

AMERICAN FISHERIES SOCIETY PROCEDURES



American Fisheries Society

Adopted by the Governing Board of the American Fisheries Society

October 30, 2006

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PREFACE

Procedures are the most basic formal documentation of AFS operations. The Constitution and Rules are higher, and they are described in the Constitution. Procedures are intended to remind AFS volunteers and staff of what to do and how to do it.

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SOCIETY OFFICERS

Leadership of the American Fisheries Society is vested in its six officers. These include five (nonsalaried) officers elected by Society-wide voting and a sixth (salaried) officer, the Executive Director, chosen by the Governing Board. The five elected offices are Second Vice-President, First Vice-President, President-Elect, President, and Immediate Past President.

Officers generally serve the Society for five years, moving progressively through the hierarchy of officer positions. This structure assures a continuity of leadership and assures that each person understands the full operation of the Society before taking the most important office of AFS President.

Offices of Immediate Past-President and AFS President are filled automatically by the current AFS President and President-Elect, respectively. Offices of President-Elect, First Vice-President, and Second Vice-President are filled by a ballot election each year. Generally, the ballot lists only the current First Vice-President as candidate for President-Elect and only the current Second Vice-President as candidate for First Vice-President. Candidates for Second Vice-President are chosen in one of two ways, through the Nominating Committee (which operates each year) or through petition.

If necessary, a memorandum of understanding must be signed between the government agency of the AFS officer and AFS. An example of such an MOU is presented in Appendix I.

General Responsibilities of All Officers

The specific descriptions of officers' duties, on the following pages and in the following Chapters, emphasize the required operational duties. The most important responsibility, however, is to provide leadership to the Society and the profession. During the five years an elected officer serves, this person must be a trustworthy, objective, and effective representative of the profession. As a representative for the members, each Society officer must represent the worldwide concerns of fisheries professionals. They must use their knowledge and experience to direct the profession in ways that will have long-term beneficial influence for the resources and people important to our Society.

All officers are members of the Governing Board and are expected to attend all meetings and represent Society-level concerns. They must be thoroughly familiar with the Constitution, Rules, Procedures, and other programs and policies of the Society. Additionally, they must understand fully the financial and operating status of the Society in order to explain these aspects to members.

Society officers, along with unit officers, are a major conduit for expression of member concerns to the Governing Board and AFS staff. As such, they must communicate broadly with members of all backgrounds and professional employment. They must seek opportunities to meet with Society members and listen to their interests and concerns.

Elected officers are fully engaged on a daily basis with AFS affairs and as such, they bring Society-level perspectives and insights to the mix of Division and Section perspectives on the Management Committee and the Governing Board. The elected officer hierarchy serves to enhance the networking, relationship building, and understanding of each officer through

participation as members of the Management Committee, the Governing Board, and the membership at large.

Although a time commitment has never been assigned to these responsibilities, it is expected that Society officers will reduce their involvement in other professional activities to a low level, including their participation in AFS unit activities. Furthermore, it is expected that the employers of Society officers will consider their AFS responsibilities a major component of their work and protect them from ancillary or short-notice work assignments as fully as possible.

Each officer has specific responsibilities, as described in Article III C of the Constitution and elsewhere in these Procedures. Specific responsibilities of individual officers include

President

1. Makes appointments, including standing committees, as authorized by the Constitution,
2. Establish and appoint special committees and consultants as required,
3. Exercise responsibilities arising from actions of the Society and the Governing Board,
Chairs all Society, Governing Board, and Management Committee meetings,
4. Provides direction to the Executive Director when the Governing Board is not in session,
5. Contributes a monthly commentary for inclusion in *Fisheries*,
6. Prepares reports of Society activities and status to the Governing Board for the Mid-Year and Annual meetings of the Governing Board, and to the Society for the Annual Meeting,
7. Contributes to the annual Society meeting by planning the Plenary Session(s), overseeing Local Arrangements and Program committees, working with AFS staff, advancing the theme for meeting, and coordinating attendance of officers at various meetings,
8. Collaborates with the President-Elect in development of Governing Board retreat held in conjunction with the annual Society meeting, and
9. Oversees the evaluation of the Executive Director and negotiates the contract of the Executive Director.

President-Elect

1. Assumes the duties of the President when that officer is temporarily or permanently unable to act;
2. Serves as a voting member of the Governing Board and Management Committee;
3. Serves on the Arrangements Committee and Program Committee for the annual Society meeting two years hence;
4. Serves as a member of the following committees:
 - a. Carl R. Sullivan Fishery Conservation Award Committee;
 - b. Distinguished Service Award Committee;
 - c. Membership Committee;
 - d. Resource Policy Committee;
 - e. Electronic Services Advisory Board;
 - f. Publications Overview Committee;
5. Participates in routine communications regarding Society business conducted by the President and Executive Director.

First Vice President

1. Assumes the duties of the President-Elect when that officer is temporarily unable to act and serve;
2. Serves as a voting member of the Governing Board and Management Committee;
3. Works to form the Local Arrangements Committee for the annual Society meeting three years hence;
4. Serves on the following committees:
 - a. Awards Committee;
 - b. Membership Committee;
 - c. Carl R. Sullivan Conservation Award Committee;
 - d. Ethics and Professional Conduct Committee;
 - e. Resolutions Committee.

Second Vice President

1. Assumes the duties of the First Vice President when that officer is temporarily unable to act and serve;
2. Serves as a voting member of the Governing Board and Management Committee;
3. Selects the chair of the Program Committee for the Society Annual Meeting four years hence;
4. Serves on the following committees:
 - a. Membership Committee;
 - b. Board of Appeals;
 - c. Meritorious Service Award Committee.

Immediate Past President

1. Serves as a voting member of the Governing Board and Management Committee;
2. Conducts annual Executive Director evaluation and interviews of AFS staff;
3. Serves on the following committees:
 - a. Past President's Advisory Council;
 - b. President's Fishery Conservation Award Committee;
 - c. William E. Ricker Resource Conservation Award Committee;
 - d. Retired Members Travel Award Committee;
 - e. Nominating Committee

Travel Policy Procedures for Society Officers

There is an expectation that Society Officers will participate in key events that are central to the function of the Society. It is also expected that Officers will use funding available to them from employers or other entities, if available, before requesting Society funds for covering travel expenses associated with the events. However, there are cases where an Officer cannot justify using funds other than those provided by the Society to cover travel costs. For example, one of the roles of the President is to represent the Society at a number of international meetings; these costs need to be covered by the Society and the host society.

Annual travel planning process: Each officer will submit a proposed travel plan by November 30 for the next calendar year. The plan will specify event, location, dates, and estimated travel costs

for which Society funds will be requested. Travel costs allowed will not exceed those under the federal system. The Executive Director will compile all requests and work with the officers to accommodate the requests.

Other considerations in Society travel planning include

1. Travel by the Society President associated with the Annual Meeting at which they will preside will be included in the Annual Meeting budget.
2. For the Annual Meetings, it is anticipated that most officers can cover most or some of the expenses of attending the regular meeting. Exceptions will be officers who do not have other funding (e.g., those retired or for whom their employer has denied support).
3. The Society will fund transportation, meal reimbursement, and other incidental expenses to the international and Division meetings for the President, but the host Division and international society will fund lodging and registration.
4. Officers will be provided a prepaid credit card to cover requested support, and the Society can purchase flights for those who cannot receive cash reimbursement. Officers are not allowed to exceed the amount approved by the Executive Director in their travel plans. Maximum meal coverage will be equivalent to the federal per diem rate.
5. Other meetings will be considered in light of the overall travel budget with preference given to those that either provide partial support or are determined by the Society President to add the greatest value to the advancement of the Society's mission.

Expected travel: The following meetings/events are defined as part of the core expectation for participation by the officers. Additional meetings are considered as per guidance above.

President: Annual Meeting, Mid-Year Meeting (if held), Bethesda fall meeting, Division meetings, international meetings (e.g., Australian Society for Fish Biology, China Society of Fisheries, Korean Society of Fisheries and Aquatic Science, Japanese Society of Fisheries Science, Fisheries Society of the British Isles, Brazilian Society of Ichthyology in odd-numbered years).

Immediate Past President: Annual Meeting, Bethesda fall meeting, Mid-Year meeting (if held), and face-to-face AFS staff interviews. If possible, the Immediate Past President will conduct the AFS staff interviews during the fall meeting in Bethesda. They may represent the Society at meetings if the President is unable to do so.

President-Elect, First Vice President, and Second Vice President: Annual Meeting, Bethesda fall meeting, Mid-Year Meeting (if held). These Officers may represent the Society at meetings if the President is unable to do so.

Incoming Second Vice President: Annual Meeting, at which they will assume office.

Executive Director Succession Plan

Background

The American Fisheries Society employs an Executive Director who serves as the Secretary and Treasurer of the Society and manages the Society's daily activities, implements Society policies and advances Society objectives as set forth in the Constitution, Rules, and Procedures and in Governing Board directives. The AFS Governing Board establishes the base salary, other compensation, and duties of the Executive Director, whereas the Executive Director establishes the base salaries and other compensation for other AFS staff (AFS Constitution and Rules, September 1, 2009).

Refer to the AFS Strategic Plan for a summary of other issues in the current environment that also may affect AFS leadership in the future.

Succession Planning (adapted from Wolfred 2008, with excerpts as noted)

Succession planning is a risk management practice that is critical to ensuring the viability of an organization such as AFS. A Governing Board can be both energized and reassured by succession planning, which provides the opportunity for high-level strategy development. Many nonprofit organizations are led by executives who are Baby Boomers, and the next generation of leaders may have new ideas and ways of conducting business for organizations. The leaders from the Generation X and Generation Y that will most likely take over leadership positions may seek to restructure the role of Executive Director to fit the lifestyle of those generations that seek a healthy balance between work life and personal life, and that work toward shared or collaborative leadership.

There are three approaches to succession planning: (1) strategic leader development, (2) emergency succession planning, and (3) departure-defined succession planning. *Strategic leader development*, which should be an ongoing effort for all professionals, focuses on and defines the strategic vision of an organization, identifies leadership and management needed to carry out the vision, and recruits and maintains individuals who have or want to develop those skills. *Emergency succession planning* is used when an executive director or other leader has an unplanned departure. *Departure-defined succession* planning is used when a long-term leader announces his or her departure two or more years in advance. This type of planning identifies the organization's goals for the future, determines the information or tools needed to achieve those goals, and devotes attention to building capacity of the organization to sustain funding and programs for the future.

Departure-defined succession planning is recommended for organizations with long-tenured executive directors with definite departure dates. At least 18 months of preparation are required prior to the scheduled departure. The goal of this planning effort is to build leadership strength and help facilitate a successful search for new leadership by assessing the organization's traits, resources, and status. The departing Executive Director should consider questions about his legacy, future career plans, and personal finances. The departing Executive Director's final two leadership tasks are the "leadership of letting go" and the "leadership of preparing the way." An organization also must let go of its executive director, offering a full and generous goodbye. A critical first step is to conduct a "sustainability audit," which is a survey of administrative

operations and resource relationships. This audit identifies key points of organizational vulnerability that could inhibit organization functioning. High-risk situations are when the Executive Director has taken on “whatever needs to be done,” which results in the equivalent of the executive performing more than one job and replacing them nearly impossible. This situation may require an administrative restructuring, which could include the creation of a new management position to assume some of the functions of the current executive. The organization should look at how leadership can be cooperatively shared throughout the organization to reduce dependency on the executive and take advantage of staff development opportunities. The successor will thrive if he or she inherits a doable job description with a competent team that shares management and leadership responsibilities. To accomplish succession planning, a special committee should be appointed and act on behalf of the Governing Board to provide oversight of the succession planning process and craft a succession plan for the board to review and approve.

Wolfred recommends that when creating a succession plan for a long-term executive, an organization should consider the following activities, which address the critical elements that will facilitate the success of the next Executive Director. Wolfred’s list of “The Nuts and Bolts of Departure-Defined Succession Planning” is the following:

1. Deal with personal and professional barriers for the departing Executive Director (ED), for example:
 - a. Future employability concerns,
 - b. Inadequate retirement savings,
 - c. Unfinished business in the current job, and/or
 - d. Loss of identity and status attached to current job.
2. Set the departure date after discussion and in agreement with the departing ED.
3. Form a Succession Planning Committee.
4. Prepare a communications plan (how soon to tell whom and by what means).
5. Identify organizational vulnerabilities via a “sustainability audit.”
6. Design and implement strategies to address the vulnerabilities.
7. Identify the organization’s broad strategic directions three to five years out.
8. Solidify the management team in light of organizational vulnerabilities and skills demanded by the strategic directions.
9. Build the Board’s leadership abilities.
10. Back-up key executive relationships.
11. Put finances in order.
12. Build financial reserves and secure multi-year program funding.
13. Agree on the parameters of the ED’s emeritus role if one is set up.
14. Help set the executive search strategy (i.e., decide whether to use an executive recruiter).

Succession Readiness Checklist

Wolfred states, “When the following conditions are in place, an organization can expect a relatively smooth transition to new leadership whenever it might occur. An organization might determine which elements below are lacking in its current operations and then create a ‘succession plan’ or ‘capacity building plan’ that prescribes activities and timelines for filling the gaps. The organization is then ready for leadership transitions, foreseen or unforeseen.”

Wolfred's succession readiness checklist is

1. A strategic plan is in place with goals and objectives for the near term (up to three years), including objectives for leadership talent development.
2. The board evaluates the Executive Director annually on general performance and achievement of strategic goals.
3. The board, based on its annual self-evaluation, is satisfactorily performing its major governance jobs—financial oversight, executive support and oversight, policy development, and strategic planning.
4. The executive's direct reports, based on annual evaluations, are judged as solidly skilled for their positions.
5. The top management cohort, as a high performing team,
 - a. Has a solid team culture in place in which members support one another and can reach decisions as a group efficiently and harmoniously,
 - b. Shares leadership of the organization with the executive in having significant input to all major organization decisions,
 - c. Can lead the organization in the absence of the executive, and
 - d. Has authority to make and carry out decisions within their respective areas of responsibility.
6. Another staff person or officer shares important external relationships (major donors, funders, community leaders) maintained by the executive.
7. A financial reserve is in place with a minimum of one-year operating capital.
8. Financial systems meet industry standards. Financial reports are up to date and provide the data needed by the board and senior managers responsible for the organization's financial strength and viability.
9. Operational manuals exist for key administrative systems and are easily accessible and up to date.
10. Top program staff have documented their key activities in writing and have identified another staff person who can carry their duties in an emergency.

References and Resources

Wolfred, T. 2008. Building leaderful organizations: succession planning for nonprofits. The Annie E. Casey Foundation, Executive Transition Monograph Series 6, Baltimore, Maryland.

Performance Evaluation of the Executive Officer

Purpose: This document serves as an outline for the process to be followed to complete the annual performance evaluation of the AFS Executive Director.

According to the wording of the current contract, the Society's five elected officers will review the performance of the Executive Director each year at the Society's Annual Meeting. This evaluation will be based on performance criteria and goals provided in writing to the Executive Director at the beginning of the period under review. The performance grades are

1. *Exceeds expectations:* exceeds expectations in all job elements.
2. *Proficient:* meets all (may exceed in some) job elements.
3. *Unsatisfactory:* fails to meet one or more of the job elements without acceptable reason.

The AFS President will lead the annual performance evaluation with participation of all elected officers. The process will have several elements of documentation:

1. Self-evaluation of Plan of Work performance by the Executive Director (Due three-to-four weeks before Annual Meeting).
2. Summary of strengths and weaknesses of staff management by department heads (conducted and compiled by the Past President).
3. Evaluation of Plan of Work performance by individual Governing Board members (AFS President will send a memo to Governing Board requesting comments submitted to the AFS President in advance and reminding the Governing Board about the opportunity to provide comments at the in-camera session of the annual Governing Board meeting).

The AFS President will collect evaluations and comments three-to-four weeks before the Annual Meeting and submit a summary to the elected officers to review before the Annual Meeting. At the Annual Meeting, the officers will assemble for a formal discussion of the evaluation and prepare a summary evaluation and recommendation of performance grade. Additional comments from Governing Board members will be solicited at an in-camera session of the Governing Board, and the AFS President will summarize the evaluation and recommendations of the officers. Following discussion and additional feedback, the AFS President will share the summary evaluation and recommendation with the Executive Director, and a written summary will be placed in the Executive Director's personnel file.

In all years, the AFS President will also lead a brief mid-term evaluation of the Executive Director with participation of the elected officers during the mid-term meeting of the Society. At this time, the Governing Board will be allowed to comment on performance of the Executive Director at an *in-camera* session held during the mid-term meeting. This information will be summarized by the AFS President and conveyed to the Executive Director to aid in defining items needing mid-term correction or in recognizing outstanding achievements.

Executive Director Salary Determination

Purpose: This document serves as an outline for the process to be followed to complete the salary negotiation with the AFS Executive Director.

The performance of the Executive Director will be reviewed each year by the Society's five elected officers during the Society's Annual Meeting. This evaluation will be based on performance criteria and goals provided in writing by the Executive Director and agreed to by the Society's officers at the beginning of the period under review. Performance will generally be judged on the following job elements:

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

Yearly performance grades are evaluated as follows:

1. *Exceptional*: exceeds expectation in all job elements involving the business, management, and leadership of the Society.
2. *Proficient*: meets expectations in all job elements with exceptional performance in at least some aspects.
3. *Fully Satisfactory*: meets expectations in all job elements.
4. *Unsatisfactory*: failure to meet one or more of the job elements without acceptable reason; six months will be allowed to improve performance, and failure to do so will result in cancellation of the contract agreement.

The salary of the Executive Director for each calendar year of the contract agreement will depend on the annual performance review by elected officers, and the percentage cost-of-living adjustments (COLA) awarded to U.S. federal executive employees in the Washington, D.C., area for that calendar year. A discretionary yearly salary increase may be awarded, based on performance relative to the Executive Director's Annual Plan of Work. The new annual salary is calculated by applying the discretionary merit increase first, then the appropriate Washington, D.C., COLA (which includes the locality differential).

The Governing Board reviews and approves the annual budget, which includes the Executive Director's salary in the single budget line item for personnel salaries (i.e., the Executive Director's salary is not provided separately).

Governing Board

Purpose

The Governing Board is the ultimate authority for the operation of the Society. It is the equivalent of a board of directors, deciding policy for the Society, authorizing its operations, hiring its Executive Director, and making financial decisions. The Governing Board decides Society policies, leads Society strategic planning initiatives, and reviews Society business matters that need membership approval

Composition and Meetings

The Governing Board consists of voting and nonvoting members. Voting members are the five elected Society officers, presidents and presidents-elect of the four Divisions, and presidents of all Sections with at least 50 members at the end of the previous calendar year. Nonvoting members are presidents of Sections with fewer than 50 members, the president of the Student Subsection of the Education Section, presidents of Chapters, the Constitutional Consultant, and the Society's Executive Director.

The Governing Board normally meets at three different times and two locations each year. The two fall meetings occur in conjunction with the Society's Annual Meeting. They normally consist of a one-day meeting before the Society's Annual Meeting and a half-day meeting at the end of the Annual Meeting; the latter (designated as the Incoming Governing Board Meeting) includes newly elected officers, new Division presidents and presidents-elect, new Section presidents, and other representatives. The third meeting is intended as a Mid-Year Meeting occurring one day in the spring at a location determined by the AFS President in consultation with the Executive Director.

The Society's President chairs meetings of the Governing Board. Each meeting is operated from an agenda prepared jointly by the Executive Director and the AFS President. The latest edition of *Robert's Rules of Order* is the formal guideline for conduct of the meetings.

Meetings are open to the Society's members, who may observe and participate in the discussions as guests recognized by the chair. Guests may not vote or introduce agenda items. The Governing Board may go into a closed (*in camera*) session (i.e., attended only by the Officers, Division and Section representatives, and the Constitutional Consultant) at any time to discuss personnel matters, but the chair must document and announce results of the closed session immediately after its conclusion. The Constitutional Consultant attends in camera sessions to provide advice on parliamentary procedure.

Member and nonmember parliamentary rights are summarized as follows:

Executive Director: nonvoting member, makes reports, cannot make motions, and does not attend in-camera sessions due to possibility of personnel reviews being conducted.

Constitutional Consultant: nonvoting member, can raise agenda items but cannot make motions, and attends in-camera sessions for parliamentary assistance. As an active member, the Constitutional Consultant can make motions in the Society annual Business Meeting.

Officers, Division presidents and presidents-elect: voting member, can raise agenda items and make motions, and attends in-camera sessions.

Section presidents: voting member if the Section has at least 50 active members, can raise agenda items and make motions regardless of Section size, and attends in-camera sessions.

Chapter presidents: nonvoting member, can raise and discuss agenda items as Governing Board members, cannot make motions, and does not attend in-camera sessions. Chapters do not vote because they are represented on the board by two voting members from their Division.

President of the Student Subsection of the Education Section: nonvoting member, can raise and discuss agenda items as Governing Board members, cannot make motions, and does not attend in-camera sessions.

Guests: nonmembers, nonvoting, cannot raise agenda items or make motions, do not attend in-camera sessions, and can speak only if recognized by the chair.

Committee chairs: give reports, can make a motion only if also a member of the Governing Board (in a dual role). No second is needed regardless of Governing Board membership unless it is a committee of one person.

Governing Board Meeting Agenda

Governing Board meetings normally cover a specified set of agenda items in addition to old and new business. The following agenda items normally occur:

1. Call to order by the AFS President
2. AFS President's remarks
3. Determination of a quorum
4. Introduction of guests and visitors
5. Executive Director's report
6. Division reports

7. Section reports
8. Standing Committee reports
9. Special Committee reports
10. Auditor's report (spring only)
11. Other business

Responsibilities of Governing Board Members

The Governing Board members have a dual responsibility of representing their constituents (i.e., the Chapter, Division, or Section members that elected them) and representing the Society as a whole. This is a sensitive role that requires a long-term image of what AFS and the fisheries profession can and should be. The importance of this group and each member, voting and nonvoting, cannot be overemphasized. The Governing Board's focus is on issues involving strategic policy and planning, and matters affecting the AFS Constitution and Rules.

Each member of the Governing Board (other than Chapter presidents) has the following specific responsibilities:

1. Attend the two fall meetings (second meeting being the Incoming Governing Board Meeting immediately following the annual Business Meeting) and the spring meeting of the committee, without financial compensation from AFS.
2. If attendance is impossible, appoint an alternate. The alternate must be appointed as stated in Article IV, paragraph 1.C of the Constitution.
3. Read the agenda and accompanying documents thoroughly before arriving at the meeting, noting areas of special interest for discussion.
4. If appropriate, prepare a report of the unit represented according to the guidelines described elsewhere in these Procedures and, if asked, orally summarize the report at the meeting.
5. Confer with unit officers, Governing Board, and members to determine their opinions regarding agenda items so that discussion and voting will be as representative of the membership as possible.
6. Submit additional agenda items to the AFS President and Executive Director before or as soon as the call for reports is received (month). All suggested agenda items must be accompanied by background materials and be prepared approximately in the form described elsewhere in the Procedures.
7. At the Governing Board meeting, assure that important information concerning an agenda item is heard, but that redundancy is eliminated. It is counterproductive for each person to speak on each item or for any item to be acted on without full discussion.
8. Review the latest edition of *Robert's Rules of Order*, which is the basis for Governing Board operation. Expect to be ruled out of order for failing to follow these rules.
9. Recognize that a motion and second are needed before a topic can be discussed. Extended exploratory discussions are not permissible and, more importantly, are not practical as part of an extensive agenda.
10. Remain attentive while the committee is in session. Expect to be reprimanded by the chair for disruptive or discourteous behavior.
11. Report the results of Governing Board actions to the unit's members and especially to those persons (e.g., committee chairs) directly affected by those actions.

Management Committee

The Management Committee functions as an Executive Committee of the Governing Board, monitoring Society activities to ensure that policies and plans approved by the Governing Board are implemented appropriately and guiding the Executive Director in these endeavors. The Management Committee meets monthly and handles general oversight of Society operations, including budget approval; Executive Director activities and, through them, staff activities; Society-wide meetings; communications with membership, external partners, and government entities; and matters related to and affecting Society procedures. The Management Committee reports to the Governing Board on all decisions; however, the Governing Board, with majority approval, retains the ability to discuss any of these decisions.

The Management Committee comprises the following:

1. AFS President (chair), President-Elect, First Vice President, Second Vice President, and Immediate Past President.
2. The presidents of two Divisions and presidents-elect of the two alternative Divisions. The presidents-elect remain on the committee through their presidential year, usually attending four Management Committee meetings before rotating off the committee. In the event that an appointed Division officer moves from president-elect to president during the course of the year, the officer will retain their appointment to the Management Committee. This ensures continuity of membership on the committee. Typically, the presidents-elect of the Southern Division and Northeast Division begin their service at the incoming meeting in even-numbered years, while the presidents-elect of the Western and North Central divisions begin their service in odd-numbered years.
3. Four Division or Section members on the Governing Board (voting or not) elected at large by the Governing Board as voting members of the Management Committee.
4. Executive Director, Constitutional Consultant, and such others as the AFS President may appoint (nonvoting on the Governing Board and Management Committee).

Due to the frequency of Management Committee meetings and the potential number of topics addressed and issues resolved at each meeting, continuity is an important aspect of efficient committee functioning. Therefore, no proxies are permitted for cases in which a committee member cannot participate in a meeting.

Responsibilities of Management Committee Members

While the Division representatives serve as a function of their office, appointees from Sections are elected to this committee with the confidence of their colleagues on the Governing Board. As such, they are selected as individuals and are not automatically replaced by their successor if Section officers change during the year. Appointees from Sections have full voting privileges on Management Committee affairs, whether or not their Section has a vote on the Governing Board.

The Management Committee communicates monthly via conference calls (as needed) at a time determined by the AFS President (e.g., the third Tuesday of the month, 1:00 pm Eastern Time) to discuss issues and through email as necessary. The AFS President will confirm scheduling of the calls (or cancel as appropriate) and establish call agendas. Members of the Management Committee should submit agenda items no later than 10 days before a scheduled call. Agendas should be provided by the AFS President to the Management Committee no later than one week prior to the call. Management Committee members also meet to conduct business during the

Mid-Year meeting, typically held in early March, and at the Annual Meeting of the Society. These meetings are generally held on the Thursday afternoon before the Governing Board retreat (Friday) and the Governing Board meeting (Saturday). In the absence of a Governing Board retreat, the committee meets on Friday afternoon. The minutes from all Management Committee meetings will be shared with the Governing Board.

During the monthly meetings, the Management Committee reviews the Executive Director's proposed budget, approves routine motions, and makes recommendations for Governing Board approval when appropriate. In-depth reviews of AFS finances are undertaken quarterly. The budget review includes such things as detailed consideration of the Executive Director's proposed changes to dues, fees, and other charges for AFS services; any proposals with financial implications; a review of the status of the reserve fund; and guidance on the funding of new initiatives.

The Management Committee, together with the Executive Director and the AFS Financial Planning and Procedures Committee, are responsible for ensuring the implementation of policy and guidelines in the "Statement of Investment Policy and Objectives," which governs the management of AFS' Long-Term Investments. The Management Committee may recommend modification of the objectives and policies of this Statement and, if necessary, seek approval by the Governing Board.

When AFS units request seed money to support unit meetings, the Management Committee is authorized to approve up to \$10,000 for such requests (seed money is to be returned to AFS from the revenue of the meeting).

The Management Committee also reviews and recommends the President-Elect's Plan of Work for approval by the Governing Board.

Conflict of Interest Policy and Procedures

The purpose of the following policy and procedures is to prevent the personal interests of the American Fisheries Society (AFS) officers, board members, or staff from interfering with the performance of their duties in AFS, or resulting in personal financial, professional, or political gain on the part of such persons at the expense of AFS or its members, supporters, and other stakeholders.

Definitions

1. **Conflict of interest** (also Conflict) means a conflict, or the perception or appearance of a conflict, between the personal private interests and official responsibilities of a person in a position of trust. Persons in a position of trust include staff members, officers, and board members of AFS.
2. **Board** means the AFS Governing Board.
3. **Officer** means an elected or appointed officer of AFS.
4. **Staff member or employee (including adjunct staff)** means a person who receives all or part of their income from payments made by AFS.

Policy

AFS Board officers and employees are expected to avoid any actual or apparent conflict between their own personal interests and the interests of the Society. A conflict of interest can arise when a director, officer, or employee participates in decisions, takes actions, or has personal interests that may interfere with their objective and effective performance of work for the organization. For example, directors, officers, and employees are expected to avoid actual or apparent conflict in dealings with members, suppliers, customers, competitors, government agencies, and other third parties.

Procedures

1. Full disclosure, by notice in writing, shall be made by the interested parties to the Management Committee of the Board in all cases where conflicts of interest may exist, including but not limited to the following:
 - a. An officer or board member is related to another officer, board member or staff member by blood, marriage, or domestic partnership.
 - b. A staff member in a supervisory capacity is related to another staff member whom they supervise.
 - c. A board member, an organization in which the board member has an interest, or a staff member of such organization, stands to benefit from an AFS-related transaction or receives payment from AFS for any subcontract for goods or services other than as part of their regular job responsibilities or as reimbursement for reasonable expenses incurred as provided in the bylaws and board policy.
2. Following full disclosure of a possible conflict of interest or of any condition listed in item 1 above, the AFS Management Committee shall determine whether a conflict of interest exists and, if so, the Board shall vote to authorize or reject the transaction or take any other action deemed necessary to address the conflict and protect the best interests of AFS. Both votes shall be by a majority vote excluding the vote of any interested director, even if the disinterested directors are less than a quorum, provided that at least one consenting director is disinterested. Any actions taken shall be reflected in the official minutes of the Management Committee and Board.
3. A Board member who is formally considering employment with AFS must take a temporary leave of absence from the Board until the position is filled. (This procedure also applies in the case of a relative of a Board member by blood, marriage or domestic partnership seeking employment with AFS.) Such a leave will be taken within the Board member's elected term, which will not be extended because of the leave. A Board member who is formally considering employment with AFS (or is related to an individual seeking employment) must submit a written request for a temporary leave of absence to the Executive Director of AFS, c/o the AFS Headquarters office, indicating the time period of the leave. The Executive Director will inform the AFS President of such a request. The President will bring the request to the Management Committee for action. The request, and any actions taken, shall be reflected in the official minutes of the Management Committee and Board.
4. An interested Board member, officer, or staff member shall not participate in any discussion or debate of the Management Committee or Governing Board, or of any committee or subcommittee thereof, in which the subject of discussion is a contract, transaction, or situation in which there may be a perceived or actual conflict of interest. However, they may

be present to provide clarifying information in such a discussion or debate unless objected to by any present Board or committee member.

5. Anyone in a position to make decisions about spending AFS resources (i.e., transactions such as purchases or contracts)—who also stands to benefit from that decision—has a duty to disclose that conflict as soon as it arises (or becomes apparent); they should not participate in any final decisions on the action.
6. A copy of this policy shall be given to all Board members and staff members upon commencement of such person's relationship with AFS. Each Board member, officer, and staff member shall sign and date the Conflict of Interest Disclosure Form upon its promulgation and/or at the beginning of their term of service or employment, and once each year thereafter. Failure to sign does not nullify the policy.

This policy and disclosure form must be filed annually by all specified parties.

Document based on materials provided by the National Council of Nonprofit Associations

Conflict of Interest Disclosure Form

This form must be filed annually by all specified parties as identified in the above AFS Conflict of Interest Policy Statement (approved by the AFS Governing Board on *DATE*). Please complete the shaded blocks below, print and sign the form, and return it to AFS headquarters as indicated below.

- I have no conflict of interest to report.
- I have the following conflict of interest to report (please specify-form box will expand as necessary):

By affixing my signature, I certify my understanding of the implications of this policy.

Signature

Full Name

Date

Completed form to be returned to AFS Headquarters at

AFS
5410 Grosvenor Lane, Suite 110
Bethesda, MD 20814

Or Fax to: 301-897-8096

Document based on materials provided by the National Council of Nonprofit Associations

Guidelines for Preparation of Reports to the Governing Board

Units provide reports to the Governing Board twice each year, during the Mid-Year Meeting, which is generally held in March, and at the AFS Annual Meeting, which is generally held in August or September. Most committees and units will not have completed their work before the Mid-Year Meeting and may not have action items to present. However, it is very helpful for the Board to have progress reports from all units and plans for the balance of the year. Each Committee should submit a progress report to the Governing Board.

These reports comprise the briefing book, which will be sent electronically and will be available on our website a few weeks before the meeting to allow participants to review the reports and come to the meeting prepared for discussion. To meet this posting schedule, AFS Headquarters will need to have all reports several weeks before the meeting. The specific deadlines for each meeting will be provided at least two months in advance.

Use the format below, which will aid in distinguishing motions with policy and/or financial implications from general activity reports and suggestions for consideration by AFS staff, Executive Director, Officers, or other Governing Board members. This format will also assist us in referencing the activities of all committees and units within the structure of the AFS Strategic Plan. The Governing Board should be taking action on issues with policy and/or financial implications. Issues of procedure or day-to-day operations of the Society are handled through other mechanisms.

Please limit each motion report to a maximum of two pages. Each motion report should state clearly what the motion is (the policy or financial action to be taken by AFS) and provide the justification and background for the motion. The specific statement of the motion must be succinct and indicate clearly what policy or budget action AFS is being asked to undertake. If it is a complicated issue, or one resulting from a lengthier report, please provide the background report as a separate appendix file.

Motion reports should address an important policy or budget decision that your unit wants the Society to approve. Include as motions only items that require a vote by the Governing Board (e.g., items with financial implications, issues of policy for the Society). Do not include recommendations for consideration by the Management Committee, requests for additional information, or general encouragement to other units or individuals to participate in a particular activity as motions. These belong in the separate activity report noted in item #4 below.

For activity reports, or reports with suggestions or recommendations for further consideration (but no formal motions), *please limit your report to no more than five pages.* If you feel additional information is needed, please provide a separate appendix file.

For a motion to be considered, it must be received by the due date (see section entitled “Reports to the Governing Board”) and a representative of the unit must be present to make the motion and answer questions about it. This requirement is necessary to ensure informed decision making by the Board. If no one from your committee or unit will be present, please arrange an alternate in advance and ensure that your alternate is well informed about the issue.

The final item of the semi-annual report to the Governing Board is a reminder to all unit officers to provide an annual summary financial report. This will not be copied and distributed to the Governing Board but will be reviewed and filed by the Society’s Director of Administration and

Finance. This item is very important for our overall Society auditing and tax status. Please be sure to send in your financial report.

Format for Governing Board Reports

(Please include all sections. Note “nothing to report” if a section is intentionally blank.)

TO: AFS President

FROM: Unit President or Committee Chair Name, Name of Unit

DATE: date submitted

I. Motion Report (two pages maximum)

1. Recommended motion: (State clearly and succinctly the specific action/decision you wish AFS to make.)
2. Minority view: (Briefly describe any dissenting views against the motion from within your unit.)
3. Background for motion: (Explain why the motion is needed-what problem is to be solved, or opportunity to be pursued. Why is this important for AFS?)

II. Activity Report (five pages maximum)

1. Charge or annual program of work:
2. Summary of outcomes and accomplishments organized by focus area in strategic plan with the appropriate goal, strategy, and target (as possible) referenced from the most recent AFS Strategic Plan (www.fisheries.org). Please try to be as specific as possible; we understand that it may be difficult to characterize your unit activities beyond the focus areas and goals listed in the AFS Strategic Plan, but doing so will greatly facilitate Society efforts to monitor progress toward the plan’s targets. Avoid stating the same activity under multiple focus areas. Focus areas include
 - a. Information transfer and outreach
 - b. Membership services
 - c. Aquatic stewardship
3. Recommendations or suggestions for future consideration: Briefly include any suggestions you have for other individuals or units within AFS to respond to your unit’s activities, to provide additional information that your unit needs, to consider future activities that AFS might engage in, or challenge other units to take on certain initiatives.

III. Financial Status (provided only to Society Financial Officer and will not be copied and distributed in the briefing book)

This information is needed by the Director of Administration and Finance to confirm the Society’s nonprofit status. Please provide a copy of your unit’s annual financial report for the past fiscal year. This section will not be distributed but will be reviewed and filed by the AFS Director of Administration and Finance.

Example Midyear Report to the Governing Board

To: Ira Adelman, AFS President

From: Steve Rideout, President, Fisheries Management Section

Date: February 15, 2003

I. Motion Report:

1. Recommended motion: Move that the American Fisheries Society support the intent of the Sustainable Forestry Initiative and suggest that the initiative could be strengthened by
 - a. electing an American Fisheries Society member to the SFI External Review Panel,
 - b. seeking active AFS participation in on-the-ground certification reviews, and
 - c. improving SFI riparian and road standards.
2. Minority view: Not applicable
3. Background for motion: See the attachment to this report, a memo from Section member Tom McMahon to Section President Steve Rideout. We encourage the Governing Board to approve a motion to endorse the intent of the Sustainable Forestry Initiative and specifically seek to have an AFS member elected to the External Review Panel and develop a process, through the Fisheries Management Section and Divisions/Chapters, to participate in on-the-ground certification reviews and propose improvements in SFI's riparian and road standards. We suggest that AFS support may be shown appropriately by writing a letter to the AFS President (or appropriate officer or director) of the American Forest and Paper Association and/or other organizations overseeing the Sustainable Forestry Initiative.

II. Activity Report

1. Charge or annual program of work: No specific charge or program of work defined.
2. Summary of outcomes and accomplishments organized by focus area in Strategic Plan with the appropriate goals, strategies, targets referenced.

Information Transfer and Outreach

Goal 3.1. We have contributed to the Fourth World Fisheries Congress (see additional info below).

Goal 3.1. We are introducing a Request for Funding process through our Section's website thanks to the efforts of Fred Janssen, with great input from President-Elect Dave Willis, Past President Tim Hess, and Secretary-Treasurer Dirk Miller. This will provide a common format and vehicle for receiving requests and prevent the sometimes-last-minute crush that comes during our annual Business Meeting.

Membership Services

Goal 2.2. Past President Tim Hess is taking the lead on developing a symposium entitled "Utilizing the New State Wildlife Grants and Landowner Incentive Program(s) to Improve Habitat for Fish and Other Aquatic Species in Decline."

Goal 1.3. Section members voted to support the travel costs for an international member of the Section to attend the Fourth World Fisheries Congress. Section Past-President Tim Hess oversaw the successful application of FMS Section Member Robert Arlinghaus from Germany to be sponsored at the Fourth World Fisheries Congress this May by support of his travel. This was in addition to the Section's contribution of \$2,500 to the WFC.

Aquatic Stewardship

Goal 1.1. The Section was asked to review the Sustainable Forestry Initiative of the American Forest and Paper Association (ASPA). Section Member Tom McMahon (Montana Chapter) led the review and provided an analysis for AFS consideration (see attachment). Aspects of his recommendations have been incorporated into a proposed Motion as provided in the beginning of this report.

Goals 1.4 and 3.3 and ITO Goal 2.3. In March, our Section will once again be a sponsor of the International Salmonid Habitat Enhancement Workshop (15th this year). Section Past-President Don Duff will be actively involved in the workshop to be held in March in Salt Lake City following the annual meeting of the AFS Western Division.

3. Recommendations or suggestions for future consideration: The Section challenges other AFS units to contribute financial support to the World Fisheries Congress.

III. Financial Status (provided only to Society Financial Officer and will not be copied and distributed in the briefing book): To be provided to the AFS Director of Administration and Finance by the Unit Treasurer.

Procedures for Electronic Voting

Purpose: Provides for electronic voting on issues by the AFS membership and the Governing Board to allow broader participation by the membership and more timely decision making by the Governing Board.

Background

Although meetings rotate around the continent and meeting registration fees are kept as low as possible, the cost to attend the Society business meeting at the Annual Meeting is high for a large segment of the membership. This is a deterrent to regular participation at Annual Meetings by many AFS members. Typical attendance at a Society business meeting ranges from 300 to 500 members, which is less than five percent of the total membership.

Limited attendance can likewise affect the discussion and passage of items voted on at Annual Meetings, where the proportion of the membership in attendance is small and may be geographically biased. Further, encouraging international growth and involvement in the Society requires adapting functions to accommodate such members' participation at more levels.

For these reasons, decision making on important issues such as constitutional or rule amendments, acceptance of resolutions or resource policy statements, election of officers, and other substantial issues may be conducted electronically to allow the largest possible participation by the AFS membership.

While electronic voting by the entire AFS membership allows for greater participation in Society decisions, electronic voting by the Governing Board facilitates the Board's ability to make important decisions more frequently than at semi-annual meetings and allows decisions on routine matters to be handled outside of the semi-annual meetings thus reducing time needed for those meetings.

Any issue that requires a vote of the AFS membership or the Governing Board may be conducted electronically. However, careful consideration should be given to electronic votes on issues that are anticipated to be controversial because in-person discussion may be needed to resolve controversies.

Except for referenda brought forward by petition of AFS members (AFS Constitution, Article VI.6.A), all proposals requiring a vote of the AFS membership must first be approved by the Governing Board. Therefore, the electronic voting processes described below are separated into procedures for electronic voting by the AFS membership and procedures for electronic voting by the Governing Board.

Electronic Voting Processes

1. Electronic voting by the entire AFS Membership
 - a. Approval to submit an issue for electronic voting

When the Governing Board approves a motion that needs subsequent approval by the AFS membership, the AFS President will seek a second motion to submit the previously passed motion to an electronic vote by the AFS membership. If the second motion carries, then the first motion will be presented to the AFS membership for an electronic vote by the procedure described in Section C.1.b. (below). If the motion for an electronic

vote fails, then the first motion must be presented to the membership at the subsequent annual Business Meeting with notification as specified in the AFS Constitution.

b. Presentation for review and comment

The Vote Auditor oversees the electronic voting process, whether it is facilitated by AFS information technology staff or by external service providers.

Notice is provided to members via the AFS list serve with a copy of the Governing Board approved motion, proposal, or amendment posted to the AFS Forum, at a minimum, along with a time limit for initial comment following the process outlined for that type of issue (e.g., at least 30 days advance notice for constitutional amendments). The proposal and notice may also be provided in *Fisheries*, if warranted.

c. Amended proposals

At the close of the comment period, if dialogue is substantial, the Governing Board, at the direction of the AFS President, reconsiders the proposal, adopts appropriate amendments, and presents the amended motion as described in section C.1.b. As long as, in the judgment of the Governing Board, new information is emerging from the discussions, the proposal will be restated with a new time limit for response.

d. Call the question for voting

When in the judgment of the AFS President further discussion on the issue is not meaningful, the proposal is put forward for electronic voting with a 30-day deadline set for casting a vote. The wording of the final motion and deadline for voting must be announced electronically to the membership and on the AFS website, at a minimum.

The vote will be conducted as one member, one vote with no proxy voting allowed. AFS headquarters will confirm active member status of each voter. Appropriate mechanisms must be used to assure voter confidentiality. Provision will be made for paper ballots to be mailed at the request of any member.

e. Requirements

For an electronic vote to be conclusive, the number of votes cast must meet the quorum and the percentage approval required for that type of issue (e.g., 50 active members required to conduct Society business and 2/3 majority for constitutional amendments).

f. Voting options

The electronic voting options are: Yes/No/Abstention/Reopen Discussion. The Reopen Discussion option is to be selected if the voter determines that the issue has not been vetted to their satisfaction and therefore wishes to reopen discussion.

g. Results of a Reopen Discussion

If the majority of votes are cast for a Reopen Discussion, the electronic vote is canceled and the process reverts to the discussion stage or is referred to an in-person meeting at the discretion of the AFS President.

h. Conditions for a vote of approval

A motion is approved if the majority of the voters give a positive vote (“Yes”). For decisions where a larger majority is required by Society bylaws, that rule will prevail.

i. Declaration of the outcome

The Vote Auditor determines the outcome of an electronic vote and communicates the result to the AFS President.

The AFS President confirms the result and conveys the final motion and result to the Executive Director for recording in the relevant minutes of a subsequent meeting, such as the next mid-year Governing Board or Society Business Meeting. (The electronic vote would be conducted instead of voting at the meeting, not in addition to voting in person.)

The final motion or action shall be stated and results of all votes shall be published in the next available issue of *Fisheries* and on the AFS website.

2. Electronic Voting by the Governing Board

a. Approval to submit an issue for electronic voting

Proposals requiring a vote of the Governing Board generally arise from the semi-annual reports of units and committees that are presented in the briefing book prior to the Mid-Year and Annual meetings of the Governing Board. Those proposals are typically resolved in those two meetings. However, the Management Committee has periodic conference calls throughout the year and proposals needing Governing Board approval occasionally arise during those calls. With Management Committee approval, the AFS President will inform the Governing Board electronically of an upcoming vote.

b. Presentation for review and comment

The AFS President oversees the electronic voting process. Notice is provided to Governing Board members via email with a copy of the proposal posted to the AFS Forum along with a two-week time limit for initial comment.

c. Amended proposals

At the close of the comment period, if dialogue is substantial, the Governing Board, at the direction of the AFS President, reconsiders the proposal, proposes appropriate amendments, and re-posts the item for continuing discussion for another two weeks. At the end of this second two-week discussion period, if dialogue is still substantial and resolution does not seem close, the AFS President should seek a privileged motion to postpone the issue to the next mid-year or annual meeting. If the motion to postpone fails, then the question on the main motion should be called and the vote tallied.

d. Call the question for voting

When it is the judgment of the AFS President that further discussion on the issue is not meaningful, the question is called for electronic voting with a two-week deadline set for casting a vote. The wording of the final motion and deadline for voting must be announced electronically to the Governing Board.

e. Requirements

For an electronic vote to be conclusive, the number of votes received must meet the quorum and percentage approval required for that type of issue (e.g., 50% of Governing Board members plus one casting a vote and three-fourths majority for constitutional amendments),

f. Voting options

The electronic voting options are: Yes/No/Abstention/Reopen Discussion. The Reopen Discussion option is to be selected if the voter determines that the issue has not been vetted to their satisfaction and therefore wishes to reopen discussion.

g. Results of a Reopen Discussion

If the majority of votes are cast for a Reopen Discussion, the electronic vote is canceled and the process reverts to the discussion stage or is referred to an in-person meeting at the discretion of the AFS President.

h. Conditions for a vote of approval

A motion is approved if the majority of the voters give a positive vote (“Yes”). For decisions where a larger majority is required by the AFS Constitution, that rule will prevail.

i. Declaration of the outcome

The AFS President determines the outcome of an electronic vote (closure, reopening discussion, or referral to an in-person meeting) and communicates the result to the Governing Board members. The Executive Director directs the recording of the outcome of the vote in the relevant minutes of a subsequent meeting, such as the next mid-year Governing Board meeting. If a subsequent AFS membership vote is required for the proposal to become effective, that vote may be obtained at the next AFS Annual Meeting or by electronic vote of the membership as per the procedures described above.

DIVISIONS

Divisions are the major geographically defined units of the Society (Figure 2, page 8). Each North American member of AFS is automatically a member of one Division, as described in the AFS bylaws. Division boundaries follow existing political boundaries of states, provinces, or territories and are specifically defined in the AFS Rules.

Divisions represent an important level of participation for many AFS members because the Divisions carry out many of the activities of the Society but are oriented more closely to the area within each Division's boundary. Divisions often serve as training grounds for members interested in Society activities. Several of the Society committees, for example, have Division representation.

Purposes

The general purposes and responsibilities of Divisions are as follows:

1. Facilitate communication among members (by newsletters and other means) regarding the conduct of the fisheries profession within the Division's geographic region.
2. Sponsor and perform a wide range of technical activities that advance the status and performance of the fisheries profession in the geographic region, including holding technical meetings and symposia, publishing technical reports and proceedings, conducting technical reviews, and performing Division-wide research and managerial studies.
3. Determine the views of Division members in a variety of ways, including conducting surveys, considering resolutions, commissioning formal and informal studies, and producing position papers.
4. Present the views of Division members to the AFS membership, the profession, the general public, and government decision makers.
5. Hold annual meetings at which all bylaw responsibilities are carried out.
6. Participate in the governing of the Society via voting membership on the Governing Board and serving on other Society committees.
7. Promote the fisheries profession within the Division's boundaries through active and positive relations with journalists, government officials, special interest groups, other professional organizations, and the general public.
8. Promote proper use of aquatic resources by initiating and participating in special projects that increase public awareness, expand participation, improve habitat, and protect fragile resources.

Officers and Duties

Division officers are important to AFS because of their role in both Society and Division functions. These positions are especially demanding of time and creativity. Division officers must have intense interest in, and knowledge of, regional issues; at the same time, regional interests must be balanced against national and international interests when Division officers act on behalf of the Society.

Each Division is required to have a minimum of a president, a president-elect, and a secretary/treasurer or a secretary and a treasurer. Each officer has specific duties assigned by the Division's bylaws. In addition, Division officers have the following duties for the Society:

President

1. Serves as a voting member of the Society Governing Board, attending the three meetings per year, and performing all duties as described in the Governing Board chapter of these Procedures.
2. Serves as a voting member of the Management Committee in year appointed by the Society President.
3. Serves as a voting member of the Certification Board of Appeals (if qualified as a Certified Fisheries Professional).
4. Prepares mid-year and annual reports of the Division's activities for presentation at the mid-year and annual Governing Board meetings, including Chapter activities within the Division.

President-Elect

1. Serves as a voting member of the Society Governing Board, attending the three meetings per year, and performing all duties as described in the Governing Board Chapter of these Procedures.
2. Serves as a voting member of the Management Committee in year appointed by the Society President.

Secretary

1. Sends minutes of Annual Meeting to the AFS Executive Director within 30 days after the annual Division meeting.
2. Forwards historical records of the activities, minutes, individuals, and other aspects of the Division to AFS headquarters, as requested.
3. Informs the Executive Director, the Chapter presidents within the Division, and appropriate AFS staff of changes in officers, dates and locations of meetings, and other necessary information.
4. Distributes copies of resolutions to the Executive Director, Society officers, other units, and appropriate individuals or agencies, as instructed in the resolution.
5. Forwards any proposed bylaw changes to the Executive Director for review by the AFS Constitutional Consultant prior to presentation of changes to the Society's Governing Board for approval.
6. Orders a past-president's plaque (from AFS staff) to be presented at the annual Division meeting.
7. Prepares occasional write-ups for *Fisheries* concerning Division activities and programs.

Treasurer

1. Receives, holds, invests, and disburses funds as needed for Division function as approved by Society and Division constitution, bylaws, rules, and procedures.
2. Maintains financial records in standard accounting format for review by AFS officers and staff as needed or required.

Elected Representative to Society Nominating Committee

1. Serves as a voting member of the committee and, in this capacity, represents the opinions of the Division.

Standing Committees

Most Divisions define several standing committees in their bylaws, representing the functions that are essential to organizational life. As a minimum, the following committees are recommended:

1. **Executive**, which oversees all Division functions and authorizes all Division activities.
2. **Nominating**, which recommends candidates for officers and may collect and tally ballots.
3. **Membership**, which recruits new members for the Division and the Society and ensures continued membership of current members. Chair of this committee automatically serves as a voting member of the Society Membership Committee.
4. **Resolutions**, which develops and recommends resolutions for consideration by the Division membership.

SECTIONS

Sections are units of the Society defined by professional interests and are intended to advance the Society's objectives within the various disciplines of fisheries science and practice. Sections share the general purposes of the Society but restrict their activities to their specified interest area. A Section may also create smaller organizational units within it to serve its purposes, but these units shall not act without Section approval. Sections have no geographic boundaries.

Sections are formed when a group of AFS members decides that sufficient interest exists in a particular fishery science discipline to enable a unit devoted to that topic to have long-term viability. Sections can also be formed when personnel of a long-standing special committee take the appropriate steps. Steps involved in Section formation and dissolution are described in the AFS Constitution printed in the *AFS Membership Directory and Handbook*.

Purposes

The general purposes and responsibilities of Sections are the following:

1. Facilitate communication among members (by newsletters and other means) regarding new developments in the professional interest area of the Section.
2. Hold meetings, publish works, and perform other activities on a technical and semi-technical level that advance the status and performance of professionals with the specified interests.
3. Determine the views of Section members relative to issues within the interest area of the Section, for example, by conducting surveys, considering resolutions, and convening panels of experts.
4. Present the views of Section members to the AFS membership, the profession, the public, and governmental decision makers.
5. Hold annual Section meetings at which all bylaw responsibilities are carried out.
6. Serve as technical advisors to AFS officers and staff and to government agencies on topics relating to the professional focus of the Section.
7. Promote the fisheries profession and membership in AFS among interest-area professionals and through active and positive relations with journalists, government officials, special interest groups, other professional organizations, and the general public.
8. Promote wise use of aquatic resources by initiating and participating in special projects that increase public awareness, expand participation, improve habitat, and protect fragile resources.
9. Maintain Section membership at a level that permits comprehensive representation of the Section's interest area (and ideally at a membership level over 50 to permit a vote on the Society's Governing Board).

Officers and Duties

Each Section is required to have a minimum of a president, a president-elect, and a secretary/treasurer or a secretary and a treasurer. Each officer has specific duties assigned by the Section's bylaws. In addition, Section officers have the following duties for the Society:

President

1. Serves as a member of the Society's Governing Board, attends the three meetings per year, and performs all duties as described in Chapter 3.
2. Serves as a voting member of the Management Committee if elected as a member at large by the Governing Board.
3. Prepares mid-year and annual reports of the Section's activities for presentation at the mid-year and annual Executive Committee meetings.

President-Elect

1. Represents, as a proxy, the President if the current President is unable to attend a Governing Board Meeting.

Secretary

1. Sends minutes of annual meeting to the AFS Executive Director within 30 days after the annual Section meeting.
2. Forwards historical records of activities, minutes, individuals, and other aspects of the Section to AFS headquarters, as requested.
3. Informs the Executive Director and appropriate AFS staff of changes in officers, dates and locations of meetings, and other necessary information.
4. Distributes copies of resolutions to the Executive Director, Society officers, other units, and appropriate individuals or agencies, as instructed in the resolution.
5. Forwards any proposed bylaw changes to the Executive Director for review by the AFS Constitutional Consultant prior to presentation of changes to the Society's Governing Board for approval.
6. Orders a past-president's plaque (from AFS staff) to be presented at the annual Section meeting.
7. Prepares occasional write-ups for *Fisheries* concerning Section activities and programs.

Treasurer

1. Receives, holds, invests, and disburses funds as needed for Section function as approved by Society and Section constitution, bylaws, rules, and procedures.
2. Maintains financial records in standard accounting format for review by AFS officers and staff as needed or required.

Standing Committees

Most Sections define several standing committees in their bylaws, representing the functions which are essential to organizational life. As a minimum, the following committees are recommended:

1. **Executive**, which oversees all Section functions and authorizes all Section activities.
2. **Nominating**, which recommends candidates for officers and may collect and tally ballots.
3. **Membership**, which recruits new members for the Section and the Society and ensures continued membership of current members. Must be aggressive because of the need to recruit and then *retain* the 50 members required for a voting membership on AFS Governing Board.

4. **Resolutions**, which develops and recommends resolutions for consideration by the Section membership.

CHAPTERS AND OTHER UNITS

Chapters are the smallest geographically defined units recognized as being operationally independent in the Constitution. They share the purposes of the Society but are intended to advance the Society's objectives over more localized areas than Divisions, this area being specified in their bylaws.

Chapters generally provide for interaction among professionals within limited areas, such as individual states or provinces (e.g., Ontario Chapter), contiguous states or provinces (e.g., the Washington-British Columbia Chapter), or areas united by common interest (e.g., the Potomac or Tidewater chapters). Chapters are technically units of Divisions; however, Chapters may form in areas not covered by existing Divisions. Chapter boundaries may not cross Division lines, but otherwise, they need not follow political boundaries.

Chapters may create smaller organizational units with various titles, organization, and purposes. These subsidiary units may not act without the unit's approval. Under the Constitution, this is the mechanism for creating groups covering even smaller geographic areas (e.g., Student Subunits within state Chapters).

Chapters and any other smaller organizational units are formed when a group of members decides that sufficient interest exists to support a viable long-term organization. Steps involved in Chapter formation and dissolution are described in the AFS Constitution, printed in the AFS Membership Directory and Handbook, available on the AFS website (www.fisheries.org) or from the Constitutional Consultant.

Members interested in forming new Chapters or units should recognize that such groups often appear viable because of the interest of a few motivated individuals. When these individuals relocate or become involved in other activities, a Chapter may become inactive. The difficulty of maintaining a viable Chapter or smaller organizational unit increases as the geographic area or topic breadth decreases. Student Subunits, for example, may be particularly prone to instability because of the transitory nature of the membership. Student Subunits may only be formed under the umbrella of an active Chapter.

Chapters and other subsidiary units may recognize affiliate members (individuals who are not members of the Society), but affiliates should be strongly encouraged to join the Society. All officers of any unit, committee chairs, and individuals voting on unit affairs, however, must be Society members, except as indicated in the case of jointly affiliated Student Subunits.

Joint Student Subunits

The AFS Constitution accommodates Society subunits that have joint affiliation with the AFS and at least one other professional society, such as The Wildlife Society (TWS). These subunits are typically desired at institutions where

1. The small number of students in a program is inadequate to support two separate units, or
2. Students in undergraduate or interdisciplinary programs are not segregated into separate disciplines of wildlife and fisheries.

To avoid unnecessary duplication of officer functions, a single set of officers could provide leadership to a mixed group of student subunit members belonging to multiple professional societies, including AFS, provided that

1. The bylaws and function of the joint organization comply with all AFS requirements (e.g., the secretary sends meeting notes to the AFS Executive Director; the treasurer makes financial records available upon request),
2. Either the president or vice president is an AFS member (alternating, if a president-elect automatically becomes president),
3. The faculty advisor is a member of both societies or there are co-advisors with at least one being an AFS member;
4. There are at least six AFS members who can serve as officers or chairs of any committees that specifically address AFS functions, and
5. The AFS Governing Board recognizes that upon dissolution of the subunit, assets will be distributed at the discretion of the joint unit.

Purposes

The general purposes and responsibilities of Chapters are as follows:

1. Facilitate communication among members (by newsletters and other means) regarding fisheries science issues and the conduct of the fisheries profession within the Chapter's region.
2. Hold meetings, publish works, and perform other activities on a technical and semi-technical level that advance the status and performance of the fisheries profession within the Chapter's region.
3. Determine the views of members relative to professional topics affecting their performance, for example, by conducting surveys and considering resolutions.
4. Present the views of Chapter members to the Division membership, the AFS membership, and the general public and government agencies within the Chapter's boundaries.
5. Hold annual meetings at which all bylaw responsibilities are carried out.
6. Serve as technical and professional advisors to government agencies within the Chapter's region.
7. Promote the fisheries profession within the Chapter's boundaries through active and positive relations with journalists, government officials, special interest groups, other professional organizations, and the general public.
8. Promote proper use of aquatic resources by initiating and participating in special projects that increase public awareness, expand participation, improve habitat, and protect fragile resources.

Officers and Duties

Each Chapter is required to have at least a president, a president-elect, and a secretary/treasurer or a secretary and a treasurer. Each officer has specific duties assigned by the Chapter's bylaws. In addition, Chapter officers have the following duties for the Society:

President

1. Extends an invitation to the Division president to attend the annual Chapter meeting (and any other general activities of the Chapter).
2. Serves as a voting member of the Division's executive committee and attends all meetings of that Committee.
3. Prepares mid-year and annual reports of the Chapter's activities for presentation at the annual Division meeting and attends if possible.
4. Serves as a nonvoting member of the Society Governing Board and attends meetings, if possible.

President-Elect

1. Represents, as a proxy, the president if the current president is unable to attend a Division executive committee meeting.

Secretary

1. Sends minutes of annual meeting to the AFS Executive Director within 30 days after the annual Chapter meeting. Minutes and newsletters should also be sent to the Division president.
2. Forwards historical records of the activities, minutes, individuals, and other aspects of the Chapter to AFS headquarters, as requested.
3. Informs the Executive Director, the Division president, and appropriate AFS staff of changes in officers, dates and locations of meetings, and other necessary information.
4. Distributes copies of resolutions to the Executive Director, Society officers, the Division president, and appropriate individuals or agencies, as instructed in the resolution.
5. Forwards any proposed bylaw changes to the Executive Director for review by the AFS Constitutional Consultant prior to presentation of changes to the Society's Governing Board for approval.
6. Orders a past-president's certificate (from AFS staff) to be presented at the annual Chapter meeting.
7. Prepares occasional write-ups for *Fisheries* concerning Chapter activities and programs

Treasurer

1. Receives, holds, invests, and disburses funds as needed for Chapter function as approved by Society and Chapter constitution, bylaws, rules, and procedures.
2. Maintains financial records in standard accounting format for review by AFS officers and staff as needed or required.

Standing Committees

Most Chapters include a variety of standing committees in their bylaws, representing the functions which are essential to organizational life. As a minimum, the following committees are recommended:

1. **Executive**, which oversees all Chapter functions and authorizes all Chapter activities.
2. **Nominating**, which recommends candidates for officers and may collect and tally ballots.

3. **Membership**, which recruits new members for the Chapter and the Society and ensures continued membership of current members.
4. **Resolutions**, which develops and recommends resolutions for consideration by the Chapter membership.

STANDING AND SPECIAL COMMITTEES

Standing committees are permanent committees established through the Society Constitution. These committees perform a variety of tasks deemed essential by the membership. Committees carry the burden of substantive work conducted for the membership as a whole.

Additional standing committees are established through amendments to the Constitution, usually by converting a special committee that has functioned effectively for several years and the charge of which has been deemed worthy of standing-committee status.

The AFS President appoints and charges the chairs and members of all standing committees within 30 days after the annual Society meeting unless otherwise specified. All appointees must be active members, and their terms of duty extend to the end of the next Annual Meeting if not stipulated otherwise.

Special committees address topics that do not fall under the responsibilities of standing committees. In the past, the terms “ad hoc,” “sessional” and “special” have been used by the Society to denote this type of organizational unit. The term “special committee” is now designated in the Constitution as the standard name for any group acting for the Society that is not specifically authorized in the Constitution.

Special Committees are formed when the AFS President or Governing Board decides that a formalized AFS action or position is needed on some issue. Examples include internal studies of the Society or specific Society functions (e.g., long-range planning), developing issues of national or international importance (e.g., reorganization of federal fisheries agencies), or new initiatives by the Society (e.g., fish photograph library).

Special committees are established by the AFS President, with no additional authorization needed. They exist for one year but may be reappointed in subsequent years at the discretion of the subsequent AFS President. Members may include individuals who are not active members of the Society, particularly for special committees established in partnership with other professional/scientific societies or for issues on which current AFS expertise is limited.

Society committees and their current chairpersons are listed in the annual [AFS Membership Directory and Handbook](#) and on the AFS website.

The Coordinator of Unit Services on AFS staff provides support for committees and track membership on the committees.

Responsibilities of Committee Chairs

In addition to the specific responsibilities for each committee, committee chairs share a number of general responsibilities, as follows:

1. Ensure that the committee charge is well understood and implemented:
 - a. Confer with the AFS President after being appointed to determine the exact charge of the committee and any unusual or specific charges for that year. Work must begin quickly because committees generally have one year or less to perform their charges.
 - b. Confer with the outgoing chair of the committee to determine what tasks remain from the preceding year and to receive documents, supplies, and other materials necessary for committee function.
 - c. Review the Society Constitution, Rules, and Procedures with special emphasis on the sections relevant to your committee.
2. Committee appointments:
 - a. Official appointments are made by the AFS President. The chair should work with the AFS President to develop a list of potential committee members. Potential members should be contacted to determine their ability and willingness to join the committee. It is the responsibility of the chair to make expectations and workload requirements clear to potential committee members.
 - b. Broad representation in committee membership is important so that the committee accurately reflects the Society's overall viewpoint. Geographic location, professional expertise, and employment sector are primary criteria for committee balancing.
 - c. There is benefit to maintaining institutional memory and to a fresh perspective on committee responsibilities. The chair should balance those by recommending a mix of new and returning members.
 - d. Some committees have very specific limitations on membership and terms of service (e.g., certification). It is the chair's responsibility to ensure that the AFS President is aware of them and makes appointments accordingly.
3. Committee leadership:
 - a. Immediately after appointment of the committee, contact all members to describe the nature of the committee's work, the specific tasks to be completed and the associated timetables, and to solicit suggestions from members concerning the most efficient and effective way to perform those tasks.
 - b. Work with committee members to develop goals, time schedules, and responsibilities. Be respectful of the fact that this is volunteer work and allow sufficient time to complete the tasks.
 - c. Maintain regular contact with committee members. Members rely on the chair to keep them on schedule, which means that one of the chair's main jobs is to keep the members working.
 - d. When appropriate, encourage members to confer with colleagues, both within and outside AFS, who may be interested in the committee's charge or have experience with similar issues or activities. Exceptions would be in cases where the committee has agreed to keep interim drafts confidential until a final draft is completed or for confidential issues (e.g., ballot tally, certification, ethics, and professional conduct, etc.).
4. Travel expenses:

- a. Committee chairs (and the AFS President) should make it clear when recruiting committee members that travel expenses are not normally covered for AFS committee activities. If for whatever exceptional reason a committee chair decides that he/she must have the participation of a committee member at a certain committee meeting, and such participation requires travel funding, the committee chair should submit this request to the AFS President and Executive Director in writing, specifying the estimated amount and justifying the need. If approved in writing by the Executive Director and Officers, on a case-by-case basis, the recipient will be notified by the committee chair.
5. Committee decisions and minority opinions:
 - a. On questions requiring votes, the chair should vote only to break ties or vote with a sealed ballot before the rest of the committee so the chair's vote cannot unduly alter the outcome.
 - b. In all deliberations, encourage members to express their opinions before expressing the chair's. Participate in the process only as much as any other member.
 - c. Prohibit any individual member from dominating the committee's viewpoint by actively seeking the opinions of all members (e.g., circulating drafts of one member's long letter, asking each member to speak on each issue or asking specific questions of each member during conference calls).
 - d. Provide opportunities for committee members to include minority opinions or reports along with the main actions or recommendations of the committee.
6. Reports and record keeping:
7. Submit midyear and annual reports to the AFS President on time and in the prescribed format.
8. Maintain complete and orderly files of committee correspondence and action for transmission to the incoming chair where appropriate. This should include memos to the file describing any new procedures or modifications used during the year.
9. Institutional Memory and Continuity:
10. Review the Society Constitution, Rules, and Procedures near the end of your term as chair. Do those documents accurately describe Committee roles and operations? Recommend to the AFS President any changes necessary for the efficient operation of the committee and Society. Make the recommendation in the form of a motion to update the appropriate document(s) so that the Governing Board will consider it at their next meeting.
11. At the end of your term, write letters to active committee members, thanking them for their participation.
12. Recommend prospective committee members and chairs for the following year to the President-Elect.

Responsibilities of Committee Members

In addition to the specific responsibilities for each committee, committee members share a number of general responsibilities, as follows:

1. Ensure that the committee charge is well understood and implemented:
 - a. Confer with the chair after being appointed to determine the exact charge of the committee. It is important that you understand your role and the expectations of the chair. Do not agree to serve unless you are willing and able to complete the assignments.
 - b. Review the Society Constitution, Rules, and Procedures with special emphasis on the sections relevant to your committee.
 - c. Committee participation:
 - d. Respond in a timely manner to all requests from the chair. Provide suggestions on specific committee assignments as well as the most efficient and effective way to perform those tasks. Participate in the development of goals, time schedules, and responsibilities.
 - e. When appropriate, confer with colleagues, both within and outside AFS, who may be interested in the committee's charge or have experience with similar issues or activities. Exceptions would be in cases where the committee has agreed to keep interim drafts confidential until a final draft is completed or for confidential issues (e.g., ballot tally, certification, ethics and professional Conduct, etc.).
 - f. Express your opinions openly, considering the interests of the Society and entire membership before your personal interests.
 - g. Listen to and carefully consider the viewpoints of other committee members. Do not dominate committee information exchanges whether personal, telephone, electronic, or written.
 - h. Review the Society Constitution, Rules, and Procedures near the end of each year. Do those documents accurately describe committee roles and operations? Recommend to the chair any changes necessary for the efficient operation of the committee and Society.
2. Travel expenses:
 - a. Be aware that travel expenses are not normally covered for AFS committee activities. If for whatever exceptional reason a committee member and chair believe that travel funding should be provided, the committee chair should submit this request to the AFS President and Executive Director in writing, specifying the estimated amount and justifying the need. If approved in writing by the Executive Director and officers, on a case-by-case basis, the recipient will be notified by the committee chair.

Purposes, Composition, and Duties of Standing Committees

For each of the standing committees, the following sections will be included. The intent is to provide a complete, clear, and concise documentation of why the committee exists, who should be on the committee, what the committee does, and (when available) how they should do it. The idea is to enhance efficiency and consistency by providing clear guidance to future committees.

Purpose: This will include the committee description directly from the Constitution. If the Constitution is changed this section should be changed similarly. It is acceptable to add additional detail regarding purpose so long as it is consistent with the Constitution. Care should be taken not to mix duties or operational details into this section.

Composition: Some standing committees have very specific requirements for membership such as the Board of Professional Certification or Board of Appeals. Most are less specific. In all cases, care should be taken to obtain broad representation in committee membership. This is important so that, to the extent possible, committee perspectives reflect that of the Society. Geographic location, professional expertise, and employment sector are primary criteria for committee balancing.

Duties: This should be a list of the specific duties for each committee. Please list chronologically if applicable.

Operational Guidelines: These are not relevant to every committee, but some have rather specific rules for operation. These are distinguished from duties in that duties are “what you do” and operational guidelines are “how you do it.” This distinction is not always clear but can be helpful at times.

Arrangements Committee

Purpose: Makes the arrangements for all aspects of the annual Society meeting. This includes coordinating budget and finance, collaborating with AFS Headquarters on registration and other administrative aspects of the meeting, collecting fees, planning accommodations and social functions, organizing venues for oral and poster presentations, fundraising, coordinating student affairs, and generating publicity for the meeting.

Composition: The chair is selected at least two years prior to the meeting. A suitable candidate is ideally identified at the time the group bidding for the Annual Meeting makes their presentation to the AFS Time and Place Committee for consideration. This appointment is made by the current AFS President but in consultation with the officer who will preside over the meeting being arranged. For example, the Second Vice President will be AFS President in three years, so they select the person to chair arrangements at “their” meeting. The chair is generally a member of the local Chapter or organization hosting the Annual Meeting. This person then serves as a member of the committee until the year they serve as chair.

The chair coordinates and administers all aspects of the Annual Meeting. The committee normally has many subcommittees composed of the host jurisdiction’s professionals.

Duties: The chair also serves as general chair for the Annual Meeting (Article IX, 2. A). In this capacity, the chair provides coordination and oversight for the other meeting committees. If disagreements arise, the chair will make the final decision in consultation with the AFS President.

Performs activities as described in the “Guidelines for Hosts of Annual Meetings” which is available from AFS Headquarters.

Operational Guidelines: None specified at this time.

Audit Committee

Purpose: Conducts a review of the Society finances to address Congressional concerns regarding nonprofit organizations where the Executive Director is also the financial officer. Provides recommendations to the Executive Director and AFS President concerning Society financial affairs. (Article IX.1.B.)

Composition: At least three AFS members, including two co-chairs.

Duties:

1. Review the financial picture and practices of the Society at the end of each year before an outside contracted firm conducts the formal audit.
2. Work with AFS financial staff to provide feedback to the Executive Director on financial issues.
3. Review the audit report provided by the contracted audit firm prior to the midyear Governing Board meeting.
4. Present conclusions in a report to the Governing Board at the AFS Annual Meeting.

Operational Guidelines: None. Additional guidelines are described in the AFS Procedures manual section “Financial Planning and Procedures Committee.”

Awards Committee

Purpose: The Awards Committee oversees subcommittees for various Society-level awards. Each subcommittee has specific composition and duty requirements and, in most cases, selects award recipients.

Composition: The Awards Committee includes subcommittees for each Society-level award. The overall chair is appointed by the President.

Duties: The chair coordinates the activities of all award subcommittees, ensuring that committee appointments are made and that each committee is active and on track to complete its assignment. Soon after the April 1 nomination deadline, the chair should solicit names of nominees being considered by each award subcommittee to determine if any individual or entity has been nominated for more than one award. If so, the chair should alert the affected committees and ask them to coordinate their activities so that the same individual or entity will not be recognized in the same year with multiple Society awards, unless such multiple awards are deemed appropriate.

Duties that are common to all subcommittees are listed here. Other duties, specific to each award, will follow under that subcommittee’s listing in the Society Awards section of the Procedures.

1. By October of each year, the chair of each award subcommittee sends their contact information to both the Unit Services Coordinator and the chair of the Awards Committee.
2. Nominations are due April 1 and are sought in multiple ways:

- a. Each award subcommittee solicits nominees for its respective award.
 - b. The chair of the Awards Committee encourages units to forward their award winner nominations to the appropriate Society award committee for consideration at this higher level.
 - c. The Unit Services Coordinator solicits nominations for all Society awards in the December/January issue of *Fisheries*; those award notices must be sent to the managing editor of *Fisheries* in October. The Unit Services Coordinator also sends at least one reminder notice prior to the April 1 nomination deadline.
3. The chair of each award subcommittee informs the chair of the Awards Committee of progress in recruiting members, award nominations, and any proposed procedural changes.
 4. After the selection of an award recipient, the chair of each award subcommittee informs the chair of the Awards Committee, the Unit Services Coordinator, the Executive Director, the President, and the awardee (informally). Every effort will be made to notify the awardee as far in advance of the meeting as possible to facilitate travel planning. The Unit Services Coordinator will send a formal letter from the President to notify the awardee, provide logistical information about the meeting, and request necessary information (e.g., photograph and phonetic spelling of name). Awardees are encouraged to share the award announcement with colleagues. Press releases, however, should not be issued until after the Annual Meeting.
 5. Official announcement of each award occurs at the Annual Meeting, either at a Plenary Session or at the Business Meeting, depending on the award and discretion of the President.
 6. To facilitate presenting the award at the Annual Meeting, the chair of each award subcommittee will provide the Unit Service Coordinator with 3–4 one-line bullets summarizing the awardee(s) accomplishments as well as contact information.

Operational Guidelines: None specified at this time.

Board of Appeals

Purpose: Considers appeals from fisheries professionals whose applications for original or renewed certification have been denied by the Board of Professional Certification. Only certified fisheries professionals may serve on the board.

Composition: Society Second Vice-President and each Division president; chair of Board Professional Certification (nonvoting convener).

All members must be certified fisheries professionals. Noncertified individuals serving in the roles identified above must designate a proxy from their unit, to be appointed by the AFS President.

Duties:

1. Convener receives appeal request forwarded from the Executive Director.
2. Convener writes analysis of original decision of the Board of Professional Certification and of the new or expanded materials presented by applicant to counter that original decision and sends copies of this and the original application with all related materials along with a ballot to each Board of Appeals member.
3. After reviewing the application, all attachments, and the analysis, each Board member sends only the marked ballot to the Executive Director who transmits the resulting decision (a simple majority vote of the five members overturns the original ruling) to applicant.

4. This is a confidential process; Board members may not show or discuss applications or reveal the reasons for negative decisions to anyone except other Board members, Board of Appeals members, AFS Staff involved with certification, and the applicant.
5. Certification Board chair (as Convener) passes on new or ongoing appeals to the incoming chair.

Operational Guidelines: The Board of Appeals considers appeals from fisheries professionals whose application for certification or renewal has been denied by the Board of Professional Certification. The board will consult with the appropriate subcommittees of the Board of Professional Certification as needed. However, if an appeal is based on a denial because of a deficiency in Professional Development Quality Points, and if the application was rejected by the AFS Headquarters staff member without examination by the Professional Development Subcommittee, then the Board of Appeals must seek a recommendation from that subcommittee before taking action.

Board of Professional Certification

Purpose: Certifies fisheries professionals based on standards and requirements adopted by the Governing Board.

Composition: The Board of Professional Certification comprises three subcommittees: the Education Subcommittee, the Experience Subcommittee, and the Professional Development Subcommittee. Each subcommittee will consist of five certified fisheries professionals serving staggered three-year terms, one of whom shall be appointed chair.

The board chair is appointed by the AFS President and may be either a subcommittee chair or a member with prior knowledge and experience related to the certification process. The chair is responsible for coordination of board activities.

The **Education Subcommittee** must have at least one member from each Division, and all members must be faculty members from colleges and universities at the time of appointment.

The **Experience Subcommittee** must have at least one member from each Division and have at least two employees of government agencies at the time of their appointment and one from the private sector at the time of their appointment.

The **Professional Development Subcommittee** must have at least one member from each Division and have at least one faculty member from a college or university, one employee from a government agency, and one from the private sector. Members must be from those groups at the time of their appointment.

The outgoing/continuing chair queries each member's intent to continue to serve annually and provides a summary of all members to the incoming chair or co-chairs and the AFS President.

Duties: This committee approves or rejects applications for professional certification. It is their obligation to be fair and objective and to maintain the integrity of the process. They should also strive to complete reviews in a timely manner.

Each member must become familiar with and knowledgeable about the certification guidelines as published in these Procedures and on the website at <https://fisheries.org/membership/afs-certification/>. This committee reviews and updates these criteria periodically and presents recommended changes to the Management Committee for adoption.

Submit mid-year and annual reports to the AFS President on time and in the prescribed format.

Maintain complete and orderly files of committee correspondence and action for transmission to the incoming chair, where appropriate. This should include memos to the files describing any new procedures or modifications used during the year.

Operational Guidelines: The Education Subcommittee approves or denies applications with regard to educational requirements. Updated education requirements are described on the website: <https://fisheries.org/membership/afs-certification/>.

The Experience Subcommittee approves or denies applications with regard to professional experience requirements.

The Professional Development Subcommittee will work with the Coordinator of Unit Services to review professional development requests (both for certification and renewal).

Applications for Certified Fisheries Professional must be approved by all three subcommittees.

Applications for Associate Fisheries Professional must be approved only by the Education Subcommittee.

Applications to upgrade from Associate Fisheries Professional to Certified Fisheries Professional must be approved by the Experience Subcommittee and the Professional Development Subcommittee, provided the Associate Fisheries Professional status has not expired.

Applications for Emeriti status must be approved only by the Coordinator of Unit Services. The Experience Subcommittee should evaluate applications if there are uncertainties or disagreements with applicants.

Applications for Certified Fisheries Professional under the “established fishery professional” category must be approved by the Experience Subcommittee and the Professional Development Subcommittee.

The board may choose to table applications that are incomplete or require additional clarification. Applicants will be given 90 days to provide additional information in support of their applications as requested by the board. The application will be denied if such information is not provided.

The board responds to inquiries from the board of appeals as appropriate.

The Coordinator of Unit Services is responsible for overall coordination and distribution of applications to the subcommittees. This includes answering questions and assisting members in the preparation of their applications. This also includes initial screening of applications to verify that all information provided by applicants meet minimum certification requirements.

Applications that clearly do not meet requirements will be rejected and returned to applicants with an explanation of the identified deficits. The appropriate subcommittee(s) should evaluate applications if there are uncertainties or disagreements with applicants.

This is a confidential process; board members may not show or discuss applications or reveal the reasons for negative decisions to anyone except other board members, board of appeals members, AFS staff involved with certification, and the applicant.

Each round of certification reviews consists of two votes.

Round 1: Pre-decision comments.

This is where subcommittee members do the most intensive review of the applications. Each subcommittee chair compiles all comments and distributes the results to the board chair and the Unit Services Coordinator.

Round 2: Decision vote.

Once the Unit Services Coordinator receives reviews from all three subcommittees, they send the board chair a compilation of all members' votes on all applicants. Three negative or three positive votes are required for a final decision on each subcommittee. If decisions are unanimous on the first round, there is no need for a second evaluation. In cases of a split vote, all members should review the application again and submit their final decision. It is the board chair's responsibility to make a final decision if there is an even split.

The emeriti reviews require no pre-decision comment. Individuals who have held the Certified Fisheries Professional designation for at least 20 years (need not be consecutive) and who are employed less than full time or are retired may request emeriti status, through which they can maintain their Certified Fisheries Professional status without the renewal requirement.

Communications Committee

Purpose: Assists and advises the President, units, and staff on strategic planning, implementation, and training for internal and external communications and products. The committee sets criteria and guidelines to ensure quality control of all communications sponsored by the Society.

Composition: The committee consists of a chair and representation from the Divisions, units, membership, staff, and officers (standing members) that are most closely associated with implementing current high priority communications processes and products. Members represent each of the Divisions and relevant units and reflect the range of current communications efforts in AFS, along with other functions such as unit leadership training, continuing education, and Web presence. Additional voting members could be added as appropriate.

Standing Members:

1. Committee chair
2. Northeastern Division representative
3. North Central Division representative
4. Southern Division representative
5. Western Division representative
6. Representatives from appropriate units, such as the Fisheries Information and Technology Section, the Science Communications Section, the Membership Committee, the Publications Overview Committee, and Students/Young Professionals.
7. AFS staff (nonvoting)

Duties: The committee provides expertise and guidance on developing and implementing a strategic and integrated approach to how AFS uses the full capabilities of its existing communication channels (e.g., the Society website, marketing materials, newsletter, and social media). Communications functions conducted by the Society must systematically meet the goals and objectives of AFS by establishing clear guidelines and expanding the current approach to communications.

The committee will do the following:

1. Assess and develop communications strategies based on a comprehensive review of AFS as an organization, existing AFS communications, the needs of AFS members and other groups, effective and current mission and messages, and benchmarking of AFS communications.
2. Produce or review materials for inclusion in the AFS Procedures manual, such as
 - a. branding guidelines,
 - b. social media guidelines, and
 - c. other documents, as needed
3. Work with AFS staff, officers, and other representatives of the Society, units, and subunits to incorporate evaluation, development, and implementation of communications strategies through various AFS communication channels.
4. Promote awareness, guidance, concurrence, and strategic implementation with the AFS community affected by implementation of strategies and associated guidelines. The committee works with AFS units and committees as necessary to provide or obtain expertise and training on communications strategies and tactics to be delivered through AFS-sponsored activities.

Operational Guidelines: None specified at this time.

Constitutional Consultant

Purpose: Assists and advises the AFS President on parliamentary procedure at all meetings of the Society, Governing Board, and Management Committee. The Constitutional Consultant reviews all proposed amendments to the Constitution and assists the Executive Director with their presentation to the members prior to a vote. The Constitutional Consultant reviews all proposed amendments to unit bylaws and bylaws of new units for conformity with the Society's Constitution and presents them to the Management Committee with recommendations for approval.

Composition: One person. It is best to appoint someone who is familiar with Governing Board operations and willing to serve for at least three years. The Constitutional Consultant serves for one year as an apprentice before being the lead parliamentarian for a minimum term of two years.

Duties: Most duties are described above in the purpose. The most important task is to assist and advise the AFS President and other members of the Society on parliamentary issues. It is also the responsibility of the Constitutional Consultant to ensure that the Society Procedures are updated to reflect Governing Board and Management Committee actions.

Operational Guidelines: The Constitutional Consultant serves as a nonvoting member of the Governing Board and Management Committee.

The length of service is not specified but generally should be at least 3 years. There should be a one-year apprenticeship for the incoming Constitutional Consultant. This allows the person to become familiar with issues and learn about the job. The Constitutional Consultant is expected to be a member of the National Association of Parliamentarians.

Electronic Services Advisory Board

Purpose: Periodically evaluate AFS electronic membership services to assess effective and efficient functionality, information content, ease of use, timeliness of information, attractiveness, and implementation of new media. Additionally, the Electronic Services Advisory Board (ESAB) will provide for broadscale representation of member interests in electronic services by facilitating quality control of online data management, media, and communications and facilitating technical guidance (e.g., annual workshops on electronic services) for units, Sections, Chapters, and individuals.

Composition: Includes the AFS President-Elect, eight other persons with staggered two-year terms, and appointed AFS staff. Each AFS President shall appoint one member each from the Publications Overview Committee, the Meetings Oversight Committee, the Education Section, and the Computer Users Section. In addition, each AFS Division president shall appoint a single representative. Two Division and one Section representative shall serve staggered terms. Each AFS President shall designate a chair from within this committee other than the AFS President-Elect. All members of this advisory board are voting members with the exception of the AFS staff.

Duties:

1. Provide guidance and strategic direction for the development, use, and maintenance of the AFS member-centric database.
2. Provide guidance and strategic support for development of an integrated member-centric website as part of the AFS Web page.
3. Continually monitor the AFS website to assess its attractiveness, information content, ease of use, appropriateness of linkages, and timeliness of information. Develop policies and recommendations to provide AFS staff with guidance on the AFS website and other electronic services regarding
 - a. Content,
 - b. Technical issues (e.g., quality control of information technology policies and procedures),
 - c. Ethical and professional standards (e.g., advertising, accessibility, and copyright issues),
 - d. Outsourcing (e.g., using Internet service providers versus self-hosting, using contractors),
 - e. Promotion (e.g., increasing use by membership and general public, increasing search engine hits), and
 - f. Education (e.g., providing technical guidance on websites, listservs, online voting, and other electronic services to Divisions, Sections, Chapters and other units).
4. If the Board deems that immediate substantial changes are needed, these should be transmitted directly to the AFS President. If the Board deems that minor corrections to the Web pages are needed, these should be transmitted directly to the Executive Director and appropriate AFS staff for their attention.
5. Review and advise the AFS President and Executive Director on new technological tools that may be available to enhance format and function of electric services of AFS membership.
6. Provide a summary of assessments to the Governing Board for the Mid-Year and Annual meetings, and more frequently to the AFS President if appropriate.
7. Review the five-year plan for the AFS website and draft a schedule to implement recommendations outlined in the plan that have not been previously implemented.

Operational Guidelines:

1. The ESAB will meet by conference call at least twice each year at the discretion of the chair.
2. The ESAB will have responsibility for organization and implementation of an IT workshop held each year at the AFS Annual Meeting to discuss developments in information technology and AFS electronic member services.

Endangered Species Committee

Purpose: Provides leadership for the Society on issues affecting endangered species and their ecosystems. Committee provides technical assistance to all levels of the Society on issues concerning endangered species.

Composition: Includes the chair of the American Society of Ichthyologists and Herpetologists (ASIH) Conservation Committee. Members must have specific expertise in one or more endangered taxa.

Duties: Specific duties and projects are assigned by the AFS President in consultation with the committee chair and usually relate to updating AFS lists of imperiled organisms in certain taxonomic groups for publication in an AFS outlet or developing new lists if they do not yet exist. Duties also include developing and updating imperiled organism databases to be available on the AFS website.

Operational Guidelines: None specified at this time.

Ethics and Professional Conduct Committee

Purpose: Responsible for educating members about the Standards of Professional Conduct. Authorized body to review any cases regarding ethics forwarded by the AFS President.

Composition: The chair will be the longest-serving member of the committee. A new member shall be appointed by the AFS President each year to serve a five-year term and shall be selected from a broad spectrum of members to include representation from private, public, and academic employment sectors. Ex-officio member is the First Vice President.

Duties: The committee shall determine any procedures for evaluation of professional conduct, with special care to maintain a balanced and fair assessment. The committee shall maintain confidentiality with respect to all cases and is authorized to review the facts and findings of all prior ethics cases, where such cases may provide precedent or guidance to the committee in reaching a decision.

Operational Guidelines: The committee will review documentation, and solicit more as appropriate, regarding allegations of ethics violations. The committee will inform the accused about the nature of the complaint and the identity of the complainant, unless there is reason to believe that the complainant will be harmed by doing so. Communication with either the complainant or the accused may be necessary to secure required information.

After careful deliberation, the Committee will decide whether an ethics violation has occurred, and the committee chair will communicate the decision to the AFS President and the Executive Director. The AFS President will inform both the complainant and the accused regarding the outcome of the committee decision but is not required to reveal the name of the complainant to the accused.

Fellows Selection Committee

Purpose: To evaluate the nominations of individuals submitted for consideration as AFS Fellows and to elect the most deserving nominees.

Composition: Six members serving staggered two-year terms. Members must be AFS Fellows who are also regular AFS members (defined as a nonstudent, dues-paying members or Life Members) and who have not served on the Fellows Selection Committee in the preceding five years. Each year, three new committee members will be appointed by the Awards Committee from among those who are eligible, and the Awards Committee chair will designate one of the continuing members as chair.

Duties: To evaluate nominees, to identify and recommend the selection of the new AFS Fellows each year, and to assure that the rules and procedures for nomination are clear.

Operational Guidelines: Committee business will generally be completed via email.

Eligibility criteria for nomination as an AFS Fellow are as follows:

1. Any current regular member of AFS who has been a regular member of AFS for at least five consecutive years is eligible to be nominated to be an AFS Fellow. For these purposes, a regular member is defined as a nonstudent, dues-paying member or Life Member.
2. A nominee is expected to have been a member of the profession for at least 15 years. This may be time since the PhD degree, but in cases where the PhD degree is not the terminal degree, it can be interpreted as after attaining the terminal degree.
3. Demonstrated excellence of contributions to one or several of the following areas: (1) research and discovery; (2) communication and outreach, education, and pedagogy; (3) application of fisheries science to management and/or policy; (4) leadership and/or advancement of the profession.
4. AFS Presidents will automatically become Fellows upon their procession to Past President, if they are not Fellows already.

Hutton Oversight Committee

Purpose: To oversee the Hutton Junior Fisheries Biology Program, a summer mentoring program for high school students designed to stimulate interest in careers in fisheries science and management among groups underrepresented in the fisheries professions.

Composition:

1. Members include the following:
 - a. One (1) chair or two (2) co-chairs who is/are active AFS members appointed by the President within 30 days after the annual Society meeting unless otherwise specified, and their terms of duty extend to the end of the next Annual Meeting if not stipulated otherwise.
 - b. An AFS staff member serves as the Hutton Program coordinator and supports the Hutton Oversight Committee.
 - c. At least 15 committee members, additional members at large are welcome; all must be active members of the Society.

2. Membership is based on an individual's willingness to serve on the committee. Committee selections are made by the chair/co-chairs of the committee to provide at least one (1) person from each Division and meaningful inclusion of different ages, genders, races, regional distributions, and work backgrounds to have a diverse group of professionals providing their insights. Interested parties can volunteer to be on the committee at <https://fisheries.org/about/committees/>.
3. Subcommittees for special projects are formed as needed and may comprise of noncommittee members.
4. Duration of term: indeterminate.
5. The outgoing chair queries each member's intent to continue to serve annually and provides a summary of all members to the incoming chair or co-chairs.

Duties: Hutton Oversight Committee members are expected to contribute to some or all of the following tasks throughout the year:

1. Reviewing the application process and procedures and scoring application materials annually using the scoring rubric.
2. Promoting and marketing the Hutton Program to a broad audience including internal AFS units and external entities.
3. Increasing the reach (knowledge and awareness) of the Hutton Program to females and underrepresented communities, including Blacks or African Americans, American Indians or Alaska Natives, Hispanics or Latinos, Pacific Islanders, and Asians, as well as all gender identities.
4. Providing recruitment, outreach, and support for Hutton Scholars and Hutton Mentors.
5. Reviewing and ranking submitted student applications.
6. Providing leadership to support program coordinator, mentors, and scholars through the internship experience and beyond (e.g., webinars, Hutton Scholar Summit, longitudinal surveys, and program evaluations.)
7. Submitting mid-year and annual committee reports to the AFS President on time and in the prescribed format via the chair or co-chairs. Such reports include the committee's activities, findings, and recommendations.
8. Maintain complete and orderly files of committee correspondence and action for transmission to the incoming chair or co-chairs, where appropriate. This should include memos to the files describing any new procedures or modifications used during the year.
9. Acting as advocates for the program.
10. Suggesting funding opportunities or conducting outreach to secure individual gifts to the program.

Operational Guidelines:

1. Applications are open around mid-October each year.
2. The application period closes around mid-February of the following year.
3. Hutton Scholar applications are scored using a grading rubric to standardize ranking of applications during March.
4. Applications include a statement of interest, two essay questions, student transcripts, and a letter of reference.

5. Reviewers must be AFS members in good standing.
6. Reviewers, committee members, and additional volunteers read and score submitted Hutton Scholar applications prior to selection conference calls in April. When there are many applications (200+), the scores are used as a first cut for limiting the selection process discussions. Selection is not based on scores alone. Reviewers can discuss and potentially place standout applicants based on factors other than scores.
7. Selection of scholars can be dictated by funding sources (e.g. donor or grant specified). Open funding can place scholars anywhere there is a paired mentor. If an exceptional scholar is selected but no mentors applied in that geographical location, mentors will be solicited. In the event a mentor cannot be located, an alternate scholar will be selected.
8. Providing leadership to support the program coordinator, scholars, and mentors can vary year to year depending on the needs.
 - a. The committee serves as a sounding board and decision maker for ideas and questions from the program coordinator.
 - b. Support of the program coordinator and Hutton Scholars during their internships includes placing them with mentors, providing informational webinars, and/or implementing a pen-pal program with early-career professionals to create bonds to undergraduates and graduate students.
 - c. Scholar and mentor recruitment materials (digital and hardcopy) are available to anyone for promoting and recruiting participation in the program.
 - d. Webinars are available online and a mentor toolbox is located on the website (<https://hutton.fisheries.org>).
 - e. Hosting an annual Hutton Scholar Summit includes securing a location and funding to afford travel, meals, and lodging for scholars and participants. The committee works to expand the current consortium of universities in partnership with the Hutton Scholar program, initially led by Virginia Tech in 2021. There is potential to grow the summit by expanding the model to other regions.
9. Promoting and marketing is spearheaded by AFS staff members encouraging and creating social media (e.g. Instagram, Facebook, Twitter) and news media promotions and in-person presentations at unit and committee meetings, as well as keeping <https://hutton.fisheries.org> up to date.
10. Advocacy for the Hutton Scholar Program includes presenting and speaking at AFS unit and committee meetings, places of employment, and local, region, and national organizations, if appropriate, to help spread awareness of the scholarship opportunity in places where suitable candidates for scholars and mentors can be found. Writing blogs, newsletters, magazine articles, or social media posts to spread awareness of the opportunity. In addition, advocates can help solicit financial support and gifts for the Hutton Program or make recommendations to AFS staff about potential funding sources.

Liaisons

Purpose: Liaisons enhance communication and cooperation between the Society and allied professional societies, councils, federations and boards.

Composition: Number as determined by the AFS President, appointed to a one-year term.

Duties:

1. Serve an important role in representing the mission, activities, policies, and concerns of the Society to the boards and members of other organizations.
2. Establish and maintain communication between the Society and the allied organizations for mutual understanding and cooperation.
3. Communicate with AFS officers and unit leaders (Section presidents and committee chairs) about relevant activities and commitments of the allied organizations.
4. Provide a report for the Annual Meeting about activities that occurred between the Society and the allied organization during their year in service.

Operational Guidelines: None specified at this time.

Meeting Oversight Committee

Purpose: Provides overall meetings review for the Society to ensure coherent planning and development of Society and unit meetings. (Article IX 2. L)

Composition: Seven AFS members, including the AFS First Vice President. If review of Topic-oriented meetings (TOMs) becomes a considerable task, the committee chair may request the AFS President to appoint a TOMs subcommittee of an additional four members.

Duties: The committee will provide guidance to AFS on how to improve efforts to attain Society goals (e.g., member services, information transfer and outreach, aquatic stewardship) through Society and unit meetings. The committee will formulate broad AFS meeting objectives and procedures to ensure that the Annual Meeting is a meaningful gathering and consider the extent to which AFS should be involved actively in other types of meetings apart from the Annual Meeting (e.g., TOMs). The committee will develop ideas regarding meeting-related elements in the overall AFS Strategic Plan and work with the AFS Strategic Planning Committee to incorporate its recommendations into the AFS Strategic Plan. Other duties may be assigned to the committee by the AFS President as needed.

The Committee will also review and, if warranted, approve TOMs submitted by AFS Divisions, Sections, Chapters, or individual members. The committee will approve or reject each proposal based on scientific merit, general appeal, and timeliness of the topic. The committee may solicit comments from experts to assist in the review. Once approved, the proposal would be submitted to the AFS Executive Director to determine the extent of AFS financial support for the TOM. The committee will publicize by e-mail, the AFS website, articles in *Fisheries*, and so forth the opportunity for AFS members to submit TOMs proposals. In addition, the committee will maintain contact with appropriate committees or individuals in other fisheries societies worldwide and international organizations with fisheries interests to stimulate joint sponsorship of TOMs, particularly at international locations.

Operational Guidelines: None specified, except that a subcommittee to deal with TOMs may be requested in the future.

Membership Committee

Purpose: Maintain or increase Society membership and recommend appropriate measures to attract new members and retain existing members. Monitor attitudes of members toward the Society by means of surveys, correspondence, and other avenues of communication. Recommend programs to address membership professional needs and problems.

Composition: Up to nine members with staggered two-year terms, half of whom are appointed by each new AFS President, who designates the chair from among the committee. Members will include the AFS First Vice-President, Second Vice-President, President-Elect, and chairs of Division membership committees.

Duties:

1. Through periodic revision and annual implementation of the Membership Recruitment and Retention Plan, institute activities to retain and increase AFS membership, working with the Governing Board and AFS staff as needed for policy approval and program implementation, respectively.
2. Consult with previous year's Committee in order to continue projects in progress and to assess likely new projects.
3. Coordinate activities with the Membership Coordinator and the Executive Director, especially regarding mailings and notices in *Fisheries*.
4. Coordinate activities with Division and other unit membership committees to maximize benefits of all membership committee efforts.
5. Contact presidents of units and chairs of Society committees to determine current membership concerns.
6. Contact the Executive Director and Society officers regularly to determine if new or continuing membership concerns have developed or intensified. Identify appropriate units or officers who can address concerns noted by members and ensure necessary contacts are made for follow-up.
7. Contact related natural resource societies to anticipate emerging membership concerns; design and perform activities to gather data relative to those concerns.
8. Every 3–5 years as deemed necessary by the Executive Director and the officers, design and perform or oversee surveys that determine the extent and specific nature of identified concerns. Cooperate with other AFS units in their survey designs to ensure that membership concerns are adequately addressed. Contract surveys with approval of the Executive Director.
9. Recommend to the Governing Board changes in AFS structure, operation, and programs to improve membership satisfaction.
10. Develop direction and agenda for the AFS Strategic Plan.

Names of Aquatic Invertebrates Committee

Purpose: Reviews matters pertaining to the common and scientific names of aquatic invertebrates; prepares checklists of names to achieve uniformity and avoid confusion in nomenclature; coordinates its activities with those of other organizations worldwide. Chair is the custodian of the master checklists.

Composition: Chair plus any number of others, as deemed appropriate by the chair, who are specialists in invertebrate taxonomy and nomenclature.

Duties:

1. Chair maintains master file of common and scientific names of invertebrates.
2. Prepares and updates AFS publications on common and scientific names of invertebrates.
3. Monitors the scientific literature to determine needs for changes, clarifications, or systematic revisions of names or naming systems of invertebrates.
4. Provides advice to AFS members and units regarding invertebrate name problems.

5. Coordinates activities with similar organizations worldwide and with the Names of Fishes Committee.
6. Develops implementing direction and agenda for the AFS Strategic Plan.

Operational Guidelines: None specified at this time

Names of Fishes Committee

Purpose: Reviews matters pertaining to the common and scientific names of fishes; prepares checklists of names to achieve uniformity and avoid confusion in nomenclature; coordinates its activities with those of other ichthyological organizations worldwide. This is a joint committee with the American Society of Ichthyologists and Herpetologists (ASIH). Committee members are jointly appointed by AFS and ASIH. The chair serves as custodian of the master checklist.

Composition: Chair and six others who are specialists in systematic ichthyology and fisheries biology and members come from the United States, Canada, and Mexico.

Duties:

1. Chair maintains file of master lists of common and scientific names of fishes.
2. Typically once a decade, prepares and updates the AFS publication on common and scientific names of fishes.
3. Monitors the scientific literature to determine need for changes, clarifications, or systematic revisions of names or naming systems of fishes.
4. Provides advice to AFS staff, members, and units regarding relevant name problems.
5. Coordinates activities with those of other ichthyological organizations worldwide and with the Names of Aquatic Invertebrates Committee.
6. Develops implementing direction and agenda for the AFS Strategic Plan.

Operational Guidelines: The committee meets with its advisory committee at each annual meeting of the American Society of Ichthyologists and Herpetologists.

In addition, two dedicated committee meetings of several days' length are required, about 3 years and 1 year before manuscript submission.

New Initiatives Coordinator

Purpose: Assists the Governing Board, officers, and the Executive Director with solicitation and selection of strategic projects that enhance member and unit services while advancing the major goals and mission of the AFS.

Composition: One person appointed from among the Management Committee members by the President in consultation with the Management Committee to serve for a one-year term.

Duties: The coordinator considers proposals and may request clarification or merging of two or more initiatives that are similar. The coordinator prepares a list of proposed initiatives and presents the list, along with accompanying proposals, to the AFS officers and Executive Director, no less than three weeks prior to the Mid-Year Meeting.

Operational Guidelines:

See the "PROCEDURES FOR IDENTIFYING AND IMPLEMENTING NEW INITIATIVES" for details.

Nominating Committee

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

Composition: Eleven members as follows: chair and vice chair, appointed by the AFS President; one person selected by each Division (four in total); four persons elected by the Governing Board, including one student member; and the Immediate Past President of the Society. Members elected by the Governing Board shall serve for two-year terms, with two individuals selected annually. The vice chair will serve as chair in the second year of service. Each of the four Division presidents should inform the incoming AFS President of the name of the Division's selected representative to the Nominating Committee prior to the Annual Meeting. The newly installed AFS President needs to have those names so they can be eliminated from consideration when the Governing Board selects its four members to the Nominating Committee during the Incoming Governing Board Meeting, held following the annual Business Meeting.

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

1. All 11 members of the committee, including the chair, may nominate one or two candidates for Second Vice President. Accordingly, the number of candidates in any given year may be as many as 22.
2. Each committee member shall vote on five of the candidates by assigning five points to the first preference, four points for second choice, and so forth—one point for fifth choice. The chair may vote only if their signed ballot is mailed to the AFS President at the same time that ballots are mailed to the other Nominating Committee members.
3. Votes will be evaluated by the chair, who determines the top two candidates on the basis of the highest point total.
4. Total point ties for first and second, or second and third positions, go to the candidate with the greatest number of first-place votes (5s). If a tie cannot be resolved by this procedure, then a second vote will be required. In this case, only the tied candidates are voted upon. If there is still a tie after the second vote, the AFS President will cast the tie-breaking vote.
5. Written results of the nomination and vote, including the ballots, shall be forwarded to the Executive Director or the AFS President for audit as soon as the two candidates for Second Vice President have been determined by vote. The Executive Director and the AFS President shall review the results before they are announced.
6. The candidate in third place following the vote of the committee and the candidate in second place after the general membership vote for Second Vice President shall automatically be considered possible nominees by the Nominating Committee for the following year. This last stipulation mandates forwarding the names and biographical information of those individuals to the vice chair.
7. This is a confidential process; committee members may not discuss the individuals on the list or the rankings with anyone other than other committee members.

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

1. A biographical sketch (background), some comments on the state of the Society (AFS involvement), and some steps that might be undertaken as AFS President to address major issues (vision statement) should be prepared by each candidate and forwarded by November 15 to the member of the committee advancing the candidate's name for consideration. The statement should be no more than two type-written pages. Each committee member shall inform their candidate(s) that the committee does not encourage or appreciate receiving any additional vote solicitation contact or information.
2. Each committee member should submit the name(s) of their candidate(s), the biographical sketches, and comments to the chair by November 20.
3. The biographical sketches and comments by Nominating Committee members for all candidates will be forwarded with a ballot to all members of the committee by December 1.
4. Ballots should be returned to the chair by December 15. The committee chair will communicate the results to the President and Executive Director immediately.
5. The committee chair shall notify the first- and second-ranked candidates as soon as they have been informed by the AFS President or Executive Director that they have audited the committee chair's tally of the votes and have approved. The committee chair shall let the remaining candidates know who placed first, second, and third and will forward the third-ranked candidate's file to the vice chair.
6. When notifying the winning candidates, the chair will request that they update or revise, if they wish, their biographical sketches and vision statements for AFS and send them to the chair with a photograph by January 5.
7. The chair will forward these materials to the editor of *Fisheries* so that the nominees can be announced before election ballots are sent to the AFS membership. This will allow sufficient time for possible nominations by petition.
8. Following the election, the committee chair will forward the unsuccessful candidate's file to the vice chair.

Past Constitutional Consultant's Advisory Council

Purpose: Advises Constitutional Consultant and the Executive Director on matters of parliamentary procedure. Serves as a source of AFS history and practices about past Society function and structure. Identifies potential candidates for the Apprentice Constitutional Consultant. (Article IX 2. R)

Composition: All living past AFS Constitutional Consultants. The Immediate Past Constitutional Consultant serves as chair and may assume the duties of the Constitutional Consultant, if that person is absent or unable to act.

Duties: Provides advice and support to the Constitutional Consultant by researching issues of parliamentary procedure, drafting amendments and guidance documents, providing training, and other supportive functions as requested by the Constitutional Consultant, President, Executive Director, or other AFS leaders.

Operational Guidelines: None specified at this time.

Past Presidents' Advisory Council

Purpose: Advises the Governing Board and the Executive Director on matters of mutual interest. (See Rules 14[b][xxi])

Composition: All living AFS Past Presidents. The chair and vice chair of the Past Presidents' Advisory Council (PPAC) are elected biannually by the PPAC members and are installed at the AFS Annual Meeting. There is no limit on the number of consecutive terms the chair and vice chair may serve.

Duties: Advises the AFS officers, Executive Director, Governing Board, and Management Committee on matters of AFS policy and procedures.

Solicits nominations and selects the winners of the President's Fishery Conservation Award and William E. Ricker Resource Conservation Award and administers the Retired Members Travel Award to the AFS Annual Meeting.

Serves as a source of AFS history and practices about past Society activities.

Identifies ways or develops an organizational structure for greater participation for retirees.

Identifies candidates for honorary membership in the Society.

May partake in special projects as assigned by the AFS President.

Operational Guidelines: See the "SOCIETY AWARDS" section for details on the above-mentioned awards.

Professional Development Committee

Purpose: The Professional Development Committee (PDC) assesses the continuing educational and training needs of the fisheries profession and works in close coordination with the American Fisheries Society's (AFS) Chapters, Sections, and Divisions to develop and administer a comprehensive professional development program.

Composition: Chair, appointed by the AFS President, plus any number of others, as deemed appropriate by the chair. Recommended membership includes a representative from each of the AFS Divisions as well as representatives from other societies, as appropriate. The inclusion of a co-chair is encouraged to maintain institutional knowledge and to distribute the workload.

Duties: The PDC sets criteria and guidelines to ensure appropriate quality control of all professional development activities sponsored by AFS. All professional development activities sponsored at Society-level events must be approved by the PDC. American Fishery Society units may request assistance from the PDC for activities conducted at other venues. Requests for professional development credit for courses are handled by this committee. The PDC develops a slate of courses for the Annual Meeting along with the local planning committee. The committee develops and implements direction and agenda for items related to its charge within the AFS Strategic Plan and helps facilitate communication among AFS units with interests and experience in offering professional development courses. The PDC maintains a database of courses held by AFS units that is shared among the units to facilitate replication of successful courses. (For related information, see information in "OPERATIONAL POLICIES AND PROCEDURES" section.)

Operational Guidelines: Most activities conducted by the PDC are done electronically, mainly through e-mail correspondence and occasionally through conference calls or virtual meetings, if necessary and/or to increase the level of coordination and consistency of the PDC. Rarely is an in-person meeting necessary for the PDC to conduct its business. In addition, when needed, the PDC can vote on application deadline extensions and other relevant procedural exceptions to ensure that an appropriate suite of quality professional development courses is available to membership for the year. All changes will be proposed by the chair and voted on by the PDC. Approval for outstanding requests will be granted if approved by a simple majority. If a course is deemed ineligible for professional development credits, the PDC will decide whether an alternative venue is available for the course.

National Education Partnership Procedures: When applicable, the PDC can consider partnerships with extrinsic organizations, such as educational organizations; universities and university education programs; and state, local, and federal fisheries education initiatives. When such an opportunity arises, it is then the duty of the chair(s) to present a summary of the request and/or information and opportunity to the PDC for review and approval. If/when the PDC agrees by a simple majority to move forward on the consideration of such an opportunity, the chair(s) will then contact AFS leadership to present the opportunity, including a concise summary detailing the potential benefits to the organization and AFS membership. The PDC will work with AFS leadership to develop a plan to move forward on consideration of the partnership with the national AFS organization (usually through a vote by the Governing Board). Such opportunities for extrinsic partnerships will be handled on a case-by-case basis and will always require (1) AFS PDC review and approval and (2) AFS leadership and Governing Board review and approval before any formal agreements and sponsorships can be handled. In addition, once approved, it will be the responsibility of the chair(s) to draft an agreeable memorandum of understanding (MOU) with the partnering organization, which will then also need to be reviewed and approved by AFS leadership before any formal/final agreements and signatures can be rendered.

Program Committee

Purpose: Assembles and administers the program for the annual Society meeting. The chair is selected four years in advance. (See Article III.1.C.iv in Constitution).

Composition: Chair plus an indefinite number of others as desired by the AFS President and the chair, appointed to one-year terms. Also, there should be three others who have been designated by successive Second Vice-Presidents and who will chair the committee in succeeding years, thus serving a four-year term. The President-Elect is a member.

Duties:

1. Plans, develops, and administers the technical program
2. Records all changes and improvements in the Procedures and forward to the next year's chair and Society headquarters.
3. Develops implementing direction and agenda for the AFS Strategic Plan

Operational Guidelines: None specified at this time

Publications Award Committee (See also Awards section of Procedures)

Purpose: The committee evaluates articles and notes published in the five American Fisheries Society scientific journals for the preceding year to select the best paper published in each journal for respective awards. The five annual awards are as follows:

1. The Robert L. Kendall Award for the Best Paper in the *Transactions of the American Fisheries Society*.
2. The Mercer H. Patriarche Best Paper Award for the *North American Journal of Fisheries Management*.
3. The Best Paper in the *North American Journal of Aquaculture*.
4. The Best Paper in the *Journal of Aquatic Animal Health*.
5. The Best Paper in *Marine and Coastal Fisheries: Dynamics, Management, and Ecosystem Science*.

Composition: The committee is composed of five subcommittees, one for each journal and award. Committee membership consists of the committee chair, five subcommittee chairs, and a minimum of five additional members of each subcommittee. Committee chair is appointed by the AFS President, subcommittee chairs are appointed by the AFS President in consultation with the committee chair, and subcommittee members are appointed by the AFS President in consultation with the committee chair and respective subcommittee chairs. Committee membership is selected to reflect diversity in demography, geography, and expertise.

Duties:

1. Committee chair solicits participation and recommends subcommittee chairs to AFS President for appointment. Subcommittee chairs solicit participation and recommend subcommittee members to the committee chair and AFS President for appointment.
2. Committee chair provides subcommittee chairs with guidance on subcommittee member selection and procedures to evaluate papers. In general, paper evaluation will consist of a two-stage process of review and ranking, with each subcommittee member evaluating all papers published in the applicable volume. The first round of evaluation and subsequent voting is designed to select a subset of finalist papers to be reconsidered as the best paper. The second round of voting will select the best paper from that subset determined in the first round. Procedural details may vary among years, as developed and refined by the committee chair with suggestions from subcommittee chairs but should be consistent among subcommittees within a year.
3. Subcommittee chairs will provide their subcommittee's best paper selection to the committee chair, who will compile results and forward to the AFS President. Upon approval from the AFS President, the committee chair or AFS President will notify award recipients of their honor. Committee members will receive letters of acknowledgment and gratitude from the subcommittee chairs, committee chair, or the AFS President. Best papers and award recipients should be selected well in advance of 60 days before the Annual Meeting to allow adequate time for award preparation and announcements.

Operational Guidelines:

Criteria for the Best Paper Award for AFS Journals

1. As a minimum, the paper should satisfy the basic concerns as established in the Guide for Reviewers for *Transactions of the American Fisheries Society*. Some of those are summarized as follows:
 - a. Is the paper understandable, scientifically sound, and technically reliable?
 - b. Are the statistical tests, if any, appropriate for the data and correctly applied?
 - c. Are the conclusions adequately supported by the data?
 - d. Is the contribution sufficiently integrated with existing knowledge?
2. If the paper reports experimental work, it should indicate that the study had a clear objective or hypothesis that was rigorously tested and was well planned and methodically executed. Consideration should be given to studies that show creative original design or present new approaches for solving problems associated with fish biology.
3. If the paper is descriptive in nature (for example, of a disease process or a previously unknown phenomenon), it should cover the subject thoroughly and in a clear, concise, logical manner.
4. If a review paper, the article should cover the literature completely and objectively and represent a critical, up-to-date synthesis of the subject.
5. If there are alternative explanations for results or conclusions presented, those arguments should be adequately addressed in the paper.
6. The paper should hold the interest of specialists in the particular field as well as being clearly understandable and interesting for a general fisheries audience and other members of the scientific community. In that context, both content and presentation are important considerations.
7. The length of the paper should be sufficient to reflect the extent of work involved and discuss the results thoroughly, but not be overly repetitive or too long. Length itself should not be a criterion.

Publications Overview Committee

Purpose: Provides overall publication and editorial review for the Society to ensure coherent planning and development of Society and unit publication programs.

Composition: At least nine persons with staggered three-year terms, at least three of whom shall be appointed by each new AFS President, who shall also designate the chair from among the whole committee; the Publications Director is a nonvoting member and the President-Elect is a voting member.

Duties:

1. Monitors publication activities and decisions to ensure conformance with established practices and policies.
2. Evaluates current and proposed practices and policies; reports evaluation to the Governing Board, Executive Director, and Publications Director as appropriate.
3. Interprets editorial and publication policies and practices at the request of AFS members and staff.
4. Assists the Publications Director in the administration of the publications functions of the Society.
5. Anticipates publication and editorial concerns of the profession and Society; performs necessary activities to gather data or opinions as the basis for anticipated changes in publication or editorial functions.

6. Develops and helps implement a strategic plan for AFS publications.
7. Develops implementing direction and agenda for the AFS Strategic Plan.

Operational Guidelines:

Ethical Guidelines for Publication of Fisheries Research

Preface

At the annual meeting of the American Fisheries Society in St. Louis, Missouri, in 2000, the Governing Board approved the first Guidelines for Authorship developed by the Publications Overview Committee (POC) under the leadership of Mary Fabrizio. The stated purpose was to “assist AFS members in determining authorship of scholarly documents intended for presentation, publication, or other dissemination. Such documents include manuscripts intended for publication in the peer-reviewed literature, reports, and visual aids used to illustrate oral presentations at professional meetings.” These standards focused entirely on what kinds of activities do or do not qualify one for authorship, the order of authors, and acknowledgment of assistance that did not rise to the level of authorship. This was a necessary “first step” in establishing minimum standards for quality scholarship in American Fisheries Society journals.

Despite being a major step forward, the original guidelines for authorship did not address other important issues, such as clear statements against unscholarly practices such as plagiarism. It also did not address more challenging and nuanced decisions, such as when and if to include deceased persons as authors. There is no clear statement on other ethical matters, such as dual publication and use of living animals as research subjects. Finally, the document focused entirely on the role of authors in the publication process. Our Society’s publications process relies on volunteers as editors, associate editors, and reviewers, each of which has a critical role to play in the integrity of the overall publications process. Each acts as a “check and balance” on one another throughout the publication process.

This revision of the American Fisheries Society Guidelines for Publication of Fisheries Research seeks to re-affirm the principles set forth in the original document and augment it with additional guidelines on roles and responsibilities not covered in the original document. Some of the material is taken verbatim or with minimal wordsmithing from the original document, and the authors of this document gratefully acknowledge the work of our predecessors. It is organized in sections for each step in the publication process: editors and associate editors; authors; and reviewers. It also includes principles that apply in general to publications regardless of role. The structure and some of the content of this document is reprinted in part with permission from “Ethical Guidelines to Publication of Chemical Research,” Copyright 1985, 1989, 1995, 2001, 2006, 2010, 2012, 2015 American Chemical Society (ACS) and with the expressed permission of ACS. The members of the POC are grateful for the generosity of our colleagues at ACS for this assistance.

Roles and Guiding Principles

Authors

Authorship confers credit to the individuals involved in a study. With credit comes responsibility. Thus, every coauthor must contribute meaningfully to the overall success of the research conducted and its communication. Every author should strive to ensure their research is presented accurately, succinctly, and completely with sufficient information to permit scientists with similar training and ability and with access to the same or similar data to reproduce the methods and hence, potentially, the results. Every author should be willing to accept and address criticisms of the manuscript by readers, reviewers, and editors. Anyone who does not meet these criteria has not earned authorship.

In general terms, the stages of publication are proposing the research (conception of the question or hypotheses, development of study objectives, experimental, and statistical design), data collection, data

analysis and interpretation, and preparing the manuscript (writing, reviewing, and editing). Funding, while absolutely necessary for conducting research, is not part of the publication process; hence, securing of funding or administering funding do not qualify one for authorship. Each author should make two or more significant contributions. Persons whose sole contribution to the investigation consists of conducting routine laboratory analyses or data collection (i.e., performing technical tasks using prescribed standard operating procedures; preparation of graphics) have not earned authorship; such work warrants an acknowledgment. Exceptions may occur when considering the contribution of an individual who has developed a data set over exceptionally long periods of time (for example, such individuals have a unique perspective on their data that may be necessary for proper interpretation). Similarly, when the manuscript is prepared, an author is expected to make substantive comments, not simply editing grammar or punctuation. Examples describing the level of conceptual involvement or technical participation required for authors are given in Day (1998; Chapter 5 in *How to Write and Publish a Scientific Paper, 5th edition*. Oryx Press).

Determining the number and sequence of names on the title page of a paper is an ethical decision involving fairness and trust: fairness in properly representing each person's contribution to the study and trust in accurately portraying the responsibility of each author for all or part of the work. Both are compromised when colleagues whose contributions merit recognition are overlooked (not giving credit where credit is due) or when colleagues whose contributions are minor are granted authorship status (gratuitous authorship). Ultimately, authorship and the ordering of names in a byline is the *joint decision* of the research team members. Although discussion of authorship and ordering of the byline with potential coauthors before the investigation begins is a valuable step, roles and responsibilities may change, requiring reconsideration of order of authorship or even if authorship has been earned (i.e., if a previously identified "author" fails to participate in their anticipated role). Before, during, and after writing begins, each author must reassess their role and contribution to ensure the final suite of authors fairly and accurately represents contributions. When submitting a manuscript for publication, every author must consent to the submission of the manuscript and affirm that they are willing to take responsibility for the work.

Occasionally, researchers die unexpectedly or become mentally disabled during the conduct of research and prior to submission of manuscripts. In such cases, such individuals will not be able to consent to submission, which is a necessary step for earning authorship. Furthermore, deceased and mentally disabled persons cannot be held accountable for research after it is published, which is a critical element of the research and publication process at its coarsest scale, and cannot benefit from credit for the work in terms of recognition. For these reasons, the American Fisheries Society discourages inclusion of individuals as authors when they died or became mentally disabled *prior to submission* of the manuscript. In most cases, deceased or mentally disabled persons who contributed materially to the conduct of research are to be acknowledged when submission occurs prior to death. The American Fisheries Society does not preclude inclusion of deceased authors when death occurred after submission.

Although all of the principles and guidelines presented here are intended to apply specifically to AFS journals, they can be viewed as broadly applicable to publication in the fisheries literature as a whole. They can also be viewed as applying to publication for nonprofessional audiences. In many cases, the language used to communicate to a lay audience differs, but the core principles of quality and integrity apply regardless of publication medium.

Editors and Associate Editors

The American Fisheries Society uses a two-tiered editorial structure with a small number of editors (2–3 per journal) and associate editors (or subject or science editors, 11–25 per journal). Editors and subject editors have ultimate responsibility for the content of American Fisheries Society journals. The role of AFS editors is primarily strategic; it includes assessing the general suitability of a manuscript for the journal to which it is submitted (i.e., is the subject matter of the manuscript consistent with the journal's

theme) and making the final decision on publication (i.e., is the manuscript scientifically and technically sound). Associate editors assist editors by providing expert opinion regarding general suitability of manuscripts. Their primary responsibility is recruiting and assigning reviewers and providing editors with a judgement on the suitability of a manuscript for publication. Both of these roles are critical to the integrity of the review process and to the quality of manuscripts published in AFS journals.

Reviewers

Reviewers are generally, but not necessarily, American Fisheries Society members. Reviewers are frequently authors of published works who have particular expertise and can evaluate the scientific merit of a submitted manuscript. Publication of AFS journals would not be possible without high-quality reviews. When invited to review, it is the responsibility of the reviewer to affirm that they are qualified to complete the review and can do so in the time frame specified by the associate editor. Because of the vital role of reviews in the scientific process, it is expected that American Fisheries Society members who are authors will also review manuscripts.

Authors, Editors/Associate Editors, and Reviewers

Timely publication of fisheries research is necessary to advancing our science, to management and conservation of fish and fisheries resources, and to the education of the public and future fisheries professionals. Delays in this process materially and negatively affect all of these outcomes. Actions by every person in every role in the publication process affect the timeliness of publications in American Fisheries Society journals. Delays in assigning reviewers, completing and submitting reviews, processing and collating reviewer comments, and responding to reviews increase time to publication; cumulative delays can reach into several weeks or even months. Every participant in the publication process must strive to ensure timely action.

Specific Guidelines

Authors

Authors must balance the competing needs to communicate relevant results in a timely manner with that of producing a comprehensive treatment of their research. American Fisheries Society discourages the “minimum publishable unit” approach and favors reporting results from a complete research project.

Authors are encouraged to assist editors and associate editors by recommending qualified reviewers for their submitted manuscripts. Authors may also request to exclude potential reviewers, for example, if they have already reviewed the manuscript or if there is a known conflict of interest). Authors should be aware that AFS journal editors are not obliged to exclude nonpreferred reviewers.

Federal agencies, many of whose employees are authors of AFS publications, now require data sets to be published prior to or concurrent with publication of research papers. As of this edition of American Fisheries Society Guidelines for Publication, data for publications authored or coauthored by Federal employees will be publicly available. Nonfederal authors who are not required to publish data sets are encouraged to make every effort to make data available to others when it is requested for scientific purposes.

Authors should cite publications that have been influential in any stage of the reported work (e.g., conception design, interpretation) and that will guide the reader quickly to research that is essential for understanding their research. Citations of works that readers cannot easily access (e.g., gray literature reports, personal communications) should be minimized. In the case of personal communications, records of email, phone calls, or other forms of communication must be retained and made available if requested. Authors are encouraged to cite the original work rather than a paper that references the original work. Doing so represents the highest level of scholarship, reduces previous citation errors, and avoids incorrect attributions.

Whenever fishes are used in experimentation or whenever fishes are captured alive during field work, authors will follow all applicable animal care and use standards. Also, where applicable, authors will report the protocol number of an Animal Care and Use Protocol, as approved by an Institutional Animal Care and Use Committee. During manuscript submission, authors must confirm that all of their research meets the ethical guidelines and legal requirements of the country in which it was performed. The American Fisheries Society has developed the document “Guidelines for the Use of Fishes in Research,” which addresses both field and laboratory research with fish. A free version of this document is available for viewing and/or downloading at <http://fisheries.org/policy-media/science-guidelines/guidelines-for-the-use-of-fishes-in-research/>.

Likewise, for human dimensions research, ethical guidelines for the use of human subjects in research will be followed and appropriate approvals must be reported from an Institutional Review Board or Institutional Biosafety Committee within the manuscript or acknowledgments. If hazardous chemicals are used (e.g., formalin), authors will disclose safety measures taken during the research. Authors are expected to follow all local, provincial/state, and federal guidelines for disposal of chemicals.

Submission of manuscripts describing the same or very similar research to more than one journal simultaneously (dual publication) is prohibited (see “Dual Publication of Scientific Information” in *Transactions of the American Fisheries Society* 110:573–574, 1981). If there is the potential for a reader to interpret a manuscript as a dual publication, the editor should be made aware.

All authors must reveal to the editor(s) and within the manuscript all potential conflicts of interest, professionally or financially relevant to the research being reported. If there are no conflicts of interest this must be stated explicitly.

Plagiarism of one’s own (a form of dual publication) or others’ work is prohibited in American Fisheries Society journals. The American Fisheries Society follows the U.S. National Science Foundation definition of plagiarism as “the appropriation of another person’s ideas, processes, results, or words without giving appropriate credit” (45 Code of Federal Regulations, Section 689.1). The American Fisheries Society also uses the “reasonable person” standard when deciding whether a submission constitutes plagiarism/duplicate publication. Material quoted verbatim must be placed in quotation marks and include a page reference. All submissions to AFS journals are electronically screened for plagiarism. When submitting a paper, one stipulates that, except where explicitly indicated otherwise, all of the statements, data, and other elements reflect one’s own work and not that of others. All allusions to the work of others should be properly cited. Authors are also cautioned not to repeat long passages from their own previous publications. Failure to follow these requirements may result in rejection of the paper and, in extreme cases, restrictions on publishing in a journal.

Editors and Associate Editors

The content of manuscripts submitted for publication must be kept confidential throughout the review process to all persons external to the review process.

Editors and associate editors must afford all authors an unbiased review of their work without regard to characters or qualities unrelated to the work (age, ethnicity, gender identity, institutional affiliation, nationality, race, religion or lack thereof, seniority).

Editors and associate editors must make a good-faith effort to recruit competent reviewers for each and every manuscript. They are not obliged to include reviewers recommended by authors but must give them the same due consideration as any other potential reviewer. Editors are discouraged from inviting reviewers that authors requested not be considered unless there is a compelling reason to do so.

Editors and associate editors are responsible for ensuring a timely review process.

Decisions to accept or reject a manuscript must be made with full and careful consideration of all of the manuscript's strengths and weaknesses. Editors may reject manuscripts that are poorly prepared (i.e., not ready for review) or lack substance (e.g., improper statistical tests, unjustified conclusions, plagiarism). In all cases, editors and associate editors must provide their reasoning for decisions. Editors must not make editorial comments anonymously and must be identified in all correspondence regarding reviews and decisions to accept/reject.

Editors and associate editors must avoid any and all potential conflicts of interest in the conduct of their duties. This includes, but is not limited to, the following: not serving as arbiters of their own work, not serving as arbiters of work of recent graduates if the manuscript is based on work that they supervised, and not serving as an arbiter if there is financial interest involved.

Reviewers

Persons invited to review must never agree to review a manuscript if they believe that they are not qualified to review. Qualified in this context does not mean that one is able to comment on *all* aspects of a manuscript. Associate editors frequently assign reviewers with different areas of expertise to assess particular aspects of a manuscript (e.g., statistical design, ecology, management perspective), and no one reviewer need possess expertise in all areas. Whenever a reviewer believes that they are unqualified to review, the invitee should respond promptly so that another reviewer can be invited.

Persons invited to review must decline to review if they have a conflict of interest. Such conflicts may be personal (i.e., personal relationship with an author of the manuscript; financial interest in a particular outcome) or professional (e.g., supervising the work of the author; involved in the determination of funding for the research reported in the manuscript).

Reviewers must provide a thorough, complete, and prompt review of all aspects of the work that they are qualified to review. Failure to consider relevant literature should be noted (but reviewers should be careful to not recommend citations of their own research disproportionately). Comments should be thoughtful and fully justified to assist the associate editor and editor in judging the merits of the manuscript. Comments provided by reviewers must be respectful, focus on the content and substance of the manuscript, and never be personal. Reviewers must strive to complete reviews in the time frame requested by the associate editor.

Reviewers must not disclose the content of a manuscript under review to anyone external to the review process.

Reviewers of American Fisheries Society manuscripts are anonymous by default, but reviewers may identify themselves by signing their review. The decision to disclose identity is at the discretion of the reviewer.

Raffle Committee

Purpose: Administers the Society raffle at the Annual Meeting. The proceeds are to be divided as follows: 70% goes to the AFS Skinner Fund and 30% to the local unit hosting the raffle. If there is no local host, then 100% goes to the Skinner Fund.

Composition: The committee is composed of members of the local host unit.

Duties: Solicit prizes, recognize sponsors, organize and coordinate selling of tickets and publicity, conduct raffle at meeting, write thank-you letters to sponsors, and mail unclaimed prizes.

Operational Guidelines: None specified at this time.

Resource Policy Committee

Purpose: The committee helps the Society evaluate, develop, and maintain fisheries policy by assessing concerns of the membership, advising the AFS President and Executive Director about aquatic resource issues, producing or coordinating proposed resource policy actions for Society approval, and reviewing approved actions to ensure usefulness.

Composition: Chair, vice-chair, and about 25 members appointed for staggered two-year terms. Membership is renewable for an additional two terms for a maximum total of six years. No more than 13 members should be replaced during any one calendar year. At least one member shall be from Canada or Mexico. Each AFS Section will be asked to designate one of its members as a delegate to the Resource Policy Committee (RPC), thereby providing a liaison from the committee to AFS expertise in Sections. The President-Elect shall be a voting member. The managing editor of *Fisheries*, Executive Director, and AFS Policy Director shall be nonvoting members. In alternate years, the incoming Society President appoints the vice-chair who shall serve for two years, followed by two years as the chair. The cycle can be adjusted if the President asks the current chair to serve an additional two-year term. The chair shall serve no more than two consecutive two-year terms but may return as a committee member or chair after a hiatus of at least one year. The combination of terms and roles is intended to provide opportunities for broad membership representation on the committee, including Section delegates and individual members.

Duties:

1. Guides the process to prepare Society positions according to “Protocol for Establishing American Fisheries Society Policy Statements” and “Guide for the Submission of AFS Policy Positions.”
2. Coordinates with the Executive Director, AFS Policy Director, and other Society representatives to seek scientific analysis on important resource issues resulting in recommendations for guidance, approaches, or positions that AFS can endorse.
3. Works with AFS staff and other AFS units to determine priorities, appropriate documents or actions, and identify audiences for the AFS to engage about AFS positions on resource issues.
4. Assesses resource concerns of the membership and determines the need for developing documents or taking other actions.
5. Invites suggestions from all AFS units on issues that could be addressed by AFS policy action.
6. Recommends direction and agenda for the AFS Strategic Plan to make effective use of policy documents and actions.

Operational Guidelines: See “Procedure for Developing and Advancing Resource Issues” and “Procedures for Developing and Advancing AFS Resource Policy Documents.”

Vote Auditor

Purpose: Verifies voting results and/or counts the election ballots, transmits the results to the AFS President and/or Unit Officer and Executive Director within the designated number of days of the closing date of the vote or election, and announces the results at the annual Society meeting or as appropriate. The Vote Auditor sends electronic results and/or ballots to the

Executive Director, who shall hold them for at least 90 days after the close of the vote or election.

Composition: Vote Auditor and Co-Auditor are appointed by the AFS President for staggered two-year terms.

Duties:

1. Works with the AFS Officers or other unit leaders in the development of fair and equitable voting procedures designed to ensure that each member has an opportunity to vote confidentially and only once.
2. Participates in the selection of services to provide electronic voting capabilities to the Society. Individual units may be responsible for their own voting services, as appropriate.
3. May communicate with the service provider to obtain specific information on the process (e.g., adequate provisions for notification, accuracy, secrecy, equity, and qualification of voters).
4. In the case of officer elections, works with the Executive Director to ensure that the ballot is prepared and transmitted to the membership in May, with a 30-day response period that typically closes at the end of June.
5. Checks with electronic ballot service provider periodically to ensure that an election is running smoothly. As necessary, the Vote Auditor may count paper ballots received from members who do not have electronic access for voting.
6. Verifies results within 30 days after the deadline for ballot returns.
7. Transmits results to AFS President or appropriate unit officers and Executive Director immediately after verification or counting of votes.
8. Protects confidentiality of these processes; results shall not be discussed with anyone other than the AFS President or appropriate unit officers and the Executive Director.

Operational Guidelines: None specified at this time.

SOCIETY AWARDS

The Awards Committee, a standing committee within the Society, is responsible for overseeing most Society awards. However, several Society awards are administered by other standing committees or sections. The Unit Services Coordinator is the AFS staff contact person for award chairs. Award recipients are formally announced during the Annual Meeting. See also the Standing and Special Committees section for more information about the Awards Committee and Publications Award Committee.

Award of Excellence

Background: This award was established in 1969 and is the Society's highest award for scientific achievement. The award is presented to a living person for original and outstanding contributions to fisheries and aquatic biology. Eligibility is not restricted to AFS members. The award consists of a bronze medal, a certificate mounted in a plaque, and travel and related expenses if needed (no greater than \$1,000) to attend the Annual Meeting for presentation of the award.

Committee Composition: The chair, plus at least six others, appointed by the AFS President.

Duties: Seeks nominations and selects the recipient of the Award of Excellence by fulfilling duties as described in the Awards Committee Section of the Procedures and by developing and implementing a method for selecting a recipient from among the candidates submitted (no more than one recipient per year may be selected; the committee may vote to select no recipient).

Criteria: A monumental work; original techniques or research methods; new, fresh ideas, viewpoints, or data that contribute remarkably to conservation management or basic understanding of aquatic resources; a new, successfully executed fishery research or management program of national or international importance; imaginative and successful programs in fish conservation, education at any level of teaching or graduate student guidance; important faunal or ecological discoveries or new taxonomic criteria; research especially beneficial to mankind; interdisciplinary research involving leadership in team efforts in the laboratory or field; or multiple successful efforts in a variety of fields such as biology, public understanding, technical and popular writing, laboratory and field research, inspirational leadership, and enunciation of principles. The nomination should include a CV and supporting letters in addition to the main nomination letter. Include the nominee's title and full contact information (address, e-mail, and phone).

Specifications and limitations: The award will only be made in such years as there is substantial or unanimous agreement among members of the Award of Excellence Committee that an award is justified.

Carl R. Sullivan Fishery Conservation Award

Background: This award, known as the "Sully," was created in 1991 and was first awarded to Carl Sullivan shortly before his death. It is awarded annually in his memory. It is given to an individual or organization, professional or nonprofessional, for outstanding contributions to the conservation of fishery resources (as opposed to the Ricker award's focus on aquatic resource

conservation). Eligibility is not restricted to AFS members. The award consists of a fish carving. Accomplishments can include political, legal, educational, scientific, and managerial successes.

Committee Composition: This subcommittee is composed of the AFS President-Elect as chair; three AFS Section representatives who are Presidents in the year of their appointment; three members representing the conservation, recreational fishing, and commercial fishing communities respectively; and the First Vice-President. Appointments of subcommittee members are made by the President-Elect, following consultation with the President and First Vice-President. The chair serves one year and the other members serve three years, with two members rotating off annually.

Duties: Seeks nominations and selects the recipient of the award by fulfilling duties as described in the Awards Committee section of the Procedures. The recipient will be selected by a majority vote of the subcommittee following a review of the nominees' qualifications. The nominations of unsuccessful candidates are to be automatically carried forward so that the candidate is considered three times before renomination is necessary. Nominations should be forwarded to the Unit Services Coordinator and First Vice-President.

Criteria:

1. The recipient must have made a substantial contribution, of national or international significance, with a high probability of focusing attention of the fisheries community on the continuing need to use our fisheries resources wisely. The contribution may be single or lifelong, focused on broad, site-specific, or geographically extensive accomplishments.
2. The recipient's contribution will likely become widely known in the fisheries community because it will effect substantive beneficial changes in the understanding, management, or use of fishery resources.
3. The recipient's contribution may be in any area of fishery conservation, including research, management, education, public service, or leadership, that effects a positive change benefiting fishery resources.

The nomination should include a CV and supporting letters in addition to the main nomination letter. Include the nominee's title and full contact information (address, email, and phone).

Distinguished Service Award

Background: This award was established in 1980 and is presented in recognition of outstanding contributions of time and energy for special projects or activities by AFS members. The number of recipients may vary from year to year, with no mandatory number to be selected. A single member, a group of members, and AFS staff are eligible candidates. The award consists of a certificate mounted in a plaque.

Committee Composition: Chaired by the AFS President-Elect with at least two other Governing Board members or immediate past members, each representing a different Division and appointed by the AFS President.

Duties: Seeks nominations and selects the recipient(s) of the AFS Distinguished Service Award by fulfilling duties as described in the Awards Committee section of the Procedures. The committee screens and distributes the final list of candidates, with a biographical sketch or

nomination statement for each, to the AFS President. The President facilitates a vote by the Governing Board to select award recipients.

Criteria: Criteria are given above in the Background section.

Emerging Leaders Mentorship Award Program

Background: This program was established in 2009 and provides support to those who have demonstrated a commitment to be an active Society member and to serve the Society as a unit leader and possibly as a Society officer. The number of awardees may vary from year to year, but no more than four will be selected in any single year.

Committee Composition: The committee composition will consist of at least four committee members (one from each Division), the AFS Past-President, and a previous Emerging Leaders Mentorship Award (ELMA) Program mentee (who is selected by the current AFS President). The committee chair will be selected by the AFS President, and the chair will be responsible for formally contacting Division presidents with a request that they designate a member of their Division to serve on the committee (e.g., chair of the Division Membership Committee). The chair will (1) screen the applicants and narrow the number to be presented to the Committee (based on whether a nominee is a member in good standing, submission package is complete and submitted on time) and (2) distribute the final list of applicants, with the completed application package for each, to the committee. The committee will select up to four recipients (preferably one from each Division) to receive the award. When the names of the awardees are announced, the AFS President will advise each recipient in writing of their selection and designate the mentor for each awardee (see Application Submittal Procedures).

Committee Duties: Seek applicants and annually select recipients of the AFS Emerging Leaders Mentorship Award as follows:

1. By October of each year, the chair sends their contact information to both the Unit Services Coordinator and the chair of the Awards Committee.
2. Nominations are due April 1 and are sought in multiple ways:
 - a. The chair encourages committee members to solicit nominations from their respective Divisions.
 - b. The Unit Services Coordinator solicits nominations for all Society awards in the December/January issue of *Fisheries*; those award notices must be sent to the managing editor of *Fisheries* in October. The Unit Services Coordinator also sends at least one reminder notice prior to the April 1 nomination deadline.

Criteria: Criteria are given above in the Background section.

Emmeline Moore Prize

Background: The American Fisheries Society established a career achievement award, named after the first female AFS President, Emmeline Moore (1927–1928), to recognize efforts of an AFS member in the promotion of demographic diversity in the Society. This award is presented to a member who demonstrates strong commitment and exemplary service to ensuring equal opportunity access to higher education in fisheries and/or professional development in the broad

range of fisheries science disciplines. Qualified nominees must exhibit clear evidence of service and commitment to diversity initiatives, including a strong research or fisheries management leadership background, public understanding of diversity issues, technical and popular writing, and inspirational leadership. Candidates should also have enunciated principles that lead to greater involvement of underrepresented groups in fisheries science, education, research, or management. The award consists of a bronze medal, a certificate, and travel and related expenses if needed (no greater than \$1,000) to attend the AFS annual meeting for presentation of the prize.

Committee Composition: The chair, appointed by the AFS President, plus the presidents of the following Sections, if active: Equal Opportunities Section, Education Section, International Fisheries Section, Canadian Aquatic Resources Section, Fisheries Administration Section, Fisheries History Section, and Native Peoples Fisheries Section, as well as at least one AFS member at large. The chair may be one of the Section presidents named above.

Duties: Seeks nominations and selects the recipient of the Emmeline Moore Prize by fulfilling duties as described in the Awards Committee Section of the Procedures and by developing and implementing a method for selecting a recipient from among the candidates submitted (no more than one recipient per year may be selected; the committee may vote to select no recipient).

Criteria:

1. The recipient has made outstanding contribution to improvements in access to higher education or the fisheries professions by underrepresented groups.
2. The recipient has made multiple successful efforts in a variety of fields such as biology, public understanding, technical and popular writing, inspirational leadership, and enunciation of principles that lead to a greater involvement of underrepresented groups in fisheries education, research, and management.
3. This award is a career achievement award.

The nomination should include a CV and supporting letters in addition to the main nomination letter. Include the nominee's title and full contact information (address, email, and phone).

Specifications and Limitations: The award will only be made in such years as there is substantial or unanimous agreement among members of the Emmeline Moore Prize Committee that an award is justified.

Excellence in Fisheries Education Award

Background: The Excellence in Fisheries Education Award was established in 1988. The award is presented to an AFS member to recognize excellence in organized teaching and advising in some aspect of fisheries education. Nominees may be involved in extension or continuing education, as well as traditional or online college and university instruction. The award includes a monetary reward and a certificate mounted in a plaque.

Committee Composition: The award is administered by the AFS Education Section.

Duties: Selection of the award recipient; details determined by the AFS Education Section.

Criteria: Nominees must have been actively engaged in fisheries education within the past five years and have had at least 10 years of professional employment experience in fisheries education. Two or more people may serve as nominators, but at least one nominator must be an AFS member. The nomination should include a CV and supporting letters in addition to the main

nomination letter. Include the nominee's title and full contact information (address, e-mail, and phone). Letters documenting the contributions of the nominee (awards, descriptions of exemplary service, innovations, number of students taught and advised, and postgraduate achievements of former students, etc.) are used to evaluate nominees.

Excellence in Public Outreach Award

Background: This award was established in 1998. It is presented to an AFS member who goes the "extra mile" in sharing the value of fisheries science/research with the general public through the popular media and other communication channels. Evidence of the nominee teaching others how to communicate with the public also is weighed in the selection process. The award consists of a certificate mounted in a plaque.

Committee Composition: The award is administered by the AFS Science Communication Section.

Duties: Selection of the award recipient; details determined by the AFS Science Communication Section

Criteria: Two or more individuals may act as nominators, but at least one nominator must be an AFS member. Entries must include a biographical sketch of the nominee (not to exceed three pages) and supporting evidence of communicating the value of fisheries issues/research to the general public through the media and other communication channels, plus any evidence of teaching others about communication with the public. The award recipient will be selected according to the following criteria: (1) Published articles about research or fisheries management in lay publications, (2) experience as a spokesperson for fisheries issues with the media and public, (3) experience teaching others about the importance of communication with the public through course work and or projects, and (4) other examples of personal and professional efforts to educate the public about fisheries issues. The nomination should include a CV and supporting letters in addition to the main nomination letter. Include the nominee's title and full contact information (address, email, and phone).

Golden Membership

Background: These awards were first presented in 1988 to recognize 50 years of AFS membership. The award is a certificate mounted in a plaque.

Honorary Membership

Background: This award is documented under Article II (a) (3) of the Constitution. Briefly stated, Honorary Members are nominated upon presentation of a petition, signed by at least 100 active AFS members, and approval is subject to a vote by the membership. Since 1989, however, sometimes the process has been formalized by the appointment of a special committee by the AFS President to provide nominating petitions. Upon election to Honorary Membership by a

two-thirds majority of the voting members, the individual receives permanent dues-free membership and is awarded a certificate attesting to the honor.

Criteria: Presented to individuals who have achieved outstanding professional accomplishments or have given outstanding service to the Society.

J. Frances Allen Scholarship

Background: This \$2,500 scholarship was established in 1986 honoring Dr. Allen, who pioneered women's involvement in AFS and in the field of fisheries, with the intent of encouraging women to become fisheries professionals. It is awarded annually to a female doctoral candidate who was an AFS member of record by the end of the year preceding application. The applicant must be conducting aquatic research, which includes all branches of fisheries science and practice.

Committee Composition: Administered and determined by the AFS Equal Opportunities Section.

Duties: Selection of the award recipient; details determined by the AFS Equal Opportunities Section.

Criteria: Recipients are selected with emphasis placed on research promise, scientific merit, and academic achievement.

John E. Skinner Memorial Award

Background: This award was established in 1978 in memory of John E. Skinner, former president of the California-Nevada Chapter and the Western Division. The fund provides monetary travel awards to deserving graduate students or exceptional undergraduate students who are active in the fisheries discipline, current AFS members, and would like to attend the Annual Meeting. The award consists of a certificate mounted in a plaque.

Committee Composition: Recipients are chosen by a committee of the AFS Education Section with composition determined by that Section.

Duties: Selection of award recipients; details determined by the AFS Education Section.

Criteria: Selections are based on academic qualifications, professional service and promise, and reasons for wanting to attend the meeting. Generally, only partial travel support is available in order to distribute the awards to a larger number of deserving recipients. In 2003, a goal was added to have a minimum of one qualified student from Canada and one from Mexico.

Meritorious Service Award

Background: This award, first presented in 1986, is awarded annually to an individual AFS member for unswerving loyalty, dedication, and meritorious service to AFS over a long time and

for exceptional commitment to AFS programs, ideals, objectives, and long-term goals. The award consists of a plaque.

Committee Composition: The chair and four other members of this subcommittee, one of whom is the Second Vice-President, are appointed by the AFS President.

Duties: Seeks nominations and selects the recipient of the award by fulfilling duties as described in the Awards Committee section of the Procedures and by developing and implementing a method for selecting a recipient from among the candidates submitted (no more than one recipient per year may be selected; the committee may vote to select no recipient).

Criteria: Criteria are given above in the Background section. The nomination should include a CV and supporting letters in addition to the main nomination letter. Include the nominee's title and full contact information (address, e-mail, and phone).

Outstanding Chapters and Student Subunit Awards

Background: The Outstanding Chapter Award was established in 1991 to recognize outstanding professionalism, active resource protection and enhancement programs, and commitment to the mission of the Society. In 2003, the award was broken into two categories, one for a Chapter having fewer than 100 members (Small Chapter) and another for a Chapter with 100 or more members (Large Chapter). In 2004, a third award for a Student Subunit was added. The award consists of a certificate mounted in a plaque.

Committee Composition: The four committee members are the AFS Divisions' immediate past presidents. The AFS President chooses a chair from among them.

Duties: Seeks nominations and selects the recipient of the award by fulfilling duties as described in the Awards Committee section of the Procedures. Distributes Outstanding Chapters and Student Subunit Award applications among Chapters, Student Subunits, and Divisions and informs them of procedures. Chapters and Student Subunits must submit applications to their Division presidents for consideration. Division presidents may nominate up to one large Chapter, one small Chapter, and one Student Subunit from their Divisions. Committee members evaluate and vote on the three categories of outstanding Chapters as follows: First Place Vote, 4 points; Second Place Vote, 3 points; Third Place Vote, 2 points; and Fourth Place Vote, 1 point. For each category, the Chapters or Subunit with the most total points is the recipient. In the case of a tie, the Chapters or Subunit with the most first place votes wins. If the tie still stands, two awards are given.

Criteria: The awards are to be given to Chapters and Subunits that exhibit a commitment to the mission of the Society by actively working to achieve the goals set forth in the Society's Strategic Plan. The criteria are described in the Outstanding Chapters and Student Subunit Award applications, available on the AFS website.

President's Fishery Conservation Award

Background: This award, established in 1995, is presented in two categories: (1) an AFS member or unit, and (2) a non-AFS individual or entity, for singular accomplishments or long-term contributions that advance aquatic resource conservation at a regional or local level (as opposed

to the Ricker and Sully awards' focus on national or international accomplishments). The award consists of a plaque.

Committee Composition: This award is administered by the Past President's Advisory Council. The AFS Immediate Past-President serves as chair of the council and all living Past Presidents are council members.

Duties: Seeks nominations and recommends possible recipients of the award to the AFS President by fulfilling duties as described in the Awards Committee section of the Procedures. The council will review qualifications of all nominees. A ballot will be provided to each council member to vote for one of three options for each nominee: (1) "yes, qualifies for the award"; (2) "no, not this year but retain in the pool for the next two years"; or (3) "no, not qualified; remove from further consideration unless renominated in a future year." Unsuccessful nominees from a given year either will be removed from the pool if deemed unqualified by a majority of voting Council members or will remain in the pool and be eligible for reconsideration for the two immediately following years. Nominees who receive affirmative votes from a majority of voting members shall be recommended to the AFS President. The AFS President makes the final decision on awards.

Criteria: Criteria are given above in the Background section. A nomination package should include a strong and detailed letter describing the nominee's accomplishments and the evidence for being "significant at a regional or local level." If the nomination is for an individual, include a CV if possible. Nominations may be supported by multiple individuals by signing one nomination letter or by submitting supporting letters in addition to the main nomination letter. Include the nominee's title and full contact information (address, e-mail, and phone). Nominations for the AFS Individual or Entity category should include an endorsement from a relevant AFS Unit (Chapter, Division, or Section) attesting to the member's activity in the Society.

Publication Awards

Background: These awards have a long history, starting with an award to the best paper in the oldest journal, The Best Paper in the *Transactions of the American Fisheries Society*. As new journals were published, each of these also presented annual awards for best papers. The recipients are selected by the Publication Awards Committee, appointed by the AFS President, with a member or members selected by the editor of each of the AFS journals. The award consists of a certificate mounted in a plaque.

The awards are as follows: (1) the Robert L. Kendall Best Paper in the *Transactions of the American Fisheries Society* for the year preceding presentation, (2) the Mercer H. Patriarche Best Paper Award for the *North American Journal of Fisheries Management* for the year preceding presentation, (3) the Best Paper in the *North American Journal of Aquaculture* for the year preceding presentation, (4) the Best Paper in the *Journal of Aquatic Animal Health*, and (5)

the Best Paper in *Marine and Coastal Fisheries: Dynamics, Management, and Ecosystem Science* for the year preceding presentation.

Committee Composition, Duties, Criteria: See Publication Awards Committee.

Retired Members Travel Award for the AFS Annual Meeting

Background: This award is to enable dues-paying, retired Society members to attend an Annual Meeting when their participation benefits the Society. A maximum of \$1,500 may be awarded for reimbursable expenses. Multiple awards may be given in any year, subject to the total available amount specified in the AFS budget.

Committee Composition: The chair of the Past Presidents' Advisory Council chairs the committee and will appoint two other members of the committee from the council.

Duties: Select the recipient(s) by fulfilling duties as described in the Awards Committee section of the Procedures. The committee selects potential recipients of the award, and the chair may negotiate with potential recipients to maximize the number of awards. The chair informs recipients of the amount they will be reimbursed and also informs the AFS Unit Services Coordinator and the Executive Director.

Criteria: The award is based on the totality of the contribution that the applicant will make to the AFS Annual Meeting that is deemed beneficial to the Society. The committee will consider the activities in which the applicant will participate, other relevant information provided by the applicant, and supporting letters. Justifiable reasons include major participation in Society governance (e.g., in a major Society committee meeting), reception of a Society-level award, or speaking at a Society-wide component of the meeting (e.g., keynote address in a major Society-sponsored symposium). If the applicant is representing another organization or Society unit, the responsibility for support should reside with that organization or unit. Applicants are viewed more favorably if they show a contribution to travel costs from another party or one's own funds.

Stan Moberly Award for Outstanding Contributions in Fish Habitat Conservation

Background: The Stan Moberly Award for Outstanding Contributions in Fish Habitat Conservation was established in 2019. This annual award is presented to as many as three individuals, groups, or projects with an outstanding, long-term record of success in research, management, policy, communications, education, or other habitat fields. Nominees are invited from freshwater, coastal, and marine backgrounds. The award includes a framed certificate and original art appropriate for the winner's accomplishments.

Committee Composition: The award is administered by the Fish Habitat Section in collaboration with the National Fish Habitat Program's Board of Directors. Other AFS Sections may be asked to join a selection panel to review nominations.

Duties: Selection of the award recipient(s); details determined by the Fish Habitat Section.

Criteria: Nominees must have been actively engaged in conservation-related fish habitat activities for at least 20 years of professional experience. Anyone can submit a nomination. The nomination should include a nomination letter, a current CV for individuals or a group, a

description for any projects, and up to three supporting letters. The nomination letter should include the title and contact information (address, e-mail, and phone) for both the nominator and nominee. Examples are provided on the Fish Habitat Section website. Letters documenting the nominee's or project's contributions (awards, descriptions of exemplary service, innovations) are used to evaluate nominees.

Steven Berkeley Marine Conservation Fellowship

Background: This fellowship was created by AFS in 2007 to honor the memory of Steven Berkeley, a dedicated fisheries scientist with a passionate interest in integrating the fields of marine ecology, conservation biology, and fisheries science to improve fisheries management. Berkeley was a long-time member of AFS and a member of the first Board of Directors of the Fisheries Conservation Foundation. The fellowship comprises a competitively based \$10,000 award to a graduate student actively engaged in thesis research relevant to marine conservation. Research topics may address any aspect of conservation; a focus on fisheries issues is not required.

Committee Composition: The award is administered by the AFS Marine Fisheries Section.

Duties: Selection of the award recipient; details determined by the AFS Marine Fisheries Section.

Criteria: The fellowship will be awarded on the basis of the relevance of the proposed research, academic achievement, and anticipated future contributions by the applicant.

Student Paper-Poster Awards

Background: These awards were established to recognize excellence in research and communication skills among students. The awards are administered by the Education Section

and recipients are selected by a committee of abstract reviewers and presentation judges. Awardees are announced during the Annual Meeting during the year of presentation.

AFS/Sea Grant Best Student Paper Award

Background: This award is co-sponsored by AFS and Sea Grant. One paper is selected each year. The student presenting the papers receives a check for \$450 and a plaque. Students selected for an Honorable Mention receive a plaque but no monetary compensation.

AFS Best Student Poster Award

Background: This award is sponsored by AFS. One poster is selected each year. The student presenting the poster receives a check for \$450 and a plaque. Students selected for an Honorable Mention receive a plaque but no monetary compensation.

Committee Composition: Recipients are chosen by a committee of the AFS Education Section with composition determined by that Section.

Duties: Selection of award recipients; details determined by the AFS Education Section.

Criteria: Based on the significance of the material presented and the quality of the presentation. Details determined by the AFS Education Section.

Student Writing Award

Background: Undergraduate and graduate students are asked to submit a 500- to 700-word article explaining their own research or a research project in their lab or school. The article must be written in language understandable to the general public (i.e., journalistic style). Students may write about research that has been completed, is in progress, or is in the planning stages. Selected authors receive a plaque recognizing their achievements during the Business Meeting at the AFS Annual Meeting. The selected articles are published in *Fisheries*.

Committee Composition: The award is administered by the AFS Education Section.

Duties: Selection of the award recipient; details determined by the AFS Education Section.

Criteria: The papers are judged according to their quality and their ability to turn a scientific research topic into a paper for the general public. Examples of past selected papers may be found in *Fisheries*.

William E. Ricker Resource Conservation Award

Background: Established in 1995, this award is given annually, if warranted, to an individual or organization for singular accomplishments or long-term contributions that advance aquatic resource conservation (as opposed to the Sully award's focus on fishery conservation) at a

national or international level. Eligibility is not restricted to AFS members. The award consists of a plaque.

Committee Composition: This award is administered by the Past Presidents' Advisory Council. The AFS Immediate Past-President serves as chair of the council and all living Past Presidents are members of the council.

Duties: Seeks nominations and selects the recipient of the award by fulfilling duties as described in the Awards Committee section of the Procedures. The council will review qualifications of all nominees. A ballot will be provided to each council member to vote for one of three options for each nominee: (1) "yes, qualifies for the award"; (2) "no, not this year but retain in the pool for next two years"; or (3) "no, not qualified; remove from further consideration unless renominated in a future year." Unsuccessful nominees from a given year will either be removed from the pool if deemed unqualified by a majority of voting Council members or will remain in the pool and be eligible for reconsideration for the two immediately following years. The recipient must receive affirmative votes from a majority of voting members.

Criteria: Criteria are given above in the Background section. A nomination package should include a strong and detailed letter describing the nominee's accomplishments and the evidence for being "significant at a national or international level." If the nomination is for an individual, include a CV if possible. Nominations may be supported by multiple individuals by signing one nomination letter or by submitting supporting letters in addition to the main nomination letter. Include the nominee's title and full contact information (address, e-mail, and phone).

William R. Mote Fisheries Fellowship Award

Background: The Mote Scientific Foundation, a private grant-making foundation founded in 1950, will be providing a donation of \$50,000 to AFS. The purpose of this gift is to afford AFS the opportunity to establish a fisheries graduate student fellowship to support deserving students. The award is to be named for William R. Mote. The fellowship is administered by AFS. A special committee of AFS members will make the recipient selection.

Proposed Award/Objective: Using the initial investment of \$50,000, AFS plans to establish a scholarship honoring Mote's contribution to support a one-time award to two graduate students per year who are working in research that focuses on the conservation and sustainability of fisheries species considered popular for recreation. Eligible fisheries include those found in both marine and freshwater environments.

Each award recipient will receive a one-time monetary award. It is expected that these funds will be reserved for aspects of pursuing graduate education (for example, tuition, textbooks, equipment, supplies, travel, and living expenses). This award will be made directly to the student and not to the student's educational institution. It is not intended to replace any funding previously obligated to the student.

Eligibility: The applicant must be a graduate student officially accepted or currently enrolled in a masters or doctoral program during the period of one year prior to application. The applicant must be conducting aquatic research in line with AFS objectives, which include "all branches of fisheries science, including but not limited to aquatic biology, engineering, fish culture, environmental sciences, limnology, oceanography, and sociology." The student must be actively

engaged in thesis research related to some aspect of conservation; the intent of the award is to support ongoing research costs. The student must be a member of AFS in good standing.

Application Requirements:

1. Letter of application no more than two pages stating how they will use the fund to advance the general William R. Mote Fisheries Fellowship's purpose,
2. Resumé—no more than two pages, and
3. One letter of support from academic advisor or graduate committee member.

Committee Membership: Six representatives from AFS Sections selected by the Governing Board for three-year terms. These will be selected each year at the incoming Governing Board breakfast.

Initial appointment is for two Sections for three years, three Sections for two years, and two Sections for one year. After this initial period, all appointments would be for three years so that each year, one-third of the committee will be new.

Selection Process: The William R. Mote Fisheries Fellowship Committee will select the awardees on a competitive basis. The fellowship will be awarded based on the proposed research, academic achievement, and anticipated future contributions by the applicant. Submission of an application acknowledges the applicant's acceptance of the committee's decision as final.

Fund Management:

1. A William R. Mote Fund will be established and managed as an endowment, with the goal being a perpetual award that appreciates as a result of investment gains and additional donations.
2. Two awards will be given each year, with amounts determined by fund balance and predetermined percentage to be awarded so as to ensure fund maintenance or growth.

Initial grant amount will be two grants for \$1,500 each.

OPERATIONAL POLICIES AND PROCEDURES

Activities that occur regularly in the Society have been standardized as fully as possible to ensure ease of performance and consistency of treatment and style. Therefore, the Society has established a series of operational policies and procedures. These are intended to help members, rather than to restrict them. These procedures are always subject to revision, so members should check with the Executive Director before undertaking major projects and should offer AFS staff suggestions for improvements and updates to keep this manual consistent with current practice.

Developing and Advancing AFS Positions on Resource Issues

The Society promotes the conservation, development, and wise utilization of aquatic resources. Organizational policies are developed by the membership to guide the executive staff and members on issues affecting aquatic resources and the environment. The membership is diverse in terms of geography, experience, and topics of environmental concern. To properly represent and fully capture the broadest spectrum of knowledge, interest, and concern in such issues, it is important to involve every member, to the extent possible.

It is desirable to obtain full, careful, and continuing consideration of aquatic resource issues by all units. The units should identify and elevate issues to higher levels within the Society for debate, screening, and possible action. A protocol is provided for unit involvement to better enable the Society to identify issues worthy of policy guidance and to identify informed members with specific capabilities to help the Society take scientifically defensible, objective, and technically accurate action on specific issues.

Each Division, Chapter, and Section of the Society should adopt a mechanism through either standing committee, Executive Committee, or other means whereby issues relating to aquatic resources and the environment can be identified. Action at the unit level may be elevated to Society staff, and opportunities might also originate with AFS Headquarters. When warranted, Society units and staff will take action to provide political, social, and/or technical guidance from Society members and others. Each issue, accompanied by a brief justification of need and vision of anticipated actions, should be forwarded to the chair of the Society's Resource Policy Committee (RPC).

Issues may be raised at any time. The RPC chair will evaluate the submitted materials, and if it is deemed necessary to judge the potential utility and value of specific actions, they will seek further justification from the sponsoring unit. The ultimate decision of the RPC chair relative to accepting, modifying, or rejecting suggested actions will be forwarded to the originating unit. Responsibilities for statement development (for those suggestions accepted) will proceed as outlined in the "Protocol for American Fisheries Society Policy Action," which is as follows.

Procedures for Resource Policy Action

1. Purpose

AFS promotes the conservation and sustainability of fishery resources and aquatic ecosystems by advancing fisheries and aquatic science and promoting the development of fisheries professionals. Organizational procedures are developed by the membership to guide the volunteer leadership, executive staff, units, and members on how the Society can engage

on issues affecting aquatic resources, professional ethics, and the environment. To properly represent and fully capture the broadest spectrum of knowledge, interest, and concern, it is important to involve a wide expertise to represent the membership diversity, to the extent possible.

2. Selecting an Issue

Once a year, the chair of the Resource Policy Committee (RPC) will advise all AFS units that proposals for new AFS policy action should be referred to the Resource Policy Committee.

Any formal unit, informal group, or individual member of AFS, hereafter referred to as the sponsor, may propose an issue for study and development into a formal AFS policy action.

An appropriate issue is defined as a matter of current or potential impact on fishery professionals, aquatic resources, or the environment, of which the political, social, and/or technical resolution is important to the AFS membership. An AFS policy action could be a publication, meeting, congressional briefing, or letter, developed by AFS members, provided to a specific audience, and expressing an analysis of the science and management implications by the AFS and perhaps a recommended response. It is desirable to obtain full, careful, and continuing consideration of aquatic resource issues by all AFS units. Each AFS Division, Chapter, and Section should adopt a mechanism whereby issues relating to aquatic resources, professional ethics, and the environment that are of importance to the unit's members can be routinely identified. The originating unit should identify and elevate issues to higher levels within AFS for debate, screening, and possible development of specific Society action. A protocol is provided for unit involvement to better enable AFS to identify issues worthy of policy guidance and to identify informed members with specific capabilities to help AFS prepare scientifically defensible, objective, and technically accurate information or products.

3. Proposing a Policy Action

Once an issue is proposed, the sponsor prepares a brief justification of need, timeliness, products or actions, and a list of the names and addresses of fishery professionals possessing the interest and knowledge to assist throughout AFS engagement. These materials are forwarded to the chair of the AFS RPC. Newly adopted resolutions on appropriate issues should be referred to the RPC chair for further policy action, if warranted. In consultation with the AFS officers and Executive Director, the RPC chair decides whether to accept, modify, or reject suggested issue topics for Society involvement.

4. Review of Proposals

The RPC chair will evaluate the appropriateness of proposed issues for AFS action. The chair shall request comment on proposed issues from RPC members and from other AFS members knowledgeable about the issue. Criteria for evaluation shall include, but need not be limited to, importance to the membership (e.g., recent AFS resolutions on the issue), potential significance to aquatic resources, overlap with existing AFS priorities, and present workload of the RPC.

After analyzing the proposed issue, and after coordinating with the AFS Policy Director, the chair shall make a recommendation to the AFS Governing Board and request direction. The chair shall then provide the sponsor a decision on further action, including a letter, personal

phone call or visit, technical presentation, or special briefing. That conversation should include discussion of potential partners on the particular topic.

5. Study Reports

Study reports are intended to support AFS actions on particular issues. These reports may be viewed as shorter versions of the background documents formerly developed to support AFS policy statements. Each report may be used to frame potential AFS actions or to be included with comments or other materials provided to decision makers. Such reports shall be prepared by a work group formed by the AFS President, in consultation with the RPC chair and the sponsor. The chair may appoint a member of the RPC to represent the chair on the work group. The chair shall be responsible for ensuring that the work group includes AFS members knowledgeable on the issue. Additional AFS members may be requested by the sponsoring unit or the chair to communicate their views on the issue to the work group and/or review and comment on work products. The group is responsible for ensuring that each report represents the best available information from AFS sources (units, publications, meetings) and elsewhere.

6. Professional Responsibilities and Restrictions

Members of AFS are encouraged to participate in developing Society positions, reports, and other documents and in any associated meetings or activities. Members of AFS have the responsibility to provide accurate scientific knowledge and professional opinion within their fields of expertise to public and private policymakers and to the general public.

The American Fisheries Society holds federal tax exemptions for scientific and educational purposes. Therefore, candidates for political office may not be endorsed by AFS or its units, and only a portion of AFS revenues, as specified by Title XIII of Public Law 94-455, can be used to influence federal legislation. Special care must be taken to preserve the Society's credibility and independence in all AFS actions, including the development and use of AFS products such as reports and letters.

Procedures for Submitting, Considering, and Implementing Resolutions

A resolution is a formal expression of AFS views. The purpose of a resolution is to call attention to issues of concern and inform members of matters important to AFS. Resolutions by themselves do not solve problems; however, they place the AFS on record as recognizing the need for action by individual members, government agencies, appropriate legislative or administrative bodies, or AFS officers.

Two types of resolutions may be considered. *Internal resolutions* concern AFS itself by honoring the achievements of members, recognizing individuals or organizations that have assisted AFS in its work, or addressing AFS operations. *External resolutions* place AFS views on record regarding matters of significance affecting the fisheries resources of North America or the world. The following considerations apply mainly to general resolutions.

General external resolutions may be adopted at any organizational level of the Society. Resolutions should be identified clearly as actions of the respective organizational level. Chapters and Divisions usually adopt resolutions concerning local or regional fisheries issues, while Sections adopt resolutions on issues pertinent to their area of interest. It is the policy of AFS to adopt external resolutions only on important issues of broad national or international significance, where an expression of the views of the membership will be effective in accomplishing the desired action. Regional or local resolutions may be judged as having national significance and be worthy of consideration by AFS, so the Resource Policy Committee must provide guidance in the format of the resolution and the procedure for advancing it for AFS consideration.

External resolutions should first be considered and adopted by Chapters, Sections, or Divisions so that the broadest segment of the membership can participate in discussions and debates. Resolutions should stand the debating process; however, there is often little opportunity for extended debate at the annual meeting of the AFS.

Chapters, Sections, or Divisions desiring Society action on a resolution must ensure that it carries national or international significance. Resolutions should be submitted to the Resource Policy Committee with background information necessary for the evaluation of accuracy and importance of the resolution. The background information accompanying a resolution should include contact information for those individuals involved in developing the resolution; a list of potential outside reviewers with their complete addresses, including those who are in favor of the resolution and those thought to be opposed to it; and contact information, including e-mail addresses, for all individuals who should receive a copy of the approved resolution.

Because resolutions become void when the issues they address become moot, it is imperative that the unit desiring Society action inform the Resource Policy Committee of any action that may render the resolution moot.

External resolutions must undergo thorough and rigorous review in order to protect the credibility of AFS. For this reason, a formal review system is recommended. The Resource Policy Committee will seek guidance from committees or units having responsibility for the general subject area with which the resolution is concerned. Also, individual members having expertise in the subject area will be included in the evaluation process.

External resolutions will be examined carefully; the relative merits and demerits will be discussed as well as the methods of implementing resolutions. The Resource Policy Committee will then submit the resolution to the Management Committee for approval.

Upon approval by the Management Committee, resolutions will be posted to the AFS website and notice sent to all members by e-mail in addition to a notice being published in *Fisheries*. When feasible, members will be given at least 30 days to review and comment on the document.

Final resolutions must be approved by the Management Committee then the Governing Board prior to membership vote. Voting may take place electronically or at the annual Business Meeting.

Because of the lack of opportunity for substantive analysis and debate, resolutions coming from the floor for consideration at the annual Business Meeting are discouraged unless they are of an emergency nature. The presiding officer may recognize a resolution coming from the floor, provided that it is written in the proper format and copies are available for distribution at the meeting.

Approved resolutions will be published in *Fisheries* and posted in a secure format on the AFS website, as appropriate.

Approved resolutions will be electronically distributed by AFS staff to the list of individuals named in the background information.

Society Advocacy and Unit Procedures

Sharing science-based information with the public is a key AFS value. There are a number of means of sharing information, including publication in AFS journals or other scientific publications, workshops, continuing education courses, unit newsletters, resolutions, policy statements, and periodic communications such as letters, action alerts, and media releases.

Units should adopt internal procedures to manage development of positions in support of advocacy actions that are suitable for their unit. The following advocacy guidance (modeled after guidance developed by the Idaho Chapter and the Western Division) provide a good model.

A unit may hold meetings, sponsor symposia, disseminate information, adopt resolutions, and engage in other activities that advance Society objectives and conform to the Society's Constitution, Rules, and Procedures. Actions and resolutions of a unit shall be identified only with that unit unless formally adopted by the Society or another unit. (AFS Constitution Article V #5).

1. AFS Advocacy Guidance

Issue Selection Criteria

- a. Is the issue pertinent to AFS goals?
- b. Will involvement of AFS make a difference?
- c. Is there membership support?
- d. Does AFS have the best available technical information?
- e. Have minority opinions been solicited and presented?
- f. Does the urgency of the issue warrant action without full membership approval?
- g. Is AFS willing to follow through?

- h. Do the geographic boundaries and other aspects of the issue make it appropriate for AFS action?

Steps

- a. Member, committee, or unit raises concern/issue
- b. Unit or committee reviews and recommends action to AFS Governing Board or Executive Director and Officers
- c. AFS Governing Board or Executive Director and Officers reviews appropriate action relative to criteria. The Governing Board will review the issue if at all possible. In some situations where it is a rapidly developing policy issue that cannot wait for Governing Board action the Executive Director and Officers may review the proposed action relative to the criteria. In those instances, they will notify the Governing Board of the decision and rationale. Regardless of who reviews the issue they should ultimately:
 - 1) Refer to committee for more information, or
 - 2) Solicit wider review of membership, or
 - 3) Take action

Possible Actions

- a. Sends letter requesting action or providing comments
 - b. Drafts resolution
 - c. Drafts policy statement
 - d. Recommends educational forum
 - e. Denies action with justification
 - f. Litigation
2. Coordinating Unit Advocacy with AFS
- a. As a unit is preparing a draft policy statement or a draft resolution, a plan to share it with other units and other fisheries-related groups should be developed. For example, in 1992, while the Humboldt Chapter was preparing its position paper "California Salmonid Stocks at Risk," the following steps were taken: a news release was prepared and distributed, Chapter members were advised of the release date via the newsletter, Chapter members were asked to be on the outlook for misinformation in the media and to respond with letters to the editor, the Western Division and Chapters in the Division were contacted to assure coordination, and AFS Headquarters was contacted so the information could be shared with national media contacts, foundations, and Washington State-based fisheries conservation groups in a timely fashion.
 - b. Ultimately, unit positions are sanctioned by AFS and subject to change by decision of the Governing Board if they are not in keeping with the overall goals of the AFS.

Lobbying Information and Guidelines

As a result of AFS's tax-exempt status, AFS must follow certain guidelines set forth by the Internal Revenue Service (IRS). We may provide expert testimony in administrative and legislative hearings; write letters, make telephone calls, and visit our legislators to discuss issues for which we can provide science-based information; share our information with the public at large and urge that action be taken; and lobby for sound fisheries legislation. *Under no circumstance* can AFS or any of its units be involved in partisan political campaigns. This means neither AFS, as a whole, nor one of its units nor a member using their AFS affiliation can endorse a political candidate.

Much of what was once considered lobbying is now considered information sharing under the August 31, 1990, U.S. IRS regulations. For example,

1. Urging Congress to develop legislation to better manage large interjurisdictional rivers *is not lobbying*.... however, urging a single Congressional representative to support HR 1234 or any specific legislation *is lobbying*.
2. Generally, communicating with a judicial, executive, or administrative body is not considered lobbying.

The American Fisheries Society declares its lobbying expenditures each year when filing its income tax form. Both direct lobbying and grassroots lobbying are permitted, but they have different financial limits. Direct lobbying occurs anytime AFS petitions a legislator for action. Grassroots lobbying occurs when an AFS member asks nonmembers to contact their legislators. With an annual budget of about two million dollars, AFS is permitted to spend a total of \$250,000 on lobbying, of which \$62,500 can be grassroots lobbying. This generous lobbying limit exceeds future foreseeable expenditures. The limit is high because the IRS *expects public nonprofit organizations like AFS to speak out on topics where they have expertise and strong commitment*.

Ideally, AFS would lobby on issues where the Society has developed policy or position statements, or resolutions, but because of time constraints, that is not always possible. Be sure that whichever avenue is followed (direct or grassroots lobbying), the concurrence of the appropriate unit is obtained. Notify related units, the AFS Executive Director, and the AFS President of planned lobbying actions to ensure coordination. As long as you proceed in a professional manner with science-based information your views will be helpful to your audience.

Each unit president or their designee must provide the AFS Executive Director with a copy of lobbying materials and an estimate of the costs incurred during the past calendar year by January 30 of each year. When in doubt as to whether a project is lobbying or not, the project should be forwarded to AFS Headquarters. The AFS staff, in consultation with the AFS tax advisor, can make a determination of the project's status.

Publications Policies

Comprehensive Publications Policy

The following is a comprehensive AFS publications policy, first adopted in 1987 and later modified according to current practice and to the strategic plans of the Publications Overview Committee (POC). (See also, www.fisheries.org under Publications.)

1. Scope and Application of the Policy

The following policy applies to all scientific publications issued by or on behalf of AFS or its units (i.e., those scientific and technical publications bearing the AFS logo or that otherwise can be identified as being sponsored by the Society or any of its units).

Exceptions: This policy does not apply to directories, bibliographies, and other information or library aids; routine membership communications (e.g., newsletters) of the Society or any unit; or such periodic reports by units or by standing or special committees as may be required by the Governing Board or by the Executive Committee of any Division.

2. Editorial Control and Authority

- a. The Executive Director is responsible for *Fisheries* with respect to the appointment of editors, editorial policy, and content.
- b. The Executive Director and the Director of Publications are responsible for all other publications of the Society to the extent defined in the following sections of this policy.
- c. For journals of the Society, the Director of Publications appoints editors for specific journals and oversees and approves the development and implementation of editorial policy and quality control.
- d. For unit publications, the Director of Publications reviews and approves the publication proposal with regard to editorial policy and standards and quality control. The Director of Publications, at the request of the sponsoring unit, may also provide the necessary advice and assistance regarding scheduling, format, and printing.
- e. In arriving at a decision to approve book publication, the Director of Publications consults with the Executive Director and the Book Editorial Advisory Board.
- f. In disapproving a book publication proposal, the Director of Publications will present the reasons for such action, and will provide, if appropriate, advice on the procedures or actions necessary to merit approval.
- g. Appeal of an adverse decision regarding a book may be made to the Governing Board, who may seek additional review and recommendations from the Executive Director, Book Advisory Committee and the POC.
- h. For all such book publications, one copy of the final product must be provided to the Executive Director and to the Director of Publications.

3. Control and Review of Quality and Standards

The Director of Publications, editors, and associate editors are responsible for establishing and maintaining high levels of quality with respect to scientific content and effective communication in the publication or publications under their control.

For *Fisheries*, a chief science editor will oversee the science content of the journal. Specifically, the chief science editor will

- a. Select the science editors for the scientific papers submitted to *Fisheries*.
- b. Make final decisions about accepting or rejecting scientific papers based on reviews orchestrated by the science editors of *Fisheries*.
- c. Ensure the scientific veracity of each issue of *Fisheries* by perusing the entire issue for scientific content prior to publication, including science papers, student angles, case studies, and letters to the editor, while the Managing Editor continues to solicit and edit the magazine content, such as features, columns, and so forth.
- d. Help select science editors according to the POC. procedures for the recruitment, review, and retention of AFS journal editors.
- e. Solicit broad general submissions of general interest to the diverse membership of AFS.
- f. Solicit cutting-edge submissions from world leaders in fisheries science.
- g. Mentor and provide guidance to the science editors, including acting as vice-chair of their editorial meeting at the AFS Annual Meeting.
- h. Attend the meetings of the AFS Journals Editorial Board.
- i. Interact with the Managing Editor for *Fisheries* and Director of Publications. This includes discussions on the production of the journal, updating instructions to authors, time to publication of issues, and providing feedback related to content, themes, and direction of the scientific and magazine aspects of *Fisheries*.

All prospective technical contributions to journals or to other volumes will be peer-reviewed.

- a. Peer review usually will be conducted by two reviewers, acting independently.
- b. For *Fisheries*, the same policy applies to contributed articles; the Executive Director may waive the peer-review requirement for invited papers or opinion papers.
- c. Reviewers will have their anonymity protected unless they specifically indicate otherwise.
- d. Reviewers shall not communicate with the authors of manuscripts under their review except through, or with permission of, the editor, until the manuscript has been accepted for publication.
- e. Reviewers shall not keep, copy, or distribute manuscripts sent to them for evaluation.
- f. The POC will perform periodic reviews of the content, quality, and editorial standards of AFS publications and will report its findings and recommendations to the Executive Director.
- g. The Executive Director may request review by POC of specific publications.

4. Publication Ethics

- a. Authors are expected to maintain high ethical standards with respect to extending appropriate credit and recognition to their colleagues and fellow contributors.
- b. Dual publication (i.e., the replicate publication of the same data or information) is not allowed. A full discussion of this issue is found in *Transactions of the American Fisheries Society* 110:573–574, 1981; the policy enunciated in the referenced editorial is hereby extended to all AFS publications.
 - 1) Authors of manuscripts must state that ideas, data, and conclusions purported therein to be original are neither under simultaneous consideration by another publisher or for another Society publication nor previously published.
 - 2) All papers—whether published, in press, or under editorial review—that are closely related to the manuscript being submitted must be documented in the manuscript or in

correspondence to the editor. Reprints or preprints must be made available on request of the editor.

- 3) Qualifications and exceptions to this policy are given in *Transactions of the American Fisheries Society* 110:573–574, 1981.

5. New Publications and Publication Services

- a. The Society will develop new publications as needs and opportunities occur. Expansion of the existing list of publications may occur as the result of development of a new publication series, assuming control of existing publications through contractual or other agreements, or by providing other information-transfer or information retrieval services.
- b. All proposals for new journals must be approved by the Governing Board, following recommendation by the Executive Director and consultation with the POC.
 - 1) In specific instances, or for specific types of publications, the Governing Board may delegate this authority to the Executive Director.

6. For all such publications, the policies stated herein will apply.

- a. The Executive Director is authorized to act for the Governing Board in matters pertaining to translations of AFS publications to other languages and obtaining translations into English of appropriate writings in other languages.

Publications Policy—Symposium Series

(Based on policies approved in 1986).

To qualify as a volume in the symposium series, the proposed publication must consist of a set of previously unpublished, thematically related contributions in one of the fields of fisheries as defined in the "Guide for Authors" of *Transactions of the American Fisheries Society*, *North American Journal of Fisheries Management*, *North American Journal of Aquaculture*, or *Journal of Aquatic Animal Health*. The contributions should be the result of a symposium, workshop, or conference.

The volume may be published as either a special feature in a journal or as a stand-alone book publication. In some cases, the proceedings may be published as a special feature in a journal issue and then subsequently as a reprint book volume. A decision between these two alternatives lies with the Director of Publications and is based on the potential market and merit of the proceedings.

The proposal to the Director of Publications for inclusion in the symposium series must include

- a. A rigorous statement of the symposium's purpose and scope;
- b. Identification of an editor, with a statement of the editor's commitment to the project;
- c. A statement of editorial procedures and standards to be applied;
- d. A schedule for review and final manuscript submittal;
- e. Assurance that the material will be sufficient for a substantial publication.

Whenever possible, the proposal should be presented prior to the symposium, conference, or workshop.

The Executive Director and Director of Publications have final responsibility and authority for accepting or rejecting a proceedings proposal. Appeal of an adverse decision on proposal

acceptance may be made to the Executive Director, POC, and then, possibly, to the Governing Board.

Responsibilities of the Journal Managing Editor and Director of Publications are to

- a. Review the proposal and to correspond with the Symposium Committee or editor regarding editorial standards, page charges, and schedules;
- b. Exert quality control by performing a substantive review of manuscripts before they are returned to authors.

Responsibilities of the Symposium Committee or sponsors are to

- a. Develop the proposal in accordance with above;
- b. Maintain the review schedule;
- c. Provide for all peer reviews;
- d. Maintain AFS standards regarding technical quality control, format, and bibliographic control.

In the case of symposium projects sponsored by AFS units and published as books, net profits from the sale of symposium volumes will be divided equally between Society (50%) and the sponsoring unit(s) (50%). Exceptions to this policy may be negotiated with the Director of Publications and Executive Director.

Recruitment, Review, and Retention of Editors

Recruitment of Editors

1. Existing editorial board members will actively recruit successful associate editors that have expressed an interest in serving as an editor or that might be willing to consider serving.
2. To ensure that there is an opportunity for open recruiting, an advertisement will be placed in *Fisheries* and communicated through other AFS journals and AFS email distribution lists. The text of that advertisement will be discussed among the selection committee (see below), but should contain language similar to the following:

The American Fisheries Society seeks dynamic scientists with the broad perspective on fisheries and high editorial standards to serve as editors of (name of journal). The American Fisheries Society seeks editors who must be committed to fast-paced deadlines and would be appointed for five-year terms. Duties include

- *Deciding on the suitability of contributed items and advising authors on what is needed to make contributions publishable, using the advice of the editorial advisory board and outside reviewers. Editors review material for scientific accuracy as well as for clarity, readability, and interest in the broad fisheries community;*
- *Soliciting manuscripts to ensure broad coverage;*
- *Setting the editorial standards for (name of journal) in keeping with the objectives of the publication in accordance with the policies and guidance provided by the Publications Overview Committee and editorial board of the journal;*
- *Making recommendations to enhance the vitality of the Journal.*

To be considered for one of the editor positions send your curriculum vitae with a letter of interest explaining why you want to be the journal editor via e-mail to

[appropriate contact information]. To nominate a highly qualified colleague, send a letter of recommendation to the same e-mail address.

3. When appropriate the announcement should specify the subdiscipline or focus area (e.g., marine fisheries, inland fisheries, genetics, etc.) of the new editor.
4. The AFS Publications Director or will contact nominated candidates to determine their willingness to serve.
5. A selection committee will be formed to review candidates. Committee makeup should be the AFS Publications Director (chair), the current editors for the journal in need of a new editor, and the current chair of the Publications Overview Committee. The selection committee will choose a new editor, recognizing that interpersonal communication skills and editorial experience are as valuable as a long publication record.

Recruitment of Associate Editors

When an AFS journal needs to replace an associate editor (AE), potential candidates should be identified via nominations by the retiring AE, existing AEs and editors (with those nominations based primarily on a history of quality of reviews provided by candidates), the AFS Publications Director, and names that have come through the AFS committee volunteer call that is published prior to each Annual Meeting. In addition, an annual announcement will be included in the June or July issue of *Fisheries* soliciting interested candidates. Selection of a new AE from that pool of candidates will be done by journal editors (with each editor for a particular journal voting on the potential replacement) in conjunction with the AFS Publications Director.

Review and Retention of Editors

All AFS journal editors will meet with the Publications Director each year (preferably at the annual meeting, but phone interviews may be required when meeting attendance is not possible) to discuss work over the previous year. Discussion topics may include major changes in submissions to the journal, rates of acceptance or rejection, times manuscripts spend in review, and comments (if any) from authors or associate editors.

Every five years, the Publications Director should review each journal editor with the explicit goal of making sure that the editor's performance continues to serve the Society well. Issues for discussion may include any concerns that authors or associate editors have raised, the time that manuscripts are on the editor's desk, and any sudden shifts in acceptance or rejection rates or any significant departures from rates of the other editors of the same journal. If no concerns arise, the editor will be appointed for another five-year term. If concerns are raised, they should be discussed at this time, and if the AFS Publications Director feels that the problems are too large for the editor to continue, the editor will not be invited back for another term.

Continuing Education Courses

One of the most important functions of the Society is the maintenance and enhancement of the technical, professional, and administrative knowledge and skills of its members. The AFS Continuing Education Committee (CEC) is charged with that task and encourages individuals, Chapters, Sections, Divisions, and other subunits to develop and propose continuing education activities. These may be approved for Continuing Education Units (CEUs), which are tracked for participants by the American Council on Education (ACE) through a transcription service. The designation of CEUs ensures a consistent awarding of credit.

The AFS Continuing Education Committee is responsible for ensuring the quality of AFS Continuing Education (CE) offerings; thus, all courses or activities conducted at Society-level events must be approved by the committee. In addition, all courses seeking to award AFS CEUs must be approved by the CEC.

To obtain approval for a proposed activity, proponents must complete a course approval form, available on the AFS website at www.fisheries.org or from the designated staff liaison at the AFS Headquarters Office. Completed forms should be submitted at least two months prior to proposed date for the activity to the designated AFS staff liaison or CE chair. Forms are sent to the committee for review. A decision to approve/disapprove along with any recommendations to improve the course and designation of CEUs (if any) is sent to the course contact, usually within 3–4 weeks.

When a course has been approved, the designated AFS staff liaison sends the instructor/course contact the forms students must complete to obtain CEU credit. These must be filled out during the CE activity. Course contacts must also collect a CEU registration fee for each student who wants to receive CEUs. The fee is US\$7.00 per AFS member and \$10.00 per nonmember. Completed forms and one check covering all registration fees must be sent to the Unit Services Coordinator by the course contact after completion of the activity. Course participants who are receiving academic credit are not eligible for CEU credit.

Topic-Oriented Meetings (TOMs)

Purpose

Topic-oriented meetings (TOMs) are specialized meetings that focus on a particular topic of interest to AFS members. They are held periodically in addition to the AFS Annual Meeting and are typically much smaller in size. They are not meant to replace similar meetings that are sponsored by various AFS units but, in contrast to those meetings, are sponsored by the Society, frequently in collaboration with AFS units or external organizations. Topic-oriented meetings serve to advance the AFS Strategic Plan goals of information transfer and outreach, aquatic stewardship, and member services. They help to advance AFS Strategic Plan strategies of increasing visibility, enhancing collaboration with other organizations, providing services for professional development, and providing scientific and technical information.

Organizing a TOM

A TOM may be organized by an AFS unit or by individual AFS members. The organizers will identify the focus of the proposed TOM and prepare a statement of topics to be addressed. This statement becomes the body of the proposal, which is submitted to the AFS Meetings Oversight Committee for review. The organizers will identify a program committee and work with that committee to establish potential participants, time, meeting location, sponsorship, financial responsibility, and the program plan.

Proposal Submission

Organizers should submit a proposal with the following sections to the AFS Meetings Oversight Committee:

1. A list of organizers and program committee members.
2. Discussion of the scientific focus of the conference, topics of proposed sessions, objectives, and goals.
3. Suggested dates and duration of conference.
4. Suggested sites (if the organizers have a preference) and reason for choice.
5. Co-sponsors, if any, and their role (financial or nonfinancial support) in the conference.
6. Outline of format and schedule (invited speakers, appropriate number of contributed papers, posters, and time available for discussion).
7. Fields of interest, possible participants, a preliminary list of key speakers and possible guests from other societies or abroad.
8. A preliminary budget, including anticipated income and expenses.
9. Anticipated number of participants and the size of the community from which attendance will be drawn.
10. Previous or upcoming conferences that will be held on same or similar topics. If within past two years, justification for holding another conference.
11. Anticipated conference reports and/or publications.
12. Field trip description, if there is going to be one.
13. Biography of organizers, including a list of recent publications.

Sponsorship and Financial Responsibility

Topic-oriented meetings should be a self-supporting program within AFS. The American Fisheries Society will help organizers to identify potential financial sponsors and will be the principal sponsor of TOMs.

For conferences held outside the United States, a local fisheries equivalent organization should be asked to consider sponsorship to avoid the appearance of unilateral action on another's turf. This sponsorship may be in-kind as well as financial assistance.

Once the proposal is approved by the Meetings Oversight Committee, the organizers will work with AFS to determine an appropriate funding strategy for the conference.

The preliminary budget will detail who (AFS or the organizers) is responsible for deficits or excesses, how the conference fees will be set, and who will submit a financial statement to AFS at the conclusion of the conference. When a conference is held outside North America, the host organization will usually handle logistics for the conference and therefore will control the finances. In such cases, the host organization is generally asked to accept financial responsibility for the conference, relieving the organizers of this responsibility. Staff of AFS will prepare a letter of agreement for these cases.

Program and Abstracts

If necessary, AFS will assist with the abstracts via online submission and make the abstract database available to the organizers. The organizers and program committee arrange the program and provide the program copy to AFS. The program is for attendees only and is not given or sold to others. The program, with abstracts, is also put on the AFS website.

Publicity

The conference organizers should prepare announcements and pre-conference publicity to be published in Fisheries and other appropriate outlets, including the AFS website.

AFS staff will edit the final copy for publicity pieces. The organizers may provide AFS with a select mailing list of potential participants. Registration and housing information is sent to all who contribute to the conference program or express an interest in attending.

Publication

The information presented at some TOMs should lend itself to publication; thus, the conference organizers should consider carefully the question of publication. All publication proposals are subject to review by the appropriate publication board or editor. The American Fisheries Society has the right of first refusal to publish a product before the organizers can go to a non-AFS product/publisher.

Topic-Oriented Hill Seminars

Purpose

The American Fisheries Society (AFS) is the oldest and most prestigious fisheries professional society in the world. Founded in 1870, AFS now has more than 9,000 members with expertise in all areas of fisheries science and management.

The mission of AFS is (1) to promote the conservation, development, and wise use of fisheries; (2) further the professional development of its members; and (3) gather and disseminate scientific, technical information about fisheries science and practice through publications, meetings, and other forms of communication to members and the general public. Relying heavily on thorough peer review, AFS has become the pre-eminent voice of fisheries science and has therefore become a most trusted voice for communicating that science.

The American Fisheries Society proposes to facilitate a series of seminars that will be open to all scientific views and will be designed to further educate the general public, congressional staff and governmental agencies about a wide variety of fisheries related issues. Topics may be proposed by federal agencies or congressional staffers for consideration by AFS.

However, the Society will act as the facilitator of these seminars in order to provide an impartial forum for communicating the latest developments on key fisheries issues. Having AFS select speakers and provide the means of communicating the science will assure impartiality and objectivity, especially in the often-contentious debates related to the management of fishery resources.

Format

Quarterly to biannual seminars on Capitol Hill (during lunch hour or afternoon) to focus on current issues in fisheries and other aquatic resources. The seminars would be delivered using the following format:

1. One moderator to officiate each seminar. The moderator will open and close the seminar, introduce speakers, and moderate the question-and-answer session.
2. Each seminar will include presentations from two to three speakers. Each presentation will be 10–20 minutes in length and will focus on the theme of the seminar.
3. After the conclusion of the presentations, the floor will be opened for a question-and-answer period lasting no more than 20 minutes.

Initial list of suggested topics:

1. Ocean acidification
2. Marine aquaculture
3. West Coast salmon runs
4. Invasive species
5. International fisheries management and conservation
6. Diverse human interfaces with fisheries

Potential collaborators, including related professional societies such as

1. ASLO (Association for the Sciences of Limnology and Oceanography)
2. The Wildlife Society
3. CERF (Coastal and Estuarine Research Foundation)

4. Ecological Society of America

Potential contributors, including state and federal agencies such as

1. U.S. Fish and Wildlife Service
2. U.S. Forest Service
3. NOAA (National Oceanic and Atmospheric Administration)
4. USGS (U.S. Geological Survey)

Location

Each seminar will be held in a designated congressional office building depending on availability.

Meeting Support

The American Fisheries Society is a scientific society that regularly seeks funding for its Annual Meetings from agencies, foundations, and other entities. As such, it is not able to provide monetary contributions to support meetings of other scientific organizations. The American Fisheries Society's participation at such meetings may be provided, however, through AFS presence at trade shows as well as through contributions of books, posters, and other products for sale or distribution at the meetings.

The American Fisheries Society may provide monetary contributions to support the meetings of AFS units, but those contributions will normally be limited to providing seed money that will be returned to AFS from the revenue of the meeting. In addition, AFS may provide support to AFS unit meetings through participation at trade shows as well as through contributions of books, posters, and other products for sale or distribution at the meetings.

Procedures for Implementing this Policy

1. Monies will not be allocated for financial support of non-AFS meetings. Allocations of seed money to support AFS unit meetings (money to be returned to AFS will be subject to the normal dollar-value reviews whereby the Executive Director and officers may approve expenditures up to \$5,000, the Management Committee approves requests for expenditures from that level up to \$10,000, and Governing Board approval is required for larger requests.
2. All organizations or units requesting seed money to support meetings should submit formal requests electronically to the AFS Executive Director. This requirement includes requests from both non-AFS and AFS Units for AFS participation at trade shows, and so forth, and requests from AFS units seeking seed money support for meetings. All requests should provide details about the meeting purpose, dates, venue, and type of assistance requested from AFS. Non-AFS organizations should also provide information to address the criteria noted in #4 below. All requests submitted to the AFS Executive Director will be discussed with the AFS officers, who, together with the Executive Director, will make a decision. When seed monies in excess of \$5,000 are requested, the decision will be made at the appropriate level (either Management Committee or Governing Board). The Executive Director will communicate the decision to the requesting Unit or non-AFS organization.
3. Decisions to provide active AFS participation at meetings (e.g., at trade shows will, in general, place priority on requests from AFS Units over requests from non-AFS organizations. The Executive Director may make exceptions.
4. Criteria that will be considered in providing an AFS presence at non-AFS meetings
 - a. Will include close tie-in to the AFS mission.
 - b. Must have possible long-term returns to AFS in terms of membership growth, publication sales, and other tangibles.
 - c. Must encourage reciprocity with AFS meetings (i.e., show willingness to consider a reciprocal contribution to AFS meetings.
 - d. Will include other criteria as deemed appropriate by the Executive Director and officers.

FINANCIAL PLANNING AND PROCEDURES COMMITTEE

Introduction

At its September 11, 2020 meeting, the Governing Board established the Financial Planning and Procedures Committee (FPPC) to expand the roles of the Investment Committee. The purpose of the FPPC is to work with AFS staff, the Audit Committee, and the AFS Investment Advisor to assess AFS' current and future financial positions and guide AFS leadership on such matters. The FPPC duties include the following: (1) engage with AFS staff, the AFS Investment Advisor, and others to provide review, recommendations, and evaluation of AFS finances; (2) develop training for the Management Committee to ensure that members understand and better execute the fiduciary responsibilities; (3) develop more transparent tools for reporting on AFS finances to AFS leadership; (4) help AFS staff assess financial reports; (5) facilitate financial assessments of AFS programs; (6) review new program proposals and strategic plans; and (7) revise the AFS Rules and Procedures, as appropriate. Because of its greatly expanded role, the FPPC has fundamentally expanded both the AFS Rules and Procedures documents pertaining to the FPPC. The revised procedures include four major sections: Definitions, Program Planning, Financial Policies, and Investment Objectives and Guidelines.

Definitions

The following definitions are provided for terms that are used throughout this document. Definitions may be further defined where they are presented in the document.

Bank line of credit and collateral account: The American Fisheries Society has a short-term line of credit negotiated with M&T Bank that is available if short-term funding is needed to support AFS operations. As of June 2021, the available credit line was \$500,000. It is secured by a collateral account, a second investment account managed by the AFS Investment Advisor. The required collateral is currently \$570,000 and is comprised of the same mix of securities as in the investment fund.

Capital budget: The capital budget is the Society's "infrastructure" plan for long-term assets, such as the Society's website, member database, and planning tools. The costs to create and manage these assets may be amortized over the useful life of the asset.

Fixed assets: Fixed assets include current fixed assets (office condo, leasehold improvements, and equipment) and the related borrowing and lease purchases, all included in this Procedures manual for purposes of policy and management. Responsibility for management of the fixed assets is delegated to the Executive Director.

Investment advisor: The investment advisor is a paid individual or firm, professionally qualified and licensed to offer financial guidance and trade securities. Typically, this individual or firm is compensated through a management fee as a percentage of account assets.

Investment fund: An investment portfolio managed by a professional investment advisor and reviewed quarterly by the FPPC. The investment portfolio consists of an obligated reserve, unrestricted funds, and restricted funds.

Obligated reserve: The portion of the investment fund equivalent to the 1-year operating budget based on the average operating expense budget over the previous 4 years, adjusted for guaranteed, long-term contractual revenues. The obligated reserve will be maintained as restricted funds within the investment fund.

Operating budget: The operating budget is the Society's financial plan for the coming calendar year. The operating budget reflects anticipated income and expenses associated with Society programs, investments, and other expenditures to support Society members.

Overhead rate: The annually calculated AFS overhead rate, approved by the U.S. Government, is used to estimate the value of the Society's administration costs for managing programs and grants.

Restricted funds: Invested funds owned by AFS units (including Chapters, Divisions, and Sections) and endowment funds. Restricted fund monies are managed as part of the investment fund, but the monies are not accessible to support the AFS operating budget.

Short-term money: Includes all cash, cash management accounts, and receivables. These are expected to equal or slightly exceed current liabilities plus anticipated needs for cash over 3–4 months.

Special project: A new project proposed by AFS members that is not already approved within the operating budget.

Unrestricted funds: Invested funds owned by AFS that are not restricted by fund management requirements. Presently, the value of unrestricted funds are those funds in the investment fund that exceed the obligated reserve value.

Program Planning

The American Fisheries Society has four major sources of revenue: membership dues, annual meeting net profits, grants and project management, and publications (including journals and books). The American Fisheries Society has eight major expenditure categories, including staff salaries and benefits, administration, membership, meetings, policy and communications, grants and project management, professional development and awards, and publications. The American Fisheries Society must quantify past trends and estimate future financial trends and then respond accordingly to ensure long-term financial stability while meeting member needs and organization goals.

Budgeting, Program Planning, and Evaluation

The American Fisheries Society supports many programs that provide benefits to Society members. Whereas some programs generate revenue, other programs cost more to maintain than the revenue the programs generate. The American Fisheries Society and the FPPC will institute the following guidelines:

1. The Executive Director (ED) shall create a list of all programs and activities for budget tracking and expense allocations. The ED shall provide the program list to the FPPC during the annual development of the AFS operating budget. This information shall be summarized in an Excel spreadsheet that AFS shall maintain on the FPPC's Google drive.
2. Every three years, the FPPC shall evaluate one-third of the programs and work with the associated AFS committee, if any, to assess financial performance relative to the program's goals. The FPPC shall provide narrative comments regarding the programs' performances.
3. The ED shall maintain an inventory of programs and corresponding financial results and provide them to the FPPC and Management Committee. The Management Committee and the FPPC shall make recommendations to the ED on budget trends and adjustments to meet financial targets. The ED shall act on those recommendations or explain in writing why they cannot do so.

New Program/Service Business Plans

American Fisheries Society members and committees periodically propose new programs and services that must be overseen by AFS staff. New programs require additional staff time and expenses, thereby affecting the operating budget. Proponents propose new programs and services during the annual operating budget development process (as opposed to the below Special Projects process).

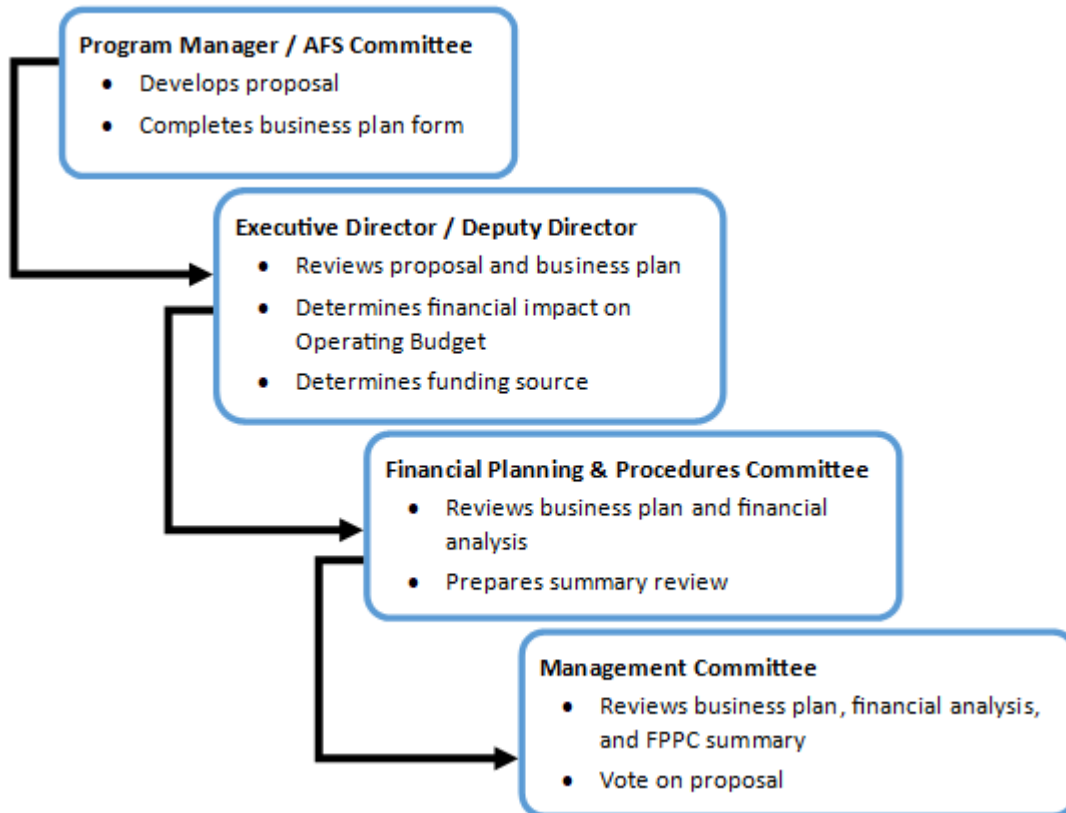
1. The FPPC shall evaluate the financial components, business rationale, and resource allocation for each proposed new program and make recommendations to the Management Committee on the reasonableness of the assumptions and the likely financial impact of the new program on the Society's operating budget.
2. The FPPC shall develop a business plan form for assessing the financial and operating elements of the new program. The business plan form shall be completed by the new program proponent and submitted to the ED. The ED shall review the business form and provide a review of anticipated effects to existing staff capacity, non-personnel expenses, and the annual operating budget. The ED shall provide the review report to the FPPC, which shall comment on the review report. The FPPC review report and comments shall accompany the business plan form and program proposal when motioned to the Management Committee for consideration.

Capital Budgeting

The ED shall prepare a three-year capital budget and replacement reserves schedule identifying anticipated financial outlays for major expenditures for the Society's database, website, and similar significant investments of capital for replacing or acquiring assets.

Program-Planning Decision-Making Process

The following section includes the ideal budget and resource-allocation decision-making process from initial program proposal to the Management Committee's vote on the proposal.



Financial Reporting

Timely, clear, and concise financial reporting is imperative for presenting AFS financial information to the Management Committee and AFS staff, committees, and members. American Fisheries Society financial reporting includes monthly updates, quarterly reviews, and an annual audit report. Reporting shall include techniques that plainly present financial results for the current period as well as for at least a four-year period to capture financial trends. Terms shall be defined, and anomalous results shall be clearly explained. The FPPC and the ED shall prepare a financial reporting template for Management Committee meetings. A complementary Excel workbook shall also be developed to efficiently update financial results. Working from templates should provide an efficient and repeatable means for reporting financial results. Reported information should increase in detail and breadth from monthly to the annual audit report.

Financial Policies

The following sections provide a review of the Society's operating budget and investment fund.

Operating Budget

The operating budget is the Society's financial plan for the coming calendar year. The operating budget reflects the anticipated income and expenses associated with the Society's programs, investments, and other expenditures. The Society's financial objectives include managing and providing resources to meet current and future member needs, organization goals, and, at a minimum, maintaining a balanced calendar-year budget.

The annual operating budget is not only based on anticipated revenues and expenses for the coming year, but also compared to the preceding four-year averages of revenues and expenses. The preceding four years of revenues and expenses capture a range of economic and market conditions that affect the Society's finances. Additionally, a four-year period includes one rotation of the AFS Annual Meeting through each of the four Divisions. Because Annual Meeting net income varies across the four Divisions and Annual Meeting net income is an important revenue item in the operating budget, the four-year average is a moderately conservative approach to predicting this important revenue item.

The Management Committee and the FPPC shall maintain a legacy document that explains the origin of new programs that have a financial impact on the Society's finances. The legacy document should include a program's initiation date, the purpose and term of the program, and the expected annual and long-term revenues and expenses associated with the program. It is imperative that the Management Committee assess the cost and benefits of each new program, especially in the context of the operating budget and the Society's existing obligations.

The annual operating budget shall be presented to the Management Committee and the FPPC for review and approval during the preceding year's Annual Meeting. Modifications to the operating budget based on more recent data or concerns may be presented to the Management Committee and the FPPC for review and approval in subsequent meetings. If expenditures exceed revenues for one or more years, the FPPC shall engage the Management Committee and ED to review revenues and expenditures and evaluate the implications on programs and the operating budget. The Management Committee is responsible for ensuring that rigorous financial planning is implemented by the ED.

The cost of AFS products and services should, in aggregate, be covered by the revenues accrued from these products and services. Because some AFS products and services do not generate revenue, other programs and services must do so to support the operating budget.

Special Projects

Special projects are proposed after the operating budget has been approved by the Management Committee. Special projects must contribute to the Society's major goals, and funding sources must be included with the proposal. The following guidelines are to be observed when considering special projects.

1. The Society shall charge the overhead rate covering headquarters' costs to all funding proposals except when the granting entity has an explicit policy to prohibit paying overhead (in which case, AFS shall assess whether direct administrative costs can be included, if the Society wishes to absorb those costs, or if the proposal should be abandoned).
2. Special funding can be sought both to expand current approved activities and to initiate new approved activities. Pass-through projects handled on behalf of AFS units or external parties shall include at least an agreed-upon overhead cost.
3. Any single project, with projected expenses exceeding \$100,000 must have Management Committee approval. No project shall be undertaken until a written business plan is approved by the ED and the Management Committee.
4. The business plan shall include the project's purpose, strategy, location(s), management team, funding sources, year initiated, and duration.

5. There shall be at least an annual update on special project finances. This report shall be part of the ED's report to the FPPC and Management Committee.

Financial Relationships with Units

The American Fisheries Society is legally responsible for unit obligations. The Society is currently developing a memorandum of understanding that will outline unit responsibilities for maintaining financial standing. The following core policies will apply to units' financial management:

1. Unit secretary-treasurers shall send annual financial reports to the ED within 30 days following the unit's annual business meeting.
2. All units are required to file an IRS return (Form 990), with a copy sent to the ED.
3. Checks issued by AFS shall be cashed by units as soon as possible. If the check is not cashed within 180 days, AFS will stop payment.
4. Chapters shall submit an affiliate member list to AFS by August 1 in order to receive its prior year's dues rebate.

Fundraising and Development

The American Fisheries Society has experienced flattened or declining revenues associated with membership dues, publication fees, and Annual Meeting net income. The Society is expanding its services, such as meeting planning, to other professional organizations to create additional revenue streams for AFS while assisting other like-minded organizations. The Society should continue to expand revenue opportunities to diversify revenue streams and support the operating budget and investment fund. The AFS Development Manager should be encouraged to pursue relationships with foundations, commercial businesses, and other potential partners. The Society should consider reactivating the Development Committee to support the AFS Development Manager.

Financial Sustainability and Financial Pitfalls

There are numerous financial pitfalls that could impact the Society's solvency. These pitfalls include both external and internal concerns. Although AFS cannot control external concerns, AFS management must be able to react to them as well as internal shortfalls that affect the Society's financial condition. Appropriate planning, timely financial reporting and review, and expeditious response is necessary to ensure the Society's long-term financial sustainability. The following strategies should be employed to avoid financial pitfalls.

1. Maintain core competency and avoid mission fragmentation: The American Fisheries Society must hold completely to its defined core mission to preserve and enhance its impact. The more effective AFS becomes, the greater the pressure to become engaged with activities that are peripheral to the core mission. The Society should continually evaluate new initiatives to determine their appropriateness in meeting the AFS mission as well as the financial burden new initiatives place on AFS finances.
2. Fund and maintain the obligated reserve: The obligated reserve should be funded and maintained to provide AFS with a financial buffer and recurring revenue source. Our goal is to meet the obligated reserve target over a seven-year period beginning in 2022 and with annual contributions at the discretion of the Management Committee.

3. Strategic plans: Developing strategic plans with actionable goals must include coordinating programs and finances to ensure financial sustainability. Funding sources must be identified for new programs or existing programs should be terminated to ensure that enough funding is available in the operating budget. Monitoring progress against operational and financial goals is an important component for ensuring that AFS is functioning effectively and following the strategic plan.
4. Staffing and staff accountability: Staffing levels and their associated expenses shall be supported by the operating budget. Like new programs, new staff need to be supported by the operating budget. Staff must account for their time and expenses and accurately assign their time and expenses to appropriate project or administrative codes in the AFS accounting software.
5. Program review: The ED and Management Committee shall annually review programs to determine if programs are supporting the AFS mission and how the programs are affecting AFS finances. Ineffective or expensive programs that do not sufficiently support the AFS mission shall be discontinued.

Investment Policies

The following section reviews the AFS investment fund and investment policies.

Investment Fund

The American Fisheries Society has maintained an investment fund with AXA Advisors (name changed to Equitable Advisors) since 2006. Gretchen Bolton, the AFS Investment Advisor, has managed the account since it was established. The investment fund is composed of diversified investments and the account is managed with a moderately aggressive investment objective to provide long-term growth with below-average risk.

The investment fund currently includes the investment fund and the collateral account. Although the collateral account is maintained as a separate account in support of the AFS line of credit, the investment fund and the collateral account have similar investments and the accounts are nearly managed as a singular account.

The investment fund currently includes monies contributed by AFS as well as AFS units and programs. Monies that AFS can freely access are referred to as unrestricted funds; monies that AFS cannot freely access are referred to as restricted funds, which AFS oversees for AFS units and programs. There are three components to the investment fund: obligated reserve, unrestricted funds, and restricted funds. The following sections provide additional detail on these components.

Obligated Reserve

The obligated reserve is a component of the unrestricted funds within the investment fund. The goal for the obligated reserve is to increase the obligated reserve's value until it is equal to a one-year operating budget, which is based on the average operating budget over the preceding four years. The obligated reserve provides AFS with a financial buffer and serves as a source of stable investment income into the future. Because AFS has drawn down the unrestricted funds portion of the investment fund to support new and existing programs over the past five years, rebuilding

the unrestricted funds to achieve the obligated reserve goal may take 5 years. After the obligated reserve achieves a value equivalent to a 1-year operating budget, the spending policy for the obligated reserve shall be based on the accumulation of dividends, interest, redemptions, or realized gains (in sum, the obligated reserve's annual income) that generate capital exceeding the 1-year operating budget. Target payouts from the obligated reserve shall be up to 50% of the obligated reserve's annual income at the end of the calendar year. The remaining 50% of the obligated reserve's appreciation shall remain in the investment fund. Once the obligated reserve's target value is achieved, the obligated reserve's value should track with the 3-year averaged operating budget.

Unrestricted Funds

Unrestricted funds are monies that are available for AFS to spend. Unrestricted funds may come from excess revenue or contributions that are not constrained by donor requests. Unrestricted funds are managed by the investment advisor as part of the investment fund, with the remainder comprising AFS' net balance of assets and liabilities. These assets and liabilities are less liquid and include fixed assets, receivables, and prepaid payments, less liabilities.

Restricted Funds

Restricted funds are monies that are constrained either by donor request or by the contributing entity or were established by the Governing Board. Contributing entities include AFS Chapters, Sections, Divisions, and programs that have entrusted funds to AFS for investment. These funds are managed by the investment advisor as part of the investment fund. Each fund shall adhere to the contributor's intentions and define a spending plan, investment approach, and procedures over fund administration. The ED shall provide at least semiannual reports to unit treasurers by January and July of each year.

The following programs have monies in the restricted funds portion of the investment fund:

1. The Carl R. Sullivan Fisheries Conservation Award Fund supports the annual purchase of the "Sully" award.
2. The Carl R. Sullivan International Endowment and Developing Countries Fund encourages international fisheries activities that support the Society's and the International Fisheries Section's long-term international goals.
3. The J. Frances Allen Scholarship Fund provides at least one \$2,500 scholarship annually to a deserving woman doctoral candidate.
4. The William R. Mote Fund shall be managed with the goal of being a perpetual award that appreciates from investment gains and additional donations.
5. The Past Presidents Endowment Fund promotes networking of fisheries professionals throughout the world, particularly younger members, students, emerging leaders, underrepresented minorities, professionals in developing nations, and those who bridge nations and cultures.
6. The Publications Endowment Fund, established in 1987, supports the publication of AFS and unit publications for which outside support is lacking. The Publications Endowment Fund was funded via a \$1 fee on books published before 1987 and a \$2 fee on each book sold for those published after 1987. That charge has since been terminated.

7. The Shelby Gerking Continuing Education Program Fund increases opportunities for professional development for fisheries professionals.
8. The Skinner Memorial Fund provides travel scholarships for students to attend an AFS Annual Meeting.
9. The Snieszko Fund was initially funded by Stanislaus and Julia Snieszko for the benefit of the Fish Health Section. It funds the S.F. Snieszko Distinguished Service Award as well as student travel and best student paper awards.
10. The Steven Berkeley Fellowship Fund supports the Marine Fisheries Section's Steven Berkeley Marine Conservation Fellowship.

Management of unit funds is determined by the units. Units periodically request funds to be used to achieve their individual program missions.

Short-Term Money/Bank Credit Line

The ED is responsible for managing short-term money. The amount in this category of funds varies annually and seasonally because AFS revenue is seasonal and concentrated in the November–January time frame (annual dues payment period) and in the months prior to the Annual Meeting when registration funds can be substantial, whereas AFS operational expenses are more evenly spread throughout the year. This operating cash must be liquid and not subject to significant market (interest rate/duration) risk or credit quality risk.

Short-term money is required to cover liabilities that may arise for prepaid orders, subscriptions, and employee benefits. The types of securities authorized for short-term money include bank accounts (checking, savings, money markets), time deposit accounts (CDs, U.S. Treasury bills and other short-term government paper, commercial paper, and other cash equivalents with an average rating of AA). The ED shall review the operating cash projections and prepare a schedule of investment fund deposits or withdrawals in advance of each quarterly FPPC meeting. Transfer of money from the investment fund to short-term money shall be made only on authorization by the ED. Whenever there appears to be more than a nominal amount above projected requirements in short-term money, the excess shall be transferred to the obligated reserve fund if money can be transferred efficiently. If monies cannot be moved efficiently between the obligated reserve or unrestricted reserve and the short-term money account, then the funds should remain in the short-term money account.

Bank credit line is a financial lending instrument and source of short-term resources when Society cash flow is low. The revolving credit line charges a floating rate of Prime + 1% and interest is paid monthly on borrowings. The principal may be paid off at any time and must be fully paid off for a minimum of 30 days each year. The Deputy Director and Executive Director are authorized to request advances and authorize repayments. The bank may demand payment on this note at any time. The note is secured by a collateral account and some or all of the collateral may be released in the future contingent on AFS's financial condition improving.

Financial and Investment Objectives

The financial objective of the investment fund is to attain an average annual real total return (net of investment management fees) equal to that of a moderately aggressive benchmark with lower overall risk.

Investment Management Structure

The ED, with the advice of the FPPC, is authorized to delegate investment fund management to an investment advisor, who is given discretionary powers under the guidelines provided in this policy and supplemented by instructions from the FPPC. The investment manager shall be appointed by the President and Executive Director with the advice of the FPPC.

The FPPC shall report the performance of the investment fund quarterly to the Management Committee.

Portfolio Composition and Asset Allocation

To achieve its objectives, the investment fund shall be divided into equity and fixed-income components and shall be diversified both by asset class and within asset classes (e.g., within equities by economic sector, industry, quality, and size and among different sectors of the fixed income market). The purpose of such diversification is to provide reasonable assurance that no single security, class of securities, or specific investment style will have a disproportionate impact on the investment fund's aggregate results.

The purpose of the equity component is to provide a total return that will provide for growth in principal and current income to support any desired spending requirements while increasing the purchasing power of the investment fund. The American Fisheries Society recognizes that the pursuit of these long-term objectives entails the assumption of market variability and risk. Equities should normally represent approximately 70–80% of the total investment fund assets at market value. Although the actual percentage weighting in the equity component will vary with market conditions, asset allocation will be closely monitored whenever levels exceed 80% or fall below 70%. Should the allocation move outside of these ranges, additional funds will be transferred as needed to bring the overall asset mix back within the policy range.

The purpose of the fixed income component is to reduce the overall volatility of the investment fund returns and to provide a hedge against the effects of a prolonged economic contraction. The fixed income component should normally represent 20–30% of the total investment fund assets at market value, although the actual percentage will fluctuate with market conditions. Should the allocation move below 20% or above 30%, funds will be transferred as needed to bring the overall asset mix back within the policy range.

Additions to principal will be allocated to the investment manager by the FPPC (through the ED) following the general rule that new cash will be used to rebalance the investment fund in the direction of the 70–80%/20–30% equity/fixed-income ratio. Rebalancing will be completed periodically in response to market and investment fund conditions.

Performance Objectives

In addition to the overall objective of a real return of 5% annually over a five-year rolling period, the following performance objectives (net of fees) are expected to be met by the fund and its individual components.

The performance objective for the equity portion of the investment fund is to perform similarly to a moderately aggressive benchmark selected by the investment advisor, or to appropriate sector benchmarks. The performance objective of the fixed income component is to outperform the Barclays Capital Aggregate Bond Index or another benchmark appropriate for fixed-income investments.

Risk Tolerance

Risks taken should generally be limited to those expected from market fluctuation in the form of assets employed and ideally be lower than the tracking benchmark. The investment advisor maintains a moderately aggressive management approach to managing the investment fund.

Monitoring of Objectives and Results

The FPPC shall quarterly review investment fund performance with the investment advisor to ensure that performance expectations remain in place.

All objectives and policies are in effect until modified by the Management Committee. If at any time, a member of the Governing Board, Management Committee, or FPPC; ED; or investment advisor believes that an established policy or guideline inhibits the performance of the investment fund, it is that individual's responsibility to clearly communicate this view to the FPPC chair, AFS President, and ED.

Planned Giving Program

Goal: To position the American Fisheries Society for launching a planned giving initiative for the future of the Society.

Process:

1. To remind Society members of the importance of making a will,
2. To introduce the idea of making a planned gift to the Society,
3. To identify a group of AFS members who might make a bequest to AFS, and
4. To continue to cultivate any interest expressed or commitment made by members to remember AFS in their will.

Action Plan:

1. Identify a member group to spearhead this effort. The Past Presidents' Advisory Council (PPAC) is committed to lead this effort with support from AFS staff.
2. Identify previous and future planned gifts. Prepare a list of donors who have made a planned gift to AFS in the past. Also prepare a list of those members who have notified AFS of their intention to make a planned gift.
3. Identify prospects. Review all donor files for planned giving prospects; examples are 30-year and 40-year members, Golden Members, Life Members, Past Presidents, and donors of large gifts. Compile a list of prospects and provide this list to the Past Presidents' Advisory Council for their review and additions.
4. Identify for each possible donor a personal member contact who will spearhead the effort personally.
5. Write an article on planned giving. In 1989, AFS Executive Director Carl Sullivan wrote a nice article for *Fisheries* on bequests to AFS. A similar article should be prepared as a kickoff event to the planned giving program. It could be presented under the name of the chair of the Past Presidents' Advisory Council or the key person spearheading the planned giving effort for the PPAC. When published, there should be a response card included in *Fisheries* for the convenience of members who wish to respond or seek additional information. Reprints of the article should be distributed at AFS Annual Meetings, unit events, symposia, AFS trade shows and similar gatherings of members.
6. Create a bequest recognition group. This concept will be introduced in the *Fisheries* article on planned giving. Past Presidents, officers, and/or Governing Board Members could be invited to join as charter members of this group; this group may be helpful in identifying, evaluating, and cultivating prospective donors.
7. Design a brochure with tear-off reply card. This brochure would be included in the first mailing to prospects after the appearance of the article on bequests in *Fisheries*; this brochure could accompany reprints of the article in future distributions.
8. Develop letters and enclosures for use in mailings to prospects:
 - a. Prepare letters on AFS letterhead from the chair of the Past Presidents' Advisory Council or the key person spearheading the planned giving effort for the PPAC to introduce the program and to encourage members to request more information.
 - 1) Prepare an enclosure such as a reply card upon which the member may insert their name, address, and telephone and check off appropriate boxes to indicate interest, to request information, or to make a commitment.
 - 2) Enclose a confidential, postage-paid reply envelope in mailings.

- b. Create a thank-you letter when a planned gift is made; acknowledge the gift in the AFS annual report, with permission of donor.
 - c. Create a follow-up letter when no response has been obtained by a certain date.
9. Create ads on planned giving. These should be small, bold ads for insertion in *Fisheries* to encourage members to remember AFS in their will.
 10. Schedule an annual mailing. This mailing of planned giving materials should coincide with a brief ad or a promotional article in *Fisheries*.
 11. Monitor results. The AFS staff and the Past Presidents' Advisory Council will monitor results to determine appropriate follow up with prospects (information response, personal visits by volunteers, and other forms of interaction).
 12. Maintain contact with bequest donors. The Past Presidents' Advisory Council and AFS staff will stay in touch with bequest donors, continuing to provide them with information on AFS so that the donor is made to feel appreciated and valued for their commitment.

Result: The Society will have identified, approached, and cultivated those members most likely to be interested in making a planned gift to the Society and will have uncovered future sources of revenue. This effort also may result in more life income gifts from the targeted group of AFS members.

New Initiatives

Purpose: New Initiatives are strategic projects that enhance member and unit services while advancing the major goals and mission of AFS. These projects may be one-time activities or may entail the creation of new services and activities that later become routine operations (e.g., leadership development grants, new journals).

Background: In 2005, the Enhancement of AFS Value Committee was appointed to develop recommendations for AFS services and activities that could be accomplished under the increased financial security of AFS. Under the guidance of the committee, the AFS Governing Board identified services and activities to enhance member services, aquatic stewardship, and information transfer and outreach. Three projects were selected for further pursuit:

1. The development of an open-access, electronic journal dedicated to marine and coastal fisheries,
2. The support of AFS leadership development (through a grant for Governing Board members' travel to the Mid-Year Meeting), and
3. The enhancement of public outreach by expanding the scope of AFS staff (through the hiring of a policy and public outreach coordinator in Bethesda).

These initiatives have now become routine operations and will not be affected by subsequent considerations of new initiatives.

General Overview: New initiatives are focused on either membership services or unit services but share the strategic goal of maintaining and enhancing AFS relevancy. Initiatives are identified from a variety of sources; some initiatives may generate funds, some will be revenue neutral, and some will entail continued costs. The Executive Director in concurrence with the AFS Officers will identify the total amount of funds available to support *each* type of new initiative (i.e., funds available to support new unit services/activities and total funds available to support new membership services/activities).

Unit Services: Initiatives for unit services provide seed money for activities or services to assist units in reaching their strategic goals and in carrying out their business. Seed money will be returned to AFS after a period of time not less than one year but not to exceed three years after completion of the project or activity. Requests for funds to support meetings should adhere to the AFS policy on Support for Meetings (Section 12.11, under Section 12, Operational Policies and Procedures).

Membership Services: Ideas for initiatives for membership services may come from various sources, including focus groups, membership surveys, units, individual members, and AFS staff. These needs should be activities or services that are not available elsewhere. Providing services to meet these needs becomes an investment in our future, with the desired outcome being the retention and recruitment of early career professionals and students to AFS and maintaining our relevancy as a professional association.

Operational Guidelines, Unit Services

The purpose of this section is to establish guidelines for the identification, selection, and implementation of new initiatives to support unit services.

Application Submission Process: The Executive Director will send the application and guidelines for preparation and submission of applications to unit Presidents (Division presidents may

forward material to Chapter presidents). The Executive Director will also suggest an upper limit for individual requests.

Successful applications will include a brief narrative describing the strategic goal of the initiative, the need for the initiative, how the success of the initiative will be measured, the amount requested, and a description of how and when funds will be generated to return the seed money. Units submitting single requests that encompass multiple tasks will be asked to prioritize tasks in the event that a full request cannot be granted.

To ensure equal consideration, applications will be due January 5 (or the first business day after January 5), with funding outcome to be determined no later than February 15. This will avoid units seeking funds for the same initiative at the mid-year Governing Board meeting (in the form of a motion with budget implications).

Completed applications will be submitted electronically to the President with copies to the Executive Director on January 5.

Selection Criteria: The Governing Board will screen the applications and make the awards; late applications will not be considered. The screening process is general, seeking to ensure that seed monies will be repaid and that the activities proposed are consistent with the AFS mission. Screening and Governing Board voting may occur electronically. Applications approved for funding will be those that make a strong case for the unit's ability to recover funds. All approved applications will be funded. However, if the total funds requested across units exceed that available, then approved awards will be funded to ensure representation across Divisions and among Sections and to facilitate funding of initiatives from units that have not received prior funding.

Reporting Requirements: Units funded through this process are required to submit progress reports to the Governing Board in time for the mid-year and annual meetings of the Board. Progress reports should be brief and include a statement on outcomes, challenges, and progress towards returning funds.

A list of funded initiatives will be posted to the AFS website by AFS staff.

Operational Guidelines, Membership Services

The purpose of this section is to establish guidelines for the identification, selection, and implementation of new initiatives to support membership services. In general, the Executive Director develops business plans for 3–5 initiatives deemed to be of highest priority, and the Governing Board selects initiatives to pursue, depending on costs and other factors.

Ideas for initiatives to support membership services may come from various sources, including membership surveys and focus groups (these ideas would be identified in reports of the committees responsible for such surveys), AFS units, individual members, and AFS staff. The Management committee will have access to reports and findings of survey committees and may elect to propose ideas from these sources.

Proposal Submission Process: In early October, the Executive Director sends a call for proposal for new initiatives to support membership services to the Governing Board, the general membership, and AFS staff. The call includes guidelines and deadlines for submission (January 5). Guidelines for proposing new initiatives for membership services are established by the Governing Board.

Initiatives should include a brief narrative describing the strategic goal of the initiative, the need for the initiative, and a description of how the initiative benefits AFS members. Other criteria may be established by the Management Committee. Initiatives should state if they are predicted to be a cost burden, budget neutral, or budget enhancing.

Proposals for new initiatives are submitted by January 5 (or the first business day after January 5) to the New Initiatives Coordinator, who is a member of the Management Committee, appointed for a one-year term by the President in consultation with the Management Committee.

The coordinator considers proposals and may request clarification or merging of two or more initiatives that are similar. The coordinator prepares a list of proposed initiatives and presents the list, along with accompanying proposals, to the AFS Officers and ED, no less than three weeks prior to the Mid-Year Meeting.

Selection Criteria: The Governing Board in concurrence with the Executive Director will select no more than five initiatives for further consideration. Selection may be accomplished through e-mail voting, with each voting member of the Board selecting (and ranking) their top three priorities. Criteria for selection include (1) alignment with strategic goals and mission of the AFS, (2) cost considerations, and (3) ability to evaluate success of the outcome. Higher priority may be placed on initiatives that address the retention and recruitment of early career professionals and students to AFS and those that focus on maintaining our relevancy as a professional association. The Board votes are tallied, and the overall top five candidates are selected for business plan development. The outcome will be communicated to the Governing Board at the Mid-Year Meeting.

The Executive Director, working with the originator(s) of the proposals, will develop business plans for selected initiatives and present the plans to the Governing Board at the following mid-year meeting. Typically, business plans will require six months to one year to develop.

At the Mid-Year Meeting, the Governing Board will review the business plans and, as warranted, select initiatives to support based on available funds. Business plans for new initiatives should be examined in light of the long-term financial status of AFS. The Governing Board may elect to partially fund an initiative if existing funds are insufficient (e.g., an initiative may require two or three years of funding to be fully funded). In the case of initiatives requiring more than one year of funding, the Executive Director will include budget costs for two or more years in the proposed AFS budget. To ensure the financial well-being of AFS, it is desirable to select at least one new initiative that will generate revenue (rather than being revenue-neutral or revenue-negative). Unfunded initiatives may be resubmitted in later years for consideration.

Disaster Relief

Organization

The American Fisheries Society (AFS) disaster relief will focus on professional needs of Society members. Other agencies and institutions have responsibility for humanitarian needs. This does not mean that AFS is not sensitive to personal needs of members. To the contrary, addressing professional need is fundamental to addressing human need because during times of disaster, professional capacity is critical to restoring order and generating outreach in communities as well as generating/reestablishing definition in the lives of individual persons.

The organizational structure of AFS will be utilized in disaster response. The president of the AFS Division within which the disaster occurs will have the principal leadership role in terms of (1) recommending to the Society President that disaster be declared and (2) activating and directing disaster relief within the Division. Tasks can be assigned by the Division president, but the Division president has ultimate authority and responsibility. Chapter communications to the Division president will come through the Chapter president or a person designated by the Chapter president unless the Chapter president has been impacted by the disaster to the extent that they cannot function in this capacity. In such a case, the Division president, in consultation with the Society President, will appoint a Chapter contact person (preferably from the Chapter membership).

Operations

The most important activity immediately following the disaster is to locate AFS members in the impacted area. This is essential in order to keep them connected and in communication with the professional support system provided by the AFS. This initial contact will clearly communicate what AFS services are available and how they can be obtained. It will also provide each member with the contact information for their Chapter President or other designated disaster relief coordinator for the Chapter.

For this activity to function, it is essential that membership rosters be kept up to date in the Chapter, Division, and Society records. These records should include persons who hold Society and Chapter memberships, those who hold only Society memberships, and those who hold only Chapter memberships. Without up-to date-rosters, there can be no certainty that all members have been accounted for following a disaster.

Displaced members should make every effort to contact their Chapter president. If this cannot be done, then displaced members should contact the Society Office. The Society headquarters will then contact the Division president, who in turn will contact the Chapter president or other designated contact for the Chapter.

Establish a centralized distribution and control center *outside* of the impacted area. This center will serve as the operational hub for communications and for the coordination of relief activities, including identification of need and availability of materials. This center will be staffed by one paid coordinator, selected by the Division president and approved by Division officers. The coordinator's job is to maintain operations, communications, and records for disaster relief. The coordinator will report directly to the Division president. It is the responsibility of the Division president to determine the flow of communication between coordinator, Chapters, and Division.

The Society, through the Division, should be prepared to employ the coordinator up to two years following the disaster.

It should be noted that the coordinator could handle multiple disasters in the same Division should it be necessary to do so. However, if there should be a new disaster in a different Division, it is recommended that a new coordinator be hired, if AFS is financially able to do so.

Establish a relief disbursement center *on the edge* of the impacted area. This enables relief supplies from outside the impacted area to get *to* (not in) the area. Although persons from outside the impacted area may have good intentions regarding disbursement of relief supplies, they can encounter local challenges due to their unfamiliarity with the area and current situation. It is best for AFS members staffing the relief disbursement center to take responsibility for transport and disbursement of relief supplies into the impacted area. The relief disbursement center is staffed by volunteers, not paid staff. However, the coordinator will coordinate donated items from the donor(s) to the relief disbursement center and from the center to the intended recipient(s).

Fiscal Responsibilities of Disaster Relief

All financial donations toward disaster relief will be made to the Society Disaster Relief Donation Fund. Any donations received by the affected Division will be forwarded to the Society Disaster Relief Donation Fund. The Society will periodically update the affected Division on donations that have been received in order for the affected Division to make best use of the monies.

The affected Division will set up a separate bank account to address disaster relief and will be the sole distributor of the Division's disaster relief distribution funds to affected AFS members. The Division treasurer will manage the distribution of monies as well as maintain and manage the account. The Division executive committee or an individual or group appointed by the Division president will prepare a budget for anticipated distribution of funds. As needed, the Division will request transfer of funds from the Society Disaster Relief Donation Fund to the Division. The affected Division will be responsible for providing the Society Governing Board and the AFS Executive Director with financial statements (income/expenses/balance) periodically and upon request. When preparing its annual income tax return, the Division must account for funds received from the Society Disaster Relief Donation Fund as well as expenses to the Division's disaster relief distribution account because these actions are Division functions.

Response Framework

1. The AFS Disaster Relief Website will be maintained on the Division website for the affected area with a link from the Society website.
2. The Society will hold in reserve a designated amount for disaster relief.

Immediately Following an Event:

1. The Division president will immediately contact the Chapter president(s) in the impacted area. The Chapter president(s) will make recommendations to the Division president regarding an AFS declaration of disaster. If the Chapter president(s) cannot be contacted, the Division president will contact another elected Chapter representative.
2. The Chapter president(s) or other designated Chapter representative(s) will immediately begin locating members in their respective Chapter(s) and checking off members using current rosters. These checkoffs will be forwarded periodically to the Division president, who

in turn will forward them to the Society Office. Additionally, the Chapter president(s) will collaborate with the Society headquarters to identify and locate Society members in the region who are *not* Chapter members.

3. The Division president will immediately contact the Society president and request (1) a disaster declaration, (2) permission to establish a distribution and control center, (3) permission to seek and hire a coordinator for the distribution and control center, and (4) the release of one-third of the Society's budgeted disaster relief funds to the Division.
4. The Society President will call an emergency meeting of Society officers and the AFS Executive Director to determine if a disaster declaration is warranted and, if so, will request approval to release disaster relief funds, establish a distribution and control center, and hire a coordinator for the center.
5. Following these actions by the Society officers, the Society Governing Board will be notified.
6. Following a declaration of disaster by the Society President, the Division president will establish liaison with the impacted Chapter(s) via the respective Chapter president(s) or designated Chapter representative to identify immediate professional needs of impacted AFS members and authorize the Division treasurer to establish an independent account for the Division's disaster relief distribution funds.

Recommended Outreach Schedule:

1. Within two weeks of the disaster: the Society and Division disaster relief funding mechanisms will be in place.
2. Within two weeks of the disaster: all AFS Society members will receive notification that disaster relief has been activated and provided information regarding mechanisms for disaster relief donations.
3. Within two months of the disaster: the distribution and control center will be staffed and operational.
4. Within two months of the disaster: all impacted AFS members will be individually identified, located, and if possible, contacted by their Chapter representative(s) to advise them of relief support coming from AFS (i.e., complimentary memberships, subscriptions, availability of scholarships to AFS meetings, and the Division's disaster relief distribution and control center).
5. Within six months of the disaster: impacted AFS members receiving scholarships to AFS Meetings will be notified of their awards.
6. Subject to the availability of funds (e.g., corporate sponsors, donations), AFS should consider awarding grants to members and their affiliated institutions in the impacted region to help support completion of thesis and dissertation projects impacted by the disaster.

Reference

Heitman, J. F., D. C. Jackson, D. Pender, and R. L. Curry. 2008. Development and implementation of the American Fisheries Society Disaster Relief Program. Pages 169–183 *in* K. D. Mclaughlin, editor. Mitigating impacts of natural hazards on fishery ecosystems. American Fisheries Society, Symposium 64, Bethesda, Maryland.

Fisheries Conservation Foundation

Memorandum of Understanding between the Fisheries Conservation Foundation and the American Fisheries Society

I. Purpose

The Memorandum of Understanding (MOU) is made and entered between the Fisheries Conservation Foundation (FCF) and the American Fisheries Society (AFS). Both signatories of this MOU are referred to as “Partners.”

The purpose of this MOU is to designate a collaborative relationship between FCF and AFS in which the partners assist each other in carrying out their respective missions.

II. Background

FCF, founded in 2003, is a science-based conservation-oriented foundation representing fisheries scientists. FCF promotes public awareness of fisheries resource issues and relevant scientific research, as well as the enlightened management of fisheries resources for their optimum use and enjoyment by the public.

AFS, founded in 1870, is the oldest and largest professional society in the world representing fisheries and aquatic scientists. AFS seeks to improve the conservation and sustainability of fishery resources and aquatic ecosystems by advancing fisheries and aquatic sciences and promoting the development of fisheries professionals.

III. Mutual Benefits

It is mutually beneficial for FCF and AFS to work together to

1. Increase scientific knowledge on important fisheries resource issues;
2. Communicate science-based information to relevant decision makers;
3. Increase public awareness of fisheries resource conservation issues;
4. Identify strategies to assure that resource management is based on sound science;
5. Develop support to help implement such strategies among relevant constituencies and the general public.

IV. Responsibilities

FCF and AFS will together work to

Encourage fisheries scientists and managers to conduct new education/outreach programs designed to distribute scientific findings to decision makers and the public.

Organize meetings, workshops, and other events for scientists, nongovernmental organizations, resources managers, and policy makers to develop plans and policy considerations for fisheries resource conservation efforts.

Develop tools to communicate relevant scientific information to decision makers and the public.
Develop and market strategic proposals for funding from individuals, private foundations, government agencies, and other sources to support collaborative work.

It is mutually agreed and understood by the partners that

1. This MOU is neither a fiscal nor a funding obligation document.

2. It shall be the goal of both parties to ensure joint organizational recognition (e.g., logos, URLs) on relevant public events/products produced as joint efforts under this MOU.
3. Each signatory party shall obtain prior approval from the other for all joint press releases, advertisements, or other statements regarding projects or work products specified under this MOU and intended for the media, relevant decision makers, or the public. Each party need not obtain such prior approval for any activity conducted solely and independently.
4. The Partners shall consult regularly to discuss actions to implement the purpose of this MOU.

V. Terms of Agreement

This agreement shall be reviewed by both partners annually to determine whether it should be continued, modified, or terminated. This agreement shall have no specified term limitation but may be terminated by either party upon 30 days written notice.

VI. Principal Contacts:

The principal contacts for this agreement are

Julie Claussen, Executive Director
Fisheries Conservation Foundation
1816 South Oak Street
Champaign, IL 61820
(301) 897-8616 (x208) Phone
(301) 897-8096 Fax
[jclaussen@fishconserve.org]

Dr. Doug Austen, Executive Director
American Fisheries Society
5410 Grosvenor Lane, Ste. 110
Bethesda, MD 20814
(301) 897-8616 Phone
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ANNUAL MEETING GUIDELINES

2008 Edition (rev 4/08)

Foreword

The AFS Annual Meeting Guidelines Manual is intended as a briefing for a local Chapter or agency that has decided to host a future Annual Meeting of the American Fisheries Society.

Wrap-up reports are available in the AFS Headquarters from previous Annual Meetings for hands-on information. Past Program and General Meeting chairs can be your best allies and sources of information, about handling the tasks at hand. Please consult these reports and contact past organizers whenever you need additional advice.

Bidding for an Annual Meeting

The American Fisheries Society solicits bids from Chapters and state agencies for its Annual Meetings more than four years prior to the actual event. The bids are typically solicited on a rotating basis among AFS Divisions, but there is nothing to preclude solicitations “out of traditional sequence,” especially when an insufficient number of bids are obtained from the targeted “geographic” Division.

A bidder’s package is normally requested by prospective hosts from the AFS Headquarters in late winter or early spring. The package provides guidelines and historical figures about attendance and numbers of hotel rooms used at past Annual Meetings. The package requires prospective hosts to address items such as availability and price of air transportation, anticipated costs of hotel and meeting rooms, cost of services and amenities, entertainment options, expected climate and weather conditions, availability of AFS members to help plan and host the conference, and various other information. Per instructions from the AFS Headquarters, the bid package is submitted during late spring or early summer by mail to the chair of the AFS Time and Place Committee. It is ultimately considered by the Time and Place Committee at the fall AFS Annual Meeting *exactly four years prior to the event being proposed*. The Time and Place Committee allows face-to-face presentations by the host Chapter and/or by city representatives, reaches consensus on a selection, and presents findings to the incoming Governing Board later in the week. The Governing Board decides whether to accept the committee’s selection.

Tips for Successful Submissions

Successful bids usually have the strong support of a local AFS Chapter and/or a regionally based state or federal agency willing to help sponsor the event by providing volunteer employees and services to offset some of the costs associated with organizing such a large conference. Bidders may wish to include representatives from the local Chapter and the local Convention and Visitor’s Bureau when they present their justifications to the Time and Place Committee. These groups often prepare and show high-quality slide presentations or videos that depict the locale and its amenities.

In addition, the most successful bids to host AFS Annual Meetings have been those demonstrating a wide variety of competitive airfares to the host city, reasonable hotel rates to accommodate a large block of rooms for attendees, centralized lodging and conference facilities, free use of convention facilities (often based on expected hotel occupancies), availability of

discounted student room rates, and a host of social activities and attractions for members and family guests.

Past successful bids are also typically associated with a large number of AFS members in the host city or its surrounds—individuals who are willing to work on local arrangements-related activities.

Remuneration

1. The basic host unit for AFS Annual Meetings is an AFS Chapter(s), although any unit (Division, Section, Chapters, etc.), can host a meeting. Host units will be offered a monetary return from the Annual Meeting they host, as a fixed percentage of that meeting's net proceeds. The host unit may elect *not to request* such reimbursement. Alternatively, the host unit may wish to designate all or a portion of their return to a specific AFS activity (such as the Skinner Student Travel Fund, Hutton Fund, and other specific Society needs).
2. The monetary return to the host unit and/or other AFS units involved in hosting the meeting will be a negotiated item in the memorandum of understanding between the host unit(s) and AFS. Normally, the host unit receives 10–20% of the net proceeds of the Annual Meeting depending upon the level of contribution by the unit. (Past net proceeds have ranged from \$50,000 to more than \$100,000 from an AFS Annual Meeting, so host units can expect as much as \$10,000 or more, for their efforts.)
3. *The Society takes on all the contractual risk in coordinating an Annual Meeting.* The Society also contributes staff hours and other labor costs, travel, and conference materials in helping to orchestrate an Annual Meeting.

Suggested Timeline

Two Years Out

August–September

Prepare to attend the Annual Meeting two years prior and the year prior to yours. The American Fisheries Society will provide you with seed money if you are not able to have your travel funded by your office. Make sure key people are planning to attend. Often, the local convention and visitor bureau will also attend to drum up interest in next year's meeting. Make use of this free service.

Conduct a preliminary meeting at the conference hotel with AFS staff, key members of the Arrangements Subcommittee, host hotel staff, and local convention and visitor's bureau representatives to view facilities, establish relationships, and define basic duties and schedules.

Begin fundraising. It is never too early to start, and it is important because contributors make budgets years in advance.

Year before the Meeting

January–February

Hold a second meeting to ensure that all contracts are adequate and in force, to initiate meeting budgeting process, to ensure that subcommittees are fully staffed and charged with their duties, and to establish communication and coordination procedures among all meeting planners.

Begin search for speakers. Program Committee with the AFS President has the lead and must coordinate with the General Meeting chair (GMC).

If you have any need for catering an off-site event, start looking around. *Negotiate*. A very valuable resource can be a local culinary association.

March–May

Establish the preliminary budget during a meeting of the Arrangements Committee. Financial requests should be estimated for a rough draft budget. Remember to include funds for promotion done by AFS headquarters.

Gather data on number of attendees by category (member, student, spouse, etc.), number attending social functions, quantities of food and beverage consumed, money spent on each function, and so forth. This information is available in prior year's wrap up reports that you can obtain through AFS headquarters.

Finalize the location of any off-site events. Permits required for serving alcohol can sometimes be a hassle. Use your imagination and see what your city has to offer. People always enjoy the "fish fry," but it is very common; variety is always welcomed. Remember transportation. Most buses carry 40 adults. How many will you need? Do you need fancy coaches or will school buses do?

People on the steering committee should have a good feel for their responsibilities by now. You will still be recruiting to fill gaps, but most tasks should be well covered.

If you plan on having entertainment at a banquet or any other function and have not yet made a selection, you had better do so soon. Many entertainers book well in advance.

Get cost estimates from the hotel/caterer for coffee breaks, receptions, and so forth. Play with menus and see where you can cut costs. Menus submitted by the hotel can be changed. They will customize something for you within your budget framework. Negotiate to pay for coffee by the gallon and pastries and bagels by the dozen if AFS Headquarters has not done this earlier. Our members are notorious for swarming to free food and drink and making a meal of it! The menu can be refined at a later date. When budgeting, leave room for an increase in prices if they cannot be set at this point in time. Beer is the hands-down favorite, but do not forget wine and soft drinks. Get changes in writing. Understand the caterer's language (does per item mean per fish or per serving? What exactly does corkage mean?)

June

Work with the *Fisheries* staff and Abstract Coordinator to update the Call for Papers. Decide topics for the short sidebar that changes each month in the Call for Papers.

Subcommittee reports and final budget requests due to the GMC.

Draft of budget due to the Executive Director and the Director of Administration and Finance.

July

A progress report should be in hand from all subcommittees. Reconfirm assignments and deadline dates for individual subcommittee activities.

First call for papers is due in early July for publication in the September issue of *Fisheries*. Also include a brief write-up about the meeting site, dates, hotels, and so forth. Though still a long way off, early exposure is important.

August

Begin developing the meeting website, to be hosted on the AFS website.

Governing Board meeting at Annual Meeting: Report of the GMC to the Governing Board on general program, including budget and proposed registration fee for approval.

After Governing Board approval, the GMC shall authorize subcommittee budgets, which constitute authority for each subcommittee chair to incur obligations to the total amount approved only. Each subcommittee will keep a record of its expenditures and financial obligations.

Attend the Annual Meeting, observe, take notes, take photographs (they really help subchairs who cannot attend), and talk to the local arrangements folks. Take notes. Pay attention to attendees also. If you notice that someone looks lost, decide if a sign at that location would have been helpful. If you hear someone complaining or sound frustrated, see how you would alleviate the particular problem next year. Be in touch with what's going on. Learn from mistakes you observe.

At the Business Meeting, the Program chair and GMC will make a presentation highlighting next year's meeting and unveil the poster. Lots of rah, rah!

Attend the wrap up session following the meeting for helpful hints from the planning committee, convention center/hotel staff, caterer, and so forth. A great learning experience. Second Call for Papers due for publication in October.

September

Third Call for Papers due for November issue. Begin making regular contact with hotel/convention center staff. Good working relationships are important to the success of your meeting

Begin monthly committee meetings. This is very important! Recommended reading is *How to Make Meetings Work* by Michael Doyle and Davis Straus. Brainstorming and keeping up with each other's progress is productive. Publish minutes of each meeting for each member and make copies for the AFS staff, President, President-Elect, and so forth.

The Trade Show chair can begin drumming up local interest and working with the AFS Office Coordinator or contractor. This person will handle all local trade show arrangements and be the contact between headquarters and the trade show decorator. The mailings, exhibitor registrations, and so forth are all handled through AFS staff or a contractor.

October

Fourth Call for Papers due for publication in the December issue.

The AFS Headquarters will prepare a registration form and do the first promotional mailing.

Open an interest-bearing bank account and order checks. Apply for sales tax exempt status so you will not have to pay sales tax.

Meeting website promoting the location, dates, speakers, theme, hotels, and so forth should be ready and posted. The American Fisheries Society will host the website with access given to the local webmaster.

November

Prepare a write-up about the area and what there is to see and do, to submit for the January issue of *Fisheries* (due by November 15). Send AFS Headquarters a list of all chairs with phone, fax, and e-mail addresses if not done already.

December

The steering committee meetings are critical for exchange of ideas. No one realizes the amount of time that goes into seemingly minor decisions.

Nail down the general schedule for the week and any major items (event locations/themes) that are not yet finalized. When will the Business Meeting, raffle, banquet, mixer, and so forth take place? Contact your transportation company.

Provide the hotel/convention center with the master schedule of events from the previous year, as a starting point. Most of the Governing Board meetings before the convention are the same, year after year, as are the luncheons throughout the week. The hotel can enter these events in their computer and begin function sheets for each event. All the details (such as seating arrangements, number of people, food to be served, equipment needed, etc.) will be fine-tuned as information comes in from AFS or the Program chair. It is helpful to keep the hotel up to date so that neither you nor they are overwhelmed the month before the meeting. The AFS Headquarters will handle all the functions that they are responsible for and have a separate account with the hotel. Make sure that there is a clear understanding on the part of the hotel about what functions get billed to AFS Headquarters and what gets billed to the local host.

Letters should go out to all section presidents calling for meeting room needs (section business meetings) and/or special tours. You will want to know estimated attendance, projection or other A/V needs, length of meeting, preferred seating style (conference, classroom, theater?), and preferred date/time (if they have a choice). Try to schedule all of these before the technical sessions. Letters should also mention the opportunity for the section to organize and sponsor a symposium. Also ask the Continuing Education Committee chair about Continuing Education courses. (Check with **Manager of Unit Services** at AFS Headquarters.) The Program chair and AFS President should be consulted about special scheduling needs.

Once all your time slots for events other than the technical program are set, let the Program chair know the daily blocks of time that they will have in which to schedule papers.

Suggestions for special sessions are due in December, so keep in close contact with the Program chair. The number of sessions will dictate much of the space needed and the scheduling of events.

Obtain a list of proposed special sessions and other program information the Program chair may have. Prospective delegates will be requesting such information for justifying attendance. This will also come in handy when contacting possible sponsors/contributors.

The Public Relations person, working with AFS staff, should put together a general announcement, including information about the program, trade show, plenary, social events, and so forth. Mail out to media, commercial fishing groups, scientific organizations, consulting firms, politicians, and possible local exhibitors. (Postage adds up, so please budget accordingly.)

Find out if any of your facilities require that they be specifically named in AFS's liability insurance. The AFS Headquarters will provide you with a general liability policy.

Assign someone the responsibility of taking meeting minutes. These notes can be passed on to AFS Headquarters and the next year's Arrangement Committee, as well as your own. It is a good reminder of who is responsible for what.

The February *Fisheries* article is due.

Have a relaxing holiday season!! The pace will pick up after the New Year!

Year of the Meeting

January

Trade Show: continue contacting local groups to drum up business (local agencies, computer stores, fish/seafood processors, artisans, fishing guides/outfitters, etc.).

Put your feelers out for good slides depicting the meeting location. Several committee members may want to submit slides; also, check the photo bank at the local convention and visitor's bureau. You will want photos for the April and June issue of *Fisheries*, including a vertical format photo for the supplement cover.

Will your hotel match up individuals requesting a roommate? If not, decide how or if to handle this. It is not much work and is highly appreciated by students and others traveling alone. This can be mentioned in the "hotel information" section of the March issue of *Fisheries* (due January 15). As individuals call, act as a referral service, passing on the name and number of possible roommates. It is their responsibility to contact the person and make all arrangements. Ask them to call back so you know to cross them off the list or keep them in the pool.

Write an informative article for the March issue of *Fisheries* and send it in, with accompanying photos, before January 15.

Familiarize yourselves with meeting room requests and the meeting rooms themselves so that you may begin scheduling. Try to schedule technical sessions with similar themes in the same room throughout the meeting. Section business meeting requests should be in by now.

Everything will inevitably be shuffled around before it falls into place. One person should be responsible for scheduling all nontechnical meetings.

Abstracts are due this month. Contact the Program chair to determine the number of concurrent sessions. Space will hopefully not be a limiting factor.

Make sure you date every item of correspondence, schedule, floor plan, and so forth to alleviate confusion once revised plans start coming in. A spreadsheet is imperative so you can keep track of all schedule changes. There are several options available from previous meetings

In addition to the monthly Arrangements Committee meeting, begin holding subcommittee meetings.

Check into state requirements/legalities concerning the raffle. Some states have become very picky. If a state is too picky, sometimes “playing dumb” is the only answer.

Begin soliciting sponsors for the meeting bags if you have not already done so, or coordinate with your fundraising chair. (Sponsor logos sometimes are printed on the back side of the bag.)

Choose a color scheme if desired. You can coordinate colors for bags, abstract covers, programs, signage, trade show decorating, meeting logo/letterhead, and so forth.

Continue soliciting donations/sponsorships. Some commitments should start rolling in.

Make final selection of commercial printer if not provided by host agency.

February

Confirm commitments with entertainers.

Get written contracts for all service agreements.

Abstracts are sent to Program Committee this month for review. Should know exact number of accepted papers by mid-late month; then, scheduling can begin.

Contact the Continuing Education Committee chair and the **Unit Services Coordinator** about Continuing Education courses to be held during the convention. Have them provide the necessary information to include in the registration form in the April issue of *Fisheries*.

Start pulling information together for the April mini-supplement and June full supplement for *Fisheries*. For April, you will need the preregistration form and a brief description about the hotels, transportation, program, plenaries (if possible), tours, socials, and so forth. The mini-supplement is due in mid-February. The June issue, due in early April, is a big one and needs to include *everything*. Do not worry about listing rooms and exact times for talks at this point, as it is sure to change. You will need the preregistration form; airline, tour, and car rental information; hotel costs and phone numbers; map of the area; the on-site registration schedule; trade show; special events (receptions, banquet, Spawning Run, etc.); advertisements; special luncheons with registration forms; a program overview; program details; Continuing Education workshops with registration forms, and so forth. Much of the material can be assembled from the monthly articles already submitted and published.

Do not handle tour tickets or related funds. Work this out with your tour company in advance so that they know what is expected of them before the meeting as well as on site.

Have copies of the meeting information on hand. Extra meeting supplements are available from AFS Headquarters. Many people who do not receive *Fisheries* will request information, and this could be very time-consuming if you do not make up several packets in advance. Also, pass

these packets on to your hotel, tour company, visitor's bureau, convention center, and so forth, as it is helpful to keep them informed.

Get AFS membership forms from AFS Headquarters to send out with the requested information. Let people know in advance that they can become a member and register for the meeting for the same cost as registering as a nonmember.

Send requests for special invitation letters for foreign registrants to AFS Headquarters.

The second mailing for the trade show goes out around the end of February (handled through AFS Headquarters).

March

Work on continuing education information for the May issue of *Fisheries* and submit by March 15.

Start working on conference t-shirts. Find the best local silk screener, or check with AFS Headquarters for a suggestion. Come up with a t-shirt design. Check with two previous meeting committees about how many were sold so that you do not overorder. Student groups usually are offered the opportunity to use this event as a fundraiser.

Meet with your tour company to make sure that they are on track with spouse tours and any other tours that they are handling.

Set a policy on discounts or waivers of registration fees for students willing to work as projectionists or providing other help during the meeting. You may waive the registration fee if they commit to a regular work schedule for the full week. Indicate first, second, and third choices of sessions to work so that they can participate while also being useful. (Some local organizing committees simply pay students a fixed dollar amount and let them use these proceeds for registering.) Schedule a training time for student and other A/V workers early in the meeting week.

Have you made arrangements for the Governing Board Retreat? An informal atmosphere away from the meeting site is preferred. Check with AFS Headquarters to see if one should be scheduled.

April

Put together a list of all technical session titles and their times, as these are also requested for justification to attend the meeting (if possible, can be done in March).

Check with the AFS Trade Show Coordinator about discounted booths for local artisans.

The AFS Headquarters sends letters out to all contributed paper authors informing them of the sessions that they are in as well as the days and times of sessions (also posters and alternates).

The June full supplement for *Fisheries* is due. A proof will be sent for your approval in early May. Pay extra close attention to the published schedule and try to get AFS committees and sections to finalize their meeting times to avoid numerous "TBAs" in the June issue.

May

Check into renting radiophones or cell phones. These are invaluable for rapid communications among key Local Arrangements Committee staffers during the conference. They are highly recommended, or you will do a lot of unnecessary running around. Test them ahead of time to

make sure that they are powerful enough to use in the buildings. Many times, these can be donated by a phone or communications company.

Work on room scheduling (if possible, can be done in April).

Send business meeting schedules to AFS section presidents and other meeting planners. Times are more important than room assignments at this point.

Start thinking about A/V needs: slide projectors, carousels, LCD projectors, microphones, pointers, screens, podiums, and so forth and arrange for spares of everything (especially projector bulbs).

Check on everything that your facility can provide, and assume nothing.

Make arrangements to secure AFS banner and podium cover from AFS Headquarters to be hung at the plenary sessions.

Fill in program grid for the program book with abstract information that AFS will provide. The American Fisheries Society will provide local host with camera-ready text for printed abstract book. Get bids from printers – 3 ring binders.

Make sure people involved with registration are familiar with the computer and the registration software. Work out any bugs. Plan for contingencies, such as a PC hard drive locking up or a power outage. The AFS staff will handle on-site registration. They will need two PCs and two HP desk jet printers. Make sure to have extra ink cartridges.

Designate a secure space for storing the raffle prizes that are sure to begin rolling in.

Get camera-ready logos from the organizations sponsoring the meeting bags.

Submit the July *Fisheries* article, which can wrap up loose ends or highlight the raffle.

June

Begin collecting items that will be included in the registration packets (a few goodies that have some lasting value, area brochures, coupons, local fishing information, special convention announcements, etc.). However, do not insert useless clutter. Work with AFS Headquarters on final contents.

Firm up any service contracts that are not yet finalized (catering, equipment rentals, transportation, entertainment, etc.). The AFS Headquarters signs and keeps a copy.

Emphasize the need for several food stations at all events. Long lines continue to frustrate people, year after year.

Finalize artwork for t-shirts, and decide on order. All should be preshrunk. The size extra-large will run out first and then large. The XX large and children's shirts will also sell, in smaller quantities. Also, order Spawning Run shirts.

Spawning Run (or other AFS sport events): decide on course, purchase prizes (if not donated), arrange for stopwatches, megaphone, and all other equipment and assistance you will need to carry out this event

Order registration meeting bags.

Get updated list of trade show exhibitors from AFS Headquarters, and prepare camera-ready copy for program.

Make a sign-up list for jobs that still need assistance. Get commitments for all the little details.

Arrange for contacts for childcare. Be aware of the local and legal implications of trying to handle it yourself. Let attendees make their own arrangements with vendors. You can provide a list of them in the daily bulletin.

Submit your final *Fisheries* article for August, and work on the schedule for the professional photographer with *Fisheries* staff.

July

Contact media with general announcement about the meeting.

Make up an on-site registration work schedule and begin getting firm (written) commitments from volunteers. Also, decide on a time for the registration training session.

Make up a camera-ready list of contributors/sponsors for inclusion in the program. Have *all* program information camera-ready for the printer.

Make sure that the person in charge of student papers has the necessary information for scheduling judges, and rating forms.

Confirm all commitments: call anyone and everyone with whom you have agreements for the week of the meeting. If you are too busy to follow up on a commitment, assign it to somebody that you are sure will take care of it. Get commitments in writing.

Collect banners, signs, and logos from event sponsors to use during the meeting.

The local host will print the program as late as possible while still giving yourselves time for unforeseen circumstances (30 days). Work with AFS Headquarters on final format. Make sure that AFS Headquarters proofs final program book. The more withdrawals and program changes you can catch before going to press, the less confusion there will be at the meeting. *Order extras.*

The AFS Headquarters will make a master CD of the program with the input of local hosts. The manufacturing of the CD depends on wherever the price is the best.

Will parking be a problem? Something to think about is that our members do not like to pay much. If not negotiated beforehand, negotiate with hotel, convention center, or parking vendor.

Plan on having an information center near, but separate from, the registration table. If this is not provided in a convenient location, the registration crew will be bombarded with questions that they do not have time to answer. Also, arrange to have a phone at the registration table for work-related communication. The information desk should have a phone as well; this can double as the lost-and-found station.

Plan to have a bulletin board for posting of jobs and a separate one for posting of messages.

Make sure that you have checked with the registration subcommittee to see if anyone has special needs.

The AFS Headquarters will begin sending name tags, receipts and envelope labels for preregistered attendees.

August

Have a bag-stuffing party with lots of people. Stuff generic bags; then, put personalized items (name badge, receipt, special events tickets, etc.) in manila envelopes. Put name in top corner of envelope and alphabetize.

Make up generic signs that can be customized and posted at a moment's notice. Use various sized sheets, some vertical, some horizontal, that have the AFS logo and enough space to print necessary information. Also, make several signs with the logo and arrows pointing in different directions to post where you might find it helpful at the last minute.

Avoid handwritten (ad hoc) signs. Use professional equipment or a fast vendor.

Confirm all commitments—again—the week before the meeting. Make sure that everyone knows when they are supposed to be where, with how much of what. Do not let anything fall through the cracks.

Make sure that there is an open line of communication with the hotel staff. Provide a program and other pertinent information to the concierge.

Give caterer all updated numbers for the various functions. Go through all details with hotel and convention center on set-up, props, food and beverage, entertainment, timing of their roles, and so forth.

Make sure that everything is set for the Plenary sessions. Some speakers may need to be picked up at airport, and so forth. Make a dry run if there is any A/V equipment involved. Be sure that a pre-Plenary breakfast is set up for AFS officers, Executive Director, and speakers.

Set up the rooms in advance so that you can make a sweep to check for details. Every time a room is changed—seating or A/V—check it well before its next use.

Let the caterer know that you will want pitchers of water and glasses for the speakers in each meeting room. Replenish during the breaks.

Give the convention center/hotel a list of individuals with authority to make decisions, commit funds, and so forth. You can identify these people with your group's specific apparel or with gold stars on their name badges.

Plan to have gofers, with vehicles, on site.

Assign an informed individual to be stationed at the entrance to the opening mixer. People who have just rolled into town will be full of questions about when and where they can register, the schedule for the week, and so forth.

Have a briefing for the AFS staff, as they are often approached for information that is as foreign to them as the rest of the out-of-towners.

Have a preconvention briefing with hotel staff, your committees, and AFS staff so that everyone will know who the key players are.

Have programs at the headquarters hotel. They receive many phone calls and requests for information and should be kept as informed as possible.

Label lights in the meeting rooms, and if possible, set the dimmers to preselected levels.

A daily bulletin is a good idea, especially for program changes, new items, and so forth. Can be slipped under doors of hotel room or kept at the registration desk.

Have key people carry a list of important phone numbers, and keep a list at the information booth as well.

Have back-up plans for all the worst-case scenarios. Once the meeting starts, you will be dealing with the many challenges that pop up. Have your cell phones or radios (12–18 in the meeting office with necessary chargers). This is where all the preplanning and good working relations with convention center/hotel personnel pay off. There is still a lot of running around, and the behind-the-scenes pace is hectic (if not frantic), so you will barely be aware of the fact that the meetings are taking place and all is running smoothly. Remain calm, flexible, and available. Many decisions will have to be made at a moment's notice. You will find that a core group of 5–

6 Local Arrangements Committee members will be busy nonstop from Day 1 through Day 9 nearly 18 hours per day. Again, the more committed individuals are, the better. Do not waste your time thinking about which technical sessions you would like to sit in on because it will never happen (unless of course you ask someone to hold your radio and disappear for a couple of hours).

Annual Meeting Structure and Organization

Organizers should strive to structure their meeting leadership according to this format: General Meeting chair and Program chair. *The General Meeting chair is the person who bridges the gap between Program and Local Arrangements functions and who plays a very significant role in fundraising for the Annual Meeting.*

General Meeting Chair

The General Meeting chair (GMC) should come from a leadership position within the host Chapter, will usually live in close geographic proximity to the proposed site of the function, and normally will occupy a position of managerial leadership in the local aquatic resource community. Usually recommended by the local organizing committee, this individual will eventually need to be appointed by a sitting AFS President. Often, the GMC will have played some role in the bid presentation to the Time and Place Committee considering that year's meeting and will work with the eventual AFS President in coordinating interactions between Program and Local Arrangements functions, especially facility needs-related requirements and budgets. Also, the GMC will help ensure good communications with that year's AFS President and between the Program and Local Arrangements committees. *The GMC will oversee all Local Arrangements functions and the budget for all elements of the proposed Annual Meeting.* The GMC will normally assist the organizing committee with local fundraising efforts for the intended meeting through their extensive contacts in the regional aquatic resource community. *A GMC can serve as an effective point of contact for AFS Headquarters and the AFS officers.* The future AFS President of the intended meeting will maintain direct communications and information exchange with both the Program chair and GMC in collaboration with, and with significant input from, the Society's Executive Director. The AFS staff will provide guidance on Annual Meeting budgets and required oversight in approving Annual Meeting-related facility contracts.

Local Arrangements Chair

The GMC may serve in this capacity as well or appoint a Local Arrangements chair.

Program Chair

This individual(s) coordinates all aspects of Annual Meeting program activities. There may be different chairs for symposia, contributed papers and posters. This person(s) has full autonomy to work directly with the future AFS President of the intended meeting and the Executive Director to achieve mutual program-related activities and goals. They are also expected to work in close harmony with the GMC and local volunteers regarding room scheduling and facility needs. The Program Committee will be responsible for coordinating the technical program with other meeting activities and with coordinating all program logistics with the GMC and AFS Headquarters.

The Program chair(s) is selected by a newly installed Second Vice-President to oversee the Program-related functions of an Annual Meeting four years hence. The Program chair must be ultimately and officially appointed to this position by the sitting AFS President in the year that they become Program chair. In the interim years, the Program chair-designate will be appointed by various sitting Presidents to serve as a *member* of each AFS Program Committee beginning three years in advance of chairing their specific Program Committee. This ensures continuity of Program-related operations within the Society, and it promotes appropriate training for undertaking one of the most important and highly visible positions within AFS, that of Program chair. The Program chair is also expected to serve as a highly informed member of the Program Committee during the year *following* their chairperson role, to pass on their substantial knowledge to new leaders.

The Program chair helps the future AFS President and the Executive Director achieve program-related objectives for the planned conference. Usually, the future AFS President will oversee Plenary session activities for the Annual Meeting, at which they preside, including invitations to appropriate Plenary speakers. The future AFS President will coordinate the selection of Plenary speakers with the Program chair. The American Fisheries Society may provide transportation, complimentary registrations, and up to two nights lodging for each Plenary speaker. (The AFS staff normally coordinates the logistics of travel and all other associated arrangements for each Plenary speaker.) The future AFS President will also provide guidance about desired sessions that highlight their Program of Work for the year. However, the Program chair has wide latitude in recommending specific sessions and other Program Committee helpers and in soliciting sessions and reviewing abstracts submitted to their committee. The Program chair must organize the First Call for Sessions (published in *Fisheries*) during September of the year preceding the target Annual Meeting. The First Call for Papers is usually announced by November of the preceding year.

Program chairs may wish to solicit help in the form of a local co-chair(s). Because AFS Program chairs rarely live in the city of the planned meeting, it can be extremely helpful to solicit co-chair assistance from someone who does. This co-chair can perform meeting room site visits—an exceedingly valuable function in coordinating room assignments for specific sessions, based on first-hand knowledge about the peculiarities and room sizes of the meeting facilities. For example, some sessions (expected to be popular) must have large rooms set aside for anticipated increased attendance. A Program co-chair can also assist with scheduling, organizing sessions that highlight local or regional issues, and coordinating the review of submitted abstracts, particularly those intended for the Poster session. It is important to avoid the scheduling of a popular session in a room too small for comfortable seating by all attendees. *A local Program co-chair provides Program Committee representation during the periodic preconference meetings held by the Arrangements Committee. They may also be logical choices to oversee the Contributed Paper sessions and/or Poster sessions.*

The Program chair must give careful thought to selecting session chairs and a Poster Session chair that has a proven track record in assembling high-quality speakers. The Program chair must closely coordinate all activities (especially budget needs and projections) with the GMC.

The following policy should be made known to all attendees:

1. Videotaping, audio taping, or photographing the presentations is strictly prohibited.

2. Mobile phones and pagers and other devices generating sound must be turned off in the session room.
3. Attendees using laptop computers, personal digital assistants, or other electronic devices generating light must sit in the back half of the room to avoid disturbing fellow attendees.

Local Arrangements: The Local Arrangements Committee (comprised of subcommittee chairs) will be headed by the GMC, who must delegate responsibilities early in the game. It is desirable that the GMC be headquartered in close enough proximity to the meeting site to permit easy personal contact with hotel and convention facility staff at all times. The subcommittees of the Local Arrangements Committee are recommended as follows:

Suggested Subcommittees:

- Accommodations
- Audio Visual Aids
- Banquet, Social Activities, and Entertainment
- Budget and Finance
- Child Care
- Communications
- Fundraising
- Hospitality (companion program)
- Photography
- Printing (oversight, most functions performed by AFS staff)
- Program Committee Representative (co-chairs)
- Publicity and Media Relations
- Raffle (may be chaired by a Chapter outside the meeting area)
- Registration (oversight, most functions performed by AFS staff)
- Signs
- Spawning Run
- Students
- Tours, Transportation, and Information
- Trade Show
- Welcoming and Protocol

Expected Communication:

Begin a list of key elements and add on as the need arises. The more people you involve throughout the planning stages, the smoother things will run during the meeting. Each person in charge of each area is responsible for recruiting the help they will need to get the job done. By the end, you will need to assign someone to *every* detail to alleviate last-minute confusion and

problems. *Develop a timeline and checklist and use them (see past Annual Meeting documents that summarize this chronology, available from AFS Headquarters).*

The GMC will be in complete charge of all social activities, facility functions, and the budget of the meeting, but all budget expenditures above \$10,000 must be cleared with the AFS Executive Director first. The GMC will have authority over all matters pertaining to arrangements for the meeting, authorize changes, monitor progress of subcommittees to handle the various divisions of responsibilities, and coordinate relative responsibilities with AFS staff and hotel and meeting center representatives. The AFS staff will meet with the GMC and the Local Arrangements Committee as needed for site inspections, negotiating with hotels, and so forth and will review and assist in formation and refinement of the meeting budget. The AFS Executive Director will approve proposed budget and sign all contracts with hotels and other facilities.

1. **The GMC will submit monthly reports during June, July, and August** preceding the meeting, to the AFS President and Executive Director on activities concerning the planning of the meeting. A detailed report and a meeting budget will be presented to the AFS Governing Board for approval at its August/September meeting preceding the Annual Meeting. This budget must be adhered to. Any substantial changes must be cleared by the Executive Director before implementation.
2. The GMC will meet with the subcommittees, as necessary, to outline their functions and orient the members as to what is expected before, during, and after the meeting. The GMC will serve as an ex-officio member of all subcommittees.
3. The GMC will have the authority to accept contributions or sponsorship of any portion of the meeting activities, supplies, in-kind services, etc. This chair must approve any and all contributions tendered, before any can be confirmed by any subcommittee personnel. All offers should be made in writing and all confirmations will be made in writing by the GMC. Should there be a perception of a potential conflict of interest in any sponsorship, the GMC may discuss this with the AFS Executive Director.
4. The GMC or the delegated committee will list all monetary and material contributions in the official meeting program and will see that sponsor participation is properly recognized at appropriate events, by letter.
5. The GMC will coordinate the preparation of the meeting budget with the AFS Executive Director. AFS establishes reasonable registration fees. The Local Arrangements Committee prepares an analysis of meeting costs and a budget. Be sure to include a contingency for the unforeseen expenses that inevitably come up, 10-15% of all other fixed costs. The total meeting cost can then be divided by the anticipated number of registrants and the resulting figure added to the basic registration fee structure to arrive at a final registration fee structure that will be discussed with AFS President and Executive Director and approved by the Governing Board. Ultimately, however, meeting budget decisions are the responsibility of the AFS office. **It is critical that local costs be used to estimate major expenditure items.**
6. Upon being selected, it is critical to reserve immediately all meeting and lodging facilities that will be required before and during the meeting. AFS staff will negotiate contracts with the hotel and/or convention center and make a copy available to the GMC.

7. Begin thinking about off-site functions such as a fish fry, picnic, and “Spawning Run” well in advance of your meeting. Try to add some local flair. Visualize a good time and make sure everyone has fun.

8. Remember that the key to a successful meeting is early planning and having contingency plans for everything. The GMC needs to have an interest in every detail. Be sure to be involved.

9. If possible, reserve meeting space so that all technical sessions are on the same level of the hotel/convention center. Rooms need to be large enough to hold people comfortably. Make sure there is enough flexibility to switch rooms at the last minute if a session looks too full. *Make certain that American Disability Act requirements can be met and that “green” meeting requirements are met.*

10. Make use of large, open spaces. House the trade show (approximately 60 exhibitors), poster session (100 boards), AFS publication sales, raffle display, and all coffee breaks in one “grand hall”, which works very well for drawing traffic for both Poster Session participants and Trade Show exhibitors.

11. In addition to the space needed for the technical sessions, several rooms will be needed for various meetings (Governing Board and Section Business Meetings) as well as a handful of rooms at the headquarters hotel. Don’t forget to book two additional ad hoc rooms for the week as well as audio/visual preview rooms. It’s helpful to have an A/V office to which all A/V questions can be directed (next to the preview rooms). Have back-up equipment. It is not safe to assume that each speaker will bring his/her own carousel. An extra LCD projector is a good idea. Also, reserve a meeting room for the AFS/Local Arrangements Office.

12. Coordinate the final wrap-up reports from all subcommittee chairs. Reports on attendance, meeting and guest rooms used, counts on special meal functions, final budget, and report of income and expenses are all very helpful in planning future meetings. Each subcommittee should submit a final report. These reports are kept on file in the AFS Office and are available to all future subcommittee chairs as guides. **Make the wrap-up session as brief as possible, highlighting the main points only.**

Accommodations Subcommittee

The Accommodations Subcommittee will work directly with hotel management personnel and AFS staff and will be responsible for providing all guests and dignitaries with appropriate conveniences.

1. The Accommodations Subcommittee will make the necessary general arrangements for all meeting rooms including the meeting office. The meeting office should be ready on the Thursday morning before the meeting and equipped with a minimum of four computers with capability of sending and receiving e-mail and word processing and spread sheet software, one laser printer, good quality copier with extra toner and paper supply, phones, and the usual office furnishings and supplies. AFS staff and the local hosts should share the same office.

2. The Accommodations Subcommittee chair will keep a schedule of all meetings (technical, business, etc.) and all activities, room arrangements, and AV requirements. This master schedule should be kept on a spreadsheet. Prior year formats are available. This information is subsequently provided to the hotel and or conference center so it is very important that all activities be recorded accurately and all changes are kept up to the minute, as well. If possible

obtain the conference center or hotel's master room schedule to verify your information and coordinate adjustments.

3. One member of this Subcommittee shall be on duty at all times from 7:00 a.m. to 6:00 p.m. and shall be headquartered in the meeting office.

4. The Subcommittee chair will oversee all arrangements needed for AFS business meetings and technical sessions, seeing that an ample number of chairs, rostrums, podiums, etc. are available and convenient.

The following chart gives examples of events that are arranged by the AFS office and coordinated with the local committee for room space. All food and beverage, AV needs etc. will be the responsibility of the AFS office and they will deal with the hotel directly. All charges for these events will appear on a separate bill and are not considered part of the meeting budget. The President's Suite will be stocked with food (snacks) and beverage paid for by the AFS office. It is extremely helpful if a local person is assigned the responsibility of buying these groceries using a list that the AFS office will provide and have it ready by Wednesday evening.

Day	Event	No. Attending
Thursday 8-5	Management Committee	18
Friday 8-5	Governing Board Retreat – off site	45
Saturday 8-5	Governing Board Meeting Hollow rectangle for 45 and peripheral seating for 50	100
Saturday 5-8	Governing Board Social – work with local host to find suitable site with unique venue	60
Sunday 9-noon	Time & Place Comm.	10
Sunday Noon	Journal Editors lunch	12
Monday 7-8 AM	Plenary Speakers Breakfast	10
Monday Noon – 1 PM	Awards & Plenary Speakers Lunch – in President’s Suite	20
Monday 3-5PM	Journal Editorial Boards Meeting	45 people
Tuesday 7 -9 AM	<i>Fisheries</i> breakfast	7 people
Tuesday Noon-1:30	Awards Luncheon	30 people
Wednesday Noon-2 PM	Past Presidents Lunch	17 people
Thursday 7 -8:30 AM	Incoming Governing Board Breakfast	40 people

Audio Visual Aids Subcommittee

1. This Subcommittee will supervise all arrangements needed for microphones, pointers, screens, projectors, and other types of visual aids such as bulletin boards, chalk boards, etc. Trained operators of projection equipment shall be provided and instructed to arrange a review of material to be projected with each speaker prior to the opening of the session. An A/V room for participants to review slides, tapes, etc. is to be provided. Loud speaker systems shall be checked and adjusted for each speaker. (Note: The Program chair shall require all moderators, conveners, and session chairs to submit written requests regarding meeting room set-ups and equipment to

the GMC.) Buying some AV equipment is sometimes more economical than renting. Flip chart pads, electronic timers, portable microphones, and laser pointers are good examples. See what the previous year's committee is willing to pass on.

2. Students can be used to assist with AV equipment operation in return for complimentary or reduced registration. If this is done, it is important to control the number of hours each student must work in return for the registration fee and to monitor their attendance in the sessions. Time cards can be used. It is a good idea to have backup students. A training session must be scheduled early in the meeting week for all student volunteers and others who will be handling AV. A separate Subcommittee chair could be in charge of all student volunteers.

Registration Subcommittee

The Registration Subcommittee and the AFS office will be in charge of registration for all functions during the convention. Computer expertise on this committee is strongly advised.

1. The AFS office will design the registration form in consultation with the Registration Subcommittee. AFS will also design the online form.
2. Registration processing will be done by the AFS Office. Money will be wired to the local host's bank account on a periodic basis established by host and AFS Office.

Onsite Registration

3. It will be necessary to open the registration area on Saturday so that pre-meeting subcommittees and dignitaries will be able to register. Saturday is a good time to pre-test procedures with early-registering members of the Governing Board. It is desirable that the registration desk be staffed on the following schedule:

Pre-Meeting Day (Saturday)	12:00 p.m. to 5:00 p.m.
Day I (Sunday)	10:00 a.m. to 8:00 p.m.
Day II (Monday)	7:00 a.m. to 6:00 p.m.
Day III (Tuesday)	7:00 a.m. to 6:00 p.m.
Day IV (Wednesday)	7:00 a.m. to 6:00 p.m.
Day V (Thursday)	7:00 a.m. to noon

4. The AFS Office is responsible for printing badges, envelope labels, and receipts. Names must be large enough to read easily. Badge format will be reviewed by local host before being printed.
5. It is important that all registration personnel be familiar with events, locations, etc. A training session beforehand is strongly advised. AFS staff will process all onsite registration. Local host will handle preregistered attendees.
6. Stickers or letters on badges work well for social events, but you must monitor entrance to events carefully which requires additional staffing.
7. Beginning about 2 months before the meeting, weekly preregistration totals should be sent to the local host registration chair.
8. Exhibiting companies receive two complimentary registrations with each booth reserved and must be figured in the budget.

9. Ribbons for exhibitors, staff, hosts, officers, Pro Club, etc. will be ordered by the AFS Office and sent to the subcommittee chair. They will be put into the registration packets which the local host prepares. AFS Office will provide the labels to put on the registration envelopes. Many times there are leftover ribbons from the previous year and they are passed directly from old chair to new chair. The local host is responsible for ordering meeting bags and stuffing them prior to the meeting. A large stuffing party is a good way to accomplish this task.

10. AFS Office will begin sending registration data for the printed badges, receipts and envelope labels to registration subcommittee in July.

11. Local registration committee will deliver registration bags to the Governing Board members on Saturday.

Budget and Finance Subcommittee

1. The Budget and Finance Subcommittee will be responsible for all funds received and expended before, during, and after the convention and will work closely with the GMC and subcommittee chairs. Setting the budget is an important task of the meeting. Accurate figures for expenses are necessary; allowing room for slight changes after the budget is set. Have subcommittees meet with appropriate local vendors to secure quotes. Read all the wrap-up reports from previous Annual Meeting chairs. Since AFS assumes all the financial obligations of the meeting and there is no financial liability to the host organization AFS is ultimately responsible for the meeting budget. A draft budget should be prepared by the local host and submitted to the AFS Executive Director by June of the year before the meeting. It is important that the Executive Director has adequate time to go over the host's recommended figures. The AFS Office will take into consideration all the concerns of the local host and the AFS Executive Director will retain final approval. The GMC will present the budget to the Governing Board for approval at the Annual Meeting prior to theirs.

2. It shall be the responsibility of this subcommittee to collect local donations and contributions, issue proper receipts, pay bills, and when all bills are paid, transfer excess revenue to the AFS Executive Director, along with a financial statement accounting for receipts and disbursements of all funds. If all bills are not paid by the end of the year, transfer excess revenue to the AFS Office at that time and refer all remaining bills to the same. The meeting facility representative should understand the difference between the Society and the local host. **Two master accounts will be established at the headquarters hotel, one by the host and one by AFS.**

3. The Budget and Finance chair will secure "sales-tax-exempt status" from the state or use the local Chapter's or Agency's sales tax exempt certificate if possible. This is not the same as an EIN number. **It may take almost a year to accomplish this.**

4. The Budget and Finance Subcommittee chair will open an account in one of the local banks under the name of "American Fisheries Society Meeting" and all meeting income shall be deposited to this account. These accounts should be established at least 12 months prior to the meeting. One or two people should be authorized to sign checks, usually the chair of this subcommittee and the General Meeting chair. The AFS Office will provide any paperwork necessary to open the account. Any expenditures and disbursements made from the "American Fisheries Society Meeting" account must be approved by the GMC.

5. AFS staff and The Budget and Finance chair will be responsible for providing the necessary cash drawers and the change needed at the opening of each session.

6. The Budget and Finance chair will present a financial statement to the General Meeting chair upon completion of all transactions within 30 days after the close of the meeting.
7. Review (daily) all bills and banquet orders with the Manager of Convention Services at the hotel in order to check for errors. It is easier when activities are fresh in your mind.
8. Arrange for a safety deposit box at the meeting hotel.

Fundraising Subcommittee

The Fundraising Subcommittee shall be responsible for soliciting local contributions and sponsorship of events/activities at the meeting to reduce registration costs for participants. It is critically important that this function be started more than a year in advance of the meeting, planned well, and fully carried out. Subcommittee staffing is critical. Extroverts are needed who are well-connected and who believe completely in the AFS mission who can convincingly argue for the level of support needed. The chair of this subcommittee should work with the AFS Executive Director and the AFS President in order not to duplicate solicitations. (Contributions from national and international sources are the responsibility of the AFS Office).

1. The Fundraising chair will be responsible for setting preliminary and final fundraising goals in concert with the GMC and Budget and Finance Subcommittee.
2. The Subcommittee will define opportunities for event sponsorship in conjunction with the Annual Meeting.
3. The Fundraising chair will coordinate strategy with the AFS Executive Director to ensure that Annual Meeting fundraising efforts complement general Society fundraising.
4. Strategies should be developed for individual, corporate, and agency contributions. In each case, target lists should be compiled, AFS members designated to make the needed contacts, schedules defined and appropriate recognition given.
5. The subcommittee's goal, in addition to developing needed support, should be to make every donor/sponsor feel adequately recognized and that they are getting good value for their contribution.
6. Make a list of events, with tentative costs, that can be passed on to prospective sponsors. Be cautious of offers that include conditions or have strings attached.
7. It takes a while to get the word out and drum up interest in the meeting, so begin **early**. It is much easier to get sponsorship for a specific event or specific product than to solicit general financial contributions. Remember, all events may be sponsored. Your list should cover a wide financial range to meet various budgets. Coffee breaks, meeting bags, banquet, receptions for Past Presidents, entertainment, printing of program and abstracts, signs, transportation, audio visual aids, etc. are excellent sponsorship opportunities. Make sure you let the prospective sponsor know how he/she will benefit. If they provide a banner, it can be displayed during the event they sponsor, or a poster can be made. A verbal announcement may also be made, and they will be recognized in the November issue of *Fisheries* following the meeting. Play up their exposure!
8. Donations-in-kind may also be solicited. Try for donations of seafood, soft drinks, beer, wine, printing, etc. Even a small donation of snacks is welcome for the hospitality suite. If the host facility will not allow you to bring in donated beverages or if the corkage fee is extremely high

see if you can negotiate a cash donation from the vendor and in return let them know you will feature their products at the social (if possible). This may be an alternative arrangement if the facility fees are cost prohibitive.

9. Again, **begin early** in order to get into the budget cycle and think of ways to make donations feasible from contributors.

Social Activities, & Entertainment Subcommittee

1. The Social Activities, and Entertainment Subcommittee will plan, organize, and oversee all general meeting social functions including coffee breaks. Governing Board activities will be the responsibility of the AFS Office unless the Subcommittee wishes to plan an evening social for the Governing Board on the Saturday night prior to the start of the meeting. Check with the AFS Office Manager about this event.

2. Preparation of a closing social and other entertainment must be started well in advance of the meeting in order to economically contract for high quality, appropriate entertainment. Be sure to actually see any entertainment to be sure they do not contain potentially offensive material (especially to minorities, women, and political parties).

3. Social events *may* include a banquet, a social in the trade show hall, and an informal picnic or barbecue that reflects the flavor of the local area. A welcome mixer is usually held on Sunday night, but this night could just as well be left open for attendees to network and explore the local area on their own. People remember these activities and it is an important part of the meeting. Donated beverages are encouraged at these events in order to reduce costs. Order more food and beverage than the facility caterers recommend. You'll need it!

Program Committee

1. The Program Committee will be responsible for coordinating the technical program with other meeting activities and coordinating all program logistics with the GMC. A co-chair can be particularly helpful, especially if they live in the host city. The Program chair coordinates all technical content directly with the AFS President.

2. The AFS President will coordinate the selection of Plenary speakers with the Program chair. AFS will provide transportation, complimentary registration and up to two nights lodging for each speaker. If possible and to control costs, the AFS office will coordinate the logistics of travel and all other associated arrangements for each speaker.

3. The Program chair should designate an individual to serve as his or her representative to the Local Arrangements Committee.

4. AFS Staff will coordinate the abstract submission process with the Program chair and committee and will be responsible for producing a searchable database of the abstracts. The committee chair and committee are responsible for assigning room, time and numbers to the individual presentations.

5. A Poster chair is usually appointed as a sub chair since the number of posters has increased in recent years. Prominence should be given to displaying this form of presentation preferably in the Trade Show Hall. A special viewing time featuring the posters with no competing oral sessions is recommended.

PROGRAM COMMITTEE INSTRUCTIONS

More than one year before the meeting

In late spring or early summer, the Program chair should work on encouraging symposia on timely subjects at the future meeting, and should take careful note of the balance of marine and freshwater subjects, as the meeting location can sometimes tip the balance in one direction or another. The Program chair should try to balance marine and freshwater subjects as much as possible.

In June, the Program chair should be involved in the First Call for Papers, which goes in the September issue of Fisheries but is due in early July. The Program chair should work with the General chair and the Publicity chair on this and future Calls for Papers. The Program chair should correspond with the current Program chair or the Abstracts Coordinator about soliciting symposium proposals that are in a useful and effective format and pin down all the actual dates for symposium proposals, contributed abstracts, and symposium abstracts, which are all submitted electronically.

A year before the meeting

At the annual meeting, the Program chairs should try to attend a meeting with the current Program Committee or Meetings Committee or try to speak with the current Program chair about what unexpected issues came up in planning or at the meeting.

At some point after the meeting with the current Program chairs, the Program chair should arrange to meet with other members of his or her Committee (i.e., the Symposia chair, the Contributed Papers chair, and the Posters chair, if all of those are separate people, and the Abstracts Coordinator to meet and discuss the plan in the upcoming months. They should discuss the space of the next meeting center, and specifically what implication that has for the number of oral presentations that can be accommodated. If the space is somewhat limited, the Program Committee may decide to only allow attendees to submit one oral presentation at the meeting (or, one each to contributed and symposia, maximum), or give symposium organizers an upward limit to how many oral presentations can be included in their symposium (such as 30). Make a general equation, based on the number of rooms available, the number of days of the meeting, and the number of presentations a day (20), minus the time slots that are already taken up (i.e., for Plenary, Business meeting, Poster Session). The number provided will be a guideline for whether the meeting will be a “big” meeting (oral-presentation-wise), or not.

The Abstracts Coordinator will brief the Program Committee on the standards for Abstracts, the Program Book, the Abstracts Book, and the CD. As stated on the abstract submission form, abstract text must not be more than 250 words, and titles cannot contain acronyms. Common names should be used in place of scientific names in titles (unless the common name is not widely known, and titles may only have proper nouns and the first letter of the first word capitalized. The Program Book will contain a grid of presentations, which will display date, time, room, title and the first five authors, as well as an index of authors. The CD will be made up of the Program Book contents, information on awards, supporters, exhibitors, and the raffle, in addition to an abstract search engine and information about AFS. The Abstract Book will contain titles, authors, and full abstract texts for all presentations and is ordered by symposium and contributed session.

During the Fall and into December, the Program Committee should continue to encourage colleagues and potential symposium organizers to get a symposium together, and submit a proposal. Once the deadline for symposium proposals occurs, the Program chair can either review the proposals him or herself, or pass them along to a small proposal-reading committee, if he or she has organized that. In either case, symposium organizers should be informed of their acceptance as soon as possible, and certainly before the mid-January deadline for contributed abstracts. Symposium abstracts can be submitted after the contributed abstract deadline passes, and the symposium organizer should be aware that the actual presenter (and not the symposium organizer) should be submitting the abstract.

Once contributed abstracts are all in, the Program chair or the Program Committee can decide to review them for quality. In doing so, the Program Committee may wish to advise contributed submitters to revise their abstracts for whatever reason. Keep in mind that the Abstracts Coordinator will take care of all corrections to abstracts, but that these should be done before the scheduling meeting. The Contributed chair should also arrange all presentations into sessions, and should order those within the sessions. The Contributed chair should feel free, with the

approval of the rest of the Program Committee, to design different sessions than the ones that submitters chose from the abstract submission form based on the subjects of the abstracts.

Once all the symposium abstracts are in (about a month after the Contributed abstracts) the Program Committee should hold a scheduling meeting as soon as possible. The meeting should take place before April, if possible. The Abstracts Coordinator, the Program chair, and the Contributed chair must attend this meeting. The Local Arrangements chair, who has information on the size and layout of the convention rooms, should also participate, if possible. During this meeting, the Program Committee should have a visual layout of the convention and its rooms, and should know the amount of people that can fit into every room that will be used. The Program Committee should schedule each individual presentation, giving it a Date, a Room, a Start and End Time. New Abstract Numbers should also be used to number symposium presentations consecutively. Symposia will also be numbered in the order of their appearance in the schedule.

Once the schedule is made, the Abstracts Coordinator and the Technical Coordinator will develop the searchable database, which will be posted on the web. Meanwhile, the Program Committee should draw up general guidelines for presenters, including oral and poster presenters. This information should include information about the technical requirements, and whatever other information (i.e., how to make a good presentation) the Program Committee is interested in detailing.

Once those materials are ready to be disseminated, the Program Committee and the Abstracts Coordinator will share those materials with the GMC, and then will send an email to all presenters, informing them of the newly-available schedule and the meeting website, which contains general information about their presentations and the meeting. The email should also point out the necessity of meeting registration (and paying for that registration).

Once those emails are sent out (early April), the Program Committee and the Abstracts Coordinator should be in contact to convey any cancellations that they become aware of. The Abstracts Coordinator will change the schedule to fill gaps left by cancelled presentations up until the printed-materials deadline. The Abstracts Coordinator will also begin working on the Program Book and Abstracts Book. The Abstracts Coordinator will send drafts to the Program Committee for their review and will consult with them on any questions. The Program Book and Abstracts Book should be sent to the printer as late as possible, so that it can be as updated as possible (since cancellations come in often).

Once the materials are being printed, the only thing left for the Program Committee to do is to make sure all cancelled presentations are referred to the Abstracts Coordinator, who keeps a running list of post-print cancellations, and will make an Addendum to the Program, which will be handed out at Registration when the Meeting begins.

Printing Subcommittee

1. This subcommittee is in charge of all proof reading and printing necessary for the meeting.
2. The subcommittee will arrange for artwork for the meeting logo. AFS staff will design, format and print the meeting program and the abstracts. The Program Committee and the GMC will have input into the format

3. The AFS staff will be responsible for formatting and burning the master CD of the abstracts database. They will work with the local host to arrive at a suitable design.
4. The local host is responsible for selecting the art work for the meeting poster and soliciting the artist. The AFS Office must approve the artwork and be the signer on any contracts with the artist. AFS will print the poster and mail copies to members of the Fisheries Administrators and Education Section. The local host may provide labels for additional mailings.

Publicity Subcommittee

The Publicity Subcommittee will be responsible for soliciting, organizing, and disseminating all news releases to appropriate media before, during, and after the meeting. In addition, they will invite news media to selected sessions and will arrange interviews between meeting participants and media contacts.

Publicizing the Annual Meeting before, during, and after the event is an important responsibility of meeting organizers. Publicity can boost meeting attendance, attract coverage for Plenary speakers and symposia, increase AFS visibility, encourage the use of AFS as a source of fisheries news and stories, and prompt articles about fishery science and issues.

Development of the AFS annual meeting web site is an important form of publicity.

Before the Meeting

The AFS Office will organize all promotions before the meeting to the AFS membership and related professionals. Promotions in *Fisheries* are as follows:

September – December: two-page spread with Call for Papers

January-August: one-page articles of 600 words, photos optional

April: “mini-supplement” of four pages plus registration form

June: full supplement of 24 pages

All material is due six weeks before the month of publication, except for the First Call for Papers and the June supplement, which should be in eight weeks before. All material must come from a single point of contact (the Publicity chair or the General chair). Please provide text and photos and let the headquarters staff create the layout. See previous issues for typical topics, style, and length.

Other internal publicity (within AFS) efforts can be to send announcements about the meeting to AFS unit newsletter editors several months ahead of time. The designated AFS staff liaison can help arrange this. Also, announcements can be sent to the AFS listserv warning of the expiration of the room block and/or expiration of the “early bird” registration rate.

For external publicity, read the AFS “Working with the Media” brochure. This outlines information such as how to create a media strategy, how to write a press release, and how to do well in media interviews.

Assign one person to be the media liaison. This person is responsible for promoting the meeting to the media, handling interviews and press inquiries, organizing press facilities at the conference, and working with AFS *Fisheries* staff on related media efforts. This person must be knowledgeable about the meeting schedule and highlights, well-spoken, available, and easily

accessible. The person also must be willing to help the AFS *Fisheries* staff locate lists of local and regional media, review conference press releases, and help promote the meeting in monthly conference promotion articles in *Fisheries*.

Find out from the Program chair who the plenary speakers are as early as possible. Major speakers are a huge media draw. Knowing if they are attending well in advance means additional media work, and promotion can be planned and executed

Two to three press releases are distributed prior to the Annual Meeting. One is a simple announcement of the conference that is sent to calendar editors at local, regional, national, and international natural resource newsletters, outdoor media, magazines and others. This often is sent in January of the year of the conference to allow for long magazine lead times (three months average) and to ensure the meeting is listed repeatedly in monthly calendars. This also allows time for reporters to generate travel funds if they want to cover the meeting.

A second press release announcing the plenary speakers and highlighting some of the symposia is sent in July (for a late August meeting) to local newspapers, outdoor writers, and local and regional magazines. The press release should note whether plenary speakers are available for interviews before or after his or her presentation. It could also include a list of some or all of the symposia leaders in case media want to pursue a certain fisheries subject. An Annual Meeting supplement (bound into the June *Fisheries* each year) may be included in mailings to top reporters. Contact the *Fisheries* editor for extra supplement copies.

A third release can also be distributed in media kits to local media who live near the meeting (within two weeks of conference). The release could include updates on speakers and symposia, media contacts, and general media information such as location of phones, registration costs if any, availability of interview rooms, permission to photograph speakers, etc. Press releases should be sent to the WWW page coordinator.

Help the AFS Office create media kits. Media kits might include a copy of the second and third press releases, a program, a meeting supplement, biographies of the plenary speakers, a map of key conference locations, phone numbers of key contacts, information on whether media can attend meals, etc. Such kits are sent to local media who are likely to attend, and distributed in the press room.

The week before the conference, the media liaison and any volunteers should call all local media (newspapers, magazines, radio stations, TV stations) to personally invite them and answer questions. Ask for the outdoor writers and environment reporter. You might also pitch the business reporter on the economic importance of recreational and commercial fisheries and the features editor on the human dimensions aspect of fisheries. A list of media who say they are coming or may come should be faxed to the *Fisheries* Managing Editor.

The Annual Meeting website should be developed by the AFS office and approved by the General Meeting chair and the Executive Director and be ready to go live right after the previous year's Annual Meeting. It will be housed on the AFS web site and access given to the designated chair. The AFS webmaster and the local webmaster will be able to make changes. AFS will maintain the online registration site.

During the Meeting

Ensure that the media room is kept clean; has pitchers of water; has phone and fax information clearly indicated; has media kits, chairs, pens, paper, and any updated information that needs

posting (changed room assignments, altered speaker times); and follows the open-closed schedule for media room hours. A sign on the door should indicate times and give a contact name and number for after-hours questions.

Legitimate media reps (establish their credentials first) are to be issued complimentary registrations. They are required to wear a name tag showing their affiliation to have access to all events. They must check in at the registration desk and be directed to the media room (or staff room if no media room is available) for additional materials and assistance. Then, let them do their jobs!

After the Meeting

A press release should be sent after the conference to local media, reporters unable to attend the meeting but who expressed interest, and others who may be appropriate. The release summarizes the key points in plenary sessions, announces passage of any AFS resolutions, and generally highlights newsworthy events and information at the meeting.

The media liaison and AFS *Fisheries* Managing Editor should clip any meeting-generated articles from publications and should note any interviews with broadcast reporters. Copies should be sent to the AFS office, officers, and organizing committee.

The media liaison and organizing committee should note any media problems (i.e., poor location of media room) that might be avoided by the following year's meeting committee.

Key Media Considerations

1. Abstracts of all speeches and technical papers will be reviewed by the Program Committee in advance of the meeting to assess those for which news releases should be developed. News releases will be requested from selected session chairs and presenters in advance of the meeting to permit creation of a meeting publicity packet. Copies of speeches which may be in demand during the meeting should be sent to *Fisheries* Managing Editor for duplication and distribution.
2. Scheduled dignitaries should have high priority for releases, interviews, and pictures. It is requested that the host organization provide a staff photographer (complimentary if possible) for the meeting.
3. News media representatives within reasonable proximity of the meeting site should be sent publicity packets and an invitation to attend the meeting free.
4. The Publicity Subcommittee must work in close liaison with *Fisheries* Managing Editor and with the Executive Director.
5. The Publicity Subcommittee will be responsible for providing any special press equipment in the meeting office.
6. The Subcommittee chair will be responsible for preparing a complete report of activities to the GMC at the close of the meeting.

Trade Show Subcommittee

The GMC should appoint a Trade Show Coordinator to work with the AFS staff Trade Show Coordinator or contractor on arrangements for commercial and AFS exhibits.

1. The AFS office or contractor handles brochure development, promotion, mailings; handles the booth reservation forms, booth assignments, and all related correspondence; handles booth

payments; approves and signs all contracts; solicits proposals for pipe and drape, drayage, security, etc.; works closely with facility staff on floor plans, equipment and table needs, etc.; and assists with on-site management of the show. **The local trade show coordinator assists in attracting regional exhibitors to the show.** AFS will develop a budget and both parties will serve as floor-show managers. The Trade Show contractor coordinates the needs of the local hosts regarding all equipment rented from the pipe and drape company (i.e., registration counters, poster boards, extra tables and chairs, information counters, etc.)

2. The exhibit hall should have room for a minimum of 60, 10'x10' commercial exhibits, a trade show registration booth, refreshment/coffee service, and space for several scattered refreshment tables (18,000 sq. ft.). Space is also required for the following displays: poster session (10,000 sq. ft.); raffle display (300 sq. ft.); AFS book display (300 sq. ft.); AFS booth (100 sq. ft.); local Chapter display (100 sq. ft.); and a display by the host of the next Annual Meeting (100 sq. ft.). Total: approximately 30,000 sq. ft.

When selecting a site for the trade show, other considerations include food and beverage service (coffee is served in the show area twice a day; one social event/mixer is generally held in the trade show area; lunch service should be made available to the exhibitors and attendees); security (is security provided or do you need guards?); location (**it is desirable to have the trade show located near the technical sessions**); insurance requirements, union rules, etc.

The trade show event should run 2.5 to 3 days. Exhibitor move-in and tear-down require a half day each. Each exhibitor is given two complimentary registrations.

Exhibitors want to be assured that the fee they have spent for the booth will result in sales! As a “show manager” you should pay special attention to their needs and wishes. Try to give meeting registrants ample time to visit the trade show. Hosting coffee breaks, meals, and socials in the trade show hall are excellent ways to draw people into the show. Provide exhibitors with listings of local sights, restaurants, and hotels so they can familiarize themselves with the area. Have plenty of spare floor plans and exhibit location guides to hand out to trade show attendees. Allow exhibitors to do demonstrations. Consider possibilities for outdoor demos, especially for large equipment or if water is used. Waterfront settings are ideal.

The Trade Show budget is separate from the Annual Meeting budget and is the responsibility of the AFS Office.

Tours, Transportation, and Information Subcommittee

The Tours, Transportation, and Information Subcommittee will be in charge of planning and arranging for all tours and field trips, needed transportation, and for operating an information desk adjacent to the meeting registration area.

The subcommittee is strongly urged to involve convention and visitor’s bureau and travel agency staffs in planning and promoting these events, and in operating the Information Desk. The AFS Office will negotiate air and auto contracts.

1. The subcommittee will be responsible for the hiring of buses, if needed, in connection with field trips and tours. School buses are cheaper and are adequate for shorter trips.
2. The subcommittee will keep accurate records of the number of people and number of buses used on each tour, and will submit invoices to the Budget and Finance Subcommittee for payment.

3. The subcommittee chair will work closely with the Registration subcommittee, since all special event and tour ticket sales will be handled by the Registration Subcommittee.
4. The subcommittee will determine and plan special events such as fishing trips, shows, etc. that may be of interest to meeting participants, spouses and companions, and will publicize such events in advance in coordination with *Fisheries* Managing Editor.
5. Local guides (familiar with the sites to be toured and who have the ability to explain features) should be provided if possible.
6. Tour and trip schedules should be developed and the time of return should be announced.
7. A phone at the message booth is very helpful and so is a nearby message board.

Welcome and Protocol Subcommittee

1. The Welcoming and Protocol Subcommittee shall be responsible for making appropriate arrangements for greeting, hosting, and transporting meeting dignitaries as identified by the GMC, the AFS President, or the AFS Executive Director. Duties also include working with the AFS leadership and the host agency in making head table seating arrangements at any banquet, if such an arrangement is necessary.
2. Arrangements should be made to have at least one vehicle available at all times to transport any guests or run emergency errands.
3. If AFS staff is arriving in a large group, arrangements to welcome them and transport them to hotel are desirable.
4. Plenary speakers should be welcomed and met at the airport.

Signs Subcommittee

This subcommittee will work with other subcommittees in the design and printing of signs, tickets, and place cards as needed during the meeting. Signs for exhibitors and trade show-related events can be supplied by the same company that provides pipe and drape for the show or from a host agency which has printing facilities they are willing to make available.

This subcommittee will also be responsible for preparation of any directional or welcoming signs:

1. Create signs outside each meeting room.
2. Daily deliver signs to their correct locations.
3. Have generic signs available so that changes can be posted at a moment's notice.

Raffle Subcommittee

The Raffle budget is separate from the annual meeting budget. Seventy percent (70%) of the proceeds go to the Skinner Fund and 30% go to the Student Unit that helps with the Raffle (solicitation of prizes; organization; etc.)

Guidelines and Suggestions For Promoting Diversity At AFS Conferences and Meetings

Draft (01/15/01) Compiled By the AFS Equal Opportunities Section

The Strategic Plan of the American Fisheries Society states that “AFS should strive to provide opportunities and vehicles to achieve diversity and create a climate in which diversity is welcomed, acknowledged and appreciated.” Certain aspects of AFS conferences can advance or deter our organization in reaching this goal. The following suggestions present a few ideas for providing a welcoming atmosphere at AFS functions. We encourage planning committees to develop additional means of fostering social and professional diversity at AFS meetings.

Planning committees and hosting

- Include diverse representation on event planning committees and at registration booths.
- Encourage symposia that address topics or are jointly sponsored by organizations related to professional and social diversity.
- Include socially and professionally diverse representation in plenary sessions sponsored by the host unit, moderators, staff at the registration booth, and among panel speakers.
- Avoid scheduling conflicts with major religious holidays.

Facilities

- Use facilities that are compliant with accessibility needs.
- Offer services upon request such as large print publications, hearing devices or sign interpretation.
- Consider providing child care at meetings or provide attendees with access to local services.
- Use minority-owned businesses for printing or other services associated with the conference.
- Offer multicultural foods at social events.
- Use facilities located in areas that are welcoming to diverse cultural and social groups and provide ready access to international airports.

Presentations

- Avoid comments, including jokes, by meeting moderators that promote or denigrate religious, ethnic, racial, or gender-based characteristics and which use buzzwords, stereotypes, biases or generalizations that are not integral to fisheries topics or that assume all participants hold the same views (e.g., leading a communal prayer before a banquet may feel exclusionary to some participants; addressing the role of religion and spirituality in cultural perspectives on use of fish would be appropriate within the context of a symposium or plenary session).
- Provide visual images that reflect social and professional diversity in all publications related to promotion or documentation of the conference.
- Encourage symposia that provide a balanced exploration of the role of religious, spiritual, ethnic, gender, disciplinary or other diversity perspectives in development of fisheries ethics, research, conservation, and management. Employ an inclusive and creative approach to discussions of the religious, spiritual, ethnic, gender, and disciplinary issues beyond traditional assumptions about what

or whom these issues encompass. Use professional facilitation services and approaches to maintain respect and constructive structure in sensitive discussions.

- Units can offer travel assistance to nontraditional speakers and panel participants. Do not limit potential speakers to “professionals.” Many “non-professionals” can offer good insights but often do not have any agency or sponsor funding. Be willing to take time to work with non-traditional speakers explaining the purpose of a meeting and how they can contribute. The AFS audience also needs to respect divergent points of view and be willing to hear people speak from experience and not in jargon typical for the fisheries professional.
- Provide tours of facilities that reflect a variety of social and cultural contributions to fisheries.
- Provide an opportunity for agencies and organizations to share ideas or information that reach diverse audiences (e.g., a literature booth in which organizations could display brochures written in different languages or cultural perspectives).

Registration and participant services

- Provide a voluntary means of identifying first-time participants and international guests (e.g., on name tags) so that those individuals can be sought out and welcomed by seasoned participants.
- Provide a service whereby individuals can find roommates for conferences, especially for students, first-time participants, and international guests.
- Develop a “language bank” by allowing registrants to indicate if they speak a language other than English and could be matched with international participants.
- Prominently promote events related to enhancing and welcoming diversity in announcements and publications for the conference (e.g., travel scholarships for students, minorities and women; mentoring events; social mixers focused on students, minorities and women).
- Attempt timely resolution of all complaints related to bias, discrimination or facility needs.

Meetings Code of Conduct

[Drafted by the AFS Western Division and adopted by the AFS Governing Board 30 January 2019.]

Purpose:

American Fisheries Society (AFS) meetings are among the most respected scientific meetings of fisheries professionals in the natural resource scientific community. AFS values the diversity of views, expertise, opinions, backgrounds, and experiences reflected among all attendees, and is committed to providing a safe, productive, and welcoming environment for all meeting participants and AFS staff. All participants, including, but not limited to, attendees, speakers, volunteers, exhibitors, staff, service providers, and others, are expected to abide by this Meetings Code of Conduct. This Code of Conduct applies to all AFS meeting-related events, including those sponsored by organizations other than AFS but held in conjunction with AFS events, in public or private facilities.

Expected Behaviors:

- Treat all participants, attendees, AFS staff, and vendors with respect and consideration, valuing a diversity of views and opinions, and critiquing ideas rather than individuals.
- Refrain from demeaning, discriminatory, or harassing behavior and speech directed toward other attendees, participants, AFS staff, and suppliers/vendors.
- Be mindful of your surroundings and of your fellow participants. Alert AFS staff or venue event staff if you notice a dangerous situation or someone in distress.
- Respect the rules and policies of the meeting venue, hotels, AFS-contracted facility, or any other venue.
- To foster a welcoming environment, assist AFS members with impaired physical or cognitive abilities, if necessary.

Unacceptable Behaviors:

- Harassment, intimidation, or discrimination in any form is unacceptable. Harassment includes speech or behavior that is not welcome or is personally offensive. Behavior that is acceptable to one person may not be acceptable to another, so use discretion to be sure respect is communicated. Harassment intended in a joking manner still constitutes unacceptable behavior. Regardless of your intent, if you are advised directly or by another party that some aspect of your speech or behavior at an AFS meeting is harassment, you are expected to stop engaging in such speech or behavior.
- Do not physically or verbally abuse any attendee, speaker, volunteer, exhibitor, AFS staff member, service provider, or other meeting guest.
- Examples of unacceptable behavior include, but are not limited to, unwelcome or offensive verbal comments related to age, appearance, or body size, employment or military status, ethnicity, gender identity and expression, individual lifestyle, marital status, national origin, physical or cognitive ability, political affiliation, sexual orientation, race, or religion. Harassment can also include the use of sexual and/or discriminatory images in public spaces or in presentations; deliberate intimidation; stalking; following; harassing photography or recording; sustained disruption of talks or other events; bullying behavior; inappropriate physical contact; and unwanted sexual attention.
- Appropriate and responsible personal use of photographs or posts to social media of another individual's oral presentation, poster, or likeness is acceptable unless permission is specifically denied by the individual.
- Do not disrupt talks at oral or poster session or activities in the exhibit hall or at other events organized by AFS at the meeting venue, hotels, or other AFS -contracted facilities.
- Any retaliation against participants for reporting unacceptable behavior is unacceptable. Like harassment or discrimination, retaliation against reporting poor behavior will be subject to consequences.

Reporting Unacceptable Behavior:

- Anyone experiencing or witnessing behavior that constitutes an immediate or serious threat to public safety at any time should contact local law enforcement (by calling 911) and immediately notifying facility security without delay.

- If you are not in immediate danger but feel that you are the subject of unacceptable behavior, you are encouraged to file a formal complaint to the AFS Ethics and Professional Conduct Committee and/or an AFS officer or the AFS Executive Director which will then be forwarded to the Ethics and Professional Conduct Committee for assessment.

Consequences:

- Anyone requested to stop unacceptable behavior is expected to comply immediately.
- Consequences to unacceptable behavior will be determined by the AFS Ethics and Professional Conduct Committee in conjunction with AFS officers and the AFS Executive Director.
- Consequences may include one or more of the following actions:
 - Dismissal from the meeting without refund
 - Reporting to your agency
 - Exclusion from any future AFS (sub unit/Chapter/Division) meetings for five years
 - Revoke of AFS membership without the opportunity for renewal for five years
 - If the offense is criminal, local law enforcement will be contacted.

Levels of Support – American Fisheries Society Annual Meeting

Level 1 **Titanium Level**.....\$15,000

- Certificate of appreciation
- Sponsorship acknowledged in Program
- Sponsorship acknowledged in AFS *Fisheries*
- Sponsorship acknowledged publicly at meeting
- Logo on Spawning Run T shirt
- Opportunity to insert material in official meeting bag
- Name on meeting bag
- Ad in *Fisheries* (1/2 page)
- Publicity through press releases
- Trade Show booth with 2 complimentary registrations
- Link on AFS Web Site
- AFS Mailing list of 10,000 names

Level 2 **Platinum Level**.....\$ 10,000

- Certificate of appreciation
- Sponsorship acknowledged in Program
- Sponsorship acknowledged in AFS *Fisheries*
- Sponsorship acknowledged publicly at meeting
- Logo on Spawning Run T shirt
- Opportunity to insert material in official meeting bag
- Name on meeting bag
- Ad in *Fisheries* (1/2 page)
- Publicity through press releases
- Trade Show booth with 2 complimentary registrations
- Link on AFS Web Site

Level 3 **Gold Level**.....\$ 5,000

- Certificate of appreciation
- Sponsorship acknowledged in Program
- Sponsorship acknowledged in AFS *Fisheries*
- Sponsorship acknowledged publicly at meeting
- Logo on Spawning Run T shirt
- Opportunity to insert material in official meeting bag
- Name on meeting bag
- Ad in *Fisheries* (1/4 page)

Level 4 **Silver Level**..... \$ 2,500

- Certificate of appreciation
- Sponsorship acknowledged in Program
- Sponsorship acknowledged in AFS *Fisheries*
- Sponsorship acknowledged publicly at meeting
- Logo on Spawning Run T shirt
- Opportunity to insert material in official meeting bag

Level 5 **Bronze Level**.....\$ 1,000

- Certificate of appreciation
- Sponsorship acknowledged in Program
- Sponsorship acknowledged in AFS *Fisheries*
- Sponsorship acknowledged publicly at meeting
- Logo on Spawning Run T shirt

Level 6 **Patron Level**.....\$ 500

- Certificate of appreciation
- Sponsorship acknowledged in Program
- Sponsorship acknowledged in AFS *Fisheries*
- Sponsorship acknowledged publicly at meeting

**APPENDIX I: SAMPLE CONFLICT OF INTEREST WAIVER
AND MEMORANDUM OF UNDERSTANDING FOR SERVICE
OF A FEDERAL EMPLOYEE AS AN AFS OFFICER**



United States Department of the Interior

FISH AND WILDLIFE SERVICE

300 Westgate Center Drive

Hadley, MA 01035-9589

JAN 25 2013



Memorandum

To: Director (Ethics Counselor)
U.S. Fish and Wildlife Service

From: Deputy Ethics Counselor and Ethics Program Director
U.S. Fish and Wildlife Service

Subject: Conflict of Interest Waiver for Ronald Essig

The purpose of this memorandum is to request that you grant Ronald Essig a waiver of the criminal conflict of interest provisions that may apply to his service in an official capacity as an officer of the American Fisheries Society (AFS). Ronald Essig's official U. S. Fish and Wildlife Service duty is to serve as a Supervisory Fish Biologist in Wildlife and Sports Fish Restoration (WSFR). As such, he coordinates WSFR responsibilities with Federal, State, local and private agencies and/or conservation groups to facilitate balanced management of natural resources. Mr. Essig manages and directs the Region 5 Service programs involving fisheries research/survey, assuring that all agencies receiving grant are eligible under the respective acts and applicable regulations, or receive advice and assistance to regain eligibility so grants can be resumed.

The criminal conflict of interest statute, 18 U.S.C. § 208(a), requires that an employee refrain from participating personally and substantially in an official capacity in any particular matter that will have an effect on the financial interests of any organization in which the individual serves as an officer, director, trustee, or employee.

In the absence of: (1) specific statutory authority placing a federal employee in an officer or director position in an *ex officio* capacity; (2) a release of fiduciary obligations by the organization (if permitted by state law); or (3) a waiver of the requirements of 18 U.S.C. § 208(a), the statute effectively would preclude Ronald Essig's service, as an official duty activity, as an officer with the American Fisheries Association.

The AFS is the oldest and largest professional society representing fisheries scientists. AFS promotes scientific research and enlightened management of resources for optimum use and enjoyment of the public. It also encourages a comprehensive education for fisheries scientists and continuing on-the-job training. AFS publishes some of the world's leading fisheries research journals and organizes scientific meetings where new results are reported and discussed. As an officer of the AFS, Mr. Essig will ensure that U.S. Fish and Wildlife Service interests are represented in AFS activities.

A memorandum of understanding between the U.S. Fish and Wildlife Service and the American Fisheries Society concerning the service of Ronald Essig is attached.

Inasmuch as Ronald Essig's appointment with the American Fisheries Society is not pursuant to a

statute or release of fiduciary obligations, he has requested that you, as the official to whom waiver authority is delegated, authorize his participation in certain particular matters that may affect the financial interests of the American Fisheries Society. Under 18 U.S.C. § 208(b)(1), a waiver may be granted if the official to whom waiver authority is delegated determines that the disclosed financial interest is "not so substantial as to be deemed likely to affect the integrity of the employee's services to the Government."

In the course of his assigned duties, the following types of particular matters potentially could come before Ronald Essig for his personal and substantial participation:

- (1) particular matters of general applicability, such as legislation, regulation, or policy that may affect the financial interests of the American Fisheries Society as a member of a class of similarly situated entities;
- (2) matters that affect the financial interests of the American Fisheries Society through investigation or regulation of the American Fisheries Society ;
- (3) particular matters involving specific parties, such as grants, contracts, or application approvals that specifically involve the American Fisheries Society or otherwise affect its financial interests; or
- (4) other miscellaneous matters involving the conduct of the American Fisheries Society and the U.S. Fish and Wildlife Service support.

While performing the usual and customary duties of the position of officer with an outside organization as an official U.S. Fish and Wildlife activity, any actions taken either in the Federal workplace or at the organization that affect the financial interests of the outside organization are deemed official matters to which 18 U.S.C. § 208(a) applies. For example, such actions may include:

- (a) requesting that official travel funds be spent or other government resources be utilized for the employee to conduct the affairs of the organization;
- (b) signing a training authorization to use U.S. Fish and Wildlife Service funds to pay for an employee to attend a conference or other meeting of the organization;
- (c) speaking as an official duty activity at a conference or other meeting of the organization;
- (d) providing advice and consultation with respect to, or otherwise conducting, the business affairs of the organization including voting on matters that come before the [name of outside non-profit organization] officers and board members.

While the financial impact may be insignificant, under well-settled precedent, 18 U.S.C. § 208(a) has no de minimis aspect.

I believe that a waiver under 18 U.S.C. § 208(b)(1) to allow Ronald Essig to serve as an second vice president, vice president, and president for the American Fisheries Society in his official capacity is justified for the following reasons:

First, because Ronald Essig will serve as second vice president, vice president, and president as an official duty activity, and Ronald Essig's position in the outside organization is fully known to the U.S. Fish and Wildlife Service, the risk that the integrity of the services that the government expects from Ronald Essig would be affected by his service is greatly diminished. Moreover, the U.S. has already determined that, to a significant degree, the interests of the U. S. Fish and Wildlife Service and the interests of the American Fisheries Society are consonant. The U.S. Fish and Wildlife Service expects that the interests of the U. S. Fish and Wildlife Service and the interests of the American Fisheries Society can both be furthered through the performance of Ronald Essig's official duties and service with the U.S. Fish and Wildlife Service.

Second, most, if not all, of the particular matters in which Ronald Essig would participate would not have a significant effect on the financial interest of the American Fisheries Society because of the limits in this request set forth below. Ronald Essig will have no involvement in any U.S. Fish and Wildlife Service grants, contracts, cooperative agreements, or other Federal support (financial or otherwise) to the American Fisheries Society other than the use of travel or training funds solely for Ronald Essig's service with the American Fisheries Society. Ronald Essig will not participate in investigations of the activities of the American Fisheries Society, other than as a provider of information or testimony. Ronald Essig will not participate in developing regulations that would impact the American Fisheries Society or be involved in enforcing regulations pertaining to the American Fisheries Society.

Accordingly, if approved, the requested waiver will permit Ronald Essig to serve as an officer in the American Fisheries Society and permit participation in his capacity with the American Fisheries Society in particular matters that will affect the financial interests of the American Fisheries Society, EXCEPT the particular matters listed below that might have a direct and predictable effect on the financial interests of the American Fisheries Society as to which Ronald Essig has committed to recuse himself.

LIMITATIONS:

Ronald Essig may not participate in any of the following particular matters because they may affect the financial interests of the U. S. Fish and Wildlife Service and the American Fisheries Society or otherwise violate Federal laws or regulations:

1. Any involvement or participation in decisions pertaining to U. S. Fish and Wildlife Service grants, contracts, cooperative agreements, or other support to include personnel and equipment to the American Fisheries Society, except the actions specifically permitted above, that is:

“(a) requesting that official travel funds be spent or other government resources be utilized for the employee to conduct the affairs of the organization;

(b) signing a training authorization to use U. S. Fish and Wildlife Service funds to pay for an employee to attend a conference or other meeting of the organization;

(c) speaking as an official duty activity at a conference or other meeting of the organization;

(d) providing advice and consultation with respect to, or otherwise conducting, the

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business affairs of the organization including voting on matters that come before the U. S. Fish and Wildlife Service officers and board members.”

2. Any involvement or participation in any regulatory or investigatory matters on behalf of any Department or agency of the U.S. Government involving the U. S. Fish and Wildlife Service other than as a provider of information or testimony.
3. Preparation or presentation of requests from the American Fisheries Society to obtain any Federal funds, manpower, or any other form of Federal support on its behalf to support American Fisheries Society activities, except as permitted in 1.(a) through (c) above.
4. Lobbying on behalf of the American Fisheries Society in any manner to a Member of Congress, a jurisdiction, or an official of any government as prohibited by 18 U.S.C. § 1913. This includes the use of money appropriated by any enactment of Congress to pay for any personal service, advertisement, telegram, telephone, letter, printed or written matter, or other device, intended or designed to influence in any manner a Member of Congress, a jurisdiction, or an official of any government, to favor, adopt, or oppose, by vote or otherwise, any legislation, law, ratification, policy, or appropriation, at any time unless specifically authorized by Act of Congress. This does not prevent employees of the United States or of its departments or agencies from communicating to Members of Congress or other officials, at his request, or to Congress or such official, through the proper official channels regarding requests for any legislation, law, ratification, policy, or appropriations which they deem necessary for the efficient conduct of the public business.
5. Approval of Federal travel authorizations to travel on behalf of the American fisheries Society.
6. Participation in fundraising activities of the American Fisheries Society.

A copy of the recusal memorandum is attached. In this manner, Ronald Essig’s service with the American Fisheries Society is severed from his service as the U. S. Fish and Wildlife Service on particular matters where both the American Fisheries Society and the U. S. Fish and Wildlife Service.

Ronald Essig understands and agrees that, as an official duty activity, no separate compensation or reimbursements may be received from the American Fisheries Society in connection with his or her service. Travel, lodging, per diem or other incidental expenses incurred by Ronald Essig on behalf of the American Fisheries Society, if any, may be accepted by the U. S. Fish and Wildlife Service under 31 U.S.C. § 1353 as appropriate. Acceptance of Ronald Essig’s travel expenses, if any, from the American Fisheries Society shall be accomplished via a Form DI-2000 which must be approved by the U. S. Fish and Wildlife Service Ethics Office prior to the travel, or when circumstances do not permit prior approval, within seven days of conclusion of the travel.

DECISION:

X Waiver granted, subject to the terms and conditions stated above, based on my determination; made in accordance with 18 U.S.C. § 208(b)(1), that the disclosed financial interests are not so substantial as to be deemed likely to affect the integrity of the service which the government may expect from the employee.

_____ Waiver denied.

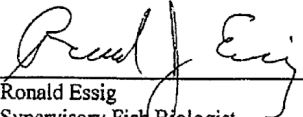
Deputy



Director (FWS Ethics Counselor)
U.S. Fish and Wildlife Service

Date: 1/25/2013

I have read and fully understand ALL of this 18 U.S.C. § 208(b)(1) waiver decision and its limitations. I agree to fully comply with its limitations and acknowledge my understanding and compliance by signing below:



Ronald Essig
Supervisory Fish Biologist
U. S. Fish and Wildlife Service

Date: 1/7/2013

Memorandum of Understanding

Memorandum of Understanding
between the
U. S. Fish and Wildlife Service
and the
American Fisheries Society

1. This Memorandum of Understanding sets forth the agreement between the U. S. Fish and Wildlife Service (FWS) and the American Fisheries Society (AFS) concerning the service of Ronald Essig as an officer of the American Fisheries Society as a part of his official government duties through September, 2017. Ronald Essig will be serving as second vice president until 2014, vice president until 2016, and president until 2017. It is estimated that the amount of official time Ronald Essig will spend on this activity will be approximately 40 hours per month.
2. Before Ronald Essig performs any duties as an officer of the American Fisheries Society as part of his official duties he must be granted a waiver under the Federal conflict of interest statute, 18 U.S.C. § 208. Waivers that permit an employee to serve as an officer or a member of a board of directors are limited and enable Ronald Essig to serve as an officer of the American fisheries Society in his official capacity as a U. S. Fish and Wildlife Service employee without violating 18 U.S.C. § 208. However, even if an 18 U.S.C. § 208 waiver is granted, Ronald Essig may not make or participate in any official decisions on behalf of the U. S. Fish and Wildlife Service regarding any request from the American Fisheries Society for public funds or support. Ronald Essig may not take any actions that violate Federal, state or local law. Requests for public funds or support include, but are not limited to grants, cooperative agreements, contracts or any other action where the American Fisheries Society is requesting any form of support from the Department of the Interior or one its bureaus. To ensure that no conflicts of interest arise, the American Fisheries Society agrees that it will notify the U. S. Fish and Wildlife Service Ethics Office if it intends to seek public funds or support from the Department of the Interior or one of its bureaus. Notice will be provided to: U. S. Fish and Wildlife Service Ethics Office, U. S. Department of the Interior, 620 S. W. Main St., Suite 201, Portland, OR 97205. The American Fisheries Society also understands that if it elects to request public funds or support from the Department of the Interior or one of its bureaus, Ronald Essig may be directed to resign as an officer in the American Fisheries Society in his official capacity.
3. The primary beneficiary of Ronald Essig's service as an officer in the American Fisheries Society is intended to be the U. S. Fish and Wildlife Service. It is expected that the benefits to the U. S. Fish and Wildlife will include, but not be limited to the following:
 - A. acquisition of state-of-the-art technical information about fish conservation and sustainability of fishery resources and aquatic ecosystems;
 - b. knowledge about organizational arrangements and relationships of organizations with which the U.S. Fish and Wildlife Service interacts, in order to enhance the working relationships between the U. S. Fish and Wildlife Service and such other organizations;
 - c. improved understanding of current issues in the fish conservation and sustainability

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of fishery resources and aquatic ecosystems that concern U. S. Fish and Wildlife Service missions and operations;

- d. utilization of professional networks and channels to disseminate information relevant to the accomplishment of U. S. Fish and Wildlife Service missions; and
- e. utilization of other mechanisms to facilitate accomplishment of U. S. Fish and Wildlife Service missions, functions and processes, such as meetings, conferences, symposia, and publications.

4. In order to avoid the possibility of an actual or potential use of public office for private gain, when Ronald Essig uses official time to serve as an officer in the American Fisheries Society the following principles will apply:

- a. Federal employees may not represent anyone other than the United States before an agency or court in connection with any particular matter in which the United States is a party or has a direct and substantial interest. (18 U.S.C. § 205)
- b. When serving as an officer or member of a board of directors of a non-Federal organization in an official capacity, Federal employees must refrain from any involvement or participation in or taking any official action on behalf of the Department of the Interior or its bureaus on any application or request for public funds or other support by the American Fisheries Society. (18 U.S.C. § 208)
- c. If a Federal employee's participation in a project undertaken in conjunction with a private organization was done as a part of his official duties, the Federal employee is prohibited from receiving any supplementation of his Federal salary. (18 U.S.C. § 209)
- d. Federal employees are prohibited from using appropriated funds, official time or Government equipment to instigate or generate lobbying activity on any issue pending before or of interest to the Congress or an official of any government. (18 U.S.C. § 1913)
- e. Federal employees are prohibited from being involved in the fundraising activities of the American Fisheries Society.
- f. Federal employees may not utilize official Government postage, stationery, envelopes, or labels for other than official Government business. (18 U.S.C. § 1719)

The relationship between the American Fisheries Society and the U. S. Fish and Wildlife Service addressed in this document is intended to enhance service to the American public through more efficient applications of U. S. Fish and Wildlife Service programs. All actions should be directed toward attainment of that mutually beneficial goal.

5. Under Federal law, a Federal employee serving in his official capacity owes his first duty of loyalty to the Government of the United States. By signing this memorandum of understanding, the American Fisheries Society acknowledges and consents to the fact that since Ronald Essig is acting as an officer

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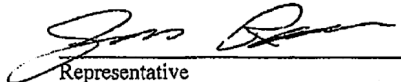
to the Government of the United States. By signing this memorandum of understanding, the American Fisheries Society acknowledges and consents to the fact that since Ronald Essig is acting as an officer in American Fisheries Society in his official capacity as a U. S. Fish and Wildlife employee, Ronald Essig will owe his first duty of loyalty to the United States Government and specifically the U. S. Fish and Wildlife Service before that of the American Fisheries Society if those interests ever conflict. Consequently, to the fullest extent permitted by state law, the American Fisheries Society agrees to waive any fiduciary duty owed by Ronald Essig to the American Fisheries Society as an officer in the American Fisheries Society when Ronald Essig acts in the interests of the United States Government. This waiver is limited to actions taken in the interests of the United States Government by Ronald Essig as an officer in the American Fisheries Society while acting in his official capacity. Ronald Essig retains a fiduciary duty to act in the best interests of the American Fisheries Society except when in conflict with the interests of the United States Government.

The foregoing is not intended to impose on the American Fisheries Society any obligations or restrictions other than those set forth above. The American Fisheries Society has an obligation to respect the limitations described above on the activities and function of Ronald Essig and benefits which may be received by the U. S. Fish and Wildlife Service. This agreement does not constitute a representation or warranty by the American Fisheries Society as to the benefits which the U. S. Fish and Wildlife Service will receive in fact from Ronald Essig's service as an officer or member of the board of directors in the American Fisheries Society. Nor does the American Fisheries Society assume any obligation to inquire into or enforce Ronald Essig's compliance with paragraph 4 above.



Acting Regional Director
U.S. Fish and Wildlife Service

Date: 20 Nov 12



Representative
American Fisheries Society

Date: 21 Nov 12



United States Department of the Interior

FISH AND WILDLIFE SERVICE
300 Westgate Center Drive
Hadley, MA 01035-9589



MEMORANDUM

TO: John F. Organ, Chief, Wildlife and Sports Fish Restoration

FROM: Ronald J. Essig, Supervisory Fish Biologist

SUBJECT: Notice of Recusal by Ronald J. Essig

- 1) This memorandum is to notify you that I have an interest in the American Fisheries Society (AFS). I have been elected as Second Vice President until September 2013, First Vice President until September 2014, President Elect until September 2015, President until September 2016, and Past President until September 2017 with the American Fisheries Society. However, **I will not be serving as officer in an official U. S. Fish and Wildlife Service capacity unless and until I am granted a waiver of the conflict of interest statute, 18 U.S.C. § 208(b)(1), by the Director of the U. S. Fish and Wildlife Service.**
- 2) Even though a waiver granted to me pursuant to 18 U.S.C. § 208(b)(1) by the Director of the U. S. Fish and Wildlife Service will allow me to serve as officer and act on American Fisheries Society matters utilizing limited Government time and resources, I will not involve myself with the following:
 - a. Any U. S. Fish and Wildlife Service grants, contracts, cooperative agreements or other agreements with the American Fisheries Society;
 - b. Providing support to the American Fisheries Society, including personnel or equipment from or to the American Fisheries Society;
 - c. Directing a subordinate to speak at any conference or other meeting of the American Fisheries Society;
 - d. Participating in investigations of the activities of the American Fisheries Society, other than as a provider of information or testimony;
 - e. Developing regulations that would impact the American Fisheries Society or enforcing regulations pertaining to the American Fisheries Society;
 - f. Preparation or presentation of requests from the American Fisheries Society to obtain any Federal funds, manpower, or any other form of Federal support to support American Fisheries Society activities. A waiver will permit me to request official travel authorizations to attend and/or to be a speaker or presenter at meetings or conferences of the American Fisheries Society but approval of my travel authorization requests must be based on a determination by my travel approval authority that my attendance or presentation at the meeting or conference of the American Fisheries Society is in the best interests of the U. S. Fish and Wildlife Service;
 - g. Lobbying on behalf of the American Fisheries Society in any manner to a Member of Congress, a jurisdiction, or an official of any government as prohibited by 18 U.S.C. § 1913. This includes the use of money appropriated by any enactment of Congress to pay for any personal service, advertisement, telegram, telephone, letter, printed or

written matter, or other device, intended or designed to influence in any manner a Member of Congress, a jurisdiction, or an official of any government, to favor, adopt, or oppose, by vote or otherwise, any legislation, law, ratification, policy, or appropriation, at any time unless specifically authorized by Act of Congress. This does not prevent employees of the United States or of its departments or agencies from communicating to Members of Congress or other officials, at his request, or to Congress or such official, through the proper official channels regarding requests for any legislation, law, ratification, policy, or appropriations which they deem necessary for the efficient conduct of the public business;

- h. Participation in fundraising activities of the American Fisheries Society; or
- i. Approval of Federal travel authorizations of U. S. Fish and Wildlife Service employees to attend meetings or conferences of the American Fisheries Society.

3. I have retained a copy of this recusal memorandum for my records and distributed it as listed below.

Copy to: Ethics Office

APPENDIX 2. UPDATED EDUCATION REQUIREMENTS FOR PROFESSIONAL CERTIFICATION

(adopted by AFS Governing Board 1/30/19)

Subject area	Graduated before July 1, 2002	Graduated after July 1, 2002
A. Fisheries and aquatic sciences. 12 semester or 18 quarter hours	Four courses; two of which must be directly related to fisheries science.	Four courses; three of which must be directly related to fisheries science. At least one course must cover principles of fisheries science and management and one course must cover fisheries and/or aquatic sampling techniques or its equivalent.
B. Other biological sciences. When added to the above courses must total 30 semester or 45 quarter hours.		
C. Physical sciences. Must total 15 semester or 22 quarter hours.		
D. Mathematics and statistics. 6 semester or 9 quarter hours.	Must include college algebra or calculus and one course in statistics.	Must include one calculus and one statistics course or two statistics courses.
E. Communications	Must total 6 semester hours.	Must total 9 semester or 13 quarter hours in communication courses that require oral and written communication skills. A minimum of 3 semester hours or 4 quarter hours must be completed in oral communications, and a minimum of 3 semester hours or 4 quarter hours must be completed in written communications. The remaining semester or quarter

		<p>hours can be in either oral or written communications.</p> <p>Communication intensive courses, if officially designated as such by the college or university, can be applied in this category. However, if such courses are used in this category, they cannot be counted in another category (e.g., Category A).</p>
F. Human Dimensions.	None	6 semester or 9 quarter hours
G. Work experience. (e.g., seasonal job, internship, formal volunteer position)	None	<p>Work experience may be used in lieu of formal course credits in each of the subject areas to satisfy credit requirements.</p> <p>A maximum of up to 6 semester or 9 quarter hours of work experience may be counted for professional certification, with no more than 3 semester or 4.5 quarter hours counted towards each subject area. Experience gained through a research assistantship as part of a graduate degree will not be considered for a discount.</p> <p>See the FAQ for examples and additional details.</p>

For the FAQs:

Section E. Examples of oral and written communication skills to be achieved by this subject area include the following: (1) oral skills include the development, preparation, and presentation of data pertaining to fisheries science, management, or other related natural resource disciplines; (2) written skills include developing, writing, editing, reviewing, and publishing fisheries and natural resource-oriented materials.

Section G. The following examples are presented to provide guidance to students on how to calculate the translation of work experience hours to semester or quarter hours.

Type of experience	Credit rate (Semester credits/hour)	Maximum number of semester credits allowed
Work	0.02	3
Volunteer	0.01	3

For universities based on a semester system, a typical 3-credit course is 16 weeks in duration. As a result, 16 weeks at 3 hours/week = 1 credit, 16 weeks at 6 hours/week = 2 credits, etc. A maximum of up to 6 semester or 9 quarter hours of work experience may be counted for professional certification, with no more than 3 semester or 4.5 quarter hours counted towards each subject area. The full 3 credit hours would be available for any experience that included work hours of 150 hours or more. Additional guidance on the application of work experience to meet subject area requirements include the following: University work completed as part of a degree program may not be used for a work experience credits; other such work may be counted. In addition, experience gained through a research assistantship as part of a graduate degree will not be considered for credit. One work experience may be applied to only the most applicable subject area (e.g., fisheries work experience may be applied only to subject area A). Separate work experiences may be used for separate credits or summed to fulfill credits in one subject area. Separate statements from the applicant and immediate supervisor that describe the nature and amount of work performed by the applicant must accompany the application to support work experience.