposium Local Host Committee Registration Fees & Expenses	16
Pre- and Post-International Workshop/Event Sharing.....	18
International Symposium Hospitality Suite Operational Procedure.....	20
Student Scholarship Operational Procedure	22
Advertising Operational Procedure	26
Membership List Operational Procedure	27
Web Page Links Operational Procedure	28
Logo Operational Procedure	29
Accounts Receivable Operational Procedure.....	30
Check Writing and Wire Transfer Operational Procedure.....	31
Overhead Operational Procedure	33
Staff Travel and Other Expense Procedure	34
Board of Director and Officer Travel and Other Expense Procedure	36
Certified Lake Manager Seal	38
Funding Request Policy.....	40
Budget Reserve and Investment Guidelines	41
Partnerships Policies and Procedures.....	55
Professional Expectations	58
Internship Program.....	64

POLICY COMMITTEE

Committee Charge

OBJECTIVE

The Policy Committee oversees all activities of the Society to ensure they are consistent with the Bylaws. The Policy Committee also develops policies and recommendations on emerging policy issues.

ORGANIZATION & REPORTING

Policy Committee chair and members are appointed by the President. The Policy Committee reports to the President and the Executive Committee.

ACTIVITIES AND PROCEDURES

All activities of NALMS are open to review by the Policy Committee. Of particular interest are official position statements, new program initiatives, cooperative programs, endorsements, and reports or materials prepared by or for NALMS.

The committee should annually review all science policies and position statements and make recommendations to the Executive Committee for changes. The Policy Committee may review requests from the President, the Executive Committee, the Board, NALMS Staff or other NALMS committee chairs. In all cases, the President should be aware of any requests made to the Policy Committee.

The Policy Committee chair will present a report at each semi-annual and annual NALMS Board meeting.

POLICY FORMAT

NALMS Policies are intended to provide guidance for conducting the Society's business without replacing good judgment and common sense. The format of NALMS policies should facilitate rather than hinder their application.

Written policies are to include a brief introductory paragraph and the policy statement. The policy may also include specific procedures, but only if those procedures are necessary to guide the application of the policy. A white paper will be written to accompany each policy to provide more details and background. Procedures will be amended as necessary and appropriate with each updated policy approved by the NALMS Board.

POLICY CONTEXT

NALMS standing policies guide the Society’s ongoing business operation. NALMS may have other policies dictated for specific legal or operational purposes (e.g., Personnel Policies). Finally, NALMS may adopt Policy Statements meant to address timely lake management policy issues to advance the Society’s mission and goals outside the NALMS organization. The format of Policy Statement should be determined by the context in which it is to be used.

NALMS Operational Procedure 1

Board Members' Conduct and Participation in the Society's Affairs

BACKGROUND

NALMS Board members have fiduciary and ethical responsibilities as well as a reasonable expectation to participate in the activities and affairs of the Society and as a member of the Board.

OPERATIONAL PROCEDURE

NALMS Board members are to carry out their duties as detailed in the Bylaws, Code of Conduct and Statement of Professional Ethics. In addition, it is expected NALMS Board members will participate in the activities and affairs of the Society by regularly attending and participating in Board meetings and conference calls; by attending of NALMS symposia; through their roles with Affiliates and Committees; and by their high ethical standards.

NALMS Board members unable to uphold these responsibilities and expectations are expected to resign.

NALMS Operational Procedure 2

Officer Nominations and Elections

NOMINATION SUBMISSION

1. Candidates running for the NALMS Board must be nominated by at least two members to be eligible. Self-nomination is encouraged if supported by two other NALMS members. All candidates must be current members of the Society. Nominations are due no later than 90 days before the Annual Meeting of the Board.
2. Each candidate shall be given the opportunity to present his/her qualifications, goals and views to the membership in a written biosketch that accompanies the ballot. These statements (including biographical information) shall be limited to 600 words for President-Elect, and 300 words for all other Officer and Board positions.

The first paragraph of the biosketch (approximately 100 words in length) should be written in the third person. It should objectively summarize the candidate's biographical information (education, employment, lake management related activities, participation in NALMS, etc.).

The second paragraph of the biosketch for Officer and Board positions (and all following paragraphs for President-Elect) should be written in the first person and enclosed in quotation marks. In this paragraph, the candidate is to address the following questions:

- What Interests, experience or skills would you bring to this position?
- Why are you interested in serving the society?
- What do each of the terms Justice, Equity, Diversity, and Inclusion mean to you, and how do you plan to incorporate them in your work on the NALMS board?

Biosketches not adhering to the length and format guidelines may be rejected and the candidacy may be invalidated.

3. Each candidate shall submit a head shot photo to accompany his/her biosketch. Photos should be a minimum of 2" x 2" at 300 dots per inch.

ELECTION PROCESS

Nominations for Officers and Directors for the following year shall be received by the Nominating Committee at least ninety (90) days before the date of the Annual Meeting of the Board. The Committee shall submit a ballot including its nominations of one or more candidates for each office to be filled. All candidates shall be members of the Society.

Directors shall be elected to the Board by the plurality vote of all members of the Society residing in their respective geographic regions. Ballots shall be mailed to all members residing in regions where Directors' terms are expiring at least sixty (60) days before the date of the Annual Meeting of the Board and shall be returned at least fifteen (15) days before the date and time of the call-to-order of the Annual Meeting of the Board. Electronic balloting is allowed in a manner determined by the Board.

The Nominating Committee shall nominate at least one candidate for those Officers whose terms expire and for Directors residing in each of the four geographic regions with incumbent Directors whose terms expire.

Officers shall be elected by plurality vote of all members of the Society voting. Ballots shall be mailed to all members at least sixty (60) days before the date of the Annual Meeting of the Board, and shall be returned, either by mail or electronically, at least fifteen (15) days before the date and time of the call-to-order of the Annual Meeting of the Board.

The terms of the President and President-Elect shall be for one (1) year, or until their successors are elected and qualified. The terms of the Treasurer and Secretary shall be for three (3) years, or until their successors are elected and qualified. The Treasurer and Secretary shall be elected in different years to provide for staggered terms for these offices. The Treasurer and the Secretary may succeed themselves for only one (1) consecutive additional term. The terms of the Treasurer and the Secretary shall begin with the new fiscal year. The terms of all other elected positions shall begin at the conclusion of the Annual Meeting of the Society. The terms of the Directors shall be for three (3) years, or until their successors are elected and qualified, and they may succeed themselves for only one (1) consecutive additional term.

DIRECTORS DUTIES AND RESPONSIBILITIES

Each Director serves on the Board of Directors (BOD) as an elected representative of the entire Society. As a member of the Board, a Director has a responsibility in the overall management of the affairs of the Society. Each Director is expected to volunteer for Society-wide assignments and should carry out directives of the BOD or the President throughout the region.

The Board generally holds formal meetings semi-annually in spring and fall (at symposium). Thirty days prior to each of these meetings, each Regional Director is required to provide a summary of his/her NALMS activities for the period prior to the Board meeting within his/her region.

A Director is expected to attend all formal meetings of the Board and informal monthly board calls, whenever they should meet at his/her own cost. At such meetings, a Regional Director should act and vote in the interests of the Society as a whole, while bringing regional concerns to the attention of the Board. A Regional Director must therefore become familiar with the concerns of the region served.

A Regional Director should promote the Society at all appropriate opportunities within their region. Acting as an ambassador for the Society, a Regional Director should advance the objectives of the Society whenever possible. A Regional Director should serve as a liaison between the BOD and the region. There should be periodic communication with the members in the region on issues of general interest.

A Regional Director should actively seek to enlist new members of the Society from his/her region, while encouraging new membership elsewhere whenever possible. NALMS Regional Directors are expected to support existing Affiliate membership groups within their region, as well as foster the development of new Affiliates.

NALMS Operational Procedure 3

U.S. Funds Operational Procedure

BACKGROUND

This Operational Procedure provides a standard method of receipt of payments to the Society that ensures the best benefit to members and the best profit margin for the Society.

OPERATIONAL PROCEDURE

To ensure accurate financial record keeping and to enhance the financial success of the Society's programs, funds for its products, services and programs will only be accepted in U.S. funds. An exception to this Operational Procedure will be for on-site product sales for conferences held in other countries where the currency of the country will be accepted for products sold on-site, based on equivalent U.S. pricing.

NALMS Operational Procedure 4

Contract Operational Procedure

BACKGROUND

NALMS Contract Operational Procedure is intended to clarify how contracts are initiated, negotiated, administered and executed.

OPERATIONAL PROCEDURE

The NALMS Board may enter into contracts at any time. The Board may direct staff or committees to conduct programs or activities that involve contractual services or agreements.

NALMS Operational Procedure 5

Development and Fundraising Operational Procedure

Adopted: November 3, 1987
Amended: Executive Committee October 2, 2014

BACKGROUND

NALMS needs to secure financial resources from various sources, including membership, sponsorships, annual giving, government and foundation grants and events to support its core operations, program services, and educational activities.

OPERATIONAL PROCEDURE

NALMS will solicit funds for purposes that are consistent with its vision, mission and goals. NALMS fundraising will be conducted in the highest professional and ethical manner. In accepting financial or in-kind contributions, NALMS does not permit its name to be used in endorsements, unless approved by the Board. NALMS will not use the name of any contributor without their approval.

PROCEDURES

Fundraising activities for the International Symposium, including all activities of the Host Committee are under the direction of the Society's Executive Committee or assigned staff. Any contracts relative to the International Symposium's fundraising activities are to be negotiated by the Society's Executive Committee or assigned staff or the Conference Advisory Liaison and shall be consistent with NALMS Contract Operational Procedure.

NALMS Operational Procedure 6

International Symposium Rotation Schedule

PURPOSE

The purpose of this Operational Procedure is to provide guidance to the process of selecting a geographical location of the Society’s International Symposium.

OPERATIONAL PROCEDURE

The selection of the site of the International Symposium should give priority to rotating around the regions listed in Table 2 where possible.

Table #2
International Symposium
Geographical Locations

■ **Midwest US**

- Illinois
- Iowa
- Minnesota
- Wisconsin
- Indiana
- Michigan
- Ohio

■ **Northwest US**

- Alaska
- Colorado
- Montana
- Oregon
- Washington
- California
- Idaho
- Nevada
- Utah
- Wyoming

■ **Northeast US**

- Connecticut
- Maine
- Massachusetts
- New Jersey
- Pennsylvania
- Vermont
- Delaware
- Maryland
- New Hampshire
- New York
- Rhode Island

■ **Southeast US**

- Florida
- North Carolina
- Georgia
- South Carolina

■ **Canada** (All Provinces & Territories)

■ **Other**

- Alabama
- Arkansas
- Kansas
- Louisiana
- Missouri
- New Mexico
- Oklahoma
- Tennessee
- Virginia
- Mexico
- Arizona
- Hawaii
- Kentucky
- Mississippi
- Nebraska
- North Dakota
- South Dakota
- Texas
- West Virginia

NALMS Operational Procedure 6-a

International Symposium Revenue Sharing

BACKGROUND

It is the Society's goal to offer a quality International Symposium at a fair price to attendees. To that end, the Society relies on the volunteer Host Committee to provide local expertise and cost-effective assistance in the facilitation of the Symposium. This Operational Procedure provides details for financial compensation to the NALMS Local Host Committee for their efforts in the planning, fundraising, and hosting of the NALMS International Symposium.

OPERATIONAL PROCEDURE

The Local Host Committee that provides assistance by hosting, planning, or fundraising for the NALMS Symposium will receive up to 10% of the Symposium's net revenue (after all expenses have been paid and fees withheld) not to exceed \$20,000.00. Calculations of this amount will be mutually determined by the NALMS Treasurer, NALMS Symposium Host Committee Chair, and NALMS Executive Committee or assigned staff, and approved by the NALMS Board. The amount will be determined based on the level of host committee support, effort, and commitment, using the following guidelines:

- Program 4%
- Sponsorship 3%
- Local Arrangements 2%
- Publicity 1%

In addition, should NALMS staff have to step in to compensate for poor performance or if any unplanned staff effort is required due to actions by the Host Committee, that additional staff time will be considered a Symposium expense and work against the net revenue calculation.

In the case of exceptional fundraising/sponsorship resulting solely from the efforts of the Host Committee independent of leads provided by NALMS, the NALMS BOD may consider additional compensation not to exceed an additional 2.5% as long as the \$20,000.00 limit is not exceeded.

PROCEDURES

Final determination of net revenue will be made by the NALMS Board in accordance with the terms of the Local Host Committee agreement. This agreement will identify performance expectations of both parties for participation and support of the conference effort and identify an appeal process. The agreement will detail anticipated number of attendees, anticipated number of for profit and not-for-profit exhibitors, which will be based on the potential maximum number physically possible to accommodate, and target

sponsorship dollar totals. Additionally, the host committee will detail any partial or full waivers for their host committee share, or proposed alternative compensation in the form of conference registrations or other accommodations. The host committee will document these numbers in writing no less than one year in advance of their annual conference. The conference coordinator, NALMS staff and conference committee will receive details of these expectations. Failure of the host committee to complete this agreement by the deadline will empower the NALMS Board, in consultation with the Conference Coordinator, to make decisions for the Local Host Committee.

Payment of the Local Host Committee's share of the net revenue will be made following the determination by the NALMS Treasurer that all revenues have been received and all expenses have been paid following the completion of the conference. It is the intention of the NALMS Board to make this payment by the close of the first quarter of the year following the conference, but it is condition on timely billing of outside vendors over which NALMS has no control.

NALMS Operational Procedure 6-b

International Symposium Local Host Committee Registration Fees & Expenses

BACKGROUND

This Operational Procedure standardizes the manner in which members of the Local Host Committee are supported during the planning period and operation of the International Symposium. This Operational Procedure clarifies fees, expenses and benefits to be provided by the Society.

OPERATIONAL PROCEDURE

It is NALMS Operational Procedure to reimburse certain Local Host Committee members' expenses according to the guidelines stated below.

PROCEDURES

Reimbursements will occur according to the terms of the Local Host Committee agreement and consistent with the adopted Symposium budget. The NALMS staff will provide forms for reimbursement requests. For Complimentary Accommodations, NALMS may choose to pre-arrange the reservations so that the expense is billed directly to the NALMS house account unless prior arrangements have been negotiated between NALMS and the Host Committee. NALMS will not be responsible for any non-approved incidental expenses charged to any room.

Guidelines:

The following will be awarded where appropriate at the discretion of the host committee chair or co-chairs. Details of the awards will be communicated in writing by the host committee chair or co-chairs to host committee volunteers, the conference coordinator and NALMS staff no less than two weeks prior to the early bird registration deadline. If anyone receives full or partial symposium registration or full or partial guest room accommodations and cannot use the allocation(s), the host committee chair or co-chairs may reallocate as needed up until hotel-imposed deadlines. Any additional charges due to late changes will be the responsibility of the host committee.

Complimentary symposium registrations: In total, four (4) complimentary symposium registrations are available for full or partial allocation to host committee members. Allocation can occur in full, half or quarter symposium registration values to anyone the host committee wishes.

Complimentary guest room allocations: In total, four (4) complimentary guest room allocations totaling 16 room nights are available for full or partial allocation to host committee members or their delegates. Allocation can occur in single room night

allocations. Availability is dependent on hotel availability and deadlines imposed by the hotel.

Volunteer Symposium Workers: Complimentary Symposium ¼ Registration (25% registration discount) for the appropriate registration category. Volunteer workers must work a minimum of four (4) hours over the course of the 3-day conference to be eligible for this discount. NALMS will issue a refund after the Symposium upon receipt of an eligibility report from the Volunteer Committee Chair. Volunteer discounts are limited to 25% per person.

It is the intent of this provision to help students attend the Symposium, so as much as possible, volunteer opportunities should be filled by students.

Certain events associated with the Symposium may require a Host Committee liaison/chaperone in which case complimentary event tickets may be provided at the discretion of NALMS.

Reimbursements/Registration Discounts are not transferable between Host Committee members and can only be allocated or reallocated by the host committee chair or co-chairs. This information must be communicated to NALMS staff by the host committee chair in a timely fashion and cannot be changed once arrangements are finalized by staff.

Travel by Host committee members for participation in regularly scheduled planning meetings will be considered for reimbursement only if that item is included in the approved Symposium budget.

Reimbursement will not be provided for travel expenses to the International Symposium Site during the designated dates of the International Symposium for any members of the Host Committee or Sub-Committees.

Reimbursements may be provided for travel expenses incurred during the designated dates of the International Symposium for specific conference related travel necessary for conference facilitation (i.e.: picking up plenary speakers from the airport, facilitating off site activities/tours, etc.) only if that item is included in the approved Symposium budget.

NALMS Operational Procedure 6-c

Pre- and Post-International Workshop/Event Sharing

BACKGROUND

This Operational Procedure ensures that programs or events presented in coordination with the International Symposium meet the Society’s objectives, are selected and solicited fairly, and do not cause the Society financial hardship. Symposium “add-ons” can be beneficial to both NALMS and the sponsor by increased conference attendance and furtherance of NALMS’ objectives.

OPERATIONAL PROCEDURE

Symposium add-ons are considered by the NALMS Conference Advisory Liaison, Local Host Committee Chair and NALMS staff according to the listed procedures.

PROCEDURES

1. Symposium add-ons must further the Society’s objectives.
2. A Letter of Agreement between NALMS and the sponsor of a Pre- or Post-Symposium Workshop is required. The Letter will specify responsibilities and relationships.
3. NALMS will not provide financial support for Symposium add-ons planned, organized, and executed by another organization.
4. Support may be offered to an organization sponsoring a conference add-on, provided a written proposal has been approved by the NALMS Executive Committee.
5. The NALMS staff in coordination with the Conference Advisory Liaison is responsible for establishing the schedule of add-ons to the Symposium agenda.
6. Technical support may be provided at the discretion of the NALMS staff.
7. The NALMS staff makes all arrangements for meeting space, program support, and services for add-ons. NALMS staff or Conference Advisory Liaison will handle all related negotiations to ensure the success of the program. The cost of these products and services, specified in the Letter of Agreement, will be charged against the income from the add-on. If no registration fee is required, these costs are billed in advance to the sponsoring organization.
8. NALMS will provide advertising for a pre- or post- Symposium Workshop as part of the promotional materials for the Symposium.

9. NALMS expects to receive an equal share of the program's net revenue, in accordance with terms specified in the Letter of Agreement.

NALMS Operational Procedure 6-d

International Symposium Hospitality Suite Operational Procedure

BACKGROUND

This Operational Procedure minimizes NALMS, the Host Committee's and contracted facility staff legal exposure related to the operation of the NALMS Hospitality Suite during the International Symposium.

OPERATIONAL PROCEDURE

NALMS Operational Procedure is to assure that alcoholic beverages provided at its Hospitality Suite are dispensed and enjoyed in a responsible manner.

PROCEDURE

To assure the faithful implementation of this Operational Procedure, NALMS will impose the following conditions:

1. The NALMS Hospitality Suite is to be located in a non-guest room area of the International Symposium hotel property.
2. The hours of operation of the Hospitality Suite are based upon the Symposium schedule and are not to conflict with any other scheduled event.
3. No alcoholic beverages are to be served in the Hospitality Suite prior to 7:00 pm during the scheduled dates of the Symposium. The closing time of the Hospitality Suite is to be governed by the Symposium schedule and the ordinances and laws of the governing body of the Symposium site.
4. The Hospitality Suite is to remain closed and secured during the educational programming hours of the Symposium.
5. The Hospitality Suite may be used for unscheduled meetings upon the approval of the Society's President, or NALMS Executive Committee or assigned staff. No alcoholic beverages may be served at such meetings.
6. Alcoholic beverages are to be served by a licensed hotel/facility bartender.
7. Arrangements for the provision of all beverages served in the Hospitality Suite shall be negotiated by the NALMS Executive Committee, assigned staff or Conference Advisory Liaison.
8. It is the responsibility of the licensed bartender to ensure all people in the Hospitality Suite during the hours that alcohol is served meet the minimum legal age requirements of the city, state/province and country of the Symposium site.
9. It is the responsibility of the NALMS Executive Committee, assigned staff or Conference Advisory Liaison to make necessary arrangements or develop a plan with the hotel/facility management to monitor the consumption of alcohol by people who visit the Hospitality Suite.

10. The facility's bartender and the Society's President and Executive Committee, or assigned staff, are responsible for maintaining a secure and safe environment for Symposium participants, staff and guests.

NALMS Operational Procedure 7

Student Scholarship Operational Procedure

BACKGROUND

To promote student participation in NALMS Symposia, specifically with presentations of papers or posters, NALMS has provided travel assistance to students and interns when funding is available.

Funding for these travel grants is derived from revenues associated with the Silent Auction at the Annual International Symposium, and direct member donations. No grant funds or sponsorship dollars are used for these awards. These grants can be used by student presenters to cover the costs of conference registration fees, travel, and/or overnight accommodations.

Funds are earmarked within the Eberhardt Scholarship Fund for use in this manner and are tracked by NALMS staff in QuickBooks with a separate line item. NALMS Staff inform the reviewer(s) of travel grant applications of how much money is available for travel grants in a given year, based on what NALMS received from July 1 of the previous year to June 30 of the current year. The NALMS staff use a tracking spreadsheet to record income and expenses. Accountants also verify the amounts as part of the annual audit because those funds have been designated by the board as temporarily restricted net assets.

The following procedure outlines the implementation of this program.

OPERATIONAL PROCEDURE

Definition of Student

To be classified in the category of “student”, an applicant must meet the following criteria:

At the time of request for a Student Travel Grant, an applicant must be currently enrolled as a post-baccalaureate student in a college or university in a degree-seeking program at either an undergraduate, Master’s or Ph.D. level, or equivalent for foreign students.

NOTE: Requirements are not included for a minimum number of registered hours to be classified as a student. Students completing graduate degrees, particularly at the Ph.D. level, may commonly register for a minimal number of hours while completing thesis or dissertation work.

NALMS awards travel grants so students can present results of graduate-level research at the Annual International Symposium. Students may apply if they are enrolled at a college or university seeking either an undergraduate, Master’s or Ph.D. degree, or the equivalent for foreign students. Applications and supporting information for student travel grants can be found online at <https://www.nalms.org/nalms-student-programs/student-travel-grants/>.

Requirement for Consideration:

1. Students must first submit an abstract **and** be selected to present at the Symposium.
 1. The presentation must highlight research done by a student applicant under the direction of a designated professor or advisor.
 2. The research must relate to lake and reservoir management.
 3. The abstract is subject to the same standards used to select all abstracts.
2. After an abstract is selected, students must submit the Student Travel Grant Application by July 30th.
 - Please note that submitted application materials become NALMS property and will not be returned

Initial reviews of applications will be conducted by the NALMS Student Travel Awards Liaison, and final determination of grant awards will be approved by the BOD or Executive Committee in coordination with assigned staff, based on the schedule provided below:

IMPORTANT DATES FOR STUDENT TRAVEL SCHOLARSHIPS

- July 30th: Applications due
- August 1: Send each applicant notification confirming receipt of his/her application; inform them that if abstract accepted, they are not held to the date to confirm acceptance of talk.
- August 30: Awards Review Liaison provides a report to the NALMS Board regarding applicants and selections for funding.
- August 30: Notify all applicants of award status; provide announcement of travel grant awardees for publication in *LakeLine*

The following table provides an example of the scoring matrix that is used as a standard for ranking students requesting funds for travel:

Criterion	<u>Student #1</u>	
1. Name	Ima Student	
2. School	State University	
3. Student Status	Ph.D. Candidate	
4. Discipline	Lake Management	
5. Advisor	Dr. Clean Lake	
6. Paper Title/Type	"Evaluating the Need for Clean Lakes."	
7. NALMS Member	Yes	1
8. Quality of Abstract	Good	9.0
9. Contribution to Lake Management	Wide application, likely high interest to NALMS	9.0
10. Strength of Recommendations	a. Professor 1	4.8
	b. Professor 2	5.0
11. Misc.	Teaching experience, 18 presentations, multiple scholarships and awards.	10.0

12. Student Scores	9.7	
13. Requested Grant	Student Early Bird	\$235.00
a. Registration		
b. Hotel	3 nights @ \$160/night Room sharing: No	480.00
c. Travel	Requested Amount:	250.00
Totals:		965.00
14. Recommended Award	a. Student Early Bird	Comp.
Registration		
b. Hotel	2 nights @ \$160/night	320.00
c. Travel	Not to Exceed Amount of:	200.00
Totals:		520.00

The scholarship committee and the board will consider the following when determining final awards:

- Availability of funds
- Application rank
- Amount of aid requested
- Travel distance
- Mode of transport

Our Distribution & Reimbursement Policy

The following guidelines will be used for distribution and reimbursement of travel grant funds.

1. **Conference Registration:** If the application is approved, the student will receive a free Symposium registration including meals offered as part of the regular program. We deduct the funds required to cover the cost of free registrations from the amount assigned to student grants within the Symposium budget. We then distribute the remaining funds as student travel grants. Symposium workshops and other activities with fees are not included in conference registration.
2. **Travel Assistance:** If the application is approved, we will reimburse travel expenses up to the maximum amount awarded. Allowable expenses include hotel room, and plane or auto transportation costs. Please note, receipts must be submitted as proof of these expenses no later than November 30.
 - **Accommodation:** We may include a free hotel room for up to three nights as part of the student travel grant. However, NALMS must arrange the reservation. We urge students to accept a double occupancy room, in order to maximize our ability to support as many students as possible. Please note that recipients may not expense room charges for meals, entertainment or other items unrelated to the Symposium.

- **Transportation:** Students may expense either coach class airfare – OR – vehicle mileage at the current federal rate, tolls and parking up to \$250. If the transportation expenses are more than the amount awarded, the student must pay the excess expense. If the transportation expenses are less than the amount awarded, the left-over funds will stay in the grant pool and be available for other students.
3. **NALMS Membership:** First-time awardees will receive a free one-year student membership in NALMS.
 4. **Repeat Awards:** Students may submit only one application each year. However, they may request aid in multiple years if their abstract highlights a different research topic or is a much-enhanced version of the prior submission. The Scholarship Committee may consider prior awards as a factor in the Miscellany category when scoring an application. After a student receives their first award, they must be a NALMS member to receive further awards.

NALMS Operational Procedure 8

Advertising Operational Procedure

BACKGROUND

This Operational Procedure assures that advertising placed in NALMS publications furthers the Society’s mission and goals.

OPERATIONAL PROCEDURE

It is NALMS Operational Procedure to accept advertising in its publications when it furthers the Society’s mission and goals.

PROCEDURES

1. The Editor for the respective publication, in coordination with the NALMS Executive Committee or assigned staff, shall determine advertising rates.
2. The Editor for the respective publication shall determine advertising quantity and layout.
3. Advertisements misrepresenting the effectiveness or performance of a product or service, as determined by the Editor for the respective publication, are prohibited.
4. Advertising that is offensive or discriminatory, as determined by the Editor for the respective publication, is prohibited.

NALMS Operational Procedure 9

Membership List Operational Procedure

BACKGROUND

NALMS receives requests each year to rent the Society's Membership List. Although most requests come from within the Society's membership base, requests from outside sources do occasionally occur. NALMS offers the following formal Operational Procedure to prevent any issues due to the unregulated dissemination and use of the membership list.

OPERATIONAL PROCEDURE

NALMS' Operational Procedure is to offer its membership list to NALMS' members only on a rental basis subject to the conditions below:

CONDITIONS

1. The NALMS' membership mailing list will not be promoted or advertised to individuals or organizations outside current and prospective NALMS members.
2. List rental will only be considered upon receipts of a completed "Membership Mailing Request Form" including a draft of the associated mailing materials.
3. NALMS staff will review request forms and mailing materials to ensure that list rental is only approved for purposes that are consistent with the mission and goals of NALMS.
4. NALMS organizational members may request the list, as a membership benefit, once per year free of charge. Additional requests may be granted for a fee of \$350.00 per use.
5. NALMS individual members may request the list at a rate of \$400.00 per use.
6. The list will not be rented to non-NALMS members at any time.
7. NALMS will inform members of their inclusion in the mailing list when they join or renew their membership and be provided an option at that time to opt-out. Members wishing to exclude their contact information may do so by written request. Email correspondence is acceptable.

NALMS Operational Procedure 10

Web Page Links Operational Procedure

BACKGROUND

Links on the NALMS Web Page should provide benefits to those supporting the Society's mission and goals as well as and provide fair compensation to NALMS.

OPERATIONAL PROCEDURE

NALMS allows links on its Web Page in accordance with the procedures stated below. NALMS Staff administers this Operational Procedure.

PROCEDURES

1. NALMS Affiliates may have a web link from the Web Site at no charge.
2. NALMS Corporate Members may have e-mail and web links from the Web Site at no charge.
3. NALMS Members may have an e-mail link from the directory pages available to NALMS members only at no charge.
4. NALMS Certified Lake Managers (CLMs) and Lake Management Associates (LMAs) may have an e-mail link from the CLM/LMA page at no charge.
5. Education/Information sites containing materials that are accessible to all at no charge and that are consistent with NALMS mission and goals may have a link at no charge.
6. NALMS Affiliate and regional events may have a link from the Web Site at no cost.
7. Notices of events that relate to the Society's mission and goals and sponsored by non-profit organizations, federal, local, state and provincial agencies, academic institutions, and citizen groups may have a link from the Web Site at no cost. Events sponsored by commercial entities may have a link from the Web Site for \$25/month.

NALMS Operational Procedure 11

Logo Operational Procedure

BACKGROUND

Using the NALMS logo or making reference to being affiliated with NALMS as a member under any of the membership categories, is reasonable. Indeed, NALMS is proud of its members and encourages their success in working for our mutual mission of protecting lakes.

The use of NALMS logo or name by any individual or group does not represent an endorsement of any kind by NALMS. Thus, the use of NALMS logo or name should include a disclaimer to assure there is no implication of endorsement.

OPERATIONAL PROCEDURE

Any NALMS member may use NALMS name or logo, after obtaining permission from NALMS through a formal use agreement, to indicate an affiliation with NALMS. When doing so, the use of NALMS name or logo must include the following disclaimer: “[Name of member] is a(n) [student, individual, non-profit, corporate, affiliate or life] member of the North American Lake Management Society (NALMS). The use of NALMS [name or logo] does not constitute endorsement by NALMS of any product, service, Operational Procedure or statement. NALMS does not assume any liability for any product or service of its members.”

The use of NALMS logo or name is not allowed by non-NALMS members.

[The example below should be followed]



NALMS Operational Procedure 12

Accounts Receivable Operational Procedure

BACKGROUND

NALMS has encountered situations with extremely old (>5 years) outstanding account balances that were difficult to recover. Until recently it was difficult to track what payments had been received and for what invoice. With the current accounting program, invoices are now easy to track. To prevent future problems, NALMS is formalizing its Operational Procedure on account receivables.

NALMS does include an interest statement on many of its invoices, with the majority involving conference exhibitors, conference participants, and LakeLine advertisers. It states that interest charges of 1.5% per month (18%/year) compounded monthly will be charged for accounts payable over 30 days. Most of the NALMS accounts are paid within 60 days and do not warrant past due charges. NALMS wants to limit paperwork required by the staff to the minimum necessary to ensure payment.

OPERATIONAL PROCEDURE

NALMS Operational Procedure is to charge interest on past due accounts for products and services (not membership dues) at a rate of 1.5% per month (18%/year) compounded monthly when accounts become past due.

PROCEDURES

1. NALMS products and services invoices will contain the interest Operational Procedure statement.
2. Creditors will receive a 'past due' statement after 30 days. This statement will inform the creditor that interest is charged on past due accounts.
3. If the account principle is paid within 60 days, the interest will be written off.
4. If account is unpaid after 90 days, the NALMS Treasurer or assigned staff will contact the creditor.
5. If account is unpaid after 180 days, the Executive Committee will take appropriate action.
6. Interest write-offs for accounts unpaid after 60 days must be approved by the Executive Committee.

NALMS Operational Procedure 13

Check Writing and Wire Transfer Operational Procedure

BACKGROUND

While NALMS must provide adequate safeguards when handling funds, the paying of bills should be streamlined to provide for smooth administration and avoidance of penalty fees for late payment. The location of those involved in the approval and paying of invoices and other bills is also dispersed, necessitating use of electronic or mail delivery services to transact business. Simplified bill paying capacity with adequate safeguards is desired.

OPERATIONAL PROCEDURE

NALMS must provide adequate safeguards in paying the bills of the Society. The Treasurer will act in a review role to facilitate smooth administration and reduce costs. The Executive Committee will be responsible for approving procedures to meet associated needs.

PROCEDURES

1. Check authorization will require only one signature on checks signed by either a designated NALMS employee or authorized NALMS Officer (normally the Treasurer or President).
2. Any NALMS employee with check signing authority will request prior authorization before signing any check over \$500. Preferably, two signatures will be provided on any check over \$500, but exceptions are expected, including payroll, payroll taxes, and employee retirement contributions.
3. None of the authorized signatories may have their sole signature on a check to themselves, including payroll.
4. Checks may be pre-signed by the Treasurer to avoid late payments, but any payment made with such a check must be pre-approved by the Treasurer via phone, fax or email and a copy of the check will be provided to the Treasurer.
5. A request for payment to a NALMS staff person for miscellaneous expenses must be approved by either the NALMS President or the NALMS Treasurer, although such approval authority may be delegated to a NALMS employee by the Executive Committee with proper oversight. Requests must be accompanied by receipts.
6. All requests for payment from NALMS must be accompanied by proper documentation of the expense, unless otherwise stipulated by contract with a vendor (e.g., workshop contracts). Such documentation will be reviewed, and the

payment approved by the Treasurer, President, or designated NALMS employee with proper oversight.

7. Proper oversight will be considered to have been observed when there is a monthly review of checks written and wire transfers made, and all checks and wire transfers are verified as correct and appropriate.
8. All checks and wire transfers will be recorded in the NALMS book-keeping system at an appropriate degree of detail to allow independent review and verification of proper procedures having been followed.
9. For all wire transfers, no less than two members of the Executive Board and one staff member will verbally approve the wire transfer, then document the verbal approval via email or other written form, that a wire transfer is being requested. The written documentation will specify the payee, the purpose and amount of the transfer as well as the address and bank details for the transfer.

NALMS Operational Procedure 14

Overhead Operational Procedure

BACKGROUND

Facilities & Administrative (F&A) costs (also known as “indirect” or “overhead” costs) are costs incurred for common or joint objectives and, therefore, cannot be identified readily and specifically with a particular sponsored project. (See OMB Circular A-21.) F&A costs for external grant subcontracts may include library use, student services, building operations and maintenance, building and equipment depreciation, departmental secretarial assistance, general office supplies, and administration.

OPERATIONAL PROCEDURE

As the North American Lakes Management Society (NALMS) is a non-profit professional educational association that strives to maintain a balance between project cost – effectiveness and reasonable pass-through of funds for research, development, education and outreach projects, we will limit any subcontractor claim for Facilities and Administrative costs to 25.5% of total subcontract direct costs.

NALMS Operational Procedure 15

Staff Travel and Other Expense Procedure

BACKGROUND

NALMS recognizes the necessity for business related travel to conduct the business of the society and for employee training.

OPERATIONAL PROCEDURE

The society will reimburse an employee's travel expenses for business related travel when the following conditions are met.

- The travel is approved, in advance, by the sitting President of the Society (President) or his/her official designee,
- The expense must be reasonable for the area in which the employee is traveling,
- The employee must complete and submit an expense report with receipts for lodging and public transportation attached,
- The expense report shall be on an official expense report form provided by the NALMS business office,
- The expense report should be approved by the Treasurer or his/her official designee, and
- The expense report is forwarded to the Treasurer of the BOD for payment.

All expenses, whether billed direct to the Society or reimbursed to the employee, must be reasonable and business related. Expenses that are excessive or deemed to be of a personal nature will not be approved for payment and the employee will be responsible for payment of these unauthorized expenses.

Reasonable expenses are as follows:

- Lodging: Not to exceed actual cost of lodging or the current per diem rate for lodging allowed by the U.S. General Services Administration for the location of travel whichever is less plus appropriate taxes and service charges (<http://www.gsa.gov/portal/category/100120#>). An exception to this rule may be made with approval from the Treasurer when lodging is at the headquarters hotel for the annual NALMS Symposium or mid-year board meeting.
- Meals: Not to exceed the actual cost of meals purchased and incidental expenses or the current per diem rate for meals allowed by the U.S. General Services Administration whichever is less (<http://www.gsa.gov/portal/category/100120#>) plus appropriate taxes and a reasonable tip (up to 20%). The maximum per diem rate for meals is to be adjusted for meals that are included with the meeting or training registration fee, and for meals that can reasonably be consumed before travel commences or after travel terminates.
- Incidental Other business expenses: Incidental expenses incurred by the employee and approved by the President shall be reimbursed at the cost to the employee.

- Transportation:
 - Public Transportation: Fares will be reimbursed at the cost to the employee up to an amount equal to an advance purchase economy class ticket unless previously approved by the President.
 - Personal Vehicle: At the employee’s discretion, a personal vehicle may be used for society business. Reimbursement for travel in a personal vehicle shall be at the current rate per mile approved by the US General Services Administration (<http://www.gsa.gov/portal/content/100715>). However, in no case shall personal vehicle mileage reimbursement be more than reasonable airfare to the destination. Mileage may be computed either by actual miles traveled or by map mileage between destinations. Mileage shall be measured from the point of origin of the trip.
 - Ground Transportation and Parking: Parking at the airport of origination, tolls, and ground transportation at the destination shall be reimbursed at the actual cost.
- Alcohol: Employees will not be reimbursed for purchase of alcoholic beverages.

PROCEDURE

Reimbursement for travel, lodging and meal expenses shall be claimed on a form provided by the society and shall be fully supported by receipts documenting actual expenditures.

Treasurer’s Responsibilities:

The NALMS Treasurer shall review the particular circumstances of any questionable claims and determine whether or not reimbursement is appropriate.

NALMS Operational Procedure 16

Board of Director and Officer Travel and Other Expense Procedure

BACKGROUND

Society Business: The BOD and Officers of the Society serve without pay, but may be reimbursed actual expenses while on Society business, subject to the availability of funds.

OPERATIONAL PROCEDURE

For directors and officers other than the President and President-elect, Society business will be defined as business conducted by that director or officer at the request of the President. Society business travel conducted by directors or officers shall be approved by the Excom in advance. A budget detailing travel expenses must be submitted to the executive committee one month in advance of travel.

For the President and President-elect, expenses for travel on society business shall be at their discretion up to the amount budgeted for such travel in the current fiscal year budget. However, the President and President-elect shall retain documentation that such travel was conducted for the good of the society.

Public Transportation: Fares will be reimbursed at the cost up to an amount equal to an advance purchase economy class ticket unless previously approved by the President.

Personal Vehicle: A personal vehicle may be used for society business. Reimbursement for travel in a personal vehicle shall be at the current rate per mile approved by the US General Services Administration (<http://www.gsa.gov/portal/content/100715>). However, in no case shall personal vehicle mileage reimbursement be more than reasonable airfare to the destination. Mileage may be computed either by actual miles traveled or by map mileage between destinations. Mileage shall be measured from the point of origin of the trip.

Ground Transportation and Parking: Parking at the airport of origination, tolls, and ground transportation at the destination shall be reimbursed at the actual cost.

Parking Fees and Tolls

The actual cost of parking fees, tolls and other incidental expenses shall be reimbursed. The cost of tickets or fines for driver or vehicle-related violations will not be reimbursed.

Auto Insurance

All officers and other members of the BOD who drive their personal vehicles for NALMS business shall be required to purchase and maintain at their own expense auto liability insurance with coverage levels that meet the minimum standards established by NALMS.

Lodging

NALMS shall reimburse the officer or other member of the BOD for the actual single occupancy cost of lodging expenses incurred while traveling on authorized NALMS business. Reimbursement for lodging shall not to exceed the current per diem rate for lodging allowed by the U.S. General Services Administration for the location of travel whichever is less plus appropriate taxes and service charges (<http://www.gsa.gov/portal/category/100120#>). An exception to this rule may be made with approval from the Treasurer when deemed appropriate for the business at hand.

If a spouse or friend accompanies the officer or other member of the BOD on a trip, he/she must reimburse NALMS for the difference between the cost of a single and a double room. No travel or meal expenses will be paid for the spouse or friend.

Meals

NALMS shall reimburse officers or other members of the BOD, within the authorized maximum reimbursement allowance, for the actual cost of meal expenses incurred while traveling on authorized NALMS business.

The maximum daily reimbursement for meals shall not exceed the actual cost of meals purchased and incidental expenses or the current per diem rate for meals allowed by the U.S. General Services Administration, whichever is less (<http://www.gsa.gov/portal/category/100120#>) plus appropriate taxes and a reasonable tip (up to 20%). The maximum per diem rate for meals is to be adjusted for meals that are included with the meeting or training registration fee, and for meals that can reasonably be consumed before travel commences or after travel terminates.

No reimbursement shall be claimed for meals that could have reasonably been consumed prior to departure or following return.

PROCEDURE

Reimbursement for travel, lodging and meal expenses shall be claimed on a form provided by the society and shall be fully supported by receipts documenting actual expenditures.

Treasurer's Responsibilities:

The NALMS Treasurer shall review the particular circumstances of any questionable claims and determine whether or not reimbursement is appropriate.

NALMS Operational Procedure 17

Certified Lake Manager Seal

BACKGROUND

NALMS created a Certified Lake Manager (CLM) and Lake Management Associate (LMA) program to aid the NALMS mission through the identification of individuals who have exceptional training and experience in lake management, thereby establishing themselves as valuable participants in the mission of NALMS.

OPERATIONAL PROCEDURE

Certified Lake Managers (CLMs) and Lake Management Associates (LMAs) will be offered an electronic CLM/LMA opportunity to purchase a Seal from NALMS upon approval or renewal by the Professional Certification Committee. Using the electronic Seal as the template, individual CLMs/LMAs may order a physical Seal from a vendor of their choice. Use of such a physical Seal is governed by the same Terms of Use and Legal Implications as the electronic Seal. The expense of manufacture and shipping will be the responsibility of the CLM/LMA. The NALMS Office supplies electronic Seals only and does not assist with ordering of physical Seals. Likewise, provisional CLMs/LMAs (pCLMs/pLMAs) are offered an electronic pCLM/pLMA Seal and may produce a physical seal from it.

The (p)CLM or (p)LMA signs will sign an acknowledgement form agreeing to the Terms of Use and Legal Implications as listed below when they request for an electronic Seal. SA sample Seals are attached below.

Terms of Use:

- The seal can only be used by members in good standing who are currently certified as a (p)CLM or (p)LMA.
- Use of the seal is protected under the rules of NALMS. Use of the seal is a privilege that can be revoked by NALMS if used in an unethical and/or unprofessional manner. Any alteration of the original Seal design as issued by the NALMS Office, including but not limited to addition of words (e.g., company names) or colors, is strictly prohibited. In case of name changes, the NALMS Office will issue a new electronic Seal free of charge upon request.

Seal Meaning: Use of the Seal indicates that the (p)CLM or (p)LMA takes professional responsibility for the work and that, to the best of his or her knowledge and ability, the work has been prepared in a manner using the normal and customary standards of practice.

General Rules:

- When used in official documents (e.g., proposals and contracts), the Seal shall always be signed, dated and accompanied by the expiration date of the current certification.

- When used in business cards, brochures, flyers, etc. and on web pages, the Seal shall be displayed prominently and its details (e.g., certification number) clearly legible. The Seal must be removed promptly from such materials upon expiration of the certification or revocation of the Seal usage privilege by NALMS.

Legal Implications:

Use of the seal does not imply or attribute any legal liability to NALMS for acts performed by (p)CLMs or (p)LMAs. It confers no duty on NALMS to defend any (p)CLM or (p)LMA against any potential legal liability.

If any (p)CLM or (p)LMA is negligent, he or she will be solely responsible for defense against the negligence.

Examples of Seals:



NALMS Operational Procedure 18

Funding Request Policy

BACKGROUND

On occasion, NALMS has received requests from a variety of entities requesting cash and in-kind support. The Board has taken actions on a case-by-case basis without the benefit of a policy or history. As such, the Board has determined that a policy be developed regarding the response to these requests. In the past, the Board provided between \$500 and \$1,000 to support local meetings and affiliate silent auction donations. The membership has stated that they would like to have funds invested back into the Society rather than creating a substantial reserve.

OPERATIONAL PROCEDURE

In the future, the NALMS board will provide up to \$1,000 in cash or in-kind support. In order for the Board to effectively determine the value and benefits of the funding request the requestor must provide the Board with the following information:

- Name of Entity Making the Request
- Contact Name, Address, Phone and Email Address
- Amount of Cash or In-Kind Funding Requested
- Relationship of Entity Making a Request to NALMS
- Description of the Funding Request
- Benefit to and recognition of NALMS

The request shall be emailed to the NALMS president with sufficient time prior to the funds being required (30 days recommended) to be included on the agenda for the next regularly scheduled ExCom teleconference or Board meeting.

NALMS Operational Procedure 19

Budget Reserve and Investment Guidelines

Banking

WHEREAS, the BOD is responsible for the administration and operation of the Society consistent with the amended provisions of the Bylaws,

BE IT RESOLVED, that the Society shall establish reserve bank accounts, including checking, money market accounts and Certificate of Deposit (CD), for the Society and that all checks, drafts, notes or orders drawn against said accounts be signed by any of the signatory parties below:

1. President or
2. Treasurer or
3. Designated Staff

BE IT FURTHER RESOLVED, that any of the signatory parties are authorized to withdraw money in the name of the corporation from the depository institutions authorized herein at the direction of the Executive Committee.

Invested funds in any one banking institution, shall not exceed four hundred thousand dollars (\$250,000) for a period of 3 months, with the exception of bank sweep investments and bank trust department investments, and that said financial institutions be and they hereby are authorized to pay withdrawals, until further written notice to it, signed by any of the signatory parties above.

Operation Reserve Fund

The Operation Reserve Fund shall be established at a banking institution and operated following the guidelines below:

1. Fund will increase annually in direct relation to annual operational budget as determined by the BOD
2. The Executive Committee shall review the status of the fund monthly
3. Operating Reserve Fund shall receive additional funds from earnings, and operational revenue assigned to the Operational Reserve Fund as directed by the Executive Committee
4. No more than \$250,000 shall remain on deposit at any one bank for more than 3 months.
5. Once the Operational Reserve Fund grows to \$250,000, \$110,000 will be move to another independent bank for deposit, \$100,000 CD and \$10,000 money market checking account.
6. Once the Operational Reserve Fund is over \$350,000, \$100,000 can be moved to a brokerage institution, where that money can be used for the establishment of investments in guarantied T-bills or bond funds.

7. Based on operational needs of the Society the Executive Committee can liquidate any or all of the Operation Reserve Fund to support NALMS operations in times of financial stress, until such time that Society financial status is stabilized and then the Operation Reserve Fund will be re-established.

Life Members Foundation Fund

The Life Members Foundation Fund shall be established at a banking institution and operated following the guidelines below:

1. Fund will increase as the direct result of increased Life Memberships of a minimum donation to NALMS of \$4,600 (current rate).
2. The Executive Committee shall review the status of the fund monthly
3. Reserve Fund for 2008 shall start at \$22,000
4. Life Members Foundation Fund shall receive additional funds from fund earnings, and direct donations to NALMS in support of its general mission in excess of \$10,000
 - a. The first \$6,000 will be deposited directly into the Life Members Foundation Fund Account
 - b. All donations above the first \$6,000 shall be deposited into the Fund or used for specific Society activities as directed by the Executive Committee and approved by the Board
5. Earnings from the fund shall be reinvested into the fund account at the rate of 25% of earnings and 75% of earnings shall be used to support Society operations or re-invested
6. No more than \$150,000 shall remain on deposit at any one bank for more than 3 months.
7. Once the Life Members Foundation Fund grows to \$150,000, \$100,000 will be moved to another independent bank for CD deposit.
8. Starting 2008 deposit shall be a CD account for \$22,000 in a 30 or 90 day under \$100,000 CD, and future deposit when funds become available shall be for \$100,000 in a 30 day 100,000 or over CD account.
9. Once the Life Members Foundation Fund is over \$250,000, \$100,000 can be moved to a brokerage institution, where that money can be used for the establishment of investments in guaranteed T-bills or bond funds

Investments

WHEREAS, the BOD is responsible for the administration and operation of the Society consistent with NALMS Bylaws and in fulfillment of its mission, and

It is a purpose of the Society to collect funds, and disburse funds authorized by the BOD; and provides the BOD with all powers necessary and appropriate for carrying out the policies of the BOD, which are enabled by law or NALMS Policies and Bylaws;

The Board deems it to be prudent to adopt a policy framework for the investment of its assets;

WHEREAS, the overriding objective of the Society’s investment policy is the preservation of capital, while at the same time providing for liquidity requirements and optimizing the investment returns for Society operations within the constraints of this policy; and

The BOD wish to maintain appropriate levels of review and approval and to delegate investment authority.

The following investment policies will be applied to all NALMS investments. Further, a copy of these policies will be provided to all parties making investments on behalf of the Society, the receipt of which shall be confirmed in writing.

North American Lake Management Society Investment Policies

1. Procedures

The Society’s Investment Policies shall be reviewed annually, and as otherwise necessary, by the Executive Committee, to ensure that investments are consistent and appropriate for NALMS’ current financial condition. Recommendations regarding any revisions or modifications to the Investment Policies will be made by the Executive Committee to the BOD for approval.

- a. It will be the responsibility of the Executive Committee to identify specific investments to implement the investment policies.
- b. To provide oversight on the investments, and to ensure compliance with the investment policies, the following procedures will be followed:
 - i. For investments of \$100,000 or less, with the exception of certificates of deposit, authorized money market accounts and investments made in conjunction with bank sweep accounts, the President, and Treasurer will obtain approval of the Executive Committee
 - ii. For investments in excess of \$750,000, with the exception of certificates of deposit, authorized money market accounts and investments made in conjunction with bank sweep accounts, the President and Treasurer will obtain the approval of the BOD
 - iii. Duplicate confirmations of all securities purchased, with the exception of certificates of deposit, authorized money market accounts and investments made in conjunction with bank sweep accounts, will be sent directly to the Treasurer by the

firm(s) selected in accordance with the procedures identified below.

- iv. A monthly report will be provided to the Executive Committee by the Treasurer, which should include, if appropriate, the information specified in the "Reporting Requirements" section of this Investment Policy.
- c. The following procedures will be used to select securities brokerage firms and registered investment advisory firms with whom the Executive Committee will be authorized to place securities trades and will be authorized to take custody of securities and monies of the Society:
 - i. The ED Treasurer will coordinate proposed recommendations to the Executive Committee regarding the number and types of firms to be used to implement the NALMS' investment policy.
 - ii. The Executive Committee shall then recommend to the BOD the firm(s) to be retained. The BOD shall have final approval on all firms authorized to conduct investment business with and on behalf of the Society.

2. Investment Objectives

The investment objectives of NALMS investment portfolio are:

- a. preservation of capital;
- b. liquidity; and
- c. to optimize the investment return within the constraints of this policy for implementation of its mission.

3. Allowable Investments

The Treasurer shall be authorized to invest the NALMS Funds as follows:

- a. Banker's acceptances issued by banks rated B/C or above by Fitch Ratings or a comparable rating with a comparable rating service;
- b. Certificates of deposit purchased from any bank, thrift, broker, or savings & loan limited to principal of \$100,000 that is insured by the Federal Deposit Insurance Corporation (FDIC),

- c. Open-ended money market funds that seek to stabilize the net asset value of the shares at \$1.00;
- d. Bank accounts necessary to conduct the normal business of the NALMS. The goal shall be to limit the amounts held in bank accounts to federally insured limits, with the exception of bank sweep investments and bank trust department investments;
- e. Investments made in conjunction with bank sweep accounts;
- f. U.S. Government Treasury Bills, Treasury Notes and Treasury Bonds;
- g. Any debenture issued by, or backed by the full faith and credit of, the United States Government or any agency thereof;
- h. Commercial paper rated A-1/P-1 by Standard & Poor's and Moody's;
- i. Corporate notes and bonds rated investment grade or better by Standard & Poor's and Moody's. If only one of the agencies rates the note, the rating must be investment grade or better;
- j. Mutual funds investing exclusively in the above; and
- k. Other investments specifically authorized by the BOD from time-to-time.

4. Portfolio Maturity Requirements

- a. General Objective -- The goal of the NALMS is to have sufficient cash available to meet current obligations without having to sell securities. In order to meet this objective, a portfolio of investments whose maturities and liquidity matches future budgeted needs for cash will be purchased. Reserves in excess of projected liquidity requirements may be invested in longer-term securities, as provided below, in order to optimize investment returns.
- b. Maturity Restrictions -- The following maturity restrictions apply to the investment portfolio:
 - i. The maximum maturity of any security is 2 years; and
 - ii. Only fixed maturity obligations may be purchased.

5. Cooke Fund Investment Strategy

- a. The Cooke Fund will be invested under the guidance of the Finance Committee. The NALMS BOD will provide direction to the Finance

Committee to ensure compliance with the goals of the Cooke Fund and the desires of the Society.

- b. The NALMS BOD, through the Treasurer, will maintain direct access to the investment account for the Cooke Fund investment account.
- c. The Treasurer will include updates on the fund's investments as part of the monthly financial update.
- d. Investment of the Cooke Fund will follow to the following strategy.
 - i. 50% of the funds will be invested in a broad based, low cost stock index fund(s) tracking a major stock index (i.e., S&P 500, Wilshire 5000).
 - ii. 50 % of the funds will be invested in a broad based, low cost bond fund(s) (i.e. Vanguard Total Bond Market Index Fund)
- e. Funds will be evenly redistributed between these categories annually, 1 month prior to the end of the NALMS fiscal year.
- f. As part of this redistribution, any funds that will be withdrawn to support the annual conference will be transferred to a money market account until they are needed. These funds will be withdrawn prior to the calculation of the redistribution.
- g. Until the Cooke Fund has a value of over \$50,000 on the ending date of the NALMS fiscal year no more than 50 % of the year's gains will be used to support the conference. The unrealized gains will be invested during the redistribution process
- h. Once the Cooke Fund Balance exceeds \$50,000 on the ending date of the NALMS fiscal year, all of the year's gains may be provided to support the conference at the discretion of the NALMS BOD.
- i. Any gains not allocated to conference support will be reinvested during the redistribution process.

If possible, the investments should have a stop-loss sale order attached to decrease the likelihood of losing money. This stop-loss order will be set at 80% of investments value from the close of the previous fiscal year.

6. Reporting Requirements

The purpose of reporting is to provide the BOD sufficient information to confirm compliance with the investment guidelines specified in this investment policy and to provide information sufficient to assess the overall performance of the investment portfolio.

The reports should provide an overview of the whole portfolio as well as pertinent information on each fixed income security and investment type. The reports will aid in understanding the composition and structure of the portfolio, its strengths and weaknesses, and the extent to which it will perform to meet the financial goals of the Society.

The following are examples of the information that will be provided if appropriate to the BOD:

- a. Portfolio Investment Summary:
 - i. Average interest rate
 - ii. Average maturity
 - iii. Bond ratings of each security
 - iv. Cost and market value of each security
- b. Portfolio Credit Quality Analysis will summarize the portfolio holdings by bond rating category.
- c. Portfolio Maturity Analysis will provide an overview of the portfolio maturity structure.

7. Endowments

Endowment Funds: The Endowment Funds shall be invested with the objective of preserving the long-term real purchasing power of the Funds' assets while realizing appropriate investment income. Endowment Fund assets may be invested in certificates of deposit, Treasury bills, commercial paper, bankers acceptances, repurchase agreements, mutual funds, exchange traded funds, equities (including common stock, preferred stock, convertible securities and other equities, whether traded on an exchange or not publicly traded), fixed income securities, real estate, commodities, natural-resource related stock, hedge funds, derivatives, alternate investment vehicles and, as to an appropriate portion, cash equivalent investments. The asset allocation of each of the Endowment Funds shall be determined from time to time by the BOD, in consultation with any managers or advisors if desired (unless the Board delegates such task to an external manager), which allocation shall reflect a proper balance of such Fund's investment objective, any risk tolerance standard and the need for liquidity.

Within a reasonable time after NALMS receipt of a gift of financial assets, the Board shall make and carry out decisions regarding retaining or disposing of the property, or the rebalancing of the Fund or Funds applicable to such gift in order to ensure compliance with the purposes, terms, and distribution requirements of NALMS (including the diversification requirements and other aspects as described in this guidance) as necessary to meet other circumstances of NALMS and the requirements of applicable law, subject to any restrictions imposed by the terms of the gift.

The Board may delegate one or more of its responsibilities with respect to the management and investment of NALMS's financial assets to a committee of the Board or an officer or employee of NALMS. Any such committee or individual to whom such responsibility is delegated shall report to the Board on a regular basis and shall be subject to direction by the Board. If such responsibilities are delegated to a committee or individual, the rights and obligations set forth in this policy applicable to the Board (other than the right to amend this policy) shall also apply to such committee or individual, subject to the right of the Board to review and revise any decision of such committee or individual, and reports required under this policy to be made to the Board may instead be made to the committee or individual, which or who shall in turn report to the Board on a regular basis.

Delegation of Management and Investment Authority to an External Agent - To the extent it considers prudent, the Board may delegate management and investment decisions to one or more external agents, such as a bank, investment advisor, investment manager or custodian, except where prohibited by the terms of a gift instrument. The Board will act in good faith and with the care an ordinarily prudent person in like position would exercise under similar circumstances in (i) selecting, continuing or terminating any external agent (including assessing the agent's independence, including any conflicts of interest such agent has or may have; (ii) establishing the scope and terms of the delegation, including the compensation to be paid; and (iii) monitoring the agent's performance and compliance with the scope and terms of the delegation. The Board, in making the decision as to whether to

delegate such functions to a specific external agent, shall conduct such due diligence as the Board deems appropriate, such as reviewing information regarding the external agent's experience, personnel, track record and proposed compensation as compared to appropriate peers. Any external agent to which management and investment authority is delegated owes a duty to NALMS to exercise reasonable care, skill and caution to comply with the scope and terms of the delegation.

Any external agents shall provide the Board with reports on investment performance on a quarterly basis, at a minimum, and more frequently if so requested by the Board. The Board will assess at least annually the performance and independence of any external agent, including any conflicts of interest it may have. Any actual or potential conflicts of interest involving a member of the Board or officer or key employee of NALMS with respect to the external agent must be disclosed and resolved pursuant to NALMS conflict of interest policy and any conflicts of interest the agent may have involving service to NALMS (e.g., investment in deposits of a bank owned by the agent's brother) must also be disclosed to NALMS. Any contract between NALMS and an external agent involving delegation of investment authority shall be terminable by NALMS at any time, without penalty, upon no more than 60 days' notice.

The BOD will also review from time to time NALMS's arrangements with any investment managers, investment advisors, custodians and the banks and other entities with which NALMS maintains its financial assets to ensure that the costs and fees associated with each such arrangement are appropriate and reasonable in relation to the assets, NALMS purposes and the skills available to NALMS.

NALMS will seek to ensure that any investment managers retained by NALMS invest NALMS investment assets in accordance with this policy and any specific guidelines for the investment manager established by the BOD, which may include return and risk expectations, asset allocations and investment strategies (including allowed and prohibited investments). Specific guidelines established for investment managers will be reviewed from time to time by the BOD and revised as necessary. Decisions as to the selection of individual investments, security size and quality, number of industries and holdings shall be left to the broad discretion of the investment manager, within the limits set forth in this policy and any specific guidelines established by the Board.

Spending from Endowment Funds

Decisions with respect to spending from NALMS endowment funds shall be made in accordance with the Endowment Spending Policy set forth in Appendix A of this policy.

An endowment fund is any fund, or a part of a fund, that, under the terms of the gift instrument, is not wholly expendable by NALMS on a current basis. Funds that are not restricted as to expenditure under the terms of a gift instrument but have been so restricted by action of NALMS's BOD (the "BOD" or the "Board") are not endowment funds.

Appropriating Endowment Funds for Expenditure

All spending from any of NALMS's endowment funds will comply with any donor restrictions on spending imposed on such fund. In creating an endowment fund, the donor also may have restricted the purpose or purposes for which funds from the endowment may be spent. All decisions regarding expenditures from an endowment fund restricted as to purpose must comply with such purpose restrictions. Expenditures from endowment funds that are not restricted as to purpose may be used for any purposes of NALMS.

Decisions to appropriate funds from an endowment for expenditure or to accumulate such funds shall be made only by the BOD. The Board may authorize a committee of the Board to assist the Board in carrying out its responsibilities with respect to the expenditure of NALMS's endowment funds. Such committee may be authorized to make recommendations to the BOD regarding the expenditure of NALMS's endowment funds but the final decision as to such matters shall be made by the Board. The Board committee, in making a recommendation to appropriate funds from each endowment for expenditure or to accumulate such funds, and the BOD, in making a decision to appropriate funds from each endowment for expenditure or to accumulate such funds, must act in good faith with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, and must (a) consider the uses, benefits, purposes and duration for which the endowment fund was established and (b) consider each of the following factors, if relevant:

1. The duration and preservation of the endowment fund;
2. The purposes of NALMS and the endowment fund;
3. General economic conditions;
4. The possible effect of inflation or deflation;
5. The expected total return from income and the appreciation of investments;
6. Other resources of NALMS.
7. Where appropriate and circumstances would otherwise warrant, alternatives to expenditure of the endowment fund, giving due consideration to the effect that such alternatives may have on NALMS; and
8. NALMS's investment policy.

Documenting Spending Deliberations

The Board committee, if any, and the BOD each shall keep a record of its decisions regarding the appropriation of endowment funds for expenditure, describing the nature and extent of the consideration that the committee or Board gave to each of the eight factors listed in Section II above.

Unless permitted by the donor in the gift instrument, an annual distribution from an endowment fund created on or after DATE in an amount exceeding seven (7) percent of the fair market value of the fund, calculated based on market values determined at least quarterly and averaged over a period of at least the last twenty quarters ending with the last quarter of the fiscal year preceding the distribution (or for the number of quarters in

existence for endowments more recently created), will create a rebuttable presumption that such distribution was imprudent.

Accordingly, should the Board committee recommend and/or the BOD decide, after acting in accordance with the prudence standard as set forth above, that making an annual distribution in excess of seven (7) percent from such endowment fund is prudent, the Board committee and the Board each shall ensure that the contemporaneous written record documenting its recommendation or decision includes a detailed statement of the basis upon which the Board committee and/or Board determined that such annual distribution was prudent.

NALMS Operational Procedure 20

Student Video Series Operational Procedure

BACKGROUND

The Student Video Series, a part of the Student Program, is aimed to use student-produced videos related to lake management topics to help teach citizen scientists, students, and the public. The videos will allow dissemination of information in a relevant, accessible, and multi-media manner to a broad spectrum of audiences.

Funding for the awards is derived from revenues associated with the NALMS Student Auction and donations designated for Student Programs.

The following procedure outlines the implementation of this program.

OPERATIONAL PROCEDURE

Request for Videos (RFVs) will be released quarterly; each will include the topic and criteria. Videos must meet all criteria explained in the evaluation rubric (Video Evaluation Rubric) and be submitted to the NALMS student video Dropbox by the deadline. Videos will be reviewed by the NALMS Student Program, and the top ranked videos will be passed to the BOD (BOD) for final evaluation. Approved videos will require a signed release form before posting on the NALMS YouTube channel, linked to the NALMS website, and shared via social media. Students will be notified if their video is not approved so they can make revisions if requested by NALMS.

The top video from each RFV approved by the BOD will be eligible to receive a \$500 award to attend a future NALMS symposium. Awardees need not be a student when they use the award; however, the fund expires two years after the date of the award letter. In addition, the top video and the two runner-up videos will be awarded a one-year NALMS student membership (if applicable). If a video is authored by multiple students, the \$500 award will be split equally among the authors, and the NALMS student membership award will be awarded to the senior author. Student authors of winning videos will be recognized at the annual NALMS symposium, in LakeLine and/or NALMS notes as appropriate; and their videos will be promoted on the NALMS website and YouTube channel.

Timeline: Three RFVs will be issued per year. An example timeline is provided below. The timeline will allow for two months of video creation and submission by students, followed by a month for review.

Date	Action
1-Sept	Solicit Request for Video (RFV) through NALMS email, social media, etc.
1-Dec	Due date for submitting to NALMS Dropbox
1-Dec to 15 Dec	Initial ranking by Student Program (top videos selected)
15-Dec	Submission of videos to BOD for final selection
15-Dec to 25-Dec	BOD reviews videos, selects RFV winner
1-Jan	Award announced/ video posted/ new RFV posted

Funding of program: Funding for awards will come from the student silent auction and the Eberhardt Memorial Fund. Total annual cost, assuming three accepted videos per year (at \$500 per award) with six runners-up (\$40 per student membership) would be a maximum of \$1,740.

Implementation specifics:

Solicitation: Videos will be solicited using request for videos (RFVs) documents (see example below) distributed via the NALMS website, websites of affiliates, NALMS email lists, and social media.

Video quality & review process: Videos will be reviewed first by the NALMS Student Program, with those meeting the minimum criteria passed on to the BOD for final evaluation. A preliminary review process is detailed in the table below:

Acceptance of videos: The highest quality video per RFV as determined by the evaluation rubric scores will be eligible for posting on the NALMS YouTube channel and linked to the NALMS website pending signature of the release form by the student (see below for example). Students will be notified if their video is not approved so they can make revisions if requested by NALMS or submit a higher quality video to a different RFV.

Process Component	Task/Action	Responsible Party
Solicitation	RFV creation	Student Program (SP)
	Release of RFV for posting to website	SP chair/NALMS staff
	Announcement & distribution of RFV (website, Facebook, Instagram, Twitter posting), BOD, Student Members, LakeLine, NALMS notes, etc.	NALMS Staff
Video Quality & Review	Distribute rubric, instructions, deadlines and video links/files to SP reviewers	SP Chair
	Compile and evaluate SP review results to determine acceptability of submissions (do they meet minimum criteria?)	SP
	Notify submitter(s) of acceptance status (will their submission be reviewed by the BOD or not?)	SP Chair
	Distribute rubric, instructions, deadlines and video links/files (of acceptable submissions) to BOD	SP
	Send deadline reminder to reviewers	SP Chair
	Compile and evaluate all review results	BOD
Acceptance of Videos	Notify winner, obtain signed release form	SP chair/NALMS staff
	Notify all submitters and invite to submit to future RFVs	SP
Award disbursement	Award value noted in accounting	NALMS Staff or Treasurer

Amended: January 7, 2018

-

NALMS Operational Procedure 21

Partnerships Policies and Procedures

I. BACKGROUND

A primary objective for NALMS is to forge partnerships among a diverse group of lake and watershed stakeholders as well as lake-related managers, scientists, governmental agencies, and non-profit organizations and consortiums. NALMS values and encourages relationships among its members, constituents, and professional colleagues to support NALMS' mission to foster the management and protection of lakes and reservoirs for today and tomorrow.

Specific partnership initiatives may be created through formal agreement between NALMS and one or more of its members, constituents, or professional colleagues to share expertise, resources, or competencies for mutual benefit. There can be many advantages to creating such partnerships including enhanced opportunities for public/professional exposure, funding, and increased membership. These partnerships may be used to fill gaps in NALMS' capacities, or to create a synergy that increases the scope and reach of NALMS and its members.

This policy also describes how NALMS may interact via memberships and/or liaisons with collaborative organizations that have a compatible mission including societies, consortiums, and councils.

II. PARTNERSHIP INITIATIVES

NALMS encourages opportunities to participate in specific partnership initiatives that support its mission and provide tangible benefits to NALMS' membership and the judicious management of lakes, while not conflicting with NALMS' status as a non-profit organization. NALMS may initiate proposals for specific initiatives, and it will also accept proposals for initiatives from prospective partners (e.g., NALMS members, professional colleagues, organizations, etc.). The mission and policies of potential partners must be compatible with the mission and policies of NALMS. Partners will not be allowed to influence the selection of materials, programs, or services that NALMS provides, nor shall they require that NALMS provide explicit endorsement of their organization, their products, or their services. NALMS shall endeavor to avoid any perception of favoritism or preferential bias, including in the pursuit of and evaluation of potential partnership initiatives.

Prospective partners desiring to enter into a specific partnership initiative with NALMS shall submit a formal request addressed to the NALMS president. This request shall include:

- a profile of the applicant including its mission, goals, strategic plan, and any other information that could provide relevant background information;
- a statement as to why the applicant wants to become a partner with NALMS on a specific initiative; and

- a detailed narrative describing the proposed partnership, including:
- the anticipated benefits for both the applicant and NALMS;
- a preliminary statement of roles and responsibilities for NALMS and the applicant;
- a description of the compatible organizational values and culture that could result in a successful project;
- a discussion about capabilities and ongoing projects, if any, that could lead to additional partnership opportunities; and
- a preliminary budget.

The NALMS BOD will evaluate and approve/reject proposed partnership initiatives and will consider recommendations from the NALMS Policy Committee and other NALMS committees and members, as appropriate. If a proposed partnership proposal is rejected, the NALMS Board may choose to indicate to the applicant how the proposal could be improved and encourage its resubmission.

In situations where few if any monetary resources are involved, a written agreement such as a memorandum of understanding (MOU) may be sufficient. In circumstances where appreciable monetary resources are involved, a formal contract may be entered into between NALMS and the prospective partner(s).

III. MEMBERSHIPS AND LIAISONS WITH COLLABORATIVE ORGANIZATIONS

NALMS encourages collaborations with other organizations (including societies, consortiums, and councils) that have a compatible mission. Examples of such collaborations would include:

a direct membership in the organization (e.g., NALMS participating as a member of the American Institute of Biological Sciences), or designation of one of its members to serve as a formal liaison (or representative) to the other collaborative organization.

The organizations to which NALMS is a member, and/or has a liaison with, will be listed on the NALMS web site, and NALMS will request to be listed as a member and/or liaison on these organizations' web sites.

Memberships:

Once the NALMS Board votes to join a collaborative organization, the annual membership renewal dues (if any) shall be included in future NALMS draft annual budgets. In the case where an agreement or MOU is signed between NALMS and the collaborative organization (e.g., the Consortium of Aquatic Sciences Societies), the instrument shall remain in force until such time as the NALMS Board votes to withdraw from the agreement or MOU.

Liaisons:

Each NALMS president shall appoint (or re-appoint) liaisons/representatives to collaborative organizations such as the Source Water Collaborative, National Water Quality Monitoring

Council, etc. Expenses incurred by a NALMS liaison (e.g., travel to meetings, conference/workshop registration expenses, etc.) may be considered for reimbursement if:

- the benefit of such travel to NALMS can be clearly demonstrated, in writing, by the liaison,
- an estimate of expenses is approved in advance by the NALMS president, and
- the expenses are included in NALMS annual budget.

Any expenses not included in the NALMS annual budget must be approved, in advance, by the NALMS Executive Committee.

NALMS' liaisons/representatives enhance communication and cooperation between NALMS and its professional colleagues. These NALMS members serve as ambassadors for the Society and its mission, and they have a responsibility to communicate with the larger NALMS membership on a frequent and ongoing basis (particularly with respect to national policy issues that affect lake and watershed management). Relevant communication channels include *LakeLine*, *NALMS Notes*, social media, as well as providing reports to the Board for their mid-term and annual meetings.

NALMS Operational Procedure 22

Professional Expectations

General Code of Conduct:

NALMS commits to promoting a welcoming environment while fulfilling its mission, and as such, has adopted a Code of Conduct to guide daily operations, including NALMS Symposia, by fostering environments that are safe, collaborative, supportive, and productive. All members and attendees are required to abide by the Code of Conduct as approved by the Board of Directors when conducting or participating in NALMS activities and functions.

NALMS Meeting Code of Conduct

Final version approved by the Board on 9/7/17

The North American Lake Management Society commits to promoting a welcoming environment while fulfilling our mission of forging partnerships among citizens, scientists, and professionals to foster the management and protection of lakes and reservoirs. We intend to do this during daily operations, which includes the annual NALMS symposium, by fostering environments that are safe, collaborative, supportive, and productive for all members and attendees, including sponsors, exhibitors, guests of members, invited speakers, and members of the media. We intend to conduct our business in a fair, honest, and ethical manner that values the diversity of views, expertise, opinions, backgrounds, and experiences reflected among our membership and all conference and event attendees.

All attendees, speakers, sponsors and volunteers at our conference are required to abide by the following code of conduct. Organizers will be available for those that need to report an incident or concern. We expect cooperation from all participants to help ensure a safe, welcoming and inclusive environment for everyone.

Expected Behavior

- Treat everyone with respect.
- Communicate openly and thoughtfully and be considerate of varying views, opinions, levels of experience, and backgrounds.
- Be respectful in your critique of ideas and avoid personal attacks directed toward other attendees, participants, NALMS staff, sponsors, and vendors.
- Respect the rules and policies of the symposium venue, hotels, NALMS contracted facilities, or any other venue.
- Be mindful of your surroundings and fellow participants. Alert a NALMS staff member or designated contact person if you notice unacceptable behavior, a dangerous situation or someone in distress.

Unacceptable Behavior

- Harassment and intimidation, including any verbal, written, or physical conduct designed to threaten, intimidate, or coerce another attendee, speaker, volunteer, exhibitor, NALMS staff member, service provider or other meeting guest;

- Discrimination based on gender or gender identity, sexual orientation, age, disability, physical appearance, body size, race, religion, national origin, or culture; or
- Physical or verbal abuse of any attendee, speaker, volunteer, exhibitor, NALMS staff member, service provider or other meeting guest.
- Examples of unacceptable behavior also include but are not limited to: inappropriate use of nudity and/or sexual images in public spaces or in presentations; threatening or stalking any NALMS symposium participant; or sexually harassing any NALMS symposium participant.
- Disruption of talks at oral or poster sessions, in the exhibit hall or at other events organized by NALMS at the meeting venue, hotels, or other NALMS contracted facilities is not allowed.

Consequences

- Anyone requested to stop unacceptable behavior is expected to comply immediately.
- NALMS staff (or their designee) or security may take any action deemed necessary and appropriate, including immediate removal from the meeting without warning and potentially without refund.
- NALMS reserves the right to prohibit attendance at any future meeting.

Reporting Unacceptable Behavior

- If you are the subject of unacceptable behavior or have witnessed any such behavior, please immediately notify a NALMS staff member or a designated contact person.
- Notification should be done by contacting a NALMS staff person or the designated contact persons on-site or by e-mailing your concern to one of the designated contact persons.
- Anyone experiencing or witnessing behavior that constitutes an immediate or serious threat to public safety at the symposium location or other NALMS event is advised to either tell a security guard or locate a house phone and ask for security.
- Reporting should never be done via social media.

Administration

- Any reports of unacceptable behavior will be handled on a case-by-case basis by one or more of the designated contact persons.
- The Code of Conduct, including contact information for the designated contact persons, will be made available to all members and conference attendees as follows: inserted into the conference program, posted to the NALMS website, and included in the NALMS Operations Manual and Strategic Plan.
- NALMS staff and designated contact persons will be introduced at the beginning of the conference and will make every effort to be visible and available to attendees at the annual symposium.
- The list of designated contact persons will be updated annually prior to publication in the conference program.

Code of conduct adapted from International Marine Conservation Congress (IMMC) and Ecological Society of America (ESA).

<http://conbio.org/mini-sites/imcc-2016/registration-participation/code-of-conduct/>

<https://www.esa.org/esa/meetings/esa-meetings-code-of-conduct/>

Diversity Statement Policy

Diversity for NALMS means creating a community of inclusion. We respect and value the unique contributions and perspectives of all members, employees, event participants, students, volunteers, and our local and international communities. Diversity includes age, culture, disability, ethnicity, gender, national origin, color, race, religion, sexual orientation, diversity of thought, ideas, and more. Diversity maximizes our true potential for creativity, innovation, and collaborative problem solving. NALMS strives to cultivate a Society built on mentorship, encouragement, tolerance, and mutual respect, thereby engendering a welcoming environment for all. NALMS promotes diversity in all areas of activity, including fostering diversity in membership, leadership, committees, staff, outreach, public engagement, recruitment, and all other areas of Societal activity.

Code of Professional Ethics

This Code of Professional Ethics (Code) provides guiding principles of conduct for all members of the North American Lake Management Society (Society) and all Lake Managers, including provisional, certified by the Society. It is the desire and purpose of the Society to support and encourage the responsible management of, research of and education about lakes and lake management. Towards these ends, this Code is intended to further these goals through the open and honest communication of knowledge; to assure appropriate accessibility of accurate and reliable information to employers, policy makers, and the public; and to encourage effective education and training in the science of lake management. Individuals aware of breaches of this Code are encouraged to communicate with the Society's Ethics Committee or Board of Directors who will explain the Code and process.

General

All members of the Society and all Lake Managers certified by the Society should observe the following principles in the conduct of their professional affairs.

- Offer professional advice and guidance only on those subjects in which they are informed and qualified through professional training or experience. They will strive to accurately represent the state of the science of understanding and knowledge and to avoid and discourage dissemination of erroneous, biased, or exaggerated statements about lake ecology.
- Members of the Society and those certified as Lake Managers or Professionals will not represent themselves as spokespersons for the Society without express written authorization by the Society's President or Board of Directors.
- Members will cooperate with other researchers whenever possible and appropriate to assure rapid interchange and dissemination of lake management knowledge and practices.

- Members will not plagiarize in verbal or written communication but will give full and proper credit to the works and ideas of others and make every effort to avoid misrepresentation.
- Members will not fabricate, falsify, or suppress results, deliberately misrepresent research findings, or otherwise commit scientific fraud. This commitment to honesty and accuracy also applies to the communication of consulting efforts.
- Members will conduct their research and management so as to avoid or minimize adverse environmental effects of their presence and activities, and in compliance with legal requirements for protection of researchers, human subjects, or research organisms and systems.
- Members will, to the extent practicable, engage meaningfully with the communities in which they practice to promote teaching, learning, and an understanding of their practice; broaden the participation of underrepresented groups; enhance local infrastructure for research and education; and disseminate results broadly to benefit the local community.
- Members will not discriminate against others in the course of their work on the basis of gender, sexual orientation, marital status, creed, religion, race, color, national origin, age, economic status, disability, or organizational affiliation.
- Members will not practice or condone harassment in any form in any professional context.
- In formal and informal communications, members should clearly differentiate facts, opinions, hypotheses, and established practices.
- Members will not seek employment, grants, or gain, nor attempt to injure the reputation or professional opportunities of another scientist or professional lake practitioner by false, biased, or undocumented claims, by offers of gifts or favors, or by any other malicious action.

Certified Lake Managers/Professionals

Lake Managers/Professionals certified by the Society are expected to adhere to all sections of the Code; with the following principles particularly applicable to such individuals.

- Lake Managers/Professionals will present evidence of their qualifications, including professional training, publications, and experience, when requested in connection with their work as a certified Lake Manager/Professional.
- Certified Lake Managers/Professionals will inform a prospective or current employer or client of any professional or personal interests which may impair the objectivity of their work, and, upon request, provide clients and employers with this Code.
- Certified Lake Managers/Professionals will respect requests for confidentiality from their employers or clients, provided that such confidentiality does not require violation of this Code or of legal statutes. Should conflicts arise between maintenance of confidentiality and legal or ethical standards, clients or employers should be advised of the conflict in writing.
- In seeking employment through bids, Certified Lake Managers/Professionals will describe salaries and fees and the extent and kinds of service to be rendered as accurately and fully as possible.

- Certified Lake Managers/Professionals should use resources available to them through institutional employment, in performance of work contracted independently of their employing institution, only with the full knowledge and consent of the employing institution. Inappropriate use of access to institutional resources should be avoided; the appropriateness of particular uses of institutional resources should be addressed by the employing institution.
- Certified Lake Managers/Professionals will accept compensation for a particular service or report from one source only, except with the full knowledge and consent of all concerned parties.
- Certified Lake Managers/Professionals will utilize or recommend utilization of appropriate experts whenever such action is essential to solving a problem.
- Certified Lake Managers/Professionals will not knowingly associate professionally with, or allow the use of their names, reports, maps, or other technical materials by any enterprise known to be illegal or fraudulent.
- Certified Lake Managers/Professionals may advertise their services, but may not use misleading, false, or deceptive advertising. If Society certification is noted in an advertisement, the level of certification must be included along with the following statement: "Certification by the North American Lake Management Society recognizes documentation of a set of specific skills. It does not indicate endorsement by the Society of the certified individual."

Publication

The following principles of ethical professional conduct apply to members reviewing, editing, or publishing grant proposals and papers in the professional literature in general, and particularly to all seeking publication in the Society's publications, including but not limited to Lake and Reservoir Management and LakeLine.

Researchers will claim authorship of a paper only if they have made a substantial contribution. Authorship may legitimately be claimed if researchers conceived the ideas or experimental design; participated actively in execution of the study; analyzed and interpreted the data; or wrote the manuscript.

Researchers will not add or delete authors from a manuscript submitted for publication without consent of those authors.

Researchers will not include as coauthor(s) any individual who has not agreed to the content of the final version of the manuscript.

Researchers will not submit for publication any manuscript containing data they are not authorized to use.

The Society assumes the principal investigator(s) of a research project retain the right to control use of resulting unpublished data unless otherwise specified by contract or explicit agreement.

Researchers will not represent research results as new if they have been published or submitted elsewhere, or submit a manuscript for publication while it is under review for possible publication elsewhere.

Editors or reviewers will treat manuscripts under review as confidential, recognizing them as intellectual property of the author(s).

When using ideas or results of others in manuscripts submitted for publication, researchers will give full attribution of sources. If the ideas or results have not been published, they may not be used without permission of the original researcher. Illustrations or tables from other publications or manuscripts may be used only with permission of the copyright owner.

Individuals will not serve as editors or reviewers of a manuscript if present or past connections with the author or the author's institution may prevent objective evaluation of the work.

Individuals will not purposefully delay publication of another person's manuscript to gain advantage over that person.

Authors submitting manuscripts for publication will promptly report to editors any errors in research results or interpretations discovered after submission or publication.

This Code of Professional Ethics is adapted with permission from the Code of Ethics for the Ecological Society of America, as amended May 2013 (<https://www.esa.org/about/code-of-ethics/>).

NALMS Operational Procedure 23

Internship Program

BACKGROUND

This Operational Procedure describes the process for hiring and supervision of NALMS interns.

OPERATIONAL PROCEDURE

Hiring

The availability of funding to hire an intern for a committee, program, or working group (hereafter referred to as “programs”) is depending on yearly allocation in the budget that is approved by the Board. Intern allocation to programs can be done on an ad hoc basis if the Board has agreed to this resource to address a specific NALMS priority, or by a competitive process based on Expressions of Interest requested from any interested program by the Intern Coordinator. Note the Community Science Intern (formerly the Secchi Dip-In Intern) has bespoke funding due to contractual obligations.

Once a program has been allocated an intern, if a new intern is being sought (as opposed to continuing employment or a previous intern) the named supervisory team will create an Internship Description based on the template below for advertisement on the NALMS website, social media, and through e-mail networks. This description will be approved by the Internship Coordinator, ExCom, and ideally the Board at the February Board meeting.

The supervisory team is responsible for receiving applications, deciding which candidates to interview (~5 is recommended), scheduling interviews, and selecting a candidate. The Internship Coordinator will be available to assist with any of these stages of the process. The Internship Coordinator must be kept up to date during each stage of the process. The supervisory team should create a ranked list of candidates, which will then be approved by the Internship Coordinator, ExCom, and ideally the Board at the April Board meeting. The offer will then come from the supervisory team

Suggested timeline:

January: Internship allocations confirmed

February: Internship description created and circulated

March: Deadline and interviews

April: Offers made

Supervision

All interns are expected to have at least two supervisors and meet with at least one member of their supervisory team on a weekly basis. The supervisory team must report the work schedule of the intern to the Internship Coordinator (start and end dates, hours per week, etc.). The interns will meet every other week as a group with the Intern Coordinator for

further skill development and comradery. This also ensures that all interns are on the same page in terms of internship expectations.

Intern Expectations

Interns are expected to:

- Meet weekly with the supervisors to ensure forward progress on their project.
- Meet every other week with the Internship Coordinator and the other interns.
- Communicate professionally and promptly with their supervisory team about their work schedules and vacation time.
- Join the relevant program meetings over Zoom.
- Present their project at the NALMS Annual Symposium if their schedule allows (funding is available for each intern to attend)

NALMS Intern Expression of Interest

Committee/Program:

Lead Intern Supervisor:

Secondary Intern Supervisor:

Part Time or Full Time?

Part time (no. of hours/wk):

Anticipated Dates:

To ensure a productive and fulfilling internship in the summer time frame, it is essential that interns have a well-defined project and regular communication with their supervisory team.

What are the primary outputs that the intern will be responsible for producing and what benefit will these bring to NALMS?

Please describe other activities that the intern will be involved with.

Please describe your supervision and mentoring plan for the intern.

Sample Internship Description

Internship Title: NALMS JEDI Internship

Internship Site: Remote/Virtual

Description:

The intern will work with the NALMS Justice Equity Diversity and Inclusion (JEDI) Committee to support the process of completing a 5-year plan for NALMS to use in incorporating JEDI into all facets of the organization. To achieve this goal the intern will focus their efforts in these areas:

- Internal Assessment
- Outreach
- Internal Planning and Strategy

- Symposium Planning

The intern will take the lead on assessing previously collected information, and possible collection of further data, to help define this plan. The intern will have an integral role in writing the plan for NALMS JEDI incorporating the topics above, and will help present the plan to the NALMS Board for approval. The plan will be invaluable to NALMS as a guide for the JEDI Program, with a clear list of tasks to be prioritized by future JEDI interns, and a step towards making NALMS a welcoming organization for all. To review steps NALMS is taking to further our JEDI goals please visit the website below:

<https://www.nalms.org/jedi/>

Desired qualifications/skills/coursework:

Required qualifications include good oral and written communication skills, a commitment to promoting equity in the sciences and in the workplace, and a demonstrated ability to work well as a team member. Desired qualifications include:

- Experience in community organizing, social justice advocacy, and community education
- Familiarity with justice, equity, diversity, and inclusion principles and strategies
- Strong communication skills and familiarity with social media platforms
- Some background in survey writing and analysis
- Grace and patience as a large community of well-intentioned individuals grows to become more just, equitable, diverse, and inclusive

Supervision: Mark Rosenkranz, chair of the NALMS JEDI Program will be the primary supervisor. The intern will collaborate with other members of the North American Lake Management Society, including NALMS JEDI Program co-chairs Keiko Wilkins, Camille Mosley, and Vinicius Taguchi.

Start and End Dates: July through November, schedule is flexible

Estimated hours per week: 375 hrs (estimated 37.5 hours/week for 10 weeks; flexible weekly hours with option to work half-time for a longer period)

Compensation: \$15/hour

Note: Support may be available for participation in the 2022 NALMS Symposium.

How to apply: Send cover letter, current resume, and contact information for three references as one pdf with your last name in the filename to secretary@nalms.org

Deadline: March 31, 2022