



American Fisheries Society

Spring 2022 Governing Board Meeting

Wednesday, April 13, 2022

Key Outcomes and Tasks:

- 1) Authorized vote of AFS membership for a modifications of the AFS Rules to change the name of the ***Continuing Education Committee*** to ***Professional Development Committee***
- 2) All Divisions and Sections are asked to upload their Procedures Manuals to the [Procedures Manual Google Drive](#)
- 3) AFS members to contact or meet with their Congressional members or staff and ask for support of RAWA passage. Supportive materials can be found at: <https://fisheries.org/policy-media/recovering-americas-wildlife-act/>

Participants List

This meeting was recorded in Zoom and it did not include a listing of people who logged onto the meeting. As a result, we do not have a participants list.

Designated Proxies:

1. Mark Fincel for Melissa Wuellner, Education Section
2. Samantha Betances (samantha_betances@fws.gov) for Lian Guo, Equal Opportunities Section
3. Brian Gallagher for Susan Cushman, Northeastern Division
4. Estuaries Section president-elect Justin Stevens (justin.stevens@maine.edu) can serve as proxy for John Mohan from 2-3pm for sure and possibly for 3-4pm.

Notes of the Meeting:

1. **Welcome/Determination of Quorum** - Leanne Roulson called the meeting to order at 1:04 p.m. ET and a Quorum established by Randy Schultz
2. **Approval of Agenda**- Roulson added a short break after the "Futurecasting" exercise. No other changes to the agenda
3. **Review of January 2021 (Charleston-Virtual) Governing Board minutes** – Accepted without objection and no changes
4. **Constitutional Consultant Report** - (Randy Schultz)
 - a. Designating Proxies for the GB meetings. Just a clarification for everyone since this issue comes up regularly and there has been some confusion. The AFS Rules (Section 4.c provide the following guidance:

Except for Society officers, voting members of the Governing Board may be represented at a Governing Board meeting by any past-president or a current elected officer of their respective unit, provided such alternates are designated in writing to the Executive Director before the meeting. Alternates have full voting powers, but may not be contemporary members of the Governing Board, and may represent only one voting member at each meeting.

- b. Name Change to Continuing Education Committee (AFS Rules name change to Professional Development Committee) (Attachment A)

Proposed Motion: The Governing Board approves a change in the AFS Rules to replace the name of the **Continuing Education Committee** with **Professional Development Committee** and authorizes staff to put this to a vote of the membership at a time directed by the AFS President.

Motion as above by Brian Murphy. No 2nd needed since it was a committee proposal.
Motion accepted by unanimous consent

5. AFS staffing update on departure of accounting staff

- a. Governing Board members received an email from AFS staff
- b. AFS is restructuring its accounting services and this has resulted in the departure of Jackie Machado as AFS accounting coordinator. AFS has worked through this process following all appropriate human resources protocols and has conferred with AFS outside counsel to ensure that AFS has acted appropriately.

6. Outcome(s) of the Management Committee meeting from Friday, April 8.

- a. Committee language changes to various committees have been working through the process of review and updates including the Communications, Continuing Education, and Nominating
- b. Chapter Dues rebates were discussed and, in particular, an overlap of chapter boundaries for the Tidewater and Virginia Chapters
- c. 2nd Vice President vote is out and we have two candidates employed by state agencies. All members are encouraged to vote.

7. Presentation of President-Elect Plan of Work by April Croxton (see Attachment B for presentation and notes)

- a. Focus on what is necessary and how AFS can be more efficient and effective. April re-evaluated her statement as a candidate for 2nd Vice President and recognized the need to ensure that her work also acts as a continuation of previous officers. As a result April is focusing on four key areas.
- b. Promote internal communications at all Society levels – working to ensure that all membership categories have necessary information to feel engaged. For example, at the Baltimore GB meeting, communications was identified during the discussion session that identified AFS strengths, weaknesses, opportunities and threats. Key area will be to identify gaps in communication and developing an appropriate strategy to ensure that we are addressing our weaknesses or gaps in communications.

- c. Advance diversity and inclusion within the Society – important to recognize that we are already doing some good work but much more needs to be done. This is an effort that will require involvement from all components of AFS. Continue programs such as Hutton and the summit that was established by Brian Murphy in 2021 and planned for Bozeman, MT, with Leanne’s support. Continue to be involved in the Diversity Joint Venture (DJV). Support continued involvement with CASS and the NSF LEAPS diversity program. Focus on developing sustainable outreach efforts with partners such as HBCU’s HIS’s, tribal colleges, etc. Initiate development of a DEIA strategy and implementation plan.
 - d. Build a successful 2023 set of AFS meetings – The Latin American and Caribbean Fisheries Congress and the Grand Rapids (GR) AFS meeting. With the GR meeting, would like to host a “town hall” type of event to engage members and agencies. This would, in particular, attempt to address the challenge of agencies not being as supportive of AFS involvement by their staff. Would also like to see a Congressional panel at GR meeting to inform attendees and membership.
 - e. Executive Director succession plan – Need to initiate the process for the transition and plan for the future. The AFS Procedures Manual specifies the establishment of a selection committee to manage the transition. This will be done in close conjunction with Cecil Jennings who will have principle responsibility for the selection.
 - f. Discussion –
 - i. Question – Is April reasonable happy with where AFS is on diversity or does she see that we have significant issues that need to be addressed? Response what that AFS is doing good with our many efforts and not just making vacant statements, but that AFS is doing meaningful work to address these issues.
8. **RAWA** – Update on Congressional actions and AFS involvement (Drue Winters)
- a. RAWA has passed the Senate Environment and Publics Work committee with a strong bi-partisan vote. It is now moving on for votes in the House and Senate.
 - b. AFS is working with dozens or hundreds of organizations to get RAWA passed. Drue Winters is asking each Governing Board member to work individually and as a leader of their Division or Section to support RAWA passage.
 - c. Drue will be working with TWS on asking student chapters to get involved and establish a friendly competition to see which society can get the greatest activity by their student chapters.
 - d. We also strongly encourage AFS members to meet with their Congressional members or staff and ask for support of RAWA passage. Everyone can use the materials at: <https://fisheries.org/policy-media/recovering-americas-wildlife-act/>
9. **Strategic Visioning for AFS – Marlis Douglas and Joe Conroy, Co-Chairs**
(see Attachment C for more details)
- a. **WHY_HOW:** 2-slide explanation of WHY and HOW Strategic Positioning is different from Strategic Planning
 - i. more details provided in ‘Notes’ on second slide (i.e., committee structure and function)
 - ii. also detailed in the AFS_SPC charge draft (docx)
 - iii. **Future-Casting Exercise:** 1-slide description for a small-group exercise during the GB meeting
 - iv. A 3-step process to develop a shared vision (goals) for the future of AFS
 - v. more details in ‘Notes’

- b. Background Future-Casting:
 - i. The exercise would **show** (rather than just tell) how Strategic Positioning works
 - ii. The goal is to **introduce the process of Future-Casting**, not to define finalized goals or a vision
 - iii. Future-casting focuses on **Opportunities** of SWOT Analysis - and encourages a **positive** outlook.
 - iv. Threat-casting focuses on Threats and is a separate process
- c. Results of the Strategic Visioning exercise are shown at the end of Attachment C.
- d. Leanne noted that in the past, the Governing Board scheduled 2-day working sessions with the first day focused on strategic thinking and the second day on business matters. Leanne and April will continue to explore options for planning future GB meetings.

10. **AFS Sections and Division Procedures Manual** – Development of better guidance for AFS Sections and Divisions (Lynn Quattro)

- a. As new Section and Division leaders move into their new roles, there is a need to have better procedures documented for their transition. Some units have procedures manuals, some have antiquated procedures and it's possible that some don't have any procedures manuals. Please share your unit's procedures manual with others on the Governing Board.
- b. Fish Health Section Procedural manual: https://1fjduf35czd41a05pgltrtej-wpengine.netdna-ssl.com/fhs/wp-content/uploads/sites/30/2021/07/FHS_Procedural_Manual_2021-07-24_final.pdf
- c. Northeastern Division: <https://ned.fisheries.org/about-nedafs/procedures-manual/>
- d. Contact Lynn Quattro at QuattroL@dnr.sc.gov and Julie Carter at jcarter@azgfd.gov
- e. A Google Folder was established to collect these procedures manuals at: https://drive.google.com/drive/folders/1pJByCMkgjls6Hy_pgs_EBssUEWujzjT?usp=sharing

11. **AFS annual meeting location options and considerations for 2025 and 2027-**

- a. Rotational history and challenges (Attachment D) – Austen reviewed the history of the AFS annual meeting rotation and the general guidance provided by the MC and GB:
 - i. Meet within every division at least once every six years
 - ii. Cannot meet in any single division more than twice in any four year period
 - iii. Canada meetings roughly every 10 years
 - iv. Also, as the AFS meetings have become larger and more complex, our room needs have expanded and become more challenging.
 - v. The role of AFS staff is to provide unbiased and complete information on meeting location options with the final decision is up to the MC.
- b. Update on 2025 and 2027 discussions – Initially, we sought a Northeastern Division and possibly a Canadian location. We received over 40 requests for information from NE and Canadian properties. Unfortunately, the pricing in Canada is at an extreme and any of the locations explored (Montreal, Quebec City, and Ottawa; St. Johns and Halifax were initially discussed but dismissed due to challenges of access and size). It was acknowledged by the Canadian Tourism office that prices are highly elevated as a result of Covid bounceback. In addition we are not allowed to bring in U.S. based audio-visual contractor which results in much higher prices. Room rates were \$249/night and weren't even in good locations relative to the convention center (\$349/night for adjoining hotel space) in Montreal.
- c. Locations in the U.S. such as Rochester and Buffalo were not appropriate or unavailable due to construction. Other options in the NE such as Philadelphia, Hartford and other cities need to be fully vetted. Also, it was suggested that a Western Division (e.g. Calgary) or North Central Division location (e.g. Winnipeg) could be future options for Canada.

- d. The other option is to look at the Southern Division for 2025 and revisit NED and Canada in 2027. AFS staff will proceed with this exploration and provide the MC a recommendation at the Spokane meeting.

12. Annual Report Development for 2022 –

- a. Past practice has been to develop written unit reports that were compiled into a 250-300 page report that was rarely used for anything but as a historical reference.
- b. All AFS Units will be asked to participate in providing an activity report for Spokane
- c. Discussion of what is helpful and format
 - i. What have we done in the past? (written report, Gov. Board Reporting Tool)
 - ii. Example of committee report through Google forms
- d. Charge to all units for Spokane report development with a Google forms tools developed to collect this information.

13. Spokane annual meeting update

- a. Full GB on Saturday, August 20 and Incoming GB Breakfast on Thursday, August 25.

14. Additional Topics or New Business

- a. January 8-10, 2023, in Boston, for a joint meeting of SNEC, NED, and the Diadromous Fish Symposium

15. Adjourn – at 4:00 p.m. ET

Attachment A – Name change to Continuing Education Committee

Motion Background and Proposal

- The Continuing Education Committee has proposed to change the name of their committee to the Professional Development Committee and to update their committee language in the Procedures Manual.
- The Procedures Manual changes were approved by the Management Committee at their meeting on Friday, April 8, 2022, with the recognition that the name change requires a separate process.
- Name changes to committees are revisions of the AFS Rules and these require approval of the Governing Board and a vote of the membership.

Proposed Motion: The Governing Board approves a change in the AFS Rules to replace the name of the ***Continuing Education Committee*** with ***Professional Development Committee*** and authorizes staff to put this to a vote of the membership at a time directed by the AFS President.

~~Continuing Education~~Professional Development Committee

Purpose:

The Professional Development Committee (PDC) 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.

Composition:

Chair, plus any number of others, as deemed appropriate by the ~~c~~Chair. Recommended membership includes a representative from each of the AFS Divisions as well as representatives from other societies, as appropriate. The inclusion of a ~~C~~o-~~C~~hair is encouraged to maintain institutional knowledge and to distribute the workload.

Duties:

~~The PDC Committee~~ sets criteria and guidelines to ensure appropriate quality control of all ~~continuing education professional development~~ activities sponsored by AFS. All ~~continuing education professional development~~ activities sponsored at Society-level events must be approved by the ~~PDC Committee~~. ~~American Fisheries Society~~ uUnits may request ~~assistance guidance~~ from the ~~PDC Committee~~ for activities conducted at other venues, ~~which will provide guidance as appropriate~~. Requests for ~~Continuing Education Unit~~Professional Development credits for courses are handled by this ~~c~~Committee. ~~The PDC Committee~~ develops a slate of courses for the annual meeting along with the local planning committee. Develops and implements ~~implementing~~ direction and agenda for items related to its charge within the AFS Strategic Plan and ~~Committee~~

helps facilitate communication among AFS units with interests and experience in offering continuing education professional development courses. The PDC maintains a database of courses held by AFS units that is shared amongst the units to facilitate replication of successful courses. (See “OPERATIONAL POLICIES AND PROCEDURES”, section titled “PROCEDURE FOR SUBMITTING PROPOSED CONTINUING EDUCATION COURSES”).

Operational Guidelines:

Most activities conducted by the PDC Committee are done electronically, mainly through email correspondence; occasionally through conference calls or virtual meetings, -if necessary and/or to increase the level of coordination and consistency of the PDC Committee. Rarely is an in person person-to-person meeting necessary for the PDC Committee to conduct its business. In addition, when needed, the PDC Committee can vote on application deadline extensions and other relevant procedural exceptions to ensure that an appropriate suite of quality continuing education professional development courses are available to our membership for the year. All changes will be proposed by the Chair, and chair and voted on by the PDC Committee. Approval for outstanding requests will be granted if approved by a simple majority consensus. If a course is deemed ineligible for continuing education professional development credits, the Committee PDC will decide whether or not whether an alternative venue is available for the course (such as proposing a “general workshop” at an AFS annual meeting).

External Education Partnership National Education Opportunity Procedures

When applicable, the Continuing Education Committee Professional Development Committee (PCEC) can consider partnerships with extrinsic organizations, such as educational organizations, Universities and University Education Programs, State, Local and Federal Fisheries Education Initiatives. When such an opportunity presents itself arises, it is then the duty of the cChair(s) to present a summary of the request and/or information and opportunity to the CEC PDC committee for review and & approval. If/when the CEC PDC agrees by a simple overwhelming majority to move forward on the consideration of such an opportunity, the cChair(s) will then contact AFS Leadership to present the opportunity, including a concise summary detailing of the opportunities potential benefits to the organization and AFS membership. The PDC will work with AFS leadership, to develop a plan to move forward on consideration of the partnership with the nNational AFS oOrganization (usually through a vote by the gGoverning bBoard). Such opportunities for extrinsic partnerships will be handled on a case-by-case basis and will always require: 1) AFS CEC PDC Committee review and approval; and 2) AFS Leadership and gGoverning bBoard review and approval, before any formal agreements and sponsorships can be handled. In addition, once approved, it will be the responsibility of the cChair(s) to draft an agreeable Memorandum of Understanding (MOU) with the partnering organization, which will then also need to be reviewed and approved by AFS leadership, before any formal/final agreements and signatures can be rendered.

Attachment B – Proposed Presidential Plan of Work by April Croxton

Proposed President's Plan of Work

April N. Croxton
August 2022-August 2023

April 13, 2022 Governing Board Meeting

Plan of Work Development Process

- 2020-2022 Pandemic Reflections
 - What is necessary?
 - How can we be more efficient and effective?
- 2nd Vice President Statement
 - Internal engagement (students, professionals, and retirees)
 - D&I
 - External engagement with policy makers and stakeholders
- Previous POW characteristics
 - Provides continuity with previous AFS leadership initiatives
 - Align with the 2020-2024 Strategic Plan (Bowker et al. 2019)
 - Promotes activities that support the AFS mission and vision

Overview of Proposed Focal Areas

1. Further promote internal communication 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 2023 Grand Rapids and Latin American & Caribbean Fisheries Congress meetings.
4. Initiate planning efforts for the AFS Executive Director selection process.

Focus Area 1: Internal Communication

Goal: To develop a communication mechanism where information flows efficiently, effectively, and proactively within the Society, ensures well-informed members, and helps to prevent duplication of efforts.

Actions

- Identify current gaps in internal communication.
- Develop a communication strategy that ensures flexible and forward-thinking approaches to sharing information internally.
- Continue to support and promote AFS Policy efforts.

Resources

- AFS Staff
- Communications Section
- Membership

Strategic Plan Objective 1: Provide effective governance of AFS and high-quality service to AFS's members.

Focus Area 2: Advancing Diversity and Inclusion

Goal: To have a Society with sustainable diverse, equitable, inclusive, and accessible programming that promotes a welcoming environment to **ALL** members and potential members.

Actions

- Continue supporting and promoting established programs and initiatives (Hutton, DJV, and CASS).
- Develop sustainable targeted outreach to HBCU, Tribal, and HSI students and early career professionals.
- Develop a DEIA Strategy and Implementation Plan.

Resources

- AFS Staff
- Hutton Scholars Committee
- CASS
- D&I Standing Committee
- Units (Education, EOS, Student & Early Career Professionals, Chapter, etc)
- Membership

Strategic Plan Objective 4: Increase diversity among fisheries professionals and promote an inclusive environment in AFS.
Strategic Plan Objective 2: Develop fisheries professionals.

Focus Area 3: 2023 AFS Meetings

Goal: To host two successful meetings that will help to communicate fisheries science to large audiences.

Actions

- To lead planning efforts for the 2023 AFS Annual meeting in Grand Rapids, Michigan (August 20-24).
- To support AFS efforts in hosting the Latin American & Caribbean Fisheries Congress in Cancun, Mexico (May 15-18).

Resources

- AFS Staff
- AFS Leadership
- Units
- Membership

Strategic Plan Objective 3: Communicate the importance of both the science and the value of fisheries discipline.
Strategic Plan Objective 4: Increase diversity among fisheries professionals and promote an inclusive environment in AFS.

Focus Area 4: Executive Director Succession Planning

Goal: To initiate an Executive Director succession planning strategy that will result in the selection of a qualified candidate.

Actions

- Query former ED selection members on lesson learned.
- Develop a timeline of events.
- Identify members of the ED Selection Committee.

Resources

- AFS Staff
- AFS Leadership
- Membership

Strategic Plan Objective 5: Provide effective governance of AFS and high-quality service to AFS's members.

Let's Discuss

Attachment C - Future-Casting Exercise



Plans are worthless, but planning is everything

Dwight D. Eisenhower, 1957

Strategic Plan (= static)

- Fixed, thus rigid, mostly reactive
 - hampers response to changes; inflexible
 - based on current context; not visionary
 - discrete; lacks continuous engagement
 - mismatch with transitional leadership

Strategic Positioning (= dynamic)

- Process, adaptive, proactive
 - promotes flexibility, changeable
 - envisions the future
 - continuous membership engagement
 - integrates with transitional leadership



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

Future-casting: What does AFS look like in 2050?

The future cannot be predicted, but future outcomes can be formed through the process of future-casting:

3-Steps:

1. What specific aspects do you want in AFS 2050? → GOALS
2. What do you need to get there? → TOOLS + PEOPLE
3. What actions do you need to take to get there? → TASKS

AFS – GB 11-Apr-2022: Future-Casting Worksheet

Purpose: Future-casting is a process to plan for an unknown future, and a tool to identify strategic goals and actions to take.



Exercise: Future-casting AFS 2050

Future-casting: What does AFS look like in 2050?

The future cannot be predicted, but future outcomes can be formed through the process of future-casting:

3-Steps:

1. What specific aspects do you want in AFS 2050? → GOALS
2. What do you need to get there? → TOOLS + PEOPLE
3. What actions do you need to take to get there? → TASKS

WHY:

- The future is uncertain and cannot be predicted.
- But future outcomes can be determined by future-casting because it trains to plan adaptive strategies.
- Therefore, 'future-casting' is introduced as an exercise to initiate this process for AFS.

HOW: Future-casting is a process with a sequence of 3 key steps:

1) STEP 1: Identify **specific goals** for a future AFS (15-30 years) through envisioning an 'average day in 2050'.

- **Question 1: What specific aspect of that future do you want?** (identify targets + write these down)

*Note: It is important to be very specific. Targets should be achievable and measurable
Specific: '2 Million endowment to support X'; Unspecific: 'Leaders in fisheries'*

2) STEP 2: Identify **resources needed** to achieve goals. **People** and **technologies** of the future environment

- **Question 2: What does my team look like?** (units, teams, committees)
- **Question 3: What tools are needed to get?** technologies, media platforms, information)
- **Question 4: Who are the experts in these 'tools'?** (skills, experience, knowledge)

3) STEP 3: Back-Casting. Identify the **tasks/ actions** that get AFS on the path to reach milestones.

- **Question 5: What actions will get AFS half-way to the future?**
- **Question 6: What actions will get AFS part-way to the half-time future?**
- **Question 7: What specific action can you take next Monday to get to a to that 'partway' mark**

Suggestion: Communication and information are essential for AFS. Focus on areas related to these topics.

More information on future-casting:

Book: The Future You by B.D. Johnson

<https://www.amazon.com/Future-You-Break-Through-Build/dp/0062965069>

Podcast: Concise 1-hour summary of Future Casting with B. D. Johnson (guest)

<https://www.artofmanliness.com/character/advice/futurists-guide-to-building-the-life-you-want/>



What will be the most important *technologies* in a future AFS?

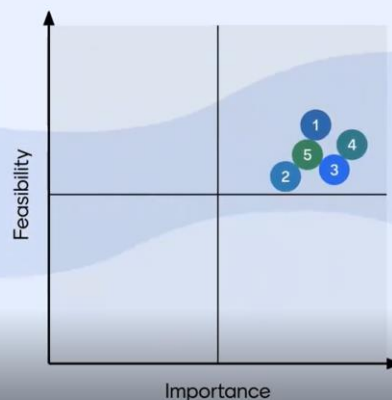
Mentimeter

learning mgmt system
virtual attendance
data management
collaborative
specialist
facilitating tech
social media
quantitative
communication
digital
outreach
open source
open access
automation
networking
staff
web site
information sharing
communication pathways
remote learning

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Rate *importance* and *feasibility* of Future-Casting to shape a future AFS.

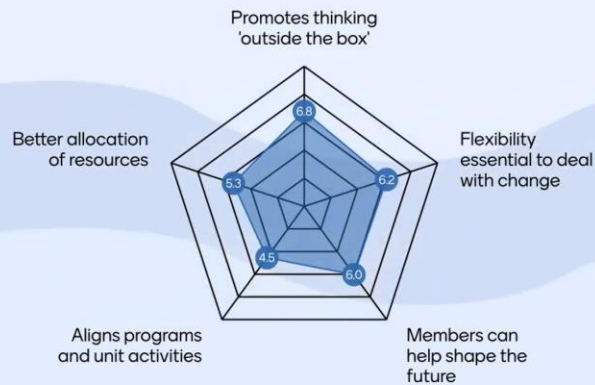
Mentimeter



- 1 Define strategic goals
- 2 Guide decisions across units
- 3 Planning by adaptive process
- 4 Engagement to shape AFS
- 5 Identify immediate actions

What do you consider *potential positives* about Future-Casting as a *planning tool* for AFS?

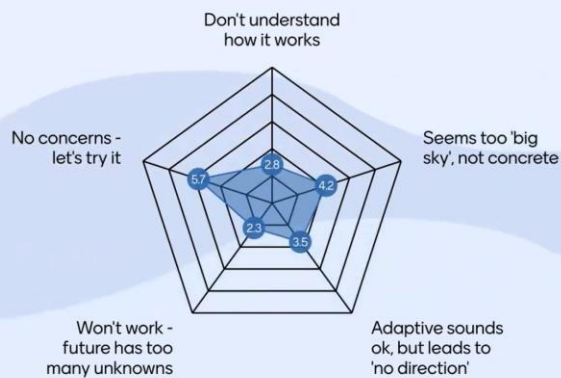
Mentimeter



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What are your *concerns* about Future-Casting as a *planning tool* for AFS?

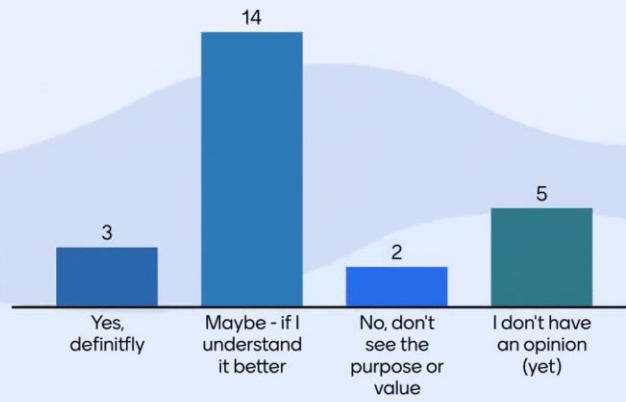
Mentimeter



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Will you adopt Future-Casting as a planning tool for your unit?

Mentimeter



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Attachment D – AFS Annual Meeting Location History

AFS Annual Meeting Location and Division Distribution

	City	WD	NCD	NED	SD
2027	TBD				
2026	Columbus, OH		X		
2025	TBD				
2024	Honolulu, HI	X			
2023	Grand Rapids, MI		X		
2022	Spokane WA	X			
2021	Baltimore, MD			X	X
2020	Virtual 2020				
2019	Reno, NV (w/TWS)	X			
2018	Atlantic City, NJ			X	
2017	Tampa, FL				X
2016	Kansas City, MO		X		
2015	Portland, OR	X			
2014	Quebec City, Canada			X	
2013	Little Rock, AR				X
2012	St Paul, MN		X		
2011	Seattle, WA	X			
2010	Pittsburgh, PA			X	
2009	Nashville, TN				X
2008	Ottawa, ON		X		
2007	San Francisco, CA	X			
2006	Lake Placid, NY			X	
2005	Anchorage, AK	X			
2004	Madison, WI		X		
2003	Quebec City, Canada			X	
2002	Baltimore, MD				X
2001	Phoenix, AZ	X			
2000	St. Louis, MO		X		
	TOTALS	8	7	5.5	4.5
	2021 AFS Membership	2872	1418	951	1937