



# August Management Committee Meeting Minutes

Friday, August 19, 2022

Davenport Grand Hotel, Spokane, Washington

## Participants:

### Management Committee Members:

In-person: Leanne Roulson, April Croxton, Cecil Jennings, Miguel Garcia Bermudez, Brian Murphy, Brian Nerbonne, Laurie Earley, Melissa Wuellner, Gary Whelan, Marybeth Brey, Mark Finsel, Randy Schultz (Constitutional Consultant, non-voting), Doug Austen (Executive Director, non-voting); Online: Lian Guo, Patrick Shirey, Matthew Mensinger

ELMA: Tyler Plum, Tayler Saucier, Matthew Mensinger

AFS Staff: Dan Cassidy

## Meeting Notes:

1. **Welcome/Determination of Quorum** (need 7) - Quorum established by Randy Schultz and meeting called to order at 1:10 p.m. by Leanne Roulson.
2. **Approval of Agenda**- by unanimous consent.
3. **AFS President's Remarks**

AFS President Roulson provided opening comments on her Presidential Plan of work and the successful Hutton Summit recently completed on the campus of Montana State University in Bozeman. The immense amount of effort invested into inclusion activities at the Spokane meeting was also highlighted. This has included acquisition of funding to support travel and registration support for tribal biologists, partnership with the Spokane Tribe of Indians on the release of Chinook Salmon into the Spokane River, and continued engagement with HBCU students and programs initiated at the Baltimore annual meeting.
4. **Executive Director's Report**

Austen provided an overview and highlights of AFS accomplishments and challenges over the past year ([Attachment A](#)). Key activities included the immense amount of work involved in hosting three meetings in a 10 month period (Baltimore in November 2021, JASM in May 2022, and Spokane in August 2022). Austen also highlighted, among other accomplishments, the increase in impact factors for all AFS journals and the climate ambassadors and other climate communications programs. Finally, the work on DEI including the successful Hutton Summit and the NAS LEAPS related activities were noted as significant efforts to address the lack of diversity and inclusion in AFS and the profession.
5. **Status of the AFS Building (Bethesda, MD)**

AFS Deputy Director Dan Cassidy reviewed the continuing exploration of efforts to address the needs of AFS for building space and opportunities to sell the AFS facility (Glascok building) in Bethesda. Several key factors were briefly reviewed.

  - a. An outside real estate broker has been providing guidance, although not contracted, to the four tenants of the building (AFS, TNC, TWS, and ASPRS). Three of the four (not including AFS) have seemingly decided to move to either a primarily remote working approach or to utilize other facilities). All options are being explored including selling the entire facility, partial sale, and rental. Efforts are ongoing with Montgomery county to rezone the area from one that requires building tenants to be non-profit to being open to more traditional business owners and tenants.

- b. Having a policy presence in the D.C. area is important if AFS is to continue to be engaged in policy and congressional activities. This is shared with TWS who expects to also keep some footprint in the D.C. area.
- c. AFS has been exploring a variety of options for staff working arrangements. This has included surveys of staff, focused discussions at staff meetings and discussions with other science societies to explore options. It is clear that AFS will not return to a primarily office-based working arrangement. However, the form of office use and needs has not been clearly resolved. Also, AFS now has three employees permanently working under a fully remote operational arrangement.
- d. AFS is exploring co-location of a smaller office footprint with conservation partner organizations including TWS, TNC, and NWF.

## 6. Financial Report and Obligated Reserve

- a. AFS Deputy Director Dan Cassidy reviewed the financial position of AFS (Attachment B). The group was then provided with discussion instructions and formed into several breakout groups (including on remote group). Questions that they were asked to discuss were:
  - b. Small Group Discussion - Form groups of 4-5 with: Officer or two, ELMA, MC member
    - i. Do we want to place funds into the OR at this meeting?
    - ii. What are some of your concerns about moving funds to the OR?
    - iii. Is a full year of funds for the OR the most appropriate target?
    - iv. What information would be helpful to you in making these decisions?
    - v. Does any of this even make sense or is it just simply confusing???
    - vi. How can we help the next MC with better understanding of these issues so that they can be more effective next year?
  - c. Summary of Discussion Comments
    - i. As the leadership (Officers and Management Committee) better understand the purpose of the Obligated Reserve (OR), they have developed questions about the background and basis of the selection of the OR goal being one- year operating funds. The establishment of this goal and a requirement to meet this goal in a defined time frame will likely create difficult and possibly unwanted trade-offs with programmatic development and support. It is important not to sacrifice important programs that will support and generate membership value simply to adhere to an OR goal established with a time frame and basis that may be questionable.
    - ii. AFS has programs that are revenue generating and those that do not generate revenues that fully support the programs. For example, the AFS journals program is a positive source of revenue for AFS. The policy program, however, is an expense that benefits the society and the profession but does not cover its costs for the society. We generate revenue in some areas to support important programs in other areas.
    - iii. It is generally understood that the MC struggles to have sufficient knowledge of AFS finances to make fully informed decisions. The MC, staff, and the Financial Planning and Procedures Committee (FPPC) need to work together to help the leadership gain sufficient knowledge to be more comfortable in making informed decisions.
    - iv. In establishing an OR goal, there needs to be thoughtful discussion about how that goal will be met and where those funds will come from. Will they prevent important programmatic development? Will they result in loss of AFS activities that are valued by membership? These discussions need to be done in full conjunction with any movement of funds to the OR.
    - v. The question of how and when to access the OR is unclear and needs more policy development. There is no real guidance on how to make these requests and decisions.

- vi. President Roulson reiterated her commitment to make a decision on funding for the OR at this MC meeting.
  - vii. As AFS moves forward with budgeting for 2023 and beyond that, we need to fully document other needs outside of the normal budget such as upgrades to the iMIS system, major revisions to the AFS website, etc. These will impact the funds available for movement into the OR and need to be fully vetted as part of the decision process.
  - viii. It is important that AFS takes the funding of the OR seriously as both an obligation to the work of the FPPC and to ensure that AFS does, indeed, have a sufficient reserve fund to address future challenging financial times.
- d. Draft motions from breakout group:
- i. **Motion:** The Management Committee invests the roughly \$60,000 in profit from JASM to the Obligated Reserve.  
Moved by Murphy; 2<sup>nd</sup> by Whelan.  
Passed with unanimous consent.
  - ii. **Proposed Motion:** Use proceeds from the sale of the Bethesda office, should it occur, to also fund the OR.  
*Motion was discussed but deemed to be not informed enough for consideration at this time. There are simply too many uncertainties at this time to support adoption of this approach. However, the Management Committee does take very seriously the use of any potential funds from sale appropriately and in a manner that supports long term sustainability of AFS. As part of the process of exploring and possibly approving any building sale, there will be full analysis and direction provided to use of those funds, including funding of the Obligated Reserve.*  
No Action was taken on this motion.
  - iii. **Motion:** to amend the previously adopted motion in January 14, 2022, that established the Obligated Reserve target as one year of operating budget. Language from the January 14, 2022, motion is below:  
  
***Question 1 – Focused on determining the amount of funds that an obligated reserve should maintain in relation to the period of time that it should cover with regard to operational expenses of AFS. This was adjusted to remove contractually guaranteed income with the primary source being the Wiley publications contract which provides AFS with roughly \$900,000 in funds annually. After discussion a vote of the MC members was taken and a one-year period was recommended by a 5-2 vote as the base for calculation of the ORF amount.***  
  
Marybeth moved; 2<sup>nd</sup> by Whelan. (motion to amend a previously adopted motion). This requires a 2/3 approval vote of the MC for approval.  
Discussion: none  
Vote: Passed (no dissenting votes).
  - iv. **Motion:** to established a new target time frame for the Obligated Reserve of “at least 6 months”.  
Language proposed by Cecil Jennings; moved by April Croxton; 2<sup>nd</sup> by Whelan  
Discussion: none  
Vote: Passed with unanimous consent.

- v. General comment is that we need to fully inform FPPC of these decisions and the reasons for the decisions. Note from small group was to suspend consideration of any other movement of funds to the OR for the remainder of the AFS year. This was simply placed as an idea but will not receive any more discussion today.

## 7. Annual Meeting Report

- a. Shawn Johnston provided a brief update on registration numbers and planning for the Spokane meeting. The meeting is looking good and registration numbers, though not what was initially hoped for a Pacific Northwest meeting, has been strong given the challenges of covid and expensive and difficult travel
- b. 2025 Meeting location selection
  - i. AFS has meetings set for 2023 in Grand Rapids, 2024 in Honolulu, and 2026 in Columbus OH. We do not currently have a location for 2025. Significant research was completed to explore a 2025 meeting in Canada and as part of the Northeast Division. Pricing of all options (Ottawa, Quebec City, Montreal) resulted in exceptionally high prices, such that AFS would likely have lost money on the meeting. In coordination with NED and SD leadership, it was agreed that we would move to the SD in 2025. Research into various locations (New Orleans, San Juan, Puerto Rico, San Antonio, TX and several others) has resulted in final recommendation of San Antonio (Attachment C). One key change with the San Antonio location is that we would only be able to support a single day of plenary presentations (Monday) due to the need for that space to be used for breakout sessions on subsequent days.
  - ii. **Motion:** to host the AFS 2025 meeting in San Antonio, Texas.  
Motion by Whelan; 2<sup>nd</sup> by April Croxton
  - iii. Discussion
    - 1. The state of Texas has established trigger laws that are considered hostile for women. Puerto Rico does not have such trigger laws. It was noted that Michigan may be in the same position as Texas with regard to loss of protection for women. Ohio is also very restrictive. Both Michigan and Ohio are hosting future AFS meetings.
    - 2. Is it enough that AFS makes a strong statement showing disfavor about the current state of protection of women's rights in Texas? Response by participant was that AFS would lose support among some members by essentially saying one thing and doing another. This lack of full support could be seen as not supporting a set of AFS members.
    - 3. Lian Guo (she/her) - EOS sent a chat · 7:21 PM  
I appreciate all the work that has gone into exploring San Antonio as a meeting location. I would appreciate if we also have a discussion at some point about the fact that Texas had a trigger law that banned abortion after the overturning of Roe v Wade and that this is not a meeting location that is supportive of women's reproductive rights. I sent an email to Doug as well with an article from former ELMA Kay Zipp discussing why this is problematic. I also need to switch over to my phone so won't be able to engage as much, but listening!
    - 4. See attachment C2 for article written by Kaylyn Zipp that is relevant to this discussion.
    - 5. Has consideration been given to AFS members in Texas who will lose the opportunity to host an AFS meeting? (this questions didn't result in additional discussion)
    - 6. What other locations has AFS considered and are there other viable options for the society in 2025. Response was that San Juan, PR, is the only other viable option. However, with Hawaii in 2024, an island location in 2025 would be problematic for attendance by a significant component of membership.
    - 7. If AFS is to predicate meeting location selection based upon social issues, we need to recognize that the variety of issues could be extensive. If we go that route, the MC needs

to be very explicit about which issues to include, how they should be weighed in the location analysis, and how AFS meeting staff need to operate in the future with these conditions in mind.

8. **Vote on the motion:** Five no votes; zero yes votes. Motion not passed. There is not an option to “re-vote”. Abstentions do not count.
  9. The Governing Board has the authority to also consider this decision and can over-ride the MC if desired. President Roulson will bring this to the Governing Board tomorrow for their discussion and possible decision. The fact that the MC had at least seven abstentions (over half of the MC did not vote), suggests that this is clearly a complicated issue that needs additional thoughtful consideration.
- iv. **Motion:** To convey to Shawn Johnston the appreciate of the Management Committee for the extensive and excellent work that he has done to identify locations for AFS annual meetings. Motion passed by unanimous consent.

8. **Performance Evaluation of Executive Director (ED) and approval of Executive Director Plan-of-Work (Attachment to be sent to MC)**

Executive Director Austen provided the MC with background materials for the ED annual evaluation (Attachments D1, D2, and D3). This will not be further discussed today but will be addressed by the Governing Board tomorrow.

9. **Report of the Constitutional Consultant - Motions for consideration.**

- a. Dues Increase proposal based on COL adjustment. This will be deferred to the September Management Committee meeting. The Management Committee had previously approved guidance that, every two years, the society will re-evaluate the membership fees with a cost-of-living adjustment
- b. Review of three motions that will be brought to the AFS membership at the Business meeting – (Attachment E)
  - i. **Motion:** To accept the language changes for Lifetime Membership as proposed in Attachment E **Moved by Laurie Early** (no 2<sup>nd</sup> needed). Passed with unanimous consent.
  - ii. Continuing Education Committee name change to Professional Development Committee. Simply informational for action at the Business Meeting.
  - iii. Imperiled Species Committee name change from Endangered Species Committee and establishment in AFS Rules. Simply informational for action at the Business Meeting.

10. **Additional old business** - none

11. **New Business** - none

12. **Adjourn at 5:06 p.m. PT**

# Attachment A



## AFS Program Updates for 2021-2022

### Development Program

In 2021-2022, through the generosity of AFS donors, we were able to add establish a new, \$100,000, endowment to support policy and science communication through the estate of AFS Past President, Ira Adelman. This fund will also be supported by past AFS Policy Director, Tom Bigford, through a legacy estate gift. AFS has also been fortunate to be supported by multiple strategic partners and over thirty active members of the 1870 Society. AFS has also been fortunate to partner with various agencies to support projects throughout the fisheries industry. Over the next year, AFS hopes to expand their endowed fund portfolio. The campaign will primarily focus on growing the Adelman-Bigford fund to \$250,000 with an end goal of \$1 million. We will also be focusing on promoting the 1870 Society as well as the Legacy Leaders estate planning program. The Legacy Leaders program encourages members to consider including a bequest to AFS through their estate. AFS is also looking into the possibility of reforming the Development Committee to assist with AFS' organizational priorities. We will also continue to pursue funding through our agency partners and individual donors for the Hutton Program. AFS also plans to explore other private funding avenues such as local and national foundations.

### Publications Program

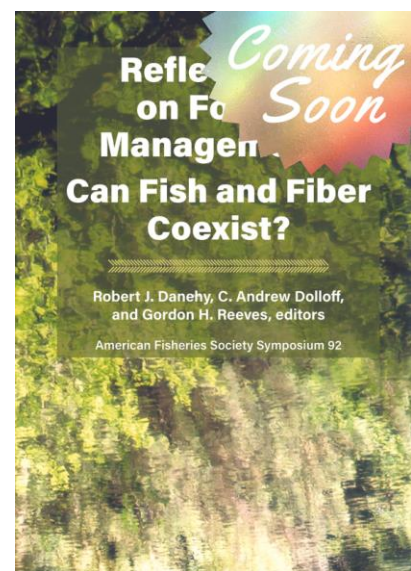
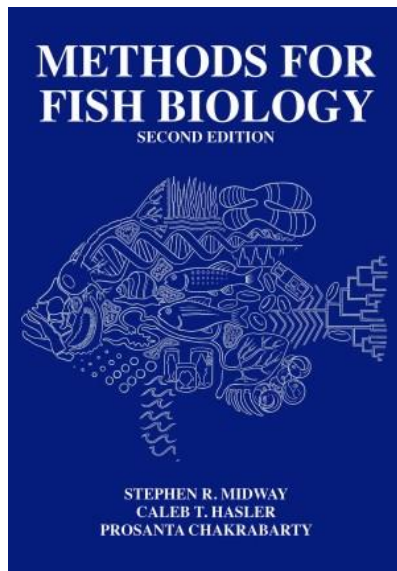
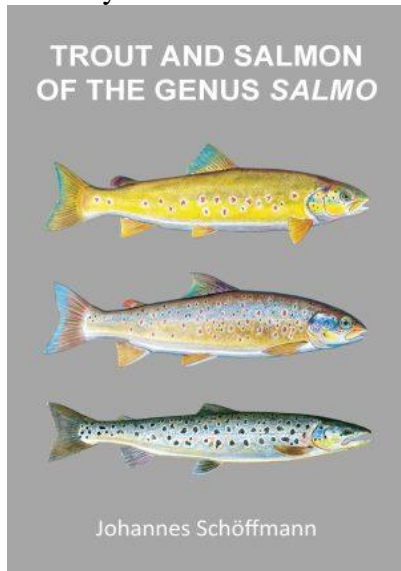
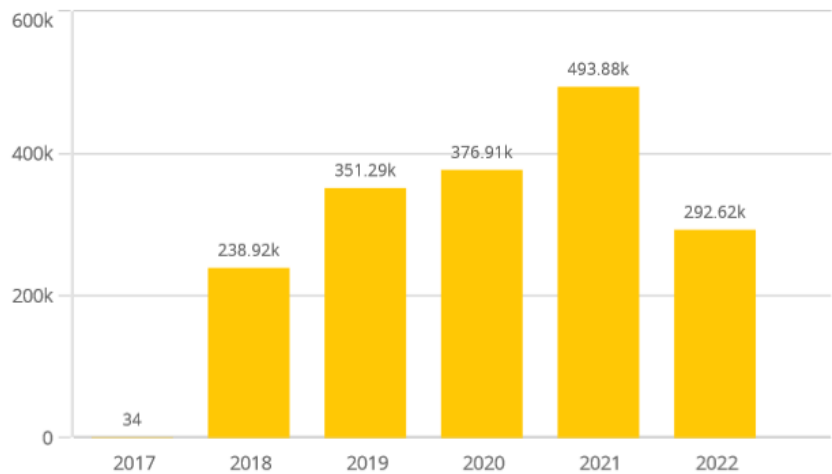
All five AFS journals and *Fisheries* magazine saw increases in their impact factors this year, with all reaching all-time highs. AFS articles were downloaded 494,000 times in 2021 (up 31% from the previous year) and in 2022 we're tracking an increase of 6%. We've also continued to decrease total time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

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

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

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

DOWNLOAD TREND



## Policy Program

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

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

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

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

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

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

## **Science Communication Training**

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

## Communications Program

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



## Hutton Program

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

As part of the 2nd annual Scholar's Summit, 22 students joined AFS staff in Bozeman, Montana to



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

meet with fisheries professionals, do site visits, and present about their internship experience. Students had the opportunity to attend a career panel with representatives from state agencies, non-profits, the private sector, and academia. Field trips included a tour of the USFWS Fish Tech Center, a Trout Unlimited stream restoration site visit, and a tour of the MSU American Indian Hall.

# Diversity and Inclusion Efforts throughout the Society

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

**EOS' GUIDE TO DEIJA ACTIVITIES IN SPOKANE**  
 AUG 15 - AUG 25, 2022  
 TIMES ARE SHOWN IN PT AND ARE SUBJECT TO CHANGE

**AUG 15: 12 - 1:30PM | LGBTQIA2S+ SAFE SPACE WORKSHOP**

**SUNDAY, AUG 21**  
 8AM - 12:00PM | CULTURAL COMPETENCY CE COURSE  
 6:00 - 7:30PM | THE ALPHABET SOCIAL

**MON AUG 22**  
 8:00-9:40AM | FIRST-TIME ATTENDEES WELCOME EVENT  
 1:20-5:00PM | WOC5HOP

**TUES AUG 23**  
**SYMPOSIUM: READY, SET, HIRE: VALUING FISH PERSPECTIVES THROUGH A DEIJA LENS**

**WED AUG 24**  
**SYMPOSIUM: SHIFTING BASELINES: IMPROVING DEIJA COMMUNICATION WITHIN FISHERIES**

**THURS AUG 25**  
**SYMPOSIUM: INDIGENOUS DATA SOVEREIGNTY: EMPOWERING GOOD DATA GOVERNANCE AND CARE IN FISHERIES**

**WHAT ELSE?**

- PLENARIES ON SAFE FIELDWORK STRATEGIES, CULTIVATING ALLIANCES AND INDIGENOUS RESEARCH METHODOLOGIES, AND MORE!
- TRADESHOW D&I BOOTH CO-HOSTED BY WESTERN DIVISION, EOS, AND DEI STANDING COMMITTEE
- 6 INDIGENOUS-FOCUSED SYMPOSIA AND EVENTS
- MOTHER'S ROOM - CONVENTION CENTER THEATER GREEN ROOM (MON - THU, 8AM - 5PM)
- SAFE SPACE ROOM - CONVENTION CENTER 202C (MON - THU)
- CHILDCARE OPTIONS (REGISTER HERE BEFORE THE CONFERENCE)

EQUALOPPORTUNITY.FISHERIES.ORG

## Meetings and Events

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



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



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



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



# Attachment B

## AFS Financial Update

### Management Committee

August 19, 2022

### Agenda

- 2021 Results pre-audit
- March 2022 Results
- Financial Overview and Trends
- Next Steps?
- Obligated Reserve Discussion

## 2021 Financial Position Pre-audit

	2021	2020	Change
<b>Total Assets</b>	<b>\$6,253,000</b>	<b>\$5,659,000</b>	<b>\$594,000</b>

Most of the change is attributable to

- Investment account appreciation
- PPP funds
- Bank credit line \$125,000 loan

## 2021 pre-audit Operating Results

	2021	2020
<b>Total Net change</b>	<b>\$937,000</b>	<b>(\$560,000)</b>
Less:		
PPP gains	\$684,000	\$0
Invest gains	\$545,000	\$0
<b>Operating net income</b>	<b>(\$292,000)</b>	<b>(\$560,000)</b>
Add unrestricted invest.	\$136,000	\$89,000
<b>Unrestricted net revenue</b>	<b>(\$156,000)</b>	<b>(\$471,000)</b>

## March 2022 Financial Position

	2022	2021	Change
<b>Total Assets</b>	<b>\$6,629,000</b>	<b>\$5,983,000</b>	<b>\$646,000</b>

- Much of the change in assets reflects
  - \$962,000 of JASM meeting cash receipts plus the open bank credit line \$95,000 loan.
  - Investment account declines \$331,000
  - 2022 assets without JASM = **\$5,918,000**

## March 2022 Operating Results

	March 2022	March 2021
<b>Total Net change</b>	<b>\$621,000</b>	<b>\$327,000</b>
Less:		
JASM net income	\$942,000	\$0
Investment Loss	<u>(\$385,000)</u>	<u>\$141,000</u>
<b>Operating net income</b>	<b>\$64,000</b>	<b>\$186,000</b>

## 2022 Financial Report

- 2022 is budgeted as a surplus and buoyed by the JASM meeting
  - Management fee = \$250,000
  - AFS share of net revenue = \$63,000
  - Plus, drawn downs of grant funds from projects deferred during covid
- Membership slow to rebound, now near 2021 levels
- Journal revenues are at guaranteed minimum royalty
- Book sales sharply lower
- Spokane meeting expected to net \$250,000 (27%) before staff costs and unit revenue sharing vs. budget of \$491,000

## Other 2022 Updates

- The 2021 audit began in mid-July and is nearing completion
- The new accountants, Cordia Partners, are nearly caught with accounting through June 2022.
- Paid off the \$95,000 bank credit line in early August

## 2023 Outlook

- Is uncertain, particularly given inflation and the economy
- Not anticipating new cash generating programs expected next year
  - Latin American Congress expecting to cover costs
  - Unless AFS decides to sell its office condo-- transfer of assets capturing market value
    - Reduces office expenses by at least \$50,000
- Will need to focus on growing existing revenue sources
  - Strategic Partners; ePubs subscriptions; fundraising, grants
  - Maximize net revenue from Annual Meeting (reduce profit sharing?) Other areas ... limit journal page charge waivers?

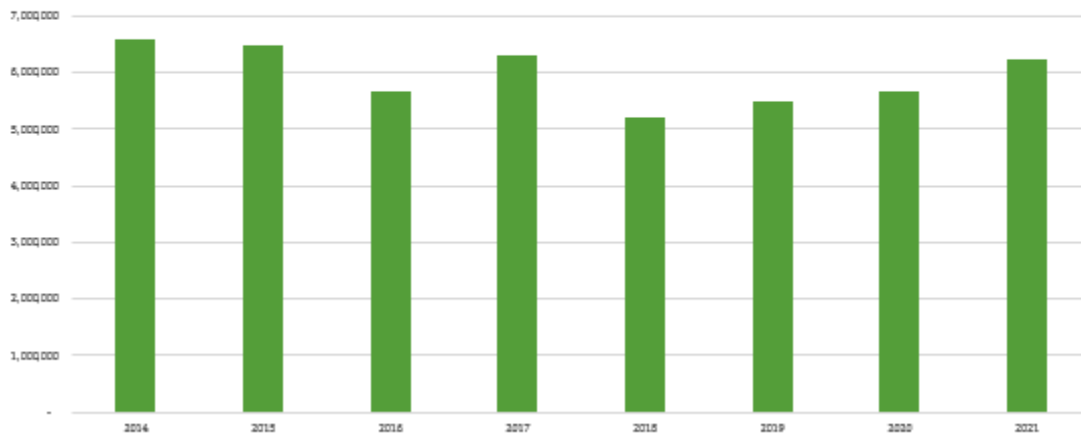
## 2023 Outlook

- AFS has potential system needs including:
  - iMIS database system upgrades
  - Financial software
  - Transitioning from Google to Microsoft 365
  - Possibly Website enhancements
  - Integrating books sales into iMIS

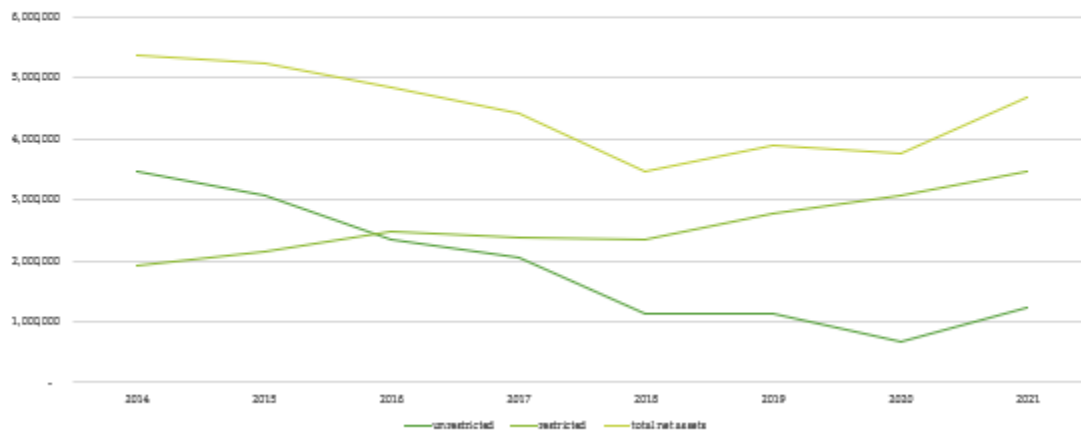
## Overview and Trends

- AFS has a healthy financial position anchored by its investment account
  - Investments increased 133% since 2014 and total \$5.3M at Dec 2021
  - Meanwhile, AFS is doing more activities and having a positive impact
  - Yet, its activities are not generating enough revenue to cover costs
  - Investment gains and external resources mask these underlying challenges
- 
- Over the past 6 years, AFS has relied on non-operating resources to sustain operations:
    - 2017 Wiley royalty advance \$900K
    - 2020/21 govt PPP loans of \$684,000 ultimately forgiven
    - Strong stock market over past 5+ years

## Total Assets 2014 to 2021 (prelim)



## Net Asset Trends 2014 to 2021 (prelim)



2021 is before releasing \$750k from Pubs Endow. Fund

## Overview

- Operationally,
  - Program operations while expanding, don't generate positive net revenue and haven't since 2014
  - There are many reasons for this situation that exploring-
    - Member/customer trends and offerings (value-proposition)
    - Public health and economic conditions
    - Competition and other market factors
    - Breadth and mix of program activities
    - Organizational positioning and messaging (branding, communications)
    - Pricing strategies and sales forecasting
    - and the need for stronger program planning and monitoring.

## Overview

- Operationally,
  - Expenses are declining over the past few years as AFS scaled back staffing and lowered administrative costs
  - Total expenses are considerably lower and its OH rate is under 15%.
  - Challenge lies with revenue and other factors impacting its business model
  - Not surprisingly, cash flow from operations has also been negative
  - AFS relies on its bank credit line to sustain cash flow and avoid selling investments.

### Change in Unrestricted Net Assets from Operations (per audit reports and excluding gains)

2020	(\$471,000)
2019	(\$198,000)
2018	(\$700,000)
2017	(\$395,000)
2016	(\$735,000)
2015	(\$201,000)
Total	(\$2,700,000)

2021 will have an operating loss as well

## Total Operating Expenses

Expenses lower over past 5 years for many reasons including fewer staff.

\$ in 000's

2017	\$4,102
2018	\$3,934
2019	\$3,847
2020	\$2,867
2021 (pre-audit)	\$3,309

## Management & Admin Expense

Expenses have been declining over the past several years due to reduction in office expenses and better allocation of program costs.

\$ in 000's

2017	\$829
2018	\$951
2019	\$729
2020	\$638
2021 (pre-audit)	\$TBD

## Overhead Rate 2012, 2020, 2021

AFS Overhead Rate (NICRA)	
2012	26.3%
2020	24.3%
2021	14.9%

## In Summary

- Program operations are negative even with lower costs
- Reducing expenses is not a long-term business strategy
- Key program vitality is important to sustain other activities, meet mission
- Taking on non-traditional activities (JASM) produces new revenue but dilutes staff + leadership capacity from primary member activities.
- AFS's business model is under pressure and driving poor financial results

# Audit Committee Report

## *Recommendations and Suggestions*

- More action is warranted to address the financial sustainability of AFS into the future. Good programs will benefit nobody if financial resources are insufficient to pay for them. **Social and economic changes in recent years may mean that the current way of doing business won't be tenable for long.** More action is needed to achieve a sustainable balance of restricted to unrestricted assets. **Perhaps more importantly, AFS should consider how the changing nature of its revenue streams affect the ability to address priorities.**
- **In short, AFS leadership needs to make financial sustainability a priority.**

# Audit Committee Report

## **The Audit Committee recommends:**

- 1) AFS leadership should work with the FPPC to develop a longer term strategy for releasing restricted assets in order to maintain a healthy balance of unrestricted to restricted funds with the goal of fully funding the Obligated Reserve; and
- 2) AFS leadership should conduct a thorough review of its funding model and update procedures so that it is able to address priorities within the scope of the available financial resources, as defined in the new AFS Procedures for financial planning developed by the Financial Planning and Procedures Committee .

## Next Steps

- Rebalancing Restricted and Unrestricted net assets is important
- Doesn't address the underlying business model challenges
- MC / GB may benefit from defining key program goals
  - Membership, Meetings, Education, Branding / Communications, Policy
- Engaging respective committees on work plans looking out 2-3 years
  - April has begun these conversations
- The FPPC procedures also contain guidance on program analysis and financial planning
- Consider engaging an Organization Development consultant (PCG)

## 2023 Budget Process

- 2023 budget preparation is set for this fall. A rough timeline might be:
  - September 2022 – complete committee work plans; officer retreat
  - October 2022 – MC discussion of key budget assumptions and new programs and activities
  - November 2022 – present proposed 2023 Budget to MC for approval.

## Obligated Reserve

- **Before** Nov 2021 MC Motions  
Obligated Reserve balance = \$202,000  
(or 5% of the \$3,700,000 target)
- **After** Nov 2021 Motions (Pubs Endow = \$750k; 2000 Fund \$173k)  
Obligated Reserve balance = \$1,125,000  
(or 30% of \$3,700,000 target)
- **At June 2022**, OR balance = \$968,000  
before posting 2021 activity, which might add \$500,000+

## Obligated Reserve

- The Obligated Revenue is an Actual Fund in the investment account

### Questions:

- ❖ What funds are available now / soon that can reasonably be moved?
- ❖ How often shall the MC review the Obligated Reserve?
- ❖ What is an appropriate formula that spurs additional contributions?
- ❖ Is the current timeline and annual contribution target reasonable in light of changing economic conditions?

# Attachment C1

SAN ANTONIO MARRIOTT RIVERWALK & RIVERCENTER

American Fisheries Society Annual Meeting

M-NH1MVCP & M-03C1MFF



Shawn Johnston  
Meetings Director - American Fisheries Society



## Meeting Rates & Dates

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



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

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

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

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

## Concessions

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

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



## Unforgettable San Antonio

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

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





## DOWNTOWN DISTRICTS

### Pearl District

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

### Museum/Theatre District

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

### Convention District

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

### Southtown/King William

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

### Market Square

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

## Transportation

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

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

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

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

## SAN ANTONIO INTERNATIONAL AIRPORT NONSTOP DESTINATIONS





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

### Rivercenter:

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

### Riverwalk:

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

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

## Marriott Rivercenter

Thoughtful. Dynamic. Inventive.

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

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

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

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



## Marriott Riverwalk

Thoughtful. Dynamic. Inventive.

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

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

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

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



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

## Restaurants

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

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

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

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

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



# Attachment C2

## SECTION NEWS

# Widening Cracks in an Already Leaky Pipeline

Kaylyn Zipp | University of Maine, 168 College Ave, Orono, ME 04469. E-mail: kaylyn.zipp@maine.edu



In these past few months, female fisheries professionals have been living in a new reality with the loss of Roe vs. Wade. I will never forget what I was doing when the draft decision was leaked. I was carefully wrapping dishes in my apartment in preparation for moving across the country to pursue a PhD. I checked my phone and received the news from a friend. Frantically, I looked through the internet with tears in my eyes in hopes it was a hoax. Then, I checked the laws in the state I was moving to. She and I spent the rest of the evening in my kitchen attempting to distract ourselves with a sliver of hope it would not happen. A colleague asked, "Getting out just in time?" referring to the trigger law that went into effect the moment Roe vs. Wade was overturned in the state I had previously lived in.

I cannot help but ask, "What does this mean for women in these states?" Already, my female colleagues are choosing to take jobs only in states that support their right to an abortion. The changing legal landscape will disproportionately impact certain states, socioeconomic classes, and women of color. What does this mean, not just for the United States, but for our profession? What can we do to ensure that the "leaky pipeline" of females into our profession does not rupture further?

For those unfamiliar, the leaky pipeline is the continued loss of women along the career development pathway from junior to senior positions (Arismendi and Penaluna 2016; Horner-Devine et al. 2016). Women make up 25% of the total membership of AFS roughly (Penaluna et al. 2017). Male dominance is not exclusive to AFS. A male majority over the age of 35 is demonstrated in marine and fisheries science, suggesting that there is a loss of later career individuals who identify as female (Burdett et al. 2022). I will not dedicate space convincing you that social and institutional barriers exist, but instead refer you to the Crandall et al. (2021) article "How to Be an Ally to Women in Fisheries Science." This piece did a thorough job of presenting the evidence of continued verbal and institutional bias against women that continues to siphon off young promising professionals.

### WHAT CAN WE DO?

This systematically changes the landscape in which young women will grow up in some states and has the potential, if passed, to nationally reshape the lives of our women colleagues (Bump 2022). We are not legislators, but some of us are in positions of power and can make decisions to help remove these now strengthened barriers for women. Women need more systematic and personal support. The loss of a core constitutional freedom is weighing heavily on the minds of women professionals across the country. As the largest and

oldest fisheries professional organization, AFS members can lead the charge by creating more support for women at their home institutions. This will be especially important in those states with the strictest abortion regulations. Below are the major themes identified in previous papers that will be most important moving forward if we want to attract and retain women in this profession.

### It is Time for Cultural Change

Not in 10 years, not in 5 years, now. It's time to be honest about where our biases are and where our policies are not working (Crandall et al. 2021). It is not enough to simply attract women into this field to meet percentages. We must retain women in this field in a meaningful way.

I also argue it is time to lose the fear of being called a feminist. If the negative connotations of being labeled a feminist cause hesitation to fight for the freedom, equality and justice for women you believe in, I suggest you read the articles cited here (Beck 1998; Moi 2006; Trap 2017). These sources explore these feelings and can be very enlightening.

### We Must Support Mothers and Families

In 2004, more women felt that they paused their career due to having a dependent than their male counterparts and 68% said that having a child impacted their career goals (Connelly et al. 2006). Although a bit dated, it begs the question "How much support do you have in your workplace for families and mothers? Does early career family support exist in your institution?" Crandall et al. (2021) points out that the Federal Pregnancy Discrimination Act is in place to prevent discrimination against pregnant women; however, this act does not require that hazardous workplaces alter job duties. Crandall et al. (2021) and Burdett et al. (2022) suggest that workplace inequality could be diminished by ensuring maternity/paternity leave and increasing post-pregnancy support.

One blind spot appears to be early career support. Solutions currently focus on the later stages of our career; however, there are still many perceived and systemic barriers to early career women and early career expectant mothers. Many women get their start in this field conducting field work in potentially hazardous conditions, spending long hours in labs handling chemicals and/or in aquaculture settings with biohazardous material. The choice to have a family or when to have a family is central to many individuals' careers. Prior to the overturning of Roe vs. Wade, young women had a choice. They could weigh whether or not they could handle a child and the demands of a young fisheries professional. These women may choose to then put the child up for adoption. Is

your workplace culturally supportive of that? Having a plan in place to accommodate expectant mothers at earlier career stages and preparing for various outcomes could remove both the perceived stigma that women must wait to have children later in their career and provide support for women during this period of time.

#### Eliminate Unpaid Work and Ensure Livable Salaries

Unpaid work has been a point of contention in the aquatic professional world, sparking petitions, as well as condemnation in online forums and peer reviewed journals, because it is disproportionately available to those who can financially afford the burden (Hora et al. 2019; Vercommen et al. 2020). Curiale (2010) found that internships and unpaid opportunities made an individual more competitive in the job market, while also contributing to a growing socioeconomic divide. Unpaid positions are not an option for early career professionals with children. Eliminating unpaid positions can be done. In 2020, 727 marine mammal researchers signed a petition sent to the Society for Marine Mammalogy that requested for the society to change its code of ethics so that all workers in marine mammal science be compensated for their labor (Bodin 2020).

Even when paid, poverty has been the rule for early career professionals in this field. Inflation is at historic highs, and all have been hit by the rising costs of living. It is those that are most vulnerable, those of lower socioeconomic classes and minorities, that have been hit the hardest. The majority of abortion patients (60%) are in their 20s, a time in our career where we are often taking low paying jobs and conducting unpaid work (Jermain et al. 2016). In the 2004 AFS survey, women were more likely to have dual career considerations and young women were more likely to change the hours they worked due to dependents or delay having children (Connelly et al. 2006). Women are altering their behavior to fit in a system not designed to fit their needs. Addressing financial issues could help retain women in the field, increase their access to health care and ensure that early career mothers stay in this profession.

Fighting for livable salaries could ease the financial burden, not just of expectant mothers, but for everyone starting their career. Graduate students are more likely to have financial responsibilities furthering their education than did students in the past (Hyun et al. 2006). Financial concerns have been linked to poor mental health in the graduate community (Charles et al. 2021). Creating livable salaries, adjusted with inflation ensures that women (and men) will not be forced to leave the industry to find work that better compensates.

#### Scholarships for Young Professionals with Children

Burdett et al. (2022) cautions against woman-only scholarships, due to its potential to lessen the sense of achievement and perpetuate bias. Creating a scholarship for young families with children does more than just support an individual. It places value on a demographic that previously did not have that value in an official capacity and may help reverse stigma. In the 2004 survey of AFS members, 65% of women with children reported that they were unable to attend conferences due to lack of childcare (Connelly et al. 2006). Not attending conferences may hinder their career through missed networking and speaking opportunities. A scholarship could help remedy this for some individuals.

#### CONCLUDING REMARKS

June 24, 2022, Roe vs. Wade was repealed, and I finished writing this paper. I do not have a magic ball to tell how this will impact the future and the women who have yet to be born, mature, and choose this career. Will further legislation clog the diversity in the pipeline and turn back the hands of time on the progress we have made? I worry the most about these future generations.

In the 5 years I have been a member, the American Fisheries Society has made meaningful steps toward inclusivity. The Equal Opportunities Section, Diversity and Inclusion Day at the AFS 2020 Annual Virtual Meeting, the J. Frances Allen Scholarship, and this current section demonstrates a commitment to progress. However, more is needed in the current reality to ensure continued growth. Local efforts are essential due to the varying legislation in each state.

I am currently 26 years old. I have no memory of a time before Roe vs. Wade or Planned Parenthood vs. Casey. I grew up hearing the stories of botched abortions, the way women suffered afterwards and died from complications. I grew up knowing the choice was mine. Having a child at an earlier stage in the career track, I would not have been able to pursue my career because of financial limitations. I have watched women in my field leave this career before because of the lack of support and I expect that that rate will continue to increase. Some say I am putting my career and future safety at risk speaking out, but I cannot sit by and do nothing, say nothing, and implore you not to as well. Your female colleagues have lost their body autonomy, their access to potential lifesaving health care, and their freedom. We all have to act.

*The views represent those of the author, and are not an official position of the University of Maine or the University of Maine System.*

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# Attachment D1 – ED Annual Review Materials

## ED Accomplishments Report 2021-2022

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

1. **JASM and CASS** – Provided leadership and support for the implementation of JASM2022 and efforts to better define the future of CASS. JASM met financial targets and was well received with over 3,400 registrants. This was despite a very challenging year with covid-19 still having immense impacts upon travel, support, event design, and management.
2. **Latin America and Caribbean Fisheries Congress (LACFC)** – Provided support and leadership in the conceptualization, design, and planning for the LACFC scheduled for May 2023. Worked with a very devoted planning team (that continues to grow) and continue to work with them on the final planning activities.
3. **Adelman-Bigford Fund** – worked with donors and AFS leadership to define and get approval for establishment of this new fund based upon donation from the estate of past AFS president Ira Adelman and planned giving from Tom Bigford.
4. **Baltimore 2021 and Spokane 2022** – Worked with staff, meeting planning committee, AFS leadership and many others to support the development of high quality AFS meetings. This was challenged in Baltimore with failures of meeting management software. Spokane will unfold this week and we expect it to be a very high quality event.
5. **DEI and related activities** – through participation in CASS and through the work of committees leaders, staff and others, AFS was involved in a diverse and impactful set of DEI activities. This includes being a core participant in the NSF-LEAPS project culminating in the JASM workshop and the development of a significant implementation grant proposal, and the invitation to be partners in two other NSF-LEAPS grant proposal submissions. AFS was also admitted into the ACCESS+ cohort 3 and completed the EEST assessment exercise that is presented at this GB meeting.
6. **Hutton Summit** – No credit to the ED for this events (the work of Ashley, Leanne, Lauren and a group of faculty and students at MSU), but I was a good counselor and had to stay in old-school, non-airconditioned dorm rooms at Montana State University for an entire week! That being said, it was a very successful 2<sup>nd</sup> Hutton Summit.
7. **Congressional Testimony in support of NCASC (and other Congressional activities)** – again, credit actually goes to Drue and others, but I did testify before a subcommittee of the House Natural Resources Committee to expand funding for the National Climate Adaptation Science Centers. AFS continues to be an increasingly recognized voice in D.C. on fisheries and related issues.
8. **Pacific Island Chapter and AFS 2024 Honolulu** – a pattern emerges here with many people making this happen. AFS did establish a new chapter and the foundation is laid for a very promising annual meeting in Honolulu.
9. **MSCG involvement continues** - AFS has been engaged in a dozen MSCG including a new proposal for the 2023 cycle with a team led by Marty Hamel at University of Georgia. We are trying to wrap up several projects, extend others, and work our way through multiple projects that were substantially impacted by covid-19. Major work was invested in the Research Agenda MSCG where I worked with Andy Loftus to host four regional workshops and a

final national session at the Baltimore meeting.

10. **NFHP** – Represent AFS on the NFHP board and working with subcommittee on governance as well as overall efforts to more effectively use NFHP partnerships as a vehicle for infrastructure funds.
11. **WCFS** – Primarily supporting the leadership of WCFS President Donna Parish and WCFS Fellow Danielle Reich to expand WCFS membership, review and update the WCFS bylaws, and also participate in the planning team for the World Fisheries Congress in March 2024.

# Attachment D2

## AFS Executive Director Self-assessment 2021-2022 AFS Performance Year

Submitted August XX, 2022



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

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

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

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

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

### **General Comments:**

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

This also marks a two-year period until the end of my AFS contract (September 2024). As a result, towards the end of the upcoming AFS year, we will start the process of developing a search committee with the intent of having a replacement well in place for the 2024 annual meeting. I will

need to work with staff and AFS leadership to ensure that we create a robust documentation of files and records and develop plans for an orderly and efficient transition. The AFS Procedures Manual provides guidance on succession planning and we will need to review this material and implement appropriate practices and procedures.

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

### Response:

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

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

### Areas for improvement:

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

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

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

### Response:

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

### Areas for improvement:

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

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

Response:

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

Areas for improvement:

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

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

Response:

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

Areas for improvement:

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

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

Response:

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

Areas for improvement:

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

# Attachment D3

## WORKING DRAFT

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

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

			Committee will be critical to success.
ED transition	Support AFS leadership and special committee to develop plans for transition and ensure that processes are developed and implemented to ensure continuity of leadership.	PPOW	
AFS office and working environment post-covid transition	Work with staff, AFS leadership and potential partners to redefine AFS office space needs and physical space. Develop new staff work environment to reflect remote workforce yet retain a sense of community and workplace culture.		

# Attachment E – Motion for the Governing Board and AFS Business Meeting

## Business meeting vote items – Spokane 2022

### 1<sup>st</sup> Motion - AFS Membership Committee Motion on Lifetime Memberships

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

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

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

This entire section below can either be deleted or modified as follows:

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

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

#### Background:

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

## **2<sup>nd</sup> Motion - Continuing Education Committee name change to Professional Development Committee**

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

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

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

## **3<sup>rd</sup> Motion - Imperiled Species Committee name change from Endangered Species Committee and establishment in AFS Rules**

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

**Proposed motion:**

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

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