AF SF

American Fisheries Society

Mid-Year Governing Board Meeting

Wednesday and Thursday, March 3 and 4, 2021

Summary of Action Items:

- 1. DEI Review and implement actions recommended in the report https://equalopportunity.fisheries.org/wp-content/uploads/2020/12/DI-Day-Report.pdf
- 2. AFS Brand Revitalization The process is moving forward and volunteers willing to help with the Brand Revitalization effort should contact Julie DeFilippi Simpson at julie.simpson@accsp.org
- 3. DEI training support In order to explore ways of making training costs more manageable, the suggestion was to have AFS develop contracts with trainers to provide services to multiple AFS units rather than each unit individually seeking training service providers. Establish meeting with Heidi Blasius, Shivonne Nesbitt, Brooke Penaluna, Lauren Maza, Brian Murphy, and others to explore ways to provide and fund DEI training topics.
- 4. ELMA The ELMA program should be advertised on the Student and Early Career Subsection website and a new program guide should be developed to clarify the various aspects of the program.
- 5. SPP Staff should work with the Fisheries Administration Section to market SPP membership by state agencies.
- 6. E-books subscription program Staff should work with Fisheries Administration Section and other AFS units to market AFS e-books program to state and federal agencies and other institutions.

Participants

Governing Board Members

Society Officers

President Brian Murphy
President-Elect Leanne Roulson
First Vice President April Croxton
Second Vice President Cecil Jennings
Past President Scott Bonar
Constitutional Consultant (non-voting) Randy Schultz
Executive Director (non-voting) Doug Austen

Division Officers

Western Division President Todd Pearsons
Western Division President Elect Dan Brauch

Southern Division President

Southern Division President Elect Jason Olive North Central Division President Joe Conroy North Central Division President Elect

Northeastern Division President

Northeastern Division President Elect

Mark Fincel

Patrick Shirey

Section Presidents

Bioengineering Dan Giza **Canadian Aquatic Resources** Caleb Hasler Early Life History absent Education **Trent Sutton** Macey Rowan

Student and Early Career Prof. Subsection

Estuaries Catherine Johnston with John Mohan, President Elect, as proxy

for the period of 1:00 – 2:00 p.m. on Wednesday

Equal Opportunities Shivonne Nesbit

Fish Culture Michelle Walsh with Jeff Heindel, President Elect, as proxy

Fish Habitat Kim Dibble Tom Loch Fish Health Fish History absent Fisheries Administration absent

Fisheries Information and Technology Paul Venturelli and Tiffany Hopper, President Elect, as proxy

Fisheries Law absent Jeff Koch Fisheries Management

Genetics Marlis Douglas and Garrett McKinney, President Elect, as proxy

Imperiled Aquatic Species Section absent

International Fisheries Karin Limburg

Invasive and Introduced Fisheries Marybeth Brey and Wesley Daniel, President Elect, as proxy on

Thursday

Marine Fisheries Jessica Miller

Native Peoples Fisheries absent **Physiology** absent

Science Communications Sean Landsman and Julie Claussen, Past President, as proxy

Socioeconomics Mackenzie Mazur

Water Quality Paul Kusnierz, President-elect, will serve as proxy on

Wednesday and Gregg Lomnicky, will serve as proxy on

Thursday, for Yetta Yager, President

Emerging Leaders

Corbin Hilling Mike Lawrence

Guests

Bob Murphy Lee Benaka Eric Hallerman **Brooke Penaluna** Julie DeFilippi Simpson

Jodi Whitter 1 Tom Bigford 1 Heidi Blasius 1

Emily Marie Dean 1

AFS Staff

Dan Cassidy

Lauren Maza

Shawn Cassidy

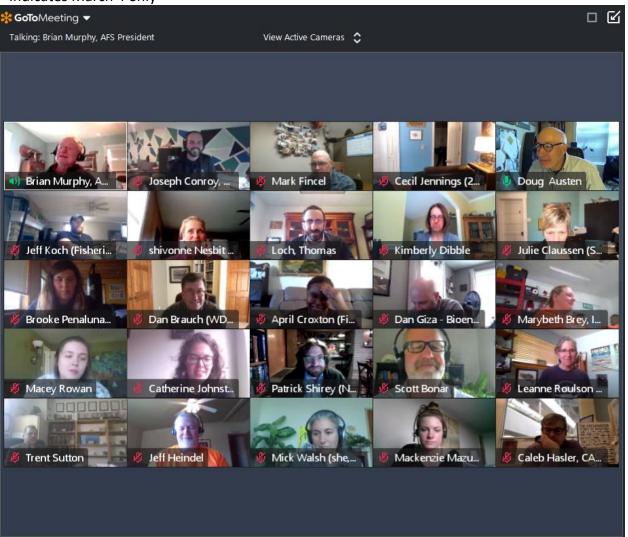
Drue Winters

Eva Przygodzki

Beth Beard

Katrina Dunn

¹ Indicates March 4 only



Minutes of the Meeting – 1st Session, Wednesday, March 3, 2021

(note that a recording of the meeting is available upon request to the AFS office)

- 1. **Quorum establish** by Randy Schultz and the meeting was called to order at 1:05 p.m. (EST) by AFS President Brian Murphy
- 2. Agenda approved without changes. Moved by Conroy, 2nd by Croxton
- 3. **Review of meeting minutes** from the joint Winter meeting of the Management Committee and the Governing Board held December 16, 2020. Moved that they be accepted by Pearsons; 2nd by Jenning. Patrick Shirey noted that the correct representation by the Northeastern Division was Ed Hale and President and Shirey as President Elect. Approved with unanimous consent.
- 4. **Update and motion of 2nd Vice President election** Discussion of proposed date change (Attachment A).
 - a. Motion on Adjusting the Election Process for 2nd Vice President. Moved by Conroy; 2nd by Limburg

<u>Motion</u>: Temporarily suspend the AFS Rules regarding 2nd Vice President election for the period of the 2021 election process to allow the candidate statements to be published in the March issue of Fisheries and to shorten the required time period between election ballot distribution and the officer transition which will be held on August 11, 2021, due to the rescheduled annual meeting.

<u>Discussion</u>: It was suggested that we encourage the Nominating Committee to initiate work on selecting the slate of candidates earlier so that this situation is prevented from happening in the future. However, this was an unusual year and the unforseen situation of one candidate not being supported by their agency caused the situation to be more complicated than anticipated.

Motion adopted with unanimous consent

- 5. Motion on Section status for Cooperative Research with Stakeholders Section (Attachment B1-B5)
 - a. Lee Benaka provided background on the history of the Cooperative Research with Stakeholders Section (CRSS). It was noted that this was reviewed by the Management Committee and it received full support to be presented to the Governing Board for approval
 - b. <u>Motion</u>: That the Governing Board approve the adoption of the Cooperative Research with Stakeholders Section (CRSS) and that it be put before the member for a vote. Moved by Venturelli; 2nd by Olive.

Discussion: no comments or questions were made

Motion adopted with unanimous consent

6. Contract Extension of the Executive Director (Attachment C)

<u>Proposed Motion</u>: That the Governing Board authorize the AFS President to approve a one-year contract extension for the Executive Director that modifies the end date from the current "close of the Society business at the conclusion of the Society's annual meeting in 2023" to the close of the Society business at the conclusion of the Society's annual meeting in 2024. All other contract language will remain the same.

Moved by

Motion adopted with unanimous consent

- **7. Executive Director's Report (Attachment D)** Austen reviewed the status of AFS and challenges and opportunities in the future.
 - **a.** Key challenges include:
 - Uncertain business environment Pandemic-related issues This is impacting membership renewals, meeting income, journal submissions and much more.
 - ii. Limited growth in journals and books. Despite the new partnership with Wiley, we are seeing lack of growth and even possible decline in sales.
 - iii. Annual meeting revenue reductions
 - iv. Staleness of membership despite significant efforts and investments in developing member programs, we see little or no growth in membership even before pandemic issues caused additional problems.
 - v. Lack of return on programmatic investment
 - vi. Staff capacity limitations and workloads several staff positions remain unfilled and we struggle with expanding workloads.
 - b. Yet there is substantial potential within AFS
 - Grants and contracts progressing into more consulting/service activities
 - 1. MSCG are good start but other options could be explored and expanded
 - ii. Payment for services programs meeting management, continuing education, etc.
 - Support for AFS units in developing and managing meeting but also explore related program opportunities such as the current AFS management of the JASM2022 meeting
 - 2. Need to build better business models and document value for clients
 - 3. Need to better define marginal or probable loss opportunities. AFS often is involved in some programs that are important to membership and the profession but don't return revenue. We need to recognize these and ensure that we can offset the expenses with other revenue sources.
 - iii. Consolidation within the non-profit sector
 - Too many, too small, too little services, too much replication. There are many small non-profits working in the aquatics and fisheries sector and it may be worth exploring interest in business collaboration or even consolidation.
 - iv. Enhance Membership value (Career Center, CE, On-demand resources)
 - v. Leverage extensive Unit infrastructure; collaborate more closely on matters of importance (Membership, CE, Policy, Branding)
- 8. Baltimore AFS Annual Meeting (Attachment E)

- a. Coordination with CERF and AFS The revised time for the AFS annual meeting overlaps with the virtual annual meeting for CERF. Eric Hallerman has been attempting to work with CERF to coordinate some joint sessions, possibly the first Monday of the AFS meeting (November 8, 2021). So far there has been no progress on collaboration.
- b. Review of decision-making and factors to incorporate in the decision process for Baltimore being in-person or a virtual event. The decision process is based upon having the greatest possible amount of information at the most appropriate time to make the optimal decision. The most critical principle guiding out decision is attendee safety and AFS will follow all guidance from CDC, the State of Maryland and City of Baltimore.
- c. Hybrid meeting model (Lauren Maza) given the situation of attendees both in-person and virtual, AFS will employ a hybrid meeting model that engages all parties into a rich meeting experience. Various models are being explored including the technical capacity and costs of different options. For example, all Plenary Sessions will be livecast using existing contractor capabilities and little or no additional costs. However, to livecast other sessions would have additional costs for internet connectivity, camera and microphones and technical staff assistance.
- d. Baltimore budget review (Dan Cassidy) Proposed in-person registration of \$595 with virtual rate to be determined. It was noted that many comparable NGO's are actively researching and evaluating virtual meeting registration rates. Past pricing, early in the covid-19 era were priced extremely low often times as a service or goodwill gesture. However, these were also widely recognized as not covering costs.

e. Discussion:

- i. Travel and registration funds are limited in many cases and there was interest expressed in single day or individual symposium-only registration. AFS can handle single-day registration but we will need to do additional research on the flexibility allowed by our registration systems.
- ii. U.S Canada border is currently closed and it is unknown when they will open. It was noted that several state agencies (but clearly not all) also have travel limitations and it is unclear when they will be relaxed. One perspective was that by offering virtual participation, we may undermine rationale for travel to an in-person event. However, other suggestions was that state travel may be feasible and that there is a recognition of the value of in-person meetings (albeit with the rationale of a presentation submitted).
- iii. Federal perspective is unclear. Currently, NOAA Research is in a holding position waiting for guidance from the new administration. At this time, the plan is that offices will not return to some form of normal work until October. This means that travel is tightly limited for the time being. USGS expects that travel will be difficult this year.
- iv. University perspective Michigan State University is still very restrictive on travel (only necessary travel is allowed).

9. Update on the Plan of Work of President Murphy

 a. <u>Science Communications</u> (Julie Claussen) – Attachment F – Julie reviewed the Climate Ambassador Program (CAP) which is now about 4 months into the program delivery. The five CAP leaders received over 100 applicants for 30 available seats. The program will also be followed up with a Multistate Conservation Grant funded program to provide essentially the same content to a group focused on state agency staff. There will also be a symposium at the AFS 2021 Baltimore annual meeting to share the work of CAP.

- b. <u>Diversity, equity and inclusion</u> Presentation and discussion led by Brooke Penaluna and Shivonne Nesbit
 - i. The Equal Opportunity Day at the AFS 2020 Virtual Annual meeting has developed a series of results https://equalopportunity.fisheries.org/tool-box/
 - ii. Also https://diversity.fisheries.org/ is a tremendously helpful source of information and includes links to all of the podcasts developed by Aaron Bunch and colleagues.
 - iii. Equal Opportunity Section (EOS) is working with many of the AFS Section leaders to help energize work on DEI and provide information and support.
 - iv. AFS Committee on Diversity, Equity, and Inclusion (DEI) works closely with EOS on many shared activities. This committee started out as a special committee by Steve McMullin but has now been established as a full AFS standing committee. Much of the work of DEI committee is based upon the nine proposed action the 2017 *Fisheries* paper by Penaluna et al. (found at https://equalopportunity.fisheries.org/wp-content/uploads/2018/03/Panaluna-et-al.-2017.pdf). The DEI committee is working on an "Issues and Actions" paper that is intended to be used to help address DEI challenges throughout AFS. Two issues were discussed:
 - AFS Governing Board needs to reflect inclusion who are invited to meetings, included in Zoom calls, engaged in discussions on issues, invited to be part of leadership.
 - 2. AFS planners need to incorporate diversity at all levels of the AFS meetings. For example, each plenary should address DEI at some level to illustrate and model DEI. At social events, we should have a group of people specifically tasked with encouraging people to be more engaged and to introduce individuals who may be new or not involved with others who can help them become involved.
 - v. Incorporate discussion of <u>Issues and Actions</u> report into August Governing Board meeting as well as the Baltimore meeting planning team.
 - vi. General discussion -
 - What is the AFS leadership vision for diversity and inclusion? The leadership
 needs to fully embrace and own a vision as well as have DEI and EOS propose
 actions, solutions, best practices and metrics. This effort needs to come from
 both directions.
 - 2. Accountability is important How do we create the tools and framework to ensure that AFS is making strong and effective progress?
- c. <u>AFS Branding Revitalization</u> Julie Defilippi Simpson provided a report and led this discussion. This has been an issue for AFS for a number of years, including hiring an outside consultant (The Potomac Group) to provide some foundational research. After the report was submitted, the leadership of this work was given to the AFS Communications

Committee. Unfortunately, this work has been delayed due to covid-19 challenges. Discussion:

- i. Northcentral Division just redesigned their logo to better address the full division. Question, "what problem or issue is AFS trying to solve with this Brand Revitalization". Several issues were mentioned: (1) the AFS logo simply does not say anything about who AFS is. There is no tagline, no clarifying language, and it is old and uninformative. Also, the brand needs to be carried throughout the Society at all levels so that anyone engaged at AFS anywhere will recognize that AFS is a diverse organization.
- ii. AFS needs to better and more consistently understand who and what it is before embarking on a branding that will attempt to reflect the society. Julie noted that much of the research done, does provide some guidance but also reflects a diversity of opinions.
- iii. Question asked on whether or not AFS needs to update our brand. The response varied. There was little support for a name change, but there was clear support for taglines and logo updates to better reflect and convey the message of AFS. PCG research found that 92% of respondents either supported brand revitalization or would not be opposed to this effort.
- iv. We have reasonably good information about within AFS thoughts but little information about brand updates from outside of AFS. This is an area in need of additional research. PGC did include some interviews of people outside of AFS for an earlier report but this is limited in scope.
- v. Julie is seeking volunteers to help with the Brand Revitalization effort. Please contact her at julie.simpson@accsp.org

10. Adjourn for the day

2nd Session – Thursday, March 4

11. Draft Program of Work (2021-2022) by President Elect Leanne Roulson (Attachment G)

- a. Major emphasis on DEI throughout Leanne's tenure will continue the efforts of her predecessors and that of EOS and the DEI Committee. Developing better metrics to track accountability will be important component of this work.
- b. Science Communications increasingly a critical skill for all fisheries professionals. The Climate Ambassadors Program is an excellent example of this work.
- c. Meeting support ensure the success of the Baltimore meeting. Initiate planning for the Spokane meeting and continue to support the Joint Aquatic Sciences Meeting (JASM) in 2022.
- d. AFS "Maintenance" necessary and important work on AFS Procedures Manual, website updates and improvements and other improvements for AFS operations.

- e. Activity reporting How do we manage reporting of activities of Divisions, Sections, and Committees without it becoming tedious and problematic. The old system of massive "briefing books" was simply unmanageable. The current system of the Governing Board Reporting Tool also seems problematic with uneven reporting of activities. We're a "society of action" and we need to track that without being oppressive and difficult to use.
 - Section membership records can AFS provide long-term records of membership that provide Section presidents with understanding of trends in membership (trends in membership over time).
 - ii. Develop a better understanding of what is needed to know about AFS activities. This will help us with report development and reporting format.

12. Resource Policy Committee Update (Attachment H)

- a. Results of poll by RPC of Governing Board members on policy direction of AFS Key points is that GB members want AFS to be active on policy issues and be a resource to policymakers.
- b. Drue Winter reviewed the extensive portfolio of policy issues that AFS has been engaged with over the past year. For additional information on many of the efforts please explore the policy section of the AFS website (https://fisheries.org/category/news/policy-news/). An excellent example of this work is the aquaculture briefing and associated material that actively engaged a section, addressed a timely and prioritized issues, was accompanied by succinct information documents. It is important for AFS to fully engage on issues if we are to be effective and have an impact upon decision-makers.
- c. Leanne Roulson reviewed the Climate Ambassadors Program (CAP) and emphasized several key characteristics of good policy efforts: (1) timeliness of effort must be such that the issues is ripe for discussion and the target audience is ready to utilize the information, (2) there must be specific recommendations to provide guidance. General statements of value are nice but policy makers need very specific recommendations that can be used in legislative or regulatory language construction. AFS also need to be clear with expectations of what we can do and what we are not positioned to do.
- d. Role of Resource Policy Committee moving forward. There are a number of ways that RPC can engage in policy and work with membership and AFS staff. This includes taking the lead on issues when appropriate, RPC can support AFS Unit effort, it can work with other societies such as through CASS, simply support the work of other organizations, or RPC and AFS can decide to not engage in an issue if we simply don't have the time or capacity.
- e. Challenges of AFS Policy Efforts:
 - i. Struggle with the level of specificity on language in briefs, critical review of legislative language, or explicit commentary on regulatory language.
 - ii. Murphy suggested that the survey of Governing Board has identified a significant number of AFS members do not agree with policy efforts of the society. Conroy responded that there is no opposition to specific, well defined policy efforts on highly relevant policy issues (e.g. WOTUS) but there is less comfort when AFS gets involved in issues without fully defined roles, built upon specific AFS expertise, with defined

- outputs. These issues would be those where we cannot gather sufficient AFS members to build a position, nor is the issues clearly defined, discrete and timely.
- iii. Some concern expressed about moving beyond simple conveyance of science and into value-based advocacy. No specific policy effort was mentioned as an example of this but there was concern that AFS should be cautious about where and when it gets involved.
- iv. It is important that AFS is prepared to respond to key, relevant issues that are anticipated to be ripe for congressional action. The Society simply cannot quickly build policy positions without sufficient preparation we don't have the capacity or the organizational structure to quickly respond. The challenge for AFS is to think ahead to the greatest degree possible and work towards clarifying positions, specific recommendations, and strategies for engagement.
- v. Several members noted that state and federal political leaders can often prevent or squelch involvement in specific issues based on political reasons. This frequently prevents state agency staff from being involved in AFS policy issues. However, this also underscores the importance of the independence of AFS in its ability to speak on issues where others might not be able to be engaged.
- vi. The challenge is to engage in an appropriate and timely manner on issues of importance. Picking our issues is critically important since we have limited capacity and gathering volunteer support is difficult and simply takes time to organize.
- vii. It is important to reach out to people who disagree with policy positions to better understand their reasons for opposition. This will help to refine positions, address concerns, and can often lead to expanded support. This was the case with some societies who disagreed with some components of the World Climate Statement and resulted in positive changes and increased support.

13. Membership Services

a. Continuing Education Committee (CEC) (Attachment I)

- i. Background is that CEC has been primarily dealing with approving CE programs at the annual meeting. These are the ½ day to 2-day classes at the annual meeting and approved for credit. These include traditional classes focused on GIS, the R statistical package, etc.
- ii. New and expanded charge to CEC is to look more broadly to the overall professional development needs of the AFS membership. A first component of this is to better understand the diversity of courses that are currently offered by AFS units, the National Conservation Training Center (NCTC), and the AFWA Management Assistance Team (MAT).
- iii. Based upon this, what is the future role of AFS CEC? Do we develop a clearinghouse that provides members with a location to find classes offered by a wide variety of organizations? Do we act as a coordinating body to assist chapters and divisions in better leveraging their offerings and sharing services? We need to know the gaps in programming and understand how AFS can address those gaps.

- iv. CEC will continue to complete their survey of AFS CE offerings. Explore hosting focus groups of AFS members to explore CEC needs. Possibly take advantage of the Multistate Conservation Grant Program (MSCP) to develop and provide new courses.
- v. It was suggested that AFS could help to develop foundational courses build upon "seminal texts" by AFS such as the books on standard sampling, fish marking, fisheries management, etc.
- vi. CE courses tend to be volunteer driven with most (but certainly not all) courses organized and taught by volunteers. Expansion of these courses could be a challenge However, instructors for courses taught at AFS annual meeting receive a \$500/day stipend plus have travel expenses covered.
- vii. AFS should further explore building out a financial model for continuing education that does result in appropriate compensation for the instructor as well as an appropriate and modest financial return to the sponsoring chapter.
- viii. Western Division of AFS is working on providing a training program on unconscious bias training. This needs to be done in smaller groups (<30 participants). The current bid for training is \$2,200 per session. It was suggested that AFS could explore developing a contract with a provider to obtain some sort of discount in cost. This is best done by bringing in outside experts to ensure that we get a quality product. Finding resources to support this training is important to making this model successful. NOAA has been one source of funding when a substantial number of the students have been NOAA employees.
- ix. Follow-up Establish meeting with Heidi Blasius, Shivonne Nesbitt, Brooke Penaluna, Lauren Maza, Brian Murphy, and others to explore ways to provide and fund DEI training topics.

b. AFS Program updates

- i. Strategic Partners Program (Attachment J) Katrina Dunn, AFS Development Director, reviewed the history and current status of the Strategic Partners Program (SPP). This was a relatively recent restructuring of the old AFS Institutional Membership Programs. Currently, AFS has 93 Strategic Partners. More information can be found at: https://fisheries.org/membership/meet-our-members/strategic-partners/ It should be noted that the value of the various SPP packages is substantially greater than the SPP membership costs, thus it is a great value to the SPP member. The Partners Advisory Council will be an important part of this new program and the first meeting of this group will take place later this year.
 - 1. State agency involvement previously, we had about 20-30 state agencies as institutional members of AFS. <u>AFS Fisheries Administration Section has offered to help work with states to get them to be SPP partners.</u>
 - 2. Working with academic institutions where the fisheries program is embedded into a larger more dispersed department is sometimes problematic since the department has less affinity to AFS and the fisheries program has little independent resources.

- ii. **E-books (Attachment K)** Aaron Lerner, Director of Publications.
 - AFS e-books subscription program. Offers access to over 100 titles in pdf format including all new books over the five-year term of the purchase. State agencies (or other clients) can purchase the subscription through a purchase order or other means and the price is dependent upon the size of the fisheries staff. Contact Aaron Lerner (alerner@fisheries.org).
 - Assigning Digital Object Identifier for book chapters. Special committee for books recommended that this be done. Currently 102 AFS books and all chapters in those books have been completed. These are found on the AFS Bookstore (https://fisheries.org/bookstore/) for all books where this has been completed.
- iii. **Multistate Conservation Grant Program (MSCG)** The work of AFS with the MSCG has been discussed previously and if additional information on these projects is desired, members can contact Doug Austen (dausten@fisheries.org).
- iv. Job Board (Attachment L) This important member service, particularly for students and early-career professionals and is also a good source of non-dues revenue. The old jobs board was an antiquated WordPress plug-in that was a security risk. The Membership Committee was instrumental in helping to guide this effort. Access for the new jobs board can be found on the AFS website at https://jobs.fisheries.org/ There are a variety of new features available through the Webscribble job board including automatic notification of job postings, links to social media accounts, resume uploading, and much more.
 Members can post positions for graduate students and technicians for free as part of their membership. A coupon code is easily obtained for making the job posting. The system also allows for development of a "career center" to provide supporting
- 14. Emerging Leaders Mentor Program (ELMA) (Attachment M) The goal of the discussion today is to inform the Governing Board about ELMA and to get the AFS Divisions better engaged in identifying ELMA candidates. Lauren Maza and Mike Colvin reviewed the history of the program. Traditionally there has been challenges in getting ELMA for the AFS NED and this might simply be that the division didn't know that this was their responsibility. The ELMA committee will reemphasize that each AFS Division can nominate an ELMA representative. Discussion followed:

materials for training and other tools to help members find jobs.

- a. It is unclear of the expectations of ELMA's and the attendance at AFS meetings and this needs to be clarified.
- b. Need to better document ELMA program goals, timelines, responsibilities and describe benefits and level of effort anticipated of ELMA members. This will be included in a new document describing the ELMA program for the next round.
- c. More information on ELMA can be found at: https://fisheries.org/about/awards-recognition/call-for-award-nominations/emerging-leaders-mentorship-award/
- d. ELMA is well regarded by many graduate students but many didn't apply this year due to covid-19 issues.

- e. The ELMA program should be advertised on the Student and Early Career Subsection website.
- f. Building a better linkage between ELMA and the GB would be advantageous. We should link the ELMA participants to a GB member. Currently that is not being done but may have been a practice in the early years of the program. The AFS Past President is on the ELMA committee and could be one vehicle for building a connection between AFS leadership and the ELMA's.
- 15. **Summer Governing Board meeting set for Thursday, August 12, 2021**, with a 2:00 4:00 p.m. ET plan for the sessions. Please note that this will be the formal change of AFS Officers in lieu of the annual meeting being moved to November

Attachment A – Motion on 2nd Vice President election change of date

Motion on Adjusting the Election Process for 2nd Vice President

Motion: Temporarily suspend the AFS Rules regarding 2nd Vice President election for the period of the 2021 election process to allow the candidate statements to be published in the March issue of Fisheries and to shorten the required time period between election ballot distribution and the officer transition which will be held on August 11, 2021, due to the rescheduled annual meeting.

Background: The AFS Rules state that:

Section 3. Officer, Staff and Elections

b. Nomination and election of officers

i. On or about April 1st of each year, but at least 90 days before an annual Society meeting, the Executive Director shall provide all Active Members a printed or electronic ballot bearing nominations for President-elect, First Vice-president, and Second Vice-president. There must be at least two nominees for Second Vice-president. Members will be allowed at least 30 days from the distribution date to return their printed or electronic ballots to the Vote Auditor.

- ii. Nominations for elective Society offices may be received and processed in two ways.
 - a. The Nominating Committee is obliged to present an annual slate of candidates. This slate must be announced to the membership in the February issue of Fisheries, at least 60 days before ballots are distributed. (see Article III(3) and Procedures)

Due to unforeseen delays, the Nominating Committee and the editorial calendar of Fisheries were unable to get the candidate statements published until the March issue of *Fisheries*, which is out of compliance with the AFS Rules. The following schedule of events has been developed but which results in a shortened time period between the distribution of ballots and the officer installation. This installation would normally take place at the annual meeting but, due to the rescheduled annual meeting, will take place on the date that the business meeting would have been scheduled under the original meeting date.

- i. The candidate statements will be in the March issue of *Fisheries*.
- ii. The Meet the Candidate webinar is scheduled for 1:00 p.m. ET on May 19.
- iii. Election voting will be from May 24 to June 25
- iv. Officer installation on August 11, 2021

The allowance for a shortened time frame detailed in the motion will ensure that the election follows AFS Rules and Procedures and will not, in any way, diminish the legitimacy of the election.

Attachment B1-B5 – Cooperative Research with Stakeholders Section

Attachment B1 - Proposed Motion for AFS Membership Vote:

Establish a Cooperative Research with Stakeholders Section (CRSS) of the American Fisheries Society.

Background: The purpose of the new section is to advance the Society's promotion of scientific research and sustainable management of fisheries resources by encouraging and facilitating research partnerships among scientists, stakeholders, and resource users, especially commercial fishermen/harvesters and recreational anglers. Specifically, the CRSS will undertake a variety of important activities that currently are not the primary focus of other Society sections, including:

- Supporting on a regular basis innovative annual meeting symposium topics and formats, including panel discussions, to raise the profile of scientists and stakeholders involved in cooperative research, increase general awareness of such research, and share lessons regarding cooperative research successes and challenges.
- Promoting the integration of fisheries science information end users (including managers and stock assessment biologists) into cooperative research endeavors to ensure research project success and greater understanding of scientific processes (including stock assessments) among stakeholders.
- Supporting annual meeting attendance and Society membership for fishermen, anglers, and other collaborative research stakeholders.
- Partnering with other Society sections to ensure that various aspects of cooperative research are highlighted and enhanced.
- Developing blogs, webinars, workshops, and continuing education courses to further the objectives of the CRSS.
- Leveraging resources from industry partners to increase a greater variety of stakeholder involvement at annual meetings.
- Expanding Society membership diversity by exploring additional membership levels for fishery stakeholders including fishermen and anglers.

The section will be open to all active members of AFS.

Establishment of a new section of the American Fisheries Society necessitates an amendment to the existing AFS Rules, which requires approval by a simple majority of AFS members. The AFS Management Committee and AFS Governing Board have approved the proposed bylaws for the new section (attached), and AFS Headquarters has certified a petition of more than 100 signatures of AFS members in good standing.

Attachment B2 - Proposed Bylaws

Bylaws of the Cooperative Research with Stakeholders Section of the American Fisheries Society

Article I. Name and Objectives

The name of this organization shall be the Cooperative Research <u>with Stakeholders</u> Section of the American Fisheries Society, hereinafter referred to as the CRS<u>S</u>.

The objectives of the Section shall be those of the Society as set forth in Article I of the Constitution. In addition, the CRSS also has the following objective:

Advance the Society's promotion of scientific research and sustainable management of fisheries resources by encouraging and facilitating research partnerships amongbetween scientists, stakeholders, and resource users, especially (e.g., commercial fishermen/-harvesters and recreational anglers). Thise CRSS-section promotes varying levels of involvement from participating resource users ranging along the spectrum of cooperation at discrete points in the research process to full collaboration throughout the research process, including citizen science. When done properly, cooperative research can increase stakeholder buy-in to science and decision-making processes and ensure incorporation of local ecological knowledge into fishery management processes. The CRSS aims to increase stakeholder participation in fisheries science and the Society, and to encourage scientists to pursue collaborative research using continuously evolving best practices and lessons learned. Specifically, the CRSS will undertake a variety of important near-term and longer-term activities that currently are not the primary focus of other Society sections, including:-

Supporting on a regular basis innovative annual meeting symposium topics and formats, including panel discussions, to raise the profile of scientists and stakeholders involved in cooperative research, increase general awareness of such research, and share lessons regarding cooperative research successes and challenges (near-term).

Promoting the integration of fisheries science information end users (including managers and stock assessment biologists) into cooperative research endeavors to ensure research project success and greater understanding of scientific processes (including stock assessments) among stakeholders (near-term).

<u>Supporting annual meeting attendance and Society membership for fishermen, anglers, and other collaborative research stakeholders (near-term).</u>

Partnering with other Society sections to ensure that various aspects of cooperative research are highlighted and enhanced (near-term).

Developing blogs, webinars, workshops, and continuing education courses to further the objectives of the CRSS (longer-term).

Leveraging resources from industry partners to increase a greater variety of stakeholder involvement at annual meetings (longer-term).

Expanding Society membership diversity by exploring additional membership levels for fishery stakeholders including fishermen and anglers (longer term).

All activities of the CRS shall conform to the Society's Constitution, Rules, and Procedures.

Article II. Membership

- 1. Membership in the Section shall be open to all individual or institutional members of the Society having an interest in cooperative research.
- 2. Only active members of the Society may vote, hold office, or chair a committee.

Article III. Officers

- 1. The officers of the Section shall be the President, Vice President, Secretary, and Treasurer. The Secretary and Treasurer positions may be filled either separately or as a combined single position.
- 2. All officers must be in good standing with the Society.
- 3. All officers shall serve for a term of two years. The offices of Secretary and Treasurer can be renewed for one term without an election. The President can hold a consecutive term if: 1) the current President is re-elected by the membership; and 2) if the Vice President agrees to defer his or her term for two years.
- 4. Officers shall be elected by a majority of ballots cast by the CRS membership. Elections may be conducted electronically or by other methods determined by the Executive committee.
- 5. Terms of newly elected officers will begin at the annual CRS business meeting.
- 6. In the event of a vacated position, the Executive Committee shall appoint a qualified replacement to fill the unexpired term.
- 7. No elected officer or appointed committee member of the CRS shall receive any salary or other compensation. Expenses associated with Section-related activities may be defrayed from funds available to the Section when authorized by the Executive Committee.

Article IV. Duties of Officers

- 1. The President shall:
 - a. Chair the Executive Committee of the Section;
 - b. Preside at all meetings of the Section;
 - c. Appoint all Committee members, and may serve as an ex-officio committee member;
 - d. Represent the Section as a member of the Society's Governing Board;
 - e. Oversee the Section's fiduciary responsibility by communicating with the Treasurer to ensure that the Section's funds are managed appropriately, and that required IRS reporting is completed annually;
 - f. Ensure that the Section website is updated;
 - g. Ensure that at least one CRS newsletter per year is sent to members;
 - h. Assist the President with planning and implementing CRS activities; and
 - i. Perform other duties as may be requested by the Executive Committee.
- 2. The Vice President (President Elect) shall:
 - a. Serve on the Executive Committee:

- b. Perform the duties of President in the absence of the President;
- c. Assume the office of the President in the event that the office is vacated;
- d. Accede to the Presidency upon completion of the term of Vice President;
- e. Prepare an annual work plan before taking office as President; and
- f. Perform other duties as may be requested by the Executive Committee.

3. The Secretary shall:

- a. Serve on the Executive Committee;
- b. Keep the official records of the Section;
- c. Maintain a current list of the Section membership;
- d. Record meeting minutes and distribute them to the Section within 30 days after the meeting;
- e. Assist the President in preparing the annual report to the Society;
- f. Conduct CRS elections; and
- g. Perform other duties as may be requested by the Executive Committee.

4. The Treasurer shall:

- a. Serve on the Executive Committee;
- b. Collect and be custodian of Section funds;
- c. Disperse funds as authorized by the Executive Committee;
- d. Submit a CRS annual financial report as required by the AFS Governing Board Reporting process prior to the annual Society meeting;
- e. Complete required IRS reporting on an annual basis; and
- f. Perform other duties as may be requested by the Executive Committee.
- 5. The Committee Chairs (see Article VII for details) shall:
 - a. Report their Committee's activities, findings, and recommendations as required in Article VII (3):
 - b. Assist the other officers as needed; and
 - c. Perform other duties as may be requested by the Executive Committee.

Article V. Executive Committee

- 1. The Executive Committee shall consist of the elected officers of the Section and the chairs of the Communications and Outreach Committees.
- 2. Executive Committee meetings are called by the President.
- 3. The Executive Committee shall have the authority to determine policies and conduct business consistent with the objectives of the Section.
- 4. Meetings of the Executive Committee may be held at the call of the President when at least a quorum, as defined in Article V (6), can meet and conduct business.
- 5. Business and voting by the Executive Committee may be conducted by mail or virtually (i.e., via conference call or WebEx).
- 6. A quorum is required for transaction of official business at an Executive Committee meeting. A quorum for an Executive Committee meeting shall consist of at least three members.
- 7. Each member of the Executive Committee shall have one vote on Executive Committee

- decisions. In the event of a tie, the President may cast the deciding vote.
- 8. The Executive Committee shall establish annual dues subject to approval by CRS members attending the annual business meeting.

Article VI. Meetings and Voting

- 1. Decisions at Section business meetings and on behalf of the Society shall be in accordance with the Society's Constitution, Rules, and Procedures, and the CRS Bylaws.
- 2. A quorum at business meetings shall be 10 members of the Section.
- 3. The latest edition of Robert's Rules of Order shall govern all applicable cases not covered by these Bylaws.
- 4. Balloting shall be completed at least two months before the annual meeting of the Section by either mail or electronic media.
- 5. Officers shall be elected by a simple majority of the returned ballots. Proper care will be taken to ensure confidentiality and anonymity of both mail and electronic ballots. In the case of a tie vote, the election will be decided by a simple majority vote of the Executive Committee.
- 6. In the event of a vacated position, the Executive Committee shall appoint a qualified replacement for the remainder of the term.

Article VII. CRS Committees

- 1. Committees and Chairs of committees, except as listed in Articles III and V of these Bylaws, shall be appointed and charged by the President.
- 2. Special Committees serve to accomplish a specific purpose and shall cease to function upon the discharge of the duties for which they were appointed or with the end of the term of the appointing officer.
- 3. Standing Committees help the President and the Executive Committee conduct the Section affairs, and the Chairs shall report their committee's activities, findings, and recommendations at Section meetings and interim meetings of the Executive Committee.
- 4. The following Standing Committees composed of Section members in good standing shall be appointed by the President together with their chairpersons, who are expected to change periodically:
 - a. Communication Committee. The Communication Committee shall be responsible for and maintaining the Section's Website, Social Media accounts (e.g., Twitter, Facebook), and newsletter. The Committee shall consist of the Website Webmaster, Twitter and Facebook manager, the Newsletter Editor, and other Section members as necessary and appointed by the President. The Chair of the Website and Social Media Committee will serve as a member of the CRS Executive Committee.
 - b. Programs Committee. The Programs Committee shall be responsible for CRS events including (but not limited to) organizing webinars, workshops, and/or symposia.
 - c. Stakeholder engagement committee will be responsible for securing and distributing funding to assist industry members with attending regional and annual Society meetings. This committee will also support other sections and sub-units in industry engagement

activities.

Article VIII. Amendment of Bylaws and Procedures

- 1. The bylaws are the defining document for the Section and take precedence over all other rules and procedures of the Section.
 - a. The Section bylaws may be amended by a vote of 2/3 of the Section members voting on the amendment, provided that the proposed amendment(s) are circulated to the membership at least 30 days prior to voting.
 - b. In accordance with the Society's Constitution, an amendment shall be reviewed by the Society's Constitutional Consultant prior to the Section's vote for conformity with the Constitution, Rules, and Procedures of the Society.
 - c. The Constitutional Consultant presents the adopted amendment to the Society's Management Committee for approval.
 - d. Amendments take effect when the Section receives written notice of their approval by the Management Committee from the Society Executive Director.
 - e. Procedures of committees and working groups are established to provide continuity in the conduct of Section business. Procedures may be suspended or amended by a simple majority vote of the Executive Committee.

Attachment B3 - Proposed AFS Cooperative Research Section— **Feedback for AFS Management Committee**

The AFS's Management Committee (MC), which is a sub-unit of the AFS Governing Board (GB), considered the petition for a new AFS Cooperative Research Section (CRS) during its monthly call on January 21, 2020. Consideration by the MC is the common process for items that are moving to the GB. The MC has requested additional information to clarify a number of issues raised during the MC discussion:

ISSUE #1

The petition for approval of the CRS included proposed by-laws with a very short statement of mission. While it was agreed that the mission was important and deserved attention, there was a concern that this could be potentially addressed within an existing AFS Section or with possibly slight modifications. Possible hosts might include Marine Fisheries, Fisheries Administration, Fisheries Management or even Science Communications. I can only imagine that the core group proposing CRS has given this thought but the MC was not aware of that and simply would benefit from additional dialogue that would differentiate the role of CRS from these other sections. Please understand that the MC is certainly not opposed to approval of a new section, there is simply concern that it not detract from already existing sections when they at times seems to struggle to stay as active as would be desired. With this in mind, I'd be more than willing to get you mission statement or by-laws of any of these other Sections if that would be of assistance in clarifying the differences among them.

Response:

The CRS will revise its name to be the Cooperative Research with Stakeholders Section (CRSS) to differentiate itself further from other existing AFS Sections. In addition, the CRSS will greatly expand its objective statement in order to differentiate itself from other AFS Sections, as shown below. (Please note that the terms "near-term" and "longer-term" are clarifications for the MC and would be deleted from the final bylaws.)

"Advance the Society's promotion of scientific research and sustainable management of fisheries resources by encouraging and facilitating research partnerships among scientists, stakeholders, and resource users, especially commercial fishermen/harvesters and recreational anglers. The CRSS promotes varying levels of involvement from participating resource users ranging along the spectrum of cooperation at discrete points in the research process to full collaboration throughout the research process, including citizen science. When done properly, cooperative research can increase stakeholder buy-in to science and decision-making processes and ensure incorporation of local ecological knowledge into fishery management processes. The CRSS aims to increase stakeholder participation in fisheries science and the Society, and to encourage scientists to pursue collaborative research using continuously evolving best practices and lessons learned. Specifically, the CRSS will undertake a variety of important near-term and longer-term activities that currently are not the primary focus of other Society sections, including:

- Supporting on a regular basis innovative annual meeting symposium topics and formats, including panel discussions, to raise the profile of scientists and stakeholders involved in cooperative research, increase general awareness of such research, and share lessons regarding cooperative research successes and challenges (near-term).
- Promoting the integration of fisheries science information end users (including managers and

stock assessment biologists) into cooperative research endeavors to ensure research project success and greater understanding of scientific processes (including stock assessments) among stakeholders (near-term).

- Supporting annual meeting attendance and Society membership for fishermen, anglers, and other collaborative research stakeholders (near-term).
- Partnering with other Society sections to ensure that various aspects of cooperative research are highlighted and enhanced (near-term).
- Developing blogs, webinars, workshops, and continuing education courses to further the objectives of the CRSS (longer-term).
- Leveraging resources from industry partners to increase a greater variety of stakeholder involvement at annual meetings (longer-term).
- Expanding Society membership diversity by exploring additional membership levels for fishery stakeholders including fishermen and anglers (longer term)."

ISSUE #2

As noted in #1 above, there was a brief statement of mission for CRS but little else to describe how CRS will address this mission. Has there been any additional thought given to the initial activities of CRS such as the development of working groups on key topics, special symposiums, development of blogs, webinars, continuing education classes or other means to address the mission. In short, the MC really didn't understand what the CRS will be doing as some of its initial activities. The development of at least some additional materials listing some of the initial activities of the CRS would be of immense help to the MC in understanding the CRS proposal.

Response:

Please see the response to Issue #1. The CRSS would be happy to provide additional details if that would be helpful to the MC.

ISSUE #3

There was some discussion about the partners and stakeholders and the need to better clarify their roles. One aspect of this is that the CRS would only be open to AFS members but the work of CRS requires close cooperation and involvement of groups who wouldn't traditionally be AFS members. Engaging new audiences with AFS would clearly be a good idea and approach but would it require them to become AFS members? Would there be some proposals to create a new way for these partners and stakeholders to become AFS members or affiliated with the Society? It was unclear how the CRS would address this or if this was even an effort that the CRS was planning to address.

Response:

The expanded Section objective statement includes planned activities designed to increase the involvement of non-traditional stakeholders in AFS, including financially supporting and leveraging partnerships to bring stakeholders to AFS annual meetings and/or pay for AFS memberships for these stakeholders. The CRSS also would explore a new membership category for these types of stakeholders, perhaps along the lines of an Early Career membership.

ISSUE #4

There was some concern that the name "Cooperative Research" will have an unintended linkage with the USGS Cooperative Fish and Wildlife Research Units. Indeed, initially a number of MC members were unclear about this and needed to read the materials closely in order to realize that there was no such connection. It was suggested that there might be a slightly modified name that would prevent such misinterpretations. Unfortunately, I didn't get any suggestions from the group (at least as captured in my notes).

Response:

The Section would revise its name slightly to clarify that it is not linked with USGS Cooperative Fish and Wildlife Research Units, or other similarly named organizations. The expanded objectives statement and bullets should prevent any misinterpretation of this new Section's purpose or affiliations.

Attachment B4 – Relevant notes from the mid-year GB meeting in Little Rock

Sunday, February 23 – Monday, February 24, 2020 The Ballroom of the Capital Hotel, 111 W Markham St, Little Rock, AR 72201

- 10. Report of the Constitutional Consultant Motions for consideration:
 - A. Approval of Cooperative Science Section (**Attachment E and F**). **CRS:** Secretary Designee Mark Chandler (<u>mark.chandler@noaa.gov</u>) President-Elect Designee Jocelyn Runnebaum (<u>jocelynrunnebaum@gmail.com</u>) join by GTM/phone but likely not Lee Benaka
 - a. Mark Chandler summarized the proposed scope/focus of the CRS. Petition for the section has been approved; Randy Schultz to review by-laws for consistency. Randy to follow up with Mark, Jocelyn, Lee with additional questions. Then comes back to GB for final review.

b. Discussion:

- Jesse Trushenski: Since this section is to involve non-members/affiliates, how
 is this to remain an AFS Section (which are open to members)
 Mark C: Not for affiliate members at this point. Work with partners on this
 section would and industry leaders would potentially lead to additional
 members.
- ii. Jim Fredericks: Where has the need come from? Has this been driven by state agencies?
 - Mark C: Mostly from marine focus
- iii. Do you alleviate the responsibility of all other sections (for citizen science) or are they going to develop protocols?
- iv. Tom Kwak: Does this name make it confusing as compared to co-op research groups w/USGS. Is there a core group that will own this (or any section that is formed)?
 - Mark C: Yes, core group includes Lee Benaka, Joselyn Runnebaum
- v. Doug: Has CRS engaged with other sections for collaboration? Mark C: No, not yet, but we can.
- vi. Paul Venturelli: Consider name change to Citizen Science Section.

 Doug: Citizen Science is just one portion of what this section is trying to do.

Attachment B5 - Checklist for Approval of American Fisheries Society Sections

SECTIONS are units defined by professional interests, and are intended to advance the Society's objectives within the various disciplines of fisheries science and practice. Sections have no geographic boundaries.

- A petition to create a new Section must be signed by at least 100 Active Members.
- A new Section must demonstrate at least 50 membership pledges to becomes official.
- Section presidents are members of the Society Governing Board and shall report on Section activities at Governing Board meetings.
- The Section secretary-treasurer shall send minutes of the annual Section business meeting to the Executive Director within 30 days after the meeting is held.
- Sections may levy dues and special fees to meet expenses.

1. Seek guidance on the process.

Contact the Society's Constitutional Consultant, John Boreman (jgboremanjr@gmail.com or 919-998-8145), as early in the process as possible to make sure the necessary steps for establishing a Section are understood. The Constitutional Consultant can provide example documents (e.g., petitions and bylaws) to help facilitate the approval process.

2. Prepare a petition and secure membership pledges.

A petition to create a Section, clearly defining the Section's membership criteria and intended purpose, must be signed by at least 100 Active Society Members. At least 50 membership pledges must be secured and indicated on the petition.

3. Prepare a slate of officers.

The slate of officers should include at least a president, a president-elect or vice-president, and a secretary-treasurer or secretary and treasurer. Note that <u>all officers must be Society</u> members.

4. Submit petition and slate of officers to the Unit Services Coordinator.

Submit petition and slate of officers to the Society's Unit Services Coordinator, Jasmine Sewell (jsewell@fisheries.org or 301-897-8616 x205), with a copy to the Constitutional Consultant. The Unit Services Coordinator will start a file for the Section, review the names on the petition to verify at least 100 dues-paying members, and coordinate with the Constitutional Consultant.

5. Prepare bylaws and submit them to the Constitutional Consultant.

Prepare bylaws following the recommended Society format to ensure conformance with the Society's Constitution, Rules, and Procedures. The Constitutional Consultant will work with you to make the necessary edits before presenting the bylaws to the Management Committee for approval.

6. Wait for Management Committee review and Executive Director notification.

The Constitutional Consultant will then bring the bylaws before the Management Committee, Governing Board, then AFS membership for approval, because addition of a section requires amending the AFS Rules. Upon approval by AFS membership, the bylaws will take effect after receiving written notice from the Society's Executive Director.

Attachment C -

Proposed Motion for One-Year Extension on the Executive Director Contract

Proposed Motion: That the Governing Board authorize the AFS President to approve a one-year contract extension for the Executive Director that modifies the end date from the current "close of the Society business at the conclusion of the Society's annual meeting in 2023" to the close of the Society business at the conclusion of the Society's annual meeting in 2024. All other contract language will remain the same.

Background: AFS employs an Executive Director per the authority provided to the Governing Board in Article III of the Constitution (see below). Currently, the Governing Board is about mid-way through the second five-year contract with the Executive Director. The current contract began on August 1, 2018, and will expire at the close of the Society business at the Grand Rapids annual meeting in August 2023 (unless terminated sooner by either party or upon the death or incapacity of the Executive).

Executive Director Doug Austen has approached the AFS Officers with a request for an approximate one-year extension of the contract so that a new expiration date will be the conclusion of society business at the 2024 annual meeting scheduled for September 2024 in Honolulu. <u>The AFS Officers have unanimously agreed to endorse this recommendation</u>.

Austen provided several reasons for this request including:

- In 2024, AFS will be hosting the World Fisheries Congress in Seattle (March 2024) and he would like to be able conclude his role as Secretary General with the World Council of Fisheries Societies, as well as his role with AFS in supporting this event.
- AFS will host its annual meeting in Honolulu in September 2024 and this will also be the culmination of an effort, with the Western Division and the Society officer for that annual meeting (Cecil Jennings), to develop a new AFS chapter that will include Hawaii and, it is hoped, other Pacific U.S. affiliated territories and island nations.
- This extra year will allow him to complete or substantially complete work on a number of projects including the Latin America and Caribbean Fisheries Congress and their desire to bid on hosting WFC2028 as well as to create a new AFS unit structure, the AFS three-year appointment on the board of the National Fish Habitat Partnership, and to fully emerge from the pandemic year and implement the many AFS programs being developed with the goal of ensuring that AFS is in a state of strong fiscal and programmatic health.
- For additional reasons of personal family and financial planning.

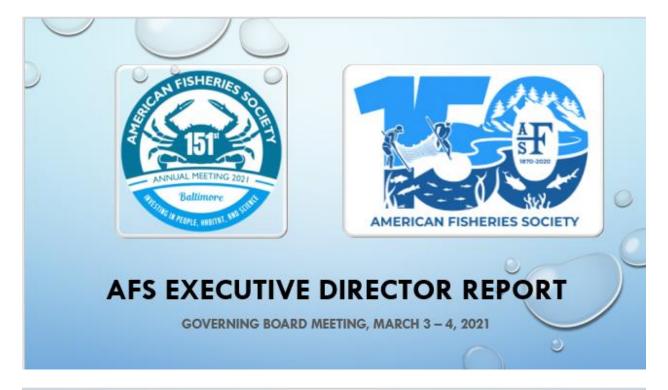
Authority:

ARTICLE III: Officers, Staff, and Elections

2. The Governing Board may employ an Executive Director and other Society staff, who shall serve at its pleasure. The Executive Director serves as Secretary and Treasurer of the Society.

- a. The Executive Director is responsible to the Governing Board and acts with its advice and consent. The Executive Director shall manage the Society's daily activities, implement Society policies, and advance Society objectives, as set forth in the Constitution, Rules, and Procedures, and in Governing Board directives.
- b. Salaries and compensation for the Executive Director shall be established by the Governing Board. Salaries and compensation for other Society staff shall be established by the Executive Director.

Attachment D – Executive Director's Report



Discussion Topics

- Key program updates challenges and opportunities
- Financial position
- Challenges and opportunities
- Looking ahead in 2021 and beyond

AFS Programs Building Member Value

- To be covered later
 - Books (e-books and DOI)
 - Strategic Partners Program
 - Climate Ambassador Program (CAP) and related MSCG
 - Job Board
 - CE
- Updates on other programs
 - The MSCG program and AFS
 - Meeting management and support
 - Unit support investments, web, business management

Supporting Fisheries through Multistate Conservation Grants

- Funds from USFWS Sport Fish Restoration Program to support projects of national importance.
- With fisheries leaders, AFS helps to identify key projects that fit the MSCGP funding criteria
- AFWA (Association of Fish and Wildlife Agencies) provides project selection recommendations to the USFWS







Multistate Conservation Grants to AFS

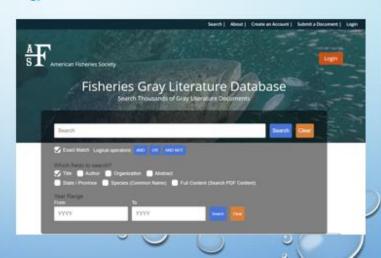
Projects funding in 2019-2021

- 1. Gray Literature Database (2 grants)
- 2. Standard Sampling Revision and Update (2 grants)
- 3. AFS Blue Book on Fish Disease Diagnostics
- 4. Research Web Tool
- 5. Developing Best Practices for Research Strategies
- 6. Instream Flow Developing a National Training Program
- 7. Climate Communications
- 8. R3 work with Responsive Management and Southwick

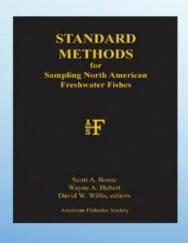
AFS Gray Literature Database

https://graylitreports.fisheries.org/

- Thousands of state and other agency reports stored for easy access
- Powerful and quick search engine makes for easy research
- Easy to upload documents as a batch or individually
- · Free to use
- pdf downloads



Books/Resources Supported Through MSCG







Partner Meeting Support - What And How?



- AFS Essentially contracts with CASS through an MOU to provide meeting management support for JASM2022
- Staff work in a manner similar to a traditional AFS meeting in providing all management support including hiring of subcontractors
- AFS charges management fee to JASM budget to recover all costs and marginal profit
- AFS also involved in volunteer capacity as CASS partner in support of JASM

How Do These Programs Impact Our Financial Position? (and thinking about the future of AFS)

- As we know, membership numbers have not tracked program development and expanded membership services. Why?
- We're seeing potential in less traditional areas of AFS but where we have some credibility
 - Meetings, grantsmanship, CE offerings

OPERATING RESULTS 2020 - 2019

Category	2020	2019	Fav (Unfav) Diff
Total Revenue	\$2,690,000	\$4,003,000	(\$1,313,000)
Expenses	\$2,841,000	\$3,816,000	\$975,000
Total Net Change	(\$151,000)	\$187,000	(\$338,000)
Less unrealized gains	\$225,000	\$529,000	\$304,000
Net Change- Operations	(\$376,000)	(\$342,000)	(\$34,000)

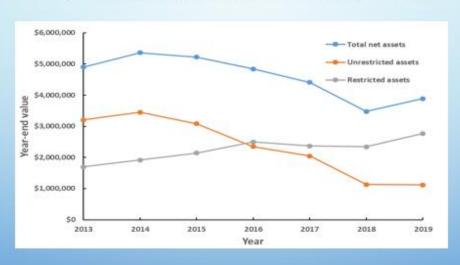
Notes: 1. Unrealized gains are primarily investment growth

- 2. This does not include the PPP forgiveness submission
- 3. Does not include end-of-year Wiley payment

Other Financial Matters

- Seeking forgiveness for paycheck protection program (PPP) loan \$381,000 (may 2020)
 - Once forgiven, loan would convert to Gain (Income) and cover 2020 operating loss
 - Unrestricted Net Assets still below Restricted (award funds) see following chart
- Submitted PPP round 2 application for \$303,000 (also forgiveness eligible)
- Cash flow challenges
 - Late annual meeting = late registration = summer cash crunch

NET FINANCIAL POSITION 2013 - 2019



2021 BUDGET

REVENUE ASSUMPTIONS

- 25 Hutton students (expecting 35)
- 3 multistate grants + NOAA/others
- JASM meeting admin fee
- Baltimore meeting at 2018 attend. level
- Membership at pre-Covid
- · Job board growth
- Books/journals lower (5-new ebooks subs)

EXPENSE ASSUMPTIONS

- · 5 vacant staff positions
- Very limited staff and officer travel
- Meeting F&B at \$200pp;
 allocating more staff time

2021 BUDGET

NOT IN THE BUDGET

- Member dues increase
- Investment gains
- Strategic partners member growth

UNKNOWNS

- 3-main revenue sources under pressure
 - Membership (12% lower Jan '21)
 - · In-person Baltimore Meeting
 - Publications (Wiley report April 2021)

What's eating our lunch?

- Uncertain business environment Pandemic-related issues
 - Limited growth in journals and books
 - · Annual meeting revenue reductions
- Staleness of membership
- · Lack of return on programmatic investment
- · Staff capacity limitations and workloads

Where is the potential?

- Grants and contracts progressing into more consulting/service activities
 - · MSCG are good start but other options could be explored and expanded
- Payment for services programs meeting management, continuing education, etc.
 - Support for AFS units but also related programs (JASM)
 - · Need to build better business models and document value for clients
 - · Need to better define marginal or probable loss opportunities
- Consolidation within the non-profit sector
 - · Too many, too small, too little services, too much replication
- Enhance Membership value (Career Center, CE, On-demand resources)
- Leverage extensive Unit infrastructure; collaborate more closely on matters of importance (Membership, CE, Policy, Branding)

STRATEGIC POSITIONING

- Need consensus on what we want AFS to look like in the future
- Process started in Little Rock, February 2020
- Formed two new special committees:
 - Financial Procedures
 - Strategic Positioning

SPECIAL COMMITTEE ON STRATEGIC POSITIONING

PURPOSE: To provide leadership, guidance and to regularly evaluate the progress of AFS in achieving its strategic objectives.

DUTIES: Regularly review the strategic plan to assess progress (or lack), provide guidance on revising priorities, etc.

- Act to assess future strategic opportunities (scanning the landscape) for AFS and provide guidance on how to proceed.
- Help to define a process, tools, procedures for ensuring that AFS understands our current environment as well as assesses future trends.
- Help monitor performance against goals and reporting through the GBRT

What Else You Can Do To Help?

- Encourage your colleagues to join / renew membership
- Encourage your organization to:
 - · Join as a strategic partner
 - Purchase the e-books subscription
- Help promote:
 - Strategic partner membership
 - 1870 society
- Strategic Evaluation and Positioning Committee
- Financial Planning and Procedures Committee

Attachment E – AFS 2021 Baltimore Annual Meeting

Baltimore 2021 – Live, Hybrid, Virtual...



2021 Annual Meeting status, as of March 3

Intend to hold Baltimore meeting November 6-10, 2021

Hybrid component
-For attendees who can not travel
-Extend the audience reach
-Pricing/logistics TBD
-Potential to increase revenue, based on reaching a larger audience?

Final decision to be made in July

Today's agenda:
Discuss decision process for in-person vs completely virtual
Desired characteristics of a hybrid meeting

Baltimore Meeting - decision process

Goals

Ensure a safe environment for meeting attendees

Ensure valuable attendee experience

Make a decision based on best available/most current information
-Timing is critical!

Minimize budgetary uncertainty and risks

Baltimore Meeting - decision process, part 2

Factors to Consider

Guidance provided by city of Baltimore, state of Maryland, CDC & other federal agencies

Contractual constraints – hotel(s) and other vendors

Attendee travel constraints
-Funding available
-State/federal agency rules
-Personal comfort level, scheduling

Financial questions

Diminished attendee experience?

Baltimore Meeting – What does hybrid mean?

Live meeting + virtual meeting = ???
How to bridge the gap between live and virtual, for a cohesive event?

Example factors to consider: Connectivity issues Costs to AFS to run event

Value – how to price individual meeting activities & registration types?

Time zones

How blended is "hybrid"?

Are there some meeting activities that just don't work online?

WHAT ELSE?

Annual Meeting Activities – possible delivery formats

Event	In-person	Virtual Live	On demand	Discussion points
Oral Presentations	Υ	N	Υ	
Poster Presentations	Υ	N	Υ	
Plenary Session	Υ	Υ	Υ	Cost of live streaming
Section Meetings	Υ	?	N/A	Cost of live connection
AFS Business Meeting	Υ	?	N/A	
Trade Show	Υ	Υ	Υ	
CE Classes	Υ	?	N	Hybrid depends on course content
Networking events	Υ	?	N/A	
Student socials	Υ	?	Υ	
Spawning Run	Υ	maybe?	Υ	Virtual platform. Could virtual have
Bookstore	Υ	N/A	Υ	
Student mock interviews	Υ	Υ	N	Need platform/streaming
Student mentoring	Υ	?	?	Need platform
Skinner Raffle	Υ	?	?	Need platform
Auctions	Υ	Y-give smart	?	Need platform
Governing Board and MC	Υ	Υ	N/A	Do we provide remote participatio

Baltimore hybrid meeting options - plenary sessions & symposia

Stream plenary sessions only

Use AFS Vimeo channel for streaming – may need to upgrade account?

Record symposia and upload later to Vimeo

How to "package" groups of sessions?

Stream plenary plus all symposia

Would require hard wire internet connection in each room \$\$\$

Would we need a website to organize the sessions?

Something in the middle?

Use general session room for sessions other than plenaries

Set up a few additional streaming rooms

How to decide which sessions to stream?

AND/OR...Zoom room for virtual presenters

Section Meetings

Use general session room for streaming session meetings?

How to schedule to minimize overlap?

Keep governing board room set up throughout conference? Use this room for streaming options?

Each section to decide about level of virtual participation

-Ex comm only meetings

-In-person only

-Conference call only

-How to hear Q&A for larger section meetings?

-Hard wired connection for Zoom/GTM

Next steps?

All:

Add to Annual Meeting events format spreadsheet (send to Lauren)

AFS Meeting Team:

Research pricing for internet connectivity, additional A/V and resources needed

Draft list of options for section, committee meetings

Prep for multiple delivery formats!

Monthly updates with hotel (Shawn)

Keep members/attendees up-to-date on any changes

AFS Governing Board:

Keep current on travel/meeting parameters

Collect any info on other society meeting delivery (spring-fall 2021)

Draft survey for members to send in June (Socioeconomic Section?)

Plan for final decision-making process in July/August

WHAT ELSE?

Registration Rates

2021 In-person attendee: \$595 (regular member)*
2020 Virtual \$195 / \$320 (regular member/nmbr)
*Budget includes \$200pp F&B
Breakeven attendance for meeting is 750-800

2021 Virtual attendee: \$TBD

How much of a differential should there be?
What are other societies charging (and what is included)?
Will the Virtual rate differ if meeting goes all-virtual?

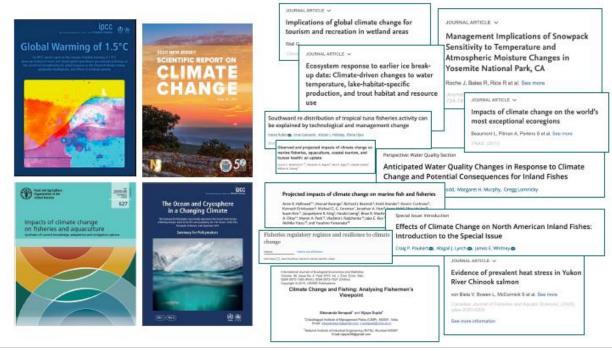
Considerations:

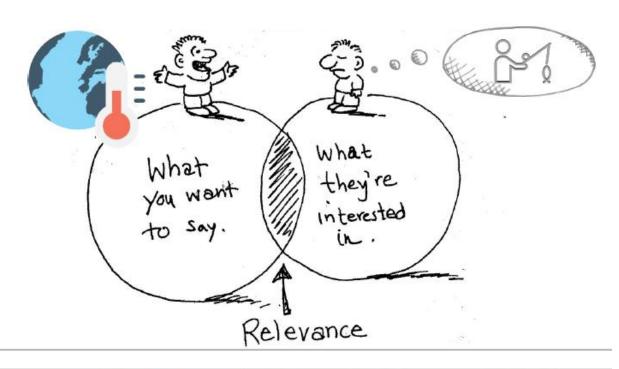
Costs unique to live vs. virtual events:
-Staff time to monitor online version?
-Additional A/V needs
-Additional content available to virtual attendees
-Staff/committee time to negotiate new service rates

Attachment F – Climate Ambassador Program

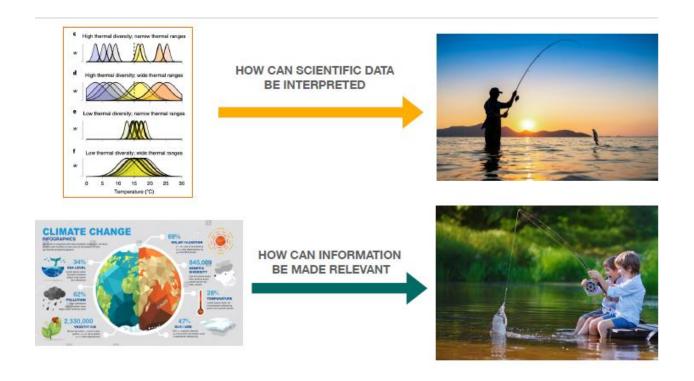
(presentation by Julie Claussen)

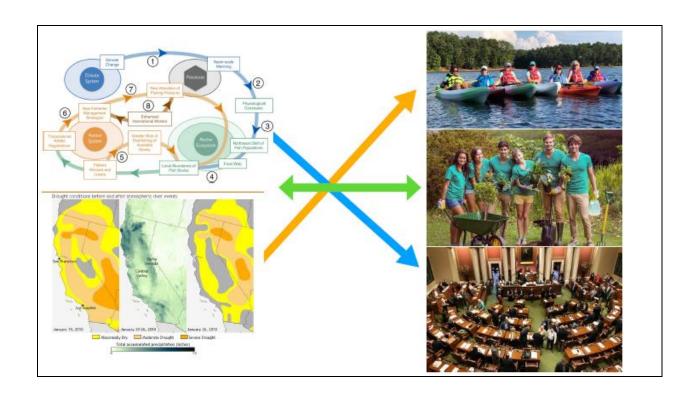
























021 Multistate Conservation Grant Program Announcement







-100 APPLICATIONS

ORIENTATION

December 2020



MONTHLY TRAINING SESSION

First Session January 2021



MONTHLY WORKING SESSION

First Session January 2021



THE PROGRAM

TRAINING

COMPASS Workshop
ABT Narrative Training
Policy Tools
Journalism Tools
Media Tools
SciComm Skills + Platforms
Review Resources

The team will go through a communication TRAINING program tailored for climate change.

DEVELOPMENT

Presentations
Essays
Policy Briefs
Videos
Angler Articles
Animations
Photo journals
Etc

Apply the training to the DEVELOPMENT of outreach materials and methods to reach target audiences.

APPLICATION

Anglers

Natural Resource Constituents

APPLY outreach products to reach target audiences.





TRAINING

JANUARY 2021

CÔMPASS WORKSHOP

Scientific Synthesis

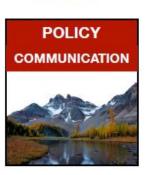
Making science
digestible and actionable

FEBRUARY 2021



TRAINING

MARCH 2021



APRIL 2021





CLIMATE AMBASSADOR PROGRAM



SHARE the methods and skills to TRAIN successive classes of ambassadors.

Continue to build a network of skilled climate science communicators.

Attachment G – Plan of work for Leanne Roulson

DRAFT President's Plan of Work
Leanne H. Roulson
August 2021 – August 2022
To be presented to the AFS Governing Board

As the Society's President my goals are to support AFS in our mission to: To improve the conservation and sustainability of fishery resources and aquatic ecosystems by advancing fisheries knowledge and promoting the development of fisheries professionals.

However, as a member of a fluid leadership team, I know that my term must retain ties to past work and look to the future to try to sense where AFS needs to go next. To that end, I have noted how my primary goals link to those of the immediate past president, Brian Murphy, and to the multistate grant programs that constitute substantial efforts by AFS staff and our partners. I hope to continue to the work of past presidents to pursue our vision to:

Advance fisheries knowledge and strive to be the home society for all fisheries disciplines. In that pursuit, AFS seeks to be recognized as the pre-eminent organization providing fisheries information to decision makers in all arenas. While fulfilling our vision, we will recruit and develop new fisheries professionals by offering learning and training opportunities crucial to maintaining a well-trained profession, support programs and efforts to increase diversity and inclusion, and enhance the value of AFS professional certification.

I have identified five high-priority areas of focus for my term as President of AFS:

- 1. Increase AFS engagement and interactions with other professional societies on large-scale issues such as environmental policy and climate change.
- 2. Continue to address the need for support of scientists from diverse demographic groups in fisheries, specifically to increase long-term retention of scientists who are members of one or more marginalized groups.
- Continue work of past presidents to encourage outreach and communication of fisheries science by fisheries professionals to the general public and policy makers.
- 4. Support the JASM 2022 and AFS 2022 Meetings and plan for a successful transition to in-person meetings and/or continued blended meeting formats
- 5. Keeping the organization of AFS up to date and provide resources relevant to our members and leadership

These goals are intentionally connected to the 2020-2024 Strategic Plan (Bowker et al. 2019), which was revised to guide the Society forward and includes the following specific objectives:

Objective 1. Advance fisheries disciplines, conservation, 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. I discuss each focus area in more detail below. Although as president, I am to be a key leader for AFS, I understand that AFS Staff have finite time available to support my plan of work. Where relevant, I have identified the staff who I believe I would need to rely on to accomplish my action items.

<u>Increase AFS engagement and interactions with other professional societies on large-scale</u> issues such as environmental policy and climate change.

AFS is a source for fisheries knowledge, but knowledge in isolation has limited utility. I have never understood the friction between research, academia, and resource managers since the health and sustainability of our fishery resources is a common goal among pretty much every AFS member I have met. To that end, I would like to continue to promote AFS as a source of information on how quality science is the best support for effective policy and fisheries management practice.

Specific Actions Proposed	AFS Staff Involvement?
 Continue the involvement of AFS with the Consortium of Aquatic Science Societies (CASS) including supporting the planning and programming for the 2022 JASM Meeting. 	Doug
 Promote awareness of the links between national and international resource management policy and the health and sustainability of fisheries resources 	
 Host or attend at least one Hill briefing on a key environmental policy action and provide scientific information to decision makers on implications for fisheries resources (focus TBD- based on political policy actions under consideration during my term). 	Drue
 Identify three specific policy issues to prioritize for the 2021-2022 year and develop webinars for each issue. 	Drue
 Include symposiums, workshops, and policy forums on large scale issues such as climate change at the 152nd annual meeting in Spokane. 	
Charge the Climate Ambassador's program participants to report on how they are using the training they received in 2021	Beth
Stress positive benefits of climate-aware management	

Strategic Plan Objectives: 1, 3, 5

Link to Multistate Grant: Communicating the effects of climate change on fish and fisheries (\$118,870)

Tie to B. Murphy's plan of work: Increase public visibility and trust in the work of our profession and of our Society.

Continue to address the need for support of scientists from diverse demographic groups in fisheries, specifically to increase long-term retention of scientists who are members of one or more underrepresented groups.

Brian's POW referenced the Penaluna et al. 2017 article and in reviewing the nine action items listed, one that did not seem to have been addressed so far was (#8) related to tracking our progress towards increasing diversity. As scientists, we know that measurable indicators are key to understanding progress or lack thereof. After several years of working towards DEI goals, I'd like to be able to talk about whether AFS has made progress, and if not, address the questions I get asked a lot, "what can AFS actually DO/ What has AFS actually DONE?"

Specific Actions Proposed	AFS Staff Involvement?
Charge the DEI Committee to recruit member representatives from each Division.	
 Coordinate with the EOS to identify support resources for scientists who identify with one or more underrepresented groups and resource management agency supervisors looking to retain this talent pool. 	
 Follow up with Hutton applicants and participants- Support/ continue collaboration between the Hutton Program and university fisheries programs (possibly through the Education Section and NAUFWP) to provide information to all Hutton applicants regarding university fisheries programs and careers in fisheries science. 	Mary Webb/ Lauren
Provide a plenary (Spokane 2022) /webinar/ training for agency supervisors that addresses reasons that people leave our profession with examples of actions they can take/ others have shown to reduce attrition.	Doug
Work with Membership Committee to collect information on demographics of our membership to enable AFS to measure movement on this issue. This takes its cue from the "Diversity Scorecard"	Eva

Strategic Plan Objectives: 2, 4, 5

Link to Multistate Grants: Propose a grant for 2021 to address one of the action items above (open to ideas from other officers/ EOS/ DEI)

Tie to B. Murphy's plan of work: To redouble our efforts to increase diversity and improve equity and inclusion within our profession and our Society

Continue work of past presidents to encourage outreach and communication of fisheries science by fisheries professionals to the general public and policy makers.

This area of focus will continue to build upon the work in progress during Presidents Scott Bonar and Brian Murphy's terms. During my presidential term, we will further implement strategies to increase communication of large-scale issues affecting fisheries and the fisheries profession. This includes educating the general public, policy makers, and anglers.

Specific Actions Proposed	AFS Staff Involvement?
 Provide science communication training via webinars/ continuing education at annual meetings 	Mary Webb
Coordinate with the Fisheries Podcast creators to spotlight connections between research and community value of fish and fisheries	Beth?
Continue work on Climate Change website resources page	Beth
Work with Resources Policy Committee to develop short, accessible summaries of policy issues that AFS prioritizes	Drue
 Complete the Climate Ambassadors Program myself, and promote the next year's class and increased involvement. 	
•	
•	
•	

Strategic Plan Objectives: 1, 3

Link to Multistate Grants: Retaining 2020's Surge of Licensed Anglers (AFS is managing this grant after RBFF withdrew due to conflict of interest issues. Total amount is \$188,712 and we will work with Southwick Associations and Responsive Management)

Tie to B. Murphy's plan of work: Increase public visibility and trust in the work of our profession and of our Society.

<u>Support the JASM 2022 and AFS 2022 Meetings and plan for a successful transition to in-</u> <u>person meetings and/or continued blended meeting formats</u>

As President, I will work to promote the JASM 2022 meeting as an opportunity to spotlight the commonality among the JASM and CASS members. For the Spokane 2022 meeting, my goal is to develop a theme promoting diversity in fisheries professionals and "walking the talk" of creating a meeting that is welcoming and that celebrates the value of diverse voices in fisheries research and management.

Specific Actions Proposed	AFS Staff
	Involvement?
 Implement the recommendations of the Meetings Oversight 	Shawn, Steve
Committee on making meetings more accessible (as practicable)	
Plan the Spokane Plenary to include voices from tribal members	

and the information on DEI retention roadblocks mentioned in #2	
Actively participate in the JASM 2022 planning to encourage cross-society symposia	Doug
 Actively work to engage our international partners and strengthen/ renew relationships that may have faded during the past year(s) 	
•	

Strategic Plan Objectives: 2, 4

Link to Multistate grant: Instream Flow and Water Level Conservation Training and Research Center (\$119,325 with the Instream Flow Council) - AFS is a partner and Doug is cochair of the committee but in reality all of the work is done by a group of instream flow experts. AFS does get a major workshop and symposium at the Baltimore meeting funded through this grant- so not JASM or Spokane, but these meetings could build on the work at Baltimore

Keeping the organization of AFS up to date and provide resources relevant to our members and leadership

As an organization of action, it is hard to keep our documentation up to date. This is not as glamorous as some of the other items I have listed, but given recent discussions, I think I need to spend effort to get our governing documents (Procedures, Constitution, Rules) current and perhaps discuss ways to make this less onerous for future Executive Committees. My predecessors have written books and developed programs that have done this for our role as a source for fisheries information, so I will not attempt to continue that work, except to support the many multistate grants we have in process.

Specific Actions Proposed	AFS Staff Involvement?
Update the AFS procedures manual	iiivoiveilleilt:
	Aaron?
Provide information to our membership on the Multistate grants	
AFS has secured/ progress on these	/Peter?
Update Unit Leader's Guide (?)	
•	

Strategic Plan Objectives: 5

Multistate Grants:

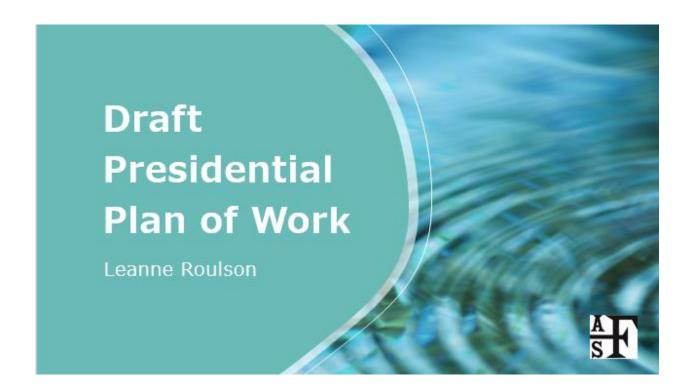
- 1. The **AFS Fish Disease Diagnostics "Blue Book"** for \$83,406. Jesse is one of the leads on this with the Fish Health Section.
- 2. **Research Web Tool** for \$84,373. This project is actually moving along well but travel funds will be redesignated for additional software development. Grant Price (the AFS contracted web developer) is the lead and we have a national advisory team of about 20 people who provide project guidance.

- 3. **Research Agenda Assessment and Guidance** for \$90,872. This project is a partner to the Web Tool project above. In fact, they have the same advisory committees. We are contracting Andy Loftus to assist with much of the work of this project.
- 4. (Likely completed in 2021?)Part 2 of Scott Bonar's standard sampling book (\$97,399) - this finishes out the research components as well as funds the complete publishing process for Scott's book including all of the AFS staff time and costs for editing, layout, design, indexing and printing. Essentially, all sales of the book will be AFS profit since the entire publishing cost will be covered through this grant and the original 2019 grant.

References:

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.

Penaluna, B. E., I. Arismendi, C. M. Moffitt, and Z. L. Penney. 2017. Nine proposed action areas to enhance diversity and inclusion in the American Fisheries Society. *Fisheries* 42(8):399-402.

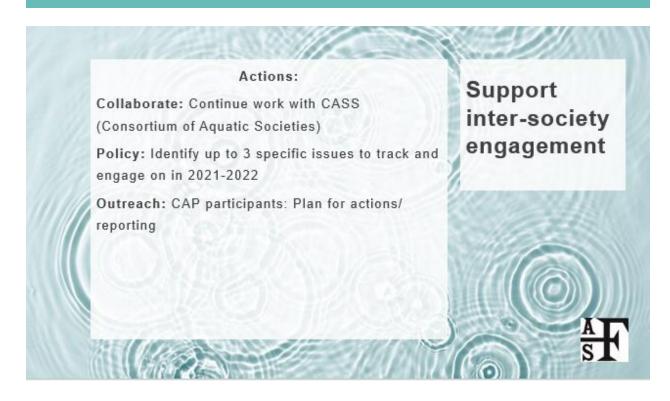


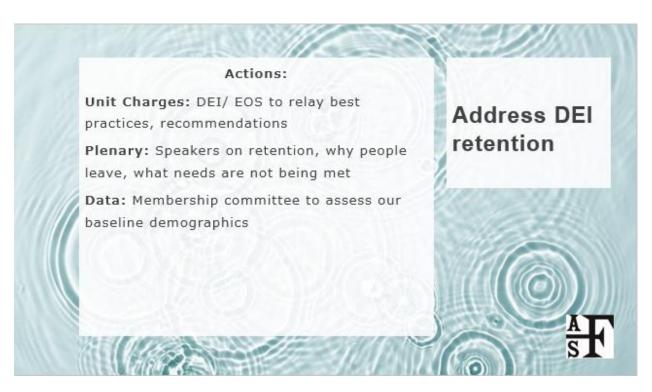
- 1. Support inter-society engagement
- 2. Work towards greater retention of AFS members who identify with under-represented groups
- 3. Increase science communication skills and roles for members
- 4. 2022 Meetings: JASM and AFS Spokane
- 5. AFS maintenance

Draft Plan of Work

Double tap to add text













- 1. Support inter-society engagement
- 2. Work towards greater retention of AFS members who identify with under-represented groups
- 3. Increase science communication skills and roles for members
- 4. 2022 Meetings: JASM and AFS Spokane
- 5. AFS maintenance

Draft Plan of Work

Questions?



Attachment H – Resource Policy Committee

AFS Influencing Policy: Charting a Course For the Future

AFS GOVERNING BOARD

Drue Banta Winters Policy Director American Fisheries Society



TODAY'S LINE-UP



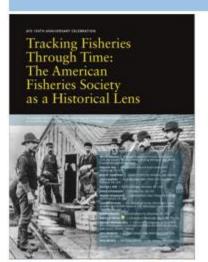
- ✓ Poll: Perceptions and Understanding
- ✓ AFS Policy Program in the Past
- Policy Engagement and Best Practices in Influencing Policy-Makers
- ✓ Great Strides
- ✓ Growing Pains
- ✓ Charting a Course for the Future



POLL: Perceptions on AFS' Role in Policy



AFS ENGAGED IN POLICY AT ITS BEGINNING



(Gary Whelan and coauthors 2020)

First Proceedings shows correspondence with Department of State regarding St. Lawrence blockage impact on salmon



St. LAWRENCE CORRESPONDENCE.

During the session of the "High Joint Commission" at Washington, last spring, I received a letter from Hon. Stephen H. Ainsworth, asking me, as secretary of the association, to request our State congressional delegation to use their influence with the Commission to adopt some measures towards removing the obstructions in the river St. Lawrence which prevent the salmon from ascending its tributaries. I accordingly wrote to our New Hampshire senators and representatives, and the following is the correspondence which was elicited:

PAST POLICY PROGRAM



- ✓ Lengthy journal style papers
- √ Very technical
- √ LOTS of jargon
- √ Lacking specific recommendations
- ✓ Disconnected from policy debates
 - √ In substance
 - √ In time

In reviewing the status of the AFS policy program it was found that 37 of 38 policies have expired according to our own guidelines; the one still "alive" expires this year. The mandatory 5-year review was impossible to maintain. Every policy faced a defined sunset. We couldn't muster teams of experts for each topic; we couldn't apply the latest science in our peer-reviewed, journal-type format

Compare AFS' policy approach in the past and how we do policy today?

- Old=LONG, scientific papers, very technical, full of jargon, without specific recommendations or ties to pressing policy debates
- Example: Mining and Fossil Fuel extraction: Because of the substantial and widespread effects of mining and oil/gas extraction on hydromorphology, water quality, fisheries, and regional socioeconomics; and the enormous unfunded costs of abandoned mine and oil/gas field reclamation; the AFS recommends that governments develop immediate and substantive changes in permitting, monitoring, and regulating mines and oil/gas fields.
- 81 pages with references
- Not written for policy-makers
- And most remarkably, except for Immediate-Release Anesthetic/Sedative for Use in the Fisheries Disciplines, rarely even shared with those we sought to influence.
- Aggregate mining within floodplains alters channel morphology, increases erosion and turbidity, reduces riparian vegetation, and impairs downstream water and habitat quality, all of which can stress fish and other aquatic assemblages. A natural issue for AFS to tackle – Pebble Mine, port expansions
- Not written in response to a regulatory comment opportunity or to inform legislation
- Long time to develop

AFS teams worked diligently, produced impressive documents, but made barely a dent in decision-making. AFS was not a player

Policy Engagement and Best Practices in Influencing Policy-Makers



PURPOSE FOR ENGAGEMENT



- ✓ Bring attention to problem
- ✓ Provide technical advice
- ✓ Advocate for a specific policy
- ✓ Advocate for funding

variety of reasons.

✓ Offer yourself as a resource



Policymakers' time is in great demand. We can't emphasize enough the importance of having a clear purpose for engaging with a policymaker. This purposee should align with your ASK or your solution. Ask yourself: Why are you engaging with the policymaker? What are you asking of them? When you communicate, make your goals clear from the outset. Scientists and other technical experts engage for a wide

- Maybe you want to bring attention to a pressing public problem or provide technical advice regarding legislation.
- Maybe you wish to advocate for a specific policy.
- Perhaps you intend to advocate for funding for yourself, an organization to which you belong, or your discipline.
- Or maybe you are focused on relationship building or establishing yourself as a resource, hoping that there will be fruitful future interactions.

ADVOCACY COMMUNICATION



- ✓ Know your audience
- ✓ Clear, simple concise
- Tell a powerful, personal story with relevant examples
- ✓ Steer clear of technical jargon
- ✓ Make an ask or a recommendation



They key to conveying science to policy makers is to deliver it in a way that they can understand. We can't emphasize enough the importance of having a clear purpose for engaging with a policymaker. Policymakers' time is in great demand. At the same time, policymakers are oriented toward being of help, especially if you are a constituent. Ask yourself:

- Why are you engaging with the policymaker?
- What are you asking of them? When you communicate, make your goals clear from the outset. Communications aimed at policymakers should be in sync with their goals as legislators and representatives.

State why your topic is important TO them explicitly and up front, using it to frame your communication.

INFLUENCING POLICY



- ✓ Meeting with a Member of Congress or Staff
- ✓ Amicus Brief
- ✓ Regulatory Comment
- ✓ Issue Briefing
- ✓ Letters of Support
- Social Media, Action Alerts, and E-Newsletter Articles



There are many ways to influence policy and how you influence each branch of government differs with the branch and the level of government.

Great Strides in Influencing Policy-Makers



AFS has improved these efforts markedly since increasing its investment in policy in 2014. With dedicated staff and a commitment to revise our governance procedures bolstered our influence across in all arenas. We cleaned up our internal tools. Old policies were archived (37 of 38 expired). Policy documents such as issue summaries were designed for specific opportunities. Fresh partnerships expanded our influence.

FEDERAL POLICY ENGAGEMENT



LEGISLATION

Recovering America's Wildlife Act AQUAA Act-Marine Aquaculture Magnuson-Stevens Act



REGULATORY

WOTUS Definition
Pebble Mine EIS
Water Quality 401 program
NEPA "streamlining"
ESA "Habitat" Definition



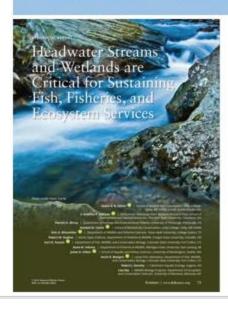
COURT DECISIONS

County of Maui WOTUS Rule support NWPR Challenges

At the federal level, policy-makers include elected officials, their personal staff, legislative committee staff, those who work within the Executive Office of the President, and those who work within federal agencies.

Note the regulatory **comm**ents provide on the record support that are then used to support court challenges

WOTUS - The Science of Headwaters



- ✓ Science-based argument
- ✓ Clear regulatory opportunity
- Executive- and Judicial-branch Engagement
- ✓ Article submitted by Senator Tom Carper (D-Delaware) to Environment and Public Works hearing record (6/12/2019)
- ✓ Special symposium at Reno (149th)

WOTUS - Engagement



AFS supports a science-based definition of Waters of the U.S. that provides Clean Water Act protections based on the physical, chemical, and biological connectivity of our nation's waters.

- ✓ Regulatory Comments
- ✓ Issue Briefings
- ✓ Letters to Congress
- ✓ Amicus Briefs
- ✓ Press Statements
- ✓ Social Media
- ✓ Newsletter articles and columns
- ✓ Webinars and member education
- ✓ Partner engagement

AFS strongly opposes the NWPR and we urge the agencies to develop a science-based definition of Waters of the U.S. that takes into account physical, chemical, and biological connectivity of our nation's waters. Relying only on a surface water connection only to establish jurisdiction fails to take into account the importance ephemeral streams and non-adjacent wetlands have important chemical and biological connections that support fish and fisheries and their habitats, and protect downstream water quality as well as economies dependent on those systems.

So we are great at all facets of WOTUS because we have an established, clear-cut position, it's a science-based argument, there has been a clear regulatory opportunity, there are opportunities to engage on the hill in the form of briefings, letters in response to hearings, letters on appropriations rider language, contributing to court briefs. And we have had a committed group that has consistently been available to contribute to all of these those efforts.

MARINE AQUACULTURE



AFS calls for a clear, predictable, regulatory framework for marine aquaculture that will enable industry growth in a conscientious, environmentally sustainable manner.

- Meetings and outreach to Congressional Staff
- ✓ Advising on legislation
- ✓ Issue briefing
- ✓ Providing science to partners
- ✓ Press statement
- ✓ Social media
- ✓ Newsletter articles and columns
- ✓ Webinars and member education

The Fish Culture section leadership wanted to go to the hill to support a stable regulatory environment for marine aquaculture, but we had no established position AND they wanted to dispel the misinformation around the environmental impacts given changes in science, technology, and best practices. They took the lead on crafting the position keeping the legislation in mind (but didn't take a position on the bill), worked with me on the briefing, article and interviews for partners, Hill outreach, and developing the fact sheet. BUT if it weren't for Jesse, it wouldn't have happened-90% of the volunteer effort was her. She's ready for a break and there's no one to fill the void.

Great Strides in Science Communication



CLIMATE AMBASSADOR PROGRAM

Objectives

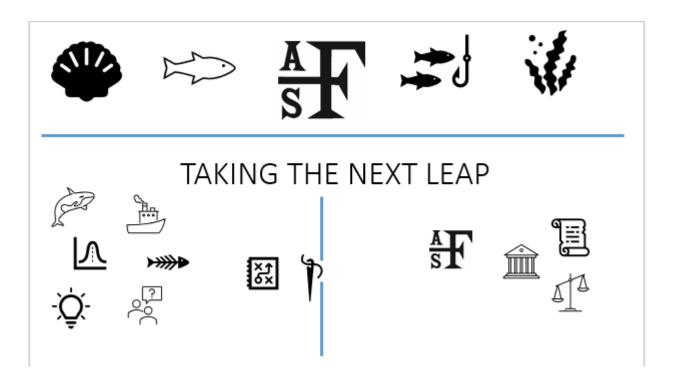
- Specialized climate change communication training program
- Inform target audiences on impacts to fish and fisheries
- Develop outreach materials and presentations
- ✓ Conduct speaking engagements
- Share skills to train a network of science communicators



The AFS Climate Ambassadors Program provides a that focuses on climate change for thirty passionate and dedicated aquatic scientists in this inaugural year. This training will then be applied to informing and educating others about climate change and the impact on aquatic environments. Founded on the latest research on science communications, program trainings will be in-depth, interactive, and provide the tools for fisheries scientists to more effectively communicate with thought leaders, journalists, stakeholders, and lay audiences. Objectives of the Climate Ambassadors Program

- Build a team of aquatic scientists to partake in a communication training program specialized for climate change.
- Apply this training to inform target audiences on the critical issues of our changing climate and the impacts this has on fish and fisheries. This will include the development of outreach materials, presentations, and speaking engagements.
- Share the methods and skills gained through this program to train successive classes of ambassadors to build a network of skilled science communicators.

NOAA is supporting 5 years of training by COMPASS. The Multi-State Conservation Grant (MSCG) program will support training for 30 state agency biologists. They will receive a more intensive ABT narrative training, but will largely get the same "modules" noted below. We also have MSCG funding for support of the climate website. The Ambassadors and the state agency trainees will be developing website content as they develop comms products. The Climate Committee will have oversight of web direction and content.



As fisheries scientists, AFS is an invaluable resource of knowledge and management understanding, AND engaging with policymakers benefits our membership by walking the talk of "using best available science in decisions" BUT our limited capacity means we must focus on efforts where we can be effective. Therefore, AFS's policy program and RPC require clear goals and committed, technical support to take on a policy effort. What does that look like?

AFS Excom can select 1 to 3 issues in consultation with our policy leads (Drue and RPC chair) to focus on each year. There likley (and appropriately) will carryover from one year to the next.

EXPECTATIONS GOING FORWARD

What we need for a policy effort:

- ✓ Understanding of the ASK
- √ Timeliness
- ✓ Specificity: Issue and action
- ✓ Multiple people willing to work together
- ✓ Multiple people with technical understanding.
- ✓ Willingness to craft an effective message

Policy is different from research or publishing!



Issues and actions require a fair bit of development before AFS can take on an effort.

- Clear scientific need/ fisheries connection and way to engage
- Be aware of timelines- best time to engage
- Spend some time refining what you want to DO or say.
- Reminder that each thing we do does not have to be the ONLY thing we do- plan to revisit
- Gather your support
- Recruit others with expertise
- Listen to possible approaches
- Respect that policy is different from publishing/ research

EXPECTATIONS GOING FORWARD



What AFS can Provide:

- ✓ Webinars on policy
- ✓ Connections with possible partners
- ✓ Help with messaging
- √ Ideas for methods
- ✓ Help with the
 - ✓ HOW
 - ✓ WHO
 - ✓ WHEN

EXPECTATIONS GOING FORWARD

OPTIONS: THERE'S MORE THAN ONE!

AFS/ RPC takes lead

AFS/ RPC supports efforts by a Unit (Division/ Chapter/ Section)

AFS joins with other societies (CASS)

AFS supports actions by others (Teddy Roosevelt, Amicus briefs)

AFS does not engage

Attachment I – Professional Development

Continuing Education Committee & Professional Development Updates

AFS Mid-Year Governing Board Meeting March 4, 2021

AFS Mission Statement

The AFS mission statement has professional development as a core component: "promoting the development of fisheries professionals"

But...

Professional development can mean many different things to different people, for example:

Building new collaborations

Learning about cutting edge science

Building leadership experience

Formal training through structured coursework

One-on-one mentoring

Continuing Education Committee's Charge

Previous CEC charge:

To review and approve annual meeting CE classes

Updated CEC charge (Brian Murphy's presidency:

To support and provide guidance to the development of a CE program that more completely addresses the professional development of AFS members



What does AFS see as its future role in CE?

Current observations:

- (A) There are lots of good programs out there, and we don't want to replicate what already exists.
- (B) There is not any good source for members to find these course and build a curriculum or plan any sort of progression
- (C) There is no good vehicle for AFS units to find instructors and work with them to provide courses!

(essentially a pool of known instructor providing proven courses that can be taken on the road or presented virtually)

What does AFS see as its future role in CE?

Current questions:

- (A) What would be key attributes of an effective CE program for AFS? (i.e.be accessible at all levels, reasonably priced, etc.)
- (B) How can the AFS CE program better support and integrate with CE programs at the chapter, division and section level?
- (C) What are key topic areas of training that you see as the most critical gaps in what is available to AFS members?

What does AFS see as its future role in CE?

Next steps:

- · CEC will work with MAT to complete their survey and add in AFS questions.
- Establish a set of focus group discussions with a cross-section of AFS members to dig deeper into CE needs and program attributes.
- Explore development of a MSCG proposal to support the development of an AFS program.
 - · This could include several focusing on state agency staff, possibly a separate one targeting federal.
 - · We need to address tribal, NGO, university, students and others.

CE courses offered at AFS meetings

Division

Techniques	21
R	10
Management	7
Leadership	7
Communication	7
Student/young professional	5
Miscellaneous specific to division	5
Fish age and growth	3
GIS	2
Conflict resolution	2
Bayesian	2
Plant ID	1
Photography	1
Fish identification	1
Electrofishing	1
eDNA	1

Chapter

R	17
Techniques	16
Fish identification	11
Restoration/habitat management	9
Fish age and growth	8
Communication	8
Electrofishing	7
Miscellaneous	6
GIS	6
Fish health/disease	6
Mussels	5
Invasive species	5
Plant ID	4
Crayfish ID	4
Writing	3
Student development	3
Human dimensions	2
Genetics	2
eDNA	2
Database	2
Fish photography	1
Climate change	1
Bayesian	1

Attachment J -



UPDATE STRATEGIC PARTNERS

March 2021

STORY SO FAR...

Membership Committee evaluated the existing offerings for the institutional memberships

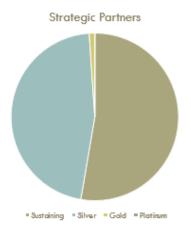
After early survey, AFS Membership Committee and Staff developed the proposed Strategic Partners Program presented to the Management Committee in 2019

Membership Committee approved the program for adoption by the Governing Board, who approved in September 2019

Membership Committee has approved this program for adoption, but has imbedded an evaluation period within the approval

Member Committee will evaluate the program in three years (2024)

CURRENT SNAPSHOT



93 Strategic Partners

- 49 Sustaining Partners
- 43 Silver Partners
- 1 Gold Partner
- This includes some partners that are lapsing this month and need to be renewed
- We have a prospect list of 37 organizations that need to be renewed (lapsed within 24 months).

TRACKING AGAINST INITIAL NUMBERS

	Platinum	Gold	Silver	Sustaining
2019	0	0	43	57
2020	0	0	40	48
YTD	0	1	43	49

Double tap to add text

Currently, numbers are relatively similar.

Sustaining remains our largest category, but down slightly from 2019. Peak in recent years, 64 members.

At this time, no trend for dissatisfaction with the program, but need to reinforce benefits and enhancements.

ATTRACTIVE ENHANCEMENTS

Enhanced and organized benefits for organizational members (AFS Job Board, exhibit, ads, discounts, etc.). The benefits value is 2-3x the annual dues.

Strengthened communication for AFS with employers, vendors, universities, and more

Response to concerns expressed by existing and prospective members

Upgraded career center and job board capabilities

Revenue generation for AFS

Establish a Partners Advisory Council for AFS to spark collaboration and solutions in our field.

PARTNERS ADVISORY COUNCIL

Opportunity to convene leaders from our field to identify challenges and ignite solutions through a series of events held throughout the year.

Examples:

- Identify trends, opportunities, and challenges
- Generate insights and initiatives
- Foster collaboration and connections across diverse organizations
- Promote AFS

Organizing first events for spring and fall of 2021

RECRUITING PARTNERS

Outreach is critical to previous member companies and prospective member companies.

We have a list of organizations that were AFS institutional members in the past (up to 2 years before). This list includes 37 organizations.

Who is missing? Universities are underrepresented in our organizational memberships, yet are a key target audience for the program. SPP features several benefits designed to be beneficial to the needs of universities. AFS has a list of 173 prospective universities we'd like to recruit.

MISSING IN ACTION...

Universities

- · Currently enrolled: 4
- Potential: 173+
- · How do we attract them?

State Agencies

- Currently enrolled: 25
- Potential: 20+
- · How do we attract them?

University of Southern Mississippi

Michigan State University

University of Arkansas at Pine Bluff

University of Wisconsin-Stevens Point

Vermont Dept. of Fish & Wildlife

Texas Parks & Wildlife Dept.

South Dakota Game Fish & Parks

Idaho Department of Fish and Game

Attachment K – Books Program Update

AFS Book Subscription Program

Access to the PDF version of 100 book titles through a new institutional subscription plan. Program highlights:

- Unlimited access to all current AFS titles in PDF format, as well as all future books released during the five-year subscription period
 - Agency staff may read, download, or print any PDF book with no restrictions on access or download
 - Subscription payable in annual installments or in one payment
 - · Subscription cost based on number of fisheries-related staff

Three state agencies (Arkansas, Connecticut, and Idaho) have subscribed

Governing Board members: Can you suggest new subscribers?

AFS Book Digital Object Identifiers

DOIs allow our books and book chapters to be identified and accessed with certainty. Once DOIs are allocated, they never change for that title.

Example from AFS Online Bookstore (overall book):

Cutthroat Trout: Evolutionary Biology and Taxonomy
Edited by Patrick Trotter, Peter Bisson, Luke Shultz, and Brett Roper
362 pp, paper, index
Special Publication 36
ISBN-13: 978-1-934874-50-9
Published September 2018

doi: https://doi.org/10.47886/9781934874509

AFS Book Digital Object Identifiers

Example from AFS Online Bookstore (chapter listings):

CONTENTS

A Special Workshop on the Taxonomy and Evolutionary Biology of Cutthroat Trout (Patrick Trotter, Peter Bison, Brett Roper, Luke Schultz, Carl Ferraris, Gerald R. Smith, and Ralph F. Stearley)

Species Conceptualization and Delimitation: A Framework for the Taxonomic Revision of Cutthroat Trout (Sierra M. Love Stowell, Jessica L. Metcalf, Douglas F. Markle, and Andrew P. Martin)

Geologic Constraints on Snake—Columbia River Drainage Changes and the Associated Evolutionary Diversification of Cutthroat Trout over the Past 17 Million Years (Paul K. Link and Ernest R. Keeley)

The Fossil Record of Cutthroat Trout: Implications for Evolution and Conservation (Gerald R. Smith and Ralph F. Stearley)

AFS Book Digital Object Identifiers

Example from AFS Online Bookstore (specific chapter listing):

CUTTHROAT TROUT: EVOLUTIONARY BIOLOGY AND TAXONOMY

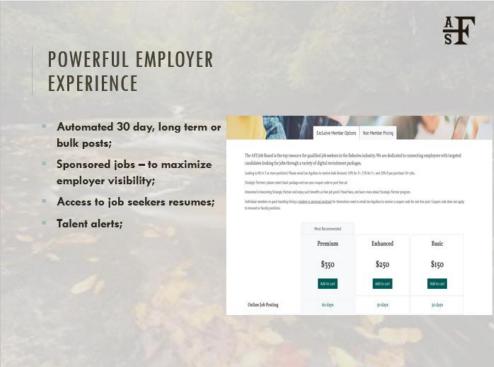
A Special Workshop on the Taxonomy and Evolutionary Biology of Cutthroat Trout
Patrick Trotter, Peter Bisson, Brett Roper, Luke Schultz, Carl Ferraris, Gerald R. Smith,
and Ralph F. Stearley

doi: https://doi.org/10.47886/9781934874509.ch1

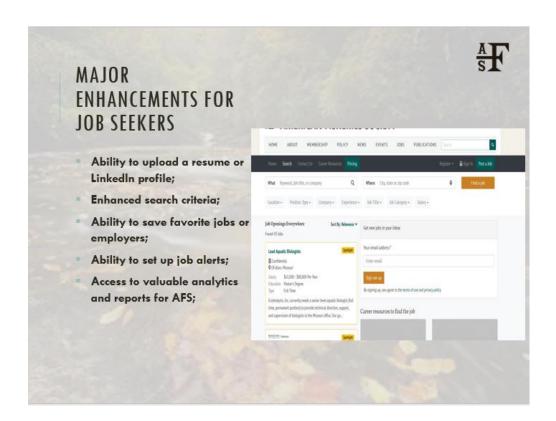
Abstract.—Cutthroat Trout Oncorhynchus clarkii are currently considered a single, widespread species composed of many subspecies following the classification system proposed by Robert J. Behnke in 1979. More recently, molecular genetic and geological evidence has yielded results that are inconsistent with Behnke's classification, which suggests that a re-evaluation of the existing phylogenetic tree is timely. Additionally, several varieties of Cutthroat Trout are either listed under the U.S. Endangered Species Act or are considered to be at risk by the states in which they reside, making it important that the classification and evolutionary relationships among Cutthroat Trout be based on the best available scientific evidence. In 2015, the Western Division of the American Fisheries Society convened a special workshop in which a panel of experts was asked to weigh carefully evidence on Cutthroat Trout phylogeny and classification,

Attachment L - AFS Jobs Board



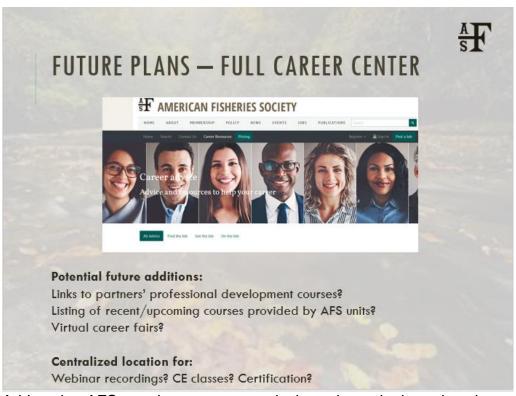


Notes: 100% self service, free postings for strategic partners, bulk discounts, never before offered services like spotlight, featured employer, browsing through candidates, talent alerts.



Expanded search criteria: by location,, position, job title, salary etc., save job, job alerts, upload resume





Addressing AFS members career needs through continuing education, providing relevant professional advice.



Attachment M – ELMA Program

AFS Emerging Leaders Mentorship Program

Updates for 2021 mid-year Governing Board Meeting

What is the Emerging Leaders program?

From AFS website:

"The AFS Emerging Leaders Mentorship Award Program was established to develop future leaders of the Society, and the fisheries profession as a whole, by providing selected candidates an opportunity to participate for one year in activities of the AFS Governing Board."

"Awardees will be paired with a mentor who is a member of the Governing Board..."

- -Recently, ELMAs have been asked to attend GB meetings, other Annual Meeting events
- -ELMAs represent their Division?

ELMA Projects for 2021-2022

ELMA Mentoring

- · Assign a mentor for each emerging leader from his/her division.
- · Redefine and/or strengthen this relationship between the ELMA and division.

Documentation for incoming ELMA class

- · Create a list of goals, objectives and expectations for the program
- · Draft a calendar for the ELMA year
- Draft a list of possible projects, touching on a variety of fisheries related topics. ELMAs will
 identify 1-2 (?) to work on during their ELMA year, based on interests and scheduling.

ELMA Management

- · Define who is the ELMA "manager".
- Who is responsible for assigning projects and for keeping projects on task?