



American Fisheries Society

Mid-Year Governing Board Meeting

11:00 a.m. – 2:30 p.m. (EST), Thursday, January 20, 2022

Executive Summary

The AFS Governing Board, meeting virtually but in conjunction with the AFS Southern Division meeting in Charleston, SC, approved new procedures for the AFS election of the 2nd Vice President. This will result in the candidate statements being published in the March issue of Fisheries and then opening elections immediately afterwards. This eliminates a problematic 60-day waiting period, among other antiquated procedures, that have caused multiple problems with past elections. These elections typically only get 20% of AFS members voting so it is hoped that, by announcing the two candidates in Fisheries and linking it with social media, web site content, and email blasts in a coordination communications effort, that we can get more members to vote. AFS President Leanne Roulson led the Governing Board members through a series of breakout group discussions on key AFS challenges and opportunities in publications, communications, policy, professional development and meetings. Building upon SWOT analyses (Strength, Weakness, Opportunity, and Threat) done at the November 2021 Baltimore meeting, these discussions were focused on identifying some next steps for AFS to explore. Key focal areas included:

- Supporting the Publications program holding a full review and visioning for AFS journals including key topics of editorial board diversity, exploring development of new journals, enhancing existing AFS journals and improved marketing of our entire publications program.
- Enhancing communication to AFS members about society activities at all levels. AFS is a very diverse and geographically distributed organization and helping members learn about programs throughout the entire membership is very challenging. Solutions proposed included development of a communications small grant program to support innovative approaches, re-establishing an internship position, creating an AFS newsletter website to better share information across the chapters, sections, student units and others.
- Policy analysis and advocacy for AFS is important but challenging for some due to employment restrictions. Better utilization of AFS Section expertise in supporting policy work will continue to be explored and expanded.
- AFS meetings are a critical activities of AFS and the benefits of virtual access have been well received. Yet, balancing access features, costs, technology, and expectations is challenging. The Governing Board will work with the Meetings Oversight Committee and staff to explore ways to meet the needs of all participants and make meetings more open, accessible and effective.
- DEI – AFS needs to translate the Baltimore HBCU event into a fully sustained effort to build long-term, effective relationships with HBCU's, HSI's, Tribal Colleges and other minority serving institutions.

Actions:

1. Membership vote for changes to elections process
2. Communication to AFS Baltimore meeting registrants about resolution of Baltimore technical challenges
3. Leanne Assignment to Section Presidents – Sections should send to Leanne a statement about “What do you love about your Section”. These can be compiled into a marketing program for Sections. Also need to find the Section infographics developed by ELMA’s during the presidency of Jesse Trushenksi.

Participants

Governing Board Members

Society Officers

President	Leanne Roulson
President-Elect	April Croxton
First Vice President	Cecil Jennings
Second Vice President	Miguel Garcia Bermudez
Past President	<i>Not present (medical)</i>
Constitutional Consultant (non-voting)	Randy Schultz
Executive Director (non-voting)	Doug Austen

Division Officers

Western Division President	Dan Brauch
Western Division President Elect	Laurie Earley
Southern Division President	Jason Olive
Southern Division President Elect	Mark Rogers
North Central Division President	
North Central Division President Elect	Brian Nerbonne
Northeastern Division President	Patrick Shirey
Northeastern Division President Elect	Susan Cushman

Section Presidents

Bioengineering	Dan Giza
Canadian Aquatic Resources	<i>Not present (no proxy available)</i>
Cooperative Research with Stakeholders	Lee Benaka
Early Life History	<i>Not present</i>
Education	Melissa Wuellner
Student and Early Career Prof. Subsection	Mike Lawrence
Estuaries	John Mohan
Equal Opportunities	Lian Guo
Fish Culture	Jeff Heindel
Fish Habitat	David Thorne
Fish Health	Gary Marty
Fish History	<i>Inactive</i>
Fisheries Administration	Lynn Quattro (proxy for Gary Whelan)
Fisheries Information and Technology	Tiffany Hopper
Fisheries Law	<i>Inactive</i>
Fisheries Management	Jeff Koch

Genetics	Marlis Douglas
Imperiled Aquatic Species Section	
International Fisheries	Beth Nyboer (proxy for Andrea Reid) and Andrea Reid
Invasive and Introduced Fisheries	Wes Daniels (proxy for Marybeth Brey)
Marine Fisheries	
Native Peoples Fisheries	<i>Inactive</i>
Physiology	
Science Communications	
Socioeconomics	<i>Not present</i>
Water Quality	Paul Kuzneirz

Emerging Leaders

Dan Mosier
Christina Murphy

Guests

John Jackson, Chairperson, Nominating Committee

AFS Staff

Dan Cassidy
Lauren Maza
Kelly Kotche
Drue Winters
Beth Beard
Katrina Dunn

Governing Board Meeting Minutes:

1. **Welcome/Determination of Quorum** - Leanne Roulson opened the meeting at 11:06 a.m. ET and welcomed members and guests. Randy Schultz stated that a quorum has been established with the following proxies reported.
 - a. IFS President-Elect, Dr. Beth Nyboer for Andrea Reid (President).
 - b. Fisheries Administration Section President-Elect Lynn Quattro for Gary Whelan (President).
 - c. Invasive and Introduced Fisheries President -Elect for Marybeth Brey (President)
2. **Approval of Agenda**- No additions and approved by unanimous consent.
3. **Review of November 2021 (Baltimore) Governing Board minutes** - Leanne Roulson. No additions or edits were noted but members were asked to review the notes and provide any additional edits to Randy Schultz and Doug Austen
4. **Constitutional Consultant Report** - (Randy Schultz) - Nominating Committee motion (Attachment A)
 - a. Nominating Committee Chairperson John Jackson reviewed the discussions of the Nominating Committee and the recommended changes to the AFS Rules being proposed to the Governing Board. Previously, the Management Committee had reviewed and approved

changes to the Procedures Manual as well as review and recommended that the Governing Board approve the Rules changes.

- b. 1st Motion: Jason Olive moved to accept Rules changes as proposed; 2nd by Paul Kuznierz.
- c. Discussion: Lian Guo asked about expanding required mechanisms for announcing candidates from beyond the current specified publication in ***Fisheries*** magazine. That was recognized as being an important component of the election process and the committee and AFS staff have been and will be employing a variety of approaches. However, it was suggested that specifying additional means in the Rules would not be necessary and might limit future options.
- d. Motion approved by unanimous consent.
- e. 2nd Motion: Cecil Jennings moved to accept the Procedures Manual change for submission of candidate statements from January 5 to January 31. 2nd by Wes Daniels
- f. Motion approved by unanimous consent.

5. Outcome(s) of the January Management Committee (MC) meeting and Financial Update.

Deputy Director Dan Cassidy provided a brief financial update (Attachment B) and review of discussions from the Management Committee meeting on January 14, 2022. Key points included:

- a. The Financial Planning and Procedures Committee (FPPC) has been continuing to work with AFS staff and leadership to refine language for the AFS Procedures to fully replace current antiquated language. Several key issues were reviewed and direction for language modification was approved by the MC including establishment of an Obligated Reserve financial target and desired time period for meeting the target amount. However, the MC explicitly stated that final determination of time period and amounts to be contributed to the Obligated Reserve will be made by the MC and leadership based upon financial condition and competing needs.
- b. The FPPC and AFS staff will take the results of the discussion and modify the Procedures language accordingly. It is anticipated that final language will be presented to the MC for consideration at their March meeting.

6. Discussing the themes from the Baltimore small-group breakout session

- 7. Word cloud results and interpretation (Attachment C). The following charge was given to the breakout groups

Breakouts

- Discussion of Notes and Word Clouds
- 5 groups
- Group # is your first SWOT
 - 1. Publications
 - 2. Communications
 - 3. Policy
 - 4. Professional development
 - 5. Meetings
- Pick 1-2 additional SWOTS
- Discuss common ideas/ threads among the SWOTS
- Brainstorm what the GB might do with this information
- What units might take on next steps?
- Extra time? Pick one of the Breakout #2 word clouds. Does it give you other ideas?

First Discussion Session – Focused on the Five Main Topics

a. Group 1 - Publications –

- i. MARKETING - Institutional book subscription program is a good program, but the marketing hasn't been very good on that. No one has signed up for it yet this year. New books AFS publishes at that time, you get access to them upon publication.
 1. Native American Society – was most interested in the gray literature library, many folks do not have access to journals/papers, very interested in how to apply what is going on.
 2. E-books, improving communications about the options for those
- ii. Publications oversight chair – interested in doing a deep-dive look at the publications program. Interested in looking at a new journal to consider an interdisciplinary focused (with conservation)
 1. Conservation oriented journal would be of interest to a broader audience?
 2. May be a retreat for the Editors and EICs to think about some of these issues
 3. Broaden the subject matter of the journals to be inclusive of social science, conservation, basic biology, etc
 4. Diversifying EICs – three-year agreements, trying to bring diversity into the EIC board?
 5. How can we make sure that the review process is not exclusionary, that the reviews don't have bias and are providing good critique

b. Group 2 - Communications

1. Need to better target messaging to the many and diverse AFS audiences
2. What are innovative approaches that we current use and could use better or haven't been utilizing.
3. AFS staffing is limited and simply cannot address all possible outlets
4. Often communication is talked about as AFS versus the public, but not thinking as much about communication internally. We can get siloed. (Leanne would love to hear ideas!). How do we better reach beyond AFS core audiences but also not fall into mission drift. Goal is to communicate science.
5. Possibly get more student involvement in communications
6. Interesting that policy isn't part of the communication word cloud

c. Group 3 policy (Lee Benaka – moderator; Participants - Wes Daniel, April Croxton, Lauren Maza, Cecil Jennings, Jeff Heindel. Recorder – Gary Marty)

- i. Strengths – AFS policy efforts are fairly broad given the limited staff capacity.
- ii. Weaknesses
 1. Membership are not always aware of what is going on in the AFS policy arena

2. Some members are not allowed from their employer to make policy recommendations
3. Opportunities – consider creating a working group to consider what is meant by things like “Policy”

d. **Group 4 - Professional Development (recorded by Katrina Dunn)**

- i. Interaction between the units, chapters, sections, but this doesn’t happen enough
- ii. There are people that are involved in sections but not chapters—vice versa, people involved in chapters but not at the sections
- iii. Suggestion... promoting the sections and encouraging participation within the sections
- iv. Issue... identity confusion within the sections—who are we so that we can better advertise to other members, confirming that opportunities exist within the section, broadening the scope of the section
- v. Costs? Can we share and/or spread costs to help make meeting/convening more accessible?
- vi. How can sections/chapters/ AFS partner together to share the costs that are associated with training? Could lead to opportunities being advertised more broadly, and to greater outcomes through collaborations
- vii. Could Chapters share their online workshops more widely?
- viii. How could this impact **membership**? AFS membership could be an organization wide benefit (ex: membership in AFS could make one eligible for discounted rate for training at Chapter, etc.)
- ix. **Communication:** What are the right platforms? Early on listservs were channel for sharing this information. Keeping people engaged w/out flooding inbox.
- x. **Meetings:** Continuing Education is offered at the annual meeting. How can units communicate opportunities better to their memberships---how can units serve as a channel for communicating opportunities, resources.

e. **Group 5 - Meetings**

- i. “Meetings” a highlighted word for professional development SWOT. Word clouds made by us before Baltimore meeting. Would SWOT’s change after Baltimore and some of the problems we saw with the virtual meeting?
- ii. “Issues” was small word in Meetings SWOT, but may be bigger focus word now due to issues with Baltimore.
- iii. “Networking” small in Meetings SWOT: would expect that to be larger.
- iv. “Access” large word, which ties in expectation for including virtual component to improve access. What do people want as part of virtual component? What should we try to include and how much should we invest in Virtual component?
- v. Are costs and revenues appropriately balanced, considering cost to attend? Are we also insuring that we are revenue positive, keeping in mind that we are trying to build our reserve? Are we insuring that meeting costs are financially acceptable and resulting in meeting being accessible? Virtual vs. in-person meeting components are different. How much do we work on each, in a cost effective way, to encourage membership participation while maintaining income? Is holding virtual meeting components cheaper? Those attending virtually likely will save on travel and food, but there may be an increased cost for technology and virtual meeting platform. People often expect that hosting a virtual meeting is cheaper. To make it cheap, access to content may be limited; if we are making all components virtual, likely increased cost of technology may make virtual just as expensive as in person (or more expensive for meeting costs associated with meeting room / presentation).

Second Discussion Session – Each Group to Pick Topic of Interest

f. Group 1 – Communications across Chapters Student Units and Divisions

- i. We need to build better tools to help to better connect the various AFS levels
- ii. Many units produce newsletters but only send them to their members. AFS should have a database of all newsletters so that everyone can see what everyone else is doing.
- iii. AFS communications should employ more visual tools for communications.
- iv. We need to get out Governing Board notes more quickly and provide a synopsis or summary of key actions. This can be shared with all units so that membership can better understand the role and activities of the Governing Board.

g. Group 2 – Improving Communications

- i. Suggest the creation of a small grant program to support communications efforts. Find people who are doing innovative communications approaches and provide them with support to continue or expand that program. Could also put out a call for proposals and provide funding to support selected proposals that employ unique approaches to addressing AFS communications challenges.
- ii. R3 programs at the state level (or through RBFF) may have funds available to support outreach programs that AFS units might be able to take advantage of.

h. Group 3 – Improving how we address Introduced and Invasive Species

- i. Wes Daniel is president of the introduced/invasive species section. There is a need for taxonomic expertise as they identify new species. The national society should be more involved in the taxonomic expertise endeavor, specifically by creating a taxonomic expertise database that others can look to if help is needed.
- ii. Cecil agrees this is an acute need, as there can be a lot of disputes about taxonomic issues among researchers. So if AFs can support consensus on these topics, that would be helpful, beyond the fisheries of North America and similar guides that AFS has published.
- iii. Wes plans to send out an email asking for volunteers, and there will be two tiers: (1) experts that anyone can contact and (2) experts that only a certain group of folks can contact.
- iv. Right now efforts are focusing on AIS, but Wes would like to see it expanded to taxonomy.
- v. April was interested in lessons learned, that is, what happened to get this AIS initiative to this point, and Wes responded that there was a mini-crisis regarding zebra mussels entering the aquarium trade, and experts were needed to identify these new introductions.
- vi. If species like zebra mussels are missed by managers that don't have the expertise, there can be serious consequences.
- vii. April suggested a database of AIS and taxonomic expertise could be useful to Drue Winters as a resource for her policy/advocacy work. It could be useful to Doug also if he needs some experts to call upon.
- viii. Jeff Heindel echoed that this expertise is needed at the state level to deal with interstate transport of species that are hard to identify. This could apply to invertebrates.
- ix. On another topic, Jeff suggested a fish culture section idea of using section subcommittees to address topics of interest. His section has working groups that work with Drue on occasion, so thinking about the structure of how sections work from the subcommittee level up to the national level to support policy needs.

i. Group 4 – Focus on Units Sharing Activities and Ideas

- i. AFS units do many excellent activities but most of the other units rarely hear about these programs. We need to do a better job of sharing success and promoting events across all of AFS.
- ii. Awards should not only celebrate the exceptional but should recognize solid efforts over extended periods as well as small victories.
- iii. Sections need to be better marketed. Chapter and Divisions have geographic boundaries and obvious membership but Section are topic-focused and people need to find out about them in order to take advantage of them.
Leanne Assignment – Sections should send to Leanne a statement about “What do you love about your Section”. These can be compiled into a marketing program for Sections. Also need to find the Section infographics developed by ELMA’s during the presidency of Jesse Trushenksi.
- iv. AFS needs to build better integration across our many units.

j. Group 5 – Building better communication across AFS levels

- i. Are there things going on with units, that address some of what we have been talking about: Should we try to upscale to AFS or other sections / units?
- ii. Membership (Kelly) is working on getting more people to participate in groups and chapter and making it easier to go in after a member is signed up to join an additional chapter or section (right now it is not user friendly to add after the fact). Working on messaging now to encourage more engagement and signing up for sections. Kelly is working on newsletter item to inform about sections and encourage members to sign up with sections. Would provide a list of sections with more information on each of the 24 sections in greater detail to follow.
- iii. Another idea is to take feeds (RSS feeds) from all subunits, chapters, divisions, and sections on an AFS level feed. This would combine all of the feeds from subunits at the AFS level on the web site. Would be a great opportunity to share all the work done at all levels and let the full membership be aware of subunit work. Would create a portal for subunits to add feeds that then can be included in the AFS feed.
- iv. Another idea is to create adds to promote signing up as an AFS member at section and chapter meetings. Would include focused messaging to improve the number of those attending meetings that are also signed up as AFS Members.

8. Building and Sustaining DEI Efforts

- i. How do we ensure sustainable DEIJA initiatives are occurring at the regional/local levels of AFS units (divisions and chapters), which is where most people interact directly with AFS?
- ii. How can we build genuine, long-standing relationships with HBCUs, MSIs, HSIs, and Tribal Colleges?
- iii. Possible follow-up initiatives from discussion.
- iv. Challenge is to reach out with DEI efforts to all AFS units at all levels. Are there barriers that need to be addressed? Is there a genuine willingness to discuss these issues? What are the best ways for EOS to engage with Divisions and Chapters.
- v. How can we encourage chapters to engage with MSI’s (i.e., HBCU, Tribal Colleges, Hispanic Institutions, etc.)? We need to build long-standing relationships between AFS and these institutions.

9. AFS annual meeting location options and considerations for 2025 and 2027- with some possible sub-GB working group to evolve from this (Attachment D).

- a. Austen briefly reviewed the cycling of AFS annual meeting locations among the Divisions. It was clear from that analysis that the 2025 and 2027 meetings should focus on the NE and SD with Canada being a likely location for a NE meeting.
- b. AFS staff will work with the NE and SD leadership to identify and explore locations. For the NE the current options include Ottawa, Montreal and Quebec City in Canada and Rochester and Buffalo in the U.S. However, other locations are also being explored such as Halifax and several other U.S. options.

10. Spokane annual meeting update - Call for symposium contributions from sections. Closing is January 28 and all Sections are asked to develop a submission. Key notes:

- a. Program Committee has determined that they will use 20 minute time slots for presentations with 15 minutes for the presentation and 5 minutes for Introduction, Q&A, and transition to next presentation. There will be 5 talks per block with a full day of typical symposium consisting of 3 blocks (a fourth "block" is the daily plenary session).
- b. Film and photo festival will be part of Spokane with submission information available soon.
- c. Section submissions are being developed by FITS, Fish Culture, Education Section, Cooperative Science with Stakeholders, and others.
- d. International Fisheries Section is expanding work with indigenous peoples and would like to reach out more broadly worldwide.

11. President/Officers activities report – Due to limit constraints these reports have been deferred to either email updates or the next meeting.

12. Executive Director and AFS staff reports

- a. Completion of committee, section and division mid-year reports (Austen) – All units should input their information into the Google forms previously sent.
- b. Committee chair needs – Please share with unit membership or suggest possible interested members. Contact Leanne Roulson or Lauren Maza.
 - i. Continuing Education.
 - ii. Board of Professional Certification Review Chair
 - iii. Fellows Award – We can use names of fellows who may be interested and not currently over-committed
- c. Key updates rounding out 2021 and events and activities to look forward to in 2022.
 - i. JASM – Set for May 14-20, 2023 in Grand Rapids, Michigan
 - ii. Latin American and Caribbean Fisheries Congress – May 2023 in Cancun, Mexico. Call open for volunteers on the various planning committees. Contact Doug Austen or Miguel Garcia Bermudez.

13. Reminder of planned GB meetings for remainder of 2022

- a. Possible April GB meeting (virtual)
- b. Spokane GB meetings – Full GB on Saturday, August 20 and Incoming GB Breakfast on Thursday, August 25.

14. Additional Topics or New Business - None

15. Executive Director Evaluation (Leanne for Brian; Cecil to take notes of the discussion). The Governing Board moved into Executive Session. All staff, guests and Austen were asked to dismiss themselves from the Zoom meeting. Leanne Roulson managed the discussion.

16. Adjourn – by Leanne Roulson at approximately 2:45 p.m.

Attachment A

AFS Officer Election Process Improvements through Revision of Rules and Procedures

Issue and Background:

Voter turnout for AFS officer elections has been routinely disappointing averaging about 20% (or thereabouts) for many years. The traditional mechanism for introducing the two candidates for Second Vice President is the publication of the candidate statements in the February issue of *Fisheries* magazine. In an effort to enhance voting participation we have also attempted to engage the membership through social media postings, candidate webinars, Q&A articles on the website, and the e-newsletter. None of these additional efforts have resulted in any measurable increase in member participation in the election. One issue suggested as contributing to this lack of participation is the AFS Rules' required 60-day time delay between the publication of the candidate statements in *Fisheries* and the opening of voting. This creates an excessively long time period between the most substantive announcement of the candidates in *Fisheries* and the election. In response to this long delay, we have scheduled some of the additional activities closer to the actual opening of the election balloting, but no impact on election participation has been realized.

Why the 60-day delay?

Although the history of the current voting process is unclear, the 60-day period (AFS Rules Section 3.b.ii) seems to have been established to allow for additional candidates to be nominated from the membership (through submission of a petition with 100 signatures). The 60 days also seemingly reflects a time period prior to electronic communications when gathering signatures through U.S. Postal Service was the only option. To our knowledge, this process has never been used and membership is not even informed during the voting process that this option is available. Furthermore, the election ballot allows for write-in candidate names to address this issue; the write-in option, however, is rarely used.

What other problems are caused by the current AFS Rules?

The AFS Rules define the February issue of *Fisheries* as the primary vehicle to present candidate statements to the membership. However, if there are any delays or issues in finalizing the two candidates, which has happened twice in the past 7 years, AFS must request an exemption from the Rules through a vote of the Governing Board and the membership. This is an obviously onerous and time-consuming task. Eliminating the specification of which issue of *Fisheries* for the printing of the candidate statements would address this problem. Furthermore, we believe that there is no need to provide a petition option for adding a candidate to the two selected by the Nominating Committee. Committee membership includes representatives from each of the four Divisions plus at-large AFS members selected by the Governing Board. The Nominating Committee can solicit nominations from the membership as part of their selection process. Finally, the option of write-in candidates is always available should there be some unforeseen reason to present an alternative candidate to those identified by the Nominating Committee.

What are the Recommended Changes to AFS Constitution, Rules, and Procedures?

No changes are proposed to the Constitution. The AFS Rules and Procedures do require modifications as highlighted below. Modifications of the AFS Rules require a simple majority vote of the membership but also must be approved by the Management Committee and the Governing Board prior to presentation to the membership. AFS Procedures are modified by the Management Committee.

AFS Rules

Section 3.b:

b. Nomination and election of officers

- i. On or about April 1st of each year, but at least 90 days before an annual Society meeting, the Executive Director shall provide all Active Members a printed or electronic ballot bearing nominations for President-elect, First Vice-president, and Second Vice-president. There must be at least two nominees for Second Vice-president. Members will be allowed at least 30 days from the distribution date to return their printed or electronic ballots ~~to the Vote Auditor.~~
- ~~ii. Nominations for elective Society offices may be received and processed in two ways.~~
- ~~iii.i. The Nominating Committee is obliged to present an annual slate of candidates. This slate must be announced to the membership in the February issue of Fisheries, at least 60 days before ballots are distributed. (see Article III(3) and Procedures)~~
- ~~iii. Eligible candidates may be nominated in a written petition signed by at least 100 Active Members and presented to the Executive Director by 30 days after the distribution of the February issue of Fisheries, and at least 30 days before ballots are distributed. (see Article III(3) and Procedures)~~
- ~~iv.iii. The nominee receiving the largest number of votes for each office is elected. If a tie occurs, the Governing Board makes the selection by a majority vote.~~

AFS Procedures

Nominating Committee

Purpose: Prepares a slate of candidates for the Society offices of Second Vice-~~President~~, First Vice-~~President~~, and President-~~e~~Elect according to procedures approved by the Governing Board. It must name at least two candidates for Second Vice-~~P~~-President.

Composition: Ten members as follows: Chair, appointed by the AFS President; one person selected by each Division (four in total); four persons elected by the Governing Board at the Annual Meeting; and the Immediate Past-President of the Society. Each of the four Division Presidents should inform the incoming AFS President of the name of the Division's selected representative to the ~~Society~~-Nominating Committee prior to the Annual Meeting. The newly-installed AFS President needs to have those names so they can be eliminated from consideration when the Governing Board selects its four members to the Nominating Committee during the Incoming Governing Board Meeting held following the Annual Business Meeting.

Duties: The Chair of the Nominating Committee shall direct the nomination and voting procedure and tally the votes as outlined in the following steps. In order to comply with the specific and rigid timelines detailed in these procedures, the chair must contact the committee immediately after the AFS Annual Meeting and hold committee members to the timetable.

1. All ten members of the Committee, including the Chair, may nominate one or two candidates for Second Vice-President. Accordingly, the number of candidates in any given year may be as many as twenty.
2. Each Committee member shall vote on five of the candidates by assigning five points to the first preference, four points for second choice, etc.--one point for fifth choice. The Chair may vote only if her/his signed ballot is mailed to the AFS President at the same time as ballots are mailed to the other Nominating Committee members.
3. Votes will be evaluated by the Chair who determines the top two candidates on the basis of the highest point total.
4. Total point ties for first and second, or second and third positions, go to the candidate with the greatest number of first place votes (5's). If a tie cannot be resolved by this procedure, then a second vote will be required. In this case only the tied candidates are voted upon. If a tie still remains after the second vote, the AFS President will cast the tie-breaking vote.
5. Written results of the nomination and vote, including the ballots, shall be forwarded to the Executive Director or the AFS President for audit as soon as the two candidates for Second Vice-President have been determined by vote. The Executive Director and the AFS President shall review the results before they are announced.
6. The candidate in third place following the vote of the Committee and the candidate in second place after the general membership vote for Second Vice-President, shall automatically be considered as possible nominees by the Nominating Committee for the following year. This last stipulation mandates forwarding the names and biographical information of those individuals to the Unit Services Coordinator at Headquarters for transmission to the Committee Chair for the following year.

7. This is a confidential process; Committee members may not discuss the individuals on the list or the rankings with anyone other than other Committee members.

Operational Guidelines:

The duties are to be implemented as follows. With the consent of all committee members, all written materials including ballots may be exchanged among committee members electronically.

1. A biographical sketch (background), some comments on the state of the Society (AFS involvement), and some steps that might be undertaken as AFS President to address major issues (Vision Statement) should be prepared by each candidate and forwarded by November 15 to the member of the Committee advancing the candidate's name for consideration. The statement should be no more than two type-written pages. Each Committee member shall inform his/her candidate(s) that the Committee does not encourage or appreciate receiving any additional vote solicitation contact or information.
2. Each Committee member should submit the name(s) of his/her candidate(s), the biographical sketches, and comments to the Chair by November 20.
3. The biographical sketches and comments by nominating committee members for all candidates will be forwarded with a ballot to all members of the Committee by December 1.
4. Ballots should be returned to the Chair by December 15. The Committee Chair will communicate the results to the President and Executive Director immediately.
5. The Committee Chair shall notify the first- and second-ranked candidates as soon as he/she has been informed by the AFS President or Executive Director that they have audited the Committee Chair's tally of the votes and have approved. The Committee Chair shall let the remaining candidates know who placed first, second, and third and will forward the third-ranked candidate's file to the Unit Services Coordinator at Headquarters for transmission to the next year's Committee Chair.
6. When notifying the winning candidates the Chair will request that they update or revise, if they wish, their biographical sketches and vision statements for AFS and send them to the Chair with a photograph by January ~~31~~⁵.
7. The Chair will forward these materials to the editor of *Fisheries* ~~by an absolute deadline of January 10~~ so that the nominees will be announced ~~in the February issue of Fisheries. The slate must be announced at least 60 days~~ before election ballots are ~~sent~~^{mailed} to the AFS

membership. ~~This will allow sufficient time for possible nominations by petition.~~

8. Following the election, the Committee Chair will forward the unsuccessful candidate's file to the Unit Services Coordinator at Headquarters for transmission to the next year's Committee Chair.

Attachment B – Financial Update and Review



American Fisheries Society
 Organized in 1870 to Promote the Conservation, Development and Wise Utilization of Fisheries
 425 Barlow Place, Suite 110 * Bethesda, Maryland 20814-2199
 301-897-8616 * FAX 301-897-8096 * E-Mail: main@fisheries.org, www.fisheries.org

Leanne Roulson
 President 2021-2022

Douglas J. Austen, PhD
 Executive Director

October 2021 Financial Update – 1/12/22

Summary. The Society’s financial position improves again this month on the strength of the investment portfolio, Baltimore meeting income and lower overall expenses.

Notable Financial Position Items:

- Assets total \$6,185,000 and rose by \$98,000 this month from- investment account appreciation of 5%, remittances from our meetings vendor of \$55,000 and Wiley’s quarterly editorial support of \$34,000.
- Net of expenses, the month of October had positive net revenue of \$124,000. On a purely operating basis (removing investment gains/losses and the PPP gain), operating activities returned a \$128,000 YTD loss versus a \$193,000 loss last year.
- Financial markets have risen steadily this year and the S+P was up 7% in October alone and by 24% year to date. The AFS investment account is tracking ahead of its benchmark over the longer monitoring periods as noted in the chart below. The investment account balance now exceeds \$5,300,000 another all-time high.



- The cash position is stable after being challenging much of the year from a later annual meeting, lower publication sales and a slow start to membership renewals, all despite lower expenses. AFS presently has \$95,000 open on its bank credit line (as of Jan 12, 2022) and intends to pay it off in early 2022.
- PPP Loan
 - PPP Loan #2 application for loan forgiveness is pending (as of this writing).
 - AFS received confirmation the \$381,000 PPP loan issued in May 2020 has been forgiven
 - AFS received \$303,000 from PPP Loan 2 on March 9, 2021 and is seeking forgiveness
 - These loans are recognized as unrestricted income in the applicable year.

Notable Operating Statement Items:

* Note: keep in mind the impact covid had on 2020 operating results when comparing 2021 to last year

Revenue:

- Revenue totals \$3,163,000 and stands \$1,173,000 higher this year than last, with the increase reflecting investment account, PPP loan forgiveness gains and marginally higher program revenues.

- Investment account appreciation is \$555,000 year to date.
- Hutton/Grants income higher from more project activity this year
- Meetings income now tracking well ahead of the entire 2020 Virtual Meeting.
- Membership is about even with last year, though all individual member categories are lower, with Strategic Partner organization members making up the difference.
- Jobs income is ahead of last year, though on higher costs.
- Books sales are significantly lower with many older titles remaining in inventory and no institutional ebook subscription sales to date.
- Journals income is lower pending the posting the remaining Wiley 4th quarter payment.

Expenses:

- Total expenses are lower by \$74,000 from reduced administration costs and timing difference related to web site, grants, membership and meeting expenses.
- Awards is a timing difference related to the Berkeley award
- Hutton variance reflects more student payments
- Membership variance reflects later unit dues and rebate remittances plus higher database support costs (related to CVENT – iMIS integration).

Other Updates (as of January 2022):

- AFS continues to work with CVENT on closing out the Baltimore meeting finances. In December, AFS negotiated release from its Year 2 term and a \$23,000 refund for half the year one contract fees with the balance available for AFS chapter meeting use as a financial credit in 2022.
- The office building condo board (on which AFS holds a seat) approved pursuing rezoning the building property for potential sale to all interested parties, whereas currently the property is zoned for use by 501(c) 3 nonprofit organizations only. The net sales price for the condo could exceed \$1M and disposing the physical office would save AFS \$75,000+ in administrative and utility costs.
- AFS is working with its accounts payable vendor to finish processing 2020-unit dues and rebates remittances electronically, as system integration and process issues have made this project challenging.

Submitted by,

Daniel Cassidy
Deputy Directly

American Fisheries Society
Statement of Financial Position
As of 10/31/2021

	2021	2020	Variance
ASSETS			
Checking	\$53,921	\$138,577	(\$84,656)
Accounts Receivable	137,475	59,184	78,291
Allowance of doubtful accounts	(5,149)	(14,170)	9,021
Inventory	230,847	253,526	(22,679)
Prepaid Expenses	75,801	12,834	62,967
Current Assets	492,895	449,951	42,944
Property and Equipment	1,211,915	1,204,663	7,252
Accumulated Depreciation	(856,988)	(817,007)	(39,981)
Net Property and Equipment	354,927	387,656	(32,729)
Long-Term Investments	5,329,598	4,183,164	1,146,434
Other Assets	7,300	7,300	0
Total Long Term Assets	5,336,898	4,190,464	1,146,434
TOTAL ASSETS	6,184,720	5,028,071	1,156,649
LIABILITIES AND NET ASSETS			
Current Liabilities			
Accounts Payable, Accrued Expenses, Accrued Benefits, Hold	240,064	127,535	112,529
Payroll Salary and Taxes	(3,500)	(368)	(3,132)
Loan Payable	428,617	381,012	47,605
Deferred Royalty Revenue	407,143	535,714	(128,571)
Deferred Revenue	465	2,910	(2,445)
Other Current Liabilities	0	3	(3)
Subunits Dues Payable	104,737	87,576	17,161
Subunits Books Payable	12,271	(8,703)	20,974
Deferred Membership Dues	26,199	63,814	(37,615)
Deferred Revenue - Other	91,375	83,462	7,913
Total Current Liabilities	1,307,371	1,272,955	34,416
Total Other Liabilities	312,664	272,093	40,571
TOTAL LIABILITIES	1,620,035	1,545,048	74,987
Net Assets - Unrestricted	1,595,904	1,736,512	(140,608)
Net Assets - Temporarily Restricted	2,156,849	2,154,720	2,129
Change in Unrestricted Net Assets - Curr Year	811,932	(408,209)	1,220,141
Total Net Assets - End. Balance	4,564,685	3,483,023	1,081,662
TOTAL LIABILITIES AND NET ASSETS	\$6,184,720	\$5,028,071	\$1,156,649

**American Fisheries Society
Summary of All Units
For the Ten Months Ending 10/31/2021**

te	October - Actual			Year to Date - Actual			Budget	2020 Annual	
	2021	2020	Var \$	2021	2020	Var \$	2021 BUDGET vs YTD Actual	Actual	
Revenue									
Administration	\$213,547	(\$55,981)	\$269,529	\$557,912	(\$180,431)	\$738,343	\$45,000	\$512,912	\$357,921
Web	0	0	0	7,810	4,560	3,250	5,000	2,810	4,560
Continuing Education	300	0	300	2,400	9,075	(6,675)	12,000	(9,600)	9,275
Certification	0	850	(850)	3,070	4,450	(1,380)	5,000	(1,930)	4,944
Other Education	0	0	0	0	0	0	8,000	(8,000)	0
Hutton	0	0	0	141,310	37,750	103,560	125,000	16,310	37,750
Multi State Grants	0	0	0	33,904	38,800	(4,896)	163,000	(129,096)	62,961
Grey Literature	0	0	0	26,734	0	26,734	0	26,734	0
Standard Sampling-Multi-State (Phase 2)	0	0	0	43,177	0	43,177	0	43,177	0
Blue Book	0	0	0	15,435	0	15,435	0	15,435	0
Web Tool	0	0	0	27,750	9,250	18,500	0	27,750	9,250
Web Agenda	14,036	0	14,036	19,736	0	19,736	0	19,736	0
Other Grants & Contracts	0	0	0	381,012	0	381,012	198,000	183,012	0
Annual Meeting	55,167	(64)	55,231	350,344	257,903	92,441	966,000	(615,656)	292,950
Membership	0	0	0	522,497	523,946	(1,449)	532,000	(9,503)	523,946
Awards	0	0	0	1,351	3,672	(2,322)	3,000	(1,650)	4,096
Mem Other	55	525	(470)	7,122	12,435	(5,313)	15,000	(7,878)	16,504
Jobs	3,418	1,950	1,468	24,011	20,750	3,261	55,000	(30,989)	28,250
Policy	0	0	0	750	250	500	0	750	250
Advocacy	0	0	0	13,857	0	13,857	0	13,857	0
Books	3,469	23,709	(20,240)	64,012	139,970	(75,958)	160,000	(95,988)	113,979
Journals	44,316	255,702	(211,387)	919,235	1,108,144	(188,909)	1,141,000	(221,765)	1,129,658
Fisheries	0	50	(50)	20	50	(30)	0	20	50
Total Revenue	334,308	226,741	107,567	3,163,449	1,990,574	1,172,876	3,433,000	(269,550)	2,596,344
Expenses									
Administration	20,661	51,626	30,965	245,968	275,928	29,959	319,000	73,032	300,140
Staff Costs	151,683	143,827	(7,856)	1,621,390	1,626,396	5,006	1,793,000	171,610	1,947,319
Technology	6,246	4,197	(2,049)	39,385	36,243	(3,143)	45,000	5,615	43,267
Communication	0	91	91	2,810	2,074	(737)	7,500	4,690	2,503
Web	379	2,763	2,384	17,101	27,638	10,537	34,500	17,399	32,093
Development	0	0	0	0	0	0	3,500	3,500	0
Continuing Education	0	2,000	2,000	2	2,052	2,050	9,000	8,998	2,052
Certification	0	0	0	381	133	(248)	500	119	171
Other Education	0	0	0	0	0	0	3,000	3,000	0
Board	1,294	0	(1,294)	8,597	23,656	15,058	31,000	22,403	23,698
Hutton	0	0	0	103,341	51,792	(51,548)	101,000	(2,341)	35,562
Multi State Grants	0	0	0	57,366	71,050	13,684	0	(57,366)	80,300
Grey Literature	274	9,524	9,250	20,198	10,620	(9,578)	0	(20,198)	11,585
Blue Book	0	0	0	12,685	0	(12,685)	0	(12,685)	0
Web Tool	0	0	0	0	9,250	9,250	0	0	9,250
Web Agenda	0	0	0	5,700	0	(5,700)	0	(5,700)	0
Cornell	0	0	0	0	(1,307)	(1,307)	0	0	(1,307)
Other Grants & Contracts	0	0	0	0	0	0	0	0	244

**American Fisheries Society
Summary of All Units
For the Ten Months Ending 10/31/2021**

te	October - Actual			Year to Date - Actual			Budget	2020 Annual	
	2021	2020	Var \$	2021	2020	Var \$	2021 BUDGET vs YTD Actual	Actual	
Annual Meeting	25,157	17,253	(7,904)	32,550	58,709	26,160	743,000	710,450	74,989
WCF World Council of Fisheries	0	0	0	1,033	1,464	431	0	(1,033)	1,464
Membership	442	1,497	1,055	62,239	108,091	45,852	94,000	31,761	90,027
Awards	94	41	(53)	1,382	17,344	15,962	4,000	2,618	21,153
Mem Other	9	11	2	804	627	(177)	1,000	196	708
Jobs	0	0	0	18,089	11,278	(6,811)	12,000	(6,089)	14,479
Units	0	0	0	0	69	69	0	0	69
Policy	0	0	0	2,735	3,058	323	7,000	4,265	3,058
Books	1,126	3,884	2,758	13,424	19,958	6,534	55,000	41,576	33,618
Journals	1,975	4,170	2,195	69,718	61,815	(7,903)	133,000	63,282	83,062
Fisheries	1,250	0	(1,250)	11,889	11,568	(321)	10,000	(1,889)	15,383
Other Publications	0	0	0	6,662	0	(6,662)	0	(6,662)	0
Total Expenses	210,590	240,884	30,294	2,355,449	2,429,506	74,058	3,406,000	1,050,551	2,824,887
Net Change from Operations	123,718	(14,143)	137,861	808,000	(438,932)	1,246,933	27,000	781,001	(228,543)
				(2,736,461)	(2,429,506)				
Non Operating (shown on a net basis)									
Restricted contributions	551	350	200	3,931	30,723	(26,792)	0	3,931	91,108
Total Non Operating	551	350	200	3,931	30,723	(26,792)	0	3,931	91,108
TOTAL NET CHANGE	124,269	(13,793)	138,062	811,931	(408,209)	1,220,141	27,000	784,932	(137,435)

**AFS Restricted Funds
as of September 30, 2021**

Fund Name	9/30/2021	12/31/2020	Change
Skinner Memorial Fund *	\$506,683	\$466,465	\$40,218
Publications Endowment Fund	\$1,039,656	\$964,857	\$74,799
J. Francis Allen Scholarship Fund	\$334,944	\$308,445	\$26,499
Snieszko Endowment Fund	\$90,749	\$83,642	\$7,107
Sully Fund	\$11,976	\$9,835	\$2,142
CRS/International Fisheries Endow. Fd	\$394,000	\$363,145	\$30,855
Mote Scientific Foundation	\$54,248	\$50,000	\$4,248
Shelby Gerking Education Fund	\$109,472	\$100,831	\$8,640
Hutton Fund	\$228,189	\$185,542	\$42,647
Steve Berkeley Fellowship	\$451,355	\$418,157	\$33,198
AFS 2000 Fund	\$165,485	\$152,526	\$12,959
Obligated Reserve	\$192,921	\$177,813	\$15,108
DJV National Park Foundation	\$16,430	\$15,143	\$1,287
Totals	\$3,596,108	\$3,296,402	\$299,706
Joan Duffy	\$456	\$420	\$36
Developing Countries	\$1,345	\$1,048	\$298
Disaster Relief Fund	\$0	\$0	\$0
World Council of Fisheries	\$1,376	\$1,145	\$232
Past president's Endowment Fund	\$65,127	\$54,490	\$10,637
Puerto Rico Fund	\$0	\$0	\$0
Combined Federal Campaign/ Disaster Relief	\$0	\$0	\$0
Totals	\$68,305	\$57,103	\$11,202
TN Chapter	\$15,586	\$14,365	\$1,221
North Central Division (NCD)	\$23,404	\$21,550	\$1,854
ICTALURID Tech Committee	\$23,869	\$21,978	\$1,891
Nebraska Chapter	\$7,956	\$7,326	\$630
MS Chapter	\$16,212	\$14,928	\$1,284
Wisconsin Chapter -***	\$38,018	\$35,007	\$3,012
IL Chapter- ***	\$15,205	\$14,001	\$1,205
NY Chapter	\$15,209	\$14,004	\$1,205
MN Chapter	\$38,022	\$35,010	\$3,012
GA Chapter	\$30,417	\$28,008	\$2,410
MI Chapter	\$15,209	\$14,004	\$1,205
Education Sec	\$30,417	\$28,008	\$2,410
Indiana Chapter	\$15,188	\$13,985	\$1,203
Southern Division	\$13,301	\$12,247	\$1,054
Walleye Technical Committee	\$10,158	\$9,354	\$805
AL Chapter	\$11,759	\$10,827	\$932
Kansas Chapter	\$11,717	\$10,788	\$928
Invasive and Introduced Species Section	\$10,860	\$0	\$10,860
Total Unit Investments	\$342,509	\$305,389	\$37,120
Books Contributions FY 2017 -2021	\$48,820	\$44,620	\$4,200
TOTAL ALL FUNDS	\$4,055,742	\$3,703,514	\$352,228



GRETCHEN S. BOLTON, CFP®, CLU, ChFC®
Financial Advisor

CERTIFIED FINANCIAL PLANNER™ professional

October 15, 2021

MEMORANDUM

To: Douglas Austen, Executive Director;
and Dan Cassidy, Deputy Exec. Dir.,
American Fisheries Society

From: Gretchen S. Bolton,
CFP®, CLU, ChFC

Subject: American Fisheries Society 3rd Quarter 2021 Review

The 3rd Quarter Review for 2021 of AFS Long Term Investment and Collateral Reserves is based on figures from Equitable Advisors/LPL Performance Appraisals through September 30, 2021.¹ A Morningstar Snapshot report is also sent herewith. The most authoritative sources for account information are your monthly statements, which have been sent to you separately.

You had a total of \$5,124,461.72 in Reserves on 9/30/2021. The Long-Term Reserve balance was \$4,170,7790.56, and the Collateral Reserve account balance \$953,671.16. The Collateral Reserve balance was \$278,671.16 greater than the balance required by your bank, \$675,000. Your aggregate return year to date in diversified portfolios was up 6.81% to end of 3rd quarter, but this was down 1.54% from the end of 2nd quarter. The S&P 500 index to September 30 was up 15.92% ytd. The Bloomberg US Aggregate Float Adjusted Bond index was down -1.62% ytd.² Past performance is no guarantee of future performance.

The stock markets have been very volatile, especially in September and to date in October. By way of example, in the past week the Dow averages lost and gained more than 1000 points, some of the biggest weekly gains since March. For this week alone, the S&P 500 is up 1.6% and the Dow 1.3%, on track for their best showings since July and June, respectively, according to the midday Wall Street Journal report. Your accounts, two weeks after the end of the quarter, were up 9.24% ytd through Oct. 14, for an aggregate balance of \$5,240,652.62.

Allocations in the accounts continue to be as planned in the Moderately Aggressive benchmark of stock holdings to bond holdings, at an aggregate proportion of 70.8% equity to 29.2% fixed income/bond and cash. The market continues to show a sector reallocation toward value stocks, so that bank earnings reports were, for example, part of the basis for the market surge at end of this week.

Fixed income holdings are estimated to yield \$34,968 (some reinvested, some going to cash) over the next 12 months. Another \$38,025 will come from dividends on stock fund holdings (most of which are reinvested), bringing the projected annual cash yield to 1.41% for the portfolios. We have had rock-bottom interest rates over the last few years, but inflation and with the Feds tapering support will lead to rising rates in the near future, and bond net asset values will fall. The September 30 cash balances totaled \$36,634.56, or 0.71% of the accounts.

We are able to evaluate the quality of your investments and their performance through the hypothetical Morningstar Snapshot. It demonstrates what the performance of your portfolio's current specific

EQUITABLE ADVISORS

7888 Old Georgetown Road, Suite 8D, Bethesda, MD 20814 Tel: (301)652-6541 Fax (301)652-8798

Cell: (301) 529-7719 gretchen.bolton@equitable.com

Securities and investment advisory services offered through Equitable Advisors, LLC (NY, NY 212-314-4600), member FINRA, SIPC

Annuity and insurance products offered through Equitable Network, LLC and its subsidiaries

www.Equitable.com www.gretchenbolton.equitableadvisors.com

Attachment C – Notes and Word Cloud Exercise for Strategic Visioning

GB strategic discussions output

At our Baltimore in-person GB meeting, we broke into groups and did a Strengths, Weaknesses, Opportunities, and Threats (SWOT) review for several programs/ aspects of AFS. One person from each group provided notes and Doug and Dan also reviewed the recording of the meeting to attempt to summarize the discussions.

The following is an attempt to facilitate generating take away ideas and possible items to pursue from these summaries. At the GB meeting in Charleston, we will spend some time discussing our ideas and see what we’d like to do. Please take a look before our GB meeting on Thursday

You have access to the full notes as well as these summaries, so please spend time with an area(s) that is interest to you. The table below is a possible tool for working through the reviews. Use it if it is helpful.

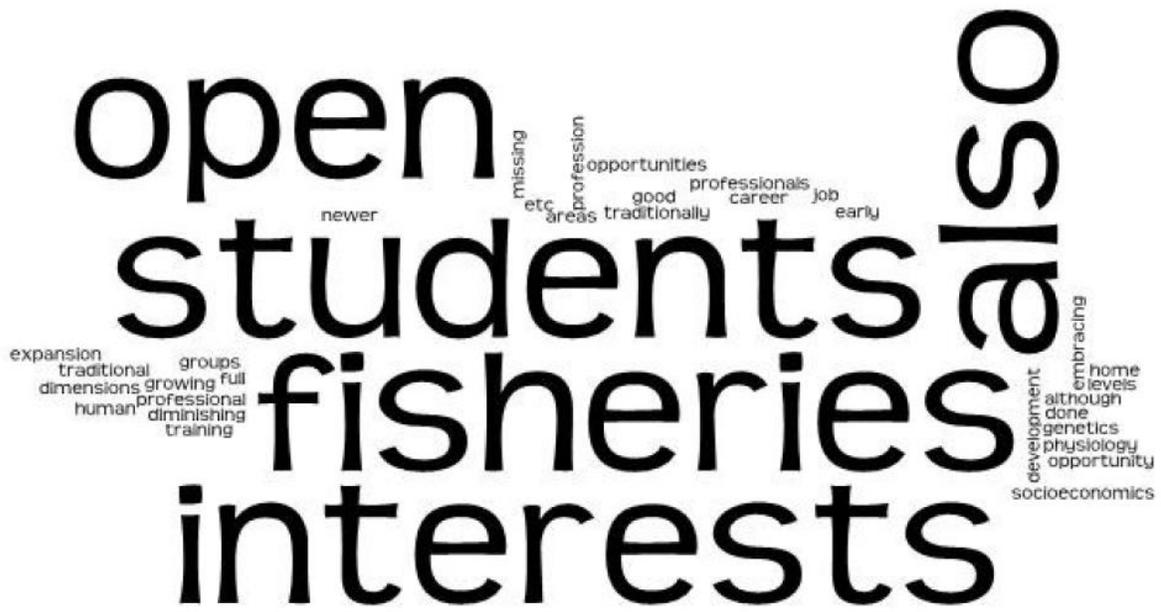
Area Discussed	Common ideas?	My reaction or idea for follow up?	Possible next steps?
Publications			
Communications			
Policy			
Professional Development (CE)			
Meetings			
Breakout #2			

The following are “word clouds” generated from the notes taken by each focus group during our SWOT breakouts. Word clouds present more frequent words as larger and remove word associations. They are not perfect (AFS is big in many of the clouds because the notes include that acronym frequently) but can sometimes be interesting.

This is a different way to look at the notes and may spark some ideas (I hope) to get our discussions going. I am interested in the “what next?” for each area. **As you prepare for the GB meeting, please think about commonalities you see in these discussions and if there are any actions the GB might take or that subgroups of the GB might dive into.**

Maybe print these out and circle terms that catch your eye.

Group 5:



Group 6:



Attachment D - Annual meeting locations

	City	WD	NCD	NED	SD
2027	TBD				
2026	Columbus, OH		X		
2025	TBD				
2024	Honolulu, HI	X			
2023	Grand Rapids, MI		X		
2022	Spokane WA	X			
2021	Baltimore, MD			X	X
2020	Virtual 2020				
2019	Reno, NV (w/TWS)	X			
2018	Atlantic City, NJ			X	
2017	Tampa, FL				X
2016	Kansas City, MO		X		
2015	Portland, OR	X			
2014	Quebec, Canada			X	
2013	Little Rock, AR				X
2012	St Paul, MN		X		
2011	Seattle, WA	X			
2010	Pittsburgh, PA			X	
2009	Nashville, TN				X
2008	Ottawa, ON		X		
2007	San Francisco, CA	X			
2006	Lake Placid, NY			X	
	TOTALS	6	5	4.5	3.5
	Membership	2872	1418	951	1937