

**Report of the 2007 External Review Panel
Convened by the American Meteorological Society (AMS)**

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Panel Members

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Introduction

In 2006, AMS President-elect Dr. Richard Anthes suggested to AMS Executive Director Dr. Keith Seitter and President Dr. Franco Einaudi that an external panel of experts review the activities and programs of the AMS. Both Dr. Einaudi and Dr. Seitter supported this suggestion and preparations for the review began immediately. In consultation with Einaudi and Seitter, Anthes appointed the Chair of the Review Panel, Dr. James R. Mahoney. Anthes, Einaudi, Seitter and Mahoney then developed the charge to the Panel (See Preface in Appendix A) and appointed the remaining members of the Panel.

Dr. Seitter and the AMS staff prepared an extensive set of materials to assist the Panel in its work and provided the information to the Panel well ahead of the site visit. A notebook of the materials prepared is archived at AMS headquarters in Boston. The Table of Contents of this notebook and the Preface is included as Appendix A.

The Panel met with Seitter, Anthes, and nearly all of the AMS staff over three days (May 6-8, 2007) at the Boston headquarters and the Washington office; the Agenda is attached as Appendix B. Photographs of the participants in Boston and Washington are presented in Appendix C. There were many group meetings and a number of individual meetings between AMS staff and members of the Panel. The Panel had private discussions in Executive Session on each of the three days during the meetings.

During and immediately following the Panel meetings, each of the members prepared draft elements of the Panel report. Following the meeting, the Panel Chairman led the consolidation of the report. The Panel reviewed the various drafts of the report and unanimously approved the final version in late July, 2007.

Summary of the Panel's Findings and Recommendations

The Review Panel applauds the AMS for undertaking this first ever external review of its structure, quality, and plans pertaining to achieving its strategic goals. Our charge has been to look at a well led and managed membership organization – one that is responsive to and inclusive of its membership – and identify ways that it might be improved in order to better achieve its strategic goals and advance its mission.

The AMS provided the Panel with excellent materials ahead of time, which thoroughly acquainted the Panel members with the AMS programs, activities and plans. The site visit was extremely productive, and the AMS staff members were most helpful and enthusiastic in presenting overviews of their program areas. The Panel notes that the background materials prepared for its briefings and deliberations would be very helpful as orientation information for new senior staff at AMS, as well as new councilors, commissioners, editors, and other voluntary leaders taking up their posts. The Panel recommends that Executive Director Seitter or his designee review the extensive information to assure that anything confidential be sequestered and that the remainder of

the documents be made available to those who serve the Society. This information might also be periodically updated, for example every three to five years. Overall the Panel finds that the AMS is in a good position to achieve its goals. Even so, the Panel has a number of suggestions and recommendations for the AMS to consider in order to improve its operations and governance. We recommend that the AMS continue to pursue a culture of continuous improvement – which does NOT imply that any areas are currently “broken” or not working well.

Response to Panel Charges

The following subsections respond to the individual charges assigned to the Review Panel. Each of the specific charges to the Panel is addressed below.

1. AMS Strategic Goals

The AMS Council adopted its new set of seven Strategic Goals in January 2007. The Panel applauds the AMS for the process used and the development of well thought out strategic goals to support its mission. The Panel recognizes that these are high-level goals and that the AMS Commissions are developing detailed implementation plans. These plans were in the early stages of development when the Panel met and so were not considered by the Panel.

The seventh Strategic Goal is to “support national and international programs....” The Society has done much to support national programs and some international cooperative efforts. The Panel sees an important opportunity to strengthen the involvement of the AMS in the international arena. Future membership growth is likely to occur among individuals and groups outside North America. Such growth would mirror the increase in journal authors from outside North America and help the Society support its goals of advancing global scientific knowledge and applications. Serving a broader global community will create some challenges as well and will require more resources. The Society should consider how it wishes to address this issue and then take the appropriate actions.

As in most areas, constrained resources in information technology and services, and in marketing and development, may limit the ability of the AMS to fully achieve its ambitious strategic goals. Additional resources will be needed in these areas to support the full potential for growth of the Society. Given its mid-range size among professional organizations, it has achieved a leadership record of effective innovation in information technology, including early adoption of online publishing. The Panel believes that the Society should explore similar information initiatives as a means to improve its communication and marketing efforts targeting potential new members, journal authors, partner organizations and donors from around the world.

2. AMS Membership

AMS membership has been relatively stable for many years with some growth evident in student members. The Society has a long tradition of active involvement by many of its members in volunteer leadership positions through its commissions, boards, and committees.

The Panel considered the question of the number of AMS members in considerable detail. Table 1 shows the number of full members (not counting students or associate members) since 1990. It also shows estimates of the number of new members (including upgrades of student members to full members) and the numbers leaving for whatever reason.

Year	Number	Change from previous year	New Members	Members leaving
1990	8724	N/A	457	N/A
1991	8844	120	348	228
1992	8815	-29	483	512
1993	N/A	N/A	N/A	N/A
1994	9022	207	550	343
1995	8909	-113	455	568
1996	9233	324	475	151
1997	9435	202	424	222
1998	9346	-89	385	474
1999	9258	-88	410	498
2000	9206	-52	394	446
2001	8646	-560	399	959
2002	8527	-119	365	484
2003	8395	-132	451	583
2004	8555	160	529	369
2005	8514	-41	423	464
2006	8647	133	551	418
The dues went from \$30 to \$70 in 2001 The dues went from \$70 to \$80 in 2006				

The Panel noted that membership fluctuates from year to year (Table 1). Some of this, especially before 2000, may be due to timing issues when the membership was counted, so a running average might be more representative. We tried to estimate what a “natural” attrition rate would be for a steady-state organization. If a typical member joined at age 20 and “retired” at age 65, his or her length of membership would be 45 years. Thus an “expected” or perhaps minimum attrition rate for an organization of 9000 members

would be about 200 per year. The average attrition rate in Table 1 is considerably higher—448 per year, suggesting that significantly more members are leaving for other reasons than retirement. Nevertheless, the overall attrition rate for the AMS is considered good (small) compared to other societies (Seitter, personal communication).

A notable feature of Table 1 is a steep decline in 2001 when the dues were increased from \$30 to \$70. Thus it appears that membership dropped in reaction to the significant dues increase; this would argue for regular but small dues increases each year to prevent the need for larger dues increases not anticipated by the membership.

Professional membership is still recovering from the impact of the 2001 increase in dues. A significant number of members leave the Society each year (Table 1). Retention rates of long-term professional members are relatively high; it appears that the non-renewals are mainly relatively new members. The Society should examine methods to retain and encourage the continued membership of early- and mid-career members, in particular by addressing the needs of these member cohorts. One question worth considering is whether greater emphasis should be placed on recruiting early- to mid-career members for service on the commissions, boards, editorial panels and the Council.

Student membership is showing significant growth. This is an important trend, serving the strategic goal of attracting “highly committed and talented people into the professions served by the AMS.” This presents an opportunity: the Society should work to ensure that student members become engaged in the Society and then transition to full membership categories.

Based on anecdotal evidence, two of the barriers to AMS membership until recently were a relatively narrow set of membership criteria and a cumbersome application form. The new AMS Strategic Goals document explicitly states that the AMS welcomes membership and participation in its activities from a very broad set of professions and thus addresses the first barrier. The second barrier has been recently addressed by a significant simplification of the application form. With these changes and given the ever-increasing importance of atmospheric and related sciences and applications, the Panel sees a great opportunity for significant growth in the AMS membership and thinks that President Anthes’ challenge at the AMS Annual meeting in January 2007 to double the membership in five years is entirely realizable. The Panel recommends that the AMS aggressively pursue this challenge in the months ahead. A marketing effort should be part of the overall strategy—communicating the value of the AMS and the value of membership.

The membership of the AMS is approximately evenly represented by three sectors: academia, government and the private sector. While a truly even representation is not a goal in and of itself, strong representation by all three sectors is a strength of the Society, and it should seek growth in all three sectors. The Society should also continue to seek balance within the dimensions of sector, gender, age, and diversity for its Council and committee members.

3. AMS Finance and Administrative Structure

The AMS has adopted a relatively flat administrative and service structure, which is often suitable to meet the needs of a large membership organization. In addition, the Society makes very good use of its members as volunteers on commissions and committees so as to fulfill its mission and remain an inclusive organization, responsive to the dynamic nature of the science and the needs of the membership. The willingness of so many volunteers to devote significant time to the affairs of the Society is an indication of the importance the members assign to the AMS.

AMS Staff Continuity

Due to the low turnover of AMS staff at most levels, the Society is stable, and the organization benefits from continuity of management. To insure that this stability and continuity is maintained, the Panel recommends that AMS consider formalizing succession plans for key management positions, to allow for the orderly and smooth transition of the leadership in key staff and line functions within the Society. At the same time, the Society is “lean” and does not have substantial “bench strength.” Contingency plans should be formalized to operate and manage the Society in the event of an emergency or an accident impacting its leadership. Succession planning would include identifying, recruiting, retaining and developing the next generation of management talent for the Society.

Fiscal Management

The AMS has a well-articulated mission statement, “To advance the atmospheric and related sciences, technologies, applications, and services for the benefit of society,” and a clear set of objectives and goals, the achievement of which are necessary to meet and further the Society’s mission. However, like many non-profit membership organizations, the AMS finds itself perpetually financially constrained, with expenditures and income nearly balanced on a year-to-year basis. It might be useful for the AMS to take a step back and ask if the current allocation of fiscal resources, as reflected in the annual and five year budget plans, is consistent with and supportive of its goals. In addition, is it reflective of the priority actions necessary to the achievement of those goals?

We also suggest that the Society consider a periodic “zero based” or “white board” approach to budgeting, planning and allocating Society resources. This would ensure that the available resources (people and money) support and further the strategic objectives and goals (function over form) to meet its mission. Such an approach would endeavor to clearly link the strategic planning process with the evaluation and possible adjustment of budgets to achieve articulated goals. For example, an opportunity exists to evaluate how financing the sponsorship of books, monographs and other publications might generate additional revenues while furthering strategic goals.

A rigorous cost-benefit analysis should be done before launching any new services. For example, does the cost of the added Personalized Online Library (POL) service – articulated as a “benefit of membership” – further the priority objectives of the entire

AMS, or is it a benefit enjoyed by a minority at the expense of the majority? Should an additional modest fee be levied for those making use of the POL? A similar cost-benefit analysis should be applied to the goal of archiving all historical records and to any investments in marketing and development. We recognize that it is not likely that the Society can simultaneously mount both a marketing and a development initiative. Nonetheless, an attempt should be made to exploit synergies between marketing and development, especially in the area of commercial sponsorship.

Regarding investments in information technologies, a “white board” approach toward examining the use of the Web might be employed to re-engineer the services and administration of the AMS in order to better serve a growing and increasingly diverse membership.

Asset Management

The Society currently maintains a total reserve balance of approximately \$11.75 million to support an operating budget of approximately \$15 million. Of the total reserves, \$9.9 million is designated as unrestricted net assets and \$1.850 million is temporarily or permanently restricted net assets. There is no spending rule governing the restricted (endowment) or temporarily restricted reserves. The stated goal is to grow unrestricted net asset balances to a level equal to one year’s operating budget (or approximately \$15 million), although the rationale for this amount is not well articulated other than to note that this target level is what other non-profit membership organizations seek to maintain. A portion of the investment income from total reserves is used to support the annual operating budget, and amounts in excess of the budgeted level of investment income are either re-invested or used to support special initiatives.

The total reserve balance – whether composed of unrestricted or temporarily or permanently restricted – appears to be managed as a single pool, governed by a single investment policy statement. For the purposes of investment management, it would be more efficient to separate the total reserve balance into two distinct capital pools: a cash/working capital pool (entirely comprised of a portion of the unrestricted net asset [UNA] balance) and a long-term investment pool (made up of the balance of UNAs). The latter would be treated as Funds Functioning as Endowment (FFE or Quasi endowments), i.e. temporarily restricted net assets and true endowments.

The amounts allocated to the working capital/cash pool would be the minimum required to meet the cash flow and operating budget needs of the organization based on a historical analysis of cash flow requirements. This pool should be invested in high quality short duration fixed income securities to optimize working capital turnover (cash management efficiency) with yield (income) a secondary consideration. Income from this pool would flow directly into the operating budget. Consideration should be given to arranging a working capital line of credit for unexpected contingencies or emergencies.

The balance of all UNAs plus temporarily restricted and permanently restricted (endowment) balances should be invested in the long-term pool and subject to a spending rule. The investment objectives for the long-term pool would be to invest for the

maximum rate of total return (indifferent to yield or capital appreciation), so as to grow the balances in this pool over the planning horizon – say ten years consistent with the strategic plans of the Society – while earning a minimum rate of return at least equal to the rate of spending plus inflation plus the cost of management. The asset allocation and investment strategy would be more aggressively managed than it is at present, with a larger allocation given to equity oriented and other diversifying strategies. This would grow and protect the purchasing power of the long-term fund balances in support of the Society.

The purpose of a spending rule is to separate budget policy from investment policy, thereby allowing a more aggressive investment strategy for asset growth while protecting the operating budget from financial market volatility. A recommended spending rule is:

- (1) start spending at 4 percent of the current market value of the amount allocated to the long-term pool.
- (2) Grow that dollar amount at some modest rate each year (e.g. 3 percent or the annual rate of CPI change, whichever is lower).
- (3) Cap the amount of spending at 4.5 percent of the three-year moving average of the long-term pool balance.
- (4) Set a minimum spending level of 3.5 percent of the three-year moving average of the long-term pool balances.

This “banded” spending rule would smooth the transfer of investment income to the operating budget in order to support the mission of the AMS (and reduce volatility for budget purposes) while allowing the investment strategy to take on more relative short-term financial market volatility (risk) so as to grow the financial assets of the Society.

The Boston headquarters property on Beacon Street (including the Carriage House) is by far the highest value single asset controlled by the Society. This property is restricted by the terms of its gift to the Society and by its status as a historic property. The Panel recommends that the Society consider the optimal financial use of the asset base of the property, consistent with its restrictions and prudent financial stewardship for the AMS. For example, the Society should consider funding any additional capital improvements by borrowing against the property instead of using UNAs or other operating reserves. The Society might consider re-capitalizing or borrowing against a portion of its equity in the property to fund other long-term strategic goals.

4. AMS Commissions

Six commissions (Appendix A) oversee the majority of the AMS operational programs. Commissions report to the Council and have responsibility for many of the important product and service areas. The Commissions have generally maintained good records in managing their areas of responsibility and furthering the AMS' goals. They engage a large number (approximately 600) of AMS members in the Society's activities. The Society may be able to do a better job of exploiting the output of commission activities. As one example, could several of the specialty meetings lead to book publications?

The Publications Commission oversees peer review for AMS technical journals and books through nine journal editorial boards and one board on monographs. It is responsible for maintaining the high quality of AMS publications. It appoints the editors-in-chief and editorial boards. This commission also occasionally contains committees to investigate new journals (the one on Information Services most recently). The Publications Commission, its editorial boards and the authors submitting manuscripts for peer reviewed publication in AMS journals and books represent the most visible “messengers” to the global communities the Society serves. The Panel recognizes that the AMS has greatly benefited from the positive reputation achieved by its peer-reviewed publications over many years. We encourage the AMS to continue to provide the resources, oversight, guidance and creativity to these activities – for the short- and long-term well being of the Society.

Publications

The AMS journals are important components of what the Society does for its membership and for the discipline. They serve Strategic Goal 1. The AMS journals are generally healthy, both technically and financially. The Panel applauds the early introduction of online dissemination in 1997, which placed the AMS in a leadership role. Even in view of the strong positive record of AMS publications, some issues merit attention. These are:

Growth in the backlog, if it lengthens time to publication, can threaten high quality submissions. Authors seek reasonably quick publication. If publication times stretch out beyond expectations, authors may take papers elsewhere. This means that the Society should pay careful attention to publication times and spend the resources necessary to keep the backlog at a reasonable level. Additionally, editors-in-chief may be encouraged to maintain a higher level of quality in order to keep accepted pages at a lower level. This is a feedback loop, however. Decreasing publication times and increasing quality measures can encourage more submissions. Nevertheless, keeping publication times at a reasonable level is crucial to the health of any journal, and the importance of this issue merits the additional expenses required to keep the backlog under control.

There may be opportunities to promote the Society’s journals to a wider audience of institutions through consortia of universities, especially outside North America. This could result in the journals reaching a larger audience and providing additional revenue to the Society, while keeping the journal prices at an affordable level to new institutional subscribers.

The staff appears to pay appropriate attention to the issue of open access. Given the healthy mix of page charges and subscriptions, the Society appears capable of weathering any immediate changes that might occur in this area. Larger publishers will determine the future of this issue, and societies the size of AMS will need to be able to react quickly and follow the changes established by the publishing community. The publishing team seems poised to do this.

Book Program

The Panel believes that the goals of the Book Program should be to increase the number of books, to have them cover costs, and to maintain high quality. We applaud these goals. This may call for additional marketing capabilities that serve not only to enhance book sales but also to assure authors that their works will have a wide readership.

It should also be noted that electronic dissemination of books will become increasingly important in the immediate and longer term future. While financial models for e-books are still in a state of flux, it is clear that e-books can provide an additional means to get information to a wide audience and to provide additional services to members.

The Panel recommends that the AMS develop a strategic plan for books. The document should detail financial expectations, marketing, plans for acquiring more books and areas to cover. Plans should include how to leverage other activities, especially conferences, to obtain ideas for books.

The Scientific and Technological Activities Commission (STAC) provides a framework for updating technical advances covering a wide spectrum of interests pursued by AMS members. Moreover, STAC oversees all AMS sponsored and partnered scientific conferences and provides expertise for most AMS statements. It has 30 committees in specialty areas and two boards (urban environment and societal impacts). Most of the committees have primary responsibility for periodic specialty meetings that are held annually or every two or three years. The roster of AMS meetings (one annual, multi-specialty meeting and several focused specialist meetings each year) is a key element of ongoing outreach to current and potential future members. The AMS track record with “journals and meetings” represents a key institutional asset of the Society, and the Panel encourages the continued protection and enhancement of this asset base.

The Professional Affairs Commission oversees AMS certification and continuing professional development programs through five boards including the Board of Certified Consulting Meteorologists, the Board of Broadcast Meteorology, the Board for Private Sector Meteorologists, the Board for Operational Government Meteorologists, and the Board on Continuing Professional Development. This Commission and its certification programs represent the key linkage between the Society and many of its private sector members. The Panel did not have sufficient time to investigate the activities of each of the boards overseen by this Commission. The Panel has some questions about whether the boards and the certification programs are properly resourced to effectively advance professional standards for the wide population of potentially interested members. The Panel recommends that AMS evaluate the resources available to these activities and decide the levels of activity needed by these boards to fulfill their elements of the Strategic Plan.

The Education and Human Resources Commission deals with educational issues at the university level, as well as programs for students and issues related to women and minorities through three boards and one committee: the Board on Higher Education, the

Board on Outreach and Pre-College Education, the Board on Women and Minorities, and the Committee of Judges for Undergraduate Awards. This Commission and its boards represent the key resources of the AMS directed toward recruiting, encouraging and retaining a diverse membership committed to excellent performance. The Panel strongly encourages these activities in support of the Strategic Plan.

The Planning Commission, which has no subgroups, provides strategic guidance to the Council. This Commission usually includes a number of members with long experience in AMS matters, and it can provide flexible and rapid response to the AMS Council on issues that merit special analysis. The Panel notes that the Planning Commission has the potential to be a good “recruiting ground” for some of the younger, high potential members of the Society. Early- and mid-career involvement with the Commission provides an excellent opportunity for members to gain broad visibility on Society matters.

The Commission on the Weather and Climate Enterprise, the newest Commission, seeks to improve communications and cooperation among the various sectors of the AMS (academic, private, government, and end users). It was created in response to a specific request from NOAA, and it operates through three boards and two committees. It addresses the strategic goal “to develop greater synergies among all sectors of the enterprise.” This Commission has made a rapid start during the past two years, and its focused activities demonstrate the potential for management evolution by AMS to serve its current members ably and thereby also attract new members.

The Panel finds that the commissions are generally well aligned with the Society’s strategic goals. The first two, Publications and STAC, have direct responsibility for the first strategic goal: “to advance scientific and technological knowledge and foster applications through first-class publications and meetings.”

The commissions maintain a very good record of advancing the goals of the Society. A long-term concern is that they are led and populated by volunteer labor; thus they depend on the ability and willingness of a large number of AMS members to serve on them. Over the years the commission structure seems to have worked and served the Society well. As part of the ongoing AMS planning process, the Panel recommends that each of the commissions address the question of increasing revenue for the Society to help further its goals and that the overall examination of this important revenue enhancement question be coordinated by the Council.

5. Major Programs Outside the Commission Structure

These programs include the AMS Policy Program (APP), the Education Program, the Development Program, the AMS Local Chapters, and the Outreach activities.

The AMS Policy Program

The AMS Policy Program (APP) is the most recent major initiative of the AMS to create a dialogue between scientists and policy makers leading to better-informed policy decisions.

Some of the most visible and appreciated initiatives of the APP are the sponsorship of one Congressional Science Fellow, a Summer Policy Colloquium, a series of Scientific Seminars for Policymakers, Forums designed to bring together key leaders in the private and the public sectors to develop a consensus on policy actions, and the Policy Research Conferences at the AMS Annual Meetings. This is being accomplished with a staff of seven people.

The APP reports directly to the AMS Council. This has provided higher flexibility to the Program and has contributed to its success. The main concern that exists today is its difficulty in securing funds on a continual basis.

The Panel suggests the creation of an APP Advisory Panel with the dual functions of advising on the Program objectives and on ways of securing stable funding to achieve them. Members of the APP Panel would include distinguished people from a broad spectrum of backgrounds.

The Education Program

The AMS K-13 Education Program is designed to improve the scientific literacy of young people. The strategy of the Program is to develop high-quality learning products and to involve pre-college teachers in a national peer-trainer network designed to reach the largest number of students. The main initiatives of the Program are the Summer Two-week Pre-college Teacher Workshops, the DataStreme Teacher Enhancement Courses, and the Introductory Undergraduate Online Courses. Starting from a hard core of seven staff people, the Program reaches a remarkable number of teachers and students.

The Program reports directly to the AMS Council. It appears to be quite successful in its educational objectives and in securing its own funding. The Panel applauds these achievements. The Panel has some concerns about the future of these activities after the retirement of its founder and questions if reporting directly to the AMS Council needs to continue.

The Panel suggests that the AMS study the possibility that the Education Program be part of the Education and Human Resources Commission in order to take advantage of its programs and its associated volunteers. This analysis could be part of a succession plan that deals both with the continuity of the Education Program and of its external financial support.

Development

Substantial funds are obtained by the AMS to support its programs in Education, Policy, and Outreach. Scholarships and Fellowships are largely the result of support from

individuals, private companies and government organizations. The Director of Development, has been quite successful with membership giving. The remaining development activities have been the result of individual initiatives based on personal professional contacts.

The Panel recognizes the efforts made to date and applauds the successes obtained by very dedicated individuals. The Panel also recognizes, as does the AMS in its Vision and Strategic Goals document, that the maintenance of its goals and the implementation of new ones require additional resources. The present budget is in a delicate balance with the difference between income and expenditures too small for comfort, let alone expansion of goals. The Panel also notes that the AMS does not have anyone on the staff whose background is in development, nor does it utilize any consulting firm in this area.

The Panel encourages the Council to examine the possibility of investing in intellectual resources in the area of development to examine opportunities in the present environment. Hiring experts or a consulting company may benefit the AMS because they would likely recognize more avenues for possible funding from outside foundations and/or the private sector. The latter, in particular, is beginning to see the potential economic opportunities involved in climate change policy.

Local Chapters

The AMS has over 100 local and student chapters across the United States. They operate as autonomous organizations serving local professionals and weather enthusiasts. They perform outreach activities and receive minimal guidance from the Society and no financial support.

The Society provides information materials to further its aims and ideals; provides speakers, videotapes, etc. required for chapter meetings; and guidance regarding issues that local chapters may encounter. Local chapters help in organizing national meetings, supporting science fairs, and performing initial screening of scholarship applicants.

The Panel feels that the present system is working well and does not suggest any changes. It feels that the relatively autonomous nature of the local chapters serves the Society well.

Outreach

Outreach is a common denominator of many of the Society's activities. Press releases, press conferences and newspaper stories triggered by the AMS, WeatherFest, and the AMS participation in the Research Channel are the most important and visible outreach activities. WeatherFest and the Research Channel are the most recent developments that offer novel and potentially important opportunities for the Society. Popular books are another area where opportunities may exist.

The Panel recognizes the complexity that a society like the AMS faces in the area of outreach. The Panel suggests that a plan be formulated perhaps by the Board on

Outreach and Pre-College Education of the Education and Human Resources Commission where the present activities are part of a long-term program of objectives and related investments.

6. AMS Partnerships

The AMS has built effective partnerships with other professional and scientific societies, private sector organizations, Federal agencies, and international organizations. The panel believes that additional opportunities exist for effective partnerships with all sectors but particularly with other professional and scientific societies. The Panel recommends that AMS task an appropriate body (perhaps the Planning Commission) to broadly investigate the issues related to potential new partnerships for the Society, promote discussion of the issue by publication in BAMS, and conduct one or more discussion sessions at the next available Annual Meeting.

7. Annual Meetings

The Panel did not have time to undertake detailed discussions about the long history and recent experience with the AMS Annual Meetings. We did note several examples wherein the ancillary activities associated with them serve to foster the Society's community building and public outreach goals. In particular, the WeatherFest activities have become very successful at reaching out to the public, particularly young people. Given the importance of the Annual Meetings in several spheres (intellectual, financial, partnership, etc.), the Panel recommends that AMS undertake a focused review of its recent annual meeting experience, with special reference to the new Strategic Plan. The meetings have been very positive contributors to AMS for a long time, and a fresh review should focus on the question of "Are we achieving full effectiveness from this resource, or are there added benefits we should seek?"

8. AMS Governance – Continuity of Council and Terms of the President

The Panel noted the AMS policy of relatively high turnover rates of Presidents (one-year terms) and the Council members (three-year terms). The Panel recommends that the AMS consider reducing the high level of turnover of the Presidents and Council members so as to improve continuity and alignment of interest between a ninety-year-old institution, its administrative structure, its membership commissions and committees, and its ten year strategic planning horizon.

The Society is governed by a 15 voting member Council, four voting officers (the President, the President-elect, and two past Presidents) and two ex-officio (non-voting) officers (the Executive Director and the Secretary-Treasurer). The Executive Committee of the Council – the four Presidents, the Executive Director, the Secretary-Treasurer and two Councilors – is vested with special authority to act on behalf of the Council. Four Councilors are elected by the membership, and one is appointed each year to serve for three-year terms. Very few, if any, stand for re-election, meaning that the 15-member

Council usually turns over more than three times in a decade, while the longest serving voting officer members (the four Presidents) will turn over 2.5 times. Moreover, commission members and non-Council members of committees can, and often do, serve the Society longer than Council members, yet are supposed to be accountable to the Council for their actions. While the ability for AMS members to engage and participate in the work of the Society through committees and commissions is quite extensive – and to be commended, the ability of the Council to exercise their fiduciary responsibility for the oversight of that work is somewhat limited due to the high rate of turnover.

At the same time, the Society's planning process is five years (for budgetary purposes) and ten years (for strategic planning). For example, the seven Strategic Goals adopted by the AMS Council in January, 2007 are to chart the course of the Society over the next decade, consistent with the ten-year vision and beyond. Some consideration should be given to improving continuity between the governance structure, long term planning initiatives, the periodic assessment of those plans, and the management of the Society. The goal would be to increase the Society's effectiveness in meeting its mission by enhancing the Council's ability to hold management accountable for the execution of plans to meet stated long-term objectives. Reducing the rate of turnover on the Council could improve continuity and would be consistent with best practices in the governance of self-perpetuating, non-profit membership organizations. Increasing the terms of the President, President-Elect, and two immediate past Presidents to two years by itself would be a significant step in this direction.

Over the past few years the governance practices of non-profit organizations have come under increasing scrutiny by various State Attorneys General and even by Congress. The Society should review its governance practices to insure that it is following best practices and address such topics as: any specific legal and tax requirements, the role of Audit Committees and the usefulness of a financial expert, and Conflict of Interest Statements and Policies.

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- Framework for Government Interactions
- AMS statements
- Local Chapter Handbook and List of Local Chapters
- Description of awards process and list of awards
- Description of scholarship and fellowship program

6. *Partnerships*

- List of affiliations with other organizations
- Summary of Journals to Developing Countries Program

7. *Meetings*

- Program from 2007 Annual Meeting
- Listing of conferences and symposia held at annual and specialty meetings for 2005, 2006, and 2007
- Listing of all ancillary committee meetings and other events for the week of the annual meeting
- Program for Student Conference
- WeatherFest program and flyer
- Schultz, et al., *BAMS* article on meetings

8. *Additional Background Materials*

- Constitution and Bylaws
- Organizational Procedures
- Open Meetings Policy
- Diversity Statement
- Listing of Executive Committee and Council with full affiliation information
- AMS Systems and IS report
- Copy of recent issue of *BAMS*

Preface

The materials in this binder are organized following the structure of the Charge to the AMS External Review Panel (provided in this preface). It is a lot to digest, even superficially, because the AMS has, over its many years, developed a rich structure that incorporates many programs and initiatives and engages hundreds of volunteers. For each section, an effort is made to provide some context for the background materials provided, recognizing that each member of the Review Panel will choose to read in more depth only some of the additional materials provided.

Since each organization approaches its overall structure and governance somewhat differently, a very brief overview is provided in this preface to help set the context for the sections that follow and provide some of the nomenclature used within the AMS structure.

AMS Overview

The AMS Mission is: “To advance the atmospheric and related sciences, technologies, applications, and services for the benefit of society.” It was founded in 1919, and currently has over 12,000 members, including fairly broad international representation. The Society publishes nine highly respected technical journals and conducts about a dozen scientific meetings annually. It administers three certification programs, with the certification of broadcast meteorologists being the activity of the AMS that is most visible to the public. The AMS has an important education program that provides scientific training to K–12 teachers and that has impacted literally millions of students. It also has a relatively new policy program that is beginning to have significant impact on policy matters in this country. The AMS, through its development activities, provides about a half million dollars a year to students in the atmospheric and related sciences in the form of undergraduate scholarships and graduate fellowships.

It is common for the AMS to be referred to as “the Society” in written documentation. The *Bulletin of the American Meteorological Society* (referred to as *BAMS*) is the Society’s member magazine. It is a monthly publication that includes peer-reviewed research articles of broader scope than those typically found in the AMS technical journals.

The primary meeting of the AMS is the Annual Meeting, which occurs early in each year, usually in January. The Annual Meeting is a collection of conferences and symposia, with a major commercial exhibits program, as well as many ancillary activities. Total attendance is about 2500 regular attendees plus close to 1000 individuals who staff the exhibits. The Annual Meeting provides a venue for broad interaction among the community and typically includes meetings of many AMS committees, as well as many meetings by non-AMS committees and working groups, who take advantage of so many from the community being present.

AMS Governance

The Society is governed by a Council elected by the membership. The Council has 19 voting members: a president, who serves as chair; a president-elect; two past-presidents; and 15 Councilors who serve three-year terms. Of the five new Councilors each year, four are elected directly by the membership on a ballot in the fall (along with the president-elect), while the fifth Councilor is chosen by the Council to redress issues of balance in the governance. The Executive Director and Secretary–Treasurer of the AMS serve on the Council as nonvoting members. Those two positions are appointed by, and serve at the pleasure of, the Council.

The Executive Committee is a subset of the Council made up of the president (who serves as chair), president-elect, and two past-presidents, plus two members of the Council who are chosen by the Council to serve as at-large members of the Executive Committee.

The Council meets twice each year: once at the Annual Meeting for a day-long meeting, and then in the fall (usually September) for a two-day meeting. Conference calls are scheduled for specific discussion and votes over the course of the year as needed. The Executive Committee has four major meetings each year. Face-to-face meetings include a daylong meeting at the Annual Meeting, a two-day meeting in April, and a one-day meeting in the fall the day before the Council meeting. A July meeting to review reports and other materials being prepared for the fall Council meeting has, for the past few years, been conducted as a scheduled series of conference calls rather than as a face-to-face meeting.

Both the Council and the Executive Committee use e-mail listservs for online discussion over the course of the year, and both take advantage of e-mail ballots for decisions to the extent permitted by Massachusetts law and the AMS Constitution and Bylaws.

Facilities

The AMS Headquarters is located in downtown Boston in a historic mansion at 45 Beacon Street that was built in 1806 to be the mayor's residence. The AMS has been in this facility for almost 50 years, and most of the staff supporting Society programs are located in the Headquarters building. A Washington DC office is also maintained, which houses the Education Program, AMS Policy Program, and from which most of the government relations activities are managed.

Staff Leadership

The current executive director of the AMS is Keith Seitter, who joined the AMS staff in 1991 and became executive director in 2004. Seitter is the fourth executive director of the AMS, and all three prior executive directors are still active in some capacity in the Society. They are Kenneth Spengler (exec. dir. 1946–1988, now secretary–treasurer), Richard Hallgren (exec. dir. 1988–1998), and Ronald McPherson (exec. dir. 1998–2004).

CHARGE to the AMS External Review Panel

The AMS has served the atmospheric and related sciences, technologies, and services and the nation well over its nearly 90-year history. It is now entering a critical time of opportunity and relevance to contributing to national and international issues of great importance to society. The AMS has just developed a new forward-looking set of strategic goals that charts the course of the society over the next decade and beyond. The purpose of this review, the first ever in the history of the AMS, is to assess the overall structure, quality, and plans of the AMS as it pertains to achieving the ambitious strategic goals. The recommendations arising from this review are intended to assist AMS leadership in achieving these strategic goals.

Specifically, the blue-ribbon review panel is tasked with the following charges:

(1) AMS Strategic Goals: Is the AMS positioned to achieve the goals identified in the new (March 2007) Strategic Goals document (www.ametsoc.org/aboutams/2007strategicgoals.pdf) and continue to move in the directions identified in the Ten-Year Vision (www.ametsoc.org/EXEC/TenYear/index.html)? Are there sufficient mechanisms in place to allow priorities to be set in effective ways to allow progress toward those goals?

(2) AMS Membership: Is the Society being adequately responsive to the needs of its current members and putting into place new structures that allow it to be responsive to the even broader membership called for in the Strategic Goals and Ten-Year Vision?

(3) AMS Finance and Administrative Structure: Assess the quality of the AMS finance and administrative structure. Does it implement "best business practices" and use the appropriate financial tools to run the organization? Does it have enough staff at Headquarters and the right administrative structure to serve ~12,000 members? What changes might be needed to serve an increased membership? Does the financial approach used by the Society allow sustainable progress in all program areas?

(4) AMS Commissions: Assess the mission, achievements, plans, and quality of the six AMS Commissions and their Boards.

- Weather and Climate Enterprise
- Professional Affairs
- Education and Human Resources
- Publications
- Scientific and Technological Activities
- Planning

Is the current commission structure well-suited to carry out the mission and goals of the AMS?

(5) Major programs outside the commission structure: Do the major programs outside the commission structure (Policy Program, Education, Development, Local Chapters,

Outreach) have the appropriate structure to help the Society meet its goals and do they have appropriate oversight by the governance of the Society?

(6) AMS Partnerships: Has the AMS built effective partnerships between other professional and scientific societies and organizations? Private sector organizations? Federal agencies? International organizations?

(7) Annual Meetings: Do the ancillary activities associated with the annual meeting (committee meetings, university and private sector receptions, Weatherfest, town hall meetings, etc.) serve adequately and optimally toward fostering community building?

(8) Please make any other suggestions or recommendations that would strengthen the society as it serves the community and society.

1. Vision and Strategic Goals

The AMS carried out a strategic planning process in 2006, culminating in a document that was approved by the AMS Council in 2007. This document is not a typical strategic plan but, rather, an articulation of broad overarching goals for the Society in the coming years, and its title of “Strategic Goals — 2007” reflects that. As stated in the final section of the strategic goals document, achieving these goals will require additional strategic planning and implementation through the volunteer structure of the Society as well as through the staff-directed programs and initiatives. This External Review is a part of the ongoing effort to move forward on these strategic goals.

In January 1999, the AMS Council approved a document providing a vision for the Society in 2010. The “Ten-Year Vision” is also provided here, along with the “Mid-Term Review of the Ten-Year Vision” that was completed in 2004 and presented to the Council in January 2005. It was the Mid-Term Review that suggested that more emphasis be placed on strategic planning and that ultimately led to the Strategic Goals for the Society. (The Ten-Year Vision statement provided here was the result of a Ten-Year Vision Study that produced an extensive report. That full report is available on the AMS Web site and is referenced in the Mid-Term Review document.)

Common themes run through the Ten-Year Vision documents and the Strategic Goals of broadening the Society by increasing its interdisciplinary and multi-disciplinary components in publications, meetings, and other initiatives. All of these documents stress the need to build on existing strengths and to maintain the core mission that has served the AMS community so well over decades, but note that as our science and service has become more complex and more interdisciplinary, the AMS must do so as well.

The 2006 AMS Annual Report (which will be mailed to all AMS members with the April issue of the *BAMS*) has been included in the materials provided here to give some sense of the reporting done to the members.

2. Membership

As a member-driven organization, the AMS looks at membership from a number of angles. The membership report included in this section has an analysis of the current membership and its changes over the past several years.

There are several classes of membership in the AMS. Those individuals who are interested in meteorology but who are not professionals in the field (including students) fall into one of several classes of associate membership and are not eligible to vote in AMS elections. These Associate Member and Student Member classes have some special subsets for K-12 teachers and precollege students, respectively, that have slightly different benefits and dues structures. Voting members include Members, Members with Student Privileges (typically graduate students), Fellows (a select group, with 0.2% of the membership elected each year), Honorary Members (the highest honor, with 1–3 chosen each year), and Voting Associate (a legacy class left over from the member categories in place prior to 1975). Included in the materials in this section are listings of the Fellows and Honorary Members of the AMS.

As shown in the report provided here, the total membership has not changed much over the past decade, but new programs for students have increased the number of student members. Recently, efforts have been increased in recruitment and retention of professional members. The AMS member application form was recently simplified, and the Executive Committee approved language to allow a broader interpretation of the Constitutional requirements for full voting member. Possible Constitutional changes to the membership requirements are being discussed to further broaden the reach of the AMS in ways that are consistent with the Strategic Goals.

The AMS has surveyed its membership periodically (at irregular intervals) under the direction of the Board on Women and Minorities, which is part of the Commission on Education and Human Resources. These surveys have provided baseline demographic information since 1975, and each survey has typically included a set of questions on workplace issues. The Society contracted with AIP to conduct the most recent survey, completed in 2005. A portion of the results from that survey are provided here to give a sense of the current make-up of the Society. The Board on Women and Minorities has not yet completed the set of *BAMS* articles being prepared from these survey results, but an article published in 2001 that was produced from the 1999 survey is included as well.

3. Finance and Administrative Structure

It has been said that an organization's budget represents the clearest statement of its priorities. This is reinforced by the observation that some of the most detailed strategic discussions within the AMS Council occur in the context of the budget approval each fall.

This section includes a discussion of the current budget as well as the spreadsheets that provide the actual budget values. The AMS Council has adopted a process of approving the next year's budget at its fall meeting. So, in September 2006, the 2007 Budget was approved (the AMS fiscal year is the calendar year). Early in the budget year, the prior year's actuals are available and can be used to adjust the budget. A revised budget is presented to the Executive Committee at its April meeting for approval. It usually represents relatively minor adjustments based on the actuals from the prior year as well as indications from the start of the current year (for example, with the Annual Meeting completed by that time, a large portion of the meetings budget for the year is known). The material presented here includes the proposed 2007 Revised Budget that is being presented to the Executive Committee this April.

The spreadsheets providing the budget show the 2006 Budget, Actuals for 2006 (and the resulting variance from budget), the original 2007 Budget approved by the Council last September, the proposed 2007 Revised Budget, and projections for the out years based on simple trends and assumptions. These out-year trends are used to help identify areas in the financial picture that may need adjustment based on the observed and projected trends.

The audited financial statements for the past five years (2001–2005, since the 2006 statement has not yet been completed by the auditors) are provided here. This section also includes reports on the Society's investment portfolio.

The staff structure for the AMS is also included.

Administration and Staff Structure of the AMS

Executive Director:

Dr. Keith L. Seitter

Secretary–Treasurer:

Dr. Kenneth Spengler

Controller:

Barry Mohan

Directly oversees staff of six.

Executive Directors Emeritus:

Dr. Ronald D. McPherson

Dr. Richard Hallgren

Dr. Kenneth Spengler

Director of Executive Programs:

Joyce Annese

Directly oversees staff of one.

Director of Information Systems:

Corinne Kazarosian

Directly oversees staff of three.

Director of Meetings:

Claudia Gorski

Directly oversees staff of six.

Director of Member Services:

Beth Farley

Directly oversees staff of five.

Director of Publications:

Ken Heideman

Directly oversees staff of 28.

Director of Enterprise Activity Support:

Dr. R. Gary Rasmussen

Director of AMS Policy Program and Senior Policy Fellow

Dr. William H. Hooke

Directly oversees staff of six.

Director of Development:

Stephanie Armstrong

Directly oversees staff of one.

Director of Education Program:

Dr. Ira Geer

Directly oversees staff of seven.

Executive Officer:

Melissa Weston

4. AMS Commissions

The volunteer component of the AMS is mostly organized under its six commissions. The organizational chart provided here gives the overall structure and relationship of the various boards and committees that make up the six commissions. The commissions, and their function (as a zeroth order description), are the following:

Scientific and Technological Activities (STAC)

Responsible for nearly all scientific conferences and provides expertise for most AMS statements.

Publications

Oversees peer-review for AMS technical journals.

Professional Affairs

Oversees AMS certification programs and those programs providing continuing professional development for members.

Education and Human Resources

Deals with issues of education at the university level, programs for students, and issues related to women and minorities.

Weather and Climate Enterprise

Seeks to improve communications and cooperation among the government, academic, and private sectors of the enterprise, as well as their connections with the various end-user communities. Collectively, these four sectors: government, academic, private, and user, constitute the weather and climate enterprise.

Planning

Provides strategic guidance to the Council.

The most recent reports from each commission are included here to provide a sense of the activities under each. Literally hundreds of volunteers are in active service at any given time, and the number and diversity of initiatives is large.

Please note that in addition to the most recent report on the Publications Commission is a brief report by the AMS director of publications that covers a few issues not included in the commissioner's report. Also included is a series of short articles that have been created for publication in *BAMS*. These highly informational articles should serve an important function in educating the membership about a number of issues associated with the AMS journals and are scheduled for publication over the next few months.

The Commission on the Weather and Climate Enterprise is the newest AMS commission. Following the report from this commission is a Powerpoint presentation that discusses the formation and goals of the commission.

As noted in the report on the Commission on Professional Affairs, the certification programs of the Society are the Certified Consulting Meteorologist (CCM), Certified Broadcast Meteorologist (CBM), and AMS Radio and Television Seal of Approval Program. Descriptions of these programs are also provided in this section.

5. Major Programs Outside the Commission Structure

While the list of programs and initiatives under the commission structure is extensive, there are, all the same, a number of activities that are handled outside the commission structure. Some, such as the AMS Policy Program (APP), Education Program, Public Information activities, and government relations are primarily staff driven but still under the direct oversight of the Council and Executive Committee. Others, such as local chapters of the AMS are handled through volunteer committees that report directly to the Executive Committee. Still others such as AMS statements, AMS awards, and the scholarships and fellowships are woven through various committees and boards across the volunteer structure without falling directly under any of them. These interspersed programs rely on careful staff management of the process but ultimately fall under the direct oversight of the Executive Committee and Council.

This section includes descriptions of the primary programs falling into this category.

6. Partnerships

There are several types of partnerships and affiliations between the AMS and other organizations.

The AMS has a true partnership with AGU as copublishers of the journal *Earth Interactions*. This journal was started jointly (with a third, less involved partner in the Association of American Geographers) and since its inception AMS and AGU have divided the tasks associated with publication.

The AMS frequently cosponsors meetings with other organizations or has other organizations cosponsor meeting with the AMS. Usually, this does not include financial obligations on the part of the cosponsoring organization, but instead simply relates to promotion of the meeting. For organizations that cosponsor an AMS meeting, the members of that organization receive a discounted registration fee compared to the normal nonmember fee. Meetings are occasionally jointly sponsored with one or more other organization (with joint financial obligations), but it is hard to make this work well given the different “cultures” of other organizations. Thus, the Society tends to enter into those joint sponsorships very carefully.

A formal agreement exists between the AMS and the European Meteorological Society that seeks to avoid conflicting dates for AMS and EMS meetings and that encourages at least one representative of each organization to attend the annual meeting of the other to promote cooperation.

A list of organizations of which the AMS is a member (with brief description of each) is provided, as well as a list and description of less formal affiliations.

An important partnership between the AMS and several government agencies is the Journals to Developing Countries Program. A summary of this program and feedback on its impact is provided in this section.

7. Meetings

Included in this packet is the program for the most recent AMS Annual Meeting, which took place in San Antonio. This gives a good sense of the public structure of an AMS annual meeting, with a collection of scientific conferences and symposia (more than half of which are different each year, but some of which always occur in conjunction with the annual meeting), a major exhibits program, and many other special events. A sense of some of the ancillary activities that make the annual meeting such a special event can be gained by reviewing the “Special Sessions/Programs of General Interest” section of the program beginning on page 6.

The annual meeting offers the ideal opportunity for meetings of AMS committees and boards and for meetings of non-AMS committees and working groups. The materials in this section include a spreadsheet used by the staff to manage the logistics of these separate meetings by various groups, as well as receptions and other events that are organized as invitation-only events.

A major outreach effort of the Society is WeatherFest, a four-hour public event centered on weather and climate. Well over 1000 people attend this event each year, with many of them young children attending a part of family groups. Attendees are treated to hands-on presentations and have opportunities to learn about science from some of the top researchers in the country.

An important component to the annual meeting is the AMS Student Conference, which takes place on the weekend before the annual meeting. This conference focuses on education and career options for upper-level undergraduates and first-year graduate students. This event is funded fully from member donations to the Society, which allows the conference to operate with no registration fee for students. Attendance has been increasing with each conference, and over 300 students participated in the 2007 conference in San Antonio. The program for the Student Conference is not finalized soon enough to be included in the overall meeting program, but a copy of the program for the San Antonio meeting is provided in this section.

The annual meeting (in response to the recommendations of the Ten-Year Vision Study) is organized around major themes and intended to foster interdisciplinary connections among the specialties covered by the AMS. Committees in the STAC Commission also organize what are referred to as “specialty meetings” independent of the annual meeting, with most STAC committees having about one conference out of three in conjunction with the annual meeting. This section provides listings of the recent and upcoming specialty meetings.

Concerns with conference registration fees come up from time to time with some members, and a couple of AMS members took the lead in creating an analysis of this issue and worked toward an article for publication in the *BAMS*. A copy of this article, which appears in the March 2007 issue, is provided here.

8. Additional Background Materials

Coincident with the work that was being done on the Strategic Goals for the AMS, possible revisions to the AMS Constitution and Bylaws were prepared. Some of the proposed changes represent simple corrections to the document to bring it into line with current reality, others will allow better use of electronic balloting within Society business, and the rest bring the language into forms that are parallel to that approved by the Council for the Strategic Goals. The Society is right in the middle of the amendment process, with Council-approved language ready to go to the membership on a ballot this fall. We therefore provide here the “strike-through” version of the Constitution and Bylaws so that you can see both the document currently governing the Society and the changes that are expected to be implemented this fall.

It is the AMS Organizational Procedures that provide the detailed structure of the programs and initiatives of the Society. This document is updated frequently as Council decisions change elements of the commission structure or other aspects AMS programs. The version of the Organizational Procedures going to the Council this fall is provided here. While the Council needs to approve the precise language used in the document, all the changes shown here have already been approved in principle and are now part of the operating procedures of the Society.

For completeness, the Society’s Open Meetings Policy and Diversity Statement are included here. Also provided is a complete listing of the current Council.

The AMS network, server, and software configurations are provided in the report on AMS Systems and IS.

As the primary outreach mechanism to members and the broader community, *BAMS* plays a pivotal role in the AMS. A copy of this publication is included.

Appendix B

AMS Review Site Visit Schedule

Boston

Sunday, 6 May 2007

7:00 PM -- Dinner - McCormick & Schmick's Seafood Restaurant

Monday, 7 May

8:00-8:30 a.m. -- Breakfast

8:30-8:45 -- Introductions and Preliminary Discussion - Jim Mahoney and External Review Panel with all briefing teams

8:45-9:15 -- Overview - Keith Seitter (all briefing teams still present)

9:15-10:00 -- Community Support through Commission Activities - Gary Rasmussen, Stephanie Armstrong, Melissa Weston

10:00-10:30 -- Support for governance, awards, and other executive programs - Joyce Annese, Keith Seitter, Anne McDonough, Melissa Weston

10:30-10:50 -- Break, and quick tour of the house - Jinny Nathans

10:50-11:10 -- Finance - Barry Mohan, Annemarie Murphy

11:10 -11:30 -- Extramural Funding - Stephanie Armstrong, Donna Sampson, Barry Mohan

11:30-12:00 -- IT and Web Support - Corinne Kazarosian, Chris Pagliccia, Brian Mardirosian

12:00-1:00 -- Lunch - Discussion - External Review Panel and AMS directors

1:00-1:30 -- Membership and Member Services - Beth Farley, Katelyn Angland, Maria Sarantopoulos

1:30-2:00 -- Publications - Ken Heideman, Mike Friedman, Mark Fernau, Jenn Giblin, Andrea Schein, Bryan Hannsen

2:00-2:30 -- Meetings and Exhibits - Claudia Gorski, Marge Huntington

2:30-3:00 -- Executive Session to review progress and identify areas for further discussion

3:00-4:30 -- Walk-around for follow-up

5:00 Head to airport

Washington DC

Tuesday, 8 May 2007

8:00-8:30 a.m. -- Breakfast

8:30-8:45 -- Introductions and Preliminary Discussion - Jim Mahoney and External Review Panel with all briefing teams

8:45-9:00 -- Overview - Keith Seitter (all briefing teams still present)

9:00-9:45 -- Education - Ira Geer, Bob Weinbeck, Beth Mills, Bernard Blair

9:45-10:30 -- APP - Bill Hooke, Genene Fisher, Paul Higgins, Wendy Thomas

10:30-10:45 -- Break

10:45-11:15 -- Government Relations and AMS Statements - Keith Seitter, Stephanie Kenitzer, with APP staff

11:15-11:45 -- Public Information and Outreach (including WeatherFest) - Stephanie Kenitzer Jack Williams

11:45-11:00 -- Discussion on topics that might need follow up.

12:00-1:00 -- Lunch Discussion - External Review Panel and AMS directors

1:00-1:30 -- Executive Session

1:30-3:00 -- Walk-around for follow-up

3:00-5:00 -- Executive Session for report planning

Wednesday, 9 May 2007

8:00-8:30 a.m. -- Breakfast

8:30-2:00 -- Executive Session for report preparation, with calls on staff for any clarification that may be needed.

Appendix C

Photographs of AMS Staff and Review Panel



**Review Team and AMS Staff in front of AMS Headquarters in Boston
7 May 2007**



Review Team and AMS Staff in Washington, D.C. 8 May 2007
**Review Team seated left to right: Jack Hess, Franco Einaudi, Jim Mahoney, Lyn
Hutton and Jim Crowley**