



American Fisheries Society
October 2021 Management Committee Meeting
Friday, October 8, 2021

Participants:

Management Committee Members: Leanne Roulson, April Croxton, Cecil Jennings, Miguel Garcia-Bermudez, Brian Murphy, Patrick Shirey, Marybeth Brey, Laurie Earley, Jason Olive, Melissa Wuellner, Brian Nerbonne, Lian Guo, Randy Schultz (Constitutional Consultant, non-voting), Doug Austen (Executive Director, non-voting)

Guests: Troy Brandt

Emerging Leaders:, Christina Murphy, Brian Gallagher, Dan Mosier

AFS Staff: Drue Winters, Lauren Maza, , Dan Cassidy, Beth Beard, Shawn Johnston

Minutes of the Meeting:

1. **Welcome/Determination of Quorum** - Quorum established by Schultz and meeting called to order by Roulson at 11:03 a.m.
2. **Agenda approved** - without change
3. **Review of minutes from the September 10, 2021, Management Committee Meeting.**
Adopted with unanimous consent.

4. Financial Planning Review and Discussion (Troy Brandt and Dan Cassidy)

Presentation by Troy Brandt (Attachment A) key points

- i. Troy is chair of the Financial Planning and Procedures Committee (FPPC) and the Investment Committee is a subset of the FPPC
- ii. Financial history shows the “investment budget” in the 2016-2018 period where AFS expanded programmatic offerings in an attempt to increase membership, enhance communications, build the policy program, hire a development director, address a series of deficiencies (e.g. website and iMIS upgrades) and other areas. This resulted, as expected, in a deficit budget for a number of years and a drawdown on the unrestricted fund balance. Unfortunately, AFS did not see any significant increase in membership at the individual or corporate (government, industry, academic) level to bring in enhanced income streams.
- iii. The two main components of AFS funds (Restricted and Unrestricted), which are each comprised of numerous smaller funds, responded as expected. The unrestricted decreased substantially while the restricted fund increased by about 60% primarily through market appreciation but also some additional donations which are typical. Key indicators are that between 2014 and 2020 the component of total net assets in 2014 that were unrestricted (64%) and restricted (36%) essentially switched with restricted (82%) comprising the bulk of AFS assets and unrestricted (18%) declining substantially.

- iv. The work of the FPPC has resulted in 5 recommendations
 1. Program Planning and Evaluation – ensuring that AFS fully evaluates all programs to ensure that they address the AFS mission and the financial status is well documented. It is recognized that not all programs need to produce net revenue but AFS needs to document the fiscal status of each program
 2. New program business plans – AFS has a history of embracing new programmatic offerings before fully understanding the financial implications. More disciplined procedures need to be adopted to ensure that sound decisions are made on new programs based upon solid financial and mission information.
 3. Capital budgeting – major purchases and upgrades such as software systems should be fully planned and budgeted.
 4. Operating budget – need to ensure that we are financially positive in future years based upon the best possible projections of AFS income and expenses.
 5. Obligated Reserve Fund – the equivalent of one year of AFS operations in funds will be developed as a reserve fund where only a limited amount of appreciated value each will be available for use in support of operations.

- v. FPPC has submitted four motions for the Management Committee to review and adopt as appropriate (Attachment B):
 1. Recommended Motion 1: Approve the revised Rules & Procedures of the Financial Planning and Procedures Committee (FPPC).
 2. Recommended Motion 2: The Obligated Reserve in the Investment Fund shall be rebuilt over 5 years, beginning in 2021 (see Motion 3) to become sufficient to cover 1 year of AFS operations (based on the average of the previous 4 years).
 3. Recommended Motion 3: Transfer all money from the AFS2000 Fund, the Publications Endowment Fund, and the Shelby Gerking Continuing Education Program Fund to the Obligated Reserve and close all 3 funds.
 4. Recommended Motion 4: The Executive Director shall include contributions to the Obligated Reserve Fund in the annual budget.

- vi. Discussion on FPPC report:
 1. Roulson – AFS financial position is clearly a part of the AFS strategic planning effort to ensure that we have strong guidelines to keep AFS on track. At this point, the MC has until the November Baltimore meeting to review and understand the motions.
 2. Austen noted that there are a number of “back stories” that also help to better understand the financial history of AFS as show in the second slide of Attachment A. For example, prior to 2016, the AFS annual meeting was only shown in the budget as a net revenue (or loss) there was not accounting for actual annual meeting expenses and revenue and there was no documentation of staff time and other expenses on annual meeting activities. AFS essentially had no way to know if the annual meeting was a net revenue source or expense. That has all been changed with more transparent accounting practices.
 3. Austen also noted that additional research on some of the funds has resulted in a need to re-evaluate their inclusion in the recommendations. Specifically, the

Gerking Fund (Attachment C) should be referred to the Continuing Education Committee (CE) for review. This fund, established in 1998 at the AFS meeting in Hartford, CT, has a fund balance of \$109,316 as of June 30, 2021 but has not been accessed in at least 8 years if not much longer. After it was established by the Governing Board in 1998, there was no mention of the Gerking fund at subsequent meetings in 1999, 2000, 2001, and the CE committee apparently has no knowledge that this fund exists.

In a similar manner, the Publications Endowment Fund, which currently has assets of more than \$1 million, needs to be analyzed to ensure that the AFS Publications Program, has the resources to effectively address program needs but yet allows for a substantial transfer to the Obligated Reserve Fund.

4. Roulson noted that the MC will address each of the funds individually at the Baltimore meeting and also review the funds to update their purpose statement and allow more appropriate use.
5. Each of the four FPPC recommendations was then briefly reviewed in preparation for the Baltimore MC meeting. At that meeting, AFS will also be presenting the 2022 budget which is expected to be strongly positive with the opportunity to increase the Obligated Reserve. Staff will also present the status of each of the funds, options for moving individual funds to the Obligated Reserve, and other related information to support decisions by the MC.

(Note – At this point, Leanne Roulson needed to excuse herself from the meeting and April Croxton took over as chair)

5. **AFS Procedures Manual Revision** (for full document of proposed procedures revisions, please contact the AFS office. The original file is being sent separately to MC members)

April Croxton provided an overview of the new effort by the Officers and the Management Committee to fully review the entire Procedures Manual (PM). The Officers have started this project by reviewing the first 18 pages (not including the index) that covers fundamentals of the Governing Board, Management Committee and Officer's roles and responsibilities. Austen briefly reviewed the recommended changes with additional comments provided by the officers. One of the key elements with significant proposed revisions include the committee assignments and responsibilities. Essentially, the recommendations reduce officer involvement in many committees where it is not needed but establish a single officer for the committee as a liaison to leadership when committee issues arise that need to be elevated for leadership discussion.

6. **Constitutional Consultant's report (Schultz)** – There were no submissions to the Constitutional Consultant
7. **President/Officers activities report**
 - A. Leanne Roulson – has been attending the Native American Fish and Wildlife Meeting in Spokane, and was part of a panel discussion with incoming president of The Wildlife Society, Gordon Batchellor, to talk about the Societies and ways to enhance tribal involvement.

- B. April Croxton – Has attended the National Technical Association annual meeting. This is the oldest minority-focused professional society and April is a member and served as a session moderator.
- C. Cecil Jennings – Working on the Latin America and Caribbean Fisheries Congress set for May 2023 and some minor work on the Honolulu meeting and establishment of the Hawaii and Pacific Islands chapter.
- D. Miguel Garcia Bermudez – focusing significant time on the Latin America and Caribbean Fisheries Congress
- E. Brian Murphy – connection issues prevented a report but his time has been focused on the Baltimore meeting.

8. Executive Director and AFS staff reports

- a. **Policy Report** (Drue Winters) – The Recovering America’s Wildlife Act (RAWA) is moving forward and is looking increasingly like it may pass. Drue is actively encouraging all AFS units to contact their congressional representative to support the RAWA legislation. There are easy ways to use web-based tools to contact Congressional offices. Anyone interested should contact Drue to get additional details.
- b. **Baltimore planning update** –
 - i. Anticipated registration is about 600 in-person and 300-400 virtual registrants. The federal agencies have all denied authorization to attend due to Covid-19 issues. Key events happening include: New reception at the Reginald Lewis Museum of African American Culture set for Tuesday evening (5-7 p.m.) prior to the reception at the National Aquarium. All presentations will be available for download and all plenary sessions will be live-streamed.
- c. **JASM planning update** – 114 symposium submitted for JASM not including contributed paper sessions. Also numerous integrative events and professional development programs. All nine CASS member societies gathering for the first time together in Grand Rapids, Michigan.
- d. **Spokane planning update** – This meeting is increasingly developing with new activities planned including the next Mississippi-Yangtze Basin and Large Rivers Symposium.
- e. **Latin American and Caribbean Fisheries Congress** – May 2023 in Cancun, Mexico.

9. Remnder of planned MC and GB meetings for remainder of 2021

- i. November 4 @ 1:00 p.m. ET (Baltimore annual meeting)
- ii. Governing Board meeting on November 5 from 8-5 p.m. ET
(Note that remote access will be provided for the MC and GB meetings)
- iii. Final 2021 MC meeting will be December 10 @ 11:00 a.m. ET

10. Additional Topics – None provided.

11. Adjourn – April Croxton adjourned the meeting at 12:15 p.m. ET

Attachment A



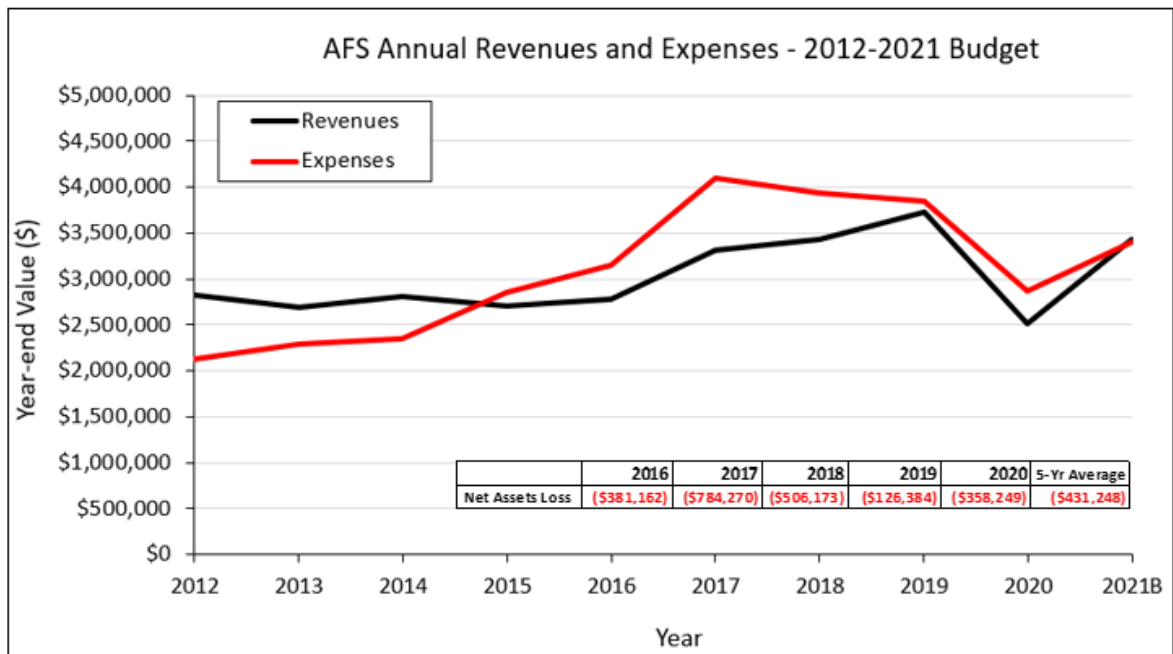
AFS Financial Planning and Procedures Committee

Troy Brandt, Committee Chair
Dan Cassidy, Deputy Director

AFS Management Committee Meeting

October 8, 2021

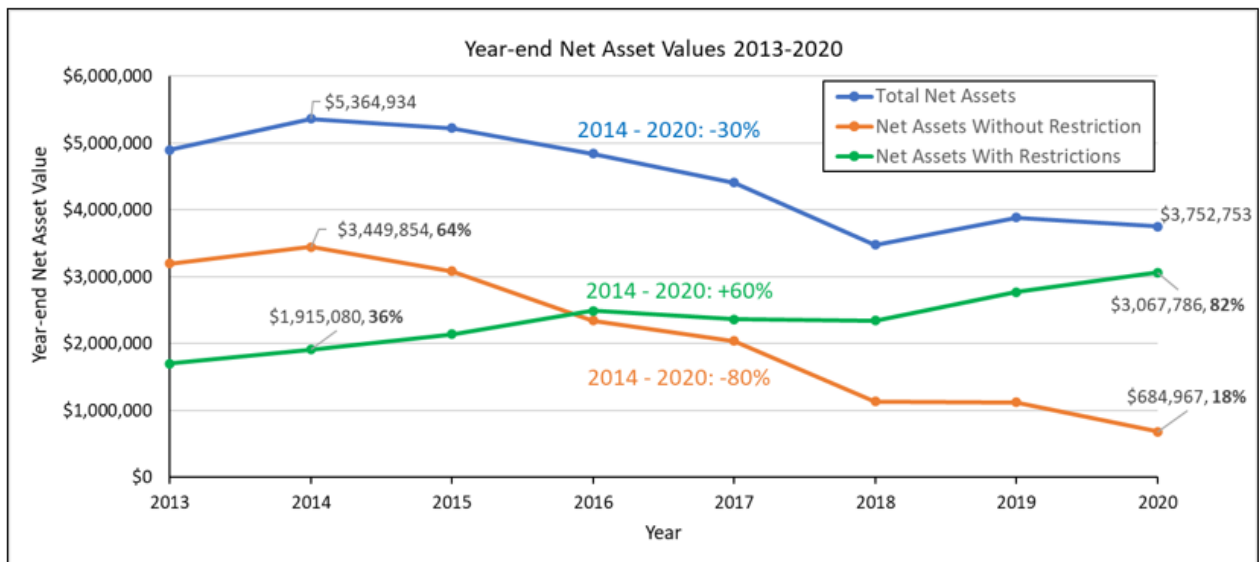
AFS Annual Operating Budget



Net Asset Terms

- **“Without Donor Restrictions”** – Unrestricted Net Assets or Funds
 - Net assets **not subject** to donor-imposed requirements.
 - Maintained in checking, cash account, investment account
- **“With Donor Restrictions”** – Restricted Net Assets or Funds
 - Net assets **subject** to donor-imposed requirements – e.g., unit funds, scholarships
 - If restrictions lapse, assets are released from restrictions
 - Maintained in investment account
- Unrestricted Net Assets + Restricted Net Assets = Total Net Assets
- Important to know the difference, it’s not just about Total Net Assets

Unrestricted and Restricted Net Assets



AFS Program Concerns

- **Annual Meeting** – Makes money one in four years, profit-sharing from net assets without restrictions when meeting is not profitable
- **Journals & Publications** – Consistent, but rising costs and declining revenue
- **Policy & Communications** – Big expense, evaluate cost-benefit
- **Membership** – Flat over last 3 years, -20% new members, affiliate concerns
- **Project Management** – Managing contracts/mtgs, growing rev but cover costs?
- **Professional Development** – Revenue covers 30% of cost
- **Management & General** – AFS has reduced costs -48%, ave -\$431k 2018-2020
- **Fundraising** – Develop more relationships? Meeting planning, multi-state grants

Future Opportunities and Risks

- Recommend staffing reductions to reduce expenses
- Use new tools from COVID to reduce travel and meeting expenses
- Assess program goals, benchmarks, revenues and expenses
- AFS can't do it all, need to be more strategic and prioritize services
- Determine annual revenue and expense targets: \$200k net assets/yr?
- Balance member services and annual budget
- Cash flow bottlenecks
- If we can't generate more revenue, we must reduce expenses

FPPC Motions

- **Recommended Motion 1:** Approve the revised Rules and Procedures of the Financial Planning and Procedures Committee (FPPC).
- **Recommended Motion 2:** The Obligated Reserve in the Investment Fund shall be rebuilt over 5 years, beginning in 2021 (see Motion 3) to become sufficient to cover 1 year of AFS operations (based on the average of the previous 4 years).
- **Recommended Motion 3:** Transfer all money from the AFS 2000 Fund, the Publications Endowment Fund, and the Shelby Gerking Continuing Education Program Fund to the Obligated Reserve and close all 3 funds.
- **Recommended Motion 4:** The Executive Director shall include contributions to the Obligated Reserve Fund in the annual budget.

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Attachment B

To: Brian Murphy, *President 2202-2021*

From: Troy Brandt, *Chair, Financial Planning and Procedures Committee*

Date: August 10, 2021

I. Motion Report

- A) **Recommended Motion 1:** Approve the revised Rules & Procedures of the Financial Planning and Procedures Committee (FPPC).
- B) **Minority View:** None
- C) **Background for Motion:** At its 11 September 2020 meeting, the Governing Board established the Financial Planning & Procedures Committee (FPPC) to expand the roles of the Investment Committee. The purpose of the FPPC is to work with AFS staff, the Audit Committee and the AFS Investment Advisor to assess AFS' current and future financial positions and guide AFS leadership on such matters. The FPPC duties include: 1) engage with AFS staff, Investment Advisor and others to provide review, recommendations, and evaluation of AFS finances; 2) develop training for the Management Committee to ensure that members understand and better execute their fiduciary responsibilities; 3) develop more transparent tools for reporting on AFS finances to AFS leadership; 4) help AFS staff assess financial reports; 5) facilitate financial assessments of AFS programs; 6) review new program proposals and strategic plans; and 7) revise the AFS Rules and Procedures as appropriate. Because of its greatly expanded role, the FPPC has fundamentally expanded both the AFS Rules and Procedures documents pertaining to the FPPC. See proposed FPPC Rules and Procedures (attached).
- A) **Recommended Motion 2:** The Obligated Reserve in the Investment Fund shall be rebuilt over 5 years, beginning in 2021 (see Motion 3) to become sufficient to cover 1 year of AFS operations (based on the average of the previous 4 years).
- B) **Minority View:** None
- C) **Background for Motion:** The Obligated Reserve is a component of the Investment Fund. The goal for the Obligated Reserve is to equal a one-year Operating Budget, which is based on the average Operating Budget over the preceding four years. The Obligated Reserve will provide AFS with a financial buffer and serve as a source of stable investment income into the future. Because AFS has drawn down the Unrestricted Funds portion of the Investment Fund to support new and existing programs over the past 5 years, rebuilding the Unrestricted Funds to achieve the Obligated Reserve goal may take 5 years. After the Obligated Reserve achieves a value equivalent to a one-year Operating Budget, the spending policy for the Obligated Reserve shall be based on the accumulation of capital exceeding the one-year Operating Budget. Target payouts from the Obligated Reserve shall be up to 50% of the Obligated Reserve's income at the end of the calendar

year. The remaining 50% of the Obligated Reserve's income shall remain in the Investment Fund. Once the Obligated Reserve's target value is achieved, it should track with the four-year averaged Operating Budget.

- A) **Recommended Motion 3:** Transfer all money from the AFS2000 Fund, the Publications Endowment Fund, and the Shelby Gerking Continuing Education Program Fund to the Obligated Reserve and close all 3 funds.
 - B) **Minority View:** None
 - C) **Background for Motion:** No monies have been withdrawn from these funds over the past 6 years and the Auditor recommended moving at least one of them from Restricted Funds (see Auditor's report and Audit Committee report). Doing so in 2021 would begin replenishing the Obligated Reserve without affecting the 2021 budget.
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- A) **Recommended Motion 4:** The Executive Director shall include contributions to the Obligated Reserve Fund in the annual budget.
 - B) **Minority View:** None
 - C) **Background for Motion:** To support the annual operating budget over the past 6 years, AFS has reduced its unrestricted net assets from over \$3 million in 2015 to \$685,000 as of December 31, 2020. Other one-time capital infusions have also been used to support the annual operating budget. At its current spending rate, AFS would draw down the remaining Unrestricted Reserves by mid-2022 (see Audit Committee report) if not for the AFS line of credit. The goal for the Obligated Reserve is to equal a one-year Operating Budget, which is based on the average Operating Budget over the preceding four years. The Obligated Reserve will provide AFS with a financial buffer and the Obligated Reserve will serve as a source of stable investment income into the future. Because AFS has drawn down the Unrestricted Funds portion of the Investment Fund to support new and existing programs over the past 5 years, rebuilding the Unrestricted Funds to achieve the Obligated Reserve goal may take 5 years. To do so will require financial planning and programming that is incorporated into the annual budget.

II. Activity Report

A) Charge or Annual Program of Work

At its 11 September 2020 meeting, the Governing Board established the Financial Planning and Procedures Committee (FPPC) to expand the roles of the Investment Committee. Because of its greatly expanded role, the FPPC has fundamentally expanded both the AFS Rules and Procedures documents pertaining to the FPPC. See proposed FPPC Rules and Procedures (attached).

The FPPC members include Troy Brandt (Chair), Anthony Siniscal and Bob Hughes (Western Division), Desmond Kahn and Mike Celestino (Northeastern Division), Martin Hamel (Southern Division), Nathan Lederman (Northcentral Division), Tim Copeland (Audit Committee), and Dan Cassidy (AFS Deputy Director).

B) Annual Financial Report *(where appropriate)*

The Investment Committee generated no revenue nor expenses in 2021.

C) Summary of Outcomes and Accomplishments *(fill in tables below as applicable to your unit; based on 2020-2025 Strategic Plan)*

Strategy 1. Organize and sponsor forums to present new findings and exchange ideas

Activity	Description	Number of Attendees
Meetings	Quarterly Google meetings to review investment account and draft FPPC Rules and Procedures	6-9
Other	Additional Google meetings to discuss investment account management and FPPC Rules and Procedures	3-6

Strategy 15. Periodically review constitution, bylaws, and procedures manual and revise using appropriate procedures as necessary.

Type of Review	Frequency	Comments
Revise FPPC rules, and procedures	Bi-monthly	See attached proposed FPPC Rules and Procedures

Attachment C – Gerking Fund Background

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August 6, 1998

TO: William W. Taylor, President, American Fisheries Society
FROM: Tom Coon, Chair, Continuing Education Committee
SUBJECT: 1998 Annual Report to the Governing Board

Action requested: Review and approval of proposed Shelby D. Gerking/American Fisheries Society Continuing Education Program.

Recommended motion: Adoption of the Shelby D. Gerking/American Fisheries Society Continuing Education Program as described in attached proposal, and assignment of implementation tasks to the Continuing Education Committee.

Committee charge: To encourage and support continuing education opportunities to maintain high professionalism among American Fisheries Society (AFS) members and other fisheries workers. The goal of the Continuing Education Committee is to make at least one appropriate continuing education opportunity available to each AFS member annually. In addition, in the current year, the Committee was charged with developing five workshops that could be marketed by AFS to any potential user groups, including AFS subunits and non-AFS entities.

Activities:

1) Development of Society-wide CE workshops

The Committee has begun work on four possible CE workshops that would be offered as AFS marketed courses. These include two that were previously developed by subunits: one on new technologies for data acquisition and analysis (Doug Beard, leader), and one on genetics in fisheries management (Eric Hallerman, leader). Others on habitat measurement, assessment and management techniques have been proposed but are not developed. One on stream habitat measurements is a logical follow-up to the manual being developed under leadership by Mark Bain, and funded by U.S. Fish and Wildlife Service Federal Aid Administrative Funds. The content and staffing of the computer applications workshop and the fish genetics workshop have been completed and are currently being prepared for marketing through AFS staff.

2) Development of Shelby D. Gerking Continuing Education Workshop Program

The Committee has worked with Marilyn Brown and President Taylor to develop a proposed workshop series that would be named for the late Dr. Shelby D. Gerking and would be funded in part by memorial funds raised in Dr. Gerking's honor. A copy of the

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proposal is attached. The intent of this program is to foster enhanced continuing education opportunities for all members of AFS by developing high quality continuing education courses that would be marketed throughout the U.S. and Canada and would be available for offering in association with AFS subunit meetings or as stand-alone meetings.

3) All CE course proposals submitted have been reviewed and processed for approval. The following courses have been approved since 1 August, 1997:

- a) Leadership in an Era of No Easy Answers: How Adaptive Ecosystem Management Helps Create New Possibilities. Proposed by University of Minnesota for presentation at the 59th Midwest Fish and Wildlife Conference. Approved for a short (0.7 CEU) and a longer (1.1 CEU) version.
- b) Watershed Restoration and Protection. Proposed by Minnesota Chapter. Approved for 1.1 CEU.
- c) Public Professional Values in Fisheries Management. Proposed by Virginia Chapter. Approved for 0.3 CEU.
- d) Natural History and Management of Oregon's Desert Fishes. Proposed by Oregon Chapter. Approved for 2.0 CEU.
- e) Leave No Trace - Train the Trainers. Proposed by U.S. Bureau of Land Management and National Outdoor Leadership School. Approved for 2.0 CEU.
- f) Introduced Aquatic Species. Proposed by Virginia Chapter. Approved for 0.5 CEU.

4) Development of policy for revenue sharing for joint subunit - AFS CE workshops

The Committee has identified a need for a Society policy to address distribution of revenues in excess of costs for CE workshops that are developed by one or more subunits and are then marketed internationally by AFS. If one or more subunits fund the development and initial offering of a workshop that is then marketed by AFS (including advertising, handling arrangements and registration for the course), the subunits should benefit from their initiative and productivity by sharing in any revenues that are generated by AFS-marketed offerings of the workshop in excess of the cost of presenting the workshop. The proposed subcommittee for developing the Shelby D. Gerking/AFS Continuing Education Program will need to consider this as they develop the program.

5) Develop listing of courses for July issue of *Fisheries*

The Committee worked with Marilyn Brown to develop the list of continuing education courses that was published in the July, 1998 issue of *Fisheries*.

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Draft Proposal - August 6, 1998
Shelby D. Gerking/American Fisheries Society
Continuing Education Program

I. Summary of Need

Individuals in a variety of professions are experiencing a growing need and desire for professional development opportunities. The learning process is no longer viewed as being completed upon finishing a higher education course of study. The growing trend is a commitment towards pursuit of life long learning. This certainly is true among fisheries professionals, as shown by several surveys of fisheries professionals by the American Fisheries Society. The Professional Education and Training Subcommittee of the Education Committee of the International Association of Fish and Wildlife Agencies highlights the importance of these needs in the rationale for their strategic plan: "Clearly there is a crisis coming as we lose a generation of employees. Not only must we prepare to fill upper management positions and those vacated by promotion, we also must train all personnel on how programs work and how to interact with constituents." Further, fisheries agencies leaders have expressed a need for help in retraining and retooling their staffs to cope with new management paradigms and objectives, such as landscape and watershed scale management efforts, protection and management of non-game species, and protection of genetic diversity among wild fish populations. These needs are critical at local, state/provincial, regional, national and international levels.

These challenges are reflective of a general diminished expectation of job permanence and security among employees. However, in several studies of continuing education needs, employees have expressed greater overall job satisfaction when offered continuing education opportunities. Employees gain empowerment over their careers by continuously updating their skills through professional development. By ensuring up-to-date and current knowledge, individuals are able to advance their careers regardless of marketplace changes.

One of the long-range goals of the American Fisheries Society is to be its members' primary resource for professional development. To date, much of the service provided by the Society has been conducted at the local or state/provincial level, and with little coordination at the international level. The goal of the Shelby D. Gerking/AFS Continuing Education Program is to foster greater coordination of continuing education for fisheries professionals across North America and to promote effective and needed continuing education opportunities at local, regional, national and international levels.

II. Background on AFS

The American Fisheries Society (AFS), founded in 1870, is the oldest and largest professional society representing fisheries scientists. Its current membership currently exceeds 9,000. AFS promotes scientific research and enlightened management of resources for optimum use and enjoyment by the public. It also encourages a comprehensive education for fisheries scientists and continuing on-the-job training. The AFS publishes some of the world's leading fisheries research

journals: the Transactions of the American Fisheries Society ; North American Journal of Fisheries Management ; The Progressive Fish Culturist ; The Journal of Aquatic Animal Health, and Fisheries. It organizes scientific meetings where new results are reported and discussed. In addition to these primary functions, the Society has many other programs in areas such as professional certification, continuing education, international affairs, public affairs and public information.

III. Biography of Dr. Gerking

The Shelby D. Gerking Continuing Education Workshop Program is established in memory of this treasured long time AFS volunteer leader. Dr. Gerking was an early leader in the promotion of continuing education opportunities for AFS members, beginning this work in the early 1970's. Dr. Gerking served as AFS President from 1986-1987. Dr. Gerking elevated the mission of continuing education within the American Fisheries Society during his tenure as a Society officer by introducing the first workshops offered in the program for the annual meeting of the AFS in Winston-Salem, North Carolina in 1986. In addition, he appointed the first *ad hoc* committee on Continuing Education for the Society, which eventually led to the adoption of a standing committee on continuing education in the Society. These initiatives remain an integral part of the AFS mission. One unanticipated outcome of his promotion of continuing education was the growth of continuing education opportunities provided at the chapter and section level within AFS. In addition to his contributions to continuing education in the AFS, he also served the Society by his diligent work on numerous committees and was awarded the prestigious American Fisheries Society Award of Excellence in 1994. In addition, Dr. Gerking held the distinction of Certified Fisheries Scientist.

IV. Program Objectives

The purpose of the Shelby D. Gerking/AFS Continuing Education Program is to foster greater coordination of continuing education for fisheries professionals across North America and to promote effective and needed continuing education opportunities at local, regional, national and international levels. In order to achieve this goal, the program is designed to achieve the following objectives:

A. Increase overall opportunities for professional development and facilitating access for all fisheries professionals in North America.

Dr. Gerking's longstanding interest in increasing opportunities for professional development will be realized through this program. It was his hope that all AFS members would have ready access to continuing education opportunities. A roster of traveling continuing education workshops will be created and launched through this program. These-on-the-road continuing education courses will be available for presentation at locations convenient to foster the greatest member attendance. Although many AFS chapters and sections currently sponsor continuing education workshops, many of these have a local or regional emphasis. The Gerking program will feature programs that have relevance and importance to fisheries professionals across the North American continent,

and will feature speakers and presenters who have been recognized internationally for their expertise and excellence as educators.

B. Offer high quality courses

Courses in the workshop series will be selected based on documented need and will conform to stringent educational criteria. Only workshops of exceptionally high value and educational standards will be included in the Shelby D. Gerking/American Fisheries Society continuing education program. Secondly, courses selected will be marketed solely by the American Fisheries Society. In the case that the course was developed by multiple parties, donation of the rights to the course to American Fisheries Society will be required. This donation will be acknowledged in marketing materials. Courses for the series will be selected through a course proposal process, evaluated by the Continuing Education Committee, and approved by the Society.

C. Provide a conveniently packaged educational product for units to host

The program provides a convenient educational package for units within the American Fisheries Society to bring to their meetings. The high caliber courses offered through the program will be available individually or as part of a package. American Fisheries Society chapters, divisions and sections will greatly benefit from being able to host a "packaged" educational product. The Society will market the courses, recruit students for these courses, and manage the local arrangements for the course offering. Thus, local volunteer time and effort will not need to be allocated to development and production of a continuing education course. The high caliber educational standards associated with this series will also promote overall meeting attendance for events with which the workshops are presented.

D. Provide an overall benefit to the fisheries profession and recruit members to the AFS

Fisheries and natural resource agencies, both governmental and non-governmental, are strong potential venues for this program. One important strategy for successfully launching this program will be marketing directly to these organizations. Presentation of the workshop series in these venues will provide a dual benefit of increasing continuing education opportunities on a profession-wide basis and introducing the value of AFS to individuals who may wish to consider membership in the Society.

E. Satisfy a timely need for increased continuing education opportunities

Launching this program could not be more timely! AFS members are now looking forward to the 7/1/98 implementation date of the revised certification program. A primary modification in the program is the addition of professional development criteria in both the application and renewal processes. Accumulating professional development quality points in several areas will be required on a recurring basis. Participation in the workshop series will assure members of opportunity to earn these points.

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F. Increasing the financial well being of AFS

This program is expected to become an important source of non-dues revenue for the Society. The workshop series annually will be comprised of at least three continuing education classes offered by the American Fisheries Society. All marketing materials for the workshop series will honor Dr. Gerking by carrying the full name of the workshop series: "The Shelby D. Gerking American Fisheries Society" Continuing Education Workshop Program.

V. Implementation and Evaluation

The Shelby D. Gerking American Fisheries Society Continuing Education Workshop Program will be implemented by staff and member volunteers of the American Fisheries Society. The Continuing Education Committee of the AFS will establish a subcommittee to develop procedures and standards for determining continuing education needs from members and agencies, for soliciting and reviewing course proposals, for marketing the courses to members, subunits and agencies, and for evaluating courses and the overall program. AFS staff will work with the subcommittee to facilitate administration of the program and to develop funding sources for the program.

VI. Fund-Raising Plans

In addition to program implementation needs, there is a need for developing funding for the Gerking program so that it can be initiated and remain sustainable on a long-term basis. A subcommittee of the Continuing Education committee should be appointed to develop a fund-raising and financial plan for the program. Staff support will be needed to facilitate and carry out this planning effort.

VII. Timeline

Key milestones in the development of this program include:

- August, 1998 Review and adoption of program proposal by AFS Governing Board
- 1998 - 1999 Development of implementation and evaluation plan by a subcommittee of the Continuing Education Committee, with a report provided at the mid-year meeting in March, 1999 and a final plan submitted to the AFS Governing Board at its annual meeting in August, 1999.
- Development of fund-raising plan for the program by a subcommittee of the Continuing Education Committee, with a report provided at the mid-year meeting in March, 1999 and a final plan submitted to the AFS Governing Board at its annual meeting in August, 1999. Report should include a prioritized list of potential sources of funding for the program.
- 1999 - 2000 Initial invitation for course proposals from AFS members and subunits issued in September, 1999, with a deadline of December, 1999.

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Review of proposals and adoption of up to three course proposals for offering in 2000.

Marketing of new courses to AFS members, subunits, and fisheries agencies.

Administration of course offerings by AFS staff

Submission of at least three proposals for funding from individuals and foundations or other entities that may provide funding for the program.

VIII. Prospect Foundations

To date, no foundations have been targeted for fund-raising efforts for this proposal. One of the responsibilities for the fund-raising subcommittee will be to research potential Foundations and set priorities for which funding sources should be solicited for support of this program.

For now, funds for the program are originating from donations given in memory of Mr. Shelby Gerking. Donations may be sent to the attention of the Shelby D. Gerking American Fisheries Society Continuing Education Program at 5410 Grosvenor Lane, Bethesda MD 20814-2199.

DRAFT