ECOLOGICAL SOCIETY OF AMERICA



CHAPTER AND SECTION LEADERSHIP MANUAL

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THANK YOU FOR YOUR SERVICE

While your position as an ESA section or chapter chair comes with great responsibility, it also comes with tremendous opportunity. During your term, you will be leading members who share your specialty or work in your region, helping to advance the work of the Society and the field. You will be a steward for the members of your section or chapter, and for the development of their work and careers, all of which enhances the vitality and vibrancy of ESA.

As chair of your chapter or section, a leader of your peers, you are responsible for ensuring your group's adherence to these guidelines, in addition to the bylaws of your section or chapter and ESA. You will oversee the use of your chapter's or section's funds, its official communications and its resources to further the work of the Society and its members. ESA Headquarters staff are happy to assist with any questions, or with helping you to manage logistics. Points of contact for each area of work are listed throughout this document; top-level concerns are listed in the section below.

This document provides essential information for chairing a chapter or section of the Ecological Society of America. It lists points of contact at ESA Headquarters for a chapter's or section's management, plus guidelines, recommendations, and instructions for carrying out your duties as chair. Topics included relate to budgets, governance, reporting, the ESA Annual Meeting, digital tools at your disposal (website, email, online community, social media), advocacy and social media activities, and instructions for managing your chapter or section's website.

KEY CONTACTS

For information on budgets or any other financial matter, contact CFO Liz Biggs (liz@esa.org)

For questions on any aspect of the Annual Meeting, contact Christi R. Nam (christi@esa.org)

For registration, contact the registrar (registrar@esa.org)

For exhbit questions, contact Wendy Ashburn, (exhibits@esa.org)

To obtain a current list of section or chapter members, contact the Member Services Office (membership@esa.org)

For membership and certification questions, contact Jonathan Miller (membership@esa.org / jon@esa.org)

For website questions, contact Gordon Potter (webmaster@esa.org / gordon@esa.org)

For questions on long range planning grants or any other questions, contact Catherine O'Riordan (coriordan@esa.org)

OVERVIEW OF ESA SECTIONS AND CHAPTERS

Sections and chapters are designed to engage ESA members directly in the Society. They provide a venue for ecologists with common interests to connect with each other and ESA.

SECTIONS

ESA's sections are based around mutual areas of scientific specialty and affinity groups among scientists and areas of important work for the Society. Section activities are intended to encourage research, exchange idea, and facilitate communication between ecologists with similar disciplinary interests. Sections receive a budget based on their membership, and often spend those funds on special projects and to reach beyond the Society's membership for collaborative opportunities.

ESA's current sections include:

- Agroecology Section
- Applied Ecology Section
- Aquatic Ecology Section
- Asian Ecology Section
- Biogeosciences Section
- Black Ecologists Section
- Communication and Engagement Section
- Disease Ecology Section
- Early Career Ecologists Section
- Ecological Restoration Section
- Education Section

- Environmental Justice Section
- Human Ecology Section
- Inclusive Ecology Section
- Invasion Ecology Section
- Long-term Studies Section
- Microbial Ecology Section
- Natural History Section
- Open Science Section
- Paleoecology SectionPhysiological Ecology Section
- Plant Population Ecology Section
- Policy Section

- Rangeland Ecology Section
- Researchers at Undergraduate Institutions Section
- Soil Ecology Section
- Statistical Ecology Section
- Student Section
- Theoretical Ecology Section
- Traditional Ecological Knowledge Section
- Urban Ecosystem Ecology Section
- Vegetation Section

CHAPTERS

ESA's chapters are the geographical framework of the membership. Chapters are organized on a regional basis to encourage interest in the field of ecology and to enhance communication among ecologists regionally and between the Society and its members. Chapters receive an annual budget based on their number of members, and use those budgets for business meetings and participation in regional scientific meetings

ESA's current chapters include:

- Canada Chapter
- Latin American Chapter
- Mid-Atlantic Chapter
- Southeastern Chapter
- Southwestern Chapter

For additional information about Sections and Chapters, visit ESA's website.

STRUCTURE AND PROCEDURES

STRUCTURE

Legal responsibility for all matters of the Society, including its Sections and Chapters, rests with the Governing Board and, through the Governing Board, the Executive Director. Sections and Chapters are not "mini societies"; they do not exist apart from the ESA as a whole and do not have a separate legal status. Section and Chapter leaders do not have fiduciary responsibilities and thus cannot sign contracts, own property, or receive donations directly. Only ESA, as the parent corporation, can do so.

PROCEDURES

As established in ESA's Bylaws, the Governing Board and Council have authority over Sections and Chapters. The Council is responsible for approving the creation and dissolution of Sections and Chapters, and the Governing Board is responsible for approving Section and Chapter Bylaws.

Creation of New Sections and Chapters: The Council approves the creation of new Sections and Chapters. According to the ESA Bylaws, a Section or Chapter proposal must include:

- Signatures from at least [50 members (current bylaws) / 1% of ESA's total voting members (proposed bylaws)],
- Description of the purpose,
- Proposed Section or Chapter bylaws.

In practice, this means that the proposed Section or Chapter must submit its proposal and draft bylaws to the Governing Board. ESA staff can provide guidance on how to prepare a proposal and share a template for bylaws.

Once the Governing Board approves the bylaws, the proposed Section or Chapter must submit its proposal to the Council. The Council will review the proposed goals of the section, which must be consistent with ESA's mission, conform to ESA policies, and comply with legal requirements that govern ESA and nonprofit organizations in general.

Dissolution of Existing Sections & Chapters: The Council reserves the right to dissolve a Chapter or Section for any reason, including inactivity. The Governing Board is tasked with making a recommendation about the continuation or dissolution:

- 1. The Secretary is charged with notifying the Governing Board when a section or chapter has been "inactive" for two years. Inactivity may include, but is not limited to, not holding elections and not selecting officers.
- 2. The Governing Board will review the circumstances and make a recommendation to the Council about whether a vote should be taken to dissolve the Chapter or Section.
- 3. The Council will review the Governing Board's recommendation and decide whether to dissolve the Chapter or Section.

THE ROLE OF THE CHAIR

Chairs of ESA's sections and chapters are volunteers elected from among their peers in the section or chapter. The specifics of each section or chapter's leadership structure are determined in their organization's bylaws, as are terms of service and the specific responsibilies of the role.

Section, chapter and standing committee chairs are also voting members of the ESA Council. Therefore, all chairs must be members of the Society both at the time of their ascenscion to the role and throughout their term.

The chair is the primary leader of their part of the Society for the length of their term. Though other officers within the leadership structure may hold certain responsibilities, the chair is responsible for ensuring that section, chapter or committee business is carried out appropriately, according to ESA bylaws, and in the best interests of ESA.

In that capacity, the chair will convene meetings for the group's membership and/or leadership for business purposes, spend from the group's budget, liaise with other entities within ESA, appoint representatives, provide guidance for websites and social media, and so on. The chair is also the primary moderator of their section or chapter's group on ESA's community platform, ECO, and is encouraged to stimulate discussion within that community.

RESPONSIBILITIES

While ESA sections and chapters receive some support from the ESA professional staff, especially in the area of meeting planning and financial management, they accomplish much of their work through volunteers. This is provided primarily by the chair, who holds responsibility for seeing projects through to completion and/or delegates responsibility to other elected officers or volunteers (the full elected leadership holds responsibility for directing expenditures).

Your responsibilities as chair, acting individually or as leader of your group, include:

- Developing an annual work plan and managing your budget, with guidance from ESA professional staff.
- Designing and facilitating meetings of membership for purposes of business, research, special projects, etc.
- Maintaining up-to-date information on the section or chapter website, and coordinating with ESA professional staff to
 ensure that accurate information is shared on ESA.org as well. This includes dissemination via personal email and ECO.
- Coordinating with the professional Society staff on all matters relating to finances and the ESA brand.
- Drafting your section/chapter report for the annual report to Council.

EXPECTATIONS

All elected officers within ESA's sections and chapters are volunteers, and the Society values their selfless contributions as leaders. All chairs are expected to participate in the following events during their time, or to appoint a suitable stand-in, ideally from among their groups' elected leadership.

- The orientation meeting for new Council members at the ESA Annual Meeting
- The meeting of the ESA Council held at the Annual Meeting
- An orientation conference call with ESA's Member Services Office to review forms and procedures and to ask questions
- (optional) Monthly conference calls with ESA's Member Services Office, to discuss ongoing initiatives
- Semiannual calls with ESA's Member Services Office to check in on project progress, budgets, and specific orders of business

APPROPRIATE BEHAVIOR

As with all members of ESA, chairs are expected to adhere to the Code of Ethics and Code of Conduct. Violations while serving in the volunteer leadership are viewed with the same scrutiny as any other violation by any other member.

When interacting with the membership, chairs and other elected officers are expected to behave with professionalism. Chairs will seek to include all members in their group's activities, and will facilitate steps necessary to ensure that inclusion.

Chairs and other officers may at times be sought as scientific experts or will become involved in policy-related activities, such as the Rapid Response Team. While officers (and all members) are encouraged to speak with the media or with other organizations as befits their expertise, chairs and others may not speak or endorse statements or actions on ESA's behalf, or represent the Society at non-ESA events or within other societies/coalitions/etc., unless explicitly authorized to do so by the President. If you do participate in lobbying, please report your activities to the ESA Public Affairs Office as described below.

SECTION BUDGET INFORMATION

ESA sections and chapters may not collect any money for any purpose without consulting with ESA's CFO.

ESA sections and chapters are allocated \$5 of dues collected from each member in joins that unit, per year.

ESA maintains detailed records of each chapter/section budget. All of the chapter/section dues are included as income, and any expenses on behalf of the chapter/section are listed as expense. The balance will carry forward if it is not completely spent in any year. Because dues are received throughout the year, please request an updated budget when needed.

Please contact ESA's CFO at any time if you would like the amount of money in your chapter/section budget.

If a chapter or section receives a long range planning grant, those funds are tracked separately and do not carry over at the end of the fiscal year. If you would like a status of expenditures for a long range planning grant, please contact ESA's CFO.

HOW FUNDS MAY BE USED

Chapter and Section funds may be spent on any activity related to the activities of the chapter/section if approved by the chair of the chapter/section. They may not be used to reimburse chapter/section leadership for any travel or time spent on chapter/section activities.

HOW TO REQUEST PAYMENTS

When requesting a payment be made out of a chapter/section budget, please fill out the chapter/section check request form. The form must be signed by the chair and then sent to ESA's CFO in the financial office at ESA. If the payment is for a purchase of goods or services (such as a plaque or banner or book), please attach a copy of the receipt.

If the payment is to an individual and is over \$600, we will need the Social Security number of the individual and a federal W-9 form will be issued.

Financial Forms: The check request form and other documents are available on the Chair Resources page under the Member Tools menu on the ESA website when you are logged in.

LONG RANGE PLANNING GRANTS

The ESA yearly budget contains funds for long range planning grants. Sections, chapters and standing committees are eligible to apply for these funds, which are to be used for projects that move the Society toward long range goals. Only one application from a section, chapter or standing committee is permitted per application period.

The call for the grant proposals is issued in the winter and sent directly to section, chapter and committee chairs and includes the application form and the criteria for the awards. Proposals are generally due in spring. Proposals are evaluated by a committee of the Governing Board and those awarded grants are notified following the May Governing Board meeting. Funds are available to spend after July 1 and may be used for events at the upcoming Annual Meeting. Reports on the progress of the activities supported by these grants are due in August at the time of the ESA Annual Meeting.

To request payment for activities related to long range planning grants, follow the guidelines in the financial section above..

At the Council meeting, chairs may be called up on to provide a brief oral presentation of long-range planning grant.

ELECTIONS AND LEADERSHIP / MEMBERSHIP UPDATES

Each section and chapter holds its own election according to their own bylaws. ESA will provide a list of members. (See Communication with your Members). The Member Services Office can assist with a section's election.

Each section has its own bylaws. Section chairs are responsible for providing a copy of the bylaws to ESA (all changes to section/chapter bylaws must be approved by the Governing Board). Bylaws must also be posted on the section or chapter's website, and a record kept at ESA Headquarters. Please send them to esahg@esa.org.

Each section and chapter is to provide an updated leadership list immediately after its election. ESA will request this information periodically throughout the year, but it is best to ensure up-to-date records among staff by self-reporting to esaha@esa.org.

EVENTS

If a chapter or section chooses to hold a meeting or other event at a time other than during the ESA Annual Meeting, please contact Christi Nam in the business office at christi@esa.org. Staff at HQ need to know the particulars of the meeting or event being held. Because of liability issues, additional insurance may be required, which would need to be paid for out of the chapter or section budget. In addition, there may be other issues that need to be addressed by ESA staff.

ESA suggests referring to the resources on accessibility and inclusivity for meetings provided on the Chair Resources under the Member Tools menu on the ESA website.

COUNCIL MEETING / ANNUAL REPORT

Section and chapter chairs are members of the ESA Council which meets every year during the Annual Meeting on the first Sunday of the meeting. Immediately preceding the Council meeting is an orientation for new Council members. Notices about the location of the meeting are sent in advance. Chairs who cannot attend the meeting are welcome to name a substitute by notifying the Executive Director.

ESA requests a brief (2-3 pages) annual report from section and chapter chairs. Reports are distributed during the Annual Meeting and published in the Bulletin after the meeting. The deadline for these reports is mid-July. You will be given detailed instructions on where to send the reports, and the exact deadline date, in the spring before the Annual Meeting.

ANNUAL MEETING

BUSINESS MEETING AND MIXERS

It is the responsibility of the chairs to work with Meetings staff to organize a mixer and/or a business meeting to be held at the Annual Meeting. Information about when to submit your event request, and all deadlines, will be shared via email and check-ins with the Member Services Office. You will be informed of the money you currently have in your section budget. This money is to be used to pay for any food or drink provided at the mixer or business meeting.

Business meetings can be held Monday through Thursday mornings between 7:00 and 9:00 AM; lunch time slots run from 11:30 AM to 1:15 PM; and evening slots run from 6:30 to 8:00 PM, Monday through Wednesday. Evening slots are usually used for mixers, and often a section will combine a mixer and a business meeting.

So that staff can provide the best support possible, and so that sections and chapters can be kept in the loop about one another's activities, chairs should support a brief report (a bulleted list of high points, via email, will suffice) to the Member Services Office following their business meetings. This should be submitted by the end of the third quarter (September 30) of the year of the meeting or within six weeks of the business meeting if it is held at a time other than the Annual Meeting.

EXHIBIT BOOTH

Sections and chapters are offered the opportunity to have a booth in the exhibit hall free of charge. The chair is responsible for deciding whether to have a booth. The booth needs to be staffed during show hours. Setup and tear-down times vary from year to year and center to center; this information will be provided by the Meetings team. Section members are responsible for packing up their booth; anything left in the booth space after tear-down has closed will be discarded.

Sections and chapters may sell merchandise at their booths, or to conduct silent auctions and other activities, to raise additional funds and promote themselves. Any financial activity must be coordinated one month in advance with the CFO and Member Services Office.

PROMOTION

Sections and chapters can help us promote our Annual Meeting and encourage members to attend through newsletters or emails to your membership, including using the ECO online community. Sections and chapters can also promote their own meetings, awards and other business. Please connect with the ESA Membership Office to coordinate.

SECTION AND CHAPTER AWARDS

Sections offer awards that tie in with the Annual Meeting and often are based on oral or poster presentations, as well as a suite of benefits and services offered to their members throughout the year (e.g., newsletters, events, mentorship). These benefits will be discussed during the regular calls between chairs and the Member Services Office. Information on each section or chapter's awards will abe sought late in the membership year and several months prior to the Annual Meeting.

This information will be posted on the ESA website, and will be included in membership marketing materials. Chairs are encouraged to use their own groups' online presence to promote their awards, encourage applications/nominations, and call attention to winners.

PROPOSAL REVIEW

ESA's Annual Meeting Meetings Committee relies on ESA's leadership for help assessing proposals for symposia, organized oral, and contributed abstracts each year. Appropriate broad-based peer review of these proposed sessions is critical in order to maintain the high level of quality expected of these sessions at ESA meetings. Reviewers include the Annual

Meeting program chairs, section and chapter chairs, and members of certain standing committees. Each proposal will receive the attention of several reviewers. The input of section and chapter chairs as reviewers is extremely helpful, as the committee decides which sessions will be accepted for the meeting program. Proposal review is one of the primary ways that sections can assist in developing the meeting program and represent the interests of the membership.

ESA will send out a request for reviewers around the submission deadline. Reviewers typically are asked to review 10 - 12 proposals over 3 weeks in October and again in late winter. Please note that chairs are still eligible to be a reviewer even if they have submitted a proposal. ESA will avoid assigning to you any proposals in which you are formally involved, and you will be able to opt out of reviewing any proposals that present a conflict of interest.

COMMUNICATION WITH YOUR MEMBERS

Mailing/email list of the chapter/section members can be requested from members.org. You can also use the ECO community described below for your members, which is synced live with the membership database and always up to date. On occasion, you may be asked to assist with membership renewal of your section members. Each message must contain a link to the unsubscribe page.

CHAPTER AND SECTION WEBSITES

ESA chapters and sections, and some standing committees, have websites hosted at esa.org. Hosting with ESA helps to unify common brand elements, reduce costs and ease maintenance.

The ESA webmaster can provide some technical assistance, but each chapter or section is responsible for administering its own content updates.

All other web-related inquires can be sent to <u>webmaster@esa.org</u>. Include the membership director in communications with staff related to your websites.

Chapters and sections bear the responsibility for the content on their websites and social media as well, including the monitoring (and, if need be, moderating) of interactions on those channels.

ONLINE COMMUNITY

ESA has launched an online community, ECO, at http://community.esa.org. All ESA members have access to the community, as do non-members who had previously subscribed to the ECOLOG-L listserv. Communities unique to members of each chapter and section have been set up within the master ESA community. It is recommended that chapters and sections use this platform to share and seek information in conjunction with other business efforts.

ECO allows group members to message each other similarly to a listserv, as well as share documents, schedule events, blog and connect directly with others in the group. While it will serve primarily as an updated listserv for the ecological community at large, the private section and chapter groups will be able to use ECO a platform for communicating about section and chapter business, and collaborate on projects.

Training will be provided to chapter and section leaders on demand; connect with the membership director with any other questions.

SOCIAL MEDIA

ANNUAL MEETING SOCIAL MEDIA GUIDELINES

ESA encourages open discussion on social media outlets at our Annual Meeting. In order to find a balance between the needs and expectations of members and to make the meeting a safe and comfortable space for everyone, we set forth the following guidelines:

- Please keep in mind ESA's <u>Code of Conduct</u> for events (<u>https://www.esa.org/events/code-of-conduct-for-esa-events/</u>) and apply it to your communication online (and in person!). Harassment, intimidation, or discrimination in any form will not be tolerated.
- We ask that you do not photograph, video, or audio record information during scientific sessions (talks and posters).
 Special arrangements to photograph or record sessions, WITH EXPLICIT PERMISSION FROM PRESENTERS and ESA, can be made through the associate director of conventions and meetings (meetings@esa.org), but must be pursued well in advance! PHOTOGRAPHY AT SOCIAL EVENTS, IN PUBLIC AREAS, AND AT PLENARY SESSIONS IS OKAY.

- There are options for sharing presentation materials without in-session photography: Presenters may post slides and posters to ECO, described above, for public or members-only access. Presentations can also be shared on Figshare, Github, and other online databases at any time.
- Social media (Twitter, Facebook and others) "opt-out" policy: While the default assumption is to allow open
 discussion of ESA presentations on social media, please respect any request by a presenter to not disseminate the
 contents of their talk. The icon linked on the Social Media Guidelines page on the Annual Meeting website may be
 downloaded for inclusion on slides or posters to clearly express when a presenter does not want their results posted to
 Twitter or any other new media sites.

You may download an opt-out Twitter image from https://esa.org/louisville/social-media-guidelines/. PLEASE INCLUDE THE OPT-OUT TWITTER IMAGE ON EVERY SLIDE TO ENSURE YOUR PREFERENCE IS KNOWN SINCE PEOPLE MAY COME IN AFTER YOUR PRESENTATION BEGINS. Thank you in advance to everyone for following these basic guidelines for online posts of all kinds and helping us maintain a welcoming environment for sharing information.

As a reminder, the official meeting hashtag is **#ESA2019**. (The official hashtag for future Annual Meetings will be #ESA and the year of each meeting.) We look forward to seeing your thoughts and discussion online.

ESA sections and chapters are encouraged to make use of ESA's social media, which includes Twitter (@esa_org), a blog, Facebook, Instagram, LinkedIn, and more. Sections and chapters might consider tweeting about news and opportunities. Several have created Facebook pages, which ESA also features on its FB page, and section and chapter chairs or other members might also consider submitting a guest post to ESA's blog. Please note that communications related to policy should first be discussed with ESA's Public Affairs Office.

BLOG

ESA's blog *EcoTone* showcases ecology and ecologists, focusing on ecological science in the news and its use in policy and education. *EcoTone* welcomes guest submissions on topics of interest to the broad ecological community. Please see: https://www.esa.org/blog/

TWITTER

ESA uses Twitter daily to tweet items of interest to the ecological community, including news articles, members who have received a prestigious award or to announce deadlines to submit abstracts to the Annual Meeting. Sections might tweet about news relevant to their community or special opportunities and awards offered by their section.

Sections can use ESA's Twitter handle: @esa_org. ESA's Twitter page is https://twitter.com/ESA org. The official Annual Meeting hashtag is #ESA and the year of each meeting (so #ESA2020). Please refer to the Social Media Guidelines at https://esa.org/louisville/social-media-guidelines/

FACEBOOK

Facebook (FB) is another outlet for sharing ecological and ESA-related information and encouraging conversation among ESA members and others. Sections and chapters that create their own FB page should notify ESA so that the Society can "like" them on FB and ensure they are featured on the Society's FB. Sections and chapters are also encouraged to "like" ESA on their respective FB page. Please go to: http://www.facebook.com/esa.org

LINKEDIN

ESA maintains a LinkedIn profile page that is the world's largest professionals networking site used to build a professional identity and access new opportunities in ecology and environmental science. Sections are encouraged to build a unique section page and connect with the ESA main page. ESA's LinkedIn page can be accessed by this link: https://www.linkedin.com/groups?home=&trk=anet_ug_hm&gid=1233137

INSTAGRAM

ESA maintains an Instagram account. Sections and chapters are encouraged to develop their own Instagram account and connect with the main ESA Instagram page. ESA's Instagram can be accessed by this link: https://www.instagram.com/ecologicalsociety/

PUBLIC AFFAIRS

POLICY

Sections and chapters may be interested in becoming involved in policy issues or activities. They must inform the Society about their plans so that ESA is aware of activities that count as lobbying (for IRS purposes) and also to ensure that activities are consistent with the Society's perspective on a given issue. ESA occasionally encourages its members (often by state or section) to weigh in on a public policy issue. For more details, question or suggestions about ESA advocacy and policy positions, please contact Alison Mize, director of public affairs, at alison@esa.org

ADVOCACY

As a 501(c) (3) organization, ESA is permitted to lobby but must abide by the Internal Revenue Service's (IRS) rules in order to maintain ESA's tax-free status. Sections and chapters planning a lobbying activity should coordinate with ESA's Public Affairs Office.

ESA POLICY RESOURCES/OPPORTUNITIES

ESA policy handbook, "An Ecologist's Guidebook to Policy Engagement" provides advice and resources for engaging with decision makers at various levels of government. It also includes overviews of environmental laws, federal agencies, and tips on effective communication. It is available under the Member Tools menu on the ESA website.

ESA Policy News is a free resource for those interested in national environmental and science policy, and it is sent to all memebers. To view and subscribe see: https://www.esa.org/blog/category/policy-news/

ESA's Policy Section provides networking opportunities for ESA members engaged in or interested in becoming engaged in policy. Visit the section's website (https://esa.org/policy/) for the most up-to-date contacts.

ESA's Graduate Student Policy Award is open to all ESA graduate students and provides a two-day policy experience in Washington, DC. For more information: https://www.esa.org/public-policy/policy-resources/esa-graduate-student-policy-award/

PART B: WORDPRESS WEBSITE MANUAL

ESA MAIN WEBSITE

ESA builds its websites on WordPress, which is an open-source **c**ontent **m**anagement **s**ystem (**CMS**), to manage workflow in a collaborative environment. The ESA website strives to create a coherent web presence, and the parallel system created for section and chapter websites offers a streamlined process of updating content that empowers volunteer leaders to manage their own online presence.

Previously, ESA provided design guidelines in an effort to bring continuity to the various ESA websites, but all sections and chapters either have been or are in the process of being transferred to ESA's digital brand, hosted in ESA's servers. As such, this document is intended to provide an introduction to WordPress and an overview of how to use it to manage website content.

CHAPTER AND SECTION WEBSITES

It is the responsibility of the chair to see that the website is updated. Most section/chapter chairs select an administrator to update their site; chapter/section members are responsible for updating and maintaining their own web content, although the ESA webmaster is available to assist them with resolving technical issues, adding functionality, and problem solving.

Web-related inquires can be sent to webmaster@esa.org.

We believe that broader use of WordPress offers several advantages, both to the chapters and sections and to ESA:

- Using the CMS gives chapter and section members greater autonomy in managing their website content as it frees them from having to rely on the ESA webmaster to make updates. Members managing their own content also allows for greater efficiency in the application of limited ESA staff resources.
- Following format guidelines when using the CMS also leads to increased coherence among ESA websites. The more webpages have a similar look, the more they reinforce the ESA brand.
- Because the CMS offers a robust tool that supports not only editing of content, but also maintenance of content from a central interface, using it allows chapters and sections to integrate documents and create a repository for images, news, profiles, and other media in one place.

Section and chapter websites and community pages use small computer programs (plugins) that extend the functionality of the site. These include:

- Audio/video
- Calendaring systems
- Document collaboration
- Forms
- Forums
- Members-only content

- Member profiles
- Photo/video galleries
- Queries/polls
- Social media integration
- Voting
- Analytics

Contact webmaster@esa.org if you are curious about adding this or other functionality to your website.

ESA MASTER TEMPLATE AND INDIVIDUAL WEBSITE CUSTOMIZATION

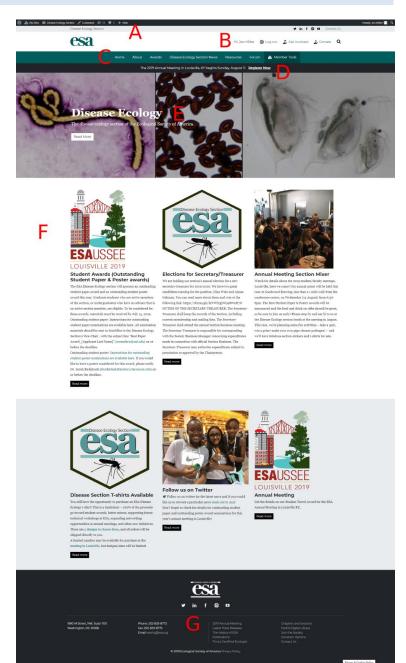
A master template has been developed that predefines the style for our ESA website, and with it a unified brand for all elements of ESA online, including the section and chapter websites. The following sections detail how to manage your own website via WordPress, and provides some general guidance.

For specific questions related to content and public-facing elements like navigation, contact the membership director; for functional issues, contact webmaster@esa.org.

THE HOME PAGE

Visit www.esa.org/disease to see this example:

- A. **WordPress Menu:** Available only to users who have logged in with an account with the appropriate level of permissions. This is one road to view your WordPress dashboard.
- B. **Utility Navigation:** This element appears on all pages, but will be most noticeable on the home page. It is not an element that you will be likely to edit; if you wish to make changes, please consult with the membership director.
- C. Main Navigation: This element will be different on all websites, but function exactly the same way across all sites. This menu should reflect, at the highest level, your site's information architecture, providing users with easy pathways to the most important content.
- **D. Announcement**: An optional element that you can use to call to attention important deadlines or calls to action.
- E. Hero Image: This can serve as your primary visual brand (via a single large banner image) or your primary piece of content, for instance a news piece or an awards deadline. The image is static (i.e., this is not a carousel), but there is a link in the box in white in this example. If you opt to use this space purely for branding, it's a good idea to link to an About page.
- F. Primary Content BlockThis section is divided into three columns, each of which has a place for a piece of content. These can cover any content—announcements, blog posts, external content, etc.—that you feel is appropriate. This section can be fairly static as well, in the event that your section or chapter does not normally share much information via web. It can also, as seen in the example, be expanded into multiple levels, but note that it can only be expanded with columns in multiples of three.

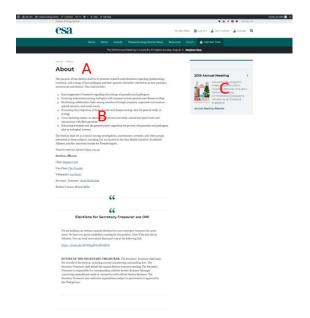


G. Footer: Similarly to the utility navigation, this piece is almost completely static, though it can be edited as necessary. Please contact the membership director if you wish to update.

CONTENT PAGE LAYOUT

The new ESA website theme is intended to simplify content creation and management for sections and chapters, and to create more opportunities to connect across the organization. As such, there are only three significant elements for page content, with varying degrees of customization.

- A. **Page Title**:This is unchanged from previous sites; the following section on page content covers this.
- B. **Page Content:** This is unchanged from previous sites; the following section on page content covers this.
- C. Sidebar: The new ESA theme was designed to allow for flexibility in building elements of a website's information architecture, particularly in how different areas of a site can be related and navigated. For a site as large as esa.org, this is an excellent feature; for smaller sites like those owned by many chapters and sections, this is best used to build small submenus and for widgets to call out important information.





LOGGING INTO WORDPRESS

To get started:

- Go to www.esa.org/sitename*/wp-login.php?bypass=true.
- Enter your username and password.
- Click on the Log In button.
- * Sitename here is the name of your site, which is assigned by ESA.

If you do not remember your password:

- Click on the Lost your password? button under the login box.
- When asked, enter the email address associated with your user account, or your username.
- Click on the Get New Password button.

Follow the instructions in an email containing a link to reset your password that will be sent to you.



WORDPRESS USER MANAGEMENT

WordPress has a built-in system that limits which types of functions may be performed by individual users. Users are defined by their roles and each role designation corresponds to a set of tasks called capabilities that a user with that particular role designation has authority to perform. The default role for all users can be set in **Administration Panels** > **Settings** > **General**.

We recommend assigning the highest level role, administrator, to the chapter/section chair who would then control what other users can and cannot do within the site. Chairs would also manage other users' access to such tasks as writing and editing posts, creating pages, defining links, and managing other users, by assigning a specific role to each user.

UNDERSTANDING ROLES AND CAPABILITIES

Within WordPress there are six pre-defined roles: **Administrator**, **Editor**, **Author**, **Contributor**, and **Subscriber**. Each role corresponds to a set of tasks called *capabilities* that one with that particular role designation has authority to perform. Although there are many specific capabilities WordPress supports (e.g. "publish_posts", "moderate_comments", and "edit users"), the following summarizes the functionality associated with each role.

- Administrator has access to all the administration features within a single site
- Editor can publish and manage posts including the posts of other users
- Author can publish and manage their own posts
- Contributor can write and manage their own posts but cannot publish them
- Subscriber can only manage their profile

The **Administrator** has authority to perform all possible tasks. Although no role should be considered to be senior to another, the range of tasks one has authority to perform narrows with each succeeding role on the list, allowing fewer and fewer tasks to be performed. For instance, a user designated with the **Subscriber** role has the authority only for "read" capability. Roles may be considered also to define users' responsibilities within the site.

MANAGING THE USER PROFILE

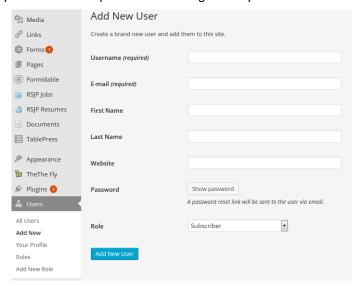
The profile includes the username, passphrase, and email address. You should always keep it up to date. You also should periodically change your passphrase for security reasons. *It is important to use a secure passphrase, which meets the following criteria:*

- Include at least 11 characters
- Include both upper- and lowercase letters
- Include numbers
- Include special characters
- Do not use commonly used words
- Avoid words or names that can be guessed by someone who knows who you are. (Words related to your hobbies, religion, work, interests, sports, personal history, names of relatives, etc., are commonly used but very poor sources of passwords.)
- Avoid numbers or letters that are part of your email address.

Maintain the security of your account! Change your pre-assigned password the first time you log into WordPress.

ADDING NEW USERS

The Add New User screen allows you to add a new person who can login onto your site:



ADD NEW USER

To add a new user, you must provide the following information.

- Username (required) Enter the username of the new user. This will also serve as his/her Login name.
- **E-mail (required)** Enter a valid e-mail address for the new user. The e-mail address must be unique for each user. If a published post or page is authored by this user, then when approved comments are made to that post or page, a notification e-mail will be sent to the author.
- First Name Enter the first name of the new user.
- Last Name Enter the last name of the new user (the display name defaults to first and last name).
- Password (twice) Enter a password for the new user twice, once in each text box displayed.

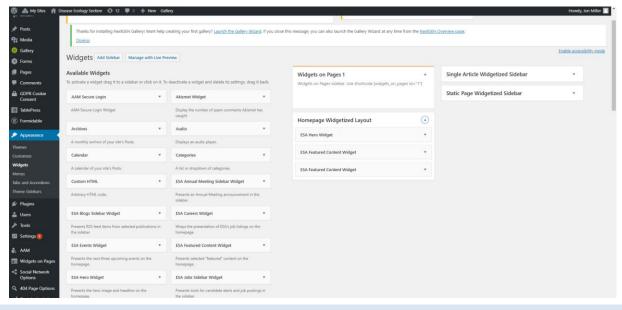
NOTE: Strength Indicator – After the password is entered, a message will appear indicating whether the password entered is Very Weak, Weak, Medium, or Strong (displayed in green). The stronger the password, the more secure the login.

HINT: The password should be at least seven characters long. To make it stronger, include a combination of upper- and lowercase letters, numbers, and symbols (e.g. ! " ? \$ % ^ &).

- Send Password? Check the box to send the password to the new user by email.
- Role Select the desired Role for this user from the drop-down box options displayed.
- DEFAULT: Administration > Settings > General New User Default Role
- Add User Click this button to save the new user's information in the WordPress database. If you do not click this button, the user will not be added. A message flashed at the top of the screen will advise you when the new user has been added.

THE HOME PAGE

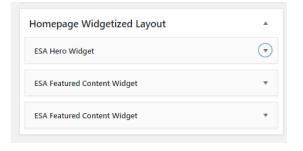
This section will cover all of the elements necessary to edit your home page. Note: All of the controls for your home page can be found under Appearance>Widgets in the WordPress menu.

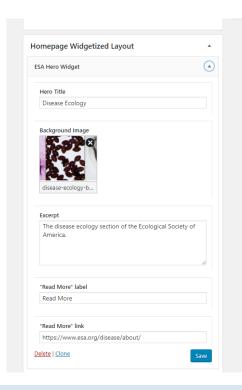


THE HERO IMAGE

You will notice that there is a control for a **Homepage Widgetized Layout**. Expanding that will show the home page's content areas:

Expand the **ESA Hero Widget** control to see how the hero image comes together:





- The **Hero Title** is what will display as the main text on the home page over the hero image itself. In this case, it is the name of the section, to brand the website.
- The **Background Image** is the hero image itself. Use a 3:1 aspect ratio of at least 1,200px wide for best fit in this space.

To change this image, mouse over the image thumbnail and click **Select Image** when it appears, and then use the library controls in the Media menu that opens. You can either upload a new image or use one that is already in your library.

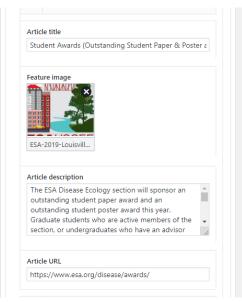
- The **Excerpt** is the non-bolded text over the hero image. This can be a call to action or a description of the content to click to.
- The "Read More" label is the text that will appear over the white box that superimposes over the hero. It should relate to the overall call to action.
- The "Read More" link is the URL for the call to action. It can also, as we see here, a static page.

Click Save to save your changes. **Do not** clone this block; if you do, you can also delete the errant entry.

FEATURED CONTENT

Below the control for the hero image is the control for the Featured Content Widget.

As noted this widget can be cloned, and in fact has been cloned in this instance for the Disease Ecology Section, because they had enough priority content to support having six pieces of featured content, rather than three. Again, this can be cloned, but will be cloned in all three columns, so only think of your featured content in multiples of three (you can use static content in place of more immediate issues if you don't have three important items at a particular time).



For each of the three sections per Featured Content Widget:

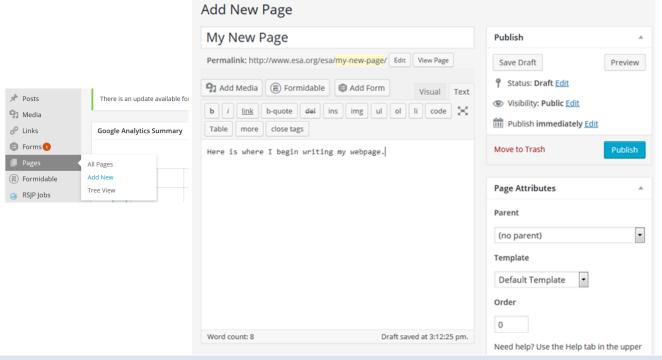
- Use the **Article title** for the header text for each section, which appears below the image in a bold header style.
- Editing the **Feature image** uses the same process as the hero image above. Try to use images that are all the same size, or at least the same height; ESA defaults to 400x400px for uniformity. If you have an image that does not lend itself to a square shape (some logos, for example), try placing it on a square transparent background and then uploading the new file instead.
- The **Article description** is a surprisingly flexible field. Aim for only a couple of sentences, ideally; this is helped by the fact that HTML can be entered into this field, which results in hypertext (live links, bold or italic text, tc.) in that block on the home page.
- The **Article URL** is the URL that the **Read More** box will link to. That box is unfortunately static.

Duplicate this process for all three pieces of featured content. If your site lacks three pieces of content to feature, you can turn to static content, items from ESA.org, social content, etc.

CONTENT PAGES

CREATING PAGES

To create a new page, log into your WordPress account. Select **Administration > Pages > Add New** to access the **Add New Page s**creen shown below and begin creating a new page.



TITLE EACH PAGE

You should start every page by giving it a title. You may use commas, apostrophes, quotation marks, hyphens/dashes, or other symbols in the page title (e.g. "About My Site - Here's Lookin' at You, Kid"). WordPress will reformat the title and create a link to the page from the title.

EDITING PAGES

All controls remain the same for editing pages as for creating them. You can see the full list of your pages, and links to edit, preview or trash them, from the **Pages** menu:



PAGE EDITING AREA

Enter text, links, links to images, and any other information you want to display in this area. You can use either the Visual or the **HTML View** to compose your pages.

PREVIEW BUTTON

Click on the **Preview** button to review the page before publishing it.

PUBLISH BOX

This box contains buttons that determine access to your page. The options are **Published**, **Pending Review**, and **Draft**. Published means the page has been published on your website for all to see. Pending Review means a draft of the page is available for review by those with Editor's permissions prior to publication. Draft means the page has not been published and will be saved as a draft. Select one of these options from the dropdown menu to publish the page with the corresponding level of access.

VISIBILITY

This feature determines who can see your page. *Public* pages will be visible by all website visitors. *Password protected* pages may only be seen if the password is known. *Private* pages are only visible to those with Editor or Administrator authority.

SAVE

This feature allows you to save your page as a **draft/pending review**, rather than immediately publishing it. To return to a draft later, select **Pages** > **Edit** from the menu bar and select your page from the list.

PERMALINK

After you save your page, a permalink is automatically created and appears below the title, generating a URL for the page. The URL generated may reformat your title, replacing most punctuation and blank spaces with a dash. For example, if your title is "My Site - Here's Lookin' at You, Kid", it will be changed to "my-site-heres-lookin-at-you-kid" in the URL. You can also manually change the URL to one that you prefer.

THE SIDEBAR

Back in the same **Widgets** menu under **Appearance** as you used for the home page, you can also edit the **Static Page Sidebar Widget** to have featured items appear on the right rail of your page content.

Note that the Widgets menu includes several dozen options, with the direction "To activate a widget, drag it to a sidebar or click on it. To deactivate a widget and delete its settings, drag it back." Please consult with the ESA webmaster before using these widgets, as most are intended for other uses.

As each site's experience with this widget will be different, note that the following is an example, and your experience may vary. Please consult with the ESA webmaster if you have any questions.

The sidebar in this case inclues two widgets, one for "Pagenav" and another for the Annual Meeting:

The Pagenav (page navigation) is set up to follow the website's information architecture to create a menu of related content, based on how content is structured in the menus (see next section). In this case, because the Awards page has two items in a

child-parent relationship to it, they automatically populate as the Pagenav of related content:



The other widget available in this sidebar control, for the Annual Meeting, uses a control that's functionally identical to the Featured Content Widget, described above.

Static Page Widgetized Sidebar

ESA Annual Meeting Sidebar Widget

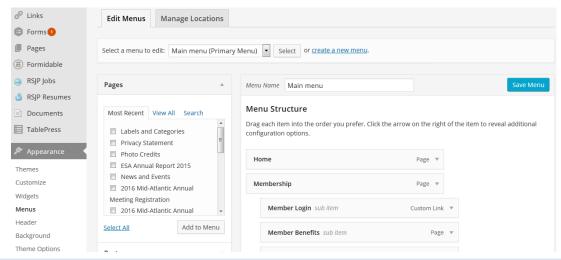
ESA Pagenav Sidebar Widget

PUBLISH

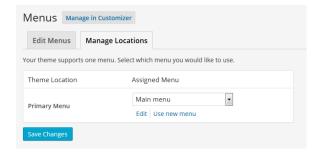
This feature allows you to publish your page to the site. You can edit the time when the page will be published by clicking the Edit link above the **Publish** button and entering the time you want the page to be published. By default, when you first save your page, that will be the date and time your page goes live.

USING WORDPRESS MENUS

This section covers the basic tasks a user may carry out when using the built-in WordPress menu editor.



DEFINING A MENU



You must define a menu before you can add items to it. To do so:

- Login to the WordPress dashboard.
- From the **Appearance** menu on the left-hand side of the Dashboard, select the **Menus** option to bring up the **Menu Editor**.
- Enter a name for your new menu in the Menu Name box.
- Click on the Create Menu button.

ADDING ITEMS TO A MENU

The **Screen Options** allow you to select items you add to a menu. Certain items, like **Posts** are hidden by default.

- Locate the panel titled 'Pages'
- Within this panel, select the View All link to bring up a list of all the pages on your site.
- Select the pages that you want to add to the menu by clicking the checkbox next to each page's title.
- Click on the **Add to Menu** button located at the bottom of this window to add those page(s) to the menu.
- Scroll back to the Menu Editor.
- Click on the Save Menu button.



DELETING A MENU ITEM

To delete a menu item, navigate to menus under Appearance.

- Locate the menu item you want to remove in the menu editor window.
- Click on the arrow icon in the top right-hand corner of the menu item/box to expand a menu item.
- Click on the Remove Link button. The menu item/box will be immediately removed.
- Click on the Save Menu button to save your changes.



CUSTOMIZING MENU ITEMS

The Navigation Label This field specifies the title of the item on your custom menu. This is what visitors will see when they visit your site. The Title Attribute This field specifies the Alternative ('Alt') text for the menu item. This text will be displayed when a user's mouse hovers over a menu item.

- Click on the arrow in the top right-hand corner of the menu item to expand it.
- Enter the values that you want to assign for the Navigation Label and Title Attribute items.
- Click the **Save Menu** button to save your changes.

CREATING MULTI-LEVEL MENUS

When planning the structure of your menu, you should think of each menu item as a heading in your formal document. The main section headings (Level 1 headings) are far left on the page; sub-section headings (Level 2 headings) are indented slightly to the right; any other subordinate headings (Level 3, Menu Structure

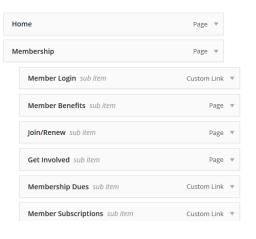
4, etc) are indented even further to the right.

The WordPress menu editor allows you to create multi-level menus using a 'drag and drop' interface. You can drag your menu items up or down to change the order of appearance in the menu. Drag menu items left or right to create a sub-level.

To make one menu item a subordinate to another, you need to position the 'child' underneath its 'parent' and then drag it slightly to the right.

- Position the mouse over the 'child' menu item.
- While holding the left mouse button, drag it to the right.
- Release the mouse button.
- Repeat these steps for each sub-menu item.
- Click on the Save Menu button in the Menu Editor to save your changes.

Drag each item into the order you prefer. Click the arrow on the right of the item to reveal additional configuration options.



WORDPRESS PLUGINS

Plugins are 3rd party software packages that can extend WordPress' functionality. There are literally thousands of WordPress plugins available, both free and requiring payment of additional fees.

Before using a specific plugin to add functionality to your website, contact the **ESA webmaster**. Many plugins can cause disruption on the entire ESA site or cause some elements to not function properly. Often plugins are the main cause of site instability and pose a serious site security threat.

A site that has been hacked can suffer from loss of content, stolen data, and expensive downtime. Maintaining the security of your site helps provide visitors with the best service possible. Because WordPress is such a popular platform for blogging, it is a regular target for hacking attacks launched by people who find and exploit weaknesses and vulnerabilities in websites. You can increase the security of both your site and the ESA website by being attentive to the items listed below.

SITE SECURITY

- 1. Basic Precautions
 - Report all suspicious activity to the ESA Webmaster.
 - Contact the ESA Webmaster if you discover issues with plugins, the site in general, etc.
 - Inform the ESA Webmaster of all current administrators of your site.
 - If you suspect a breach, notify the ESA Webmaster immediately.
 - Deactivate all unused plugins.
- 2. User-Based Protections
 - Create user accounts only for people who will have responsibility for editing your site.
 - Do not create unnecessary administrative accounts.
 - Do not create accounts for outsiders.
 - Delete all inactive accounts.
 - Monitor all accounts.
- 3. Password/Username Protection
 - Make sure all users use strong passwords.
 - Change passwords regularly.
 - Remind all account holders to change their passwords at least twice a year.

COPYRIGHT AND LEGAL ISSUES

All chapters/sections are responsible for the content on their website. Remember:

- Do not use images or any other content you find from common internet search engines (Google, Bing, etc.), unless you can verify the copyright holder and obtain their written permission to use that content.
- Only post images that you are legally allowed to use on your website.
- Include copyright information when you use content that you have not created.
- If you use comments, review these regularly and delete inappropriate content.
- Do not allow hateful or discriminatory content to be posted on your website.

ADDITIONAL RESOURCES

If you need help with your website, feel free to contact the ESA webmaster at webmaster@esa.org.

The following sites also offer a wealth of information about WordPress.

- WordPress Website http://wordpress.org/
- WordPress Plugin Directory http://wordpress.org/plugins/
- WordPress Documentation http://codex.wordpress.org

PART C: BRAND IDENTITY STYLE GUIDE

ECOLOGICAL SOCIETY OF AMERICA BRANDING

The Ecological Society of America (ESA) logo, logotype, colors and typographic style are key components of an Integrated, transmedia branding program which communicates our image to all of our audiences.

How we visually communicate our brand has an immediate and lasting effect upon how our audiences perceive our organization. Perception of our brand begins with the consistent and quality application of all elements—from subtle to highly visible.

VISUAL VOICE

Our branding identity elements support and reinforce a consistent visual voice across all media. This style guide is intended to establish the practices for correct application of our brand identity elements.

GUIDELINES

This document provides guidelines to assist the ESA's employees and partners in creating communications and marketing materials that are consistent with regard to all elements of our branding.

INFORMATION

Please contact Jonathan Miller, Director of Membership and Communications, at jon@esa.org or 202-833-8773 x236 if you have questions regarding this style guide and its use.

IDENTITY ELEMENTS AND THEIR MEANING

A logo tells a visual story which is distilled and then compressed into a unit. ESA branding is a result of years of visual audit and analysis, brand recognition and tradition. The evolution of the final product centered around the challenge of maintaining existing brand recognition, incorporating the concept of clean lines and simplicity which enhances the organization's presence on the national stage.

With the use of a contemporary yet timeless font, combined with letterforms crafted to emulate the original logo, the ultimate result is a unifying identity which is identifiable, memorable, distinctive, sustainable and flexible.

The ESA brand is a strong visual reminder of the organization's accomplishments and promise. It also signals the organization's intention to be relevant in today's ever-changing technological climate, extending that acknowledgement to the audience it serves, and yet be cognizant of the strong tradition that is the hallmark of its existence.

ECOLOGICAL SOCIETY OF AMERICA LOGO

The ESA logo consists of custom-treated typographic letterforms supported and surrounded by strong bars of color and the organization name as shown below. Under no circumstances should the logo be redrawn, modified or altered in any way.

Alternative treatments of the logo may only be used as specified in this style guide. The logo does not lend itself to separation or use of any component on its own and should be kept intact, except in the specific instances outlined in this guide.

Reproduction of the logo should be completed using the approved electronic versions of the art available from the Communications Department. Do not attempt to reproduce the logo from photocopies or low-resolution jpg or png files taken from the organization's website.





USE OF COLOR

The ESA logo is distinctive and its composition should not be altered in any fashion, except for when a white or black version is required.

The color table below identifies the logo color for various applications.

The cmyk, rgb and hex versions colors are NOT exact equivalents. They will render a slightly different color representation of the logo in print (CMYK) and online (RGB/hex). In order for the logo to be represented accurately, the PMS color should be used wherever possible in print materials.

Please see "Colors" below for the approved secondary color palette which is suggested for complementary use with the color logo.

PMS	7721C				
CMYK	(89%, 0%, 43%, 65%)				
RGBA	(0, 94, 93, 1)				
HEX	#005E5D				

MINIMUM SIZE

The ESA logo should not appear smaller than shown in the demonstration below without prior approval from the Communications Department. The minimum size of 1" will ensure that the logo is legible in all forms of reproduction.



MINIMUM CLEARSPACE

Always maintain the minimum amount of clearspace around the logo as demonstrated below. This will ensure that the logo is always properly staged and visible.

A minimum distance of X = the distance of the negative space inside the "a" of "esa" should be maintained around the logo.



ACCEPTABLE USE FOR ISOLATED LETTERFORMS

It is understood that in certain instance it may be desirable use the letterform portion of the ESA logo in isolation, in order to add subtle interest to materials which are not particularly stylized.

To that end, it is acceptable to use the letterform as a standalone piece of art—provided it is used minimally—to add visual interest and enhance the layout or design of materials. If screened, a low (5, 10 or 20%) opacity is recommended. The larger the accent, the lower the opacity.



ECOLOGICAL SOCIETY OF AMERICA COLOR PALETTE

The ESA primary and secondary color palettes were carefully chosen to allow for maximum creative freedom whilst maintaining the integrity of the organization's visual identity and brand recognition. It is therefore important that the use of color in all materials be somewhat constrained to ensure consistency.

The primary palette has been specified above. The secondary color palette below may be considered when approaching new creative.

SECONDARY COLOR PALETTE

RGB	RGB		RGB		RGB
9-54-107	9-107-53	0	255-21-78		220-53-34
32-244-247	22-168-171		94-43-12		4-117-111
10-87-117	171-65-0		5-69-145	0	167-163-126
107-25-82	145-123-5		104-146-196		84-86-90

ECOLOGICAL SOCIETY OF AMERICA TYPOGRAPHY

Typography plays a major role in shaping a brand. To help create a consistent identity for all printed and electronic materials generated by ESA, a standard family of typefaces has been chosen for use in all media (marketing materials, communications, business forms, signage, website, etc.).

The Avenir family was chosen for its contemporary appearance, even stroke width and high degree of legibility in print and electronic media. This also complements the more traditional letterforms in the logo.

For web and other applications where Avenir is not an option, Google's Nunito font may be substituted. The sentence length is a good match and the x-height is close. The ascenders and descenders are a slightly shorter, but workable.

Examples of just a couple of styles within each family are given below.

Avenir LT Std

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz

Nunito

Aa Bb Cc Dd Ee Ff Gg Hh li Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz
Aa Bb Cc Dd Ee Ff Gg Hh li Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz
Aa Bb Cc Dd Ee Ff Gg Hh li Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz
Aa Bb Cc Dd Ee Ff Gg Hh li Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz