

Bylaws of the INTERNATIONAL COMIC ARTS FORUM, a private, not-for-profit organization

Revised January 29, 2009

For the purposes of these bylaws, a *majority* shall be defined as a simple majority, rounded up (for example, four out of seven members, or five out of nine), and a *supermajority* shall be defined as a two-thirds majority, rounded up (for example, five out of seven, or six out of nine).

ARTICLE I: Organization

I.a. NAME OF ORGANIZATION: The name of the organization shall be the International Comic Arts Forum, hereinafter abbreviated as ICAF. The organization may change its name at its pleasure by a supermajority vote of its executive board, hereinafter referred to as the Executive Committee, or simply the Committee.

I.b. OWNERSHIP OF NAME AND TRADEMARK: The name “International Comic Arts Forum” shall be considered the property and trademark of the organization. Individual members of the organization may not use the imprimatur of the International Comic Arts Forum, or ICAF, to publicize individual work outside of the business of the organization. Should the organization be dissolved, the name “International Comic Arts Forum” shall be retired and not used for any subsequent business purpose.

ARTICLE II: Offices

The principal office of ICAF shall be determined by the location of the current ICAF Chair ([see Article IV.c, Officers](#)). In addition, ICAF may maintain an archive at a location convenient to the current Secretary, and may also establish offices at such other locations as the Executive Committee may determine or the business of ICAF may require.

ARTICLE III: Purposes

The purposes for which this organization is formed shall be limited to the following:

III.a. MISSION: ICAF’s mission is to advance and promote the scholarly study and appreciation of comic art from an international and multidisciplinary perspective. Comic art is here defined to include comic strips, comic books, comics albums, graphic novels, political cartoons, other single-panel cartoons, caricature, and comics in electronic media including the Internet, as well as other art forms, media, and traditions as they relate to comics and/or cartooning. ICAF shall consider its primary public to be the international community of comics scholars, with special but not exclusive attention to those working in academe. ICAF’s public statement of its mission, which is posted to its website and is to be included, in whole or in part, in ICAF’s promotional literature, is as follows:

The International Comic Arts Forum is an annual academic conference dedicated to promoting the scholarly study and appreciation of comic art, including comic strips, comic books, comics albums and graphic novels, magazine and newspaper cartooning, caricature, and comics in electronic media. Unique among English-language conferences, ICAF aims:

- to foster recognition of comic art as an international phenomenon, both by seeking common ground between various world traditions and by exploring the crucial differences between them;
- to welcome a multidisciplinary and pluralistic approach to the study of comic art, with due attention to larger cultural, political, literary and artistic contexts;
- to encourage discussion and collaboration among academics, independent scholars, comics professionals, and the wider public;
- to provide an accessible showcase for innovative comics scholarship and comic art, with special emphasis on traditions hitherto neglected in English-language studies.

To achieve these objectives, ICAF actively seeks collaboration with scholars, historians, critics, teachers, journalists, curators, artists and comics professionals from around the world. Each year we aim to create a supportive, collegial environment, one in which discussion can flourish, with the larger goals of enabling new work within the international scholarly community and inspiring greater scholarly and public appreciation of comic art.

This mission statement may be revised by a supermajority vote of the Executive Committee.

III.b. PRIMARY DUTIES: Pursuant to its mission, ICAF's primary duties are to put on the ICAF conference annually or semi-annually and to award at that conference the John A. Lent Scholarship in Comics Studies. However, ICAF's duties may extend to other events, programs, and activities as the Executive Committee may determine or the business of ICAF may require. For example, ICAF may, singly or in collaboration with other organizations, undertake publications, establish online resources, sponsor additional scholarships or other programs, or establish professional associations of comics scholars.

ARTICLE IV: Governance

IV.a. EXECUTIVE COMMITTEE: ICAF shall be governed by an executive board referred to as the Executive Committee, which shall always consist of not less than seven active members. Active members shall be defined for this purpose as full voting members who are continually engaged in the business of ICAF during the current year (which for ICAF purposes shall be defined as the current academic year plus summer) and who, more particularly, discharge the minimal responsibilities of a Committee member as listed below ([see IV.b., Minimal Responsibilities of Committee Membership](#)). All such active members shall be equally responsible to the organization and equally charged to fulfill ICAF's primary duties. All

members of the Committee shall be designated active members, with the exception of those members who have requested in writing a yearlong sabbatical (see [V.e., Sabbaticals, below](#)).

IV.b. MINIMAL RESPONSIBILITIES OF COMMITTEE MEMBERSHIP: Throughout the ICAF year, Executive Committee members shall offer their input and make themselves routinely available via electronic mail, and when necessary phone, for the purposes of discussion and voting. Exceptions can be made for brief absences due to travel or emergency, not to exceed four weeks and, where possible, arranged via prior consultation with the Chair. More specifically, the minimal responsibilities of Committee members, except in cases of hardship as discussed with the Chair, shall include:

- participating in crafting the conference program;
- helping to publicize the conference, within and without academe;
- attending the conference itself;
- voting, via electronic mail, on general ICAF business, including elections as needed.

In addition, all Committee members must share in the responsibility of facilitating the officers' work as needed (see [IV.c, Officers, below](#)). Therefore Committee members may be and should expect to be asked to help on an ad hoc basis with fundraising, editing ICAF literature, supervising site logistics, arranging guest accommodations and amenities, and such other tasks as may be necessary to the development, promotion, and presentation of the conference. In particular, fundraising, promotion, and the crafting of the conference program have traditionally been and shall continue to be seen as the collective responsibility of the Committee.

IV.c. OFFICERS:

IV.c.1. Titled offices: The Executive Committee shall always be led by a titled and elected Chair, who shall serve a term of two full years. In addition, the Committee shall include the following other titled officers, each of whom shall serve a term of at least one full year: Program Director, Academic Director, Fundraising Coordinator, Promotion and Communications Coordinator, Site Liaison, Treasurer, and Secretary. Except for the Chair, these offices may be filled by affirmation or by formal election, as the majority of the Committee deems appropriate (see [IV.e., Nomination and Election Procedures for Officers, below](#)). The duties of these offices shall be as follows:

IV.c.2. Chair

The Chair shall be the chief executive officer of the Executive Committee and shall be responsible for managing the Committee's collective work. This responsibility at the least shall include: insuring that the efforts of the Committee are well coordinated and that the Committee observes due process as required by these bylaws; presiding over meetings of the Committee, including the Annual Business Meeting; working closely with the Program Director and other Committee members to coordinate the planning and presentation of the conference; implementing polls or elections within the Committee (or arranging with the

Secretary for such polls or elections to be implemented); serving when needed as ICAF's public voice in its communications with media (a responsibility shared with the Promotions and Communications Coordinator); approving expenses; arranging disbursements from the ICAF treasury (in collaboration with the Treasurer); making arrangements and signing contracts with venues, hosts, and partners, subject to approval by a majority of the Committee (a responsibility shared with the Site Liaison); receiving and distributing to the Committee applications from prospective new members of the Committee ([see V.c, Formal Process of Recruitment, below](#)), or arranging with the Secretary for such materials to be received and distributed; and addressing when necessary issues of collegiality and shared responsibility within the Committee. In essence, the Chair shall manage and coordinate all aspects of ICAF, in concert with the other officers.

IV.c.3. Program Director

The Program Director shall be responsible for maintaining and updating the program and schedule for the ICAF conference during her/his term. This responsibility shall include taking a leading role in developing a scheduling framework for the conference and in planning and sequencing the various elements of which the conference program will be comprised (including academic programming, invited guests, special panels, roundtables and discussion forums, and other programming as needed). In this capacity, the Program Director shall keep track of the available time, guide and/or initiate discussion of the schedule, address logistical issues such as the order and timing of events, and consult with the Chair, Academic Director, Site Liaison/, and other officers and members-at-large as needed in order to insure a practical, well-coordinated conference schedule. In essence, the Program Director shall work closely and proactively with the Chair and other Executive Committee members in order to translate the Committee's intentions into a workable program.

IV.c.4. Academic Director

The Academic Director shall be responsible for managing the refereed academic portion of ICAF's conference programming. This responsibility at the least shall include: preparing and circulating the ICAF Call for Proposals (CFP); setting, in consultation with the Executive Committee, timetables and deadlines for the CFP, submissions, and letters of notification; managing the proposal-refereeing process, including receiving proposals, circulating them anonymously to the referees, and receiving, compiling, interpreting, and presenting to the Committee the referees' feedback ([see VIII.b., Call for and Refereeing of Proposals, below](#)); and maintaining communications with applicants and presenters. [See VIII.b.4., Executive Powers of the Academic Director, below.](#)

IV.c.5. Fundraising Coordinator

The Fundraising Coordinator shall be responsible for supervising ICAF's collective fundraising. This responsibility at the least shall include: dividing and coordinating fundraising tasks among members of the Executive Committee; identifying, and soliciting funds from, prospective donors; maintaining an up-to-date list of donors and prospective donors; working in collaboration with the Committee to develop and pursue major and long-term funding sources, such as grants, endowments, and partnerships; composing and/or editing fundraising letters and follow-up materials, including letters of acknowledgment to

donors; sending donations to the Treasurer for deposit; and providing the Chair and the Committee with regular updates regarding the progress of fundraising.

IV.c.6. Promotion and Communications Coordinator

The Promotion and Communications Coordinator shall be responsible for driving ICAF's promotional efforts both within and without academe and for coordinating all ICAF communications with the media. This responsibility at the least shall include: identifying and targeting potential sources of publicity; dividing and coordinating promotional tasks among members of the Executive Committee; managing or co-managing the ICAF website; supervising the composition, editing, and distribution of promotional literature, including press releases; serving as ICAF's public voice in its communications with media (a responsibility shared with the Chair); and coordinating the creation of ICAF's printed conference program.

IV.c.7. Site Liaison

The Site Liaison shall be responsible for arranging accommodations for the conference and managing on-site logistics for the conference venue. This responsibility at the least shall include: brokering arrangements with venues, hosts, and local partners (a responsibility shared with the Chair); negotiating, where possible, ways in which ICAF may take advantage of the intellectual, social, and institutional capital of host institutions, including possibilities for shared publicity, local student and scholarly involvement, and the use of institutional infrastructure; making sure that meeting rooms, equipment, amenities, and staff are provided, per the contract or agreement between ICAF and its venue(s); and supervising the distribution of programs, nametags, and other amenities to conference-goers. In addition, the Site Liaison shall play an active executive role in making sure that local accommodations and amenities are adequate to the conference. This may include negotiating and signing contracts or letters of agreement with hotels and/or other lodgings, or arranging with other Executive Committee members for such agreements to be made; confirming and arranging payment for ICAF-funded accommodations, or, again, arranging with the Committee for such payments to be made; and assisting invited presenters and guests with check-in and checkout as needed, or arranging for such assistance to be given. The Site Liaison shall work closely with the Chair and Program Director to insure the smooth running of the event.

IV.c.8. Treasurer

The Treasurer shall be responsible for managing ICAF funds, hereinafter referred to as the ICAF treasury. This responsibility at the least shall include: making deposits into the ICAF treasury; ordering or requesting, with the Chair's express approval, withdrawals from the treasury; maintaining an up-to-date record of activity in the treasury, including credits, debits, and a running balance; providing the Chair with regular updates regarding ICAF's finances; and presenting to the Committee an annual financial report ([see IV.f, Officers' Year-End Reports, below](#)).

IV.c.9. Secretary

The Secretary shall be responsible for maintaining ICAF's institutional memory and helping to insure the Committee's compliance with the bylaws. This responsibility at the least shall include: taking and making available the minutes of Executive Committee meetings; owning

or moderating (or co-owning or co-moderating) the Executive Committee email discussion list; helping the Chair implement polls or elections; maintaining an online archive, accessible to the Committee, of key ICAF documents and materials (including templates, boilerplate letters, and the ICAF letterhead); providing copies of bylaws and paperwork to Committee members as needed; insuring that materials pertaining to ICAF's history are safely archived; and checking on ICAF's compliance with the bylaws when needed.

IV.c.10. Revision of offices: These offices may be renamed, redefined, eliminated, or added to (and these bylaws thus revised) by a supermajority vote of the Committee. In addition, other titled positions may be added on an ad hoc basis, befitting the location and logistical needs of each conference.

IV.d. TERM LIMITS FOR OFFICERS: ICAF shall not impose term limits on officers. However, the Chairship shall come up for election or reelection at the end of every two-year cycle, and all other offices, whether filled by affirmation or by election, shall be formally opened for possible new volunteers or candidates at the end of each ICAF year.

IV.e. NOMINATION AND ELECTION PROCEDURES FOR OFFICERS: Again, the office of the Chair shall be filled by formal election. In addition, other titled offices may be filled by formal election as deemed appropriate by a majority of the Executive Committee.

IV.e.1. Nomination and voting periods: Nominations and self-nominations for new or renewed positions should normally be announced at the Annual Business Meeting ([see Article VII, Annual Business Meeting, below](#)). In the case of elected offices, a fourteen-day (14-day) period after the Annual Business Meeting shall be set aside for discussing nominations. This nomination period shall be followed by a voting period of not less than fourteen (14) days, during which Executive Committee members shall vote via a formal and anonymous process, for example by electronic poll. This process shall be followed even in cases in which a nominee is running for office unopposed.

IV.e.2. Transition period: Officers for the preceding year's cycle, including the Chair, shall continue in their offices until the results of the voting are made known. Outgoing officers shall make themselves available for consultation with incoming officers within a thirty-day (30-day) period following the election.

IV.f. OFFICERS' YEAR-END REPORTS: At each year's Annual Business Meeting, all titled officers including the Chair shall distribute and present brief (typically one to three-page) written reports on their activities for the preceding year. The Chair's report shall include an assessment of goals achieved and goals not yet achieved during the preceding year as well as an assessment of ICAF's financial and professional well-being. The Treasurer's report shall include an account activity report for ICAF funds, including an itemized list of credits and debits as well as a current balance. The Secretary shall prepare and distribute to all Executive Committee members the minutes of the Annual Business Meeting within thirty (30) days after the meeting.

IV.g. DIVISION OF RESPONSIBILITIES AMONG OFFICERS: The Executive Committee shall strive to distribute titles and responsibilities evenly and fairly among its members.

Therefore each member shall be encouraged to assume no more than one titled office per year, except as the number of members on the Committee may require, with the following possible exceptions: the Chair may undertake any other titled office consistent with her/his duties as Chair; in addition, the Fundraising Coordinator may undertake the office of Treasurer (or vice versa). Officers may recruit subcommittees to assist their work, or may arrange for other individual Committee members to shadow or take up portions of their work; in many cases such sharing of responsibilities may be necessary. However, in all cases the titled officer shall be held responsible for making sure that the primary duties of the office are accomplished. In no case shall a member of the Committee serve in more than three titled offices at once.

IV.h. INACTIVITY: Except as allowed by a supermajority vote of the Executive Committee, any period of inactivity longer than four full academic years shall constitute a summary cancellation of the organization's charter and ICAF will therefore be dissolved, subject to the proviso that any outstanding debts must first be paid.

IV.i. DISSOLUTION: Except as stipulated in IV.h (above), ICAF may be formally dissolved only by a supermajority vote of the Executive Committee, including the Chair, contingent on the paying of any outstanding debts and the adoption of a formal written agreement specifying how the remaining monies in the ICAF treasury, if any, are to be disbursed.

ARTICLE V: Membership

V.a. QUALIFICATIONS FOR MEMBERSHIP:

V.a.1. Substantial contributions to comics study: The members of the Executive Committee shall be recruited from among scholars, teachers, critics, and/or comics professionals (including comics creators) with records of substantial activity in the field of comics studies. Qualified scholars may include independent or unaffiliated scholars as well as those with academic affiliations. Records of relevant activity, including but not necessarily limited to conference presentations and/or publications in the field, shall be weighed whenever the Committee considers prospective new members. Relevant publications may include creative, editorial, curatorial, or translating work as well as or in lieu of purely scholarly work in comics studies.

V.a.2. Possible other criteria for membership: While scholarly interest in comics is prerequisite to serving on the Executive Committee, qualification for membership will not necessarily be determined solely on the basis of scholarly achievement as conventionally defined within academe. Other criteria may also be weighed, such as fundraising capabilities, entrepreneurial initiative, experience working within other scholarly or cultural institutions, or contacts within the field of comics production. However, new members shall always be recruited with the goal of enabling ICAF to fulfill its scholarly mission.

V.a.3. Importance of independent scholars: In keeping with the academic roots and primarily academic character of ICAF, the Executive Committee shall take care to consider affiliated academics when recruiting new members. However, ICAF also recognizes the

historic and continuing importance to the field of independent scholars and enthusiasts, and therefore independent scholars or enthusiasts may also be proposed or recruited for membership.

V.b. DIVERSITY OF MEMBERSHIP: ICAF recognizes the importance of diversity in its recruitment of new members. In keeping with its mission, the Executive Committee shall include diverse national, cultural, gender, and disciplinary representation. Maintaining such diversity shall be among the factors taken into consideration when discussing potential new members. However, the Committee shall not employ a formal system of quotas to determine fitness for membership.

V.c. FORMAL PROCESS OF RECRUITMENT: Recruitment of new Executive Committee members shall be undertaken only as mandated by a supermajority vote of the Committee or as these bylaws require:

V.c.1. Impetuses for recruitment: Whenever a member's resignation from the Executive Committee reduces the number of members below seven, the Committee shall undertake to recruit at least one new member. In addition, if a member elects to take a sabbatical from ICAF work (see [V.e., Sabbaticals, below](#)) with the result that the number of active members drops below seven, the Committee shall undertake to recruit a new member. That member shall be considered a permanent member, not a temporary replacement. New members may also be recruited whenever mandated by a supermajority vote of the Committee.

V.c.2. Nomination, review, and voting periods: Executive Committee members may suggest or formally nominate prospective new members at any time. However, ICAF's general practice shall be to welcome discussion and nomination of new members during a thirty-day (30-day) period starting immediately after the ICAF conference. In any case, Committee members shall always have thirty (30) days in which to discuss and if necessary debate nominations, after which formal applications (see [V.c.4, Application materials, below](#)) shall be solicited from that nominee or those nominees deemed promising by a majority vote of the Committee. Nominees who submit applications shall be deemed *candidates*. Once the applications have been distributed to the entire Committee, a fourteen-day (14-day) review period shall commence during which Committee members are to read, discuss, and if necessary debate the candidate(s), after which a formal voting period (see [V.c.5, below](#)) shall commence.

V.c.3. Public recruitment: Prospective recruits may also be self-nominated, in response to a public call issued by ICAF when deemed necessary by a majority of the Executive Committee. Such public calls are to be circulated in multiple fora, including the major online fora for comics studies, and should allow ample time, at least thirty (30) days, for applicants to respond. Again, once the applications have been distributed to the entire Committee, a fourteen-day (14-day) review period shall commence during which Committee members are to read, discuss, and if necessary debate the candidate(s), after which a formal voting period (see [V.c.5, below](#)) shall be called.

V.c.4. Application materials: In all cases, a nominee shall apply formally by submitting a cover letter and a resume detailing her/his involvement with comics studies. These materials shall be sent either to the Chair or to the Secretary, for distribution to the rest of the Executive Committee. The Committee may also request additional application materials as desired. Only once these materials have been received shall the nominee be considered a candidate.

V.c.5. Voting period: Executive Committee members shall have not less than fourteen (14) days in which to cast their votes for or against a candidate. Voting on candidate shall be via a formal and anonymous process, for example by electronic poll. Acceptance of the new member shall be determined by majority vote.

V.c.6. Induction of new members: The standing Chair shall formally confer with newly-recruited members, whether in person or via email or phone, within fourteen (14) days of selection. Also, the Secretary shall subscribe new members to the Executive Committee email discussion list and provide new members with a written welcome packet (including a full copy of these bylaws and a brief narrative history of ICAF) within those same fourteen (14) days. Finally, all Committee members should greet, and if necessary introduce themselves to, new members in timely fashion.

V.c.7. Timetable for recruitment and induction: For ease of reference, the following chart outlines the stages of the recruitment and induction process:

<p>Nomination period: <i>Prospective nominees shall be proposed and discussed within the Executive Committee:</i> 30 days</p>	<p>Or, in cases of public recruitment: <i>Self-nominees are to send application materials in response to a public call with an open period of:</i> 30 days minimum</p>
<p>Application materials shall then be solicited for nominees approved by majority vote</p>	
<p>Review period: <i>Candidates' applications shall be reviewed and discussed:</i> 14 days</p>	
<p>Voting period: 14 days</p>	
<p>Induction: 14 days</p>	

V.d. LENGTH OF SERVICE: Membership in the Executive Committee constitutes an ongoing commitment, and it is expected that, except in emergencies, all newly-recruited members shall serve for at least two full academic years without leave or interruption. In addition, it is expected

that members will not seek or accept an office unless they are committed to serving out the entire term of office (in the case of Chair, two full years). Only in event of emergency shall an officer leave her/his office before the end of her/his term. In cases in which the office vacated is an elected one, new elections will be called immediately, following the procedures outline above (see [IV.e., Nomination and Election Procedures for Officers](#)).

V.e. SABBATICALS: Executive Committee members of more than two years' active standing may request in writing to take a one-year sabbatical from Committee work. Sabbatical requests for the coming year's cycle should be made before the Committee's Annual Business Meeting, so that the Committee has ample time to recruit a replacement (if necessary) for the coming year. A change of location, for example an appointment to a visiting scholar's position abroad, shall not constitute a sabbatical except as formally requested in writing by that member. Nor shall inability to attend that year's ICAF conference constitute a sabbatical or summary resignation from the Committee. However, taking a sabbatical does constitute resignation from any offices or other positions of responsibility that that member currently holds or has volunteered for. A Committee member granted sabbatical shall, at the end of her/his sabbatical year, (a) inform the Committee of her/his intention to return to active service, or (b) resign her/his membership and effectively retire from ICAF, or (c) in cases of hardship, petition the Committee for an emergency extension of her/his sabbatical.

V.f. INACTIVE MEMBERS: Executive Committee members who fail to file expected year-end reports, or who, in the judgment of a supermajority of the Committee including the Chair, have failed to meet the minimal responsibilities of a Committee member as detailed above, may be asked to submit a report explaining their inactivity or may be asked to step down, per supermajority vote.

V.g. RESIGNATIONS: Except in the event of emergency, Executive Committee members shall be expected to maintain membership until the close of the current year's cycle and to defer announcements of resignation until the Committee's Annual Business Meeting. Whenever a member resigns from the Committee, she/he shall be expected to maintain communications with the Committee for a transitional period of up to thirty (30) days, and to send to the Chair and/or Secretary, upon request, any outstanding paperwork or information that may be necessary for the continued smooth running of ICAF.

V.h. PERMANENT NON-VOTING MEMBERSHIPS IN ICAF: The Executive Committee shall reserve the right to recruit to ICAF members-at-large or advisors who are not slated to become full, voting members of the Committee. Such persons may participate in activities pursuant to ICAF's mission, such as the planning and presentation of the conference, fundraising, publicity, or advisement, as approved by a supermajority of the Committee. Such non-voting members shall not be expected to perform the minimal responsibilities of Committee members as defined above (see [IV.b](#)), and shall be exempt from ICAF's Annual Business Meeting. In addition, they will not be paid for their services, and may not take on expenses on behalf of ICAF. However, they may be eligible for reimbursement of personal travel and accommodation costs, as deemed appropriate by the Committee (see [VI.e, Travel and Accommodation Costs, below](#)). All other rules governing ICAF membership listed in Article V shall apply to non-voting members, except as determined by a supermajority of the Committee.

V.i. TEMPORARY VOLUNTEERS: Executive Committee members shall reserve the right to recruit volunteers to assist with the planning and presenting of the conference on a temporary basis. Such volunteers shall not be paid, though the Committee may determine, by a majority vote including the Chair, that volunteers are to be compensated in kind for their services, for example in the form of a free hotel stay. In no case shall a member of the Committee share with a volunteer information specifically held in confidence by the Committee, or give assurances to a volunteer that would constrain the work of the Committee or contravene the bylaws.

ARTICLE VI: Finances

VI.a. FINANCIAL RECORDS AND REPORTING: Again, the Treasurer shall maintain an up-to-date record of activity in the ICAF treasury, provide the Chair with regular updates regarding ICAF's finances, and present to the Committee an annual financial report (see [IV.c.7](#) and [IV.f](#), above). Information regarding ICAF finances shall be held in confidence by the Executive Committee.

VI.b. DISBURSEMENTS: Only the Treasurer and the Chair shall have the authority to approve or request disbursements from the ICAF treasury. Under no circumstances shall disbursements be made from the treasury without the knowledge of the Treasurer and the express approval of the Chair.

VI.c. PREAPPROVAL OF EXPENSES: Under no circumstances shall a Committee member give financial assurances to a prospective guest or other outside person or agency such that ICAF is financially obligated without the foreknowledge and approval of the Chair.

VI.d. COMPENSATION: Service to ICAF is considered pro bono. Members of the Executive Committee shall not expect payment or financial assistance for performing their duties.

VI.e. TRAVEL AND ACCOMMODATION COSTS: ICAF shall not make a policy of reimbursing members for their personal travel and accommodation costs. However, the Committee reserves the right to offset members' travel and accommodation costs in whole or in part on an ad hoc basis, as deemed appropriate by a majority vote including the Chair. In cases where such compensation is approved, the Committee's policy shall be to compensate all members equally, except in cases of extreme financial hardship as determined by a majority vote including the Chair.

VI.f. INDIVIDUAL REIMBURSEMENT FOR ICAF EXPENSES: Executive Committee members shall not be expected to offset the organization's expenses out of their own personal finances. However, Committee members may voluntarily take on specific expenses in order to help fulfill ICAF's mission, provided that said expenses are approved in advance by the Chair. In such instances, ICAF will make every effort to compensate members for these approved expenses, fully and at the earliest opportunity. The Committee shall assume collective responsibility for all approved expenses incurred in the course of its official business, including

the responsibility of raising funds to compensate for ICAF expenses undertaken by individual members.

VI.g. DONATIONS BY COMMITTEE MEMBERS: Executive Committee members may of course donate freely to the ICAF treasury (that is, general fund) without expectation of repayment, as they would to any non-profit organization.

VI.h. CONFERENCE FEES: The Executive Committee shall reserve the right to charge registration and/or admission fees for conference presenters and/or other attendees. Such fees must be applied strictly to offsetting ICAF's conference expenses, insuring the future of ICAF, and supporting its scholarly mission. In instances where fees are to be charged, ICAF in principle favors graduated fee schedules in order to minimize student expenses.

ARTICLE VII: Annual Business Meeting

VII.a. DATE AND LOCATION OF MEETING: Each year the Executive Committee shall hold at least one private business meeting. The Committee's general practice shall be to hold this meeting during the run of the ICAF conference, at a day and time chosen by the Chair but subject to the approval of a majority of the Committee. This meeting shall be referred to as the Annual Business Meeting. The location of this meeting shall be at or within a short distance, preferably walking distance, of the conference site. Not less than two hours shall be budgeted for this meeting, and it shall not be scheduled concurrently with any public conference programming.

VII.b. QUORUM FOR MEETING: A quorum (here defined as a majority) shall be considered necessary for the Annual Business Meeting to proceed. Executive Committee members shall make every attempt to attend the meeting and to stay for its entirety. In the event that a scheduled meeting does not result in a quorum, that meeting shall be adjourned and either cancelled or postponed.

VII.c. ELIGIBILITY TO ATTEND MEETING: Only members of the Executive Committee may attend the Annual Business Meeting, except as approved in advance by a majority of the Committee including the Chair.

VII.d. AGENDA FOR MEETING: The agenda of the Annual Business Meeting shall be driven by the Chair, in accordance with a written agenda circulated among the members of the Executive Committee not less than a full seven (7) days to the meeting. The agenda may be circulated via email attachment or by posting it to an online resource, or via some other means equally accessible to all members. Said agenda may be reorganized or amended during the course of the meeting, but only by majority vote including the Chair.

VII.e. ADDITIONAL MEETINGS: The Executive Committee reserves the right to call additional Committee meetings if necessary and practicable. In addition, the Chair and subcommittee chairs (if any) reserve the right to call meetings of subcommittees, whether in person or via teleconferencing or other means, with the proviso that a quorum shall always be

necessary for such meetings to proceed. For example, a subcommittee of four shall not hold an official meeting unless at least three of its members can participate.

VII.f. OFF-SITE MEETINGS AS NEEDED: Should the ICAF conference skip a yearly cycle for any reason, then the Chair, with the active support of the Executive Committee, shall be expected to find other means of holding the Annual Business Meeting, such as via teleconferencing or online in real time.

ARTICLE VIII: Preparing and Presenting the ICAF Conference

VIII.a. FORMAT OF CONFERENCE: The Executive Committee shall determine the precise format, extent, and balance of programming for each conference in a manner consistent with ICAF's mission. Refereed scholarly paper presentations shall always constitute a substantial portion of the conference proceedings. The exact number and formatting of such presentations shall be yearly subject to majority vote within the Committee. These refereed presentations shall be supplemented by invited programming, funded and/or not funded by ICAF, as agreed upon by a majority of the Committee.

VIII.b. CALL FOR AND REFEREEING OF PROPOSALS:

VIII.b.1. Call for Proposals: ICAF shall solicit proposals for presentations via an open Call for Proposals (CFP), disseminated through multiple channels including the major online fora for comics studies. This CFP shall be circulated in timely fashion, so that notification of acceptance or rejection can be sent to applicants not less than six months out from the conference. Proposals submitted in response to this CFP shall be examined, evaluated, and accepted or rejected via a formal process of refereeing, to be carried out either by all active members of the Executive Committee (excepting the Academic Director) or by a volunteer subcommittee chosen from among the Committee and approved by a majority of the Committee. Such a subcommittee must consist of not less than three Committee members and may not include the Academic Director.

VIII.b.2. Blind review: The refereeing process shall always include an initial round of fully blind (that is, anonymous) review. The process may also include a subsequent round or rounds of review, in order to adjust and finalize the referees' choices. Second and subsequent rounds of review may or may not be blind, according to a majority vote of the Executive Committee including the Academic Director.

VIII.b.3. Holistic scoring: Except as agreed beforehand by the referees and the Academic Director, the initial blind review shall take the form of holistically scoring the proposals on a numeric scale. Second and subsequent rounds of review may use different methods of scoring and/or different judging criteria, and may adjust the results of the initial blind review, but shall take into account, and shall not simply cancel, those results.

VIII.b.4. Executive Powers of the Academic Director: The Academic Director shall be empowered to settle ties and resolve disputes over the refereed academic portion of the

conference, in a manner consistent with these bylaws. In addition, the Academic Director shall reserve the right to adjust the timetable for academic submissions and notifications in a manner consistent with these bylaws, and may, at her/his discretion, maintain a list of alternates or runners-up for the paper presentations. Finally, the Academic Director shall have editorial control over the text of the Call for Proposals and over communications sent out to applicants and presenters.

VIII.b.5. Additional invited papers: The Executive Committee may decide, by majority vote including the Chair, to invite additional scholarly papers on a non-competitive, non-blind basis to supplement or balance out the results of the CFP.

VIII.c. LOCATION OF CONFERENCE: The location of the ICAF conference shall be determined by majority vote of the Executive Committee, with due consideration of how prospective locations may help ICAF fulfill its mission. The location may be changed as often as the Committee deems necessary.

VIII.d. FREQUENCY OF CONFERENCE: Since its founding in 1995, ICAF's practice has been to hold a conference each year. However, the frequency of the conference may be changed as a majority of the Executive Committee determines and as the fulfillment of ICAF's mission requires. ICAF recognizes that its mission is ideally fulfilled by holding the conference regularly, and therefore commits to presenting the conference annually or biannually except when financial and/or logistical considerations, as determined by a majority of the Executive Committee, would prevent the successful fulfillment of its mission or endanger the long-term financial well-being of the organization.

ARTICLE IX: The John A. Lent Scholarship in Comics Studies

IX.a. PURPOSE OF SCHOLARSHIP: As stated above ([see III.b](#)), one of the primary duties of ICAF shall be administering and awarding the John A. Lent Scholarship in Comics Studies, hereinafter referred to as the Lent Scholarship. Named for pioneering teacher and scholar Dr. John A. Lent, the Lent Scholarship was established in 2005 to encourage student research into comic art.

IX.b. ELIGIBILITY FOR SCHOLARSHIP: The Lent Scholarship is to be awarded to a current student who has authored, or is in the process of authoring, a substantial research-based writing project about comic art. Preference shall be given to the authors of master's theses and doctoral dissertations, though students of comics at every post-secondary level are eligible and shall be encouraged to apply. Applications for the Lent Scholarship shall be handled separately from ICAF's general Call for Proposals; respondents to the CFP may also apply separately for the Lent Scholarship.

IX.c. FREQUENCY OF SCHOLARSHIP: Applications for the Lent Scholarship shall be solicited for each ICAF conference. However, the Lent Scholarship Subcommittee may elect not to award a scholarship for that conference if in its judgment the number or quality of submissions does not warrant an award.

IX.d. SCHOLARSHIP APPLICATION MATERIALS: Applicants must provide proof of student status, or proof of acceptance into an academic program for the upcoming year, at the time of application. Application materials shall also include a substantial writing sample and a letter of reference from a teacher or academic advisor.

IX.e. NATURE AND EXTENT OF SCHOLARSHIP AWARD: The Lent Scholarship is to be given subject to the condition that the recipient present a talk based on her/his research during the ICAF conference for that year. The Lent Scholarship award shall ordinarily consist of a stipend and/or gifts in kind to help offset the cost of travel to and/or hotel accommodations at the conference, though some other form of award may be given if deemed appropriate by a majority vote of the Executive Committee. Some other acknowledgment, including a commemorative letter and plaque, shall also be awarded during the conference itself.

IX.f. ADJUDICATION: The Lent Scholarship competition shall be adjudicated by a subcommittee of not less than three Executive Committee members, to be recruited on a volunteer or elected basis as deemed appropriate by the Committee. This subcommittee, hereinafter referred to as the Lent Scholarship Subcommittee, shall be charged with making all decisions concerning the administration and awarding of the scholarship.

ARTICLE X: Revising the Bylaws

These bylaws may be revised by a supermajority vote of the Executive Committee. Proposed revisions shall be presented in writing, and Executive Committee members shall have not less than thirty (30) days to consider, discuss, and formally vote on the proposed changes.