



# 2022 AFS Governing Board Meeting

## Saturday, August 20, 2022

### Terrace Room East, Davenport Hotel

#### **Executive Summary**

- The AFS membership survey provided considerable insights into the preferences and thoughts of AFS members and non-members. The survey is being continued through the Spokane meeting to get additional respondents and a final report will be provided in early 2023.
- Committee reporting process was updated through use of a Google forms approach that exported data into an Excel spreadsheet. This was found to be more easily understood and was helpful in better identifying committee challenges, accomplishments, and opportunities. The annual appointment of committee chairs and assignment of charges is a very heavy burden on the AFS President and new approaches for simplifying the process and sharing the burden are being explored
- AFS is moving forward on implementing the Strategic Positioning Process. This will be part of future meetings of the MC, GB, staff and AFS unit events.
- President-Elect April Croxton presented her plan of work for 2022-2023 year and is already working with members and staff to initiate efforts. Key areas include; AFS internal communications, DEI, the Grand Rapids meeting, and initial planning for the Executive Director succession.
- San Antonio was selected for the 2025 annual meeting after substantial discussion about the issue of hosting an AFS meeting in a state that has adopted laws severely restricting reproductive rights of women.

#### **Tasks and Follow-ups:**

1. Accelerating the committee appointment process for 2023 is critical so that all committee chairs are appointed prior to the Grand Rapids meeting. We should also schedule a committee leadership gathering at Grand Rapids to discuss committee challenges and identify ways to better enable committee success.
2. Use the Governing Board to develop breakouts of the GB members to review committees and work on updating the committee charges
3. Assign GB members to be on teams that review 3-5 committees each on an annual basis.
4. At member renewal we need to include the opportunity to volunteer to be on committees.
5. Update the AFS Section Procedures Google drive or develop a better tool for gathering and sharing fundamental documents among the AFS Sections (e.g., Section procedures manuals).
6. Explore better ways to make the GB meetings open to all members such as livestreaming. Also, better communicate to members the important role of the GB.
7. Three motions are being presented to the AFS membership at the Business meeting. These include: (a) name change of Continuing Education Committee to Professional Development

Committee, (b) Adoption of new Lifetime Member dues establishment process, and (c) name change of Endangered Species Committee to Imperiled Species Committee

## 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	Brian Murphy
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	<i>Not present</i>
Southern Division President Elect	Mark Rogers
North Central Division President	Mark Fincel
North Central Division President Elect	<i>Not present</i>
Northeastern Division President	Patrick Shirey
Northeastern Division President Elect	Susan Cushman

#### Section Presidents

Bioengineering	Dan Giza
Canadian Aquatic Resources	Craig Purchase
Cooperative Research with Stakeholders	Lee Benaka
Early Life History	<i>Not present</i>
Education	Melissa Wuellner
Student and Early Career Prof. Subsection	<i>Not present</i>
Estuaries	John Mohan
Equal Opportunities	Lian Guo
Fish Culture	Jeff Heindel
Fish Habitat	David Thorne
Fish Health	Anita Kelly
Fish History	<i>Inactive</i>
Fisheries Administration	Gary Whelan
Fisheries Information and Technology	Tiffany Hopper
Fisheries Law	<i>Inactive</i>
Fisheries Management	Julie Carter
Genetics	Marlis Douglas
Imperiled Aquatic Species Section	<i>Not present</i>
International Fisheries	Paul Simonin (Proxy for Andrea Reid)
Invasive and Introduced Fisheries	Marybeth Brey
Marine Fisheries	Jessica Miller

Native Peoples Fisheries	<i>Inactive</i>
Physiology	<i>Not present</i>
Science Communications	Sean Landsman
Socioeconomics	<i>Not present</i>
Water Quality	Jetta Jager (Proxy)

### **Proxies**

Anita Kelly ([amk0105@auburn.edu](mailto:amk0105@auburn.edu)) for Gary Marty, Fish Health Section  
 Julie Carter ([jcarter@azgfd.gov](mailto:jcarter@azgfd.gov)) for Jeff Koch, Fisheries Management Section  
 Henrietta (Yetta) Jager ([myjgoo@gmail.com](mailto:myjgoo@gmail.com)) for Paul Kusnierz, Water Quality Section  
 Paul Simonin ([pws44@cornell.edu](mailto:pws44@cornell.edu)) for Andrea Reid, International Fisheries Section  
 Caleb Hasler ([c.hasler@uwinnipeg.ca](mailto:c.hasler@uwinnipeg.ca)) for Craig Purchase, Canadian Aquatic Resources Section

### **Emerging Leaders**

Matthew Mensinger, [matthew.mensinger@maine.edu](mailto:matthew.mensinger@maine.edu)  
 Tyler Plum, [plum.fisheries@gmail.com](mailto:plum.fisheries@gmail.com)  
 Taylor Saucier, [tayloresaucier@gmail.com](mailto:tayloresaucier@gmail.com)  
 Kiah Wright, [kiah.wright@mail.missouri.edu](mailto:kiah.wright@mail.missouri.edu)

### **Guests**

Amanda Croteau, Membership Committee ([acroteau@uwf.edu](mailto:acroteau@uwf.edu))  
 Chelsea Crandall ([crandallchelsey@gmail.com](mailto:crandallchelsey@gmail.com)) and Solomon David ([solomon.david@nicholls.edu](mailto:solomon.david@nicholls.edu)) DEI  
 Committee  
 Joe Conroy, Co-chair, Strategic Positioning Committee  
 Lynn Quattro, Incoming President of Fisheries Administration Section  
 Kay Zipp, Secretary, Equal Opportunities Section

### **AFS Staff**

Dan Cassidy  
 Drue Winters  
 Beth Beard  
 Steve Kambouris  
 Shawn Johnston

## **Governing Board Meeting Minutes**

- Welcome** - Leanne Roulson opened the meeting at about 8:05 a.m. (PT) and welcomed members and guests. In particular, Leanne introduced the members of the Early Leader Mentorship Program: Tyler Plum, Southern Division, USGS; Taylor Saucier, Western Division; Kia Wright, North Central Division, MS Student at University of Missouri; Matthew Mensinger, NE Division and Ph.D. student at University of Maine.

2. **Determination of Quorum** - Randy Schultz stated that a quorum has been established with proxies listed above.
3. **Approval of Agenda**- No additions and approved by unanimous consent.
4. **Review of November 2022 (Charleston, SC) Spring 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  
**Minutes approved by unanimous consent.**
5. **Update on Officers meeting and Management Committee Meeting (Friday, August 19, 2022)**
  - a. Financial management issues – Decision to allocate \$60,000 to the Obligated Reserve Fund.
  - b. AFS Headquarters building sale – discussion of use of funds and previous process for use of funds from earlier building sale (part of the EYE site development program).
  - c. Remote work environment for staff – This was explored as part of the evaluation of staff as a component of the annual review of the Executive Director.
  - d. 2025 annual meeting location selection – This was a significant discussion issue at the Management Committee meeting and the proposal for San Antonio resulted in considerable discussion with focus on the Texas state policy and legal positions on women’s rights and abortion ban. This resulted in a motion for San Antonio that was not approved. However, the vote clearly suggested that there was a need for additional discussion and further consideration.
6. **Strategic Positioning Committee** (Joe Conroy and Marlis Douglas, see [Attachment A](#)).
  - a. Strategic positioning is process based rather than product based. It is meant to be a dynamic process that reflects the constantly evolving changes that AFS faces. The leadership is constantly in a state of transition and AFS needs a planning process that is flexible and constantly available to help guide the leadership.
  - b. Vision and Process in three time scales – long-term (10-30 years), medium-term (5-10 years), and short-term (1-5 years)
  - c. Initial foundations for strategic positioning was accomplished through a futurecasting exercise and SWOT analysis at previous meetings.
  - d. The Strategic Planning Committee (SPC) is waiting for the official charge letter from the AFS President. This will lead to a work session with the Governing Board in fall 2022 or shortly thereafter.
  - e. It was noted that AFS is a large, complicated organization that is difficult to move into new directions. The Committee is positioned to help AFS identify and prioritize needs and directions. It is not positioned to be a decision-making body; that is a role of the MC and GB. The SPC will provide thoughtful input and a process to engage the society. It is also likely that the SPC and the Financial Planning and Positioning Committee will likely work together in the future to help provide guidance.
7. **Membership Survey** (Amanda Croteau, Chair, Membership Committee) [Attachment B](#)
  - a. Two survey tools were developed, one targeted to current members and the other to non-members.

- b. Survey opened in June 2022 and initially closed in August. However, it was decided to re-open the survey for the Spokane annual meeting to get additional respondents.
- c. Responses varied widely among divisions with Southern Division having highest response rate. At the chapter level, responses were generally insufficient to make any statements about membership characteristics across that level.
- d. Member responses on a wide variety of topics were assessed with detailed presentation of results in Attachment B. These will all be updated with the additional responses collected through the annual meeting and additional outreach.

#### **8. AFS Committees and Building a Better Governance Model –**

- a. Previous committee reporting process was arduous and of little value in understanding the workings of AFS. The current process utilizes a Google forms and exports responses to an Excel spreadsheet (the full response is available from the AFS office).
- b. Not all AFS committees completed the report, but the completed material was very insightful and is helpful in understanding committee challenges and progress.
- c. It was suggested that many committees receive their charge but often don't know the exact products that are being sought. Committee charges do need to be regularly reviewed. With about 26 committees, this is a challenging task. Further, finding chairs/co-chairs for this many committees is difficult with some committees still not having a chair appointed.
- d. AFS has many committees at the Division level that are frequently working on similar topics as at the national level. It would be helpful to link Division committees with National committees.
- e. Committee “one on ones” – Develop short committee updates or webinars where the committees provide reviews of their charges, accomplishments, and challenges. These would help the GB better understand the committee work and also provide the committees the opportunity to showcase their work and engage possible new members.
- f. The burden on the President to manage 26 committees is overwhelming. Leanne Roulson and the officers have moved to sharing committee charges more broadly and work more closely with AFS staff who have been assigned as liaisons to each committee. This needs to be further refined.
- g. It was recognized that finding volunteers to lead and participate in committees is an increasingly troubling challenge. AFS needs to find better ways to inform the membership of committee volunteer opportunities and encourage new participation. This should be added to the membership renewal process, through additional email and social media messaging, and through individual requests at events such as the AFS Business meeting, chapter, division and section meetings.
- h. At the Grand Rapids annual meeting (August 2023) we should explore hosting a committee leadership gathering.

#### **Tasks:**

- Use the Governing Board to develop breakouts of the GB members to review committees and work on updating the committee charges
- Assign GB members to be on teams that review 3-5 committees each on an annual basis.
- At member renewal we need to include the opportunity to volunteer to be on committees.

## 9. AFS Sections and Continuity of Governance

- a. A query was sent to all Section leaders to document their leadership tenure and the ability to participate in the AFS Governing Board for a two-year term (or more). Survey results are found at: [Section GB Listing](#)
- b. Most Sections do have a two-year term of office although a number of sections did not respond so the data collection needs to be completed.
- c. Sections are provided very little guidance in the AFS Procedures Manual. They are only listed in the AFS Rules with the basic purpose. There is little opportunity for Sections to share their efforts and organization. AFS started a Google drive for Sections to share Procedures or other documents but it has only been partially populated. There is little institutional memory within and certainly among Section officer changes.

### Tasks:

- Update the Section Procedures Google drive or develop a better tool for gathering and sharing fundamental documents among the AFS Sections.
- Explore better ways to make the GB meetings open to all members. Can we livestream the GB meeting? Is GTM an obstacle to allowing more members to join or view the GB meeting?
- Put the connection information for the GB meeting on the web, social media or other means of allowing access. How can we both allow greater access but also control access in such a way that it doesn't get in the way of business actions?

## 10. AFS Draft Presidential Plan of Work for April Croxton ([Attachment C](#))

- a. The several years of pandemic challenges have resulted in substantial challenges in personal and professional health. Isolation, changed work environment, new business models, and a heavy workload have all impacted all of us. Focus on internal health will be a large part of April's Plan of Work (POW).
- b. Internal communication will be a key focus point of April's POW. This will focus on how we communicate among AFS units, with membership, and across all levels. AFS is incredibly active, but we often are simply unaware of the many accomplishments.
- c. Focus Area 1 – Internal communications at all Society levels. In particular, we need to all be aware of work in the committees, chapters, and sections to share accomplishments and challenges.
  - i. Working with the Strategic Positioning Committee. How are we communicating effectively? What are the gaps? Re-evaluating previous communications strategy and developing more forward-looking approaches. This Doesn't mean that we don't look externally but we need to ensure internal communications are effective in order to support better external messaging.
  - ii. We also need to better support the AFS policy efforts. They are an important AFS program and we need to build better support for these efforts.
- d. Focus Area 2 – Advance DEI activities and ensure that they are sustainable.
  - i. Better use CASS as a way to share and understand effective approaches for DEI efforts.

- ii. HBCU, HIS and other MSI – AFS needs to be more effective in our outreach and build sustainable relationships.
- iii. Develop an effective, actionable DEI plan for AFS. Currently, we don't have any structured plan to guide our efforts. This needs to be a cohesive effort in order to ensure that we are effective in our efforts.
- iv. Build better partnerships with other organizations to learn from their efforts and amplify the results.
- e. Focus Area 3 – Ensure that we are successful with the AFS Grand Rapids meeting and the Latin America and Caribbean Fisheries Congress.
- f. Focus Area 4 – Transition of the Executive Director. April will initiate the process but it will be completed under Cecil Jennings Presidential term. April will reach out to the previous selection committee to learn about their processes and any recommendations for the new process.
- g. AFS Town Halls – Create a new event(s) where AFS can do more outreach to policymakers, agency leaders, industry, and others to better inform them about the work of AFS and how it benefits their employees.
- h. Unit Leader Reception – This is being planned for the first time at the Spokane meeting. Several on the GB stated that this is a great idea. There have been few opportunities for unit leaders, other than the GB, to gather and get to know each other and to meet AFS leadership.

#### **11. AFS Annual meeting 2025 – San Antonio Proposal (Attachment D)**

- a. The selection of the 2025 annual meeting location that was discussed at the Management Committee meeting, with the San Antonio proposal not being supported, was presented to the Governing Board for further discussion.
- b. Shawn Johnston (AFS Director of Meetings) reviewed the process that AFS used for the recommendation of San Antonio. The Southern Division (SD) did also select San Antonio as their preferred location.
- c. The Divisional rotation does provide guidance on AFS meeting location. The 2021 meeting in Baltimore was jointly hosted between the NED and SD. The SD has, historically, been the Division that has had the least AFS meetings. The 2025 proposal addresses this issue with the San Antonio location.
- d. The issue of AFS stating that it is supportive of DEI efforts while yet considering holding a meeting in Texas, which has adopted legislation that is severely restricting women's rights to reproductive options, would undermine the society's efforts.
  - i. It was suggested that there would be female fisheries professionals who would decide not to attend due to the restricted rights.
  - ii. The situation in Texas was suggested to a substantial health risk to pregnant women.
  - iii. Not holding a meeting in San Antonio would make an economic statement to Texas.
- e. The concern of using reproductive rights as a reason for not hosting a meeting opens the door to the same issue in other states who have either adopted or is considering similar legislation, as well as any other issue that members might find to be disconcerting or offensive.



- f. It was suggested that AFS can continue to support women’s involvement, as well as any other group, in AFS meetings by making meetings more open, welcoming, addressing needs of groups such as those with small children and other challenges. These actions by AFS are important in making our meetings a place where all fisheries professionals and attend and feel safe and welcome.
- g. Selecting San Antonio as a location for AFS 2025 was suggested to be an action that will disenfranchise some part of AFS.
- h. Depending upon the outcome of the vote, AFS will need to consider carefully the messaging about how this decision was made and the reasons for the final decision.
- i. The San Juan option for 2025 was also explored. The newly renovated convention center in San Juan is very attractive and would be a good hosting location. Hotel would be priced at about \$249 - \$259, which is more expensive than typical AFS meetings. Convention Center rental is about \$38,000. Government rate would be available to 10% of attendees.
- j. It was noted that finding an acceptable location for AFS meetings is an exceedingly complex process with many factors that come to play, particularly with cost challenges, divisional rotation, and many possible factors that
- k. A quick poll was conducted by Lian Guo of women in fisheries to assess the willingness of people to attend the meeting. Out of 20 responses, 10 stated that they would still attend the meeting but prefer that AFS host a conference in a state that supports women’s rights, five stated that they would have hesitation, one responded that they would attend without hesitation, one stated that they would attend if the city was taking actions to support women’s rights, two people stated that they definitely would not attend the conference.

The screenshot shows a poll interface with five options, each with a checkbox, a text box, and a close button (X). The options and their vote counts are:

- I would prefer that the conference would be in a state supportive of women's reproductive rights but would still attend. Added by you. 10 votes
- I would have hesitation about attending the conference. Added by you. 5 votes
- I would attend the conference per usual. Added by you. 1 vote
- I would attend the conference if the city or area of the state is making efforts to protect women's reproductive rights. Added by you. 1 vote
- I definitely would not attend the conference. Added by you. 1 vote

- i. It was noted that some states are denying travel of state employees to other states that do not support women’s reproductive rights.



**m. Vote Process:**

- i. Constitutional Consultant Randy Schultz reviewed the AFS process for voting which provides the Governing Board with the authority to review and over-ride decisions of the Management Committee.
- ii. Motion – To accept the decision of the Management Committee to not approve San Antonio as the 2025 meeting location.  
Motion by Murphy, 2<sup>nd</sup> by Benaka.  
Vote results: Yes 10, No 14. Motion failed. AFS will meet in San Antonio in 2025.

**12. AFS Bethesda Office Building – status of possible sale.**

- a. At the Management Committee meeting on Friday, it was decided to move \$60,000 from the JASM profits to the Obligated Reserve. It was also decided that the Obligated Reserve target amount should be established at 50% of the annual operating budget of the Society.
- b. Cassidy reported on the potential sale options for the AFS headquarters building.
  - i. AFS owns slightly more than 5,000 feet of the office building. The building is zoned for ownership only by non-profit organizations. This is being addressed through a re-zoning request to Montgomery County. All of the other three suite owners (TWS, MD-DC office of TNC, and ASPRS) are exploring sale and moving to either full remote work or to other office options.
  - ii. Market comparables are in the \$250-\$300/square foot range.
  - iii. AFS staff are exploring all options such as acquiring a smaller footprint in a location with partner conservation organizations, going fully remote, and the many operational needs related to such a transition. Staff are developing plans for dealing with maintaining a sense of corporate community.
  - iv. AFS spends approximately \$100,000 - \$120,000 annually to maintain and equip the office.
  - v. The option of leasing the AFS office space was raised and this is one of the options being considered. There many challenges associated with this such as finding an appropriate renter, dealing with managing leases and other costs, and pricing in such as way as to be profitable.

**13. Annual Review of the Executive Director**

- a. Materials provided in Attachments E1-E3. Austen summarized the reports.
- b. The Governing Board met in closed session to review the reports and provide the officers with comments for completion of the review.

**14. Policy Update and Review (Attachment F) - Drue Winters, AFS Policy Director**

AFS involvement in federal policy ad legislative activities was highly active throughout the year, with several key focal areas:

- a. Recovering America’s Wildlife Act (RAWA) – with potential passage this year, the large coalition of partners working on RAWA has been intensely working to obtain sufficient votes in the Senate for passage. The issue of defining the budget off-set (“pay-for”) has been the challenge and this has yet to be fully established.
- b. Marine Aquaculture – support for the development of a well-constructed regulatory framework for marine aquaculture has been the challenge and AFS provided congressional

briefings on the topic and worked with agency and congressional staff to move this effort forward.

- c. AFS continues to work with the Consortium of Aquatic Science Societies (CASS) on the development of Amicus Briefs for the U.S. Supreme Court. Current efforts focused on the case Sackett vs. EPA.
- d. Snake River dam removal policy development – working with the AFS Western Division to complete and adopt a policy statement supporting the science foundation for removal of the four lower Snake River dams.
- e. Science Communications – continued with the Climate Ambassadors Program and the Climate Fellows Program.

## 15. Constitutional Consultant Report - (Randy Schultz) -

### a. Lifetime Membership (Attachment G)

**Motion:** Recommend that the Governing Board approve a modification of the AFS Rules (Section 10.b.4 and 11) for AFS Lifetime Membership as defined below and refer to the full membership for a vote

#### **AFS Rules (Section 10.b.4)**

The Life Member fee is set by the ~~Governing Board- Management Committee~~ subject to a six-month delay between announcement and implementation of a changed fee. The ~~Governing Board~~ Management Committee may suspend the availability of new Life memberships, which suspension shall be effective immediately, without prejudice to current Life Members or to their benefits. Life Membership is automatically conferred on all Past Presidents, and the fee is waived.

#### **Receipt of Journals by Life Members**

~~Persons who became Life Members before 1976 or after 1993 shall receive Fisheries plus one other Society journal of their choice. Those who became Life Members between 1981 and 1993 shall receive Fisheries plus two other Society journals of their choice.~~ **Lifetime members receive electronic access to all AFS journals.**

#### **Background:**

The Membership Committee proposed modifications to the Lifetime Membership Program that were adopted by the Management Committee (September 10, 2021). This modified the Lifetime Membership fee to \$2,250 and provided for the option of three installment payments of \$750. It also tied future Lifetime Membership fee to be 20 times the regular membership rate. All other AFS membership rates are established by the Management Committee. The proposal to change authority for Lifetime Membership from the Governing Board to the Management Committee makes for consistent decision authority. It was also noted that the Section 11 of the AFS Rules is antiquated since all AFS memberships come with electronic access to all AFS journals.

**Motion by Jennings; 2<sup>nd</sup> by Whelan. Adopted by unanimous consent.**

- b. Two additional actions that have been previously approved by the Management Committee and Governing Board were reviewed with the Governing Board to clarify that they will be presented to the AFS membership at the Business Meeting on Wednesday morning.

- i. **Continuing Education Committee name change to Professional Development Committee**

At the April 8, 2022, meeting of the AFS Management, revised AFS Procedures language for the Continuing Education Committee was adopted. This package also included the recommendation to change the name from the Continuing Education Committee to the Professional Development Committee. This was advanced to the Governing Board and was approved at the April 13, 2022, meeting. Since this is a change to the AFS Rules, adoption requires a simple majority vote of the membership.

**Motion to be presented to the AFS membership:**

To replace AFS Rules (14.b.8) pertaining to the Continuing Education with the following language

PROFESSIONAL DEVELOPMENT COMMITTEE assesses the professional development and training needs of the fisheries profession and work in close coordination with the American Fisheries Society's (AFS) Chapters, Sections, and Divisions to develop and administer a comprehensive professional development program.

- ii. **Imperiled Aquatic Species Committee name change from Endangered Species Committee and establishment in AFS Rules**

At the June 10, 2022, meeting of the Management Committee, a motion was approved to accept Procedures Manual changes describing the Endangered Species Committee and renaming it the Imperiled Species Committee. This proposed name was subsequently modified to be the Imperiled Aquatic Species Committee. This committee has been functioning essentially as a "special committee" of the AFS President but should be recognized as an AFS Standing Committee in the AFS Rules. This requires a simple majority vote of the AFS membership to be adopted.

**Motion to be presented to the AFS membership:**

Motion: To add to Section 14.b of the AFS Rules, the following standing committee:

IMPERILED AQUATIC SPECIES COMMITTEE provides leadership for the Society on issues affecting the imperilment of aquatic species and their ecosystems. Committee provides technical assistance to all levels of the Society on issues concerning imperiled aquatic species.

- 16. **Review and comments on Leanne Roulson Presidential Accomplishments (Attachment H)** - President Roulson presented a listing of AFS activities throughout the year in her last column in Fisheries magazine. This was not developed as a list of her accomplishments but, rather, that of the entire Society. Key points include


- a. Policy work with CASS has continued with key accomplishments. This has highlighted the value of this consortium.
- b. Indigenous events at Spokane including key work with five tribes led by the Spokane tribe as well as the inclusion of several students and faculty from HBCU's involved in the 2021 Baltimore meeting.
- c. Climate Communications – completed the first Climate Ambassadors Program (CAP) and supported continued delivery of this highly acclaimed program.
- d. Plenary sessions – two sessions with special focus on DEI, tribal history, and field safety for minority populations.
- e. Hutton Summit at Montana State University with 22 Hutton scholars
- f. Procedures Manual update – working on a complete review of this document.
- g. Financial health of AFS – a continued effort to ensure that AFS has a solid financial future.

## 17. Additional Items

- a. AFS meeting registration rate review – focus on establishment of more appropriate registration rates for developing countries. This will be presented to the Management Committee at the September meeting
- b. AFS Journal Retreat (Laure Hendee) – Publications staff and the Publications Overview Committee (POC) are planning on a follow-up retreat to the May, 2017 retreat held in Reno, NV. This is tentatively scheduled for February 2023 with location to be determined. A team of key publications leaders including POC Chair Steve Midway, Laura Hendee, and several Editor's in Chief, are meeting in Spokane for a planning session.
- c. Mid-year Governing Board meeting will be held in Boston, MA, in early January. This will help in conjunction with the meeting of the Southern New England Chapter and several other units.
- d. Incoming Governing Board Meeting – reminder of this event on Thursday morning. Three key events take place at this meeting.
  - i. Selection of Governing Board members to be on the Management Committee.
  - ii. Selection of AFS members to be on the AFS Nominating Committee.
  - iii. Selection of AFS members to serve on the Mote Scholarship Committee.
- e. AFS Staff Activity Report (Attachment I) – This was sent to the GB members and summarizes key programmatic accomplishments of AFS over the past year.

## 18. Meeting Adjourned by Leanne Roulson

# Attachment A – Strategic Positioning Committee



## Strategic Positioning Committee of the American Fisheries Society

***Plans are worthless, but planning is everything***  
Dwight D. Eisenhower, 1957

<p><u>Strategic Plan</u> (= static)</p> <ul style="list-style-type: none"><li>- Fixed, thus rigid, mostly reactive<ul style="list-style-type: none"><li>• hampers response to changes; inflexible</li><li>• based on current context; not visionary</li><li>• discrete; lacks continuous engagement</li><li>• mismatch with transitional leadership</li></ul></li></ul>	<p><u>Strategic Positioning</u> (= dynamic)</p> <ul style="list-style-type: none"><li>- Process, adaptive, proactive<ul style="list-style-type: none"><li>• promotes flexibility, changeable</li><li>• envisions the future</li><li>• continuous membership engagement</li><li>• integrates with transitional leadership</li></ul></li></ul>
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## Strategic Positioning Committee of the American Fisheries Society

***Effective planning requires specific goals to guide an adaptive process informed through engagement***

AFS Strategic Positioning Committee, 2022

Charge: *Provide framework to adapt, while working towards goals*

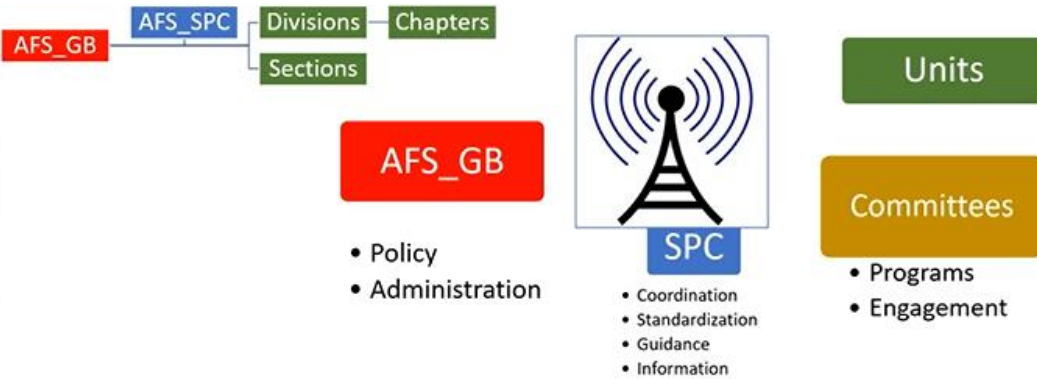
Vision

- long-term (10–30 years) → Big Picture
- medium-term (5–10 years) → Finger on the Pulse
- short-term (1–5 years) → Course of Action

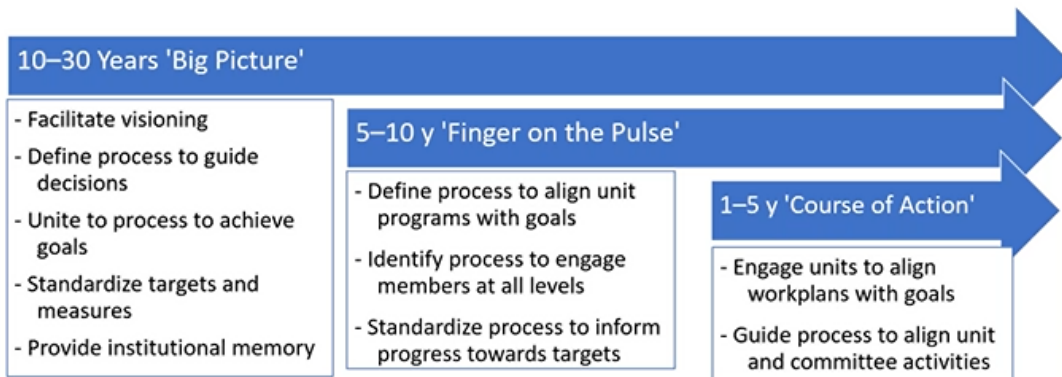
Process

- guide decisions
- engage all levels
- link goals & programs

## Committee Structure and Functioning



## Committee Charge and Functioning



## *SPC needs your help!*

### Activities

- Nov'21: SWOT exercise
- Mar'22: Future Casting

### Plans + Next Steps

- Sep'22: Official Charge
- Oct'22: Workshop for GB
- Nov'22: Committee Members





# Attachment B – Membership Survey Report



## AFS Membership Surveys

Membership Committee

Amanda Croteau, Kerry Flaherty Walia, Joshua Raabe

### Overview



- Developed by the Membership Committee
  - Leads: Kerry Flaherty Walia, Josh Raabe, Susan Cushman, Laurie Earley, Amanda Croteau, Dan Cassidy, Eva Przygodzki, Adrienne Vincent and Kelly Kotche
  - DEI Committee, anonymous beta testers
- Goal: better understand opinions related to membership such as value and benefits, initiatives, communication, role of AFS in their career and support from employers, motivation for membership in other societies
- Developed two survey tools
  - Members
    - Distributed to current memberships through email and advertisement in newsletter
    - Request for promotion to unit leaders
  - Non-members
    - Distributed to non-member email list (affiliate members, non-member meeting registrations, website)
- Open June 15 – Aug 5 2022; Reopened for Spokane meeting

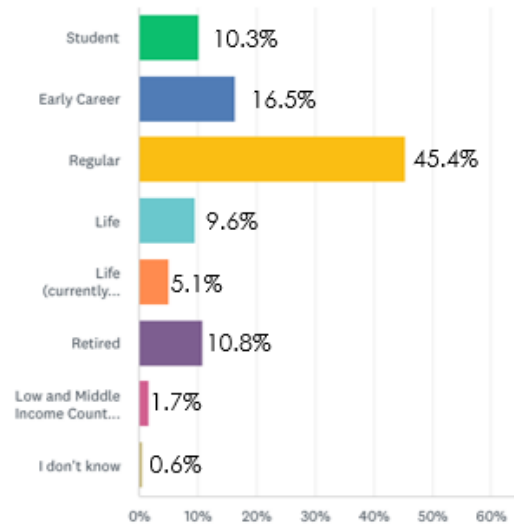
# Member Survey

1017 Responses



## Membership Representation

- Division
  - Southern 30.1%
  - North Central 26.8%
  - Western 21.7%
  - Northeastern 16.5%
- Majority (84.8%) were members of a chapter
  - Responses from every chapter (N range 3-53)
  - Colorado-Wyoming 6.5%
  - Florida & Wisconsin 4.9%
  - Arkansas & Michigan 4.3%
  - Georgia & Washington-British Columbia 4.1%

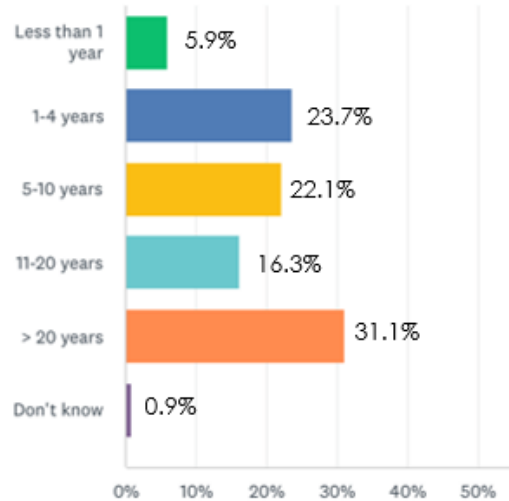


# Membership Representation

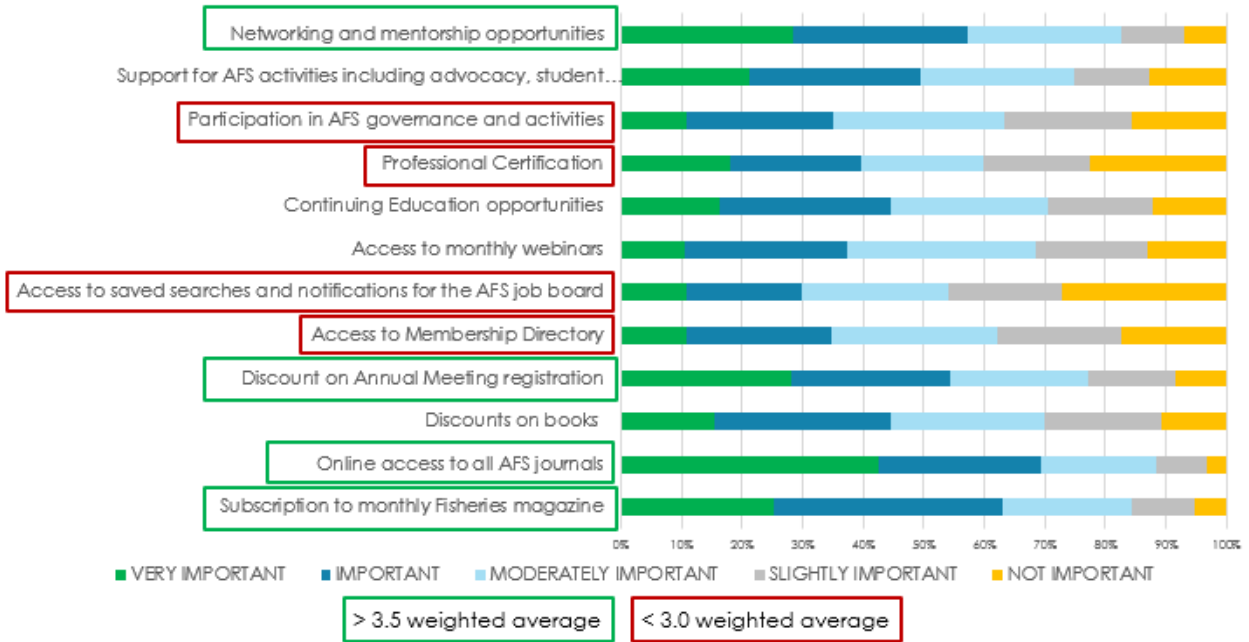
## Section

- Responses from every section (N range 3-224)
- Not a section member 25.6%
- Fisheries Management 24.7%
- Education 11.7%
- Fish Habitat 10.8%

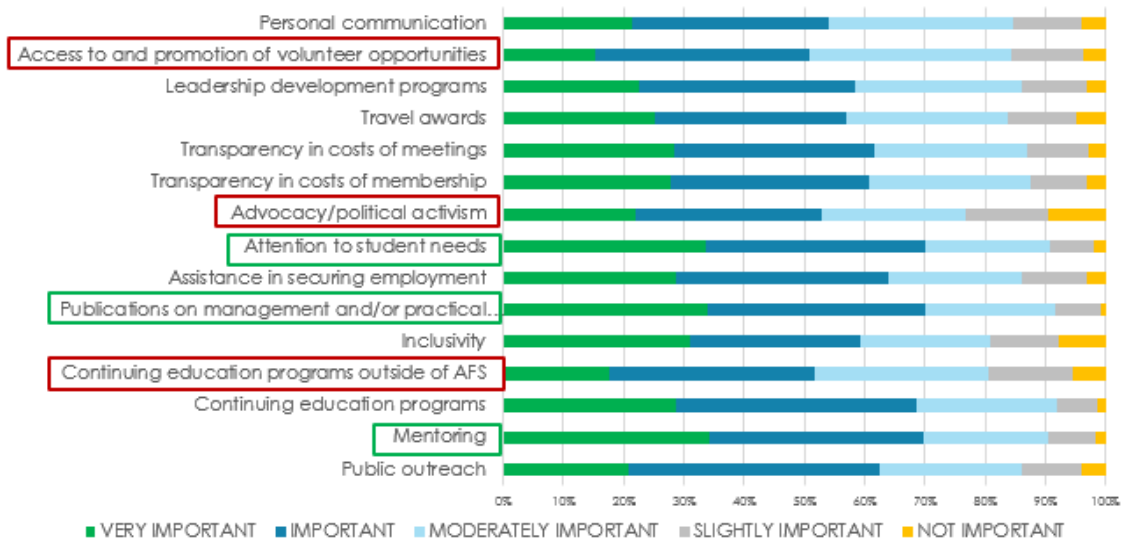
How many years have you been an AFS member?



How important are the following membership benefits to you?



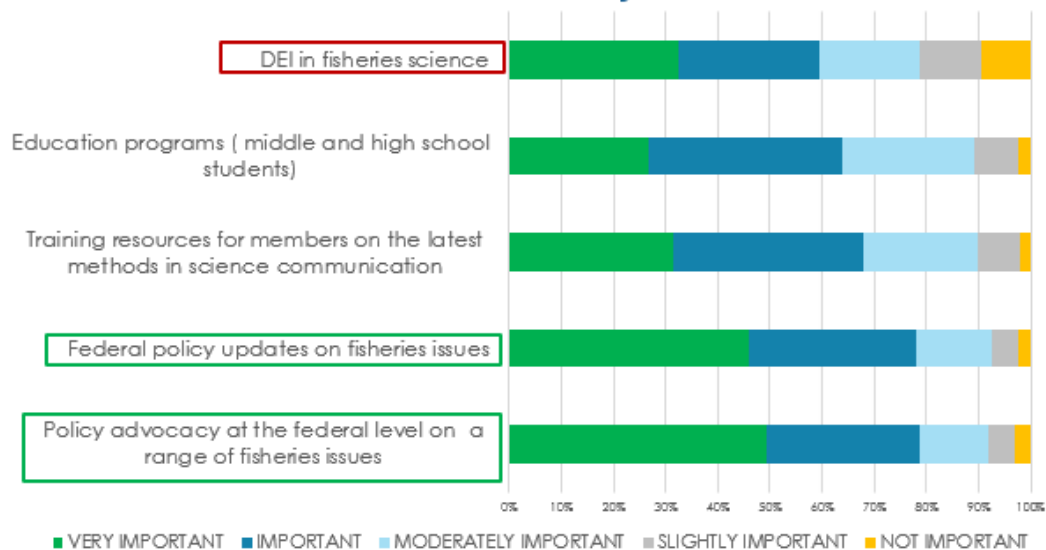
## How important are the following for retaining members?



> 3.9 weighted average

< 3.5 weighted average

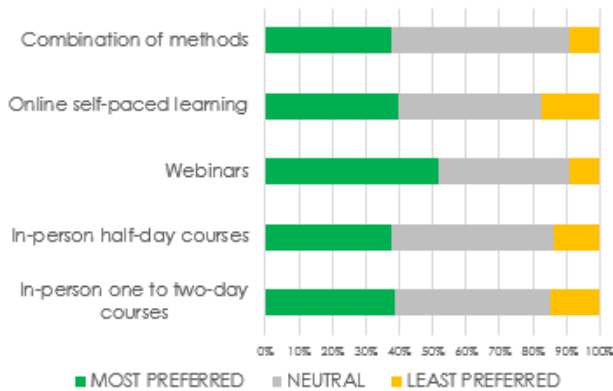
## How important is it to you that AFS participates in the following outreach and advocacy activities?



> 4.0 weighted average

3.6 weighted average

## Continuing Education



### Very Likely + Likely

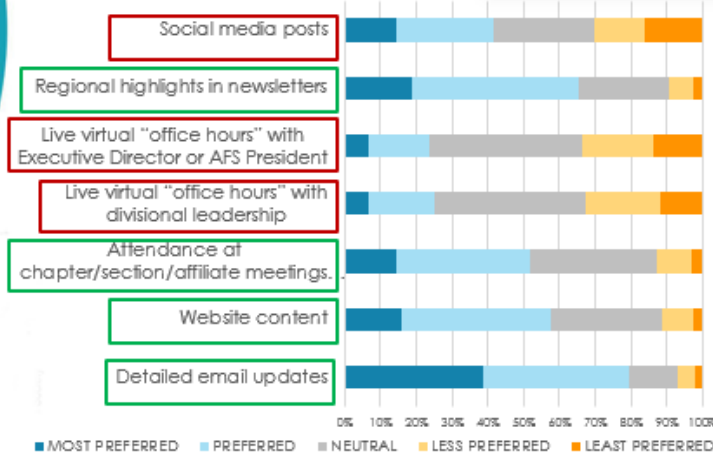
- Fisheries Habitat 71%
- Management and/or Practical Applications 68%
- Restoration and Enhancement 65%
- Multi-Species Interactions 60%
- Population Dynamics 58%
- Threatened and Endangered Species 58%

### Unlikely + Very Unlikely

- Endocrinology 53%
- Biochemistry 51%
- Fisheries Oceanography and Recruitment 42%
- Aquaculture/Hatchery Practices 42%
- Technology – Engineering 41%
- Physical Limnology and Oceanography 41%

## Communication

Presentation last modified: August 19



### Social Media

#### Frequently + Sometimes Use

- Facebook 55%
- YouTube 52%

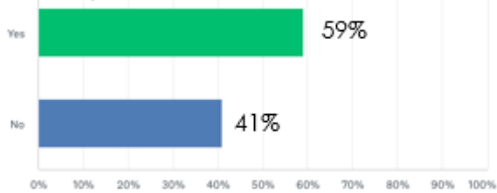
#### Rarely + Never Use

- Pinterest 82%
- TikTok 80%
- Snapchat 80%

# Other Professional Societies



Are you a dues-paying member of other professional societies?

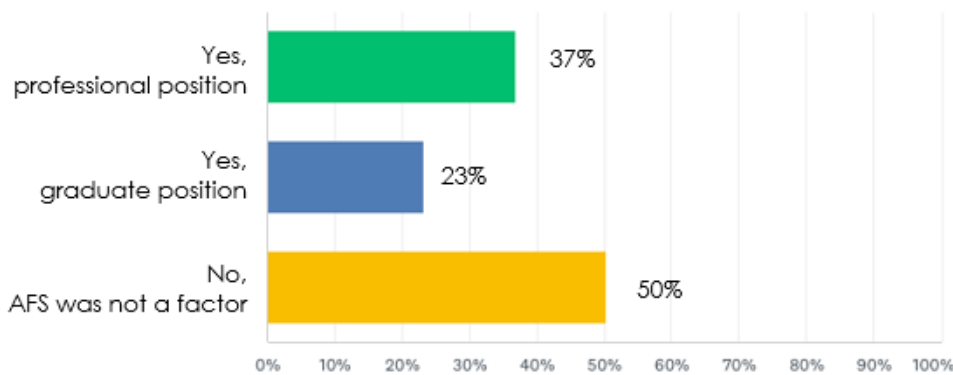


## Why?

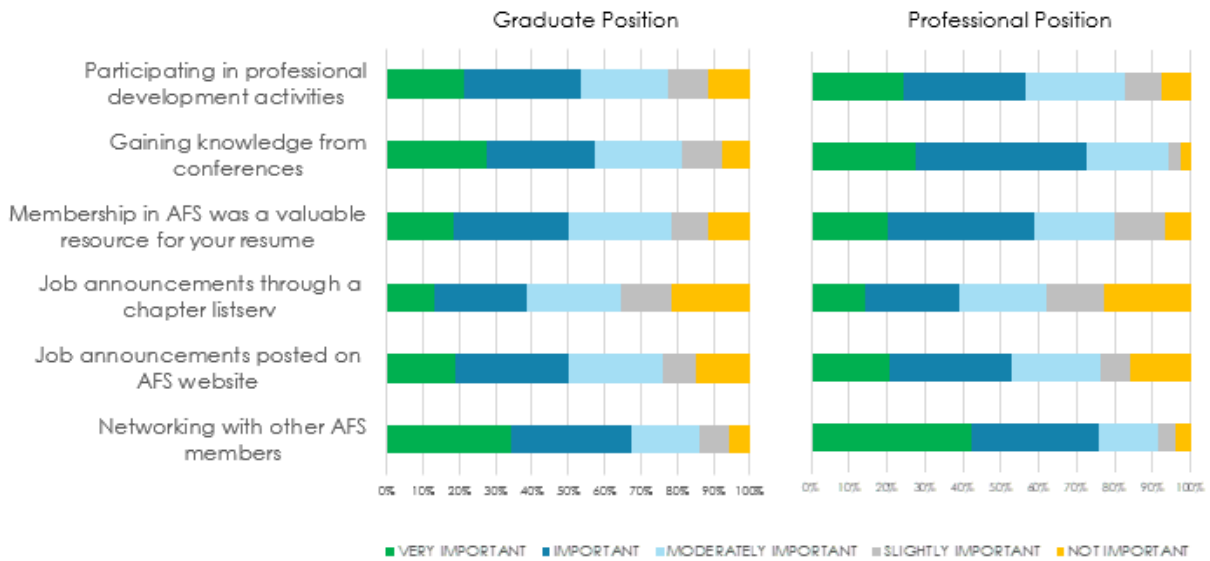
- Very Important + Important
  - Networking with other members 65%
  - Gaining knowledge from conferences 62%
  - Access to publications 60%
  - Supporting the mission and activities of the society 58%

ANSWER CHOICES	RESPONSES
American Elasmobranch Society	11.50% 49
Association for the Science of Limnology and Oceanography	16.20% 69
American Institute of Fishery Research Biologists	24.88% 106
American Society of Ichthyologists and Herpetologists	27.93% 119
Coastal and Estuarine Research Federation	15.49% 66
The Ecological Society of America	23.00% 98
Freshwater Mollusk Conservation Society	11.97% 51
International Association for Great Lakes Research	13.62% 58
North American Lake Management Society	11.50% 49
Phycological Society of America	8.69% 37
National Shellfisheries Association	7.98% 34
Society for Freshwater Science	13.85% 59
Society for Conservation Biology	12.21% 52
Society of Wetland Scientists	8.22% 35
World Aquaculture Society	7.51% 32
The Wildlife Society	11.27% 48

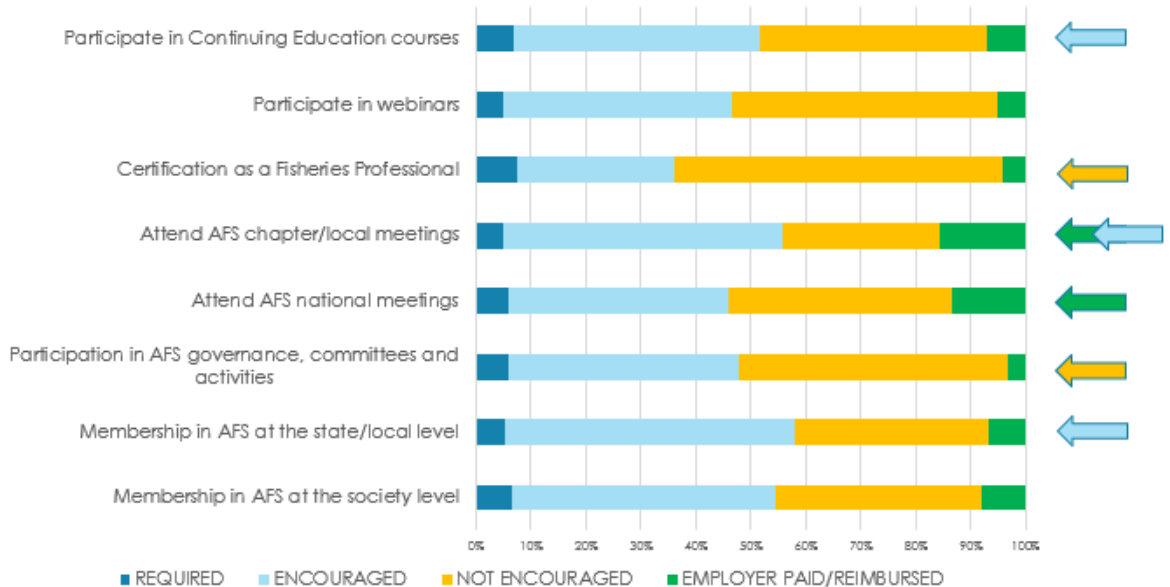
# Was AFS helpful in attaining your first professional position and/or graduate position?



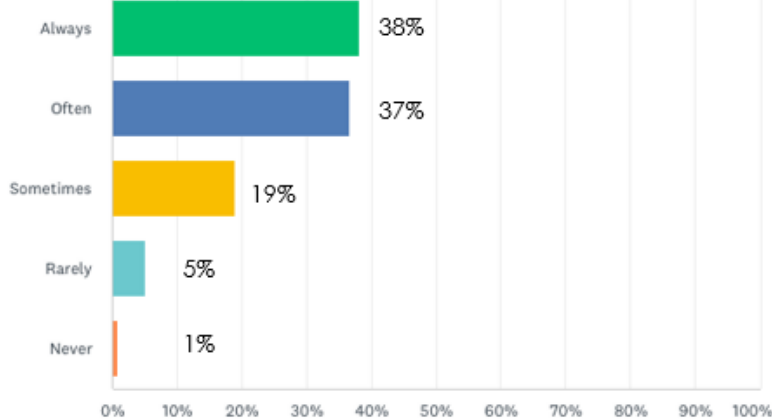
## If AFS was helpful in attaining your position, rate the factors by importance



## Does your employer require or encourage any of the following?







**Do you feel welcome and a sense of belonging in AFS and AFS-related events?**

## Experience in fisheries

**How many years of experience do you have in the fisheries field?**

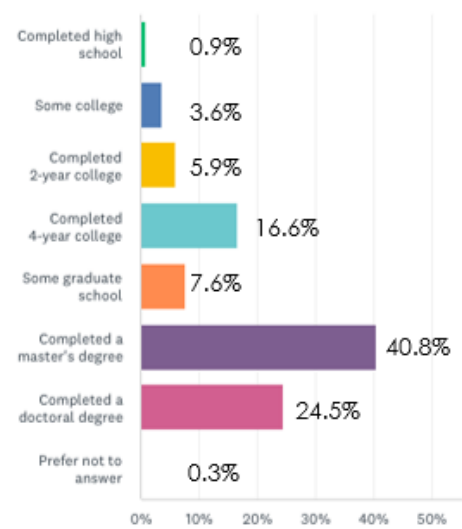
- Less than 1 year 3%
- 1-4 years 17%
- 5-10 years 21%
- 11-20 years 17%
- **>20 years 41%**

**In your experience, how many years post initial professional employment elapsed before you felt that you were a full professional?**

- Less than a year 7%
- 1-2 years 18%
- 3-4 years 30%
- 5-10 years 26%
- >10 years 7%
- I still do not feel like a professional just yet 7%
- Does not apply 5%

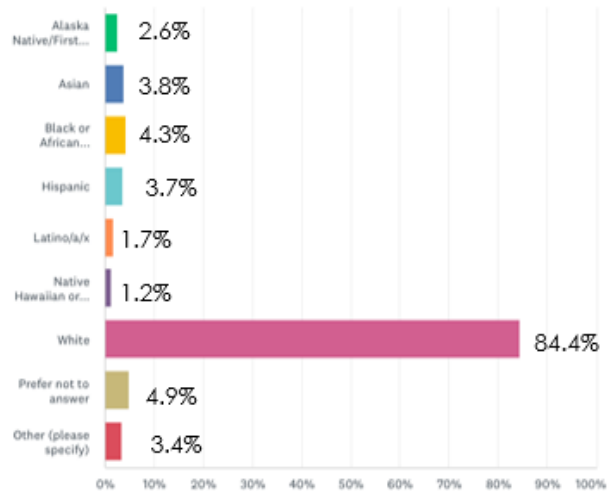
## Who took our survey?

- Fisheries Field
  - Fisheries management 52%
  - Ecology 42%
  - Conservation 41%
- Job sector
  - State government 35%
  - Academia 24%
  - Federal government 18%
  - Private industry 16%
  - Non-governmental organization 4%
  - Tribal 2%
- Highly educated >65% with MS or PhD
- US 84%, Canada 4%



## Who took our survey?

- Older (mid-late career)
  - 17.5% <30
  - 45.5% 31-50
  - 35.8% >51
- Gender identity
  - Male 71%
  - Female 26%
  - Nonbinary 1%
  - Prefer not answer 2%
- Cisgendered 84%
- Do not identify as LGBTQI2SA+ 79%





## Next Steps

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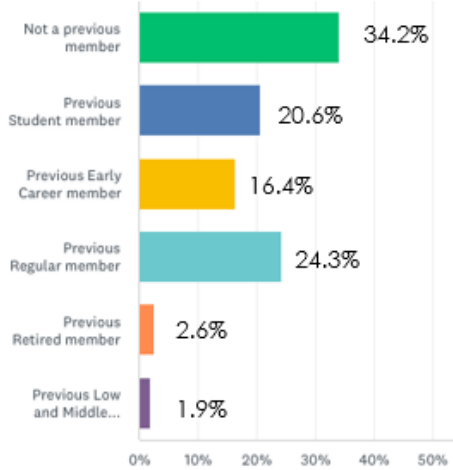
- Reopened survey
- Deeper analysis of responses by groups (member type, job sector, division, country/region, age cohorts, under-represented groups)
- Analysis of free response and comments
- Compare with DEI survey



## Non-member Survey

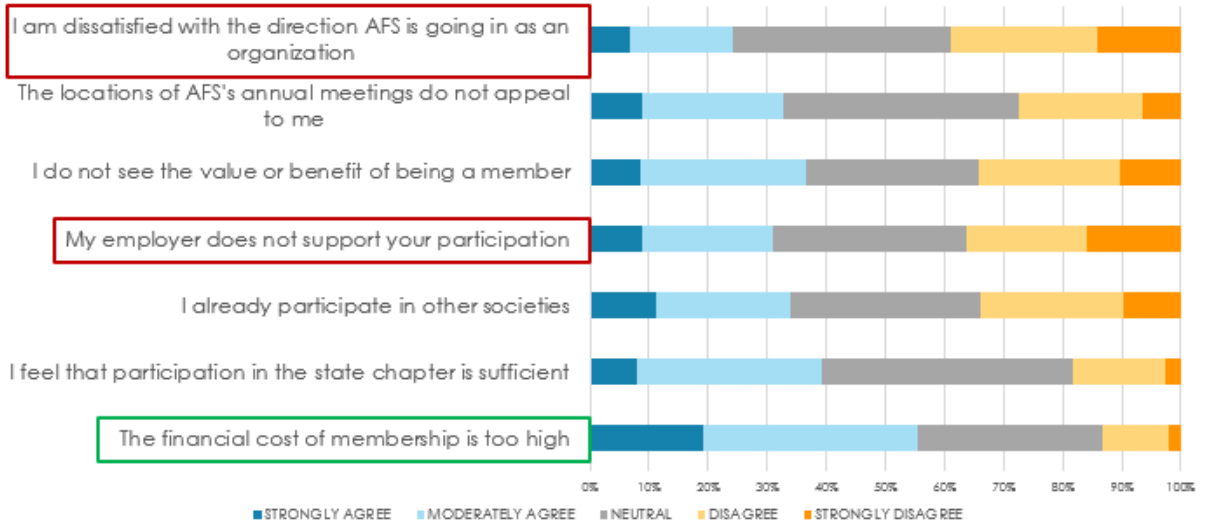
702 Responses

## AFS member? Affiliate member?



- Currently a member of an AFS chapter?
  - Yes 38%
  - No 62%
- Are you aware that chapter membership does not enroll you in the parent society (AFS)?
  - Yes 62%
  - No 38%

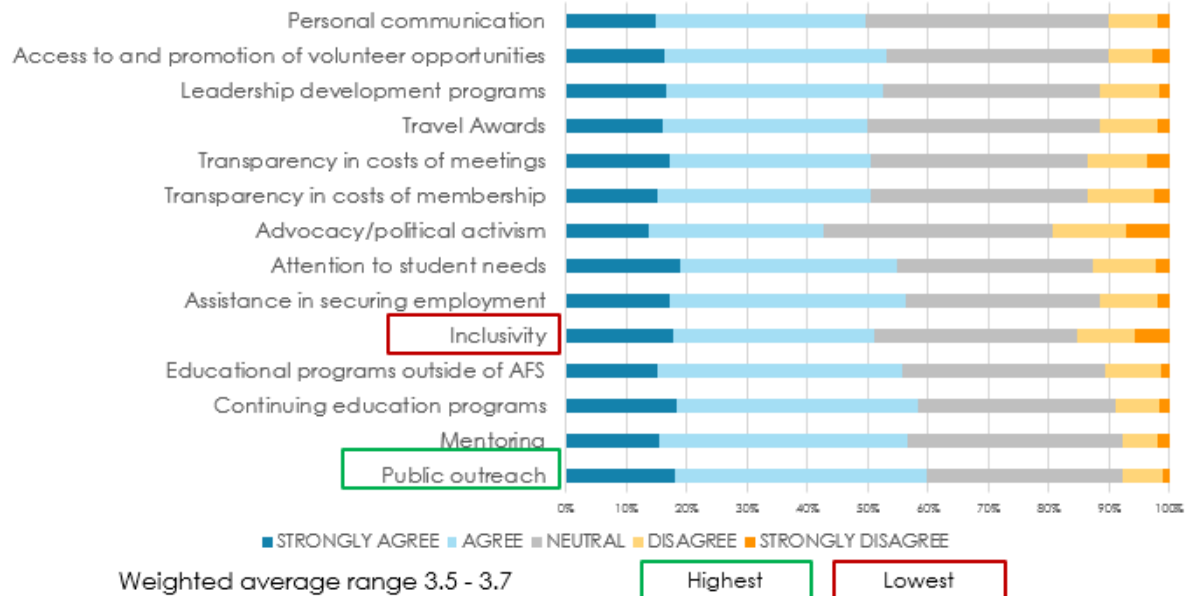
## Why have you not maintained or become an AFS member?



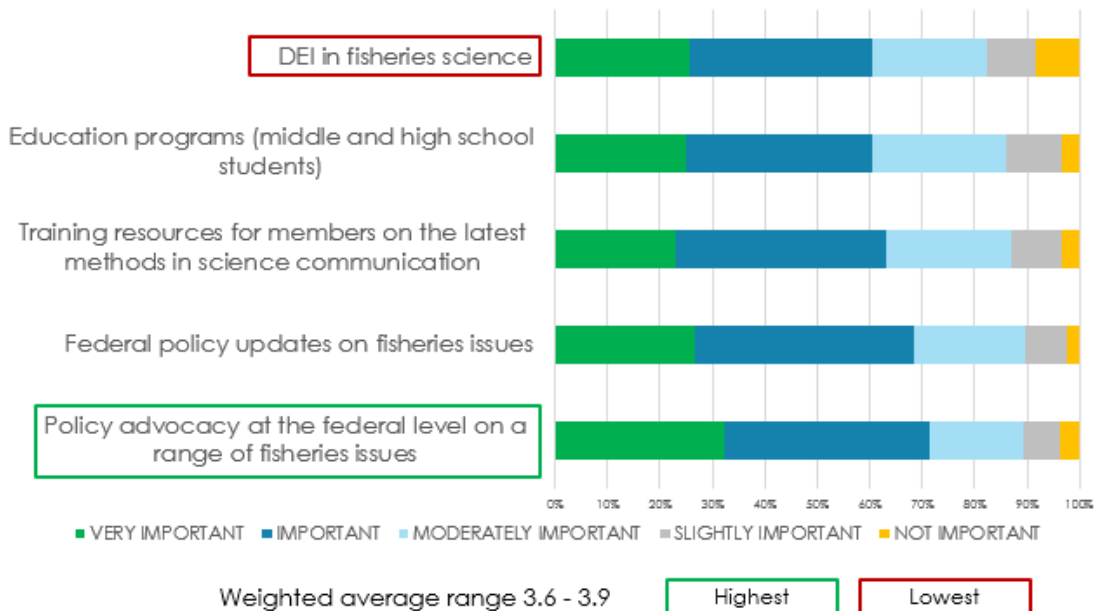
> 3.5 weighted average

<3.0 weighted average

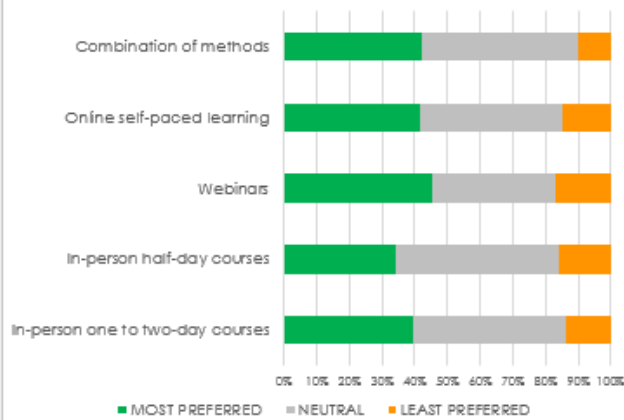
## Indicate if you feel AFS needs to improve upon the following areas in order to recruit and retain members



## Which AFS outreach and advocacy activities are most important to you?



## Continuing Education



### Very Likely + Likely

- **Fisheries Habitat 69%**
- **Management and/or Practical Applications 65%**
- **Restoration and Enhancement 61%**
- Ecology – Riparian and Stream 60%

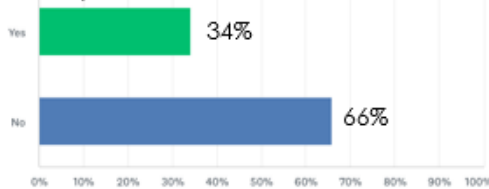
### Unlikely + Very Unlikely

- **Endocrinology 35%**
- **Biochemistry 30%**
- **Sociology 30%**

## Other Professional Societies



Are you a dues-paying member of other professional societies?



### Why?

- Very Important + Important
  - **Networking with other members 67%**
  - **Gaining knowledge from conferences 60%**
  - **Supporting the mission and activities of the society 56%**
  - Participation in professional development 56%
  - **Access to publications 53%**

ANSWER CHOICES	RESPONSES
American Elasmobranch Society	13.29% 21
Association for the Science of Limnology and Oceanography	22.78% 36
American Institute of Fishery Research Biologists	23.42% 37
American Society of Ichthyologists and Herpetologists	26.58% 42
Coastal and Estuarine Research Federation	13.29% 21
The Ecological Society of America	24.68% 39
Freshwater Mollusk Conservation Society	15.82% 25
International Association for Great Lakes Research	12.03% 19
North American Lake Management Society	13.92% 22
Phycological Society of America	10.76% 17
National Shellfisheries Association	10.13% 16
Society for Freshwater Science	13.92% 22
Society for Conservation Biology	8.23% 13
Society of Wetland Scientists	6.96% 11
World Aquaculture Society	6.33% 10
The Wildlife Society	13.29% 21

## Experience in fisheries

### How many years of experience do you have in the fisheries field?

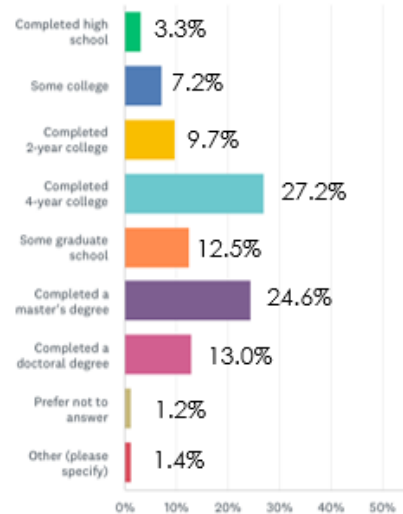
- Less than 1 year 10%
- **1-4 years 35%**
- 5-10 years 24%
- 11-20 years 14%
- >20 years 16%

### In your experience, how many years post initial professional employment elapsed before you felt that you were a full professional?

- Less than a year 5%
- 1-2 years 16%
- 3-4 years 35%
- 5-10 years 21%
- >10 years 6%
- I still do not feel like a professional just yet 9%
- Does not apply 8%

## Who took our survey?

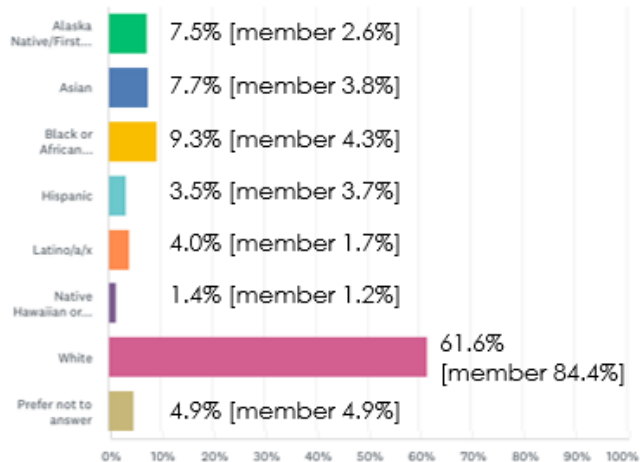
- Fisheries Field
  - **Fisheries management 42%**
  - **Conservation 34%**
  - **Ecology 32%**
- Job sector
  - State government 31% [member 35%]
  - Private industry 23% [member 16%]
  - Federal government 21% [member 18%]
  - Academia 16% [member 24%]
  - Non-governmental organization 7% [member 4%]
  - Tribal 2% [member 2%]
- Less highly educated 37.6% with MS or PhD v. >65% of members
- US 79% , Canada 5 %





## Who took our survey?

- Younger than member responders
  - 37.1% <30 [member 17.5%]
  - 54.2% 31-50 [member 45.5%]
  - 5.5% >51 [member 35.8%]
- Gender identity
  - Male 60% [member 71%]
  - Female 35% [member 26%]
  - Nonbinary 3% [member 1%]
  - Prefer not answer 2%
- Cisgendered 79% [member 84%]
- Do not identify as LGBTQI2SA+ 72% [member 79%]



## Next Steps



- Reopened survey
- Deeper analysis of responses by groups (member type, job sector, division, country/region, age cohorts, under-represented groups)
- Analysis of free response and comments
- Compare with membership survey results



**Thank you**

Questions?

# Attachment C – AFS Presidential Draft Plan of Work (April Croxton)

## Proposed AFS President’s Plan of Work April N. Croxton August 2022-August 2023

During my tenure as AFS President, my goals are to lead the Society in activities that support our mission **to improve the conservation and sustainability of fishery resources and aquatic ecosystems by advancing fisheries and aquatic science and promoting the development of fisheries professionals**. As with previous Presidential plans, I intend to align my proposed plan of work focal areas with the 2020-2024 Strategic Plan (Bowker et al. 2019), as well as previous AFS leadership initiatives. To this end, I have identified four high-priority areas of focus for my term as President of AFS:

1. *Further promote robust internal communications at all Society levels.*
2. *Continue advancing diversity and inclusion efforts within the Society and fisheries profession through sustainable targeted programs and outreach activities.*
3. *Support the AFS 2023 Grand Rapids Annual Meeting and Latin American and Caribbean Fisheries Congress.*
4. *Initiate planning efforts for the selection of the next AFS Executive Director.*

These focus areas are closely aligned to the objectives identified in the 2020-2024 Strategic Plan (Bowker et al. 2019), which was revised to provide a forward-focused vision for the Society. The specific objectives found in this AFS planning document are as follows:

*Objective 1: Advance fisheries disciplines, conservations, and management.*

*Objective 2: Develop Fisheries Professionals.*

*Objective 3: Communicate the importance of both the science and the value of fisheries discipline.*

*Objective 4: Increase diversity among fisheries professionals and promote an inclusive environment in AFS.*

*Objective 5: Provide effective governance of AFS and high-quality service to AFS’s members.*

The proposed actions associated with each of my areas of focus are intended to further strengthen and enhance current AFS initiatives, and to increase the efficiency of the Society’s internal processes. The success of these actions will depend on strong partnerships between AFS leadership, staff, Units, and membership.

### Plan Objectives and Rationale

1. *Further promote robust internal communication at all Society levels.*

Over the past few years, AFS has made considerable efforts in rebuilding the public trust in science and the experts that manage and/or conduct the science, as well as the development of targeted science communication initiatives for fisheries professionals. These efforts include the Society’s role in the development of a climate statement and the Climate Ambassadors Program. While external communication is necessary to the success of the Society and the fisheries profession, internal communication within the Society is equally important. Recent Governing Board discussions have identified several areas of improvement in how we disseminate information within the Society. My goal for this focus area is to work with the Governing Board, Communication Committee, AFS staff, and membership to **develop a communication mechanism where information flows efficiently, effectively, and proactively within the Society**. This mechanism will ensure that all Society members are well-informed of the activities taking place, as well as identifying and preventing duplicating efforts.

Actions proposed:

1. Identify current gaps in internal communication efforts through membership surveys or inquiries to Units and AFS staff.
2. Re-evaluate the previous communication strategy to ensure that it is relevant, flexible, and continues to promote forward-thinking approaches to sharing information within the Society.
3. Continue to support and promote AFS Policy efforts through targeted Unit engagement.

**AFS Strategic Objective(s):** 3, 5

**Suggested Unit Participation:** AFS Staff, Communications Committee, Membership Committee, Science Communication Section

- 2. *Continue advancing diversity and inclusion efforts within the Society and fisheries profession through sustainable targeted programs and outreach activities.*

AFS continues to shine as a leader in Diversity, Equity, Inclusion, and Access (DEIA) initiatives among professional societies. These efforts have contributed to ensuring that diverse perspectives and experiences continue to strengthen our presence in the fisheries community. However, it is crucial that these DEIA initiatives are sustainable in order to gain their true value to the Society and profession. The goal of this focus area is to move towards having **a Society with sustainable diverse, equitable, inclusive, and accessible programming that promotes a welcoming environment to ALL members, and potential members**. To be clear, this focus area is not intended to develop a suite of new DEIA programs, but rather to continue to support and advance the efforts that AFS is already engaging in by developing internal processes that will promote long-term benefits to the Society and profession.

Actions proposed:

1. Continue supporting and promoting established programs and initiatives (Hutton, Diversity Joint Venture, and Consortium of Aquatic Science Societies) within the Society.
2. Develop sustainable targeted outreach to Historically Black Colleges and University, Tribal Colleges and University, and Hispanic Serving Institute students and early career professionals, by developing targeted working groups with Units.

3. Develop a DEIA Strategy and Implementation Plan.
4. Seek opportunities to partner with other organization on DEIA initiatives.

**AFS Strategic Objective(s):** 2, 4

**Suggested Unit Participation:** AFS Staff, Hutton Scholars Committee, CASS, D&I Standing Committee, Membership Committee, Equal Opportunities Section, Education Section, Student and Early Career Professionals Subsection

*3. Support the 2023 Grand Rapids Annual Meeting and the Latin American and Caribbean Fisheries Congress.*

For the 2023 Annual meeting being held in Grand Rapids, Michigan, I hope to provide a venue where fisheries professions can share their work and learn from other fisheries professionals. The theme for this meeting is “*Adaptive approaches to understand and manage changes in fisheries*”, which will highlight how fisheries professionals are creatively using tools or approaches to understand changes across the fisheries field. As President, I will also work to support the Society’s leadership role and participation in the Latin American and Caribbean Fisheries Congress, convening in 2023. My goal for this focus area is to **host successful meetings that will help to communicate fisheries science to large audiences, and to attract new members.**

Actions proposed:

1. Lead planning efforts for the 2023 AFS Annual meeting in Grand Rapids, Michigan (August 20-24), by partnering with the Michigan Chapter, North Central Division, and other Units to create a successful scientific meeting.
2. To support AFS efforts in hosting the Latin American and Caribbean Fisheries Congress in Cancun, Mexico (May 15-18, 2023).

**AFS Strategic Objective(s):** 3, 4

**Suggested Unit Participation:** AFS Staff, all Units, Membership Committee

*4. Initiate planning efforts for the selection of the next AFS Executive Director.*

The role of an Executive Director is crucial to the continued success of the Society’s internal functions and contributions to the fisheries profession. The current AFS Executive Director, Doug Austen, will be retiring soon and the Society will need to plan for this departure and select a successor. As President, I will have the responsibility of facilitating the initial stages of the selection process for the new AFS Executive Director. My goal for this focus area is to **initiate an Executive Director succession planning strategy that will result in the selection of a qualified candidate.**

Actions Proposed:

1. In partnership with AFS Leadership, staff, and membership, engage former Executive Director selection committee members and obtain feedback on previously used selection processes.
2. Establish a process and timeline for the selection of the next AFS Executive Director.
3. Identify members of the Executive Director Selection Committee.

**AFS Strategic Objective(s):** 5

**Suggested Unit Participation:** AFS Staff and AFS members

Reference:


Bowker, J., T. Bigford, S. Bonar, J. Defilippi-Simpson, R. Essig, J. Jackson, S. Midway, and M. Murphy. Charting the course for the American Fisheries Society: Strategic Plan for 2020-2024. Fisheries 44(3):119-122.

# Attachment D – San Antonio (AFS2025) Proposal Package


SAN ANTONIO MARRIOTT RIVERWALK & RIVERCENTER

American Fisheries Society Annual Meeting

MNHIMVCP & M-OSCIMFF



Shawn Johnston  
Meetings Director - American Fisheries Society





## Meeting Rates & Dates

AFS @ Rivercenter, Black Bass @ Riverwalk 8/9/ 25 - 8/17/25		Sat 8/9	Sun 8/10	Mon 8/11	Tue 8/12	Wed 8/13	Thu 8/14	Fri 8/ 15	Sat 8/ 16	Total
<b>San Antonio Marriott Riverwalk</b>										
Run of House	\$209	38	180	203	203	200	113	22	5	964
Deluxe Suite	\$209	2	2	2	2	2	2	2	0	14
Executive King	\$209	12	12	12	12	12	12	5	0	77
Standard King Room	\$105	8	8	8	8	8	8	5	5	58
<b>Room Totals</b>		<b>60</b>	<b>202</b>	<b>225</b>	<b>225</b>	<b>222</b>	<b>135</b>	<b>34</b>	<b>10</b>	<b>1,113</b>
<b>San Antonio Marriott Rivercenter</b>										
Run of House	\$209	105	375	400	400	390	240	45	5	1,960
Government	\$124	70	250	280	280	270	160	30	5	1,345
Suite	\$209	18	34	34	34	34	34	9	0	197
Staff	\$105	20	25	25	25	25	25	5	0	150
<b>Room Totals</b>		<b>213</b>	<b>684</b>	<b>739</b>	<b>739</b>	<b>719</b>	<b>459</b>	<b>89</b>	<b>10</b>	<b>3,652</b>



Hotel room rates are subject to current applicable state and local taxes (currently 16.96%), a 1.25% San Antonio Tourism PID fee and a 0.95% for Rivercenter and a 0.84% for Riverwalk State Recovery Fee in effect at the time of checkout.

We are pleased to offer accommodations that meet anticipated guest needs. All full rated rooms (excludes govt. and staff rooms) provide a \$10 per night rebate to the group's master account.

At our Riverwalk Marriott for the Black Bass conference, 40% of the room block is provided at the prevailing govt. per diem and 8 rooms per night are blocked for staff rooms.

We do have various suite upgrades at the group rate starting at our Rivercenter Marriott on Wednesday, August 5, 2025 for preconference attendees.

## Concessions

The hosts of San Antonio Marriott Rivercenter and Marriott Riverwalk are confident we can meet and exceed your expectations for American Fisheries Society Annual Meeting. In consideration of your room night contribution and food & beverage spend, we are happy to offer the following concessions as added value:

- \$10.00 Room rebate per room night for all full rated rooms (excludes staff and gov't per diem)
- One per 40 complimentary rooms on a cumulative basis, apply credit to final bill.
- 40% of room block held at the prevailing government per diem at both Marriott Rivercenter and Marriott Riverwalk
- Complimentary upgrades to suites at both hotels to accommodate VIP's and Speakers- see room grid, Plus one comp Presidential Suite with arrival on Wednesday, August 5<sup>th</sup> for 10 nights
- 75% Attrition
- Hospitality suite at group rate for AFS committee (large enough for a flow of 40-50 ppl)- possible meeting room
- Comp meeting room for pre-planning board meeting as well as 10 sleeping rooms at staff rate based on availability for 2 nights
- 15% Discount on banquet menus from 2025, excludes labor, alcohol and customized menu based on expected Food & Beverage minimum of \$150,000++
- One complimentary electrical outlet per meeting room- using existing outlets
- 24 Complimentary self-parking passes daily at Rivercenter Marriott with remaining self-parked cars discounted to \$30 per night
- Complimentary standard Internet in the sleeping rooms
- 50K Marriott Bonvoy signing bonus for contract signed by November 18, 2022
- Hotel to provide complimentary internet in the Exhibit Hall for approx. 250 users daily-value at \$12,500.00



## Unforgettable San Antonio

Here, exotic is the standard, inspiration abounds and at every turn there is something new and amazing to discover!

[Things to Do in San Antonio](#) | [Visit San Antonio](#) website is an amazing resource for ideas and discovery. Explore what makes San Antonio an Unforgettable Destination!



### DOWNTOWN DISTRICTS

#### [Pearl District](#)

Former brewery and landmark, The Pearl is a vibrant gathering spot, home of the newest Culinary Institute of America and great restaurants like Sutherleighs, Cured, La Gloria and many others.

#### [Museum/Theatre District](#)

See a show, watch a performance, take in an exhibit, like [San Antonio's SAGA](#), a world-class art exhibit on the face of the San Fernando Cathedral and free to the public.

#### [Convention District](#)

The Henry B. Gonzalez Convention Center is at the heart of the downtown transformation. Flanked by fountains, the River Walk and Hemisphere Park, this world-class meeting facility features \$6 Million in art.

#### [Southtown/King William](#)

Thanks to organizations like the San Antonio Conservation Society, the King William National Historic District has become a beautiful place for guests to stroll the historic streets or dine at one of the many great restaurants in Southtown.

#### [Market Square](#)

Over 100 locally owned shops and vendors, the unique shopping area invites guests to explore a variety of products and attractions celebrating the ethnic influences of the area.



**SAN ANTONIO INTERNATIONAL AIRPORT NONSTOP DESTINATIONS**

**Transportation**

Your attendees have outstanding access to flight schedules and options. The San Antonio Airport (SAT) boasts 121 non-stop flights from 25 different airports and increasing everyday.

Upon arriving in San Antonio, your attendees are just a quick 10-minute drive (8 miles) to the hotel. Both Uber & Lyft operate for under \$20 one-way, Taxi service is estimated at \$22 one-way.

Downtown San Antonio features 8 trolley lines, so renting a car to get around isn't necessary. For guests who like the ease of having their own vehicle, Hertz Car Rental is available onsite.

Marriott Riverwalk offers Valet Parking only at \$52 per day. Marriott Rivercenter offers Valet parking at \$52 as well as self-parking at \$42 daily.



**Over 90,000 Sq. Ft. of Available Space**



**Rivercenter:**

- General Session- Maximum Set of 2100 attendees
- Exhibits- 22,000 Sq. Ft plus Foyer Space
- Additional Space for: Speaker Ready, Offices, Storage and Childcare

**Riverwalk:**

- Alamo Ballroom for Black Bass (10,000 sf)
  - Two Salons at 2,800 Sq. Ft, seating 300 theater each
  - Four Salons at 1,050 Sq. Ft., seating 100 theater each

Theatre Sets (pp)	Breakout Space	
	Rivercenter	Riverwalk
30-40	3	3
60-70	3	
70-100	16	4
100-125	5	
150+	3	
400	1	
<b>Totals</b>	<b>30</b>	<b>7</b>

## Marriott Rivercenter

Thoughtful. Dynamic. Inventive.

Select the San Antonio Marriott Rivercenter - the leader among downtown hotels. We promise to make this your best event yet!

Located in the heart of the city and offering sweeping views of the River Walk, our 38-story hotel is home to 1004 spacious guest rooms, including 83 suites and over 65,000 square feet of meeting space all on one floor.

The ideal flow of our hotel's meeting space, public spaces, and guestrooms create a superb environment that enhances networking and collaboration among your attendees.

Your guests will be able to unwind after a day meetings on the River Walk, just outside our doors, where guests can enjoy great restaurants, exciting nightlife, and river boat tours.



## Marriott Riverwalk

Thoughtful. Dynamic. Inventive.

Select the San Antonio Marriott Riverwalk - the leader among downtown hotels. We promise to make this your best event yet!

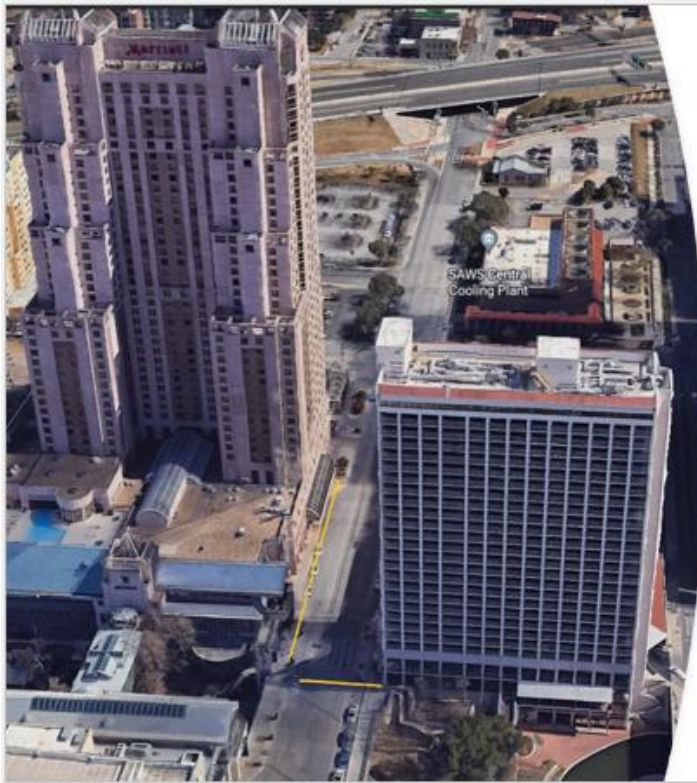
Located in the heart of downtown and offering sweeping views of the River Walk, our 30-story hotel is home to 507 spacious guest rooms, 5 suites and over 17,000 sq ft of stunning event space.

The ideal flow of our hotel's meeting space, public spaces, and guestrooms create a superb environment that enhances networking and collaboration among your attendees.

After a day of meetings, your guests will explore and unwind on the River Walk, just steps outside our doors. Guests will enjoy great restaurants, exciting nightlife, and our famous river boat tours.







Marriott Rivercenter sits directly across the street from Marriott Riverwalk with an easy two-minute walk between both hotels. Guests staying at either property will be able to access either hotel through the main lobby, side entrance with their room key or along the San Antonio Riverwalk underneath Commerce Street.

## Restaurants

**Cactus Flower Restaurant (Riverwalk):** Distinctive with traditional and Southwestern fare in a casual and contemporary setting, overlooking the River Walk.

**B a R - Born and Raised (Riverwalk):** Awarded San Antonio's Best Margarita with freshly crafted masterpieces and enjoy local fare and views of the famous River Walk.

**Tributary Restaurant (Rivercenter):** Gracious hospitality meets southern Texas cuisine in a spirited scene located in the lobby.

**Tributary Bar (Rivercenter):** Attendees can sip on a refreshing craft cocktail or one of our local craft beers in our lounge open daily for lunch and dinner.

**Mobile Dining:** Enjoy this fresh take on in room dining! No carts, no fuss. Order from your mobile device to enjoy in your guestroom or to-go.



# Attachment E1 – Executive Director’s annual Accomplishments Report for 2020-2021

*A plan of work was not submitted to the Officers or Governing Board for the 2021-2022 AFS year due to the extreme uncertainty of events. However, the AFS staff and ED did make substantial progress on a number of activities that are summarized below:*

1. **JASM and CASS** – Provided leadership and support for the implementation of JASM2022 and efforts to better define the future of CASS. JASM met financial targets and was well received with over 3,400 registrants. This was despite a very challenging year with covid-19 still having immense impacts upon travel, support, event design, and management.
2. **Latin America and Caribbean Fisheries Congress (LACFC)** – Provided support and leadership in the conceptualization, design, and planning for the LACFC scheduled for May 2023. Worked with a very devoted planning team (that continues to grow) and continue to work with them on the final planning activities.
3. **Adelman-Bigford Fund** – worked with donors and AFS leadership to define and get approval for establishment of this new fund based upon donation from the estate of past AFS president Ira Adelman and planned giving from Tom Bigford.
4. **Baltimore 2021 and Spokane 2022** – Worked with staff, meeting planning committee, AFS leadership and many others to support the development of high quality AFS meetings. This was challenged in Baltimore with failures of meeting management software. Spokane will unfold this week and we expect it to be a very high quality event.
5. **DEI and related activities** – through participation in CASS and through the work of committees leaders, staff and others, AFS was involved in a diverse and impactful set of DEI activities. This includes being a core participant in the NSF-LEAPS project culminating in the JASM workshop and the development of a significant implementation grant proposal, and the invitation to be partners in two other NSF-LEAPS grant proposal submissions. AFS was also admitted into the ACCESS+ cohort 3 and completed the EEST assessment exercise that is presented at this GB meeting.
6. **Hutton Summit** – No credit to the ED for this events (the work of Ashley, Leanne, Lauren and a group of faculty and students at MSU), but I was a good counselor and had to stay in old-school, non-airconditioned dorm rooms at Montana State University for an entire week! That being said, it was a very successful 2<sup>nd</sup> Hutton Summit.
7. **Congressional Testimony in support of NCASC (and other Congressional activities)** – again, credit actually goes to Drue and others, but I did testify before a subcommittee of the House Natural Resources Committee to expand funding for the National Climate Adaptation Science Centers. AFS continues to be an increasingly recognized voice in D.C. on fisheries and related issues.

8. **Pacific Island Chapter and AFS 2024 Honolulu** – a pattern emerges here with many people making this happen. AFS did establish a new chapter and the foundation is laid for a very promising annual meeting in Honolulu.
9. **MSCG involvement continues** - AFS has been engaged in a dozen MSCG including a new proposal for the 2023 cycle with a team led by Marty Hamel at University of Georgia. We are trying to wrap up several projects, extend others, and work our way through multiple projects that were substantially impacted by covid-19. Major work was invested in the Research Agenda MSCG where I worked with Andy Loftus to host four regional workshops and a final national session at the Baltimore meeting.
10. **NFHP** – Represent AFS on the NFHP board and working with subcommittee on governance as well as overall efforts to more effectively use NFHP partnerships as a vehicle for infrastructure funds.
11. **WCFS** – Primarily supporting the leadership of WCFS President Donna Parish and WCFS Fellow Danielle Reich to expand WCFS membership, review and update the WCFS bylaws, and also participate in the planning team for the World Fisheries Congress in March 2024.

# Attachment E2 – Executive Director’s Self-Assessment for 2020-2021

Submitted August 16, 2022

*Note: This material is submitted for consideration by the AFS Management Committee and Governing Board as a component of the performance evaluation of the Executive Director (ED) by the Society’s officers and leadership at the AFS 2022 Annual Meeting in August 2022.*

This material is one component of the performance review of the Executive Director (ED) and responds to language in the ED employment contract with AFS.

*“The Society’s elected Officers will review the performance of the Executive each year during the Society’s annual meeting. The Society’s Immediate Past-President chairs this review and communicates the results to the Executive. This evaluation will be based upon performance criteria and goals provided at the beginning of the period under review. Additionally, the review of general performance by the Executive will be based upon the following job elements.*

- *Effectively manage the Society’s daily activities, business operations, and staff appointments as the Society’s Business Manager;*
- *Accurately maintain the Society’s official records and communications as the Society’s Secretary;*
- *Exhibit a high degree of fiduciary responsibility in managing the Society’s financial status and resources in the Executive’s role as the Society’s Treasurer;*
- *Engage in and promote responsible and timely communication and information transfer among units, the membership, staff, and other Society-sponsored entities; and*
- *Provide leadership in achievement of the Society’s strategic direction according to existing strategic plans.*

Below are some general comments to provide context setting information as well as specific responses to the five “job elements” in the ED review.

## **General Comments:**

Emergence from Covid-19 and a return to a new and still developing mode of operation has been a constant challenge throughout 2021-2022. Staff are primarily operating in a remote manner with no expectation that AFS will return to a traditional office setting. New staff hires are being accomplished without regard to location. For example, Ashley Berniche lives in Richmond, VA, and Jenna Hanks lives in Greensboro, NC. Communications Director Beth Beard has successfully worked for AFS while residing near Madison, WI. We will continue to work out staff management and facility needs under this mode of operation.

This also marks a two-year period until the end of my AFS contract (September 2024). As a result, towards the end of the upcoming AFS year, we will start the process of developing a search



committee with the intent of having a replacement well in place for the 2024 annual meeting. I will need to work with staff and AFS leadership to ensure that we create a robust documentation of files and records and develop plans for an orderly and efficient transition. The AFS Procedures Manual provides guidance on succession planning and we will need to review this material and implement appropriate practices and procedures.

## **1. Effectively manage the Society's daily activities, business operations, and staff appointments as the Society's Business Manager;**

### Response:

Staff changes have been substantial in 2021-2022 as a result of competing opportunities offered to staff or planned staffing changes:

- Staffing changes over the year have allowed AFS to re-develop some key roles. The departure of Eva Przydowski (Membership), Katrina Dunn (Development Director), Jackie Machado (accounting) and Mary Webb Banning (Hutton) have resulted in new hires: Ashley Berniche (Hutton), Jenna Hanks (Development), Kelly Kotche (Membership) and Mia Ferguson (Accounting and Membership).
- In all cases, this is resulting in new staff reviewing program management and correcting old, inefficient processes, and developing new approaches. This has been most dramatic in business management where Dan Cassidy has outsourced a substantial component of accounting (Cordia) and reduced or modified staff involvement.

### Areas for improvement:

The major challenge that AFS faces is a re-thinking of our business model and what the Society wants to focus its attention on in the future

- The fundamental issue of how to envision AFS in the future needs full attention. Reliance upon traditional funding (membership and publications) will simply not support an active and engaged Society. We need to better define what our future should look like and I need to work towards supporting those critical discussions and decisions.
- Office space management has been discussed and some exploration of options has been done (e.g. discussions with TWS, AFWA, TNC and NWF) but no resolution has been completed and no singular option has been identified.

## **2. Accurately maintain the Society's official records and communications as the Society's Secretary;**

### Response:

AFS has been able to continue with a regular meeting cycle of MC and GB, albeit virtually with the exception of the fall 2021 Officer's retreat held in-person in Rockville, MD.

### Areas for improvement:

- We need to plan on a full AFS website upgrade which will likely be a year or longer to plan and implement with uncertain costs.
- Unit reports have not been tracked and collected as regularly and closely as needed. Staff are deploying a new approach for the 2021-2022 reporting period that is simplified and use Google forms. This will be re-evaluated for 2022-2023.
- Although some of the MC and GB meeting notes have been distributed in my previously prescribed timeline (one week for MC and one month for GB), that has not been met on any regular basis and, in some cases, has been weeks or months behind target schedules.

3. **Exhibit a high degree of fiduciary responsibility in managing the Society’s financial status and resources in the Executive’s role as the Society’s Treasurer;**

Response:

- 2021-2022 included several significant meeting events (Baltimore in November, JASM in May, Spokane in August)
- Adoption of new fiscal guidance in the AFS Procedures is re-defining our financial planning and management.
- Transition of accounting from a primarily in-house process to a full-service outsourcing model (Cordia is now on contract to manage substantial accounting activities).

Areas for improvement:

- Continue to implement Finance Committee recommendations for program assessment and better define obligated reserve contributions.
- Better reporting of financial status to the MC as well as training of MC members on financial and investment practices so that they can provide knowledgeable guidance.
- Fundamentally review the basic AFS business model to better guide the society in programmatic priorities and expenditures, new opportunities for income, and a more consistent revenue positive end results.

4. **Engage in and promote responsible and timely communication and information transfer among units, the membership, staff, and other Society-sponsored entities;**

Response:

Regular communications with AFS President, Officers, MC, and GB have continued unabated by covid challenges. We have been able to continue with the high quality bi-weekly e-newsletter by Beth Beard with contributions from many AFS staff. AFS social media, web site, and other communications with AFS leadership and membership have continued virtually without change through the pandemic and loss of staff. This has been the result primarily of excellent work by Beth Beard and several staff stepping up to provide her assistance (e.g. Peter Turcik and others). Staff have continued to manage strong communications efforts (e.g. e-newsletters, social media, etc.) and build new programs such as the Climate Ambassadors Program (and state agency-focused MSCG funded program).

Areas for improvement:

- The AFS website needs to be redesigned and updated but we’ve simply not been able to find time or resources for this substantial project. We need to engaged ESAB and FITS, as appropriate, in discussions about helping to lead a website redesign effort.
- Outreach to chapters would benefit from more focused attention.
- Marketing of AFS to state and federal agency leadership has suffered during covid due to lack of in-person meetings. However, we have met directly with NE agency directors and AFWA leadership as well as other directors as opportunities arise. A more disciplined approach would be beneficial but would also be costly and be a substantial investment of time and energy.
- Need to better and more regularly work with NAUFWP and build more communications with the university department leadership.

**5. Provide leadership in achievement of the Society’s strategic direction according to existing strategic plans.**

Response:

AFS is working under a 2020-2025 Strategic Plan but without sufficient specificity or implementation guidance to be of value in defining priorities or determining programmatic offerings. We have struggled for many years with ways to effectively employ the strategic plan, including the development and use of the Governing Board Reporting Tool (GBRT). Where we have been somewhat successful has been in developing plans of work for the President, Executive Director and AFS staff, that have been linked to strategic plan objectives. That being said, the plan is so generic that a wide variety of activities can be justified as fitting within the general guidance of the Strategic Plan. After a substantial delay, we have just initiated the Strategic Planning and Positioning Committee (SPPC) co-chaired by Joe Conroy and Marlis Douglas. Their work will be jump-started at the Baltimore GB meeting with a substantial discussion on strategic visioning for the society.

Areas for improvement:

- Support the SPPC with my involvement and that of staff, as appropriate, to help it succeed to the greatest degree possible.
- Ensure that the SPPC and the Financial Planning Committee are aligned in their work and can be mutually supportive.
- Advance the dialogue with CASS partner societies about the feasibility of joint efforts on more programmatic and operational activities. Renew discussions with TWS and their new Executive Director about possible partnership opportunities.
- Continue to work with the federal partners and, in particular with the federal fisheries summit, to better define a role for AFS and how it can engage the federal agencies more effectively in the future. Similar conversations need to continue with NAUFWP and state partners through the four regional associations. We are already regularly engaged with NEAFWA and MAFWA but need to explore ways to better engage with SEAFWA and WAFWA. All of these partnerships provide insight and opportunity for developing strategic direction for AFS.

# Attachment E3 – Executive Director’s Proposed Plan of Work for 2022-2023

## WORKING DRAFT

### 2022-2023 Executive Director Proposed Annual Work Plan

Activity	Target or Goal	Relevant President Plan of Work or Strategic Plan reference	Comments
AFS annual meeting review and design	Support Meetings Oversight Committee to review hybrid meeting design and support AFS review of overall meetings support	SP Objective 1, Strategy 1.1	
Annual meeting planning	Complete LACFC, support WFC 2024, and ensure that AFS Grand Rapids (2023) and Honolulu (2024) are effectively planned. Provide solid meeting scheduling for 2025-2027	SP Objective 1, Strategy 1.1	
Professional Development	Work with PDC and staff to better understand PD needs and position AFS to be an effective provider of training at all levels	SP Objective 2, Strategy 2.1	
Enhance relationship with partners	Enhance relationship and better engage state agency leadership, universities through NAUFWP, and federal agencies. Help CASS to define its future structure and purpose.	SP Objective 3, Strategy 3.2	
Publications – planning for the future	Support and participate in the Publications Retreat and ensure that a strong implementation plan is developed.	SP Objective 3, Strategy 3.3	
AFS financial health	Work with FFPC, leadership, and staff to review and potentially restructure the AFS business model to enhance AFS financial health	SP Objective 5, Strategy 5.1	
AFS Development Program	Work with staff, leadership, re-establish committee and act as emissary for AFS to engage with donors and other potential funders to build AFS donor base and funding		

MSCG	Ensure that all MSCG are completed and funding, reports, and other project deliverables addressed.		
Diversity, equity and inclusion	Support the development of a DEI strategic plan, implementation plan, and measurable goals and objectives.	PPOW	NSF-LEAPS and CASS partners will be key source of support and expertise. EOS and DEI Committee will be critical to success.
ED transition	Support AFS leadership and special committee to develop plans for transition and ensure that processes are developed and implemented to ensure continuity of leadership.	PPOW	
AFS office and working environment post-covid transition	Work with staff, AFS leadership and potential partners to redefine AFS office space needs and physical space. Develop new staff work environment to reflect remote workforce yet retain a sense of community and workplace culture.		

# Attachment F – Policy and Science Communication Update



## Policy and Science Communication: AFS is the Voice for Fish and Fisheries

Drue Banta Winters  
Policy Director  
dwinters@fisheries.org

## AFS POLICY PROGRAM



## LEADERSHIP IN ACTION



## Historic Conservation Legislation Nears Finish Line



#recoverwildlife

### RECOVERING AMERICA'S WILDLIFE ACT



[fisheries.org/rawa](https://fisheries.org/rawa)

## Shaping the Narrative: Promoting a Stable Regulatory Environment



# MARINE AQUACULTURE

MICHAEL SACKETT, *et al.*,  
*Petitioners.*

v.

UNITED STATES ENVIRONMENTAL  
 PROTECTION AGENCY, *et al.*,  
*Respondents.*

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ON WRIT OF CERTIORARI TO THE UNITED STATES  
 COURT OF APPEALS FOR THE NINTH CIRCUIT

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**BRIEF OF SCIENTIFIC SOCIETIES AS AMICI  
 CURIAE IN SUPPORT OF RESPONDENTS**

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HENRY WEISBURG KATHLEEN E. GARDNER SHEARMAN & STERLING LLP 599 Lexington Avenue New York, NY 10022	ROYAL C. GARDNER <i>Counsel of Record</i> STETSON UNIVERSITY COLLEGE OF LAW INSTITUTE FOR BIODIVERSITY LAW AND POLICY 1401 61st Street South Gulfport, FL 33707 (727) 562-7864 gardner@law.stetson.edu
ERIN OKUNO UNIVERSITY OF MIAMI SCHOOL OF LAW 1311 Miller Drive Coral Gables, FL 33416	DR. STEPH TAJ UNIVERSITY OF WISCONSIN Law School

## US Supreme Court to Take Up WOTUS:

## Jurisdictional Tests Under Scrutiny in Sackett vs. EPA

## Aquatic Invasive Species





# Lower Snake River Dam Removal: Silence Supports the Status Quo



## CLIMATE AMBASSADORS



# CLIMATE FELLOWS



## AFS Science Communication Programs



DRUE WINTERS

CAROLYN HALL

KATIE O'REILLY

JULIE CLAUSSEN

## Distinguished Service Award



**NOAA**  
**FISHERIES**



2011 Malabar Conservation Grant Program Assessment





# Attachment G – AFS Lifetime Membership Revision

## AFS Membership Committee Motion

**Motion:** Approve the Lifetime Membership Updates proposed by the Membership Committee and adopted by the Management Committee on September 10, 2021. This includes the following changes:

1. Lifetime membership fee is increased to 20 times the Regular Membership fee
2. Lifetime membership can be paid in three annual installments
3. Modify the AFS Rules (Section 10.b.4) to move authority for Lifetime Membership from the Governing Board to the Management Committee.
4. Eliminate AFS Rules Section 11 that specifies journals received by Lifetime Members. All members now receive all AFS journals electronically with their membership.
5. The two Rules modifications need to be presented to the AFS Membership.

### **Background:**

The Membership Committee proposed modifications to the Lifetime Membership Program that were adopted by the Management Committee (September 10, 2021). This modified the Lifetime Membership fee to \$2,250 and provided for the option of three installment payments of \$750. It also tied future Lifetime Membership fee to be ten times the regular membership rate. It was also noted that the Section 11 of the AFS Rules is antiquated since all AFS memberships come with electronic access to all AFS journals.

Currently there is a one-time cost \$1,737.00 (includes lifetime subscription to Fisheries and all AFS journals online). The origin of the current Lifetime membership price is unknown and does not seem to be benchmarked to any existing metric. AFS has 771 lifetime members, gains less than 10 annually, and does little to market the Lifetime membership. In the past several years, member value has increased (with the addition of online access to journals, webinars, new books, enhanced job board, and other programs) and the enhanced marketing and communications efforts by staff.

### **Charge to Membership Committee with regards to Lifetime Membership:**

The determine if the current AFS Lifetime Membership program is of sufficient value to continue and, if so, to provide a full recommendation, in the form of a motion, to the President on a revised fee structure and any additional qualifications or program guidance as the committee deems appropriate.

**Proposals:** The committee all agreed that Lifetime membership should continue to be an option and propose the following to be effective for the 2022 dues cycle:

- Alter language in the AFS rules to reflect that Lifetime membership includes a subscription to Fisheries and online access to all AFS journals.
- Increase the cost to \$2250. This number was calculated based on ten years of regular membership dues (\$100\*10yrs) and the value of AFS online journal access (\$125\*10yrs).
- An option to pay in installments with a service fee to reimburse cost of tracking; 3 installments of \$750.
- For future years, lifetime membership will be increased in accordance with increases in regular membership rates.

- Revisit Lifetime Membership in five years to evaluate if the payment plan is used, and whether it should be modified or removed in the future.

## AFS Life Memberships Summary

### Life Members as of March 2019 to 2021

Year	Life
2019	761
2020	768
2021	771
<hr/>	
Change 2021 / 2019	101%

### Life Members as of July 2016 to 2018

2018	758
2017	768
2016	767

#### Summary:

1. Life memberships over the past three years have averaged in the 760's range
2. Back In 2005, there were 740 Life members
3. Essentially new Life memberships are replacing existing ones that are lost
4. Approximately 5 new Life members join each year
5. We can expect this category to grow in the coming years, particularly if new payment options are offered, with additional promotion making it more attractive to participate as a Life member

### Financial Analysis

		Presume New mbrs per year	5
	<b>Life Member</b>		<b>Potential Pay-Plan</b>
<b>Rate Type</b>	<b>Dues Rate</b>	<b>Annual Income</b>	<b>Deferred Revenue</b>
Current	\$1,737	\$8,685	

Proposed	\$2,250	\$11,250	
3-year pay plan		\$3,750	-\$7,500
5-year pay plan		\$2,250	-\$9,000

**Background and notes from the committee in red below.**

1. Rate Adjustment:
  - a. Link lifetime membership to some multiple of dues (e.g. 20 times the Regular membership rate) with the Lifetime rate automatically adjusted as Regular rate changes).
  - b. Examine other societies to assess their Lifetime rate and basis for calculation.
  
2. Payment Options: **Recommend a payment plan over 3 years (\$750/year)**
  - a. Current payment is single lump-sum.
  - b. Explore options such as monthly payments for a year or some other time period (would require recurring payment from credit card or some other means – Pay Pal, etc.)
  
3. Fundamental review of the need for Lifetime membership.
  - a. Is this even a program that AFS should offer? Many societies do not offer the option and one (ASLO) has terminated the program.  
**The committee agreed that lifetime membership should still be offered.**
  - b. If we do offer a Lifetime membership, should there be some conditions to be met before the option is available (e.g., 10-years as a member). However, this could also act as a disincentive. **After much discussion, the committee rejected this idea since it would be difficult to implement (i.e., what type of membership should apply to this timeframe – student, early career, only regular membership, etc.)**
  - c. If we continue with Lifetime, should there be some more thoughtful use of the funds (e.g. part of an endowment)? **The committee discussed this at length and thought that this might be a good idea, however, would depend on the number of memberships gained.**
  
4. Other issues
  - a. The WA/BC chapter provides lifetime membership to their President after their service is completed. This is a very nice (but expensive) benefit and is seen as a critical inducement to getting members to serve as an officer. We are not aware of any other chapter, section or division that offers this type of benefit but we also have not fully surveyed the units to ascertain if this is true. The WA/BC chapter has expressed concern that if we raise the lifetime membership fee substantially, they may not be able to afford the cost and will have to discontinue this incentive with consequent loss of interest by members to become an officer. While this is certainly a valued incentive, the chapter could explore other options of similar value such as paying for 10 years of membership or similar options as they deem appropriate. **Per previous agreement, WA/BC has a pricing freeze through 2022 so this price increase would not impact them until 2023. In addition, the WA-BC will stop using the Lifetime Membership as an incentive in the future (either this year or next) so this price increase will not affect them.**

## **Other Society Lifetime Membership Options**

1. Ecological Society of America (<https://www.esa.org/membership/>) - \$2,800, single payment.
2. The Wildlife Society (<https://wildlife.org/join/>) – Doesn't appear to have a lifetime membership option
3. Association for the Sciences of Limnology and Oceanography (<https://www.aslo.org/membership-options-join-and-renew/>) – Previously offered a lifetime membership option but has discontinued the practice (no details given for time frame or reason).
4. Society of Wetland Scientists (<https://www.sws.org/sws-membership-benefits/>) – Does not appear to offer a lifetime membership option.
5. Society for Freshwater Science (<https://freshwater-science.org/about/why-join-sfs>) – Does not appear to offer a lifetime membership option.

## **Suggested changes to AFS Constitution and Rules**

### **AFS Constitution**

No change needed. The only Lifetime membership language is

#### Article II: Membership

1.a.ii. LIFE MEMBERS pay a specified fee and are exempt from further payment of dues to the Society.

### **AFS Rules (Section 10.b.4)**

The Life Member fee is set by the Governing Board subject to a six-month delay between announcement and implementation of a changed fee. The Governing Board may suspend the availability of new Life memberships, which suspension shall be effective immediately, without prejudice to current Life Members or to their benefits. Life Membership is automatically conferred on all Past Presidents, and the fee is waived.

*This section of the AFS Rules needs to be changed (removed)*

#### **11. Receipt of Journals by Life Members**

Persons who became Life Members before 1976 or after 1993 shall receive *Fisheries* plus one other Society journal of their choice. Those who became Life Members between 1981 and 1993 shall receive *Fisheries* plus two other Society journals of their choice. *Those who became Life Members after 2021 shall receive Fisheries plus online access to all AFS journals.*

# Attachment H – Review of Presidential Year of Leanne Roulson

## Communication as a Common Thread



### INTERSECTIONAL THINGS

- Plenary at Spokane on retention of diverse scientists in fisheries
- Replicate the Hutton “meet-up” from Murphy’s presidency

1. Policy work
2. DEI work
3. Science communication and outreach
4. Planning and strategy: Care and feeding of AFS

There’s what you WANT to do

And

What you have OPPORTUNITY to do

Major points

## Communication as a Common Thread

### POLICY

- CASS (Consortium of Aquatic Science Societies)
- Reinforce link between policy and fisheries sustainability
- Climate aware management and policy

### DEI

- Coordinate DEI committee/ EOS and other efforts
- Engage with HBCUs as part of Baltimore meeting and follow up
- Engage with Tribal Colleges as part of Spokane meeting planning
- Measurable metrics for AFS

## Communication as a Common Thread



### INTERSECTIONAL THINGS

- Plenary at Spokane on retention of diverse scientists in fisheries
- Replicate the Hutton “meet-up” from Murphy’s presidency



## Strategic Planning: Care and Feeding of AFS

### PROCEDURES MANUAL UPDATE

- Assess strategic direction and follow through with changes
- All updates will go through the MC/ GB
- Make it more functional and helpful
- In process*

### FINANCES

- Establish FPPC as standing committee**
- Include financial planning in our strategic vision
- Address financial stability*
- Plan for an operating reserve**

WHAT DO FISH MEAN TO US?



August 21-25

# Spokane 2022

Look for the call for  
Symposia in December



Take away:

Select themes

Set up a few measurable things

Be open to changes

Look for the helpers

# Attachment I – Staff Updates on Annual Accomplishments



## AFS Program Updates for 2021-2022

### Development Program

In 2021-2022, through the generosity of AFS donors, we were able to add establish a new, \$100,000, endowment to support policy and science communication through the estate of AFS Past President, Ira Adelman. This fund will also be supported by past AFS Policy Director, Tom Bigford, through a legacy estate gift. AFS has also been fortunate to be supported by multiple strategic partners and over thirty active members of the 1870 Society. AFS has also been fortunate to partner with various agencies to support projects throughout the fisheries industry.

Over the next year, AFS hopes to expand their endowed fund portfolio. The campaign will primarily focus on growing the Adelman-Bigford fund to \$250,000 with an end goal of \$1 million. We will also be focusing on promoting the 1870 Society as well as the Legacy Leaders estate planning program. The Legacy Leaders program encourages members to consider including a bequest to AFS through their estate. AFS is also looking into the possibility of reforming the Development Committee to assist with AFS’ organizational priorities. We will also continue to pursue funding through our agency partners and individual donors for the Hutton Program. AFS also plans to explore other private funding avenues such as local and national foundations.

### Publications Program

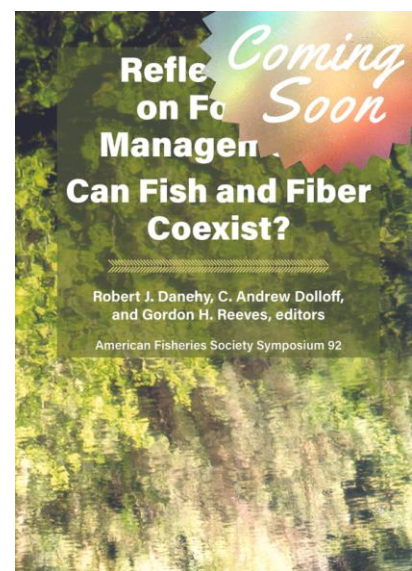
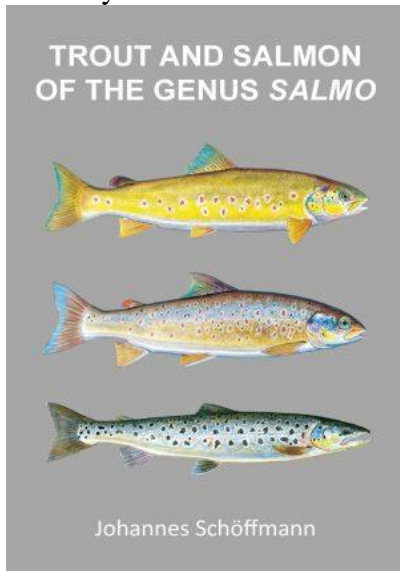
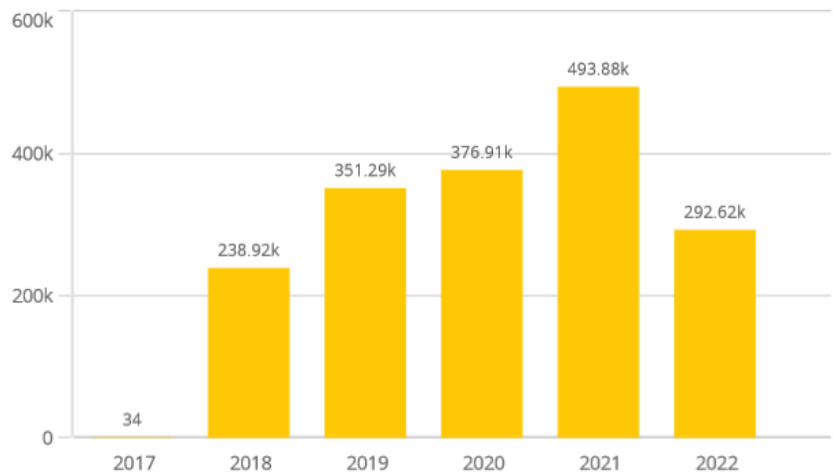
All five AFS journals and *Fisheries* magazine saw increases in their impact factors this year, with all reaching all-time highs. AFS articles were downloaded 494,000 times in 2021 (up 31% from the previous year) and in 2022 we’re tracking an increase of 6%. We've also continued to decrease total time to publication and are adopting new procedures to further that goal.

	2014	2015	2016	2017	2018	2019	2020	2021
Fisheries	1.78	2.42	3.00	2.73	2.74	2.70	2.93	3.54
Marine and Coastal Fisheries	1.59	1.44	1.17	1.58	1.55	1.73	1.56	2.21
North American Journal of Fisheries Management	0.95	1.01	1.20	1.51	1.51	1.49	1.43	1.70
Transactions of the American Fisheries Society	1.46	1.46	1.50	1.40	1.56	1.44	1.86	2.20
Journal of Aquatic Animal Health	0.98	0.85	0.90	1.01	0.91	1.30	1.62	2.93
North American Journal of Aquaculture	0.7	0.67	0.71	0.73	0.92	0.83	1.71	1.98

In late 2021, AFS Books published the well-received *Trout and Salmon of the Genus Salmo* and in 2022 the much-anticipated *Methods for Fish Biology, 2nd edition* was released. Later this year *Reflections on Forest Management: Can Fish and Fiber Coexist?* will be available for sale.

Members of the e-Book Subscription Program have continued to access hundreds of books online, and thousands of reports are readily available via the Gray Literature Database.

DOWNLOAD TREND



## Policy Program

AFS has actively supported the Recovering America's Wildlife Act. Policy Director, Drue Winters, executed a Capitol Hill briefing with partners TWS and NWF, conducted staff-level Hill meetings, guided chapters to write more letters of support than ever before, engaged members with opportunities to take action in support of the bill, promoted the bill on social media platforms, issued press statements, submitted testimony for House and Senate hearings, secured press coverage, and supported our coalition in planning grassroots strategies. We are poised to pass the most significant conservation bill in a generation and AFS has been an important voice for the bill.

AFS submitted a regulatory comment letter to the EPA/USACE on the interim definition of Waters of the U.S. calling for a science-based, durable rule. AFS also worked alongside our CASS partners and pro bono legal counsel (Roy Gardner and others) to submit an *amicus* brief to the U.S. Supreme Court in *Sackett v. EPA*, a case that will determine whether the lower court used the

proper test for for determining jurisdictional waters (Scalia’s relatively permanent, standing or continuously flowing bodies of water (narrow) or Kennedy’s “significant nexus” test, which takes a broad view of federal jurisdiction) on the Sackett’s property. However, the concern is that the court will line up its existing majority of conservative justices to rule that a more restrictive interpretation (e.g. Scalia) should be the law of the land.

In partnership with NOAA Fisheries, AFS conducted a successful virtual Capitol Hill briefing to inform staff on Capitol Hill about the advances in science and technology that have enabled a thriving, environmentally sound, and sustainable marine aquaculture industry around the globe and how a stable regulatory framework with strong environmental safeguards, combined with the use of best practices, research, and innovation, can guide the U.S. towards a more sustainable future for fisheries.

AFS Executive Director, Doug Austen testified before the House Natural Resources Committee in support of a permanent authorization of the USGS Climate Adaptation Science Centers with support from AFS Policy Director Drue Winters

AFS Policy Director Drue Winters and policy intern Madison Phillip worked alongside Marc Gaden from the Great Lakes Fisheries Commission to develop a panel of nationally and internationally recognized aquatic invasive species experts to brief TRCP’s Aquatic Invasive Species (AIS) Commission on the current state of science as it relates to AIS control, risk assessments, engineering and technology, and genetics and biocontrol to inform the commission’s report and policy recommendations.

## **Science Communication Training**

Under the direction of Drue Winters with the support of a team of dedicated and talented volunteers, Julie Claussen, Carolyn Hall, and Katie O’Reilly, AFS completed its inaugural two-year class of the Climate Ambassador Program, funded in part by NOAA Fisheries and a one-year Climate Fellows class of state agency personnel funded through a Multi-State Conservation Grant. Between these two program, AFS trained nearly 60 scientists. In addition, AFS facilitated entry-level science communication training and conducted advanced classes for US Forest Service Fisheries program personnel. AFS also conducted science communication training at JASM and is offering a brand new sci comm training track and a science communication training for policy-makers during the policy symposium in Spokane. AFS recently secured funds from BLM to provide science communication training to its Fisheries program staff.

## Communications Program

A subcommittee of the Communications Committee, consisting of volunteers Julie Simpson and Julie Claussen, with assistance from staff Communication Manager Beth Beard, developed a new AFS logo in the summer and fall of 2021. Further refined with input from the Communications Committee and AFS Officers, the new logo debuted at the Annual Meeting in Baltimore. The use of the familiar three-letter acronym recalls the previous logo in use for many decades, while the dark blue, light blue, and green colors represent the freshwater, marine, and terrestrial environments that influence fisheries. The wave under the fish shows that fish habitat is as important to AFS as the fish themselves. New letterhead and signage has been developed and the redesign of the AFS website is underway. This effort will take some time because rebranding is much more than cosmetic, and is meant to better portray the values and priorities of AFS and its diverse members.



## Hutton Program

This summer, 30 students from 18 states (including Puerto Rico) participated in the Hutton Program. Twenty-one students (70%) identified as part of a minority group. Seventeen students identified as female, twelve identified as male, and one identified as non-binary. These students worked with state and government agencies, non-profits, and local municipalities.

As part of the 2nd annual Scholar's Summit, 22 students joined AFS staff in Bozeman, Montana to meet with fisheries professionals, do site visits, and present about their internship experience. Students had the opportunity to attend a career panel with representatives from state agencies, non-profits, the private sector, and academia. Field trips included a tour of the USFWS Fish Tech Center, a Trout Unlimited stream restoration site visit, and a tour of the MSU American Indian Hall.

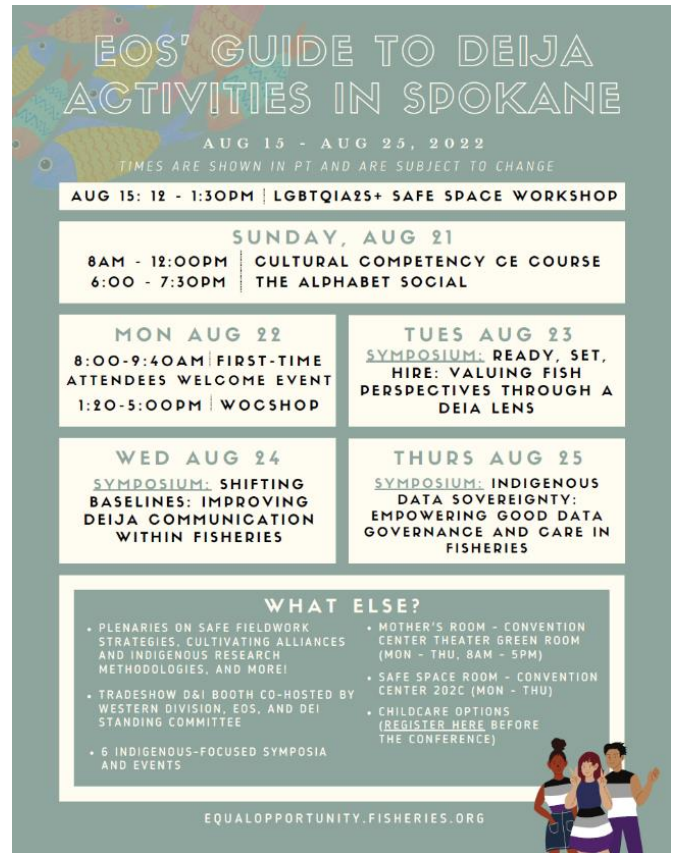


TU staff and AFS President Leanne Roulson, talk with Hutton students during field trip to stream restoration project.



# Diversity and Inclusion Efforts throughout the Society

Addressing the challenges of diversity, equity, and inclusion our profession has been a part of AFS for over 20 years if one considers the establishment of the Equal Opportunities Section as a starting point. But 2021-2022 has seen a dramatic increase in DEI efforts at multiple levels. It is important to note, and cannot be understated, that this has been an effort of EOS, the DEI Committee, many AFS members, Officers, and staff. AFS has benefitted substantially from involvement in CASS and the successful awarding of an NSF-LEAPS grant to build the foundation of a more substantive grant application to implement diversity activities intended to build transformative change. The Baltimore meeting focused special attention on involvement of HBCU's and Spokane has continued that effort and, importantly, has engaged tribal partners and built pathways for involvement. A number of special events planned for Spokane will provide important opportunities for all attendees to build new awareness and incorporate better practices to help AFS become a more welcome, safe, and accessible place for all fisheries students and professional.



## Meetings and Events

The AFS meetings team has been working through a compressed schedule of annual meetings, with Baltimore moved back to November, JASM in May, and Spokane in August. Three major meetings within 10 months is a heavy workload but has resulted in excellent meetings despite the additional complicated and often controversial covid-19 challenges. The Baltimore meeting, despite the Cvent failures, brought 2,453 registrants.



The Joint Aquatic Sciences Meeting (JASM2022) had 3,431 attendees with 77% participating in-person. Student registrants were 30% of total attendees, likely the highest student participation of any meeting that AFS has been involved with. There were 2,149 oral presentations, 482 posters, and 48 virtual only presentations. Total income was \$1.4 M and expenses were \$1.1M resulting in actual net income as a portion of revenue of 27%. This exceeded the revenue goal of 25%. A post-JASM survey with 675 responses found that 80% reported the venue to be excellent or good (AFS will be at the same convention center in 2023), 59% stated that their primary reason for attending was to network with others, 88% would like to see a future JASM conference with 5-6 years from now (i.e., 2027 or 2028) being preferred by 47% and every 3-4 years by 34% of the respondents.



The Spokane meeting, as of August 18, 2022, has 1,618 registrants with 92% in-person and 22% students.



During this intense period, the meetings team has also been supporting the development of the Latin America and Caribbean Fisheries Congress (Cancun, May 2023) and the World Fisheries Congress (Seattle, March 2024). Both events bring in new audiences and partners and will require innovative approaches to meeting management. In addition, staff have supported numerous chapter and division meetings with bidding, contract management, and other services. This support has been particularly important during covid when staff expertise was critical to contract changes without penalties.

