

ASSOCIATION FOR ACADEMIC SURGERY CONSTITUTION

ARTICLE I

The name of this organization shall be Association for Academic Surgery.

ARTICLE II

The object of this Association shall be to stimulate young surgeons and surgical scientists to pursue careers in academic surgery and support them in establishing themselves as investigators and educators. The Association shall provide a forum for senior surgical residents, fellows and junior faculty members to present papers on subjects of clinical, laboratory or educational research. Additionally, the AAS will offer programs to facilitate the development of young surgeons and surgical scientists as investigators and educators.

ARTICLE III

Section I - Membership in this association shall be under one of the following categories:

1) Active Membership

An individual becomes eligible for active membership in the Association following completion of training (for surgeons) or accepting a faculty position in surgery or one of the surgical specialties (for non-surgeon faculty). The period of active membership shall last for a total of 12 years from the time the individual assumes his/her first faculty position. Active members may vote in all elections and in all decisions pertaining to constitutional amendments, bylaws changes, or other questions before the Association.

2) Senior Membership

Following service as an Active member in the Association an active member will superannuate to senior membership. First time applicants who are 12 or more years beyond their first faculty appointments may *join in* senior status upon approval by the Membership Committee.

Senior members can attend the general meeting of the Association and may discuss papers. They have no vote, cannot hold appointed or elective office with the following exceptions: (1) to complete a term of office for which election occurred as an active member; (2) serve on the Executive Council in the capacity of past president; (3) serve as the AAS Historian; (4) serve on the senior Member Council. The AAS Historian and Chair of the Senior Member Council can attend the Executive Council meetings but cannot vote. Senior members shall continue to pay dues only until the age of sixty.

First-time applicants over the age of forty may be admitted to senior status upon recommendation of their departmental chair and upon approval by the Executive Council and Membership Committee.



3) Candidate Membership

A surgical resident interested in pursuing an academic surgical career is eligible for Candidate Membership. When the resident progresses to the senior or chief resident level, the individual may elect to apply for active membership in the Association. Candidate members may vote in elections for candidate member positions but may not vote in decisions pertaining to constitutional amendments, bylaws changes, or other questions before the Association.

4) Medical Student Membership

A medical student interested in pursuing a career in academic surgery is eligible for medical student membership. When the student becomes a surgical resident, the individual may elect to apply for candidate membership. Medical student members may vote in elections for medical student member positions but may not vote in decisions pertaining to constitutional amendments, bylaws changes, or other questions before the Association.

5) Affiliate Membership

Individuals who are not surgeons or faculty (i.e., are not eligible for Active Membership) are eligible for affiliate membership if they participate in surgical research or support another of the academic missions (e.g., education) of a Department of Surgery. The period of active Affiliate Membership shall last for a total of 12 years from the time the individual began completed their professional training. After 12 years, Affiliate Members superannuate to senior membership status. If an individual who otherwise qualifies for Affiliate Membership wishes to join more than 12 years after completing their professional training, they can apply as a senior member. Affiliate members do not participate in the Annual Business Meeting and are not eligible to participate in committees or serve on the Executive Council.

Section II - Procedures for Applications and Election

Applicants must fulfill the requirements as outlined in Article III, Section I. Applications may be initiated by the Applicant and are to be filed three months prior to the date of the Council meeting at the time of the annual meeting.

The names of applicants and pertinent data concerning their applications will be forwarded to members of the Membership Committee for evaluation promptly upon receipt of a completed application packet.

The Membership Committee is empowered to evaluate and accept all qualified applicants for membership. Individuals meeting all criteria for membership and accepted by the Membership Committee will be presented to the Council and membership as a whole at the time of the annual meeting.

ARTICLE IV

The Officers of the Association consist of: President, President-Elect, Secretary, Treasurer, and Recorder. Self-nominations for these officer positions will be reviewed by the Nominating committee and appropriate candidates will be chosen for the final ballot prior to the Annual Business Meeting.



Anyone interested in serving in these officer roles, should have served on the Executive Council for at least one year previously. Exceptions to this rule can be considered by the Nominating committee when necessary.

The President and President-Elect shall be elected for one-year terms. The Recorder and Secretary shall be elected for two-year terms. The Treasurer shall be elected for a three-year term. Elections for the Secretary and the Recorder shall be held on alternating years.

The President-Elect will exercise all the duties and prerogatives as currently constituted and shall, in addition, assume the office of President in the subsequent year.

One Councilor shall be chosen by election from each incoming group of active members. The term of office shall be two years and will commence at the next Annual Business Meeting. Re-election is not permitted. Every other year (i.e., their first, third, fifth, seventh, ninth, and eleventh years) a group will elect a Councilor by mail ballot from a list of three names submitted by the Nominating Committee of the Association following self-nomination. A plurality of those voting will suffice to constitute a valid election.

One Candidate Councilor shall be chosen by election from the active members who are currently fellows or residents. The term of office shall be two years and will commence at the next Annual Business Meeting. Re-election is not permitted. Every other year the group of Candidate Members will elect a Councilor of the Association by mail ballot from a list of three names submitted by the Nominating Committee of the Association following self-nomination. A plurality of those voting will suffice to constitute a valid election.

ARTICLE V

The governing body of the Association shall be called the Executive Council.

The Executive Council shall consist of the elected officers of the Association, the Councilors, the three most recent past presidents, the International Career Development Course Director, the representatives, and the chairs of all standing committees. Committee co-chairs are included in Executive Council meetings but as non-members, serve as non-voting participants. Senior members may serve on the Executive Council only in the capacity of past president or if completing a term of office for which election or appointment occurred as an active member. The senior member that serves as the Historian is included in the Executive Council meetings as a non-voting participant. Otherwise, only active members may hold positions on the Executive Council. All Executive Council meeting of the Association for consideration of matters and policy to be presented to the Association. A quorum of the Executive Council shall consist of at least five of its voting members plus either the President or President-Elect.

The Executive Committee may meet at interim times from the regularly scheduled Executive Council meetings at the discretion of the President. All business brought before the Executive Committee shall be shared with the full Executive Council at the next regularly scheduled Council meeting.



ARTICLE VI

Section I – President

The President is the chief elected officer of the Association and as such represents the membership. The President shall preside over the Executive Committee, the Nominating Committee and all scientific and business sessions of the Association. The President shall preside over all award/fellowship committees and may appoint any ad hoc committee or Council vacancy as he/she sees fit. In addition, the President shall provide the vital link between leaders and policy makers within the Association and those throughout the health care field and offer the appropriate guidance and counsel to the Executive Director and other officers.

Section II – President-Elect

In the absence or incapacity of the President, the President-Elect shall preside over the Association. The President-Elect shall automatically succeed as President of the Association in the year following his/her election to President-Elect. The President-Elect shall Chair the selection committee for Student Research Awards and shall sit on all award/fellowship committees and the Nominating Committee.

Section III – Secretary

It shall be the duty of the Secretary to keep an accurate record of the proceedings of all scientific and business meetings of the Association with the assistance of the Executive Director. The Secretary shall prepare, with the President, the agenda of the Executive Council meetings and attend to such other business as the Executive Council and the President may direct. The Secretary shall oversee the correspondence of the Association and be reimbursed for such expenses as may be encountered in the proper execution of the duties of the office. The Secretary shall be a member of the Nominating Committee and awards/fellowship committees.

Section IV – **Treasurer**

It shall be the duty of the Treasurer to be the custodian of all funds, securities and other properties of the Association. The Treasurer shall collect the dues of the Association and to make disbursements for proper expenses. The Treasurer shall submit an annual report of the financial condition of the Association to the Executive Council and to the membership-at-large. The accounts of the Treasurer shall be audited once yearly by a committee appointed by the President. The Treasurer shall be a member of the Nominating Committee and awards/fellowship committees.

Section V – Recorder

It shall be the duty of the Recorder to manage the entire program for the annual meeting, in conjunction with other participating societies. The Recorder will be the chair of the Program Committee. The Recorder shall be a member of the Nominating Committee.

Section VI – Executive Director

The Executive Director, who need not be a physician or a member of the Association, shall be employed by the Executive Council. The Executive Director's duties shall be determined by the Executive Council and shall complement the duties of the President, Secretary and Treasurer and shall include but not be limited to:



- 1) Arranging with the President and the Secretary the Agenda for the Executive Council meetings.
- 2) Coordination of all correspondence and communication dealing with the affairs of the Association.
- 3) Distribution of all dues and notices to the membership and reminding those in arrears.
- 4) Annual publication of the membership roster and attending to new addresses for each changing year.
- 5) Attending to all details regarding the membership process including the attention of candidate applications, gathering letters of recommendation, and forwarding the completed applications on to the Membership Committee and Secretary prior to the meeting of the Executive Council.
- 6) Recommending sites for future meetings.
- 7) Representing the Association's interest at all meetings and with other associated bodies.
- 8) Answer all inquiries at the direction of the President and/or Executive Council.
- 9) Arrange for the publication and mailing of programs and newsletters.

ARTICLE VII

Dissolution

Upon the dissolution of the corporation, the Council shall, after paying or making provision for the payment of all of the liabilities of the corporation, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section (501)(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) as the Council shall determine.

ARTICLE VIII

This constitution shall take effect immediately from the time of its adoption and shall not be amended except by written resolution. Amendments must be introduced to the Secretary prior to the October meeting of the Executive Council for consideration by the Council and presentation to the membershipat-large at the annual meeting. Amendments shall then lie for a period of one year after which they may be adopted by receiving a two-thirds vote of the members present at the time of the subsequent annual meeting.



ASSOCIATION FOR ACADEMIC SURGERY **BY-LAWS**

ARTICLE I

The Association for Academic Surgery shall meet annually.

ARTICLE II

The members present shall constitute a quorum for business.

ARTICLE III

The fiscal year of the Association shall begin on January 1. The annual dues of each active and senior member shall be determined by the Executive Council and are payable on January 1 of each year.

ARTICLE IV

The usual parliamentary rules governing deliberative bodies shall govern the sessions of this Association.

ARTICLE V

All questions before the Association shall be determined by a vote of the majority present at any regular meeting, except Constitutional Amendments which require a two-thirds vote.

ARTICLE VI

The President shall deliver an address at the time of the annual meeting.

ARTICLE VII

The Emergency Bylaws provided in Article VII shall be operative during any emergency, superseding any different provision in the preceding Articles of these Bylaws. An emergency exists if a quorum of the executive council or officers cannot be assembled as per usual protocol as outlined above because of some national/international event which precludes meeting. Matters not specifically addressed by these Emergency Bylaws will continue to be governed by the Bylaws in the preceding Articles. Emergency Bylaws may go into effect with approval of the Executive Committee. If the Emergency Bylaws are invoked, changes to them are exempt from the one-year waiting period prior to consideration by the full membership. All changes considered by the officers and executive council must be reviewed by the Secretary and Executive Director prior to finalization.

During any such emergency:

1) Any meeting of the Executive Council may be called by the President or by any officer in order of succession (president elect, secretary, recorder, treasurer) if the President is unavailable. The notice thereof shall specify the time and date of the meeting. To the extent feasible notice may be given only to such of the Executive council members as it may be feasible to reach at the time, by such means as may be feasible at the time, and at a time less than 24 hours before the meeting if deemed necessary by the person giving notice. Notice shall be similarly given, to the extent feasible, to the other persons referred to in (2) below.



- 2) At any meeting of the Executive Council, a quorum shall consist of a majority of the number of Committee Chairs and Councilors fixed at the time by the Bylaws. If the Committee Chairs and Councilors present at any particular meeting shall be fewer than the number required for such quorum, other persons present as referred to below, to the number necessary to make up such quorum, shall be deemed necessary participants for such particular meeting as determined by the following provisions and in the following order of priority:
 - a) Executive Director of AAS and other necessary AAS staff to facilitate the meeting, in the order of their seniority relevant to the organization.
 - b) Any other persons that are designated on a list that shall have been approved by the Officers before the emergency; such persons to be taken in such order of priority and subject to such conditions as may be provided in the resolution approving the list.
- 3) The Officers and Executive Council, during as well as before any such emergency, may provide, and from time to time modify, lines of succession in the event that during such an emergency any or all officers or agents of the organization shall for any reason be rendered incapable of completing their duties as denoted in the bylaws.
- 4) The Officers and Executive Council, during as well as before any such emergency, may change the organization's bylaws, or designate several alternative rules, or authorize the officers to do so in the setting of a national/international event which precludes meeting.

No officer, Director or employee shall be liable for action taken in good faith in accordance with these Emergency Bylaws.

These Emergency Bylaws shall be subject to repeal or change by further action of the Officers, except that no such repeal or change shall modify the provisions of the next preceding paragraph with regard to action or inaction prior to the time of such repeal or change. Any such amendment of these Emergency Bylaws may make any further or different provision that may be practical and necessary for the circumstances of the emergency.

ARTICLE VIII

The Program Committee for the annual meeting shall consist of the AAS Program Committee and the SUS Committee on Publications and shall consist of at least thirty (30) members with appropriate specialty representation appointed by the Presidents of both organizations to two-year terms. The chair of the AAS Program Committee is the Recorder who is elected to a two-year term, to alternate years with the Chair of the SUS Committee on Publications. One half of the total number of the AAS Program Committee will be appointed by the AAS President each year. The combined Program Committee shall review the abstracts of all papers submitted and select those to be presented during the combined annual meeting.

ARTICLE IX

The authors of papers shall provide the Chair of the Program Committee with the titles and abstracts three months prior to the annual meeting. The Program Committee will then be instructed to establish the final program and notify the authors six weeks in advance of the meeting so that papers may be



presented in completed form to the Recorder at the time of presentation.

ARTICLE X

The Nominating Committee for Executive Office of the Association shall consist of the President, President-Elect, Secretary, Treasurer, Recorder, Chair of the DEI Committee (or their designee), Councilors in the second year of their terms, and three (3) members elected by the membership to serve a one-year term.

ARTICLE XI

The Membership Committee shall consist of no less than six (6) members, and two Co-Chairs. The regular members will be elected by the membership to serve staggered two-year terms. One-half of the members will be elected each year. The Co-Chairs will be appointed by the President for two-year staggered terms. The Senior most Co-Chair will represent the committee on the Executive Council: the Junior Co-Chair will assist in running the committee and will be invited to the Executive Council as a non-voting guest. It shall be the duty of the Membership Committee to evaluate, establish eligibility, and accept all qualified applicants for active, senior or candidate membership and keep the Secretary informed of new members. In addition, the Membership Committee shall nominate three Candidates to stand for election as the Councilor representing the most recent class of applicants.

The current AWS Representative and the current SBAS Representative shall serve as ad-hoc members.

It shall be the duty of the Membership Committee to evaluate, establish eligibility, and accept all qualified applicants for active, senior, affiliate or candidate membership and keep the Secretary informed of new members.

ARTICLE XII

The Education Committee shall consist of no less than six (6) members elected by the membership to serve staggered two-year terms. One-half of the total number of members will be elected each year. The Committee will have two Co-Chairs that will serve staggered two-year terms. The Co-Chairs will be appointed by the President.

ARTICLE XIII

The Committee on Technology and Communications shall consist of no fewer than six (6) members elected by the membership to serve staggered two-year terms. One-half of the total number of members will be elected each year. The Co-Chairs will be appointed by the President for two-year staggered terms. The Senior most Co-Chair will represent the committee on the Executive Council; the Junior Co-Chair will assist in running the committee and will be invited to the Executive Council as a non-voting guest. It shall be the duty of the Committee on Technology and Communications to recommend and implement newer methods to optimize communication or dissemination of information within the organization. The committee's mission shall be to bring advances in Informatics to the benefit of the Association membership and to serve as liaison between the Association and industry in developing and showcasing new and emerging technologies as they apply to clinical care and research important to academic surgeons and surgical scientists.



ARTICLE XIV

The Committee on Academic Advancement shall consist of no less than eight (8) members elected by the membership to serve staggered two-year terms. One-half of the total number of members will be elected each year. The Committee will have two Co-Chairs that will serve staggered two-year terms. The Co-Chairs will be appointed by the President. It shall be the duty of the Committee on Academic Advancement to develop materials and resources to assist members in navigating their academic career.

ARTICLE XV

The Audit Committee shall consist of two members appointed by the President. It shall be the duty of the Audit Committee to review the records of the Treasurer and to give a fiscal report at the Annual Meeting.

ARTICLE XVI

Representatives to various organizations shall be as follows:

- (1) American College of Surgeons Board of Governors A representative, who must be a Fellow of the American College of Surgeons, shall be nominated by the President for a three-year term which, pending approval by the College will commence after the College's Annual Clinical Congress.
- (2) American College of Surgeons Surgical Research Committee A representative, who must be a Fellow of the American College of Surgeons, shall be nominated by the President for a three-year term which, pending approval by the College, will commence after the College's Annual Clinical Congress.
- (3) American Board of Surgery The American Board of Surgery will select a representative from three nominees, who must be Diplomats of the American Board of Surgery, to serve a six-year term commencing after the Annual Meeting. The President will select the nominees.
- (4) Association of Women Surgeons A representative, who must be a member of the Association of Women Surgeons, shall be nominated by the President for a two-year term, which will commence after the Annual Meeting.
- (5) Society of Black Academic Surgeons A representative, who must be a member of the Society of Black Academic Surgeons, shall be nominated by the President for a two-year term, which will commence after the Annual Meeting.
- (6) Society of Asian Academic Surgeons A representative, who must be an Active member of both the Society of Asian Academic Surgeons and the Association for Academic Surgeons, shall be nominated by the AAS President for a two-year term, which will commence after the Annual Academic Surgical Congress.
- (7) Developing a Career in Academic Surgery Course (DCAS)– A representative, who must be a member of the AAS and shall be nominated by the President for a three-year term, which will commence after the Annual Meeting.



ARTICLE XVII

The Association may drop from its roll, after evaluation by the Membership Committee, any members who:

- 1) Fail to assume an academic position within two years after the end of a training program providing an extended period of military service does not intervene;
- 2) Leave their position of academic appointment;
- 3) Fail to fulfill the obligations as set forth in the Constitution and Bylaws;
- 4) Fail to attend two consecutive meetings without justifiable excuse (with the exception of senior or candidate members);
- 5) Fail to pay their dues for more than one calendar year after appropriate notification;
- 6) Fail to retain good standing within the medical profession.

ARTICLE XVIII

Guests are encouraged to attend the Annual Meeting of the Association. Guests shall have the privilege of the floor at scientific sessions but will not be invited to the business meeting.

Bylaws may be amended at any regular meeting of the Association by a simple majority vote. A proposed amendment must be submitted to the Secretary one month prior to the meeting of the Executive Council and be approved by that body before being recommended to the Association for vote.

ARTICLE XIX

The Executive Committee of the Association shall consist of the President, the President-Elect, the Secretary, the Treasurer, the Recorder, and the immediate past three (3) Presidents.

ARTICLE XX

The Committee on Leadership shall consist of no fewer than six (6) members elected by the membership to serve staggered two-year terms. One-half of the total number of members will be elected each year. The Committee will have two Co-Chairs that will serve staggered two-year terms. The Co-Chairs will be appointed by the President. It shall be the duty of the Committee on Leadership to recommend and implement newer curricula and advocacy to stimulate development of leaders from the membership of the Association. The committee's mission shall be to provide mentorship and development for individuals aspiring to serve as leaders in the new millennium of academic surgery.

ARTICLE XXI

The Global Affairs Committee shall consist of no fewer than six (6) members elected by the membership to serve staggered two-year terms. One-half of the total number of members will be elected each year. The Committee will have two Co-Chairs that will serve staggered two-year terms. The Co-Chairs will be appointed by the President. It shall be the duty of the Global Affairs Committee to recommend and implement programs that enhance the exchange of educational opportunities between the AAS and international surgical organizations.



ARTICLE XXII

The Ethics Committee shall consist of no fewer than four (4) members elected by the membership to serve staggered two-year terms. One-half of the total number of members will be elected each year. The Chair shall be appointed by the President for a two-year term. It shall be the duty of the Ethics Committee to address issues related to academic ethics, including conflicts of interest, disclosure, and scientific professionalism.

ARTICLE XXIII

The Publications Committee shall consist of no less than fifteen (15) members of the AAS with appropriate specialty representation appointed by the President for a two-year term. The committee will have two co-chairs appointed by the President that will serve staggered three-year terms. The Chair of the Publications Committee must sit on the Editorial Board of the affiliate journal and will serve as the AAS liaison to the Editor(s) of the journal. It shall be the duty of the Publications Committee to review manuscripts submitted to the journal in association with the AAS for the annual meeting.

ARTICLE XXIV

The Clinical and Health Services Research Committee shall consist of no fewer than five (5) members elected by the membership to serve staggered two-year terms. One-half of the total number of members will be elected each year. The Committee will have two Co-Chairs that will serve staggered two-year terms. The Co-Chairs will be appointed by the President. It shall be the duty of the Clinical and Health Services Research Committee to address issues related to developing the outcomes research components of the AAS including but not limited to the annual meeting, educational courses, and awards.

ARTICLE XXV

The AAS Historian will be responsible for constructing a historical record of the AAS and maintaining the web and/or print archives of the AAS. This individual will also provide continuity and offer historical perspective to the current leadership of the AAS. The historian will be a senior member and will be appointed by the President for a five-year term. The historian will attend Executive Council meetings but will be a non-voting member.

ARTICLE XXVI

The Past Presidents' Circle will consist of all Association Past Presidents who will serve in an advisory role to the Executive Council on issues related to fundraising, scientific programming, programmatic development, scholarship, and strategy for the future direction of the society. The Chair of the Past Presidents' Circle will be the 3rd Past President, who already serves as the most senior voting member of the Executive Council.

ARTICLE XXVII

The Finance Committee shall consist of no fewer than four (4) members elected by the membership to serve staggered two-year terms. One-half of the total number of members will be elected each year. The Chair of this committee will be the Treasurer. It shall be the duty of the finance committee to assist the Treasurer in responsibly managing the finances of the AAS and to help develop opportunities to raise capital to support AAS activities.



ARTICLE XXVIII

The International Career Development Course Director will be appointed to the position by President for a 3 year term. They will be responsible for overseeing the development and performance of the international career development courses. They will be the point of contact for all international course directors and their representation on the Executive Council.

ARTICLE XXIX

The Basic and Translational Science Committee shall consist of no fewer than five (5) members elected by the membership to serve staggered two-year terms. One-half of the total number of members will be elected each year. The Committee will have two Co-Chairs that will serve staggered two-year terms. The Co-Chairs will be appointed by the President. It shall be the duty of the Basic and Translational Research committee to address issues related to developing the basic and translational research components of the AAS including, but not limited to the annual meeting, educational courses, and awards.

ARTICLE XXX

Sub-Specialty Committee - The Sub-Specialty Committee shall consist of no fewer than five (5) members appointed by the president to serve staggered two-year terms. One-half of the total number of members will be appointed each year. The chair shall be appointed by the President for a two-year term. It shall be the duty of the Sub-Specialty Committee to further engage sub-specialties within the AAS and to address issues related to sub-specialties in various components of the AAS including, but not limited to, the annual meeting, educational courses and awards.

ARTICLE XXXI

The Military Committee shall consist of no fewer than ten (10) members, half of which will be appointed by the AAS President, and half of which will be elected by the membership. Committee members will serve staggered two-year terms. One-half of the total number of members will be elected each year. The Co-Chairs will be appointed by the President, and at least one of the Co-Chairs will be a currently serving member in the U.S. armed forces. In the event both Co-Chairs are serving in an overseas deployment at the time of association meetings, an interim Co-Chair may be appointed at the President's discretion. The committee's mission shall be to increase military surgeon participation in the AAS and promote collaborative relationships between military members and their civilian counterparts. It shall be the duty of the Military Committee to recommend and implement programs that enhance the exchange of research, mentorship, and career-development opportunities between the AAS and military surgeons. Membership to this committee will not be limited to currently serving military members, and may include candidates with prior military service, civilians with demonstrated interest or expertise in military surgery, members representing the Veterans Administration medical system, and non-U.S. military representatives.

ARTICLE XXXII

The Diversity, Equity and Inclusion Committee shall consist of no fewer than six (6) members, half of which will be appointed by the AAS President, and half of which will be elected by the membership. Committee members will serve staggered two-year terms. The Chair shall be appointed by the President for a two-year term. It shall be the duty of the Diversity, Equity and Inclusion Committee to review and address issues within the Association related to maintaining a membership, staff and board that is



diverse, identifying a broad definition of diversity that includes race, ethnicity, nationality, immigration status, class, religion, gender, gender identity, sexual orientation, age, disability, academic differentiation and institutional representation.