



Management Committee Meeting Notes

Friday, June 10, 2022

Participants:

Management Committee Members:

In-person: Leanne Roulson, Cecil Jennings, April Croxton, Patrick Shirey, Brian Nerbonne, Laurie Earley, Melissa Wuellner, Jason Olive, Mark Fincel, Lian Guo, Dan Mosier, Doug Austen (Executive Director, non-voting)

Emerging Leaders: Brian Gallagher

AFS Staff: Dan Cassidy, Laura Hendee, Drue Winters, Beth Beard, Kelly Kotche

Meeting Notes:

1. **Welcome/Determination of Quorum** (need 7) - Quorum established and meeting called to order by Leanne Roulson at 3:05 p.m. ET
2. **Approval of Agenda**- Approved by unanimous consent. Note that dates for Spokane governance meetings were incorrect in the distributed agenda. They have been corrected in these notes.
3. **Review of May 13, 2022 Management Committee minutes** - Approved by unanimous consent.
4. **Constitutional Consultant Report** - (Discussion managed by Leanne Roulson)
 - a. Hawaii / Pacific Island chapter reinstatement (Attachment A1 and A2). Leanne Roulson reported that Constitutional Consultant Randy Schultz has reviewed the materials and that they are complete.
Motion: Move to approve the reinstatement petition by Lian Guo, 2nd by Mark Fincel.
Discussion: The Chapter will be part of the Western Division.
Approved: By unanimous consent.
 - b. Adelman-Bigford Endowment Proposal (Attachment B1-B3)
Background: Austen reported that this was initiated by the daughter of Ira Adelman contacting AFS about a legacy gift of \$100,000 to AFS to provide support for an enduring impact on AFS. Subsequent to this initial conversation, AFS staff researched Past President Adelman's presidency (see Attachments B2 and B3) and talked with several of the other officers at the time. It was clear that conveying science to policy makers was a key issue. This was then linked with the work of Tom Bigford as the AFS Policy Director, who played a major role in re-building the AFS Policy Program. Tom was contacted about this and enthusiastically endorsed this proposal.
Motion: Brian Nerbonne moved acceptance, 2nd by April Croxton
Discussion: None
Approved: By unanimous consent.
 - c. Imperiled Species Committee Procedures language revision (Attachment C)
Background: This committee provided a full review of their Procedures Manual language.

This includes a name change that will need to go the membership for a vote since it impacts the AFS Rules. If approved, this will be included with other approved changes for membership vote at an appropriate time.

Motion: Acceptance of Procedures Manual language moved by Laurie Early (no 2nd needed).

Discussion: None

Approved: By unanimous consent.

Motion to accept committee name change: Moved by Brian Nerbonne (no 2nd needed)

Approved: By unanimous consent.

- d. Colorado-Wyoming Student Unit (Western Colorado University) – AFS staff and Constitutional Consultant need to check on status of by-laws review

5. Spokane Leadership Planning

- a. Annual reports – Forms for submission will be distributed by the end of June with tentative deadline of late July.

AFS staff hope to send out a report request by the end of June or early July with goal of fully compiled reports for review at the Spokane governance meetings.

b. Spokane Leadership Events

- i. Officers meeting – Friday morning, August 19
- ii. Management Committee – Friday afternoon, August 19
- iii. Governing Board meeting – Saturday, August 20
Also see Google [Sheets](#) to indicate attendance plans for meeting and ballgame.
- iv. AFS Business meeting – 8:00 – 9:30 a.m., Wednesday, August 24
- v. Incoming Governing Board Breakfast – Thursday morning, August 25 (exact time TBD)
- vi. Spokane tribe Chinook Salmon Release – set for Wednesday afternoon

6. President/Officers activities report

- A. Leanne Roulson, President – Involved in JASM and actively engaged in the NSF-LEAPS proposal development. Hutton Scholars Summit set for mid-July in Bozeman and hosted at Montana State University. Indigenous outreach event in Spokane has about 18 applicants and fundraising to support involvement has been nearly completed. Also involved in support for RAWA
- B. April Croxton, President Elect – Also involved in JASM which was an excellent event. Very helpful to meet the leaders of the other CASS partner organizations. Working with the AFS Grand Rapids (2023) annual meeting planning team.
- C. Cecil Jennings, 1st Vice President – Working with the Hawaii and Pacific Island Chapter and also with the Latin America and Caribbean Fisheries Congress planning team including site visit in late September.

7. Executive Director and AFS staff reports

- a. Policy Update – Drue Winters

- i. RAWA moving to the House floor for a vote likely next week. Encouraging all AFS members to engage with their House members to directly call and ask for support. Next step will be moving RAWA bill to the floor in the Senate for a vote.
 - ii. Amicus Brief being filed with U. S. Supreme Court on Waters of the U.S. issue. This is being led by legal team from Stetson University and in conjunction with CASS members as well as Ecological Society of America and others.
 - iii. April acknowledged the impactful role of Drue Winters at JASM, particularly the encouragement of advocacy involvement by the collective CASS members.
- b. Financial update (Dan Cassidy) – Attachment D
- i. Introduction of Cordia Partners as AFS new accounting and business management contractor. Cordia works on accounting outsourcing and primarily works with non-profits (including AFWA) and government contractors. Conversations with Cordia actually were initiated in summer 2021 to address AFS needs. This was in conjunction with a full review of AFS accounting practices and staff and subsequent updates with resulting change in staff and contractors.
 - ii. Tentative schedule for return to regular financial reporting.
- c. Staffing update – Introduction of new Membership Coordinator, Mia M. Ferguson, CCEP (Certified Customer Experience Professional)
- d. Meetings Updates
- i. JASM report on meeting – approximately 3,400 total attendees (about 1,100 were virtual attendees). Final numbers on the event should be completed in late July. There is informal discussion about a 3rd JASM but this likely won't be until at least 2027.
 - ii. Spokane update – Laurie Early reported that the schedule has been finalized. All speakers and symposium organizers have been informed of their exact time. Early registration is open until July 6. Room request form is available and should be used if a Section has not requested a room (deadline was May 31 but it has been extended to this coming Wednesday (June 15).
Note that Leanne Roulson will also be working with staff to have an “all unit leaders” reception in the Presidential Suite.
 - iii. Latin America and Caribbean Congress – call for volunteers on planning committees (Doug Austen) – May 2023 in Cancun, Mexico. Program Committee, Professional Development Committee, Sponsorship Committee in place. Working on call for symposium proposal with goal of announcing in early July. Four co-chairs are Miguel Garcia Bermudez, Felipe Amezcua, Ramon Martin, and Norman Mercado Silva
 - iv. AFS 2023 Grand Rapids planning update
Each AFS Division needs to assign members to the Program Committee

8. Additional Topics and New Business –

- a. Dan Mosier noted that the Fish Culture Section would like to support an ELMA as part of developing leadership within AFS and the FCS. This would be assigned to their FCS President Elect and the Section would sponsor this position. The FCS has asked that AFS leadership review this proposal and provide feedback to Dan and FCS. Leanne asked the

Dan send the proposal to her, Lauren Maza, and ELMA committee chair Mike Colvin.

9. Meeting adjourned at approximately 4:10 p.m.

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Attachment A1

American Fisheries Society Chapter Petition

The following members in good standing of the American Fisheries Society wish to establish a Chapter within the Western Division of the Society.

This Chapter is to be open to all members of the Society who meet the following criteria: The membership of the Chapter shall be composed of those members in good standing residing in, working in, or having a professional interest in, the fisheries and aquatic resources of Hawai'i and U.S. Affiliated Pacific Islands.

Chapter Name: Pacific Islands Chapter of the American Fisheries Society

Chapter Purpose: The purpose of the subunit will be correlated with the Western Division of the American Fisheries Society as set forth in the Division bylaws and to encourage the exchange of information by members of the subunit and Chapter members residing in the state.

Name, contact information, and signatures of at least 25 Active Society Members:

Name	Officer?	Email	Phone	Signature	Date
Jon Brodziak	n	jon.brodziak@noaa.gov	808-725-5617	email	08/20/2021
Erin Bohaboy	n	erin.bohaboy@noaa.gov	808-725-5377	email	08/20/2021
Robert Ahrens	n	robert.ahrens@noaa.gov	808-725-5422	email	08/20/2021
Frank Parrish	n	frank.parrish@noaa.gov	808-725-5701	email	08/20/2021
Daniel Curran	n	daniel.curran@noaa.gov	808-725-5382	email	08/23/2021
Phoebe Woodworth-Jefcoats	n	Phoebe.Woodworth-Jefcoats@noaa.gov	808-725-5562	email	08/23/2021
Erin Reed	n	erin.reed@noaa.gov	808-725-5352	email	08/23/2021
Jonathan Whitney	n	jonathan.whitney@noaa.gov	808-725-5390	email	09/02/2021
Nan Himmelsbach	n	nan.himmelsbach@noaa.gov	808-725-5571	email	09/13/2021
Joseph O'Malley	n	joseph.omalley@noaa.gov	808-725-5741	email	09/13/2021

Name	Officer?	Email	Phone	Signature	Date
Timothy Grabowski	n	tbg@hawaii.edu / tgrabowski@usgs.gov	808-932-7575	email	10/26/2021
Richard Masse	n	rmasse@hawaii.edu	808-464-3062	email	10/26/2021
Alphina Liusamoa	n	alphina@hawaii.edu	808-657-7138	email	10/26/2021
Dana Infante	n	infanted@msu.edu	517-432-7232	email	10/27/2021
Nathaniel Greenwald	n	nagreen@hawaii.edu	480-223-7788	email	10/27/2021
Nikola Rodriguez	n	nikolar@hawaii.edu	808-346-3046	email	10/27/2021
Fumai Tago	n	ftago@hawaii.edu	808-373-6415	email	10/27/2021
Ricky Tabandera	n	rickytbandera@gmail.com	808-640-0916	email	10/27/2021
Kevin Hopkins	n	hopkins@hawaii.edu	808-937-8310	email	11/04/2021
Danielle Bartz	n	dbartz@hawaii.edu	954-643-6408	email	11/05/2021
Jason Helyer	n	jason.s.helyer@hawaii.gov	808-852-1618	e-mail	01/26/2022
Brian Neilson	n	brian.j.neilson@hawaii.gov	808-227-7677	e-mail	01/26/2022
David Delaney	n	dgdelaney@gmail.com	--	e-mail	02/08/2022
Ross Langston	n	langston@hawaii.edu	--	e-mail	02/16/2022

Noriko Shoji	n	noriko.shoji@noaa.gov	808-725-5331	email	10/01/2021
Cassie Pardee	n	cassie.pardee@pfr.fish	808-464-6083	email	01/31/2022
Jeffery Drazen	n	jdrazen@hawaii.edu	808-956-6567	email	01/27/2022

Name	Officer?	Email	Phone	Signature	Date
Gary Carmichael	n	carmichael_gary@yahoo.com		Email	02/08/2022
Alyssa MacDonald	n	amh4@hawaii.edu	808-455-0285	Email	02/08/2022

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Attachment A2

BYLAWS OF THE PACIFIC ISLANDS CHAPTER

American Fisheries Society Western Division

Chartered: DATE GOES HERE
Most Recent Revision: DATE GOES HERE

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AMERICAN FISHERIES SOCIETY

BYLAWS OF THE PACIFIC ISLANDS CHAPTER

ARTICLE I

Name and Objectives

1. The name of this organization shall be the Pacific Islands Chapter of the American Fisheries Society, hereinafter referred to as the Chapter and Society, respectively.
2. The objectives of the chapter, in addition to being those of the Society as set forth in Article 1 of the Constitution, shall be:
 - A. To provide access to the Society by extending membership to those whose needs are not fully met by established Society Chapters,
 - B. To provide a forum for the discussion, debate, and resolution of aquatic resource issues within the political boundaries of the State of Hawai'i; the U.S. Flag Territories of Guam, the Commonwealth of the Northern Mariana Islands, and American Samoa; the three Freely Associated States of the Republic of Palau, the Republic of the Marshall Islands, and the Federated States of Micronesia (Pohnpei, Kosrae, Chuuk, and Yap); and the atolls and islands constituting the U.S. Remote Pacific Islands Area (PRIA).

ARTICLE II

Membership

1. The membership of the Chapter shall be composed of persons interested in issues related to fisheries and other aquatic resources within the State of Hawai'i; the U.S. Flag Territories of Guam, the Commonwealth of the Northern Mariana Islands, and American Samoa; the Freely Associated States of the Republic of Palau, the Republic of the Marshall Islands, and the Federated States of Micronesia (Pohnpei, Kosrae, Chuuk, and Yap); and the U.S. Remote Pacific Islands Area and having paid their current Chapter dues.
2. Only an active member of the Society, in good standing with the Chapter, may hold office, vote, or chair a committee.

3. ACTIVE MEMBERS of the Society are as defined in Article II (1) (a) of the Society constitution.

ARTICLE III

Meetings

1. The Chapter shall hold at least one meeting annually. The Executive Committee shall determine the time and place of the annual meeting.
2. The annual meeting will be held jointly with contiguous Society chapters, when possible. Annual meeting sites shall be moved around the region, not to be held at the same location during consecutive years.

ARTICLE IV

Officers

1. The officers of the Chapter shall consist of a President, a President-elect, Past President, a Secretary, and a Treasurer.
2. Officers shall be elected annually by mail or electronic ballot, received by members at least 30 days before the annual meeting. Officers shall be nominated by a nominating committee appointed by the Executive Committee. Officers shall be elected by a majority of ballots cast. Newly elected officers shall be installed at the annual meeting. The President and President-Elect shall serve until the next annual meeting. The Secretary and Treasurer's terms of office will be three years.
3. In the event of a vacated position, the Executive Committee shall appoint a qualified replacement to fill an unexpired term. If the Chapter fails to hold a valid election, officers shall serve until a successor is duly selected in accordance with these Bylaws.
4. No elected officer or appointed committee member of the Pacific Islands Chapter shall receive any salary or other compensation. Expenses may be defrayed from funds available to the Chapter when authorized by the Executive Committee.

ARTICLE V

Duties of Officers

1. The President of the Chapter shall preside at all meetings, chair the Executive Committee, establish and appoint special committees and consultants as required, serve as a voting member of the Western Division's Executive Committee, serve as

- a non-voting member of the Society's Governing Board, and perform other duties and functions as are authorized and necessary.
2. The President-Elect shall chair the Program Committee and assume the duties of President if the latter is unable to act. The President-Elect shall assume the presidency upon expiration of the current President's term.
 3. The Secretary shall keep the official records of the Chapter, prepare official correspondence, including newsletters, as directed by the President, maintain a current list of Chapter members in good standing, and submit minutes of the Chapter meeting to the Society's Executive Director and the Western Division's Secretary-Treasurer within 30 days after each meeting.
 4. The Treasurer shall collect and be custodian of Chapter funds, disburse funds as authorized or necessary, submit a record of receipts and disbursements at the annual Chapter meeting, establish banking arrangements and prepare and file necessary tax returns and other official documents to keep the Chapter in good legal and financial standing, and maintain financial records for review by Society officers and staff as needed or required, and discharge other duties as requested by appropriate Society officers.
 5. The immediate Past President shall serve on the Executive Committee and assist the other officers as needed.

ARTICLE VI

Executive Committee

1. The Executive Committee of the Chapter shall consist of elected officers, the Immediate Past-President, and other members as may be appointed by the President. Those with voting privileges shall be the President, President-Elect, Past President, Secretary, and Treasurer.
2. The Executive Committee is authorized to act on behalf of the Chapter between annual meetings.
3. A quorum is required for transaction of official business at an Executive Committee meeting. A quorum for an Executive Committee meeting shall consist of three of the five voting members. Executive Committee members can appoint a proxy.
4. Each member of the Executive Committee shall have one vote on the Executive Committee decisions. In the event of a tie, the President may cast the deciding vote.
5. Executive Committee meetings are called by the President.

6. Binding contracts or financial transactions that are on behalf of the Chapter and have contractual obligations or payments that are equivalent to or exceed \$500 in Chapter funds need full Executive Committee review and majority approval.
7. Contracts and/or agreements that are prepared on behalf of the Chapter require a signature by the acting Chapter President or Treasurer to become a binding contract. In the case that the President or Treasurer are unable to fulfill this duty, the President can appoint a proxy from any other active Executive Committee member to sign a contract. The appointee must be identified in writing (electronic correspondence accepted) by the acting President before any contract is signed in order for the contract to be valid.

ARTICLE VII

Chapter Standing Committees

1. Committees and Chairpersons shall be appointed by the President as necessary for Chapter business in accordance with ARTICLE II of these Bylaws. The terms of office for the members of Chapter committees shall end upon the discharge of the duties for which they were appointed, or at the next annual Chapter meeting, whichever comes first.
2. The Chapter shall have the following standing committees:
 - A. Arrangements: This committee shall be composed of a minimum of three Chapter members. It shall be the responsibility of the Arrangements Committee to make the necessary contacts to provide meeting places, accommodations, and any arrangements that will benefit the successful outcome of a meeting.
 - B. Awards: This committee shall administer the Chapter awards program (includes awards and scholarships) and be chaired by the Immediate Past-President.
 - C. Communications: This committee shall provide and facilitate all internal and external communication among Chapter members. Specific duties include providing and updating electronic communication abilities (listserv) and the Chapter's internet Webpage.
 - D. Continuing Education: This committee shall assess the educational and training needs of the fisheries profession as a means to develop a comprehensive continuing education program that may include workshops, special classes, and symposiums with a goal of conducting a minimum of one program per year.

- E. Membership: This committee shall maintain and increase Chapter membership by actively identifying and contacting potential members.
- F. Nominating: This committee shall be composed of no more than three Chapter members, who are also Active Members of the Society, appointed by the Executive Committee. They shall present a slate of no more than two candidates for the President-Elect, the Secretary and the Treasurer positions no less than 30 days before the Annual Chapter Meeting. Prior approval shall be obtained from said candidates.
- G. Outreach: This committee shall develop educational material that will inform students and the general public of the missions and activities of the Chapter and AFS. This committee shall also provide Chapter support or involvement in activities and programs that encourage and enhance knowledge of fisheries and the aquatic environment.
- H. Program: This committee shall be composed of a minimum of three Chapter members, including the President-Elect as Chairperson. It shall be the responsibility of the Program Committee to develop an agenda and informative program for the annual meeting and other Society-sponsored meetings. The program shall be submitted to the Chapter Secretary prior to the annual meeting date for distribution to the membership.

ARTICLE VIII

Voting and Quorum

1. All decisions at Chapter meetings shall be in accordance with the Constitution and Rules of the Society.
2. At least 10 current members are needed to establish a quorum and conduct official business. Decisions shall be determined by majority of qualified voters (ARTICLE II) present and voting, except as specified in Article X.
3. Business and voting may be conducted via email or electronic media as designated by the Executive Committee.
4. The latest edition of Robert's Rule of Order shall govern all Chapter business not covered by these Bylaws.

ARTICLE IX

Dues and Registration

1. Annual dues for membership in the Chapter shall be established by the Executive Committee and must be paid before the Annual Chapter Meeting.
2. The Executive Committee may assess registration fees for the annual Chapter meeting.

ARTICLE X

Amendments of the Bylaws

1. The Bylaws of the Chapter may be amended by a two-thirds majority approval of eligible members voting, provided that notice of proposed change(s) is given to the membership at least 30 days prior to a meeting. If voting is done by mail or electronic ballot, 30 days will be given for members to return their ballots.
2. In accordance with the Society Constitution, all amendments shall be reviewed by the Society's Constitutional Consultant for the conformity with the Constitution, Rules and Procedures of the Society. The Constitutional Consultant presents the adopted amendment to the Society's Management Committee for approval.
3. Bylaw amendments do not take effect until the Executive Director has sent written notice of their approval by the Society's Management Committee.
4. Chapter procedures may be amended by a simple majority vote of the Chapter's Executive Committee.

Attachment B1

Ira Adelman and Tom Bigford Endowment to Support Science Informed Decisions in Fisheries Policy

(known as the Adelman-Bigford Science Policy Fund)

Executive Summary

The Adelman-Bigford Fund was initiated by a \$100,000 legacy donation by the family of Dr. Ira Adelman (AFS President 2003-2004). The donation was predicated upon AFS utilizing the funds to address focus areas of Dr. Adelman as an AFS leader and also as reflected through his professional life. A particularly important role for AFS was defined by Dr. Adelman as the use of science by decision-makers to make informed policy decisions. In a similar manner, Tom Bigford, after completing a highly successful career at NOAA and as an AFS volunteer, became the AFS Policy Director and redefined our role in conveying science to decision-makers and established AFS as a respected and reliable source of science and fisheries information. This endowment recognizes their contribution by supporting in perpetuity this important role for AFS.

Background

Dr. Adelman wrote extensively in his Presidents Plan of Work and through columns in Fisheries (e.g., see Volume 28, Issue 9) about the importance of science being effectively communicated to policy makers in a manner that can be best used to make informed decisions. From that September 2003 issue he wrote:

AFS and its members have been and should continue to be recognized by decision makers and natural resource professionals as an important source of science-based information about fisheries and aquatic ecosystems and their conservation, management, and sustainable development.

Similarly, Tom Bigford, as an AFS volunteer, chaired the Resource Policy Committee and struggled with an antiquated policy process that was ineffective in the highly dynamic policy arena. When Tom retired from NOAA and was employed by AFS as Policy Director, he re-engineered the entire policy process and created a new approach that was more nimble, effective, and well-received by Congressional members and staff. He also rebuilt important relationships with federal agency partners who quickly realized the value of AFS as a unbiased, non-partisan conveyer of science to Congressional staff who were eager to receive such information. Tom laid the foundation for an AFS policy program that has become even more effective under the guidance of his successor.

The Adelman-Bigford fund is initially established through the general legacy donation of \$100,000 by Dr. Adelman and his family. This fund will be used to create an endowment that AFS will grow and will act to

perpetuate the joint interest of Ira and Tom to ensure that AFS always has a strong and impactful voice in fisheries policy issues.

Fiscal Management of Adelman-Bigford Endowment

- The Adelman-Bigford 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.
- One or more awards will be given each year with amount determined by fund balance and pre-determined percentage to be awarded to ensure fund maintenance or growth.
- The fund will be initiated by the \$100,000 legacy donation by Ira Adelman and supplemented by campaigns and donations with an initial goal of a \$250,000 endowment and eventual growth to \$1 million.

Use of the Adelman-Bigford Endowment

The main purpose of the endowment is to provide support for human capital to carry forward AFS activities in support of conveying fisheries science to policy-makers. This can be in the form of interns, fellows or, if funds allow, permanent staff. Program management will reside with the AFS Director of Policy in consultation with the Chair of the Resource Policy Committee, the President of the Science Communications Section, and the AFS Executive Director.

Annually, the AFS Policy Director will provide a report to the AFS President and Governing Board on the status of the fund and activities completed through the fund. The Policy Director will also work with AFS Development staff to plan fundraising campaign and unsolicited donations in such a manner as is appropriate and in line with other AFS fundraising activities.

Science to Influence Outcomes

After three years of anticipation since I was elected as second vice president, my time has come to assume the AFS presidency. I am truly honored to have been elected to this position and am a bit awed by the contributions of my predecessors who have led the Society to its current stature and level of accomplishment. These outstanding individuals have set a standard of excellence that I will do my best to emulate. The three-year training period for the presidency, as written in our constitution, is extremely beneficial. When I was elected as second vice president, I never thought I would be prepared to assume the role of president, but I feel ready now.

In my first column, I will follow the pattern of past presidents and describe my work plan for the coming year. The theme of this year's plan is "Science to Influence Outcomes." Much of our effort as a professional society is both to produce science-based information and to promote it in ways that will lead to its application in solving natural resource problems. This work plan emphasizes some activities to "get out the message" that science can help us to advance the conservation of fishery resources and aquatic ecosystems and that AFS is a primary source of sound scientific information.

The 1999–2004 AFS Strategic Plan contains three major goals: (1) Information Transfer and Outreach, (2) Member Services, and (3) Aquatic Stewardship. My work plan focuses on several topics within each of these goals.

Information Transfer and Outreach

AFS and its members have been and should continue to be recognized by decision makers and natural resource professionals as an important source of science-based information about fisheries and aquatic ecosystems and their conservation, management, and sustainable development.

The newly established Fisheries Conservation Foundation will enable us to increase our outreach activities of bringing science to the public and policy-makers. We will continue to work with potential Foundation donors and the AFS Governing Board to establish the Foundation, facilitate fund-raising, and develop projects to be funded. As Foundation funding becomes available, initial projects will be undertaken to demonstrate success to potential donors.

To increase the awareness of our science by policy makers, a committee will examine past efforts to promote AFS on Capitol Hill and make recommendations on how to do it even more effectively. Preliminary ideas include holding briefings for staffers and continuing our collaboration with the Estuarine Research Federation, The Wildlife Society, and perhaps other groups to co-sponsor such briefings.

Member Services

Among the many reasons why individuals join professional societies are the services that the society provides, such as offering professional development, supporting a diverse membership, and providing an organizational structure and leadership that facilitates accomplishing the society's goals. Several projects will enhance member services.

The 2002–2003 Membership Concerns Committee evaluated the strengths and weaknesses of the 1999–2004 Strategic Plan, its accomplishments, and how it is being used. A new committee will use this information to revise our strategic plan for 2005–2010.

We revised the certification program several years ago, in part to make it more attractive to employers as a means of verifying the competency of their employees. An ad-hoc committee will determine which employers are using certification in their hiring or promotional processes, how they are using it, and if they find it beneficial. A promotional effort will be developed to increase its use, and if employers identify problems in the program, options for improvement will be developed. Also, we will explore collaboration with The Wildlife Society on this issue.


Several years ago the salary survey that was published periodically in *Fisheries* became controversial and it has not been undertaken since 1999. However, many members found that survey very useful. The Fisheries Administrators Section has approved developing a more limited survey that should be less controversial and still useful. In addition, our Equal Opportunities Section will provide survey questions regarding the employment of minorities and women in fisheries.

Aquatic Stewardship

This goal reflects AFS's dedication to promoting stewardship and sustainability of aquatic resources. Projects under this goal will help to improve our effectiveness in conserving fisheries and aquatic resources worldwide.

We will solidify our relationship with the World Aquaculture Society (WAS) by exploring areas of common interest and concern, including their interest in joining the World Council of Fisheries Societies. This will be an opportune year for such discussions because the AFS Fish Culture Section will co-sponsor the upcoming WAS meeting. We may be able to more effectively address fishery issues by working cooperatively.

We will host a successful 4th World Fisheries Congress in May 2004 by enthusiastically and effectively providing support for this effort. Also, a committee will revise the North American Fisheries Action Plan. The 1990 North American Fisheries Action Plan and related accomplishments recently have been evaluated and a revision to the plan is underway, with the goal of having a stakeholder meeting to implement the plan by 2005.

These plans, and the activities of existing standing committees and other AFS Units, will be undertaken with the enthusiastic support of AFS members at all levels of the Society. Previous AFS presidents told me that one of my hardest jobs would be appointing committee chairs and members. Thus, when I began this task, I did so with great trepidation. In other professional situations where I had to appoint committee members and chairs, I became used to responses such as "I'd like to help, but..." (you fill in the blank). As I sought volunteers for our AFS committees, I was thrilled with the enthusiastic, positive responses that I received. All members of this outstanding organization seemed willing to spend personal time on behalf of the Society, the profession, and conservation of our aquatic resources. Congratulations, you are an outstanding group of dedicated professionals. 



Ira R. Adelman

President Adelman can be reached at ira@umn.edu.

Attachment B3 – AFS President Ira Adelman Plan of Work (2002-2004)

American Fisheries Society Proposed 2003-2004 Annual Program of Work *Science to Influence Outcomes*

The theme of this year's plan of work is *Science to Influence Outcomes*. Much of our effort as a society is to both produce science based information and promote it in ways that will lead to its application in solving natural resource problems. This work plan will emphasize some of our activities that enable us to "get out the message," that science can help us to advance the conservation of fishery resources and aquatic ecosystems and that the American Fisheries Society is a primary source of sound scientific information.

The 1999-2004 AFS Strategic Plan contains three major goals: Information Transfer and Outreach, Member Services, and Aquatic Stewardship. The Annual Program of Work for 2003-2004 will focus on specific sub-goals within these three areas.

Information Transfer and Outreach

This goal recognizes that AFS and its members have been and should continue to be recognized by decision makers and natural resource professionals as an important source of science-based information about fisheries and aquatic ecosystems and their conservation, management, and sustainable development. Work to be undertaken this year will help to facilitate and make our activities in this area even more effective.

1. Establishment of the Fisheries Conservation Foundation

Strategic Plan Subgoals AS 1.1, 1.3, 1.4, 1.6, 2.7 ITO 2.2, 2.3, 2.5, 3.1, 5.8

The Fisheries Conservation Foundation will begin operation in 2003 with a launch at the Annual Meeting. The foundation will enable the AFS to increase the level at which we bring our science to the public and policy makers. The ad-hoc Foundation Committee will continue to work with potential foundation donors and the AFS Governing Board to establish the foundation, develop an appropriate structure, facilitate fund raising, and begin to encourage projects to be funded by the foundation. As funding becomes available, initial projects will be undertaken to demonstrate success to potential donors.

2. Increase public perception of our science

Strategic Plan Subgoals ITO 2.2, 2.3, 3.1, 5.2

An ad-hoc committee will examine past efforts to promote AFS on Capitol Hill and make recommendations on how to do it even more effectively. Preliminary ideas include holding briefings for various groups of staffers and continuing our collaboration with the Estuarine Research Federation, the Wildlife Society, and perhaps other groups such as the Society for Range Management to co-sponsor such briefings.

Member Services

Among the many reasons why individuals join a professional society are the services that the society provides. These services include offering opportunities for professional development, supporting a diverse membership, and providing an organizational structure and leadership that facilitates accomplishing the society's goals. Work to be undertaken will enhance the goal of member services.

1. Strategic plan development

Strategic Plan Subgoals MS 5.1, 5.3, 5.5

Our strategic plan for the period 1999-2004 has been informative throughout the Society in focusing our activities and programs toward various common goals. The 2002-2003 Membership Concerns Committee will provide an evaluation of the strengths and weaknesses of the current plan, its accomplishments, and how it is being used. An ad-hoc committee will then revise our strategic plan for the period 2005-2010 based on the findings of the Membership Concerns Committee and other input.

2. Professional certification

Strategic Plan Subgoals MS 1.2, 1.4, ITO 1.2, 1.4, 1.6

Our revised certification program has now been in place for several years. One of the reasons for its revision, and the addition of a continuing education component, was to make it more attractive to employers as a means of verifying the competency of their employees. Yet, relatively few employers seem to use it in their hiring or promotional processes. Fisheries professionals are less likely to become certified if certification has no direct employment related benefit. An ad-hoc committee will determine which employers are using certification, how they are using it, and if they find it beneficial. Using that information, a promotional effort will be developed to increase its use. If employers identify problems in the certification program, options for improvement will be developed. Also, we will explore collaboration with The Wildlife Society on this issue.

3. Salary and other employer surveys

Strategic Plan Subgoals MS 1.3, ITO 1.2, 1.3

Several years ago the salary survey that was published periodically in Fisheries became controversial and it has not been undertaken since 1999. However, many members found that survey very useful. The survey of employers regarding certification (above) will also seek input on how to conduct a salary survey that will satisfy AFS member needs and be acceptable to the employers. In addition, our Equal Opportunities Section will provide survey questions regarding the employment of minorities and women in fisheries.

Aquatic Stewardship

This goal reflects the leadership of AFS as a professional society dedicated to promoting stewardship and sustainability of aquatic resources. Work to be undertaken under this goal will help to improve our effectiveness in conserving fisheries and aquatic resources worldwide.

1. Solidify our relationship with the World Aquaculture Society

Strategic Plan Subgoals AS 1.1, ITO 3.1

We will explore areas of common interest and concern with the World Aquaculture Society to serve our mutual interests, including WAS's interest in joining the World Council of Fisheries Societies. This will be an opportune year for such discussions because the AFS Fish Culture Section will be the co-sponsor of the upcoming World Aquaculture Society. By continuing discussions that were begun a year or more ago, we may be able to identify issues of common concern that we can address more effectively by working cooperatively.

2. Host a successful 4th World Fisheries Congress.

Strategic Plan Subgoals AS 1.1, 1.4, 1.5, 3.2, ITO 3.1

As host of the 4th World Fisheries Congress in May 2004, the AFS will enthusiastically and effectively provide support for this effort and facilitate a most successful congress.

3. Revise and implement the North American Fisheries Action Plan.

Strategic Plan Subgoals AS 1.1 and 1.2

The 1990 North American Fisheries Action Plan and related accomplishments have recently been evaluated and a revision to the plan is underway. The revised plan will be developed during the 2003-2004 period with the goal of having a stakeholder meeting to implement the plan in by 2005.

Attachment C

Imperiled Species Committee

Purpose:

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.

Composition:

The Chair and at least four additional members to include the chairs of each sub-committee: Fishes, Gastropods, Freshwater Mussels, and Crayfishes. Committee may include representatives from other aquatic conservation organizations (e.g., American Society of Ichthyologists and Herpetologists, Southeastern Fishes Council, Desert Fishes Council, Freshwater Mollusk Conservation Society, Society for Freshwater Science, American Crayfish Atlas, and others). Members must have regional expertise in aquatic taxonomic diversity and conservation. 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:

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 journal, 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 web site.

Submitting mid-year and annual committee reports to the AFS President, on time and in the prescribed format via the chair or co-chairs.

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.

Operational Guidelines:

Sub-committees will be comprised of regional and taxonomic experts across North America. Sub-committee chairs will be selected by the Committee Chair and provided to the AFS President for approval.

Sub-committees will meet annually with the Chair(s) of the Committee.

The list of imperiled species should be free from socio-political influence and based on the best information available.

Attachment D

AFS Accounting Transition Status -- June 6, 2022

AFS is undergoing a transition in its accounting function to improve the quality and consistency of financial reporting. However, these changes are taking considerably longer than planned because of the following factors and unanticipated developments:

1. Last year, AFS began evaluating its accounting contractor relationship to explore services, solutions and fees offered by different accounting providers. Our financial accounting software is dated, and we wanted to review the outsourcing marketplace to better structure financial reporting in anticipation of the AFS Financial Planning and Procedures Committee (FPPC) recommended new financial procedures.
2. AFS had been working with its prior contractor, JFW Accounting, since 2016 and they have been a solid partner with us over the years helping improve financial reporting, overhead and program expense allocations, implementing new GAAP pronouncements and so on. As part of this service evaluation, AFS alerted JFW that it was evaluating accounting services and invited JFW to submit a proposal, which they did.
3. Earlier this year, AFS selected Cordia Partners to handle monthly accounting reconciliations and reporting along with year-end audit preparation. Cordia is a premier accounting outsourcing partner in the Washington, DC area <https://cordiapartners.com/> offering outsourced accounting, financial technology, and advisory services. Cordia's primary business line is outsourced accounting services to nonprofits (e.g. AFWA) and a few other industries.
4. Cordia began work with AFS in April 2022 after JFW unexpectedly walked away from AFS despite being offered 3-months' notice to help with a smooth transition and their assurances that they would complete 2021 work and close the monthly accounts for January and February 2022 to the greatest extent possible. Their abrupt departure not only allowed for no cross-training and a clean handoff of existing processes with Cordia, but they left much accounting work incomplete.
5. Contributing to these problems was a significant integration issue in December 2021 between our software payables vendor, AVID Exchange, and our accounting system Microsoft Dynamics. AFS implemented AVID during the Pandemic for decentralized payables processing and management. Also, around this time, our staff Accounting Coordinator (Jackie Machado) was on a combination of annual and medical leave which compounded the interruption of routine accounting processing.
6. The last fully complete monthly financial reports prepared by the JFW were those for October 2021. The November 2021 reports were issued in draft format internally but not released to the Management Committee as they were incomplete. The December 2021 report also was not finalized and JFW failed to fulfill many year-end auditor requested accounting schedules. As such, the 2021 financial audit was placed on hold and FPPC and Audit Committee was alerted.
7. Other components of this transition include reconfiguring the accounting coordinator position to assist Kelly Kotche, Membership Manager, with iMIS database, member services and marketing and revenue accounting (invoicing, member dues processing, cash receipts and similar basic accounting work). A part-time contractor is being trained for assisting with payables processing.

8. As one can imagine, Cordia's work is taking longer than expected due to the contributing factors noted above. Yet it is clear to me from working with them over this short period of time that they bring a strong disciplined accounting approach. For example, they determined that not all merchant bank accounts were being routinely reconciled and that books inventory accounting can be improved. While Cordia is considerably more expensive than JFW in the short-term, their discipline and expertise will position AFS for stronger financial reporting and analysis in support of the MC and FPPC's work implementing the new financial procedures. Additionally, Cordia offers accounting software products that AFS would benefit from considering after the transition is complete.
9. Additionally and tied to these changes, I've been working with our banking and merchant service providers (M&T Bank, other credit card processors) on reconfiguring services and have implemented changes that will reduce recurring bank account fees by about \$400 per month. AFS implemented PayPal merchant services for the JASM meeting and we now receive a nonprofit rate that is about .5% lower than with our Bank. This change resulted in lower processing fees saving the JASM Meeting over \$5,000. This account will be utilized for the Spokane Meeting too.
10. AFS bank account balance has about \$1M, with most of these funds from the JASM meeting. AFS meetings staff continue processing JASM meeting invoices with a few key ones about to be paid. The goal is to prepare an initial JASM event financial report within the next few weeks and then issue partner society financial distributions after the Societies review the individual registration designations, which is the agreed upon basis for allocating net meeting revenue.
11. I continue to meet with Cordia weekly to monitor their progress, provide information and address questions. At this point, Cordia continues working through our accounting records— so while we are making progress, we don't have a date when 2021 financial reports will be issued, though we are getting close and bank accounts for 2022 are being reconciled. The upside is that once 2021 is fully reconciled, 2022 monthly reports can quickly follow.

Sincerely,

Daniel Cassidy
Deputy Director