



# American Fisheries Society

## *Western Division*

President Todd Pearsons, President-Elect Dan Brauch, Vice-President Laurie Earley, Secretary-Treasurer Travis Rehm,  
Past-President Dan Dauwalter, Student Representative Emily Chen

### **Executive Committee Mid-Year Retreat: Friday-Saturday, October 16-17, 2020**

**Team's Meeting Link to be Sent Separately**

**Location: Virtual**

### **Notes**

**Friday, October 16, 12:00-4:00 PM PT, 1:00-5:00 PM MT**

Participants:

- Todd Pearsons, WD President
- Dan Brauch, WD President-Elect
- Laurie Earley, WD Vice-President
- Dan Dauwalter, WD Past President
- Travis Rehm, WD Secretary-Treasurer
- Emily Chen, WD Student Representative
- Peter Stevens, OR Chapter
- Dave Lentz CA-NV Chapter
- Stephanie Quinn-Davidson, AK Chapter
- Jim White, CO-WY Chapter
- Ryan Hardy, ID Chapter (Friday Only)
- Sarah Seegert, UT Chapter
- Paul Spruell, WA-BC Chapter
- Lisa Eby, MT Chapter
- Alton Livingston, AZ-NM Chapter
- Tim Copeland, ID (Saturday Only)

### **Roll call**

### **Determination of quorum (majority of elected officers, 1/3 Chapters)**

A quorum was present

### **Introductions**

- Introductions by all member of the group were made where individuals of the Excom got to know one another a little better. Everyone stated their name, WDAFS/Chapter role, day job, and some interesting facts about themselves.

[British Columbia](#) • [Yukon](#) • [Mexico](#) • [Alaska](#) • [Arizona](#) • [California](#) • [Colorado](#) • [Idaho](#) • [Montana](#) • [Nevada](#)  
[New Mexico](#) • [Oregon](#) • [Utah](#) • [Washington](#) • [Wyoming](#) • [Western Pacific islands and trust territories](#)

### **Purpose of Mid-Year meeting**

- Todd spoke about the purpose of the WDAFS Excom mid-year retreat. Explaining that it is the time we focus on our planning documents for the coming year (plan of work, mission statement, budget, etc.). The meeting is also an important opportunity to get to know one another. The original meeting was planned for Ogden UT, prior to the COVID-19 pandemic, but is being conducted virtually because of health concerns.

### **Motion: Approve September call notes**

Moved to approve- Laurie

Move to second- Lisa

No one opposed. Notes Approved.

### **WDAFS purpose and Excom roles and responsibilities (Attachment B)**

- Todd shared the WDAFS Excom roles document and discussed our role as WDAFS Excom. He also gave an overview of the October 2020-September 2021 Executive Committee Goals as outlined in the WDAFS Excom roles document:
  1. 100% representation of chapters in monthly ExCom calls, fall meeting, spring meeting, business meeting, and votes (proxies are permissible).
  2. 100% representation of chapters to host a symposium at the WDAFS annual general meeting (facilitator of the symposium could be different than the organizer).
  3. Develop capacity and competence to hold relevant, healthy, and successful Annual Chapter meetings during COVID-19 (e.g., virtual meetings, social distancing, etc.) through shared planning.
  4. Contribute content quarterly to The Tributary (e.g., mine content from Chapter newsletters).
  5. Pursue growth as a leader and multiply leaders within the Chapter.
  6. Pursue opportunities to: a) recruit and invest in diverse emerging leaders, and to b) advance diversity and inclusion objectives of the WDAFS.
  7. Review website and suggest updates by October 30, 2020 and when appropriate throughout the year (e.g., awards) and send corrections to the webmaster (Travis Neebling) with cc's to the President.
  8. Effectively prioritize work to focus on what is most important and to delegate where appropriate.
- There was a brief discussion on a website update/rebrand. Todd asked everyone to give the website a look over and funnel any suggestions to him.

## President's plan of work (Attachment C, E)

- Todd outlined his plan of work during his presidency. The following are his goals over the next year he outlined and the subsequent discussion:
  1. Execute a successful and innovative WDAFS Annual Meeting with the Utah Chapter, May 10-14, 2021.
  2. Maintain a healthy WDAFS budget that addresses financial sustainability, COVID-19 risks, performance, and WDAFS infrastructure investment.
    - There was a discussion on exploring the establishment of a WDAFS officer spending authority to account for changes in the approved budget and increase management efficiencies. The discussion was tabled for tomorrow during budget discussion.
  3. Serve as an effective bridge between the Society and Western Division Chapters.
  4. Facilitate communication among WDAFS officers, WDAFS committees, and Chapters through monthly calls and other appropriate means and to members through the Tributary, website, listserv, social media, and presentations.
  5. Provide meaningful opportunities for WDAFS officers and Executive Committee development and appreciation.
    - Todd stressed the importance of ways to reduce unnecessary work and increase use of talent and meaningful ways to show appreciation for excellent service of officers. His budget proposal will reflect this tomorrow.
  6. As opportunities are available, provide the organizational structure for all members in the Western Division to have formal representation at the Division level.
    - Todd stressed having all membership represented by a Chapter, including Mexico Chapter, Yukon Territories, and Hawaii and Pacific Islands.
    - Stephanie described the issues with getting folks together located in the Yukon territories and the possibility of including those individuals in the AK Chapter.
  7. Prioritize WDAFS committee actions and outcomes.
    - Todd talked about having greater integration between WD committees, WD Excom and the Chapters.
  8. Enhance scientific credibility and influence of fisheries professionals and protect our important niche of broadly communicating and applying fisheries and aquatic sciences.
    - Jim spoke to the need to add language that we are trying to communicate to the public. Todd added that he not only would like to communicate with the public, which has been lacking in the past, but also decision and policy makers as well.
  9. Build upon Diversity and Inclusion objectives

- Todd spoke about the importance of quantifying goals for diversity and inclusion and developing a monitoring plan.
- The group discussed using the Hutton program as a recruitment tool for younger members.

#### 10. Develop concise mission and vision statements of the WDAFS

- The group discussed development of new logo associated with AFS rebranding effort. Dave added that the logo was adopted in 2000 and has served to Division for 20 years.

#### **Motion: President's plan of work**

Moved to approve- Dan D.

Move to second- Dave

No one opposed. Plan of work Approved.

#### **Break 1:53- 2:05 PM**

#### **Activity – Favorite fish.**

- The group had 30 seconds to draw their favorite fish with their non-dominant hand. The following are the species that each individual drew.
- |                                       |                             |
|---------------------------------------|-----------------------------|
| • Jim: Bluehead Sucker                | • Stephanie: Chinook Salmon |
| • Dave: Golden Trout                  | • Ryan: White Sturgeon      |
| • Dan B.: Kokanee Salmon              | • Emily: Garibaldi          |
| • Lisa: Sculpin                       | • Laurie: Summer Flounder   |
| • Paul: Bull Trout                    | • Todd: Oregon Chub         |
| • Sarah: Bluehead Sucker              | • Pete: White Sturgeon      |
| • Travis: Yellowstone Cutthroat Trout | • Alton: Desert Pupfish     |
| • Dan D.: Rainbow Darter              |                             |

#### **WDAFS Mission and Vision statements (Attachment D)**

- Todd outlined the WDAFS Mission/Vision Statement documents. He opened it up for comments/discussion noting that he did not want to vote on the document but would like discussion and feedback.
- Peter said when he reviewed the document he liked the statements that tied in with the Society's statement but also had the ability to stand alone. He voiced concerns that the

first couple lines just mirror the Society and it would be useful to have a more standalone statement.

- Dan D. said he would like to see the slogan incorporate communication of fisheries science. Dan D. suggested putting three separate mission statements together that Todd would compile. The group would provide suggested statements to Todd by March 31 and be able to vote on the statements during the next Excom call.

### **Student activities and colloquium**

- Emily spoke about the use of the WDAFS Instagram account to promote student activities. She has started a student sub-unit spotlight on the account and so far followers of the account have been engaged with the spotlight.
- Emily outlined this year's student colloquium. It will be a two day event on November 13-14<sup>th</sup>.
  - A meeting is scheduled with all student sub-unit Presidents, with the focus of discussing their respective successes and failures. Student recruitment is a main topic of the colloquium.
  - Emily plans on having a job marketing panel and opportunity for students to give presentations. She also plans on hosting fish trivia again this year.
  - Emily is currently working on prizes for students. She inquired if anyone had leftover AFS items they would be willing to donate as prizes.
  - This year Emily is looking to expand the colloquium beyond WD students. No affiliation with AFS is needed to attend.

### **Break 2:58-3:10 PM**

### **Committee purpose and plans**

- Todd reviewed the WD committees and introduced individuals he selected as chairs for these committees.
- NFC: Salvelinus Confluentus Curiosity Society, Databasin – Climate
  - Chairs: Tim D'Amico and Luke Shultz
- Diversity & Inclusion
  - Chair: Cheyenne Owens
  - Cheyenne took a new job and is looking for someone within the D&I committee to takeover for her in the near future.
  - Laurie spoke about developing a Western Division group for women focusing on mentorship and support. She talked about getting a podcast together focused on women in fisheries.
- Early Career Professional
  - Chair: Alexander Tasoff

- Currently working on a webinar series for ECP and focusing on retention of young members.
- Resource Policy and Environmental Concerns
  - Chair: Bob Hughes
  - Looking into a more strategic approach at how we invest our time and become more proactive opposed to reactionary.
- Financial Sustainability
  - Chair: Troy Brandt

### **Officer committee engagement – call attendance, etc**

- Todd outlined his desire that an officer will be connected to each committee and be able to report back to the Excom on monthly calls.

**Action Item:** Todd will send out an email discussing what officers he would like to engage in each committee.

### **WDAFS long-term goals discussion**

- Todd discussed setting goals that would span multiple officers, not just focusing on a year at a time. Additionally, with membership levels being relatively flat for some time he discussed AFS focussing on other sources of revenue (meeting hosting, grants, etc.).
- Laurie added that CA-NV Chapter has tailored goals and objective along with the society's strategic plan. Keeping the goals and objectives with each president in line with the Society. Peter added OR Chapter has does the same.
- Todd postulated on setting goals longer than 5 years for issues that require more time (climate change, D&I, etc.)

**Tributary Publication Dates:** March 15<sup>th</sup>, June 15<sup>th</sup>, September 15<sup>th</sup>, December 15<sup>th</sup>; Content Submission Deadlines: March 1, June 1, September 1, and December 1

- These are the dates the Tributary is planning on being released. Along with deadlines for content for the respective publication dates: 4 issues per year with submission deadlines the 1<sup>st</sup> of the publishing month.
- Todd discussed the likelihood of having themed issues. Dan D. asked about December issue theme and Todd responded with “goal setting”.

### **Activity**

Todd organized an activity by asking how and why everyone got into the fisheries field.

### **4:10 PM Adjourn**

**Saturday, October 16, 12:00-4:00 PM PT, 1:00-5:00 PM MT**

**Roll call**

**Determination of quorum (majority of elected officers, 1/3 Chapters)**

A quorum was present

**Introductions** – name, most unusual or favorite hobbies

**Treasurer's briefing (Attachment F)**

- Travis gave an orientation on the balance-by-month sheet and in-depth review of Balances-by-Month.
- He also spoke about past years income and expenditures and the budgeted vs. actual values.
  - Many of the year's actual expenditures exceeded budgeted values and the Division rode the wave of revenue when the Division hosted the Society level meetings.
- Status of virtual meeting income (expectations) was discussed by the group.

**Financial sustainability plan (Attachment G)**

- Dan D. gave an overview of the financial sustainability plan he and Troy put together. The basis of the plan is to provide guidance of how the Division invests and creates budgets. The plan explains how to lay out annual budget proposals and provides 3 year averages of income and expenditures.
- Financial Sustainability Plan sections include:
  1. Introduction
  2. Financial Sustainability Goals Statement
  3. Annual Budget
  4. Financial Sustainability Plan
- New programs/grants/scholarships/awards should be accompanied by a legacy document indicating the purpose, origination, timeline, and end date.
- Dan D. also gave an overview of the investment policy portion of the document. The plan explicitly states how the investment fund should be used. The investment account is not intended to provide financial relief to the operating budget.
- ExCom should consider investment account disbursements in the first quarter of the subsequent calendar year.
- Investment Policy Sections include:
  1. Investment Policy Goals Statement

British Columbia • Yukon • Mexico • Alaska • Arizona • California • Colorado • Idaho • Montana • Nevada  
New Mexico • Oregon • Utah • Washington • Wyoming • Western Pacific islands and trust territories

2. Unrestricted and Restricted Long-Term Reserve Funds
3. Disbursements from the Investment Account

- Motion: Approve financial sustainability plan

Moved to approve- Lisa

Move to second- Jim

Discussion:

- Laurie suggested using a 4 year average in plan to make sure a Society meeting is always incorporated. Peter said the OR Chapter is using 3 year averages and they have been working very well.
- Peter also stated that these are guidelines and that Excom has the ability to deviate from the plan. The financial sustainability plan provides handrails for good governance.
- Tim said the Society ran into issues with most assets in restricted funds. Saying an auditor recommended not having over 50% of funds being restricted.
- A vote was held with plans to bring the plan back with comments from Tim and Laurie for updating the next draft.

No one opposed. Financial sustainability plan approved.

## **Break 1:28-1:40**

### **Activity**

- Todd led an activity where each group member described their leadership and followership style in a few words.
  - Dan D. - Leadership style: Democratic, Followership style: Coaching
  - Dan B. - Leadership style: Democratic, Followership style: Democratic
  - Travis - Leadership style: Democratic, Followership style: Democratic
  - Laurie - Leadership style: Democratic, Followership style: Democratic
  - Emily - Leadership style: Democratic, Followership style: Coaching/Directive
  - Tim - Leadership style: Democratic, Followership style: Visionary
  - Dave - Leadership style: Coaching, Followership style: Visionary/Directive
  - Lisa - Leadership style: Coaching/Democratic, Followership style: Visionary/Coaching
  - Jim - Leadership style: Visionary, Followership style: Affiliative
  - Paul - Leadership style: Conesus Building/Directive, Followership style: Directive
  - Sarah - Leadership style: Coaching/Visionary, Followership style: Directive

- Stephanie: - Leadership style: Reluctant Visionary, Followership style: Coaching
- Todd: - Leadership style: Visionary, Followership style: Visionary

### **Annual budget approval (Attachment H)**

- First Todd started by going through the “principles” of the WDAFS budget.
  - Align expenditures with WDAFS priorities and performance so that financial investments in WDAFS initiatives achieve the best suite of desired outcomes.
  - The budget should be consistent with the Financial Sustainability Plan.
  - Evaluate officer travel to Chapter annual meetings relative to health and financial risks.
  - Prioritize expenditures that advance WDAFS mission (benefits the many) while also having the possibility to generate income.
  - Attempt to convert long-term scholarships to endowments.
  - Explore establishment of a Presidential/officer spending authority to account for changes in the approved budget (e.g., communications) and increase management efficiencies.
- Todd went row by row through his proposed budget.
  - Language on Line 7 (estimate 2.5%) was removed from UT meeting income portion, being a holdover from past WD Presidents.
    - Todd and Dan D. explained we have a head start on sponsorships with WA-BC sponsors rolling over from last year (~\$6,500).
  - Dan D. stated that the investment account grew by ~\$25,000 during his term as president and under the new FSP (50% of investment account gains will be income) line 16 looks to be right where it should.
  - Travis added that line 10 (interest income) should be zero. Our checking account is a 0% account and there is no revenue gained from that line. Line 10 was changed to \$0.
  - Todd explained that line 48 (Travel grant: Indigenous Peoples) is a new line that is targeting at D&I within WDAFS. This tracks with his plan of work approved yesterday.
  - Todd added a lifetime membership to AFS for the president’s gift on line 84.
  - Travis said he wanted to clarify the student colloquium line \$482 rollover. Emily said she is shooting for ~\$500 for the 2020 colloquium and 2021 should have ~\$1000 line 60.
  - A discussion was had by the group on how service to WD Excom and Chapters was rewarded. Paul said that he is the last WA/BC president that will receive a lifetime membership to AFS as part of the incentive for serving his term of service. Laurie said CA-NV covers officer’s memberships during service. Stephanie says AK Chapter gives a plaque.

- Paul suggested having the Division and Chapters share the cost of the lifetime membership for the past president.
- Line 83 was increased to \$300 to pay for shipping cost of awards/plaques.
- Emily suggest being more specific when we solicit for small project grants for actual small projects.
- A group discussion was had on the 3 year average income and operating costs and keeping them in line with the recently approve FSP.
- A discussion was had on row 16 and no one was opposed to keeping it as is.
- A discussion was had on line 84 and Peter suggested revering the line back to \$200 with the uncertainty of the financial picture and Todd added we could bring the lifetime membership up at a later date. Line 84 was reverted to \$200.

### **Motion: Approve Amended Annual Budget**

Moved to approve- Paul

Move to second- Lisa

No one opposed. Annual Budget approved.

### **Future WDAFS Meetings**

- Todd outlined upcoming WDAFS meetings
  - 2021: Virtual, May 10-14, 2021
  - 2022: Spokane, Washington, August 14-18, 2022 (Joint with AFS)
  - 2023: Boise, Idaho, May 7-11 2023
  - 2024: Honolulu, Hawaii, September 12-19, 2024

### **Baltimore 150<sup>th</sup> Celebration and Displays**

- Dan B. gave an update on the 150th celebration and displays. He showed the group a trailer video he put together to commemorate the milestone.
- Dan B. asked for Chapters that had yet to provide videos to send clips to him. He would like to incorporate some marine videos as well. Stephanie said she could put Dan in contact with individuals that could get him some more videos.

**Action Item:** Stephanie put Dan B. in contact with individuals that could provide video clips for 150<sup>th</sup> celebration.

- Paul asked Dan B. when his deadline for video submissions is. Dan B. said he would like to have them a month before the first Chapter meeting but at the latest by the end of the year.

**Chapter Business** – Highlight topics of benefit to other chapters or that you need advice from ExCom (Chapter presidents)

British Columbia • Yukon • Mexico • Alaska • Arizona • California • Colorado • Idaho • Montana • Nevada  
New Mexico • Oregon • Utah • Washington • Wyoming • Western Pacific islands and trust territories

- Virtual meeting platforms were discussed by the group for Chapter meetings. Sarah suggesting developing request for estimate and Jim added he is also interested in this. Todd said that they are planning to get one for WD meeting and will share with the group (Confex). The idea of cost savings due to many meetings being held with the same platform would be a great idea.
- Paul suggested the possibility of paring more Chapters meetings together (e.g. MT, ID, and WA-BC, Northern group).
- Tim suggested putting some time allocated to discuss this further. Suggesting having a WD Excom call specifically to discuss. Sarah also asked for a dedicated call. Todd says it's hard till we get a response for confex but it will be a standing item on the Excom call agenda.
- Todd asked Chapters to compile what they want in a virtual meeting and send to Sarah. They will compile and be able to send to confex for a quote (within 2 weeks).

**Action Item:** Chapters compile what you would like to see in a virtual meeting and send to Sarah (within 2 weeks)

### Miscellaneous and New Business

- Todd brought up the issue of phishing scams over the time of turnover and asked everyone to be aware and on the lookout.
- Email management and communications: Todd also spoke on keeping a balance of information and choking people email inboxes.

### 4: 19 PM Adjourn

#### Attachments:

- A. Agenda
- B. WDAFS Excom roles
- C. President's Plan of Work
- D. WDAFS Mission and Vision Statement
- E. WDAFS D&I Poster
- F. September Balances
- G. Financial Sustainability Plan
- H. Proposed Budget (2020-2021)
- I. Procedures Manual

### Action Items

- **Action Item:** Todd will out email discussing what officers he would like to engage in each committee.

British Columbia • Yukon • Mexico • Alaska • Arizona • California • Colorado • Idaho • Montana • Nevada  
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- **Action Item:** Stephanie put Dan B. in contact with individuals that could provide video clips for 150<sup>th</sup> celebration.
- **Action Item:** Chapters compile what you would like to see in a virtual meeting and send to Sarah (within 2 weeks).
- **Action Item: Send edits and alternative WDAFS mission/vision statements to Todd by October 31**



# American Fisheries Society

## *Western Division*

President Todd Pearsons, President-Elect Dan Brauch, Vice-President Laurie Earley, Secretary-Treasurer Travis Rehm,  
Past-President Dan Dauwalter, Student Representative Emily Chen

### **Executive Committee Mid-Year Retreat: Friday-Saturday, October 16-17, 2020**

**Team's Meeting Link to be Sent Separately**

**Location: Virtual**

### **AGENDA**

#### **Friday, October 16, 12:00-4:00 PM PT, 1:00-5:00 PM MT (Purpose and Plans)**

- 12:00 PM Roll call (5 min)
  - Determination of quorum (majority of elected officers, 1/3 of Chapters)
- 12:05 PM Introductions – name, WDAFS/Chapter role, day job (All)
- 12:10 PM Purpose of Mid-Year meeting (Todd)
- 12:15 PM WDAFS purpose and Excom roles and responsibilities (Attachment B)
- 12:30 PM President's plan of work (Todd and all; Attachment C, E)
- 1:20 PM BREAK
- 1:35 PM Activity – Favorite fish (need sheet of paper and thick marker or crayon)
- 1:50 PM WDAFS Mission and Vision statements (Todd and all; Attachment D)
- 2:30 PM Student activities and colloquium (Emily)
- 2:45 PM BREAK
- 3:00 PM Committee purpose and plans
  - NFC: [Salvelinus Confluentus Curiosity Society](#), [Databasin](#) - Climate
  - Diversity & Inclusion
  - Early Career Professional
  - Resource Policy and Environmental Concerns
  - Officer committee engagement – call attendance, etc
- 3:25 PM WDAFS long-term goals discussion
- 3:45 PM Tributary Publication Dates: March 15<sup>th</sup>, June 15<sup>th</sup>, September 15<sup>th</sup>, December 15<sup>th</sup>; Content Submission Deadlines: March 1, June 1, September 1, December 1 (themed issues)
- OPEN or Activity

- 4:00 PM Adjourn

**Saturday, October 16, 12:00-4:00 PM PT, 1:00-5:00 PM MT (Budget**

- 12:00 PM Roll call (5 min)
  - Determination of quorum (majority of elected officers, 1/3 of Chapters)
- 12:05 PM Introductions – name, role, most unusual or favorite hobbies (All)
- 12:20 PM Treasurer’s briefing (Travis R.) (Attachment F)
  - Budget orientation and in-depth review of Balances-by-Month
  - Status of virtual meeting income (expectations), etc
- 12:35 PM Financial sustainability plan (Dan D./Troy; Attachment G)
  - Motion: Approval of plan
- 1:00 PM Activity
- 1:20 PM BREAK
- 1:35 PM Annual budget approval (Todd)
  - 2020-2021 Proposed budget (Attachment H; yellow Tab: Proposed Budget)
    - Discussion of principles and various budget items
  - Motion: Approval of budget
- 2:20 AM Future WDAFS Meetings (Everyone)
- 2:25 PM Baltimore 150<sup>th</sup> Celebration and Displays (Dan B.)
- 2:30 PM Chapter Business (5 minutes/Chapter) – Highlight topics of benefit to other chapters or that you need advice from ExCom (Chapter presidents)
  - Montana:
  - AZ-NM:
  - Oregon:
  - Idaho:
  - WA-BC:
  - Cal-Neva:
  - Utah: Ogden 2021
  - Alaska:
  - CO-WY:
  - Yukon:
  - Pacific Islands Chapter (Hawaii 2024; Todd)
  - Mexico: (Todd)
- 2:50 PM BREAK
- 3:05 PM Chapter Business continued
- 3:35 PM Miscellaneous and New Business
  - Scams
  - Email management and communications

- Procedures Manual – (Attachment I)
- Key dates (travel grants, small project grants, awards, officer nominations, meeting notes)
- 3:50 PM Salutation – this is our shot
- 4:00 PM Adjourn

Attachments:

- A. Agenda
- B. WDAFS Excom roles
- C. President’s Plan of Work
- D. WDAFS Mission and Vision Statement
- E. WDAFS D&I Poster
- F. September Balances
- G. Financial Sustainability Plan
- H. Proposed Budget (2020-2021)
- I. Procedures Manual

# WDAFS Executive Committee

## Roles and Responsibilities

**Executive Committee (EXCOM)** from Bylaws and Procedures Manual  
Per Division Bylaws, Section V.,

*“A. The Division Executive Committee shall consist of the five elected officers (President, President-Elect, Vice President, Past President, and Secretary-Treasurer), the President of each Chapter within the Division, and the Student Representative.*

*B. It is authorized to act for the Division between meetings and transact necessary business.*

*C. A quorum for an Executive Committee meeting shall consist of a majority of the elected officers and one-third of the Chapter Presidents (including Student Representative). If unable to attend an Executive Committee meeting, a Chapter President may appoint one of the Chapter officers to represent the Chapter, with full voting rights. If such substitution is made, the Division Secretary shall be notified prior to the meeting.*

*D. The Executive Committee meets in conjunction with the annual Division meeting and approximately midyear between annual meetings. Such meetings are open to Division members.”*

### **EXCOM Decision Making**

The Division EXCOM is authorized to act for the Division between business meetings and to perform other appropriate functions. This decision-making activity may be executed through meetings, conference calls, or email votes. If a Chapter President cannot attend an EXCOM meeting or conference call, the Chapter President may appoint one of the other Chapter Officers to represent the Chapter with voting privileges. Certain issues, such as Bylaw changes, must be brought by the EXCOM before the Division membership for membership approval.

### **October 2020-September 2021 Executive Committee Goals**

- 1) 100% representation of chapters in monthly ExCom calls, fall meeting, spring meeting, business meeting, and votes (proxies are permissible)
- 2) 100% representation of chapters to host a symposium at the WDAFS annual general meeting (facilitator of the symposium could be different than the organizer)

- 3) Develop capacity and competence to hold relevant, healthy, and successful Annual Chapter meetings during COVID-19 (e.g., virtual meetings, social distancing, etc.) through shared planning
- 4) Contribute content quarterly to The Tributary (e.g., mine content from Chapter newsletters)
- 5) Pursue growth as a leader and multiply leaders within the Chapter
- 6) Pursue opportunities to: a) recruit and invest in diverse emerging leaders, and to b) advance diversity and inclusion objectives of the WDAFS
- 7) Review website and suggest updates by October 30, 2020 and when appropriate throughout the year (e.g., awards) and send corrections to the webmaster (Travis Neebling) with cc's to the President
- 8) Effectively prioritize work to focus on what is most important and to delegate where appropriate

**Todd Pearsons**  
**WDAFS President's Plan of Work**  
**September 2020 – September 2021**

**(Bolded statements are special areas of emphasis)**

1. Execute a successful and innovative WDAFS Annual Meeting with the Utah Chapter, May 10-14, 2021
  - a. Plan for the first entirely virtual WDAFS annual meeting (due to COVID-19 risk and associated perceptions and budget risks)
  - b. Develop specific quantitative goals and outcomes for the meeting that will help to build upon current and future meeting successes
  - c. Improve meeting engagement through diversifying communication approaches (e.g., debate, interview, video, photography, speed presentations, etc.)
  - d. Explore ways to engage the public in the meeting (e.g., evening session, film festival)
  - e. Support the Utah Chapter to make the meeting a success and embrace the personality of the Utah Chapter as well as the location of the meeting
  - f. Encourage each WDAFS Chapter and Committee to host a symposium and include 150<sup>th</sup> anniversary WDAFS video so that the meeting is flavored with representation from throughout the whole division
  - g. Communicate and enforce meeting code of conduct
2. Maintain a healthy WDAFS budget that addresses financial sustainability, COVID-19 risks, performance, and WDAFS infrastructure investment
  - a. Develop a budget to protect WDAFS from future financial risk and consistent with WDAFS financial sustainability plan
  - b. Align expenditures with WDAFS priorities and performance so that investments achieve the best suite of desired outcomes, including return on investment
  - c. Explore establishment of a WDAFS officer spending authority to account for changes in the approved budget and increase management efficiencies
3. Serve as an effective bridge between the Society and Western Division Chapters
  - a. Represent WDAFS issues to AFS Governing Board and Management Committee

- b. Communicate AFS issues and opportunities to WDAFS Executive Committee
  - c. Complete WDAFS annual report as part of AFS reporting
  - d. Assist Chapters in benefitting from AFS resources to meet Chapter needs
4. Facilitate communication among WDAFS officers, WDAFS committees, and Chapters through monthly calls and other appropriate means and to members through the Tributary, website, listserv, social media, and presentations
- a. Schedule and host productive monthly conference calls
  - b. Provide opportunity for discussion of future challenges (e.g., COVID-19) and multi-way communication and problem solving that influence all Chapters
  - c. Increase use, exposure, and relevancy of the Tributary and WDAFS website
  - d. Provide content for social media distribution
  - e. Explore ways to improve effectiveness of officer participation at chapter meetings
  - f. Explore ways to improve influence of chapter presidents in WDAFS annual meeting
5. Provide meaningful opportunities for WDAFS officers and Executive Committee development and appreciation
- a. Look for ways to reduce unnecessary work and increase use of talent
  - b. Look for delegation opportunities so that focus can be made on highest priorities
  - c. Provide learning opportunities for leadership development
  - d. Explore meaningful ways to show appreciation for excellent service
6. As opportunities are available, provide the organizational structure for all members in the Western Division to have formal representation at the Division level
- a. Yukon Territories
  - b. Hawaii and Pacific Islands
7. Prioritize WDAFS committee actions and outcomes
- a. Communicate clear priorities, expectations, and goals for the committees
  - b. Encourage opportunities for committees to share progress with WDAFS Executive Committee and membership (e.g., Website, Tributary, monthly calls)
- 8. Enhance scientific credibility and influence of fisheries professionals and protect our important niche of broadly communicating and applying fisheries and aquatic sciences (stay true to our mission)**

- a. Improve identification of science versus personal values/preferences in communications and maintain/enhance scientific integrity for current and future generations (e.g., produce guidance document for website)
- b. Identify when science is being suppressed or bent and explore ways to address the problem
- c. Amplify development, communication, and application of policy relevant science (e.g., identify most important science such as climate change and communicate it to media and others)
- d. Prioritize work efforts on topics that we are uniquely qualified to address and also have strong potential to influence

**9. Build upon Diversity and Inclusion objectives**

- a. Explore development of quantitative goals for diversity and inclusion (what are we aiming at?)
- b. Develop monitoring plan for assessing long-term diversity and inclusion goals within WDAFS to evaluate progress of D&I initiatives
- c. Develop specific approaches for increasing membership, retention, and leadership development of underrepresented groups
- d. Recruit international students to student activities and AFS meetings and connect them to the International Fisheries Committee for continued involvement in AFS
- e. Encourage all chapters to have D&I committees who would then communicate/participate with the Division D&I committee (similar to WDAFS membership committee)

**10. Develop concise mission and vision statements of the WDAFS**

- a. Use statements to help prioritize work, communicate function, set goals, and facilitate unity (e.g., supports rebranding effort)
- b. Post on websites, newsletter, social media, and use slogan on letterheads
- c. Complete by December 1, 2020 so that statements can be used in WDAFS officer's presentations at Chapter meetings and to include in December Newsletter
- d. Explore development of long-term goals for WDAFS that would span multiple officer generations
- e. Explore development of new logo associated with AFS rebranding effort

## **WDAFS Mission/Vision Statements**

**WORKING DRAFT WDAFS MISSION:** The mission of the Western Division of the American Fisheries Society (AFS) is to advance the AFS mission and vision by serving as an effective bridge between the Society and Chapters within the Western Division, promote communication among and support of the Chapters and membership, and be AFS's representative to the Public in the West.

**WORKING DRAFT WDAFS VISION:** We see the Western Division of the American Fisheries Society as an influential and strategic leader and contributor to the Society and Western Division Chapters and fulfilling and expanding its unique fisheries and aquatic science niche within the West. In fulfilling our role successfully, we see effective management of fisheries resources and aquatic ecosystems and esteeming of fisheries professionals.

**WORKING DRAFT WDAFS SLOGAN (for use on letterhead):** Representing, organizing, and developing fisheries and aquatic professionals in the West.

**WORKING DRAFT WDAFS CHALLENGE:** Ignorance of fisheries and aquatic ecosystems is our arch enemy. We will fight against ignorance by communicating science to other scientists, decision makers, influencers, and the Public, and we will advocate for conducting and using science to achieve sound management and policy decisions. We will expose suppression and misuse of science and enhance scientific credibility by attempting to maintain purity of the scientific enterprise. It is our hope that elevating science will help influencers and decision makers to achieve what is best for current and future generations.

**AFS MISSION:** The mission of the American Fisheries Society is to improve the conservation and sustainability of fishery resources and aquatic ecosystems by advancing fisheries and aquatic science and promoting the development of fisheries professionals.

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

## **Background Information about WDAFS Mission and Vision**

### Guidance from the WDAFS Procedures Manual and Bylaws

1. The objectives of the Division shall be those set forth in Article I of the Constitution of the Society, and additional objectives include:
  - A. Provide a forum for the exchange of technical and policy information common to and of interest to the Division membership.
  - B. Promote awareness among Division members, public officials, and the general public of the nature and extent of fishery matters of concern to the Division membership.
  - C. Facilitate the timely exchange of information among Division units, Student Subunits, and Division members.
  - D. Provide a vehicle for the active participation of individual members in Society business and professional activities.

The general purposes and responsibilities of the Division are as follows:

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

8. Promote proper use of aquatic resources by initiating and participating in special projects that increase public awareness, expand participation, improve habitat, and protect fragile resources.

*Mission statements from or about AFS Divisions (for comparative purposes)*

*AFS Website*

The purpose of Division Units is to facilitate communication among members in that geographic region, promote technical communications relevant to that geographic region, and represent that geographic region's members in interactions with AFS and the public.

North Central Division Website

The mission of Divisions within the American Fisheries Society is to advance Society goals by coordinating and complementing Chapter activities related to information exchange, outreach, aquatic stewardship, and governance at a regional level, and to maintain a liaison role with regional resource stakeholders. Divisions serve member needs in large geographic areas by coordinating with provincial and state-level agencies and organizations, and among AFS units, and representing Chapter needs to the AFS leadership (i.e., Society officers, Executive Director, and Governing Board members).

Northeastern Division

The mission of the Division is to:

- advance the conservation, development and wise use of fishery resources for optimum use and enjoyment by all,
- gather and disseminate information on fisheries science and management, and
- promote and evaluate the educational, scientific and technical aspects of the fisheries profession.

Did not detect a mission statement on Southern Division website

# A Rising Tide: Engaging the AFS Community on Diversity and Inclusion

Bekki Waskovich (IDFG, PSMFC), Emily Klein (The Frederick S. Pardee Center for the Study of the Longer-Range Future at Boston University), Larissa Lee (NOAA), Cheyenne Owens (USFWS), Anna Lavoie (Colorado State University)

## Introduction:

The Western Division (WD) Diversity & Inclusion Committee administered a survey to WD members investigating backgrounds, views, and experiences with issues related to **diversity, equity, and inclusion (DEI)**. The purpose of administering the survey was to: 1) **establish baseline membership demographics** for future comparison in order to see if DEI efforts implemented are having a measurable effect on membership demographics; and 2) **establish baseline DEI views and experiences of membership** for future comparison in order to see if DEI efforts implemented are having a measurable effect on members' views and/or experiences. Here, we present initial outcomes from that survey, focusing on the experiences of WD members and their reactions to the importance of DEI efforts.

*"We all bring different perspectives and ideas based on our upbringings and perspectives. **Why would we exclude more ideas?** We are all still struggling to manage fisheries, restore watersheds, and clean up the ocean - **we need all the new ideas and perspectives we can get** - especially those that come from completely different (e.g. non-western) cultural outlooks. In addition, the more inclusive we are regarding cultural/ethnic background, the more **younger kids look to our profession as being possible and interesting.**"*



Word cloud showing the top 10 words in open ended responses to the question - Does diversity and inclusion in the fisheries profession matter to you?

*"I never thought that was an option, mostly because I bought into the stereotypes of white scientists and dark skinned laborers. I think it's important for young people to see a diverse group of scientists so that they won't succumb to the same pitfalls that held me back. **They need to see scientists from all walks of life.**"*

## Methods:

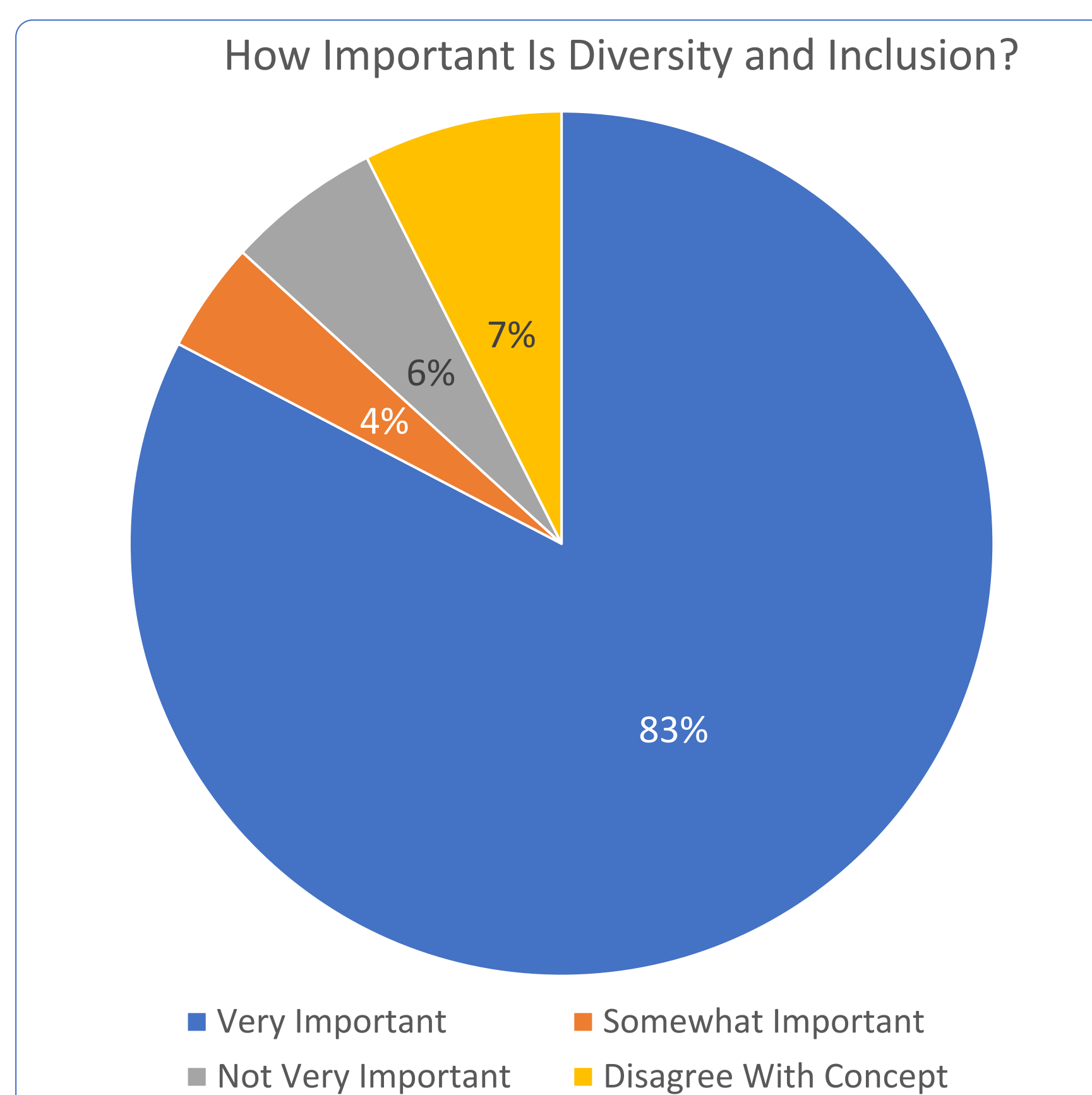
The survey was administered using Google Forms and distributed to members via social media, flyers and email. The survey was comprised of questions asking about member demographics, and member perceptions and experience in regard to DEI. One hundred and eighty four (**184**) individuals completed the survey. Text analysis was performed using Nvivo for the open ended questions "Do diversity and inclusion in the fisheries profession matter to you? Why or why not?".

## Future Endeavors:

The Diversity and Inclusion Committee hopes this survey will open a dialogue and welcomes feedback. The survey provides a baseline for DEI issues that WDAFS can work to improve. This survey may be used to help inform the development of a future AFS membership wide survey, which may assess the culture of the Society, as well as DEI efforts.

## Results/Discussion:

**Our findings show that the majority of people who took the survey agreed that diversity and inclusion were important for the future of the fisheries profession (Figure 1) and mattered to them personally (Table 1) . Most respondents identified as white/Caucasian (Figure 4) and 50 or older, of those 50 or older most identify as male. (Figure 2). Most minority groups are not represented as strongly as they are in the United States population (US Census) even with our 7% error rate (Figure 4). WD includes chapters within the western US as well as Mexico and British Columbia; however few international members participated in the survey. While gender was more evenly-represented (Figure 3), **more women feel as though they faced discrimination (Table 2) or harassment (Table 3) in the professional environment than their male counterparts regardless of age or race/ethnicity.** The mission of the Diversity & Inclusion Committee is to foster the inclusion, participation, and equitable treatment of all WD members and to increase awareness of and encourage diversity and inclusion within the fisheries workforce. This survey was used to research and identify diversity and inclusion issues and challenges within the WDAFS in order to work towards building and maintaining a membership that reflects human diversity. While the WD membership values DEI, **efforts need to be made to recruit and retain under-represented groups and to ensure all members feel welcome and safe within WDAFS and the fisheries profession at large.****



**Figure 1 Alt-Text**  
83% - Very Important  
4% - Somewhat Important  
6% - Not Very Important  
7% - Disagree with Concept

**Figure 2 Alt-Text**  
Ages 18-28: 13%-female, 7% male  
Ages 29-40: 36% female, 24% male  
Ages 40-50: 28% female, 16% male  
Ages over 50: 23% female, 52% male

**Figure 3 Alt-Text**  
56%- female  
43%- male

**Figure 4 Alt-Text**  
Asian American or Pacific Islander: 2% survey respondents, 6% Western US, 6% US population  
Black or African American: 1% survey respondents, 4% Western US, 13% US population  
Hispanic or Latinx: 5% survey respondents, 20% Western US, 18% US population  
Native American or Alaskan Native: 2% survey respondents, 4% Western US 1% US population  
Two or more races: 7% survey respondents, 4% Western US, 3% US population

Figure 1. Pie chart displaying the responses to the multi-choice question, "How Important is Diversity and Inclusion?".

Table 1. Code themes and frequencies for the open ended question, "Do diversity and inclusion in the fisheries profession matter to you? Why or why not?".

Themes	Frequencies
Diversity makes our profession more effective/stronger	40
Diversity is positive for society	20
D&I is an issue that has long been overlooked	15
Women are underrepresented	10
Don't agree with categorization	9
Diversity promotes respect	7
Harassment and discrimination are issues	5
Neutral or negative view of D&I	3
Diversity helps counter cultural biases that often get ingrained in science	2

*Acknowledgements: We would like to thank everyone on the Western Division Diversity and Inclusion Committee as well as Western Division AFS Ex-com for their support. We would also like to thank the Early Career Professional Committee for their feedback on the survey.*

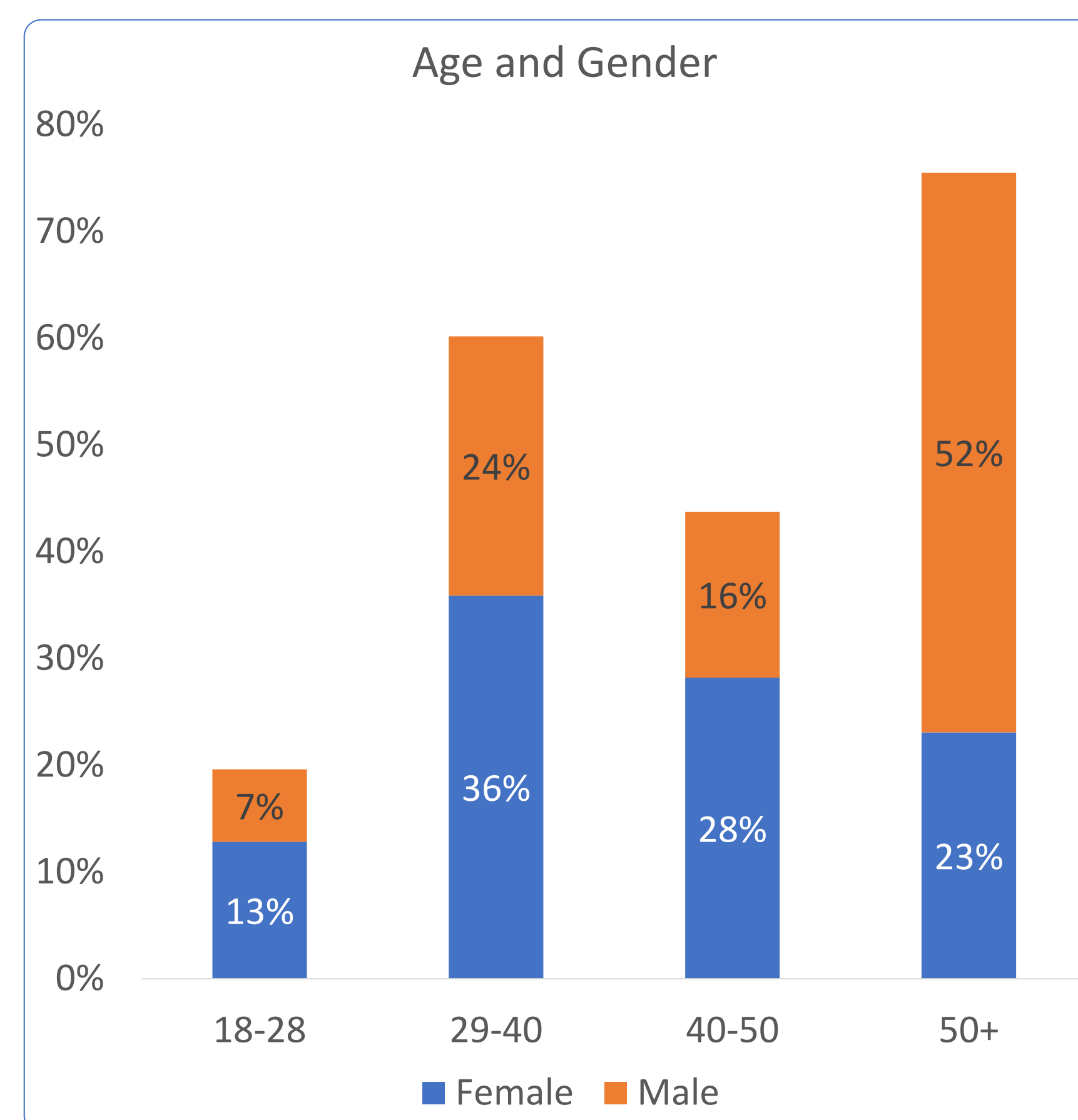


Figure 2. Stacked bar graph displaying the responses to the multi-choice questions regarding age and gender, as identified. Percentage of female-identified and male-identified respondents within each age range is shown.

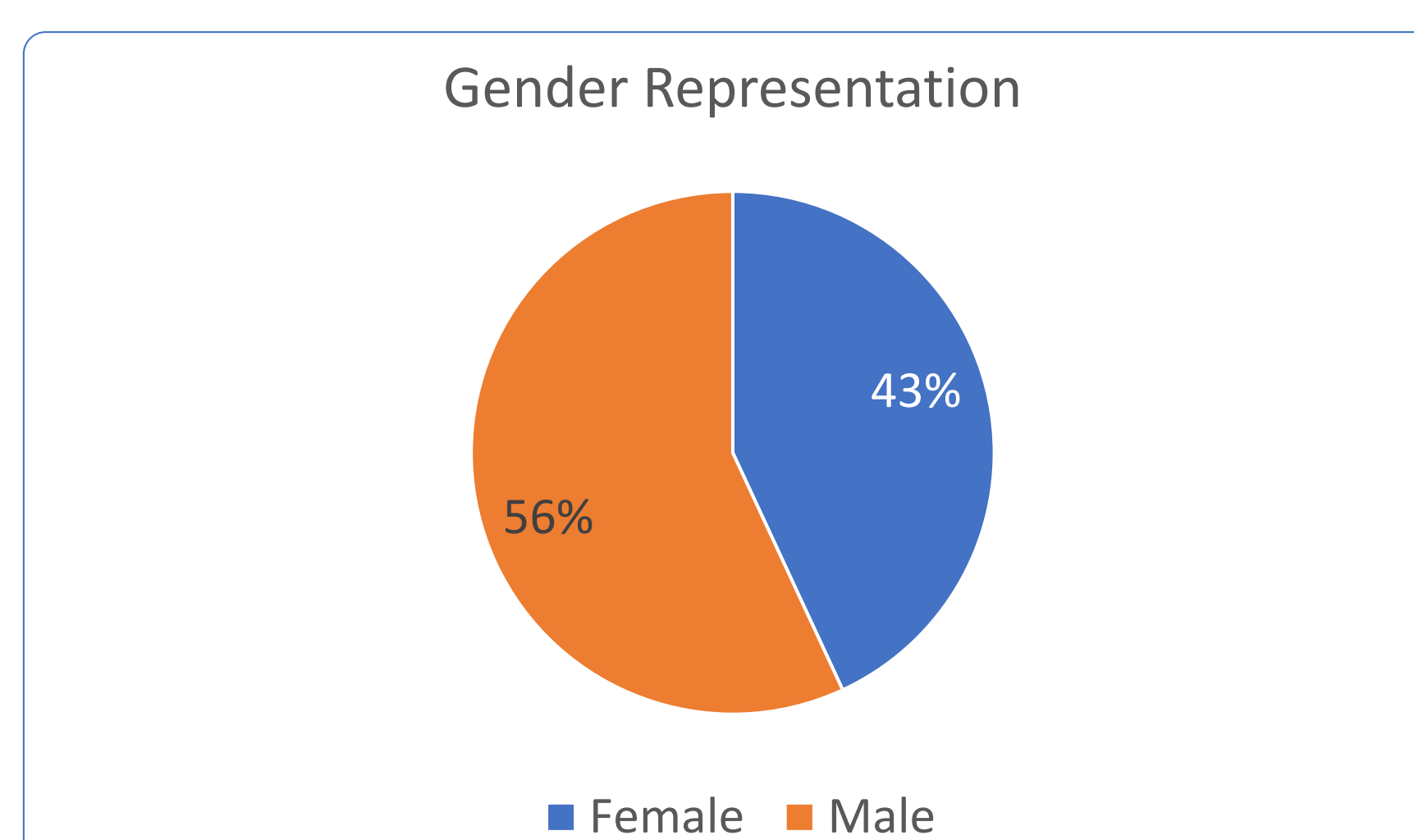


Figure 3. Pie chart displaying the responses to the multi-choice question regarding gender, as identified.

Table 2. Responses to the multi-choice question regarding discrimination in the professional environment by gender, as identified.

Have you ever felt discriminated against while in a professional environment, regardless if the incident was reported?	Yes	No
Female	68%	32%
Male	27%	73%

Table 3. Responses to the multi-choice question regarding harassment in the professional environment by gender, as identified.

Have you ever felt verbally or physically harassed while in a professional environment, regardless if the incident was reported?	Yes	No
Female	58%	42%
Male	32%	68%

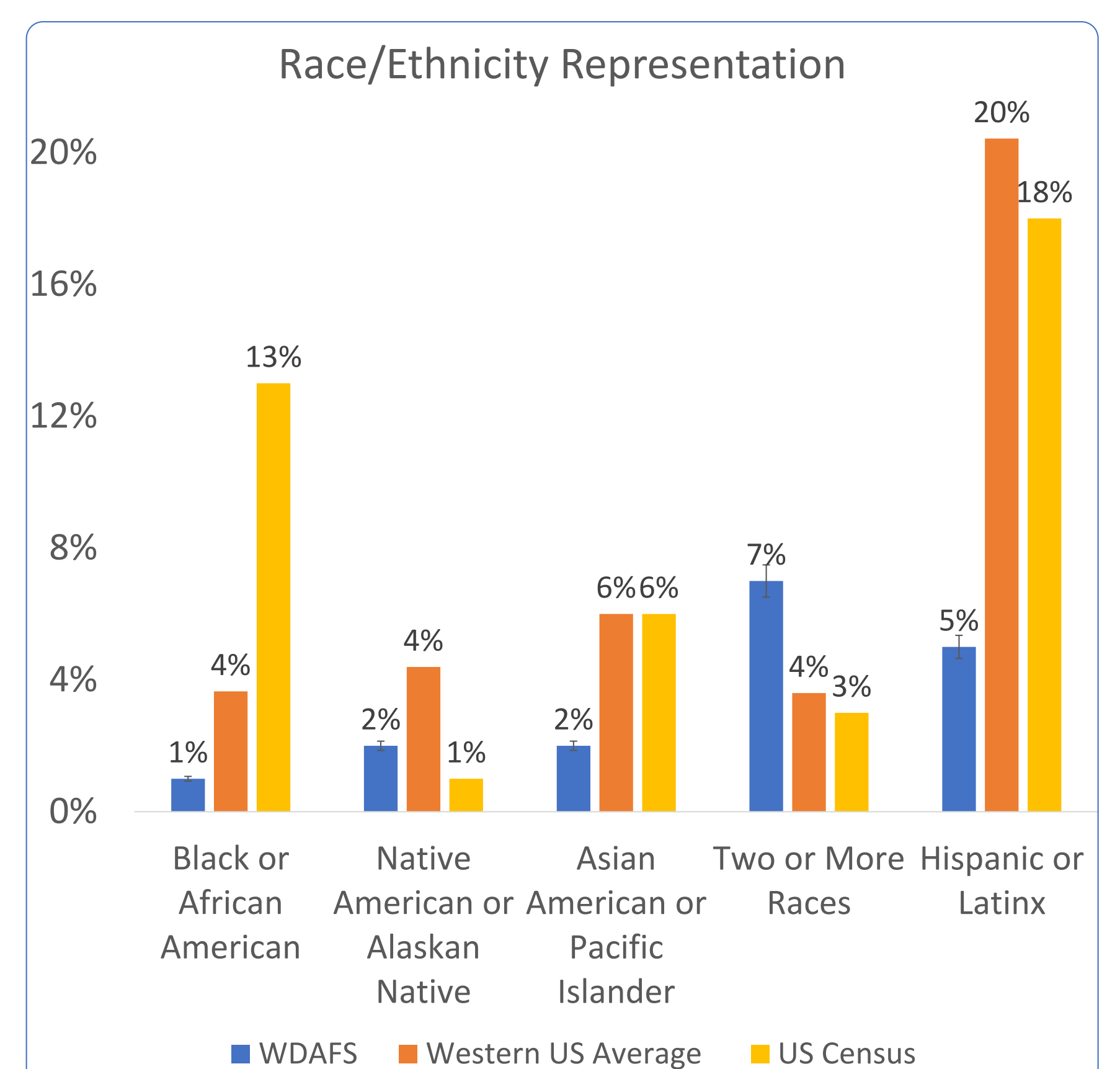


Figure 4. Bar graph displaying race/ethnicity by percentage of survey respondents, averages of US Census data from states within WDAFS and percentage of US population (US Census)



**WESTERN DIVISION OF THE AMERICAN FISHERIES SOCIETY**  
**FINANCIAL SUSTAINABILITY PLAN AND INVESTMENT POLICY**



Western Division of the American Fisheries Society  
Executive Committee

7 October, 2020

## **Western Division of the American Fisheries Society**

### **- Financial Sustainability Plan -**

#### **1. Introduction**

The Western Division (Division) is one of four geographic subdivisions of the American Fisheries Society (Society) within North America. Each North American member of the Society is automatically a member of one Division, as described in the Society's Constitution. Divisions represent an important level of participation for many Society members because the Divisions carry out many of the activities of the Society, but Divisions are oriented more closely to the area within each Division's boundary. Divisions often serve as training grounds for members interested in Society activities. Several of the Society committees, for example, have Division representation.

Established as the first Division of the Society in 1948, the Western Division now includes 9 Chapters representing Society members residing in the States of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming in the United States of America (U.S.); U.S. associated entities in the West Pacific Ocean (including the independent nations of the Marshall Islands, Palau, and Federated States of Micronesia: islands of Midway, Baker, Jarvis, Wake, Palmyra, and Howland; Johnston Atoll; Commonwealth of the North Mariana Islands; and Territories of Guam and American Samoa); the Provinces of British Columbia and the Yukon Territory in Canada; Mexico; and individuals residing in other Society Divisions who elect to be members of the Western Division. A number of Chapters also include Student Subunits from universities within their boundaries.

This Financial Sustainability Plan and accompanying Investment Policy were prepared by the Division's Executive Committee (ExCom) and Financial Sustainability Committee (FSC). This plan is intended to guide the ExCom and its Division membership in managing and spending the Division's financial assets. The ExCom is responsible for ensuring that the guidelines in this plan are followed to the extent practicable. Unforeseen events will arise, and the ExCom shall have the flexibility to make decisions about the Division's financial resources, or consult the Division membership, as warranted.

#### **2. Financial Sustainability Goals Statement**

The long-term financial goal of the Division is to be economically solvent while using Division resources for various membership services, and to encourage scientific exchange and enlightened management of the Western United States' aquatic resources. To these ends, the Division may use its financial resources to support continuing education and information exchange among aquatic resource professionals, student participation in Division events, and special projects that are compatible with the Division's mission. It is desirable, but not imperative, that each Division activity or event yield a net asset (i.e., revenue less expenses). However, to maintain financial solvency within any fiscal year, it is critical that the Division balance its financial obligations with its revenue base, including adapting to variable investment returns and proceeds from Division activities. Because of investment returns and proceeds are uncertain, this Financial Sustainability Plan is intended to provide general policy guidance and is not meant to be a specific spending plan.

### **3. Annual Budget**

The Division fiscal year begins October 1 and ends the following September 30. The annual budget, updated each fiscal year, includes two parts: Operating Budget and Annual Meeting Budget.

1. The Operating Budget includes all expenditures in pursuit of the core Division goals and operations. The Operating Budget is funded by revenue from membership dues, AFS member rebates, donations, other activities, and revenue from the Division's and Society's Annual General Meetings. The Operating Budget expenditures typically should not exceed a three-year average of income (all sources), but they may also be based on a three-year average of expenditures. A three-year average is appropriate to account for annual variation in revenue and expenses as income can vary substantially with annual meeting revenue and program expenses. Items in the Operating Budget should be accompanied by corresponding items in the Work Plan that outline and explain the expenditures. The Division should also prepare a legacy document that explains how/why/when Operating Budget line items were created and include an expiration date if applicable, or the Division should include such notes in the budget balances-by-month documentation containing the ExCom-approved Operating Budget.
2. The Annual Meeting Budget includes all expenditures for the Division's Annual Meeting and the revenue from registrations, sponsorships, raffle and auction, and other sales generated by the Annual Meeting. This budget is often developed in conjunction with the host Chapter, has revenue and expense details outlined in a memorandum of understanding (MOU), and is often managed by the host Chapter's treasurer.

#### **Revenue**

Most Division revenue is generated by the Annual Meeting net profit. Other sources of Division revenue include: profit-sharing from the Society's Annual Meeting, workshop registration fees, Division member dues, AFS member rebate (AFS pays the Division 10% of member dues for each regular member who lists a mailing address in the Division's geography), donations, and interest and dividends from checking, savings, and investment accounts. Increases in revenue occur when Society-level annual meetings are hosted by the Division (about once every 3 to 5 years) because host divisions receive a higher percentage of meeting profits (~5%) than non-hosting divisions (~1.5%) as outlined in a profit-sharing model developed by the Society.

#### **Expenses**

Expenses predominately include travel grants, small project grants, scholarships and awards, ExCom member travel, costs associated with hosting the Annual Meeting.

#### **Budgeting**

The annual budget, which is updated each fiscal year, includes three parts: Operating Budget, Annual Meeting Budget, and the Designated/Restricted Funds Budget.

1. The Operating Budget includes all expenditures in pursuit of the core Division goals and operations. The three-year average of income sources should be used as a basis for the Operating Budget for the upcoming fiscal year, but a three-year average of expenditures should

be considered as well.. As outlined in the Procedures Manual, the Operating Budget for the upcoming fiscal year will be reviewed and approved by ExCom prior to the start of that fiscal year (October 1) or the fall mid-year ExCom retreat (typically in October). The following guidance should be considered in preparing the Operating Budget.

- A three-year average of income should be used to develop the Operating Budget, and a three-year average of expenditures should be considered as well. If a three-year average is used, the Operating Budget should also account for the potential for an annual meeting to have low net profit due to meeting location or some other factor, and variance in other income sources should be anticipated also.
- The current Operating Budget amount should be based, in part, on the recent three-year average<sup>1</sup> operating expenditures, and should be maintained in the Division checking account (or split between checking, savings, or other liquid accounts if appropriate). From FY2016-18, the three-year average operating expenditure was: \$57,500 (range: \$46,100 – \$65,800).
- The Operating Budget should be at or below the recent three-year operating expenditures unless justified by the Division President, and with approval by ExCom.
- The three-year average of Division member dues and AFS member rebates should be considered when creating the Operating Budget. Using the three-year average accounts for fluctuating membership levels and related revenue. From FY2016-18, the three-year average of dues and rebates was: \$13,800 (range: \$12,800 – \$15,400).
- A three-year, or longer, average of Division Annual Meeting proceeds should be considered when creating the operating budget. The average should include a timeframe that incorporates at least one Society-level meeting hosted by the Division. From FY2016-18, the three-year average of annual meeting proceeds was: \$28,134 (range: \$8,599 – 57,379).
- Received and/or expected revenues from Society-level meetings should be considered while constructing the Operating Budget for the upcoming fiscal year. These meetings occur every 3 to 5 years and may be less profitable to the Division in the future due to changes in Society meeting management and profit-sharing model.

Items in the Operating Budget should be accompanied by corresponding items in the Work Plan that outline and explain the expenditures. ExCom should also maintain a legacy document that explains how/why/when Operating Budget line items were created and include an expiration date if applicable.

2. The Annual Meeting Budget projects all expenditures and revenues associated with the Division’s Annual Meeting. The Annual Meeting Budget should be approved by ExCom in advance of the upcoming Annual Meeting and adhered to throughout the meeting planning

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<sup>1</sup> The Oregon Chapter and Montana Chapter both use a 3-year average.

process. Net profit should be projected for several expected attendance levels with the goal to meet or exceed the total expenditures in the current year Operating Budget.

3. The Designated/Restricted Funds Budget includes all expenditures for which there is a specific, designated, and guaranteed source of funding. These expenditures (and their funding sources) may be recurring or single-term and the funding may be realized or anticipated. Recent examples have included funds received and earmarked for Travel Awards.

#### **4. Financial Sustainability Plan**

The Financial Sustainability Plan includes three parts: 1) One Year Operating Budget Reserve, 2) Second Year Operating Budget Reserve, and 3) Division Investment Account.

##### **One Year Operating Budget Reserve**

Funds to support a One Year Operating Budget should be maintained in the Division's checking account. The One Year Operating Budget Reserve covers the expenditures associated with the annual Operating Budget. As of 2020, a typical OYOB allocation is approximately \$57,500.

##### **Second Year Operating Budget Reserve**

Additional funds for anticipated extraordinary expenses will be deposited into the Second Year Operating Budget Reserve. One goal for the Second Year Operating Budget Reserve is to maintain liquid funds that earn a moderate return more than the funds in a checking account. A second goal is to hold two years of operating funds (in combination with the One Year Operating Budget) so that funds need not be removed from the investment account when the financial markets are in recession; in other words, the Second Year Operating Budget Reserve helps the Division buffer major and minor stock market fluctuations.

1. The Second Year Operating Budget Reserve should be approximately equal to the One Year Operating Budget (\$57,000<sup>2</sup>)
2. The Second Year Operating Budget Reserve should be maintained in a savings account, CDs, or money market funds for easy, low-cost transfers to maximize financial return with minimum risk while also maintaining fluidity between checking, savings, and CD accounts.

##### **Investment Account**

Funds exceeding the One Year and Second Year Operating Budget Reserves (\$114,000 total<sup>3</sup>) should be invested in the Division's investment account.

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<sup>2</sup> The Oregon Chapter and Montana Chapter both use a figure that is equivalent to the One Year Operating Budget.

<sup>3</sup> The Oregon Chapter and Montana Chapter both use a figure that is One Year + Reserve operating budgets.

1. An investment account was established with PAX Funds in the 1990s to invest funds that had been maintained in a Division's savings account. The funds were transferred to a Charles Schwab account in 2009.
2. The investment account is managed by the Division's FSC. Investment account management seeks to achieve long-term growth with moderate risk. The FSC may elect to recommend to ExCom an increase of distributions from the Investment Account to support programs if distributions come from account appreciation and not principal. It is recommended that this be evaluated and completed at least annually at the end of the fiscal year as the incoming president is formulating the annual budget (September 30<sup>th</sup>). This should be done jointly between the FSC, the Secretary-Treasurer, and President. Disbursements from the investment account should be done in the first quarter of the calendar year per the Investment Policy (below).
3. Funds exceeding the One Year and Second Year Operating Budget Reserves (\$114,000) should be transferred from the Division checking/savings accounts into the investment account. It is recommended that this be evaluated and completed at least annually at the end of the fiscal year as the incoming president is formulating the annual budget (September 30<sup>th</sup>). This evaluation should be done jointly between the FSC, the Secretary-Treasurer, and President. Deposits into the investment account should be done in the first quarter of the calendar year.
4. New programs/grants/scholarships/awards should be accompanied by a legacy document indicating the purpose, origination, timeline, and end date (if applicable).
5. The investment account is not intended to provide financial relief to the Operating Budget Reserves. If the Operating Budget Reserves begins to trend downwards, the FSC should engage the ExCom to review Division revenues and expenses and adjust operations accordingly. In times of financial distress, the Division may use investment account funds to support the Operating Budget to achieve the Division's mission.

## **Western Division of the American Fisheries Society**

### **- Investment Policy –**

#### **1. Investment Policy Goals Statement**

The goals of the Division's investment account are to maximize returns within acceptable risk parameters, safeguard principal, and generate capital. The Division's Financial Sustainability Committee (FSC) will facilitate regular evaluation and quarterly reporting to the Division Executive Committee (ExCom) on investment account performance.

#### **2. Unrestricted and Restricted Long-Term Reserve Funds**

The purpose of the Unrestricted Long-Term Reserve is to provide a reserve to protect the ability of the Division to carry out its functions in times of economic adversity, to enable it to take advantage of special opportunities for increased service to its members, to enhance the purchasing power of funds held for future expenditure, and to maintain the financial stability of the Division.

Restricted Long-Term Reserves may occasionally be established, for example, by an AFS Unit establishing a new position in the investment account, for a scholarship fund, or for long-term program building. When such programs are established, the circumstances of their formation are to be formalized in the Division's records and archives. The reason for the program's origin, the originators, any financial contribution in the name of the program, and the program's term are to be defined.

#### **3. Disbursements from the Investment Account**

In recognition that the investment account's purpose is to benefit Division members, funds will be directed towards supporting the Division's mission. The spending policy for the Unrestricted Long-Term Reserve and any Restricted Long-Term Reserves will be approved annually by ExCom with input provided by the FSC on request. Restricted Long-Term Reserves are comprised of investments held by the Division for Division programs (e.g., Student Travel Fund), and for other AFS Units (e.g., Chapter, Sections). Restricted fund disbursements are at the discretion of the AFS Unit that owns the funds. A record of unit ownership is maintained by the Division Treasurer and the ownership percentages are updated to reflect contributions or withdrawals to the investment account.

The Division's Unrestricted Long-Term Reserve percent ownership of the investment account on January 31, 2020, was 40.55%. The Division's Restricted Long-Term Reserves allocated to the Student Travel Fund, comprised 5.46%. Together, the other seven invested units accounted for 53.99% of the account ownership.

Generally, the spending policy will be based on the accumulation of dividends, bond coupons and redemptions, account appreciation, or sales that generate capital in excess of the principal. Target payouts from the Unrestricted Long-Term Reserve will be up to 5% of the account value at the end of the preceding calendar year, or half of the investment account's appreciation in the calendar year. The chosen calculation is also based on the Division's percentage ownership of the account value and

ExCom should consider investment account disbursements in the first quarter of the subsequent calendar year. Other units invested in the account may withdrawal funds per the respective unit's guidelines.

Payouts from Restricted Long-Term Reserves will be to cover expenses related to the charter that established the specific restricted reserve. ExCom and the FSC may review the spending policy on an annual basis considering market conditions, investment account performance, and Operating Budget needs.

### **Portfolio Objectives – Unrestricted and Restricted Long-Term Reserve Fund Performance**

The objectives of the investment account are to maximize returns without exposure to undue risk, as defined herein. The investment strategy assumes up to a 5-year holding period, with limited potential for withdrawals from appreciation on a short-term basis according to the Disbursement Policy. It is understood that fluctuating rates of return are characteristic of the securities markets. The primary concern should be long-term appreciation of assets and consistency of total return from the portfolio. Recognizing that short-term market fluctuations may cause variations in the account performance, the portfolio is expected to achieve the following objectives over a five-year<sup>4</sup> moving time period:

1. The account's total return from the equity portion of the portfolio will be compared with that of the Standard & Poor's (S&P) 500 Total Return Index. On a quarter-to-quarter basis, the actual returns will fluctuate and can be expected to exceed the target about half the time and about half the time the returns are expected to be below the target. The equity portion of the account may consist of stocks, mutual funds, exchange traded funds, closed end funds, and other investments that seek to achieve total return.
2. The account's total return from the fixed income portion of the portfolio will be compared to the total return in proportion to the index the investments track (e.g., The Barclay Capital Aggregate Bond Index). On a quarter-to-quarter basis, the actual returns will fluctuate and can be expected to exceed the target about half the time and about half the time the returns are expected to be below the target. The fixed income portion of the portfolio may be comprised of bonds, bond funds, high yield stocks and stock funds, and other high yield instruments.
3. The portfolio may include assets with short-term (up to 18 months) expectations for income with limited risk, as well as assets with long-term appreciation (10 years or more) in which a higher degree of risk and volatility can be expected, accompanied by a higher expectation of return. When ExCom anticipates extraordinary expenditures, according to the Disbursement Policy, funds to meet those expenditures will be redeemed from longer term investments and maintained until needed in investment options with ultra-short income or guarantees of principal, for example in the savings account.

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<sup>4</sup> The Oregon Chapter and Montana Chapter both use a 5-year average.

### **Portfolio Objectives – Restricted Long-Term Reserve Funds Management**

The objective of Restricted Long-Term Reserve Funds is to cover expenses related to programs and endowments and grow payouts over time without exposure to undue market risk. Current programs and endowments are maintained by AFS Units including WDAFS Chapters and Sections. It is understood that fluctuating rates of return are characteristic of the securities markets. Dividends and asset value appreciation over time, are expected to be the primary sources of gains in the investment account. The following guidelines should be followed for managing Restricted Long-Term Reserve Funds.

1. Deposits and withdrawals to and from the investment account, respectively should not be more frequent than semi-annually. When a transaction is completed, the investment account ownership ledger is updated.
2. Percent ownership in the investment account is calculated based on the proportion of the contribution relative to the investment account's value at the time of the contribution. The ownership percentage for all invested Units is updated whenever a contribution or withdrawal is completed.
3. Gains and losses are distributed across the investment account according to the AFS Units' proportional ownership of the investment account's value.

### **Detailed Investment Guidelines**

For the Unrestricted and Restricted Long-Term Reserves, the investment policies and restrictions presented in this statement serve as a framework to achieve the investment objectives at the level of risk deemed acceptable using a “moderate” investment model for income and growth. These policies and restrictions are designed to minimize interference with the efforts to attain the overall objectives, and to minimize the probability of excluding appropriate investment opportunities.

The following investments and investment activities are prohibited:

1. Private placements;
2. Restricted stock;
3. Derivatives. However, to the extent that mutual funds are used, the mutual funds may buy or sell derivatives for the purpose of managing portfolio risk;
4. Commodities or commodity contracts, except insofar as they are part of a highly diversified mutual fund;
5. Short sales;
6. Margin transactions; and
7. Any highly speculative investment activities.

**Types of Investment:** The FSC does not exclude any specific companies or sectors of the market other than those noted above. It is expected that mutual funds or exchange traded funds (ETFs) will be used to take advantage of professional money management and a broad diversity of holdings at low cost. However, unmanaged, index-based funds may be considered as appropriate for some of the core holdings and to reduce costs, and individual stock or bond holdings are not excluded. Investments should also consider the Division's mission statement and minimize exposure to investments that

conflict with the Division’s mission statement. Similarly, the Division, as recommended by the FSC and approved by ExCom (per Procedures Manual), may invest in funds which follow sustainable environmental, social, and governance (ESG) criteria.

**Target Asset Mix:** The portfolio shall be comprised of the asset classes listed in the table below. The target weight is the desired weight for each asset class. The minimum and maximum weights are to allow for normal market fluctuations and periodic changes in market conditions or organizational needs.

**Table 1.** Asset class representation in the investment account.

Asset Class	Minimum Weight	Target Weight	Maximum Weight
Equity <sup>5</sup>	60%	70%	80%
Fixed Income <sup>6</sup>	20%	30%	40%

The FSC shall review the balance of the portfolio according to the target weights no less often than semi-annually, after the end of the fiscal year and 6 months later. At such time, the rebalancing or substitution of funds shall be authorized, as recommended, to meet the investment objectives and guidelines, as well as potential spending needs. The FSC will report to ExCom on changes to the investment portfolio following portfolio changes.

**Equity Asset Class:** Large, midsized and small company stocks and international holdings may be represented, depending on market conditions. At least 40% of the Equity Asset Class will be in large company stocks of both the U.S. and other developed countries, no more than 20% in small company, and no more than 15% in international emerging markets stocks.

The equity mutual fund selections will be made to include both value-oriented managers and growth-oriented managers in a proportion that reflects market conditions. Equity mutual funds/ETFs will be selected with the objective of exceeding a nationally recognized index measuring the performance of the designated sector over a five-year moving time period, net of fees.

**Fixed Income Asset Class:** A diversity of fixed income securities should be represented from short to long term, depending on market conditions, as well as no more than 20%<sup>7</sup> international bond funds within the Fixed Income Asset Class, and no more than 10%<sup>8</sup> high yield, lower than investment grade, bonds. These investments will be reviewed on an as-needed basis, but no less often than twice a year, for consideration of rebalancing and bond mutual fund changes to pursue opportunities presented by changes in interest rates, credit ratings, and maturity premiums.

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<sup>5</sup> Oregon Chapter policy has equity: 60, 70, 80%; Montana Chapter: 30, 50, 70%

<sup>6</sup> Oregon Chapter policy has fixed income: 20, 30, and 40%; Montana Chapter: 30, 50, and 70%

<sup>7</sup> Following the Montana Chapter. The Oregon Chapter specifies 25%

<sup>8</sup> Following the Montana Chapter. The Oregon Chapter specifies 15%

**Selection Criteria for Mutual Funds and ETFs:** Selecting mutual funds based on research, analyst's recommendations, Morningstar scores, and performance relative to benchmarks and comparable funds. It is acknowledged that past performance is no guarantee or prediction of future performance. Stability of fund management and the degree to which a fund adheres to its declared investment style category will also be taken into consideration. Changes in fund selections will also be considered when there is a fund management change.

**Investment Timing:** The FSC should invest available funds periodically, and when possible, purchase equities when market sentiment and market value is low. Dollar cost averaging or purchasing equities that are unreasonably out of favor provide opportunities to spread risk over time.

### **Periodic Review of Portfolio Performance**

The Unrestricted and Restricted Reserve Fund portfolios will be evaluated at least semi-annually, at the end of the Fiscal Year and 6 months thereafter, on a total return basis, net of fees. Returns and risk levels will be compared to the Standard and Poor's 500 Total Return Index, the Barclay Capital Aggregate Bond Index, and/or similar indices comparable to portfolio allocations. Comparisons will show semi-annual Fiscal Year, year-to-date, and multi-period results, using available financial software, such as that provided by Morningstar Associates.

A written report will be prepared by the FSC for presentation at the next regularly scheduled ExCom meeting associated with the Division's Annual Meeting. The report will summarize the evaluation of Total Returns above and provide a breakdown of realized and unrealized gains. The FSC is also expected to advise of any extraordinary circumstances in the securities markets and recommended changes, and to respond to reasonable market and portfolio queries at least quarterly outside of the scheduled evaluation schedule.

### **Investment Advisor's Role**

The FSC may choose to retain an Investment Advisor to provide periodic review of the portfolio holdings, performance, and to offer suggestions on rebalancing the portfolio. It will be at the FSC's discretion to research and select an Investment Advisor. The FSC may retain an Investment Advisor based on credentials in investment strategies, years in the business, experience with similar organizations, types of portfolios used, and fee levels. Equally important is the Investment Advisor's ability to evaluate and rebalance the portfolio. The Investment Advisor should be able to explain the need for rebalancing, market conditions and forecasts, and to relate well to FSC members and the ExCom.

Investment portfolio management will be the purview of the FSC. An Investment Advisor should be compensated based on a fee for service structure as the investment portfolio will not require frequent trades and intensive Investment Advisor participation in the day-to-day portfolio management is not expected. Because fees reduce returns on investments, Investment Advisor selection should take into consideration not only the assistance expected, but also the costs.

**Financial Sustainability Committee Membership**

The FSC membership is open to interested Division members. The Division President and Treasurer, or their designees, are also to participate on the Committee. Participation between the President and Treasurer and the FSC is necessary for ensuring continuity and communication between ExCom and the FSC. Committee members should include a majority of individuals with investment experience. Long-term (3-5 years) engagement of FSC members is preferable for ensuring continuity and institutional knowledge.

Western Division AFS FY2021 Budget Expenditures  
October 1, 2020 to September 30, 2021

COMPLETE AFTER MIDYEAR MTG

CATEGORY AND DESCRIPTION	FY 2020 Budget	FY 2021 Proposed Budget	Difference
<b>INCOME</b>			
Estimated UT income (est 2.5%)	\$6,500.00	\$ 6,500.00	\$0.00
Baltimore AFS Meeting	\$3,500.00	\$ 1,000.00	-\$2,500.00
Dues rebate (based on 3 year average)	\$12,500.00	\$ 13,800.00	\$1,300.00
Interest income	\$200.00	\$200.00	\$0.00
WDAFS 2021 meeting seed money repaid (UT)	\$9,792.62	\$0.00	-\$9,792.62
WDAFS 2020 colloquium loan repaid	\$897.98	\$0.00	-\$897.98
Publication royalties	\$0.00	\$0.00	\$0.00
Special projects	\$0.00	\$0.00	\$0.00
Merch (sales)	\$0.00	\$0.00	\$0.00
Checking, endowment, or CD, as necessary to balance budget	\$32,714.40	\$12,864.00	
<b>TOTAL INCOME</b>	<b>\$66,105.00</b>	<b>\$ 34,364.00</b>	<b>-\$11,890.60</b>
<b>EXPENSES</b>			
<b>WD Mid-Year Excom Meeting</b>			
Facility/other expenses	\$500.00	\$0.00	\$500.00
Food	\$300.00	\$0.00	\$300.00
Excom travel expenses	\$4,730.00	\$0.00	\$4,730.00
<b>Subtotal</b>	<b>\$5,530.00</b>	<b>\$0.00</b>	<b>\$5,530.00</b>
<b>WD 2021 Annual Meeting</b>			
WDAFS Excom meeting in Ogden	\$600.00	\$600.00	\$0.00
WDAFS Business meeting in Ogden	\$2,000.00	\$0.00	\$2,000.00
WDAFS Ogden travel	\$11,160.00	\$1,200.00	\$9,960.00
<b>Subtotal</b>	<b>\$13,760.00</b>	<b>\$1,800.00</b>	<b>\$11,960.00</b>
<b>Other Excom Travel</b>			
GB Excom meeting in Baltimore (Todd & Dan B.	\$5,400.00	\$5,400.00	\$0.00
Travel expenses to Chapter meetings (All officers)	\$10,650.00	\$1,600.00	\$9,050.00
Travel expenses for AFS GB mid-year meeting (Todd & Dan B)	\$4,040.00	\$400.00	\$3,640.00
Travel expenses for Student Representative-Colloquium (Emily)	\$250.00	\$0.00	\$250.00
<b>Subtotal</b>	<b>\$20,340.00</b>	<b>\$7,400.00</b>	<b>\$12,940.00</b>
<b>Awards</b>			
AFS Plaques: 7 WDAFS, 2 Chapter, 1 Student and 1 D&I	\$300.00	\$300.00	\$0.00
Riparian Challenge award plaques	\$100.00	\$100.00	\$0.00
Travel award for winners (\$500 per winner)	\$2,000.00	\$0.00	\$2,000.00
<b>Subtotal</b>	<b>\$2,400.00</b>	<b>\$400.00</b>	<b>\$2,000.00</b>
<b>Grants</b>			
Travel Grant: International travel to WDAFS 2021	\$750.00	\$750.00	\$0.00
Travel Grant Emeritus travel to WDAFS 2021	\$500.00	\$500.00	\$0.00
Travel Grant: Professional travel to WDAFS 2021	\$750.00	\$750.00	\$0.00
Travel Grant: Indigenous people to WDAFS 2021		\$2,000.00	
Sponsorship for other AFS meetings	\$0.00	\$0.00	\$0.00
Sponsorship for other conferences	\$0.00	\$0.00	\$0.00
Book projects	\$500.00	\$500.00	\$0.00
Small Grants Program	\$5,000.00	\$2,500.00	\$2,500.00
<b>Subtotal</b>	<b>\$7,500.00</b>	<b>\$7,000.00</b>	<b>\$2,500.00</b>
<b>Student Support</b>			
Registration fees	\$0.00	\$0.00	\$0.00
Maughan scholarships	\$5,000.00	\$5,000.00	\$0.00
William Trachtenberg Memorial Scholarship Fund	\$600.00	\$0.00	\$600.00
2021 Student colloquium	\$1,000.00	\$0.00	\$1,000.00
Travel Grant: Student travel to WDAFS 2021	\$5,000.00	\$5,000.00	\$0.00
Student development and outreach	\$0.00	\$0.00	\$0.00
<b>Subtotal</b>	<b>\$11,600.00</b>	<b>\$10,000.00</b>	<b>\$1,600.00</b>
<b>Committees (travel awards, awards, other initiatives)</b>			
ECP Committee	\$1,000.00	\$1,000.00	\$0.00
D&I Committee	\$1,000.00	\$1,000.00	\$0.00
Native Fish Committee	\$800.00	\$800.00	\$0.00
Financial Sustainability Committee	\$0.00	\$0.00	\$0.00
Resource Policy and Environmental Concerns Committee	\$0.00	\$0.00	\$0.00
Misc. Committee Expenses	\$100.00	\$100.00	\$0.00
<b>Subtotal</b>	<b>\$2,900.00</b>	<b>\$2,900.00</b>	<b>\$0.00</b>
<b>Miscellaneous Expenses</b>			
Bank charges	\$75.00	\$75.00	\$0.00
Web site maintenance	\$250.00	\$260.00	-\$10.00
Branding update (website, logo, etc)	\$500.00	\$500.00	\$0.00
Merch (cost)	\$0.00	\$0.00	\$0.00
Grants funding investment (funds into investment)	\$0.00	\$0.00	\$0.00
Conference calls, Zoom, meeting communication capacit	\$0.00	\$500.00	-\$500.00
Mailchimp (\$70/month)	\$600.00	\$840.00	-\$240.00
Insurance	\$150.00	\$150.00	\$0.00
Other Supplies	\$100.00	\$100.00	\$0.00
Past President honorarium (lifetime membership or equivalent -\$1,739)/ Gift (200	\$200.00	\$1,939.00	-\$1,739.00
Contingency for Chapter Professional Certification	\$200.00	\$200.00	\$0.00
Contingency for other	\$200.00	\$200.00	\$0.00
<b>Subtotal</b>	<b>\$2,275.00</b>	<b>\$4,764.00</b>	<b>-\$2,489.00</b>
<b>SUBTOTAL EXPENSES - TRAVEL GRANTS</b>	<b>\$7,000.00</b>	<b>\$9,000.00</b>	<b>-\$2,000.00</b>
<b>SUBTOTAL EXPENSES - EXCOM TRAVEL</b>	<b>\$36,230.00</b>	<b>\$8,600.00</b>	<b>\$27,630.00</b>
<b>SUBTOTAL EXPENSES - COMMITTEES (*potentially includes travel grants)</b>	<b>\$2,900.00</b>	<b>\$2,900.00</b>	<b>\$0.00</b>
<b>SUBTOTAL EXPENSES - SCHOLARSHIPS</b>	<b>\$5,600.00</b>	<b>\$5,000.00</b>	<b>\$600.00</b>
<b>SUBTOTAL EXPENSES - AWARD PLAQUES AND TRAVEL FOR WINNERS</b>	<b>\$2,400.00</b>	<b>\$400.00</b>	<b>\$2,000.00</b>
<b>SUBTOTAL EXPENSES - Non-travel expenses and misc.</b>	<b>\$11,975.00</b>	<b>\$8,464.00</b>	<b>\$3,511.00</b>
<b>TOTAL EXPENSES</b>	<b>\$66,105.00</b>	<b>\$34,364.00</b>	<b>\$31,741.00</b>
<b>TOTAL INCOME (less B15: amount to balance budget)</b>	<b>\$33,390.60</b>	<b>\$21,500.00</b>	<b>-\$11,890.60</b>
<b>NET GAIN OR LOSS</b>	<b>-\$32,714.40</b>	<b>-\$12,864.00</b>	<b>-\$43,631.60</b>

Western Division

American Fisheries Society



Procedures Manual

Approved March 25, 2012

Update Approved January 2020

## **PREFACE**

This procedures manual is intended to serve as a useful reference for the American Fisheries Society (Society) Western Division (Division) officers and members in Division leadership roles, particularly for those new in their positions. The manual should be used in conjunction with the Society's Constitution, Strategic Plan, and Procedures Manual; any Chapter procedures manuals; and Division Bylaws and Standing Rules.

The Bylaws are the defining document for the Division and take precedence over all other Standing Rules and Procedures. The Bylaws cannot be suspended and cannot be changed without prior notice to members. The Division's Bylaws were most recently updated in 2018 and are posted on the Division's website.

Standing Rules are the next highest level of documentation of Division operations. They are generally established to facilitate the conduct of Division business, and to describe duties and responsibilities of officers and committees. The Standing Rules may be suspended during an Executive Committee meeting until the next annual or special Division meeting by a 2/3 majority of the Executive Committee.

Procedures are the lowest level of documentation of Division operations. They are generally established to provide continuity in the conduct of Division business. These Procedures may be suspended or amended by a simple majority vote of the Executive Committee. This Procedures Manual should be considered a "living document," and as such, reviewed and, if necessary, updated at least annually by the Division Executive Committee.

The majority of the information included within the Division's Procedures Manual was extracted from the work of others. We appreciate the efforts of those members who developed the Society's Procedures (August 2009, July 2016), the Northeastern Division Procedures Manual (October 2009), and the Southern Division Procedures Manual (October 2006). We hereby acknowledge these documents and language within, as well as the authors, as the content within the Division's Manual may be consistent (verbatim) with these other procedures manuals.

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## **SECTION 1: SOCIETY ORGANIZATION and OPERATION**

### **A. Background, Mission, and Purpose**

The American Fisheries Society (Society) is the world's oldest and largest “scientific and professional” organization dedicated to strengthening the fisheries profession, advancing fisheries science, and conserving fisheries resources. The mission of the Society is to advance sound science, promote professional development, and disseminate science-based fisheries information for the global protection, conservation, and sustainability of fishery resources and aquatic ecosystems. The information below regarding the Society are excerpts from the 2016 Society Procedure Manual (<http://fisheries.org/about/governance/procedures/>) For more information on the Society visit the following link: <http://fisheries.org/>

### **B. Officers and Duties**

Leadership of the American Fisheries Society is vested in its six officers. These include five (non-salaried) officers elected by society-wide voting and a sixth (salaried) officer, the Executive Director, chosen by the Governing Board. The five elected offices are Second Vice-President, First Vice-President, President-Elect, President, and Immediate Past President. Officers generally serve the Society for five years, moving progressively through the hierarchy of officer positions. This structure assures a continuity of leadership and assures that each person understands the full operation of the Society before taking the most important office of AFS President.

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

If necessary a memorandum of understanding must be signed between the government agency of the AFS officer and AFS.

#### **General Responsibilities of All AFS Officers**

The specific descriptions of officers’ duties, on the following pages and in the following chapters, emphasize the required operational duties. The most important responsibility, however, is to provide leadership to the Society and the profession. During the five years an elected officer serves, this person must be a trustworthy, objective, and effective representative of the profession. As a representative for the members, each Society officer must represent the worldwide concerns of fisheries professionals. They must use their knowledge and experience to

direct the profession in ways that will have long-term beneficial influence for the resources and people important to our Society.

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

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

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

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

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

### **President**

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

10. Oversees the evaluation of the Executive Director and negotiates the contract of the Executive Director.

### **President-elect**

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

### **First Vice-president**

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

### **Second Vice-president**

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

### **Immediate Past-president**

1. Serves as a voting member of the Governing Board and Management Committee;
2. Conducts annual Executive Director evaluation and interviews of Society staff;

3. Serves on the following committees:
  - (1) Past President's Advisory Council;
  - (2) President's Fishery Conservation Award Committee;
  - (3) William E. Ricker Resource Conservation Award Committee;
  - (4) Retired Members Travel Award Committee;
  - (5) Nominating Committee, Member.

## **Governing Board**

### **Purpose**

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

### **Composition and Meetings**

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

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

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

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

Member and nonmember parliamentary rights are summarized as follows:

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

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

**Officers, Division Presidents and Presidents-Elect** - voting member, can raise agenda items and make motions, and attends *in camera* sessions.

**Section Presidents** – voting member if the section has at least 50 active members, can raise agenda items and make motions regardless of section size, and attends *in camera* sessions.

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

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

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

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

## **Governing Board Meeting Agenda**

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

1. Call to order by the AFS President
2. AFS President's remarks
3. Determination of a quorum
4. Introduction of guests and visitors

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

## **Responsibilities of Governing Board Members**

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

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

1. Attend the two fall meetings (second meeting being the Incoming Governing Board Meeting immediately following Annual Business Meeting) and the spring meeting of the committee, without financial compensation from AFS.
2. If attendance is impossible, appoint an alternate. The alternate must be appointed as stated in Article IV, paragraph 1.C of the Constitution.
3. Read the agenda and accompanying documents thoroughly before arriving at the meeting, noting areas of special interest for discussion.
4. If appropriate, prepare a report of the unit represented according to the guidelines described elsewhere in these Procedures and, if asked, orally summarize the report at the meeting.
5. Confer with unit officers, Governing Board, and members to determine their opinions regarding agenda items so that discussion and voting will be as representative of the membership as possible.
6. Submit additional agenda items to the AFS President and Executive Director before or as soon as the call for reports is received. All suggested agenda items must be accompanied by background materials and be prepared approximately in the form described elsewhere in the Procedures.
7. At the Governing Board meeting, assure that important information concerning an agenda item is heard, but that redundancy is eliminated. It is counterproductive for each person to speak on each item or for any item to be acted on without full discussion.
8. Review the latest edition of Robert's Rules of Order, which is the basis for Governing Board operation. Expect to be ruled out-of-order for failing to follow these rules.

9. Recognize that a motion and second are needed before a topic can be discussed. Extended exploratory discussions are not permissible and, more importantly, are not practical as part of an extensive agenda.
10. Remain attentive while the Committee is in session. Expect to be reprimanded by the chair for disruptive or discourteous behavior.
11. Report the results of Governing Board actions to the unit's members and especially to those persons (e.g., committee chairs) directly affected by those actions.

## **Management Committee**

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

The Management Committee comprises the following:

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

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

## **Responsibilities of Management Committee Members**

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

The Management Committee communicates monthly via conference calls (as needed) at a time determined by the AFS President (e.g., the third Tuesday of the month, 1:00 pm Eastern Time) to discuss issues and through email as necessary. The AFS President will confirm scheduling of the calls (or cancel as appropriate), and establish call agendas. Members of the Management Committee should submit agenda items no later than 10 days before a scheduled call. Agendas should be provided by the AFS President to the Management Committee no later than one week prior to the call. Management Committee members also meet to conduct business during the mid-year meeting, typically held in early March, and at the annual meeting of the Society. These meetings are generally held on the Thursday afternoon before the Governing Board retreat (Friday) and the Governing Board meeting (Saturday). In the absence of a Governing Board retreat, the Committee meets on Friday afternoon. The minutes from all Management Committee meetings will be shared with the Governing Board.

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

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

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

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

## **Conflict of Interest Policy and Procedures**

The purpose of the following policy and procedures is to prevent the personal interests of the American Fisheries Society (AFS) officers, board members, or staff from interfering with the

performance of their duties in AFS, or resulting in personal financial, professional, or political gain on the part of such persons at the expense of AFS or its members, supporters, and other stakeholders.

## **Definitions**

1. ***Conflict of Interest*** (also Conflict) means a conflict, or the perception or appearance of a conflict, between the personal private interests and the official responsibilities of a person in a position of trust. Persons in a position of trust include staff members, officers, and board members of AFS.
2. ***Board*** means the AFS Governing Board.
3. ***Management Committee*** means the 13 members identified in the AFS Constitution (five officers, 4 division representatives and 4 members of the Governing Board elected to serve on the Management Committee)
4. ***Officer*** means an elected or appointed officer of AFS.
5. ***Staff Member or Employee (including adjunct staff)*** means a person who receives all or part of her/his income from payments made by AFS.

## **Policy**

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

## **Procedures**

1. Full disclosure, by notice in writing, shall be made by the interested parties to the President and Executive Director in all cases where conflicts of interest may exist, including but not limited to the following:
  - a. An officer or board member is related to another officer, board member or staff member by blood, marriage or domestic partnership.
  - b. A staff member in a supervisory capacity is related to another staff member whom she/he supervises.
  - c. A board member, an organization in which the board member has an interest, or a staff member of such organization, stands to benefit from an AFS-related transaction or receives payment from AFS for any subcontract for goods or services other than as part

of her/his regular job responsibilities or as reimbursement for reasonable expenses incurred as provided in the bylaws and board policy.

2. Following full disclosure notification to the AFS President and Executive Director of a possible conflict of interest or of any condition listed in item 1 above, the President, in consultation with the Executive Director, shall make an initial determination as to the nature of the conflict of interest. If substantive, it will be referred to the Ethics and Professional Conduct Committee for further review. The Ethics and Professional Conduct Committee shall determine whether a conflict of interest exists and, if so, shall notify the President and make a recommendation to the Management Committee which shall vote to authorize or reject the transaction or take any other action deemed necessary to address the conflict and protect the best interests of AFS. Both votes shall be by a majority vote without counting the vote of any interested director. Any actions taken shall be reflected in the official minutes of the Management Committee and Board.
3. A Board member who is formally considering employment with AFS must take a temporary leave of absence from the Board until the position is filled. [This procedure also applies in the case of a relative of a Board member by blood, marriage or domestic partnership seeking employment with AFS.] Such a leave will be taken within the Board member's elected term, which will not be extended because of the leave. A Board member who is formally considering employment with AFS [or is related to an individual seeking employment] must submit a written request for a temporary leave of absence to the Executive Director of AFS, c/o the AFS headquarters office, indicating the time period of the leave. The Executive Director will inform the AFS President of such a request. The President will bring the request to the Management Committee for action. The request, and any actions taken, shall be reflected in the official minutes of the Management Committee and Board.
4. An interested Board member, officer, or staff member shall not participate in any discussion or debate of the Management Committee or Governing Board, or of any committee or subcommittee thereof, in which the subject of discussion is a contract, transaction, or situation in which there may be a perceived or actual conflict of interest. However, they may be present to provide clarifying information in such a discussion or debate unless objected to by any present Board or committee member.
5. Anyone in a position to make decisions about spending AFS resources (i.e., transactions such as purchases or contracts) – who also stands to benefit from that decision other than as part of her/his regular job responsibilities or as reimbursement for reasonable expenses incurred as provided in the bylaws and board policy – has a duty to disclose that conflict as soon as it arises (or becomes apparent); s/he should not participate in any final decisions on the action.
6. A copy of this policy shall be given to all Board members and staff members upon its adoption and/or upon commencement of such person's relationship with AFS or at the official adoption of stated policy. Each Board member, officer and staff member shall sign and date the Conflict of Interest Disclosure Form upon its promulgation and/or at the beginning of her/his term of service or employment, and once each year thereafter. Failure to sign does not nullify the policy.

This policy and disclosure form must be filed annually by all specified parties. If during the course of the Board member's, officer's, or employee's term of office or employment there is a change in circumstances that may be a potential conflict of interest, the person is required to notify the President and Executive Director of those circumstances within 10 days in order to allow the procedures for evaluating the conflict of interest to be exercised.

For more information regarding the AFS Procedure Manual view the following link:  
<http://fisheries.org/about/governance/procedures/>

## **SECTION 2: WESTERN DIVISION ORGANIZATION and OPERATION**

### **A. Background, Mission, and Purpose**

The Western Division is one of the four geographic subdivisions of the Society within North America. Each North American Society member is automatically a member of one Division, as described in the Society Bylaws. Division boundaries follow existing political boundaries of states, provinces, or territories and are specifically defined in the Society Rules. Divisions represent an important level of participation for many AFS members because the Divisions carry out many of the activities of the Society, but are oriented more closely to the area within each Division's boundary. Divisions often serve as training grounds for members interested in Society activities. Several of the Society committees, for example, have Division representation.

Established as the first Division of the Society in 1948, the Western Division now includes members from twelve Western States, British Columbia, Yukon Territories, U.S. Islands and Trust Territories of the Western Pacific, and Mexico. The Division is comprised of 10 active Chapters (WABC, AK, ID, CANV, MT, COWY, AZNM, UT, OR, MX). A number of Chapters also include student subunits from universities within their boundaries. Below is an excerpt per Division Bylaws, Section II:

1. The membership of the Division shall be those Society members in good standing residing in the States of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming in the United States of America; U.S. islands and trust territories in the West Pacific Ocean (including the islands of Midway, Baker, Jarvis, Wake, Palmyra, and Howland; Johnston Atoll; Commonwealth of the North Mariana Islands; and Territories of Guam and American Samoa); the Provinces of British Columbia and the Yukon Territory in Canada; Mexico; and individuals residing in other Divisions who elect to be members of the Western Division.
2. All Society members residing in places identified in Section II.1 are automatically members of the Division. They may elect to be a member of another Division upon notification of the Executive Director of the Society in writing.
3. Individuals residing in places other than those identified in Section II.1 may become Division members upon notification of the Executive Director of the Society in writing.

4. Only a Society member of the Division, in good standing, may be a voting member, hold office, or chair a committee.

Some 3,500 Western Division members represent a tremendous array of fisheries workers involved in all aspects of the fisheries profession. The collective diversity and expertise of our members is the basis of an intimate and unparalleled familiarity with fisheries resources and issues within our geographic region. The objectives per the Division Bylaws, Section I are as follows:

1. Pursuant to the Constitution of the American Fisheries Society (hereinafter referred to as the Society) there has been established within the Society a Western Division (hereinafter referred to as the Division).
2. The objectives of the Division shall be those set forth in Article I of the Constitution of the Society, and additional objectives include:
  - A. Provide a forum for the exchange of technical and policy information common to and of interest to the Division membership.
  - B. Promote awareness among Division members, public officials, and the general public of the nature and extent of fishery matters of concern to the Division membership.
  - C. Facilitate the timely exchange of information among Division units, Student Subunits, and Division members.
  - D. Provide a vehicle for the active participation of individual members in Society business and professional activities.

The Division Executive Committee (EXCOM) and duly appointed committee chairpersons serve as leaders of the Division. The Division EXCOM is comprised of the duly elected Division Officers (President, President-Elect, Vice President, Secretary-Treasurer, and immediate Past President), the elected Student Representative and Presidents of the Chapters within the Division. The EXCOM is authorized to act for the Division between meetings and to perform other appropriate functions.

The general purposes and responsibilities of the Division are as follows:

1. Facilitate communication among members (by newsletters, Facebook, website and other social media avenues) regarding the conduct of the fisheries profession within the Division's geographic region.
2. Sponsor and perform a wide range of technical activities that advance the status and performance of the fisheries profession in the geographic region, including holding technical meetings and symposia, publishing technical reports and proceedings, conducting technical reviews, and performing Division-wide research and managerial studies.

3. Determine the views of Division members in a variety of ways, including conducting surveys, considering resolutions, commissioning formal and informal studies, and producing position papers.
4. Present the views of Division members to the Society membership, the profession, the general public, and government decision-makers.
5. Hold annual meetings at which all Bylaw responsibilities are carried out.
6. Participate in the governing of the Society via voting membership on the Governing Board and serving on other Society committees.
7. Promote the fisheries profession within the Division's boundaries through active and positive relations with journalists, government officials, special interest groups, other professional organizations, and the general public.
8. Promote proper use of aquatic resources by initiating and participating in special projects that increase public awareness, expand participation, improve habitat, and protect fragile resources.

## **B. Officers and Duties**

The elected Division Officers are President, President-Elect, Vice President, Secretary-Treasurer, and immediate Past President. The offices of Past President, President, and President-Elect are automatically filled by the current President, President-Elect and Vice President, respectively. The office of Vice President is filled by election each year. The office of Secretary-Treasurer is filled by election every other year and is a two-year term of office. The office of Student Representative is filled by election as necessary and is a two-year term of office, optional one year – see Bylaws. Candidates for Vice President and Secretary-Treasurer are chosen through the Nominating Committee. Candidates for Student Representative will be self-nominated or nominated by another Society member in the Division. The Division Officers' and committee chairs' terms of office coincide with those of the Society; these terms generally start and end with the date of the business meeting of the Society, which is typically in late August or early September each year.

Per Division Bylaws, Section III.

1. The officers of the Division shall be the President, President-Elect, Vice President, Secretary-Treasurer, and Past President. The Executive Committee of the Division comprises these officers, the elected Student Representative, and the elected Division Chapter Presidents.
  - A. All officer candidates shall be Society members in good standing for at least two years immediately preceding their nomination. Candidates should have served as officers within a Chapter, another Division or in a similar position with another organization prior to seeking candidacy in the Division. Candidates should have attended a Division annual meeting in one of the preceding three years.

- B. Candidates for officer positions shall be nominated by the Nominating Committee. Officers shall be elected by a majority of ballots cast from the membership.
- C. The Division President, President-Elect, Vice President, and Past President shall serve for one year in each office for a four year tenure, and shall be ineligible for election to the office of Vice President for a period of one year after the expiration of their term.
- D. The Secretary-Treasurer shall serve for a period of two years and shall be eligible for re-election for a maximum of two consecutive terms. Individuals may not run again for Secretary-Treasurer for a year after completing their second term.
- E. The officers and representatives shall assume office at such time as the Society's officers are installed.
- F. If an elected officer or representative cannot complete their term of office, the Executive Committee is authorized to appoint a replacement to serve the remainder of the unexpired term until the annual election is held.
- G. Division officers and representatives shall receive no salary or other compensation. Expenses may be defrayed from Division funds when authorized by the Executive Committee.
- H. An officer may be removed from office for negligence, lack of performance, or other reasons substantially detrimental to the Division upon 2/3 vote by the remainder of the Executive Committee, in which case the Executive Committee shall appoint a replacement to serve the remainder of the unexpired term.
- I. Candidates for the Student Representative position shall be in good standing as undergraduate or graduate student members of the Society from a recognized Division Chapter. Candidates will be self-nominated or nominated by another Society member in the Division. The Student Representative shall be elected by a majority of ballots cast only from students in good standing with either a recognized Student Subunit or Chapter within the Division.
- J. The Student Representative shall serve for a period of two years. The Student Representative must be an undergraduate or graduate student in good standing when elected. Graduation does not affect the term in office. If the Student Representative is unable or does not wish to serve for the second year of their term the Executive Committee must be notified in writing at least one month prior to annual elections. Individuals may not run again for Student Representative for one year after completing their term.

Division Officers are important because of their role in both Society and Division functions. These positions are especially demanding of time and creativity. Division Officers must have intense interest in and knowledge of regional issues. At the same time, regional interests must be balanced against national and international interests when Division Officers act on behalf of the Society. In addition to the general responsibilities of Society Officers (see Society Procedures), the Division Officers have the following general duties:

1. Read and understand the Division Bylaws and Society Constitution and Rules. The Division Bylaws are found at <http://wdafs.org/about-us/bylaws-procedural-manual/>

and the Society Constitution and Rules can be found at:  
<http://fisheries.org/about/governance/constitution-and-rules/>

2. Attend an AFS Leadership at all levels workshop provided by the Society.
3. Provide leadership to the Division and the profession.
4. Attend EXCOM meetings and as many subunit and special meetings as possible.
5. Understand the financial and operating status of the Division in order to explain these aspects to members.
6. Be a conduit for expression of members' concerns. Communicate broadly with members of all backgrounds and professional employment, and listen to their interests and concerns.
7. Seek prospective members for committees and other positions of leadership in the Division.
8. Acknowledge by appropriate means those who have assisted you.
9. Provide guidance to your successor.
10. Provide annual reports of activities to the Division and Society President through the Governing Board reporting tool and as requested. Annual reporting is due just prior to annual Society meeting.
11. Review Officer responsibilities in this Procedures Manual and, prior to concluding your term of office, submit any recommended changes in a written report to the Division President.

## **President**

Per Division Bylaws, Section IV.1

*“The **President** shall*

1. Preside at all Division meetings;
2. Serve as Chair of the Executive Committee;
3. Represent the Division as a member of the Society's Governing Board;
4. Appoint committee chairs;
5. Perform other duties and functions as are authorized, necessary, and further described within the Division Procedures;
6. Automatically advance to the office of Past President at the conclusion of the term of office

Specifically, the President also has the following duties in relation to the Society to:

1. Serve as a voting member of the Society Governing Board, attend the three (includes the retreat) board meetings per year, and perform all duties as described in Section 1.C. of these procedures. When the Society Governing Board does not hold a separate retreat, the President attends only two board meetings per year (midyear and annual)
2. Serve as a voting member of the Management Committee in the year(s) appointed by the Society President. Those elected to office in an even-numbered year and serving as President Elect in an odd-numbered year will serve two years on the Management Committee, one as President Elect and the second year as President. Those elected in an odd-numbered year and serving as President Elect in an even-numbered year will serve on the Management Committee for one year as President.
3. Serve as a voting member of the Certification Board of Appeals (if qualified as a Certified Fisheries Professional), or appoint a Certified member to serve on board.
4. Prepare annual report of the Division's activities for presentation at the annual Governing Board meeting, including Chapter activities within the Division.

General Duties:

1. Be inducted into office at the Society annual meeting and
2. Present the Certificate of Appreciation to the Past President.
3. Assume duties as President when the Society holds its annual business meeting.
4. Confer with the outgoing President, at your invitation, for the exchange of administrative materials and general discussion of key issues of the incoming and outgoing administrations.
5. Facilitate communication among the Division EXCOM by sending out emails and fielding phone calls to make sure the EXCOM stays up to speed on Division and Society activities.
6. Be familiar with the Division Bylaws and this Procedures Manual, as well as the Constitution and Rules of the Society, and the Society Procedures.
7. Set up an annual budget and remain up-to-date on this throughout the year. Coordinate with the Secretary-Treasurer regarding Division finances.
8. Appoint committee chairs (standing and special) and announce these appointments at the President's midyear meeting.
9. Maintain an up-to-date contact list for all EXCOM members and committee chairs. Forward this information to the Division webmaster.

10. Represent the Division at Society functions. This includes Chapter annual meetings, monthly Management Committee conference calls (if you become President in an even year), Governing Board meetings, and the Society annual meeting.
11. Represent the Division on issues and communications with Chapter Presidents, Division members, and others. It is good to remind people that your work identity is not the same as your Presidential identity-reminders of which “hat” you are wearing when you call or e-mail someone are helpful (such as identifying yourself as the WDAFS President in your e-mail signature and/or when you speak to others).
12. Schedule, provide agendas, and set up facilities for EXCOM meetings. Discuss whether conference calls (phone or video) will be paid for by your employer or if the Division will use the Society’s conference call account. Conference calls occur monthly and are usually adequate, but face-to-face meetings (at the mid-year retreat and the annual meeting) are definitely more productive.
13. Respond to emails, letters, and phone calls from members on issues of concern in a timely manner. Forward communications to appropriate committee chairs and/or EXCOM members if a member concern requires or requests further action.
14. If a member brings an issue or concern forward that you do not feel qualified to address, solicit input from the EXCOM on who is best qualified to respond (committee chairs and/or Chapter presidents/members). You and the EXCOM will probably still be the main decision-makers, but it is better to get people involved who know the issues to review, develop a committee, and/or write a letter/position statement.
15. Review and sign all resolutions and communications sent out by the Division.
16. Any letter/resolution that you intend to sign should be circulated and approved by the EXCOM (following the process outlined in this Procedures Manual) prior to being released as communication coming from the Division.
17. If you cannot sign a letter (e.g., out of town, conflict of interest), designate someone else from the EXCOM to sign this in your stead.
18. Members and committees do have a responsibility to send you action items with adequate time for review- usually a minimum of two weeks for items that need to be approved by the EXCOM.
19. Assist the President-Elect and the Chapter President of the hosting Chapter with planning the annual meeting.
20. Coordinate content for The Tributary. Work with the newsletter editor to get content turned in on time. Write a President’s “hook” for each newsletter. The newsletter can come out as often or as infrequently as you like, but it is a great way to get information out about the annual meeting and keep the Chapters informed in between meetings. The Tributary is typically sent out 4 times during your Presidency. The President is responsible for reviewing The Tributary before going out to membership.

21. Coordinate content for the webpage and keep posted information up-to-date. Send the webmaster any correspondence sent out by the Division and ask that copies be posted on the webpage. These files should be in Adobe Acrobat (PDF) format.
22. Keep track of any expenses related to your duties and send copies of receipts to the Secretary-Treasurer for reimbursement (e.g. postage, meeting travel costs, etc.).
23. Ensure that any Bylaw and/or Procedures Manual changes are properly obtained and documented in Division records. These are likely to be delegated responsibilities.

*Time-Specific Duties:*

The President-Elect accepts the responsibilities of the President in conjunction with the change of Officers at the Society level. This event typically occurs in the fall (late August or early September) during the Society's annual meeting.

*Late Summer/Fall*

1. Attend the Governing Board meeting at the Society annual meeting. This meeting is usually one to two days prior to the meeting plenary. The Society meeting is a good opportunity to discuss with the outgoing President any current issues or action items, as well as determine who will follow up and carry these items forward.
2. Be prepared to establish the first EXCOM conference call of your presidency (typically in September). This should include obtaining the contact information for each Chapter President. You should welcome all Chapter Presidents and committee chairs/members, and establish a consistent time each month for conference calls.
3. Update your information as well as other members of the EXCOM and committees on the Division website and letterhead. Validate all pages and links (i.e. grants link) associated with the website so that information reaches the pertinent people.
4. Update the Society with all pertinent contact changes related to Division business. Complete the "Change of Officer Form" found on the Society website:  
<https://fisheries.org/about/units/change-of-officer-form/>
5. Discuss with your employer/supervisor whether it is ok to use your work e-mail and contact address for Division business. If it is not, be sure to notify the EXCOM, Society, and webmaster of the appropriate addresses to use.
6. Work with the EXCOM to develop a budget and plan of work, and decide which issues you would like to prioritize for the coming year. Your plan of work does not have to be a formal, written document, but it should represent goals for the Division and Society, as well as your individual goals as President. A copy of the budget template can be obtained from the Secretary-Treasurer.

7. Work with the EXCOM to determine if a Division mid-year meeting (retreat) will be held. This meeting usually occurs sometime in the fall, and can be straddled over a weekend (i.e., arrive Sunday morning; meet Sunday afternoon, and all day Monday). The mid-year meeting can be extremely helpful to incoming Chapter Presidents and others within the EXCOM.
8. Begin annual meeting fundraising (see “Fundraising” information provided below). The end of the fiscal year for the federal government is September 30. This is an opportunity to seek dollars and sponsorships for the upcoming annual meeting that may not be available later.

#### *Fall/Early Winter*

1. Continue annual meeting fundraising.
2. Review and sign the Annual Meeting MOU (Appendix H) with the host Chapter.
3. Discuss planning for the annual meeting with the Division Officers and host Chapter annual meeting chair/President. This should include developing and discussing a meeting cost/profit plan. This plan will assist folks in understanding from the beginning what the financial possibilities/outcomes could be depending on the success of the meeting. The Secretary-Treasurer should also be working closely with the host Chapter in developing the annual meeting budget.
4. Ask the host Chapter to send in time and place information to the Society.
5. Suggest that the host Chapter hold monthly annual meeting planning conference calls and do your best to participate in these calls.
6. Send annual meeting invitations to the Society President and Executive Director. Determine if one/both will attend the meeting, or if they are planning to send a representative. You should explicitly state whether the Division will be paying one/both meeting registration fees, as well as any other costs approved by the EXCOM.
7. Use the Tributary, webpage, social media, and list-serve to promote the annual meeting, and remind membership about award nominations (soliciting award nominations is the duty of the Past-President) and grant applications.
8. Hold the mid-year meeting if applicable. Present and finalize your budget and plan of work.
9. Determine and delegate which Division Officers will attend Chapter annual meetings. If possible, have an Officer attend all Chapter annual meetings. Chapters will not waive registration or provide comp rooms for Division officers.

#### *Winter*

1. Continue annual meeting fundraising.
2. Assist the host Chapter to solicit symposia by requesting all Chapters assemble at least one symposium. Diversity of meeting symposia is crucial to success of the annual meeting.
3. Make arrangements (e.g., facilities, meals, AV) for hosting the annual in-person EXCOM and Business meetings at the annual Division meeting.
4. Nominations for Society Officers are due at the end of December. Discuss potential Division nominations with the EXCOM and coordinate who will contact potential nominees. Initiate contact with the Division's Nominating Committee representative. Coordinate with the representative to submit at least one Division nominee.
5. Check in with Committee chairs and find out if anyone will be resigning so that you can solicit new chairs prior to the annual meeting if possible.

#### *Winter/Spring*

1. Attend Chapter annual meetings (or ensure that the Division is represented at the Chapter meeting by another member of the EXCOM).
2. Check in with the EXCOM, committee members, and/or the general membership regarding any issues that will be presented at the mid-year Governing Board meeting.
3. Prepare for the mid-year Governing Board meeting by reading and being familiar with all materials provided by the Society.
4. Attend mid-year Governing Board meeting.
5. Collect grant applications and distribute to the EXCOM for review.
6. Finalize awards with the Awards Committee chair (Past-President).
7. Send out a reminder (in the Tributary, on the webpage, on social media, and via the list-serve) that grant requests and award nominations are due two month (60 days) prior to the annual business meeting
8. Review budget for the annual meeting and think about available funds for grants.
9. Solicit nominations for Vice-President (committee chair Past-President). Discuss the election process and timing on the EXCOM conference call.

#### *Spring/Summer*

1. Attend Division annual meeting if held separate from Society annual meeting.

2. Plan agenda for and lead EXCOM meeting the day before the Division annual meeting begins.
3. Plan agenda for and lead annual business meeting.
4. Announce incoming Vice-President. Election for Vice-President should be finalized approximately one month prior to WDAFS annual meeting
5. Preside at annual meeting “wrap-up” session to document what went well and what could be improved for future years’ meetings. Members of the next two annual meeting teams should be encouraged to participate.

*Summer*

1. Recover from the annual meeting.
2. Work with the host Chapter to finalize annual meeting finances and make sure that thank you notes are sent out to meeting sponsors/contributors, plenary speakers, etc. Decide if notes will be signed by you, by the host Chapter President, or by both of you.
3. Remind Chapter Presidents and Student Subunits about annual reporting. Annual reporting is conducted through the Society’s Governing Board reporting tool. Chapter Presidents should receive login information directly from the Society. Compile the Division annual report and submit using the Governing Board Reporting tool.
4. Attend the Society’s annual meeting.
5. Check with the Society to determine which business associated meetings you need to attend as part of the annual meeting. These meetings are often held before the annual meeting officially begins. Make sure to discuss with the EXCOM prior to the Society’s annual meeting any “big” issues that the Division plans to bring before the Society. Determine the Division’s preferred position prior to meeting with the Society.
6. Arrange and update your presidential records, assigning current ones to the incoming President and dated materials to the Division Archivist.
7. Prepare and distribute letters and other means of appreciation for those supportive of the Division's activity during your presidency.
8. Turn over the reins to the incoming President. Meet with him/her to discuss any loose ends or emerging issues.
9. Read the instructions for the Past-President duties.

*Mid-Year Meeting Related Duties-Prior to the Mid-Year Meeting*

1. Select a site(s) (hotel and meeting area) that is/are convenient for you, and meet with the events person(s). Do a walk-through of the meeting room and available facilities. Basically all we need is a room, a phone that can handle a conference call (possibly), a projector and screen, and enough outlets for everyone's laptops.
2. Send out information on dates, room blocks, and transportation to the EXCOM.
3. Encourage all Chapter Presidents or their proxy to attend the meeting. Chapters will need to cover their own expenses to attend the meeting.
4. Plan on a full day plus up to ½ day more for all of the Division's business to be completed.
5. Work with the EXCOM and committee chairs to develop an agenda (see Section 5 Appendix A). Review old minutes and cover old business if needed. Set aside some time to address the EXCOM as President and let them know your plan for the year-key issues, plan of work, budget, etc.
6. Build some fun time into the meeting (before/after) to visit local sites, or participate in other local activities.

*Mid-Year Meeting Related Duties-During the Mid-Year Meeting*

1. This is a great opportunity to get to know everyone. Spend some time on introductions and socializing. Lunch on one day is usually covered by the Division if it is on-site. Plan a group dinner as part of the agenda.
2. Present your budget. Limit this discussion by sending the budget out ahead of time. Discussion should be specific. Approving the budget early on in the meeting is advantageous.
3. Ask Chapter Presidents to provide a report on their Chapter. You may send out a questionnaire/ format prior to the meeting for them to address. It is helpful for people to report on the same sorts of things and to know what those will be ahead of time. Encourage discussion of Chapter activities.
4. Keep things moving and if decisions are needed, try to facilitate motions. You cannot make a motion as President, but you can ask if anyone would like to make one.
5. Call for motions, ask for seconds, and then ask for discussion. When discussion seems to be coming to a close (going in circles), you can ask if anyone wants to restate the motion and call for a vote. You also do not vote unless you will create or break a tie.
6. If you do not know the next step in the parliamentary procedure, ask for help. Be prepared to help others grapple with constructing motions/working with procedures.
7. It is not usually necessary, but make sure discussion is respectful and that all feel welcome to contribute equally. Robert's Rules limits a member to speaking twice during

a debate or discussion. You can use this to your advantage if you feel someone is overstating their opinion or preventing others from participating in the discussion.

### *Annual Meeting Related Duties-General*

1. Assist the host Chapter with any questions they have about planning a meeting and working with a venue.
2. Attend and participate in all annual meeting related conference calls.
3. Arrange a time and place with the host Chapter President for the EXCOM meeting during the annual meeting. Usually this takes place in the morning or afternoon, the day before the welcoming social. Send out a reminder for the EXCOM meeting to all EXCOM members and committee chairs.
4. Work with the EXCOM and committee chairs to develop agendas for the EXCOM and annual business meetings (see Section 5 Appendix B and C). If any grant proposals come in, send copies of the proposals to the EXCOM at least a week before the EXCOM meeting. Determine if Society representatives would like to address the membership, and include them within in the agenda.
5. Preside during the EXCOM meeting.
6. Try and determine if any EXCOM meeting items will need to be discussed at the annual business meeting. Work with the EXCOM to develop an agenda for the annual business meeting. Request that all committee chairs in attendance provide reports of committee activities. Those not attending the annual business meeting should update the President regarding their activities prior to the annual business meeting.
7. Coordinate with the Awards Committee chair to insure that everything is in order prior to the annual business meeting (plaques have been ordered from the Society, etc). You will lead the business meeting, but the Past-President will give out the awards. If someone you do not know is receiving an award, find someone to point this person out during the annual meeting so that you can find them and recognize them during the awards portion of the business meeting. Coordinate with the Society regarding other special awards (25 year pins, etc.) that should also be available and presented during the awards portion of the business meeting.
8. Make yourself available to the host Chapter and their planners. Remember how difficult it can be to pull everything together for the meeting.
9. Enjoy the fact that you don't have to pull everything together for this meeting. Attend a talk or two.
10. If there is a plenary speaker or panel, coordinate with the host Chapter about who will introduce the speaker(s). You will probably be asked to give a quick welcome to the

membership and open the meeting, but the host Chapter may want to introduce the plenary speaker(s) and basically run the meeting from there on.

11. Check in with the registration desk and other key meeting personnel. See if they need anything, or if you can be of assistance.
12. Pay attention to items that might need to be discussed at the business meeting. There are not many opportunities to initiate discussion regarding Division business.
13. If any committee chairs are leaving their posts, recruit replacements, and talk with members about potential new chairs.
14. Introduce yourself to students. They are critical to the health of the Sub-Units, Chapters, and the Division. Communication and networking are keys in learning what kind of research is going on, as well as emerging issues within the Sub-Units, Chapter, and Division.

#### *Annual Meeting Related Duties-Annual Business Meeting*

1. Remind people of the time and place for the annual business meeting and the need for a quorum.
2. Work with the venue staff, the Awards Committee chair (Past-President), and the host Chapter to set up a head table and get all the awards in order.
3. Representatives of the Society should be seated at the head table, and you should introduce them.
4. Introduce the EXCOM and any visitors (representatives from the Society, etc.) at the beginning of the meeting.
5. Appoint a meeting Parliamentarian at the annual business meeting. If you know of an appropriate person who will be attending the meeting you should reach out to them ahead of time and share the agenda.
6. Determine that you have a meeting quorum. – 20 members in good standing.
7. Preside during the annual business meeting. Turn the microphone over to the appropriate people per the agenda.
8. You will give the Past-President's award, and may be asked to give other awards as well.
9. Student Scholarship awards presented by the Chair of that committee, the President or someone appointed by the President.
10. Thank people often.

#### *Annual Meeting Related Duties-Fundraising*

1. Assist the host Chapter in fundraising. Ask the Past-President for his/her list of contributors and a copy of his/her fundraising letter from the previous year.
2. Try to add a few new potential contributors to the list each year. Your circle of professional contacts may not usually contribute; however, you don't know unless you ask.
3. Start contacting potential contributors in October. Make sure to update the contact address (you) on the fundraising letter.
4. Follow up on the letter after a week or two. December is a difficult time to catch people, but January is definitely a good time. Some people may even contact you the week of the meeting and offer to provide funds.
5. Keep track of who (names and addresses for thank you letters) contributes, and what he/she contributes (dollars, raffle items, etc.). Send this information to the Secretary-Treasurer and the host Chapter's budget person.
6. Provide updates on fundraising during meeting conference calls. No donation is too small; however, do not be afraid to ask for larger amounts. Refer to previous years' contributions as a guide.
7. Coordinate with the person handling the trade show. Some contributors will prefer to have a booth instead of making a direct contribution (and vice versa). Others may want (or have to) to make an in-kind donation such as directly paying for printing fees for the program or sponsoring a break.
8. Request an electronic copy of each contributor's logo (medium to high resolution JPEGs work well) and let them know that this will be displayed on the program (you can put this information in the letter but remind them when you talk to them on the phone). Include the tier system for logo display and other incentives based on contributions in the letter you send. Make sure this tiered system is consistent with what others are conveying that are also fundraising.
9. Donations are tax deductible.

## **President-Elect**

Per Division Bylaws, Section IV.2

*“The **President-Elect** shall*

1. Assume the duties of the President should the President be absent or unable to act;
2. Represent the Division as a member of the Society's Governing Board;

3. Represent the Division as a member of the Society's Management Committee if elected into office in an even year, and continue to serve on the Management Committee through his/her Presidency;
4. Serve as Co-Chair of the Program Committee;
5. Perform other duties and functions as are authorized, necessary, and further described within the Division Procedures;
6. Automatically advance to the office of President at the conclusion of the term of office.

Specifically, the President-Elect also has the following duties to:

1. Serve as a voting member of the Management Committee in year appointed by the Society President. Typically, the President-Elect begins his/her service in odd-numbered years since their term as President will begin in an even-numbered year.
2. Fully prepare (i.e., review and provide edits/comments to documents provided by President) and participate in Division EXCOM monthly meetings the Division's annual and mid-year business meetings, and conference calls organized by the President.
3. Serve as the primary liaison Officer between the Division President and the Chapter Officers.
4. Attend Chapter meetings, to be determined by the President as a Division representative.
5. Confer with other members of the EXCOM in the development of the budget, the setting of agendas, and other matters as requested.
6. Assist with other annual meeting duties (logistics, fundraising, etc) as needed and requested.
7. Select committee chairs for your presidency.
8. Review the current Society and Division Strategic Plans.
9. Review progress against the current and most recent past annual work plans.

## **Vice President**

Per Division Bylaws, Section IV.3

*"The Vice President shall*

1. Assume the duties of the President-Elect should the President-Elect be absent, unable to act, or assumes the Presidency;
2. Serve as Chair of the Division's Membership Committee;

3. Serve as a member of the Division's Program Committee; (major responsibility includes annual meeting program formatting and printing)
4. Serve as a member of the Society's Membership Committee;
5. Perform other duties and functions as are authorized, necessary, and further described within the Division Procedures;
6. Automatically advance to the office of President-Elect at the conclusion of the term of office.

Specifically, the Vice President also has the following duties to:

1. Fully prepare (i.e., review and provide edits/comments to documents provided by President) and participate in Division EXCOM monthly meetings the Division's annual and mid-year business meetings, and conference calls organized by the President.
2. Confer with other members of the EXCOM in the development of the budget, the setting of agendas, and other matters as requested.
3. Serve on the Society Membership Committee.
4. Attend Chapter meetings, to be determined by the President as a Division representative.

Although not required, the Vice President should consider applying the Early Leader Mentorship Award program. Awardees are provided funding to get to the annual meeting in time to attend the AFS Management Committee meeting, the Governing Board meeting, and the Leading at All Levels of AFS continuing education course.

## **Secretary-Treasurer**

Per Division Bylaws, Section IV.4

*"The Secretary-Treasurer shall*

1. Keep the official records of the Division;
2. Conduct Division correspondence;
3. Manage the Division budget;
4. Collect and be custodian for any fees or assessments authorized by these Bylaws or funds allotted to the Division by the Society;
5. Disburse funds only as authorized by the membership or Executive Committee;
6. Submit minutes of the annual Division meeting to the Executive Director of the Society within 30 days of the meeting;
7. Perform other duties and functions as are authorized, necessary, and further described within the Division Procedures.

Specifically, the Secretary-Treasurer also has the following duties to:

1. Fully prepare (i.e., review and provide edits/comments to documents provided by President) and participate in Division EXCOM monthly meetings the Division's annual and mid-year business meetings, and conference calls organized by the President.
2. Hold a meeting with the outgoing Secretary-Treasurer to receive Division records, account information, and advice on the conduct of the office.
3. Arrange for own and President's signature authority on Division accounts.
4. If necessary, transfer checking account to a bank closer to own residence or work location.
5. Confer with the President, President-Elect, and Vice President and assist, if necessary, in preparing and maintaining a list of names, addresses, telephone numbers, FAX numbers, and e-mail addresses of all Division and Chapter Officers and committee chairs. Distribute this list to all individuals on the list to enhance communication among and between Division and Chapter leadership.
6. Inform the Society of changes in Officers, dates and locations of meetings, and other necessary information.
7. Forward historical records of the activities, minutes, individuals, and other aspects of the Division to the Society's headquarters, as requested.
8. Record minutes of all EXCOM meetings and the Division's annual business meeting, including the decisions made, and distribute them to the EXCOM for review and approval.
9. Distribute minutes approved by EXCOM to the Division webmaster for posting on the Division website, as well as the Division Archivist.
10. Receive, hold, invest, and disburse funds as needed for Division function as approved by the Division Bylaws and Society Constitution and Rules.
11. Track Division income and expenditures for comparison to the annual budget and provide regular reports to the EXCOM.
12. Maintain financial records in standard accounting format for review by Division and/or Society Officers and staff as needed or required.
13. Confer, as necessary, with a certified public accountant, financial officers of the Society office, and the Audit Committee for efficient and correct accounting practice and reporting to the Internal Revenue Service.
14. Assemble records and prepare financial reports for occasional audit by the Division Audit.

15. Financial reports should be on an October 1 to September 30 fiscal year basis.
16. Distribute copies of resolutions to the Society's Executive Director, Society Officers, other units, and appropriate individuals or agencies, as instructed in the resolution.
17. Work with the President or other WDAFS officers with any Bylaw changes for review by the Society's Constitutional Consultant prior to submitting to membership for review. Bylaw changes can be submitted to Society's Constitutional Consultant for Management Committee review and approval after approval from membership.
18. Confer with other members of the EXCOM in the development of the budget, the setting of agendas, and other matters as requested.
19. Attend Chapter meetings, to be determined by the President.
20. Confer with the President and the Archivist regarding the assignment of older records
21. Assist President and/or assigned committee with the Procedure Manual revisions.
22. Transfer records in a face-to-face conference with the incoming Secretary-Treasurer.

### **Past President**

Per Division Bylaws, Section IV. 5.

*"The Past President shall*

1. Serve as Chair of the Division's Nominating Committee;
2. Serve as Chair of the Division's Awards committees;
3. Serve on the Division's Resource Policy and Environmental Concerns Committee
4. Serve as a member of the Society's Nominating Committee;
5. Serve as member of the Society's Chapter Awards Committee;
6. Perform other duties and functions as are authorized, necessary, and further described within the Division Procedures.

Specifically, the Past President also has the following duties to:

1. Provide guidance and be available as needed regarding the presidency to the incoming President.
2. Fully prepare (i.e., review and provide edits/comments to documents provided by President) and participate in Division EXCOM monthly meetings the Division's annual and mid-year business meetings, and conference calls organized by the President.

3. Confer with other members of the EXCOM in the development of the budget, the setting of agendas, and other matters as requested.
4. Attend Chapter meetings, to be determined by the President as Division representative Assist the President and/or assigned committee with Procedure Manual revisions.
5. Solicit candidates for available Division officer positions.

### **Student Representative**

Per Division Bylaws, Section IV. 6.

*“The Student Representative shall*

1. Serve on the Executive Committee as a liaison between students and the Division,
2. Perform other duties and functions as are authorized, necessary, and further described within the Division Procedures.

Specifically, the Student Representative also has the following duties to:

1. Fully prepare (i.e., review and provide edits/comments to documents provided by President) and participate in Division EXCOM monthly meetings the Division’s annual and mid-year business meetings, and conference calls organized by the President.
2. Assist with coordination of volunteers for Division annual meeting as needed and/or requested.
3. Assist with planning and execution of student and early career professional mentoring activities at the Division annual meeting as needed and/or requested.
4. Attend the Division annual meeting.
5. Act as a Division representative at one Division Chapter meeting during each year of service. Ideally, during the first year of service you would attend with another Division officer who would assist you in learning your role as a Division representative. However, budget will often be a limiting factor and it may not be feasible to send two Division reps to a Chapter meeting. Therefore, it is recommended you request to represent the Division at your home Chapter or a Chapter where you are comfortable participating as a Division representative during your first year of service.
6. Assist Awards Committee with grant, scholarship and other award-related duties, which may include award compilation, review, and scoring.

7. Take the lead on WDAFS Student Colloquium planning and coordinate with host subunit to develop and execute the event.
8. Attend Student Subunit meetings whenever possible as a Division representative.
9. Send updates (via email and social media) to student members regarding matters of AFS and WDAFS student interest.
10. Serve on the Early Career Professional Committee
11. Facilitate quarterly calls among student subunits to report ExComm happenings, provide suggestions on how to run successful subunits, discuss upcoming events, and to hear from chapters about current work. Goals also include answering subunit questions and coordinating information sharing if multiple subunits would like to connect.
12. Send copies of receipts for position-related travel to the Secretary-Treasurer for reimbursement.
13. Provide student-related content for the Tributary when possible.
14. Confer with the outgoing Student Representative for the exchange of materials and general discussion of key issues of the Student Committee.

### **Officer Responsibilities While Attending Meetings on Behalf of the Division**

The Western Division has been in an enviable position to provide funding to send all officers, and recently the Student Representative, to the Division meeting and to send a representative to each of the Chapter annual meetings. This is a unique situation in AFS and with this opportunity comes responsibility. Although all AFS annual meetings are a great way to learn by attending oral presentations and viewing posters, officers attending as Division representatives should make themselves available to help meeting organizers or committee chairs where/when help is needed. Historically, officers have helped with registration, stuffing conference bags, selling raffle tickets, judging student oral presentations or posters, or simply maintaining a presence with an offer to general meeting organizers to help with tasks as needed. In addition, they should arrive early, attend all business meetings, social functions, committee meetings as assigned, and ad hoc activities such as meeting with attending AFS officers and staff and Chapter officers. Officers attending annual chapter meetings are expected to present at the chapter meeting business meeting, or preferably before the plenary session, on things that AFS and the Division can do to benefit the chapter and its members. Messaging for this presentation is generally provided by the Society and Division President. Officers are attending these meetings as Division representatives and your active participation in the meeting reflects well on the Division. In addition, officers should take note of unique aspects of the Chapter annual meeting or Chapter operation and share with the Division Excom to the benefit of other Chapters.

## **Elected Division Representative and Appointed Positions to Society Committees**

### ***Division Representative to the Society Nominating Committee:***

*The Division Representative is the Past President and shall search the Division membership for potential candidates for Society officer and aid in their nomination. The Division representative also serves as a voting member of the Society Nominating Committee and in this capacity represents the opinions of the Division.*

### ***Division Representative to Society Certification Board of Appeals Committee:***

*The Division representative is the President unless the President does not hold a professional certification from the Society. In the later this position is appointed by the President. The incumbent serves on the Society's Certification Board of Appeals Committee representing the opinions of the Division. The purpose of the committee is to render decisions on Society member appeals to professional certification.*

### ***Division Representative to Society Hutton Award Committee:***

*The Division representative is the President unless another representative is appointed by the President, and serves on the Society's Hutton Award Committee representing the opinions of the Division. The incumbent should be an advocate for successful placement of students with mentors in the Division. The purpose of the committee is to develop policy and provide oversight for the Society's Hutton Award program.*

### ***Student Representative to Society Student Subsection:***

*The student representative is a member of the Student Subsection of the Society's Education Section from the Division. This student serves as a conduit for Society and Division information of particular interest to students in the Division. Upon election, the Student Representative should contact the Subsection and initiate involvement: <https://students.fisheries.org/>. The Student Subsection of the AFS Education Section has a Western Division Student Representative, who will be an important contact and liaison for the WD EXCOM Student Representative.*

## C. Division Bylaws, Standing Rules, and Procedures

*The Division Bylaws, Standing Rules, and Procedures are defined within Section VIII of the Bylaws:*

1. *The Bylaws are the defining document for the Division and take precedence over all Standing Rules and Procedures of the Division. The Bylaws cannot be suspended and cannot be changed without prior notice to members as follows. By laws can be amended at anytime throughout the year.*
  - A. *The Bylaws may be amended by a 2/3 majority of voting members provided that the proposed amendment(s) are circulated in writing (i.e., website, listserv) to the membership at least 30 days prior to voting. Voting will be open for two weeks post membership review.*
  - B. *In accordance with the Society Constitution, an adopted amendment shall be reviewed by the Society's Constitutional Consultant for conformity with the Constitution, Rules, and Procedures of the Society prior to membership vote. The Constitutional Consultant presents the adopted amendment as approved by the Division members to the Society Management Committee for approval.*
  - C. *The amended Bylaws will take effect after receiving written notice from the Society's Executive Director.*
2. *The Standing Rules are the next highest level of documentation of Division operations. The Standing Rules are generally established to facilitate the conduct of Division business, and to describe duties and responsibilities of officers and committees. The Standing Rules may be suspended or amended as follows:*
  - A. *The Standing Rules may be suspended during an Executive Committee meeting until the next annual or special Division meeting by a 2/3 majority of the Executive Committee.*
  - B. *The Standing Rules may be suspended for the duration of a meeting by a 2/3 majority of members voting at an annual or special Division meeting.*
  - C. *The Standing Rules may be amended by a simple majority of members voting at an annual or special Division meeting.*
3. *The Procedures are the lowest level of documentation of Division operations. The Procedures are generally established to provide continuity in the conduct of Division business. The Procedures may be suspended or amended by a simple majority vote of the Executive Committee.*

## D. Resolutions

A resolution is a formal expression of views of the Division membership (see example in Section 5 Appendix D). The purpose of a resolution is to call attention to issues of concern and inform members of matters important to the Division. Resolutions by themselves do not solve problems; however, resolutions place the Division on record as recognizing the need for action

by individual members, governmental agencies, appropriate legislative or administrative bodies, or by the Division Officers. Two types of resolutions may be considered.

Internal resolutions concern the Division by honoring the achievements of members, addressing Division operations, or recognizing individuals or organizations that have assisted the Division in its work.

General resolutions place the views of the Division on record regarding matters of significance affecting fishery resources within the boundaries of the Division. Resolutions may be adopted at any organizational level of the Society. Chapters and Divisions may adopt resolutions concerning local or regional fisheries issues while Sections adopt resolutions on issues pertinent to their area of interest. It is the policy of the Society to adopt resolutions only on issues of broad national or international significance, where an expression of the views of the membership will help accomplish the desired action. Chapters, Divisions, and Sections are encouraged to submit resolutions of national or international significance to the Society.

### *General Procedures*

1. All members of the Division may submit resolutions for consideration by the membership at any time. Resource Policy and Environmental Concerns committee (RPECC) members are encouraged to monitor current issues and suggest possible resolutions to the committee chair.
2. Resolutions should first be considered and adopted by Chapters so the broadest segment of the Division membership can participate in discussions. Often there is little opportunity for extended debate. Thus, Chapters are encouraged to submit resolutions to the committee chair, or the President who will refer proposed resolutions to the committee chair, for consideration as Division resolutions. Resolutions adopted by Chapters that are forwarded to the committee chair for membership consideration shall be accompanied by an appropriate statement of endorsement by the Chapter(s) and background materials.
3. Submitted resolutions which have not undergone review by the RPECC are discouraged unless they are of an emergency nature. Resolutions submitted at the annual business meeting which have not undergone prior review should be written in the proper format (see Section 5 Appendix D), with copies of both the resolution and background information available for distribution at the meeting.
4. Proposed resolutions should undergo thorough and rigorous review in order to protect the credibility of the Society. For this reason, a formal review system is recommended. The committee chair is encouraged to seek guidance from RPECC members, other Division committees, and Chapters having knowledge or responsibility for the general subject area with which the proposed resolution deals. Also, individuals having expertise in the subject area may be asked to comment on proposed resolutions. Proposed resolutions should be examined carefully; the relative merits and demerits should be discussed as well as the methods of implementing resolutions.

5. Resolutions shall be presented to the membership for discussion and vote by the committee chair or a designee (selected by the President if the RPECC chair is unavailable). The EXCOM shall be provided copies of the resolutions by the committee chair prior to consideration by the membership.
6. Resolutions should be submitted in writing to the committee chair or the President, who will then forward the resolutions to the committee chair. The committee chair shall review internal resolutions for conformity to format and grammatical accuracy and forward revised resolutions to the EXCOM for review and action.
7. The format of resolutions should follow that recommended in Robert's Rules of Order (revised). A resolution begins with the words "Resolved, that," the word "Resolved" being underscored or printed in italics. Most resolutions include a preamble, which gives reasons for the proposed action. Each clause in the preamble constitutes a paragraph beginning with "Whereas." The preamble should never include a period, but each paragraph should close with a comma or semicolon, followed by "and," except the last paragraph, which should close with the words "therefore, be it." A resolution should avoid periods. When periods are necessary, it is better to separate the resolution into two or more sentences each beginning with the word "Resolved."
8. Refer to procedures in Section D. regarding the Division's RPECC for more details. For more information on developing resolutions, policies, and advocacy visit the Society website at the following link:  
<http://fisheries.org/about/governance/procedures/operational-policies-and-procedures/>

## **E. Committees**

### **Executive Committee (EXCOM)**

Per Division Bylaws, Section V.,

*"A. The Division Executive Committee shall consist of the five elected officers (President, President-Elect, Vice President, Past President, and Secretary-Treasurer), the President of each Chapter within the Division, and the Student Representative.*

*B. It is authorized to act for the Division between meetings and transact necessary business.*

*C. A quorum for an Executive Committee meeting shall consist of a majority of the elected officers and one-third of the Chapter Presidents. If unable to attend an Executive Committee meeting, a Chapter President may appoint one of the Chapter officers to represent the Chapter, with full voting rights. If such substitution is made, the Division Secretary shall be notified prior to the meeting.*

*D. The Executive Committee meets in conjunction with the annual Division meeting and approximately midyear between annual meetings. Such meetings are open to Division members.”*

## **EXCOM Decision Making**

The Division EXCOM is authorized to act for the Division between business meetings and to perform other appropriate functions. This decision-making activity may be executed through meetings, conference calls, or email votes. If a Chapter President cannot attend an EXCOM meeting or conference call, the Chapter President may appoint one of the other Chapter Officers to represent the Chapter with voting privileges. Certain issues, such as Bylaw changes, must be brought by the EXCOM before the Division membership for membership approval.

## **Other Committees**

Several Standing Committees and Special Committees assist the President and the EXCOM in conducting the affairs of the Division. The activities of the Standing Committees are coordinated by the Division Vice President. Special Committees are “ad hoc” and address topics that do not fall under the responsibilities of Standing Committees. Special Committees are formed when the Division President or EXCOM decides that a formalized AFS action or position is needed on some issue.

### *General Responsibilities of Committee Chairs*

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

1. Review the Society Constitution, Rules and Procedures with special emphasis on the sections relevant to your committee. Read and understand the Division Bylaws and be familiar with the Division Procedures Manual.
2. After being appointed, confer with the President, to determine the exact charge of the committee and any unusual or specific charges for that year. Work must begin quickly because committees generally have one year or less to perform their charges.
3. Work with the President to develop a list of potential committee members. Consider candidates that accurately reflect the Division’s members’ diversity, including gender, race, geographic location, area of expertise, employment sector, in an attempt to balance the committee accordingly. Potential members should be contacted to determine their ability and willingness to actively participate in the committee. Generally, committees should consist of at least three members, but some committees have specific membership as designated by Division Bylaws.
4. Immediately after appointment of the committee, contact all members to describe the nature of the committee’s work, expectations relative to specific tasks to be completed

with associated time tables, and to solicit suggestions from members concerning the most efficient and effective way to perform those tasks.

5. Confer with the outgoing chair of the committee to determine what tasks remain from the preceding year and to receive documents, supplies, and other materials necessary for committee function.
6. Determine if the committee will need any funds to accomplish tasks, and request these dollars before the EXCOM finalizes the annual budget.
7. Assign specific tasks to specific committee members, with attending time schedules.
8. Maintain regular contact with committee members. Members rely on the chair to keep them on schedule, which means that one of the chair's main jobs is to keep the members working.
9. In all deliberations, encourage members to express their opinions before expressing your own opinion. Participate in the process only as much as any other member would.
10. Prohibit any individual member from dominating the committee's viewpoint by actively seeking the opinions of all members (e.g., circulating drafts of one member's opinion, asking each member to speak on each issue, or asking specific questions of each member during conference calls).
11. On questions requiring votes, vote only to break ties or vote with a sealed ballot before the rest of the committee so your vote cannot unduly alter the outcome.
12. Provide opportunities for committee members to include minority opinions or reports along with the main actions or recommendations of the committee.
13. Encourage members to confer with colleagues, both within and outside the Division, who may be interested in the committee's charge or have experience with similar issues or activities.
14. Submit midyear and annual reports to the President, on time and in the format specified by the President. Provide an oral report on committee activities at the annual business meeting, if possible.
15. Maintain complete and orderly files of committee correspondence and action for transmission to the incoming chair when appropriate. This should include memos to the file describing any new procedures or modifications used during the year.
16. Recommend prospective committee members and chairs for the following year to the President-Elect. Confer with the newly appointed committee chair, as requested, and transfer material as appropriate.
17. Write letters to active committee members thanking them for their participation.

18. Review the committee functions listed in this Division Procedures Manual and, prior to the Division annual business meeting, submit any recommended changes to these procedures in a written report to the Secretary-Treasurer.

### *Responsibilities of Committee Members*

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

1. Confer with the committee chair after being appointed to determine the exact charge of the committee. It is important that you understand your role and the expectations of the chair. Don't agree to serve unless you are willing to be an active committee member and able to complete the assignments.
2. Review the Society Constitution, Rules and Procedures and Division Bylaws and Procedures Manual with special emphasis on the sections relevant to your committee.
3. Respond in a timely manner to all requests from the chair.
4. Provide suggestions on specific committee assignments as well as the most efficient and effective way to perform those tasks. Participate in the development of goals, time schedules, and responsibilities.
5. When appropriate, confer with colleagues, both within and outside the Society, who may be interested in the committee's charge or have experience with similar issues or activities.
6. Express your opinions openly in a professional manner, considering the interests of the Society and entire membership before your personal interests.
7. Listen to, and carefully consider, the viewpoints of other committee members.
8. Try not to dominate committee information exchanges whether personal, telephone, electronic or written.
9. Review the Division Procedures Manual and your committee's roles and operations at the end of your term. Recommend to the chair any changes necessary for the efficient operation of the committee.
10. Travel Expenses: Division does not typically cover travel expenses for committee activities.

### **Standing Committees**

Per Division Bylaws, Section VII.

*“Standing Committees, composed of Division members in good standing, shall be organized by the President together with their chairpersons. Standing committees shall assist the President and the Executive Committee in conducting the affairs of the Division. The chair of each Standing Committee shall report their committees' activities, findings, and recommendations at annual and interim meetings of the Division and Executive Committee (if time allows). The term of duty for members of Standing Committees shall extend from their appointment to the end of the following annual meeting, unless otherwise specified. Division committees shall work in close coordination with comparable committees of the Society. The structure and operating procedures of all committees are briefly described below, with details listed in the Division Procedures.”*

Standing committees perform a variety of tasks deemed essential by the membership. The tasks are typically routine in the sense of being carefully prescribed, but are clearly not routine in their importance to the work of the Division. These committees carry the burden of substantive work conducted for the Division membership. Standing committees are established through amendment of the Bylaws and are usually created by converting a Special Committee which has functioned effectively for several years and the charge of which has been deemed worthy of standing committee status.

Per Division Bylaws, Section VII.

*“The Division has established the following Standing Committees:*

- 1. Arrangements Committee. The Chair and at least three members shall be responsible for making all arrangements for the annual meeting, exclusive of program, to include lodging, meals, pre-registration, and registration, publicity and any other needed facilities or equipment.*
- 2. Audit Committee. The Chair and at least two members shall audit the financial records of the Division and report to the Executive Committee concerning the results and any recommendations at any of the Executive Committee meetings (monthly or annual meetings).*
- 3. Awards Committee. The Chair (Past President) and at least two members shall be responsible for seeking nominees and applications for the annual awards of the Division.*
- 4. Division Archivist. A committee of one shall be responsible for organizing, maintaining, and storing the Division records.*
- 5. Resource Policy and Environmental Concerns Committee (RPECC): The Chair and at least two members (including the Past President) shall research issues, develop appropriate responses in accordance with the Division and Society advocacy procedures, review internal and external policy, and serve as council to the Executive Committee. The Chair shall also serve on the Society Resolutions Committee as an ex officio member.*

6. *Financial Sustainability Committee. The Chair and at least two members shall be responsible for making investment recommendations to the Executive Committee and review the investments quarterly (minimum). Periodic review of the Division's grants funding criteria and fund-raising activities may be coordinated under the Financial Sustainability Committee through ad hoc committees appointed by the President.*

7. *Membership Committee. The chair (Vice President) and one member from each State and Province in the Division shall undertake to maintain the current membership and recruit new members from those eligible within the Division boundaries. The Chair will also serve on the Society Membership Committee. The Committee will also offer advice to members who reside outside of the Division boundaries on how to properly petition the AFS Executive Director for membership.*

8. *Nominating Committee. The Chair (Past President) and at least two members shall recommend a slate of candidates for offices of the Division. The Chair shall also serve on the Society Nominating Committee.*

9. *Program Committee. The President-Elect and a member from the host state or province shall be appointed by the President as co-chairs. They and at least three members shall organize an annual program that will include technical sessions for contributed posters and papers and invited symposia or workshop, as well as video podcasting when available, on topics relating to the field of fisheries.*

10. *Diversity and Inclusion Committee. The Chair and at least two members shall maintain a work plan that accomplishes the committee's mission to support and encourage the equitable opportunity for all fisheries professionals to participate within the Division without regard to gender or gender identity, race, national origin, ethnicity, religion, age, sexual orientation, physical or cognitive ability, political affiliation, or family, marital or economic status and to foster an inclusive climate within the Division.*

11. *Early Career Professional Committee. The Chair and at least two members shall maintain a work plan that promotes the professional development of early career professionals (individuals within five years of terminal graduation).*

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#### *Arrangements Committee*

**Purpose:** The Arrangements Committee is responsible for making all arrangements for the annual meeting exclusive of the annual program, including lodging, meals, pre-registration, and registration, publicity, raffle, continuing education, best student paper, tradeshow, and any other needed facilities or equipment.

**Composition:** The chair and at least three Division members. The chair and most members of this committee consist of members from the host Chapter.

**Procedures:**

1. Consult the Society publication “Guidelines for Hosts of Annual Meetings” and Section 5 of this Procedures Manual
2. Make appointments to cover most, if not all, of the following details:
  - a. Accommodations and lodging
  - b. Registration and welcoming arrangements
  - c. Meeting room assignments, audio-visual equipment and operators
  - d. Banquet and networking events
  - e. Social hours
  - f. Exhibits
  - g. Program contact and printing
  - h. Non-member activities
  - i. Field trips
  - j. Raffle/Auction
  - k. Student mentoring

*Audit Committee*

**Purpose:** The Audit Committee is responsible for auditing the Division financial records from the previous fiscal year and reporting the results of the audit to the Division at the annual meeting.

**Composition:** The chair and at least two other Division members, preferably having financial and/or accountant experience.

**Procedures:**

1. Confer with the Secretary-Treasurer and establish a date for auditing of (and advising on) the Division’s accounts and investment portfolio, assessing the following features:
  - a. Accountancy procedure, re: detail and efficiency.
  - b. Authorization for disbursement (e.g. EXCOM minutes, business meeting minutes, presidential correspondence, e-mail and conference call minutes, etc.)

- c. Conformity with state and federal requirements on income reporting.
  - d. Safety of storage conditions for key records.
  - e. Accuracy of accounting, (i.e., match of Division records with bank and brokerage firm records).
2. Include in reports to the President and EXCOM remarks on each of the components listed in the preceding directive.
  3. If possible, serve as an advisory member of the committee after term of office is completed.

### *Awards Committee*

**Purpose:** The Awards Committee solicits award nominations to honor individuals and/or groups who have demonstrated outstanding contributions to the Society and/or Division, and to fisheries research, conservation, and management. Nominees are sought for the following Division awards: Award of Excellence, Award of Merit, Award of Special Recognition, Robert Borovicka Conservation Achievement Award, Conservation Achievement Award, Outstanding Chapter Award, and the Outstanding Student Sub-Unit Award, and for student scholarships (Eugene Maughan Graduate Student Scholarship, William Trachtenberg Memorial Scholarship)

**Composition:** The chair is the Division Past President, and the two other Division Officers.

### **Procedures:**

1. Procure and prepare award plaques for presentation at the annual business meeting. Clear funding for such materials in advance with the President. Provide documentation required for reimbursement from the Secretary-Treasurer. Committee chair will submit a call for award nominations via the *Tributary*, list serve, social media, and Division website at least four months before the annual business meeting.
2. The call for award nominations and solicitation letters should contain a list of past award recipients, a deadline for nominations to be submitted (normally two months before the annual meeting), and instructions for documenting the nominee's professional quality in sufficient detail for the committee to make sound judgments.
3. The best chapter and subunit award nominations will close at least 3 weeks prior to the AFS best chapter nomination date. The best WDAFS chapter award recipient will be forward to AFS for consideration of their best Chapter award. Due date for AFS is typically in April.
4. Within two weeks after the established deadline for close of nominations, the committee chair will provide the committee with the documentation of the nominees. The committee will have no longer than two weeks from the receipt of the nominee documentations to vote on award recipients.

5. Committee chair will tally the votes and notify the successful nominees, with copies of this communication sent to each committee member.
6. Committee chair should order the appropriate certificates and plaques from the Society for the award winners.
7. Committee chair will announce the award winners at the annual business meeting, and recognize the winners with plaques.
8. Committee chair will prepare and submit a written announcement of the award recipients to the *Tributary* and *Fisheries*.
9. Committee chair will solicit EXCOM, Division Past Presidents, and others for potential incoming Vice President Candidates.
10. Per the Division Bylaws, all officer candidates shall be Society members in good standing for at least two years immediately preceding their nomination. Candidates should have served as officers within a Chapter, another Division or in a similar position with another organization prior to seeking candidacy in the Division. They must have attended a Division annual meeting in one of the preceding three years.
  - a. Committee chair will request biographical sketch information and photos of the candidates for inclusion in the *Tributary*, the Division website, an announcement through the list serve and/or other social media avenues.
11. Division members will have 30 days to vote electronically for the candidate of their choice via “Survey Monkey” or some other electronic survey provider. Committee chair will tally the votes and notify the successful incoming Vice President, with copies of this communication sent to each committee member. Committee chair will prepare and submit a written announcement of the incoming Vice President to the *Tributary*, list serve, social media, website, and *Fisheries*.
12. Committee chair may appoint a subcommittee (i.e., Student Scholarships Subcommittee) to write announcements, solicit nominations, and make recommendations to the committee for scholarship recipients.

#### *Division Archivist*

**Purpose:** The Division Archivist organizes, maintains, and stores the Division records.

**Composition:** A committee of one Division member.

#### **Procedures:**

1. From time to time, announce the mission of the Committee in the Newsletter requesting the forwarding of specific materials that support the purpose of the Committee.

2. From time to time, and as requested by the EXCOM and general membership of the Division, prepare and distribute special historical summaries such as the list of past officers, places of the annual meeting, etc.
3. Communicate with the Chairs of the Standing and Special committees and the Division Officers to guide them in selecting and transmitting appropriate material for Division archives.
4. Give attention to the form, categories, and safety of storage of the Division archives.
5. From time to time, confer with other chairs of archives within the Society toward enhancement of curatorial procedures.
6. From time to time, confer with the President toward preparing and updating the history of the Division.
7. At year's end, request archival materials from each member of the EXCOM.

*Resource Policy and Environmental Concerns Committee (RPECC)*

**Purpose:** With issues referred through the Vice President or other members of AFS, the RPECC researches issues and develops appropriate responses in accordance with the Division advocacy procedures for EXCOM action.

**Composition:**

The composition of the RPECC, when feasible, will include at least one member of each Chapter, preferably those concurrently serving as Chairperson of the Chapter's comparable RPECC. The RPECC will include a Chairperson, who is appointed by the Division President, and at least two other Division members (including the Past President). The Chairperson will also serve on the Society Resolutions Committee as an ex officio member. The diversified structure of the RPECC will facilitate the accomplishment of the committee's objectives and responsibilities.

**Procedures:**

The RPECC will work toward accomplishing the mission of the AFS (Society) and Division by "advancing sound science and disseminating science-based fisheries information for the global protection, conservation, and sustainability of fishery resources and aquatic ecosystems." The RPECC will rely primarily on Division and Chapter members in addition to others, to assist in screening potential environmental issues and policies that may be relevant for action. This information exchange will facilitate awareness, and encourage active participation within the Division membership.

The RPECC will:

1. seek and identify actions, issues, and policies that may be detrimental or beneficial to aquatic resources within the Division by providing a forum for the exchange of information;

2. serve as council to the Division by reviewing and researching these concerns in a timely manner to determine if a response from the Division is desired;
3. if a response is warranted, ascertain the target audience and appropriate approach in accordance with Society and Division advocacy procedures;
4. recommend a suitable response to the Division's Executive Committee;
5. in collaboration with the respective subject matter experts, complete a technical review by developing an accurate, biologically sound, and scientifically defensible response; and
6. communicate the Division's action by disseminating information to the Division's membership and external publics.

The RPECC will also address requests when the Division's position on such matters is solicited by the Society, members of the Division and Chapters, organizations, or agencies. In these situations, requests for Division action will be submitted to the RPECC Chairperson with supporting and sufficient documentation. The RPECC Chairperson will judiciously refer the requests for action to the RPECC for review.

#### *Financial Sustainability Committee*

**Purpose:** The Financial Sustainability Committee provide investment recommendations to the EXCOM, reviews investment performance at least quarterly. Periodic review of the Division's grants funding criteria and fund-raising activities may be coordinated under the committee through special committees appointed by the President.

**Composition:** The chair and at least two Division members.

#### **Procedures:**

1. Confer with the past chair and Secretary-Treasurer to determine the status of the Division's financial holdings.
2. Review the portfolio performance at least quarterly.
3. Review sections of the Division's Procedures Manual that prescribe how Division holdings are to be invested.
4. Recommend appropriate changes to the EXCOM should the committee determine a change in account holdings would be in the best interest of the Division.

#### *Membership Committee*

**Purpose:** The Membership Committee maintains the current membership and recruits new members from those eligible within the Division boundaries.

**Composition:** The chair is the Division Vice President, and the chair of each Chapter's Membership committee. The chair of the committee shall also serve on the Society Membership Committee.

**Procedures:**

1. The chair should consult with the previous chair to review the status of membership recruiting activities in the past year. The chair should also contact the Society Membership Committee chair and Membership Coordinator for background information on membership programs and ideas.
2. Obtain from the Society Membership Coordinator two computer listings of Division members: (1) one alphabetical listing of all members, and (2) one listing of members by geographical locale (State/Province). Request that individuals who have not renewed their current membership (i.e., one year delinquent) be included in the computer listings. These listings should be used to establish a profile of the Division membership, by membership category, section affiliation, Chapter affiliation, and state or province. This should prove helpful in identifying membership categories for which a large potential exists for Society recruitment. Target these groups for membership efforts of the committee.
3. Develop appropriate recruitment approaches for the "target" groups, using personal contact with prospective members whenever possible. Communicate with former committee members and Membership Committee chairs in other Divisions to find out which recruitment strategies have worked and which have not. Implement those ideas that have proved most successful, and implement new approaches as well.
4. Coordinate committee programs with complimentary activities at the Chapter and Section levels through correspondence, telephone contacts, and announcements in the Tributary and website.
5. Furnish membership materials (applications, brochures, etc.) to committee members and others involved with recruitment programs. These materials can be obtained in bulk from the Society Membership Coordinator. Distribute membership materials at Division sponsored meetings.
6. Confer with the Division President on a routine basis concerning committee activities and progress.

*Nominating Committee*

**Purpose:** The Nominating Committee recommends a slate of candidates for the offices of Secretary-Treasurer and Vice-President. The Division also is responsible for providing a representative to the Society Nominating Committee. The Division's Nominating Committee can assist in selecting this representative to the Society.

**Composition:** The chair is the Division's Past President, and at least two Division members.

**Procedures:**

1. Advise each member of the committee regarding eligibility of members for nomination:
  - a. All officer candidates shall be Society members in good standing for at least two years immediately preceding their nomination. Candidates should have served as officers within a Chapter, another Division or in a similar position with another organization prior to seeking candidacy in the Division. They must have attended a Division annual meeting in one of the preceding three years.
  - b. The two most recent Past Presidents (at the time of the nomination) are ineligible as the Division Representative to the Society Nominating Committee.
2. When possible request at least two names for each of the offices of Secretary-Treasurer (after two-year term has been completed), and Vice President. Assemble names of eligible nominees for each position and return to committee members with detailed instructions on ranking and deadline for their response.
3. On basis of committee response, contact the ranking nominees for their willingness to serve, asking those who have accepted to provide a brief biography (with photograph) emphasizing education, positions held, present activity, Society service, and steps that might be undertaken as Division Officers to address major Division/Society issues. The biography should be no more than two type-written pages.
4. Return to the committee and the EXCOM for additional recommendations, if initial list of nominees is unsuccessful.
5. Edit the biographies received. Forward final copies of the biographies to the President for voting action, via either mail-in or electronic ballots.
6. Count the ballots received on or after the voting deadline and quickly report the results to all nominees, the committee and President.
7. Send a letter of thanks to all members of the committee.
8. Meet with the new chair of the Nominating Committee, providing past records and verbal guidance on the process including the names of possible nominees.

*Program Committee*

**Purpose:** The Program Committee organizes a program for the annual meeting that will include technical sessions for contributed posters and papers, and invited symposia or workshops on topics relating to the field of fisheries.

**Composition:** The President-Elect and a member from the host Chapter are appointed by the President as co-chairs. These individuals and at least three members from the host Chapter

develop and implement the program that will include technical sessions for contributed posters and papers and invited symposia or workshops.

**Procedures:**

Consult Sections 4 and 5 of this Procedures Manual

*Diversity and Inclusion Committee*

**Purpose:** To foster the inclusion, participation, and equitable treatment of members of the WDAFS without regard to gender or gender identity, race, national origin, ethnicity, religion, age, sexual orientation, physical or cognitive ability, political affiliation, or family, marital, or economic status, and further, to increase awareness of and encourage diversity and inclusion within the fisheries workforce.

**Composition:** The chair plus two Division members.

**Procedures:**

1. Research and identify diversity, equity, and inclusion issues and challenges within the Division and report findings and recommendations to the EXCOM. Assist in implementation of recommendations when appropriate.
2. Increase and promote outreach, recruitment, engagement, mentorship, and retention efforts within the Division to involve or recruit fisheries professionals from under-represented groups in the fisheries field.
3. Provide educational materials to Division members on issues regarding diversity, equity, and inclusion.
4. Convene workshops or sessions related to diversity, equity, and inclusion at the Division annual meeting when appropriate.
5. Assist in recruitment of diverse session organizers, chairs, and speakers at annual meetings.
6. Assist in recruitment of diverse members into leadership roles within the Division.
7. Assist the Awards Committee as appropriate with securing nominations and identifying award winners for Diversity and Inclusion award recognizing noteworthy efforts in promoting diversity, equity, and inclusion within the fisheries profession when this award is available.
8. Assist the EXCOM as appropriate with securing applicants and identifying grant winners for Diversity and Inclusion travel grant when this grant is available.

9. Collaborate with Society, Divisions, Chapters, Student Sub-units, and Sections in efforts related to diversity, equity, and inclusion.

#### *Early Career Professional Committee*

**Purpose:** To promote professional development of early career professionals (individuals within five years of terminal graduation).

**Composition:** The chair plus two Division members.

#### **Procedures:**

1. Generate workshop topics, and solicit and collect professional development workshop proposals from the Western Division membership.
2. Generate mentoring opportunities, provide access to mentorship resources, and facilitate discussions and activities between early career professionals and mentors.
3. Facilitate networking between early career professionals, students, and professionals by organizing networking events.
4. Facilitate early career professional involvement in the American Fisheries Society by encouraging active member participation, and by advocating on the member's behalf for involvement with the American Fisheries Society.

## **Special Committees**

Special Committees address topics that do not fall under the responsibilities of Standing Committees. The terms “ad hoc” and “sessional” have been used by the Society to denote this type of organizational unit. Special Committees are formed when the Division President or EXCOM decides that a formalized AFS action or position is needed on some issue. Special Committees exist for one year, but may be re-appointed in subsequent years at the discretion of the subsequent Division President. Members may include individuals who are not active members of the Society, particularly for Special Committees established in partnership with other professional/scientific societies or for issues on which current AFS expertise is limited.

#### *Electronic Communications and Newsletter Committee*

**Purpose:** The Electronic Communications and Newsletter Committee ensure relevant and timely communication of professional, Division, and Society activities and functions to Division members.

**Composition:** The Tributary editor, webmaster, social media leads, and list-server coordinator, all appointed by the President.

## Procedures:

1. The Tributary editor(s) will produce and distribute periodically a newsletter with a format emphasizing news happenings, significant research, announcements, award nominations, and a calendar of scheduled events. Division and Chapter reports/announcements will also be provided as necessary.
  - a. Publish newsletter on a quarterly basis. Announce deadlines for submission of materials via the list serve, social media and website. Tributary submissions are typically received by the 8<sup>th</sup> of the month, and the issues is finalized and distributed on the 15<sup>th</sup> of the month.
  - b. Tributary is posted on the website.
  - c. Notice of the availability of the Tributary via the website is sent through the list serve and social media.
  - d. Periodically discuss potential improvements to the Tributary with the EXCOM.
2. The Webmaster will post materials approved by the EXCOM on the website in a timely manner.
  - a. Solicit appropriate matter for posting from Division Officers, committee chairs, and Chapter Presidents.
  - b. Periodically discuss potential improvements to the website with the EXCOM.
3. The List-server coordinator will electronically distribute approved material to Division members as requested.
  - a. Periodically, the coordinator will provide instructions to members on how to register for the list serve, as well as post information to the list serve.

### *Western Native Fishes Committee*

**Purpose:** The Western Native Fishes Committee grew out of the 2002-2003 Western Native Fishes Special Committee's Database with a mission to promote stewardship of native fishes within the Division boundaries through information-sharing (i.e., symposia, publications, databases) and professional development.

The vision of the Western Native Fishes Committee of the Western Division of AFS (WNFC) is to foster a network of fisheries scientists and managers with expertise and interest in the native fishes of Western North America to address emerging ecological and conservation concerns for these organisms and their habitats. In particular, we support the completion and dissemination of sound science pertaining to these fishes. We recruit members from all career stages and employment backgrounds, and emphasize the engagement of students and young professionals to perpetuate these values.

**Composition:** The chair is appointed by the Division President. The chair appoints other committee members to assist in planning, promotion, archiving, and publication. One committee member from the hosting city for the WDAFS meeting will assist in annual symposium planning.

**Procedures:**

1. The chair shall consult with fellow committee members to create an annual list of prioritized regions, assemblages, and species that fall under the auspices of the Western Native Fishes mission.
2. The committee shall annually review and produce a searchable list of experts in Western native fish ecology and management to facilitate professional networking and public outreach.
3. Facilitate contact with prospective members whenever possible through an email listserv and a social media page operated by the committee member nominated by the chair to provide announcements for upcoming events and to promote discussion.
4. Develop and organize annual symposia at the WDAFS meeting and determine the program in cooperation with the Program co-chair for the annual meeting.
5. Offer intermittent educational and professional development to promote database use, networking, technical expertise, and publication skills of WDAFS members.
6. Compliment WDAFS activities at the Chapter and Student subunit levels through correspondence, telephone contacts, and announcements in the Tributary and website/social media page.
7. Confer with the Division President and EXCOM to determine other ideas or trajectories to fully integrate WNF into the goals and mission of WDAFS.
8. Provide technical expertise, biological opinion, direction and information regarding native fish management in the western division region to the WDAFS, national AFS, and imperiled fishes section of the AFS (as needed).
9. The committee will maintain, evaluate, and, if needed, update a distributional database for freshwater fish taxa of the waters in the Western Division that will be available for other researchers or interested parties.

## **F. Division Activities**

### **Accounts**

A checking and savings account have been opened for the convenience of the Secretary-Treasurer to conduct the Division's financial operations. The Division also maintains a number of accounts to be drawn from in times of financial hardship. These include a money market

account and four Certificates of Deposit (CDs). The CDs all have maturity periods of one year, timed so that one CD matures approximately every three months. The Division also maintains a “Grant Endowment Fund”. This fund is designed so that annual gains can be used to fund grants approved by the EXCOM. This fund is generally not to be used for Division operating expenses. All account statements should be retained by the Secretary-Treasurer for audit purposes. The Secretary-Treasurer should update the EXCOM on the status of each account monthly.

## **Advocacy**

Advocacy may be simply defined as arguing for a cause, often on behalf of others. Arguments may be written or expressed orally, and sometimes they must be developed reasonably quickly. Advocacy is on its strongest ground when it is based on a hierarchy of instruments used as official expressions of Society views. The principal instruments are Society policies, general statements of principle about resource topics that explain and justify the Society's perspective or attitude in largely philosophical terms. The Division follows the AFS advocacy guidelines, which are included in the Society's Procedures Manual  
<http://fisheries.org/about/governance/procedures/operational-policies-and-procedures/#advoc>  
<http://fisheries.org/about/governance/procedures/operational-policies-and-procedures/>

## **Annual Meeting**

Per Division Bylaws, Section VI.

“A. The Division shall meet at least once a year at a time and place that is determined at least two years in advance.

B. Special meetings may be called by a two-thirds vote of the Executive Committee, or by the President with the approval of the Executive Committee.

C. When mutually agreeable, the Division may meet jointly with other organizations or with other units of the Society in accordance with the Society Rules.”

Per Division Bylaws, Section VII.

“A. Decisions at a meeting of the Division shall be by a majority of those voting except in the case of amendments to the Bylaws (see Section VIII), suspension of the Standing Rules (requires a two-thirds majority), or as otherwise specified in the latest edition of Robert's Rules of Order.

B. A quorum at the annual meeting of the Division for the transaction of official business shall be at least 20 members in good standing.

C. Election of officers and the Division Representative to the Society Nominating Committee shall be by electronic ballot/survey. Elections for officers shall be open to membership for 30 days and open to only student members for the Student Representative. Results shall be announced at the Division Annual business meeting. The procedure for the conduct of the officer's ballot shall be determined by the Executive Committee and executed by the Secretary-

Treasurer. The procedure for the conduct of the Student Representative ballot shall be determined and executed by the Secretary-Treasurer.”

The annual meeting of the Division is typically held between March and May, except when it is held in conjunction with the Society annual meeting in August or September. The meeting is usually hosted by a chapter within the Division, and is often held in conjunction with the annual meeting of the host chapter. In recent years, the location of the annual meeting has been approved by the EXCOM about 3 ½ years in advance during the EXCOM mid-year meeting (October-November). The Division typically holds annual meetings on a rotating basis between coastal and inland locations. Please see Section 4 for specific guidance on the Annual meeting procedures.

### **Proposals to Host the Division Annual Meeting**

The Division and/or Society’s Time and Place Committees solicit bids from prospective Chapters and others for the annual meeting, preferably three to four years prior to the actual event. Bids in the past have been based on a rotational basis among “coastal” and “inland” Chapters. All Chapters are provided the opportunity to host the annual meeting. However, nothing precludes solicitations out of the traditional sequence, especially if minimal bids are obtained from the targeted geographic Chapter.

Proposals should be comprehensive and have strong support from local or regionally-based governmental agencies willing to assist in sponsorship of the annual meeting. These agencies can often provide volunteer employees and services to offset costs associated with hosting such a large conference. The process for proposal submission and associated guidelines is provided in Section II E. (Time and Place Committee).

### **Proposal to host a Society Annual Meeting**

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

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

Governing Board decides whether to accept the Committee's selection.

### **Society Tips for Successful Submissions**

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

In addition the most successful bids to host AFS annual meetings have been those demonstrating a wide variety of competitive airfares to the host city, reasonable hotel rates to accommodate a large block of rooms for attendees, centralized lodging and conference facilities, free use of convention facilities (often based on expected hotel occupancies), availability of discounted student room rates, and a host of social activities and attractions for members and family guests.

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

### **Society Remuneration**

1. The basic host unit for AFS Annual Meetings is an AFS chapter(s), although any unit (Division, Section, Chapters, etc.), can host a meeting. Host units will be offered a monetary return from the annual meeting they host, as a fixed percentage of that meeting's net proceeds. The host unit may elect *not to request* such reimbursement. Alternatively, the host unit may wish to designate all or a portion of their return to a specific AFS activity (such as the Skinner Student Travel Fund, Hutton Fund, and other specific Society needs).

2. The monetary return to the host unit and/or other AFS units involved in hosting the meeting will be a negotiated item in the Memorandum of Understanding between the host unit(s) and AFS. Normally, the host unit receives 10% - 20% of the net proceeds of the annual meeting depending upon the level of contribution by the unit. (Past net proceeds have ranged from \$50,000 to over \$100,000 from an AFS annual meeting, so host units can expect as much as \$10K or more, for their efforts.)

3. **The Society takes on all of the contractual risk in coordinating an annual meeting.** The Society also contributes staff hours and other labor costs, travel, and conference materials in helping to orchestrate an annual meeting.

### **Awards**

The presentation of awards in recognition of contributions to the Society and/or Division is one way to promote and evaluate the educational, scientific and technical aspects of the fisheries profession. Every year, we solicit nominations to honor individuals or groups who have demonstrated outstanding contributions to the Society and/or Division, and to fisheries research,

conservation and management. This is your opportunity to nominate and honor someone you have professionally admired and ensure that your peers receive the recognition they deserve.

The Division has seven prestigious awards for individual and group achievements, some of which are given to non-Society members (see Section 5 Appendix E). In addition to these seven awards described below, the Division also provides the Outstanding Chapter Award, the Outstanding Student Sub-Unit Award (see Section 5 Appendix F), and the Riparian Challenge Awards. Finally, the Division presents the Best Student Paper and Poster Awards at the annual meeting. Outstanding Chapter and Subunit awards for the Division must be finalized no later than March in order for them to compete for the Society award whose deadline is usually May 1<sup>st</sup>. For all awards except for the Riparian Challenge, plaques and certificates are available through the Society for a reasonable cost (~\$25.00).

#### *Award of Excellence*

This is the most prestigious award offered by the Division and it is intended to recognize sustained professional excellence. The award is earned by a Society member who has demonstrated outstanding achievement and exceptional competence in fishery resource applications through monumental works, new methodologies, or multiple successful contributions that benefit our resources and profession. Successful nominees have usually excelled in research or management programs at the regional, national, or international levels. Nominees may also have developed fresh, innovative approaches to improving our understanding of aquatic resources, and imaginative and successful programs in education.

#### *Award of Merit*

This award is earned by a Society member who has made a regionally significant and worthy contribution to the Society, Division, our profession, or our fishery resources.

#### *Award of Special Recognition*

This award is earned by an individual or entity (Society member or non-member) making a significant contribution to the development and success of the Division.

#### *Robert Borovicka Conservation Achievement Award*

This award is earned by an individual (Society member or non-member) who has significantly contributed to fishery conservation within the Division.

#### *Conservation Achievement Award*

This award is earned by an entity (such as an agency, tribe, or organization) that has demonstrated a significant contribution to the conservation of fishery resources within the Division.

#### *Outstanding Chapter Award*

This award is earned by the Division Chapter with the most outstanding accomplishments related to the Society's Strategic Plan and Division mission. The application includes information on the activities of your Chapter or Student Subunit that occurred in the 12 month period immediately before the application deadline. The Chapter that receives the Western Division of the American Fisheries Society award will automatically be forward to the Society for nomination. The winner of WDAFS will be the only WDAFS Chapter to be considered for the Society award.

#### *Outstanding Student Sub-Unit Award*

This award is earned by the Division Student Sub-Unit with the most outstanding accomplishments related to the Society's Strategic Plan and Division mission.

#### *Riparian Challenge Awards-Awards of Excellence in Riparian Management*

The purposes of the Riparian Challenge Awards are to: encourage the Bureau of Land Management, Forest Service, and other conservation agencies or private industries in the region encompassed by the Division to strive for excellence in riparian and watershed habitat management; encourage agencies to progress in on-the-ground accomplishments which when added together throughout the West, will significantly improve riparian systems; and recognize managers and resource specialists for their efforts in maintaining, restoring, and improving riparian and watershed ecosystems. Winners are selected from the following categories (depending on the number of submissions received): BLM Best Resource Area or Field Office, Forest Service Best Ranger District, and Other (conservation agencies, consultants, or private industries) Best Riparian Project.

#### *Student Presentation Awards*

The Division provides two presentation awards, which are administered by the Best Student Presentations Awards Committee. The committee selects the best oral and poster presentations given by students at the Division's annual meeting. The presentations, which may be co-authored by others, must concern research done by the presenter while a student. The awards are intended to promote high-quality oral and poster presentations by students and, through example, by all members. The two awards are: Best Student Oral Presentation and Best Student Poster Presentation. Each of these awards includes a stipend from the Division.

#### *Past President Award*

The President is responsible for ordering the Past President plaque and certificate in recognition of their service to the Division (See Section 5 Appendix G). However the President may choose to present a different type of award in grateful recognition for their service to the AFS.

### **Electronic Voting**

Generally, the only matter requiring voting by Division members that is not handled at the annual business meeting is the election of Division officers. Decision-making on important issues such as Bylaw amendments, acceptance of resolutions and/or policy statements, and other

substantial issues may also be conducted electronically to allow the largest possible participation by the Division membership. In recent years, elections and other business have been conducted by using an electronic survey provider such as “Survey Monkey”. The cost for using such a provider is nominal.

The Secretary-Treasurer designs the survey, including the dates for the open election/survey period, in accordance with direction from the EXCOM, utilizing the tools provided by the survey provider. Notice regarding the election/survey is provided to members via the Division list server and website, along with information regarding the election/survey. Appropriate mechanisms must be used to assure voter confidentiality. Provision will be made for paper ballots to be mailed at the request of any member.

The electronic voting options for Division business outside of the Vice President election are: Yes/No/Abstention/Veto. The veto option is to be selected if the voter determines that the issue has not been vetted to their satisfaction and therefore wishes to reopen discussion. If the majority of votes are cast for a veto, the in-progress electronic vote is cancelled and the process reverts to the discussion stage or is referred to an in-person meeting at the discretion of the President.

The majority of votes received during the open election period will determine either the incoming Vice President or the results of other Division business. The Secretary-Treasurer provides the final results to the President and EXCOM. The President announces the election winners at the annual business meeting. Survey results regarding other business will be announced via the list server and included on the website.

## **Finances**

The Division obtains revenues primarily from annual meeting registrations, membership rebates from the Society, and investment interest. Additional revenues are occasionally received from the sale of symposia books or from other Division projects. Historically, 10 percent of the dues to the Society from active members residing in the Division’s geographic area are distributed to the Division. Interest from the endowment fund and CD’s previously described are generally added directly to the accounts, which are “rolled over” when necessary, unless funds are needed during times of financial hardship. Performance of the Grants Endowment Fund is reviewed regularly by the Grants Funding and Investment Committee, who may then recommend changes to the EXCOM.

Division expenses are generally dominated by the mid-year meeting costs, EXCOM travel to the Society and Chapter annual meetings, and funding of awards and grants. Additional expenses are incurred from minor operating costs such as hosting the Division website. Occasionally, costs are realized from special projects or from ensuring the host chapter does not incur a loss from the annual meeting.

The President, in consultation with the Secretary-Treasurer and other EXCOM members, develops the annual budget for the Division. The Secretary-Treasurer should provide a budget template to the President that includes best estimates for known income and expense categories

based on the budgets from previous fiscal years. The President then estimates income and expenses for discretionary categories, and the final budget is approved by EXCOM, usually at the mid-year meeting (October-November). Financial records are tracked electronically by the Secretary-Treasurer.

## **Grants**

### *Travel Funds*

In 2008, the Division created a Student Travel Fund to encourage student participation in Division meetings, and provide them the support to attend these meetings. These travel grants were expanded to include an early career professional (within five years of graduation) category in 2015. By 2019, travel grant categories also include: professional, international, emeritus, and Diversity & Inclusion. The number of travel grants awarded each year varies, as does the value of awards within a year. The awards are meant to offset costs for travel, registration, and lodging only. Applications for grants from this fund are made available on the Division website prior to the annual meeting. Applications are provided to the Vice President, and judged by all Division Officers and the Student Representative, Diversity & Inclusion, and Early Career Professional applications are reviewed by the respective committees and results are forwarded as recommendations to the Vice President; Division officers authorize all travel grant awardees. The Vice President notifies each applicant regarding the status of their reviewed application. Funds are awarded on a reimbursable basis. The WDAFS Officers and Student Representative will judge applicants requesting funds based on the following criteria: (1) active membership in a WDAFS chapter, AFS Section, or student sub-unit; (2) officer role in student sub-unit; and (3) willingness to present research (oral or poster). Awardees will be REQUIRED to volunteer a minimum of 4 hours at the meeting & bring an item to donate to the silent auction. *Per diem*, or meal costs, are only eligible for reimbursement for the student and early career professional categories. The International travel grant is intended to be awarded to Division members residing outside of the United States, although exceptions can be made at the WDAFS Officers' discretion.

### *Small Project Fund*

Generally, the Western Division has Small Project Grant funding available for Division Chapters, Subunits, and other fisheries-related groups. The budget for this line item is typically \$5,000 and individual grants are usually modest (less than \$1,000). The funds can help get a project started or be used to complement other funding sources. The intent behind this fund is to assist in the implementation of a project that is small in scope or scale, at least initially. Projects that can be completed and reported on within a year are preferred to projects that span multiple years. Generally, funds are not available to cover the cost of travel or per diem however exceptions can be made. For example, requests to cover fuel for site visits or rental housing have not been accepted but funds to cover the travel costs of a guest speaker for a student subunit have been awarded. Applications are due in the spring prior to the annual meeting. Projects that clearly help achieve the AFS mission and Western Division objectives, either individually or collectively, will be prioritized for Division Grant funding over those that do not. To realize the greatest value from limited Division resources, projects addressing AFS goals and objectives,

those with high visibility, and those with a greater fishery resource impact, will be given priority. More information about the small project fund and current application due dates can be found on the WDAFS webpage at <http://wdafs.org/awards/small-project-grants/>.

Division Officers and Student Representative will consider the following project elements when making grants funding decisions:

Does the Proposal:

1. Promote the AFS mission and WDAFS objectives (described above)?
2. Incorporate and promote science-based management, conservation or understanding of fisheries resources?
3. Elevate the visibility of fisheries issues to a broad audience?
4. Need Division funding for completion of the project relative to other funding sources?
5. Have potential for generating revenue to the Division?
6. Adhere to the page limit restriction as described in the announcement?

Application Process:

1. A Western Division AFS member or sub-unit must submit the application.
2. Applications must be received by the deadline.
3. Applications must include the following information:
  - a. Project Titles
  - b. Name of requesting subunit or AFS member
  - c. Applicant's AFS member number
  - d. Name, address, phone number, fax number, and email address of contact(s)
  - e. Project description (limit project description to 1 page). Address how the project fits into AFS and/or WDAFS mission and objectives.
  - f. Estimated time to completion
  - g. Amount requested
  - h. Other funding sources and amounts provided
  - i. Adhere to the page limit restriction?
4. Submit applications and direct questions to WDAFS Past President

## **Listserv**

Messages can be sent to the listserv via at [WDAFSinfo@gmail.com](mailto:WDAFSinfo@gmail.com).

## **Newsletter**

The newsletter (The Tributary) was established to provide timely articles and news of the Division, Chapters and members. Four issues are usually published annually, one per quarter. The Tributary Editor(s) are responsible for Tributary content, with support from Excom. Regular features in the newsletter are the President's Hook, Society and Division meeting announcements, Division updates, Chapter and subunit updates, Division committee reports, upcoming events, and updates from members and about current fisheries resource issues. The President reviews the newsletter prior to it being made available to the membership. The newsletter is only available electronically through the Division website. Members are notified via the Division listserv and social media when a new issue is available.

## **Liability Insurance**

In recent years, Chapters within the Division have been advised by universities that they had to purchase liability insurance before holding training courses and meetings at their facilities. The cost of this coverage is typically prohibitive to Chapters. The Division investigated liability coverage through AFS and found that the AFS policy does not cover subunit officers or events, since these entities are considered, for liability purposes, independent entities. AFS can, however, include any unit for event insurance (meetings and associated activities) for a premium of approximately \$ 150 per year per unit (price based on 2015 costs). This is insurance for a \$1 million limit. Unit officer liability insurance is also available, but at much higher premiums (\$1,000-\$1,500). Therefore, the Division purchased the event coverage for itself and each of its six Chapters for 2004. The Division will purchase the event coverage for the Chapter if requested. It is expected that this is re-occurring annual cost will insure "in facility" type meetings (i.e., does not cover outdoor events and workshops in or near water). Officer Liability insurance was deemed too expensive and was not purchased.

## **Website**

The Division website includes an overview of the Division, Officer contact information, annual meeting information, committee activities, important news, bylaws and procedures, archives, and links to Society and Chapter websites. The Division President has the responsibility for ensuring that web information is up to date, but the logistics of this are handled by the Division webmaster. The Division newsletter editor also plays a key role in providing newsletter information for posting on the website. The website is the primary link of communication with Division members. In 2017, hosting of the Division website was migrated to the Society's website platform. There is an annual cost of \$240 to host the website on the Society's platform.

## **Meetings**

Per Division Bylaws, Section VI.

*“A. The Division shall meet at least once a year at a time and place decided at least two years in advance by the Executive Committee.*

*B. Special meetings may be called by a two-thirds vote of the Executive Committee, or by the President with the approval of the Executive Committee.*

*C. When mutually agreeable, the Division may meet jointly with other organizations or with other units of the Society in accordance with the Society Rules.*

*D. Decisions at a meeting of the Division shall be by a majority of those voting except in the case of amendments to the Bylaws (see Section VIII), suspension of the Standing Rules (requires a two-thirds majority), or as otherwise specified in the latest edition of Robert’s Rules of Order.*

*B. A quorum at the annual meeting of the Division for the transaction of official business shall be at least 20 members in good standing.*

*C. Election of officers and the Student Representative shall be by electronic ballot/survey. Elections for officers shall be open to membership for 30 days and open to only student members for the Student Representative. Results shall be announced at the Division Annual business meeting. The procedure for the conduct of the officer’s ballot shall be determined by the Executive Committee and executed by the Secretary-Treasurer. The procedure for the conduct of the Student Representative ballot shall be determined and executed by the Secretary-Treasurer.*

## **Record Keeping**

Historical documents are forwarded to the Archivist. At the conclusion of a term of office, during leadership transition, extant documents should be forwarded to the Archivist in paper and electronic format.

The Internal Revenue Service suggests that all financial records (bank statements, investment statements, cancelled checks, etc.) be retained for a minimum of seven years. Division records should be maintained for eight years as a matter of convenience since the Secretary-Treasurer serves two-year terms.

## **Reporting**

### *Committee/Chapter Reports*

The President should provide each Committee Chair with a timetable early in his or her term of office, usually by October. Division Committees may prepare annual work plans and should provide Committee reports detailing accomplishments of the previous year to the President at least three weeks prior to the annual meeting. Status reports on committee activities should be included in the Division newsletter whenever appropriate.

Chapter reports need to be submitted at least twice annually for Society Governing Board reporting purposes. To meet Society deadlines, reports are typically due to the Division President in February and July of each year. The reports submitted in February can also be used for the Division's annual business meeting typically in the spring. A report format that has been used in the past includes:

- Committee (or officer or chapter) Name
- Committee Members (or Chapter Officers): List names of all members or officers.
- Prepared by: (name and title)
- Date submitted
- Action(s) recommended: Specify action(s) you are recommending. These should be specific actions or recommendations that you think the Division should consider implementing. If your suggestion has Division policy or budget implications, see "recommended motion" below. Be concise and explicit. Background to support these recommendations appears below, not here. If none, so state.
- Recommended motion: Include suggested wording for a motion if you plan to make one at the business meeting. If the actions noted above require policy or budget approval by the EXCOM, a recommended motion should be included in your report. If none, so state.
- Background: Provide the supporting justification for the recommended actions and/or motions noted above.
- Minority view: If there is a minority view to your recommendations above, include it here.
- Accomplishments: Provide a bulleted list of your unit's accomplishments during this year in office.

#### *Guidelines for preparing reports to the Governing Board*

Divisions provide reports to the Governing Board twice each year, during the Mid-Year Meeting which is generally held in March and at the AFS Annual Meeting which is generally held in August or September. Most committees and units will not have completed their work before the Mid-Year Meeting and may not have action items to present. However, it is very helpful for the Board to have progress reports from all units and plans for the balance of the year. Each Division, Section, and Committee should submit a progress report to the Governing Board. These reports comprise the briefing book, which will be sent electronically and will be available on our web site a few weeks before the meeting to allow participants to review the reports and come to the meeting prepared for discussion. To meet this posting schedule, the Society office will need to have all reports several weeks before the meeting. The specific deadlines for each meeting will be provided at least 2 months in advance. Please view the following link for more information on submitting Mid-Year and Annual Governing Board reports:

<http://fisheries.org/about/governance/procedures/>

## Student Initiatives

The Division has always recognized the need to fully involve students, at both the undergraduate and graduate levels, in its membership activities and programs. For example, the student registration fees for annual meetings and continuing education workshops are kept lower than these fees for regular member registration and continuing education workshops. These reduced rates are offered to encourage student attendance and participation. Student Presentation Awards are also provided at annual meetings to recognize the best student oral and poster presentations. The Division has also created a Student Travel Grant Fund to encourage student participation in Division meetings, and provide them the support to attend these meetings.

### *Student Colloquium*

The Student Colloquium is hosted annually in the fall by one or more student subunits and coordinated by the Student Representative. The event is an opportunity for both undergraduate and graduate-level students throughout the Western Division to interact with one another, share research, and attend workshops and field trips related to fish and fisheries in the region. It is organized and run entirely by students and is designed to foster a network among fisheries students that will last well into their careers. Attendees are provided with opportunities to broaden their professional network, hone communication skills, and visit a part of the region they may not have otherwise had an opportunity to. Students have an opportunity to practice their presentation skills and receive feedback on their presentation, project design, research methods, and delivery. An important element of the Student Colloquium is that it is planned by students for students, which fosters early involvement and interest in AFS and provides leadership experience.

The financial goals for the Colloquium include fundraising to cover the cost of venue rental, food, student boarding, and a professional workshop, and any field trips and field trip transportation costs during the three to four day event. The Western Division traditionally contributes an amount, specified in the annual budget, to support the colloquium. In the event there are remaining funds or proceeds following a colloquium, these funds should be returned to the Division and earmarked for the next year's colloquium. These proceeds should be "in addition to" any budgeted Division contribution rather than "in place of" a Division contribution.

### *Student Colloquium Related Duties-General*

15. Send out call to student subunit Presidents regarding hosting the Student Colloquium. The Student Representative will ask for short proposals from potential subunit hosts regarding workshop ideas and tentative location. Determination of the Colloquium location will be decided on by a vote sent to current student members in May of the corresponding Colloquium year, and will be open for 2 weeks. The Student Representative will look at the top 2 voted-upon subunit hosts and will determine the winner based on 1) If that subunit has hosted in the past 4 years (which will drop them in ranking) and 2) If the proposal is carefully thought out.

16. Assist the host Subunit with identifying and arranging boarding/accommodation facilities and initiating venue tours.
17. Assist the host Subunit with development of an interesting 1-day workshop topic area and list of potential workshop hosts.
18. Assist the host Subunit with extracurricular activity planning (fish trivia, field trips, etc).
19. Initiate monthly (July to September) and Bi-weekly (October) Student Colloquium conference calls with host subunit and other volunteers.
20. Use the Tributary, webpage, social media, and list-serve to promote the Colloquium to student members.
21. Develop agenda for the Colloquium. Share this with host subunit and discuss on coordination calls.
  - a. Remember that there will be grad students as well as undergraduate students at the event and make sure to plan accordingly. Some undergraduates may be intimidated or feel they lack the experience or education to participate. Be sure to make the event inclusive and welcoming for students with varied educational backgrounds.
  - b. Consider including some mentoring activities and presentation or poster practice opportunities. Some colloquiums have included students scoring others' presentations and awards, some include a workshoping session following each presentation.
  - c. Be sure to include social time, such as social events and meals. Remember that some students will be under 21 and contributors may not want funds spent on alcohol. Be sure to know the alcohol policy for the venue if drinking is a part of the social events and know what permits and licenses are required for your event/venue. Hire bartenders when possible to limit liability. Make sure you know the Subunit, Chapter, and Division's insurance requirements and drinking policy, if applicable.
  - d. There are no set rules for Colloquium content – be creative, educational, positive, and inclusive.
22. Represent the Western Division at the Colloquium. The Student Representative should speak to the group and to individuals about the purpose of AFS, role of the Division, Chapters, and Subunits, benefits of membership, personal experience, and/or other topics that help students understand what AFS is and encourage membership. Remember, many students participating may not know what AFS is, the scope of the organization, the hierarchy of the Society, Division, Chapters, etc. You may be their first contact with the organization!
23. Function as Colloquium facilitator if needed and/or requested by the Subunit host(s).

### *Student Colloquium Related Duties-Fundraising*

10. The Student Representative participates in approval of the annual Western Division budget and should advocate that an appropriate amount is budgeted as a line item in the budget to support the Colloquium. Typically this has been \$1,000, but could vary based on the Division's resources and plans for the year.
11. The Student Representative should organize lists of potential contributors to assist the host subunit with event fundraising. This will vary each year as the location of the Colloquium changes; however, there is a core list of Chapters and the Division, as well as past regional contributors that will be retained by previous Representatives or Colloquium organizers and who should be contacted annually requesting funds.
12. Start contacting potential contributors in August via fundraising letter or email.
13. Follow up on the letter after a week or two.
14. Keep track of who (names and addresses for thank you letters) contributes, and what he/she contributes (dollars, raffle items, etc.). Google sheets works well for this. Share document with other Colloquium planners so all can add/edit contributors.
15. Request an electronic copy of each contributor's logo (medium to high resolution JPEGs work well) and let them know that this will be displayed on the program and/or on social media.
16. Coordinate with the WD Secretary-Treasurer as needed to track donations received, if they are channeled through the Division, and to provide necessary documentation (invoices or receipts) to contributors
17. Provide the Division President and Secretary-Treasurer with monthly fundraising updates. If it appears that there will be a fundraising shortfall or excess be sure to communicate this so the Division can plan accordingly.
18. Donations are tax deductible.

### *Student Colloquium Timeline*

The Colloquium is hosted annually in the fall. For reference, the 2017 Student Colloquium was held in McCall, Idaho in November 2017 hosted by the Palouse Student Subunit, and the 2018 Colloquium was held in Corbett, OR in November 2018 hosted jointly by the Oregon State University and Mt. Hood Community College Student Subunits. Students attending the 2017 Colloquium voted to keep the Colloquium in the fall due to other conflicting AFS and academic events that occur in the winter and spring.

The Student Representative should work closely with the host student subunit(s) throughout the planning process. A general timeline of Colloquium planning events are below:

Five to six months prior to event:

1. Solicit proposals from potential subunit hosts regarding workshop ideas and tentative location.
2. Send out location options for Colloquium to current student (voting open for 2 weeks).
3. After voting closes, consider the top 3 voted-upon subunit hosts determine the prevailing proposal and subunit(s)
4. Host planning call to brainstorm workshop ideas and potential venues.

Four months prior to event:

1. Contact potential venue(s) for quotations. Visit venue(s) to ensure they will be a good fit for the event.
2. Host planning call to provide updates and next steps.
3. Send out 'save the date' with basic event information (location, dates, workshop theme) to student membership.
4. Secure venue

Three months prior to event:

1. Send out solicitations for funding, gear donations, and food donations.
2. Two weeks later, follow up with those who were sent solicitation emails or letters.
3. Contact potential workshop leads

Two months prior to event:

1. Advertise event in Tributary
2. Finalize workshop lead
3. Continue solicitations for funding, gear donations, and food donations.
4. Two weeks later, follow up with those who were sent solicitation emails or letters.
5. Draft registration form
6. Advertise event on social media, WDAFS website, host subunit websites, etc.

Month prior to event:

1. Make Registration form live
2. Finalize workshop agenda
3. Advertise Registration on Facebook, WDAFS website, host subunit websites, etc.

Month of event:

1. Ensure list of attendees (with dietary restrictions and allergies) is finalized
2. Send out 'what to bring' list to attendees (be sure to ask workshop lead if any equipment, computer programs etc. are needed)
3. Coordinate ground transportation from airport to venue for students traveling by air
4. Ensure workshop lead(s)' travel to and from venue are finalized
5. Ensure event supplies are brought to venue
6. Student Representative/host subunits facilitate event
7. Ensure all invoices related to event are paid
8. Report to WDAFS on event metrics, send thank-you email with group photo to donors
9. Submit travel receipts for Student Representative to Secretary-Treasurer

Student Colloquium Sample agenda (3-day, 3-night):

**Thurs:**

3pm: Arrival at venue  
 6pm: Dinner at venue (1 hour)  
 7pm: Meet & greet

**Fri:**

8am: Breakfast (1 hour)  
 9am: Workshop part I  
 12pm: Lunch break (1 hour)  
 1pm: Workshop part II  
 5pm: Break  
 7pm: Dinner (1 hour)  
 8:00 pm: Fish trivia

**Sat:**

8am: Breakfast (1 hour)  
 9am: Student presentations  
 12pm: Lunch (1 hour)  
 1pm: Student presentations  
 5pm: Break  
 6pm: Dinner (1 hour)

**Sun:**

8am: Breakfast (1 hour)

9am: Field trip

12pm: Venue checkout & goodbyes

## **Travel Reimbursement**

The standard operating practice of the Division is to reimburse travel expenses by Officers, Student Representative and others for the conduct of Division business if so requested. Sometimes, the cost of Division Officer travel may be assumed in full or in part by their employer. However, this cannot be assumed, so the Division budgets on an annual basis for the following: Officers, including the Student Representative, travel to the annual Division meeting, to the mid-year EXCOM meeting, and one Chapter annual meeting; and for the President and President-Elect's travel to Society mid-year and annual meetings. Each officer is expected to represent the Division at a Chapter annual meeting, each year, as permitted by their employer. See "Officer Responsibilities While Attending Meetings on Behalf of the Division" section of this manual. When budget allows, the Student Representative should attend a Chapter meeting with an officer during their first year of service, as a mentorship, to learn how to represent the Division at the Chapter level. During their second year of service the Chapter meeting should be assigned by the President. However, if budget is not available to send the Student Representative and an officer to the same meeting, during the student's first year of service, the Student Representative should be supported to attend their home Chapter or another Chapter where they are comfortable acting as the sole Division representative. In this case, the President should provide additional guidance to the Student Representative and work with the host Chapter to ensure the Student Representative is included and comfortable during the Chapter annual meeting.

## **Book Projects Fund**

In 2015, the WD established a Book Project Fund to better address Chapter requests for funding to support book projects (see website for Book Project form). Requests for project funding will be awarded on a first come-first served basis. Proposals for funding must be submitted to the WDAFS President who will forward them to EXCOM members. Proposals must include purpose/need, how it meets AFS Strategic Plan, funding amount, matching funds, and project deadline. The EXCOM will review the proposals and vote to approve or not at the next EXCOM meeting. If a proposal is approved, the EXCOM may recommend funding at a reduced level in order to make best use of the funds allocated to the Book Project Fund each year

## **Sponsorship of AFS and "Other" Meetings**

Annually the Division receives a request to sponsor another AFS related meetings (e.g., Society, other Division, Section, Chapter). This sponsorship should be a budgeted line item to be approved by the EXCOM during the budget process. Amount of sponsorship will be determined by available funding, each year, but \$500 is good starting point. Requests should be handled on a first come-first served basis at the discretion of the President in consultation with the other officers. Occasionally the Division will receive a request to fund a conference or event from another organization. Funding these requests serves as a good outreach tool and can build a

mutually beneficial partnership. Each year the President should consider adding a budget line item “sponsorship of other meetings.” Amount will vary depending on available funding but \$500 is a good starting point. Requests should be handled on a first come-first served basis but it is recommended the President vet the request through the full EXCOM before committing to sponsor.

### **Miscellaneous Expenses**

Several line items have been added to the WDAFS budget over the years under the general heading of Miscellaneous Expenses, including (1) Contingency for Chapter Professional Certification, (2) Outreach/Promotion, and Contingency for Other. These funds will be allocated in the following manner:

#### **Outreach/Promotion and Contingency**

Others include special projects or initiatives that would benefit AFS and for which modest amounts of funding are sought. The proposal should specify the purpose/need for funding, how it relates to AFS strategic plan, the amount requested, and a “no later than” date when funding or a funding decision is required (see form on website at wdafs.org). The proposal should be submitted to the WD President, who will forward it to EXCOM members for review and discussion at the next EXCOM meeting. EXCOM members will vote to approve or decline the request for funding based on the merit of the proposal, the amount requested, and other factors deemed relevant. Funds will be awarded on a first come-first served basis.

**Contingency for Chapter Professional Certification** funding was established to reimburse one member from each of the 10 WDAFS Chapters up to \$100 of the cost of their application for Professional Fisheries Certification by AFS. If more than one person from a Chapter seeks reimbursement, the amount reimbursed will be proportionally reduced, but will not in any event be less than \$33.33. At the discretion of the EXCOM, reimbursement amounts may be increased up to \$100 if requests for reimbursement are not received from one or more chapters. Persons seeking reimbursement should submit a copy of their Application for Professional Certification and a receipt documenting payment of their application costs to the WD Secretary-Treasurer by June 1 of each year. The WD Secretary-Treasurer will vet requests and notify the WD President and EXCOM of their receipt. All requests received prior to June 1 will be forwarded to members of the WD EXCOM in early June to review and discuss at the next EXCOM meeting. The EXCOM will decide which requests to approve and the amount of funding allocated to each.

## **SECTION 3: CHAPTER AND STUDENT SUBUNIT ORGANIZATION AND OPERATION**

### **A. Background, Mission, and Purpose**

Chapters are the smallest geographically defined units recognized as being operationally independent in the Society Constitution. They share the mission of the Society but are intended to advance the Society's objectives over more localized areas than Divisions, this area being specified in their Bylaws. Chapters generally provide for interaction among professionals within limited areas, such as individual states or provinces or contiguous states or provinces (e.g., the California-Nevada Chapter). Chapters are technically units of Divisions; however, Chapters may form in areas not covered by existing Divisions. Chapter boundaries may not cross Division lines, but otherwise they need not follow political boundaries. Chapters may create smaller organizational units with various titles, organization, and purposes. These subsidiary units may not act without the unit's approval.

The mechanism for creating groups covering even smaller geographic areas (e.g., the Palouse Unit of the Idaho Chapter and Student Subunits within state Chapters) is found within the Constitution. Chapters and any other smaller organizational units are formed when a group of members decides that sufficient interest exists to support a viable long-term organization. Steps involved in Chapter formation and dissolution are described in the Constitution, printed in the Society Membership Directory and Handbook, available on the Society website ([www.fisheries.org](http://www.fisheries.org)), or from the Constitutional Consultant.

Members interested in forming new Chapters or units should recognize that such groups often appear viable because of the interest of a few motivated individuals. When these individuals relocate or become involved in other activities, a Chapter may become inactive. The difficulty of maintaining a viable Chapter or smaller organizational unit increases as the geographic area or topic breadth decreases. Student Subunits, for example, may be particularly prone to instability because of the transitory nature of the membership. Student Subunits may only be formed under the umbrella of an active Chapter. Chapters and other subsidiary units may recognize affiliate members (individuals who are not members of the Society), but affiliates should be strongly encouraged to join the Society. All officers of any unit, committee chairs, and individuals voting on unit affairs, however, must be Society members, except as indicated in the case of jointly affiliated Student Subunits. More information describing Joint Student Subunits can be found in the Society Constitution and Procedures.

The general responsibilities of Chapters are as follows:

1. Facilitate communication among members (by newsletters and other means) regarding fisheries science issues and the conduct of the fisheries profession within the Chapter's region.
2. Hold meetings, publish works, and perform other activities on a technical and semi-technical level that advance the status and performance of the fisheries profession within the Chapter's region.
3. Determine the views of members relative to professional topics affecting their performance, for example, by conducting surveys and considering resolutions.

4. Present the views of Chapter members to the Division membership, the Society membership, and to the general public and government agencies within the Chapter's boundaries.
5. Hold annual meetings at which all Bylaw responsibilities are carried out.
6. Serve as technical and professional advisors to government agencies within the Chapter's region.
7. Promote the fisheries profession within the Chapter's boundaries through active and positive relations with journalists, government officials, special interest groups, other professional organizations, and the general public.
8. Promote the proper use of aquatic resources by initiating and participating in special projects that increase public awareness, expand participation, improve habitat, and protect fragile resources.

## **B. Chapters and Other Units**

The Division is comprised of ten Chapters and several Student Subunits, including:

- Alaska Chapter
- Arizona/New Mexico Chapter
- California/Nevada Chapter
- Colorado/Wyoming Chapter
- Idaho Chapter
- Mexico Chapter
- Montana Chapter
- Oregon Chapter
- Utah Chapter
- Washington/British Columbia Chapter

Since Chapter Presidents are Division EXCOM members, it is helpful to know when Chapter officer's transition. These occur at the Chapters' annual business meetings, which are typically held in spring:

## **C. Officers and Duties**

Each Chapter is required to have at least a President, a President-Elect, and a Secretary-Treasurer or a Secretary and a Treasurer. Each officer has specific duties assigned by the Chapter's Bylaws. In addition, Chapter officers have the following duties for the Society:

## **President:**

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

## **Responsibilities for Division:**

- Inform Division President of names and contact information of Chapter EXCOM and Committee Chairs.
- Participate as a voting member in Division EXCOM meetings, retreats, conference calls, and email discussions/votes. If not available, then appoint another officer to represent the Chapter.
- Keep Division President informed of Chapter activities. This is typically accomplished through oral reports on Division conference calls, but sharing Chapter newsletters, website information, and appropriate emails is another approach.
- Keep your Chapter informed of Division and Society activities, as appropriate.
- Submit reports of Chapter activities for the AFS mid-year (March) and annual (August/September) Governing Board meetings. It is likely that the mid-year report can also be used as the Chapter report at the annual Division meeting typically in April.
- Invite Division Officer to attend Chapter's annual business meeting and allow time on the agenda for his/her remarks.
- Submit to the Division President any approved Chapter resolutions that are intended for Society consideration.
- Inform your successor of action taken at previous Division EXCOM meetings/conference calls and see that he/she gets minutes of same.

## **President-Elect:**

- Represents as a proxy for the President if the current President is unable to attend a Division Executive Committee Meeting.
- Other responsibilities will vary based on each Chapter.

### **Secretary-Treasurer:**

- Sends minutes of annual meeting to the AFS Executive Director within 30 days after the annual Chapter meeting. Minutes and newsletters should also be sent to the Division President.
- Forwards historical records of the activities, minutes, individuals, and other aspects of the Chapter to AFS headquarters, as requested.
- Informs the Executive Director, the Division President, and appropriate Society staff of changes in officers, dates and locations of meetings, and other necessary information.
- Distributes copies of resolutions to the Executive Director, Society officers, the Division President, and appropriate individuals or agencies, as instructed in the resolution.
- Forwards any proposed Bylaw changes to the Executive Director for review by the AFS Constitutional Consultant prior to presentation of changes to the Society's Governing Board for approval.
- Orders a Past-President's certificate (from AFS staff) to be presented at the annual Chapter meeting.
- Prepares occasional write-ups for Fisheries concerning Chapter activities and programs.
- Receives, holds, invests, and disburses funds as needed for Chapter function as approved by Society and Chapter Constitution, Bylaws, Rules, and Procedures.
- Maintains financial records in standard accounting format for review by Society officers and staff as needed or required.

### **Responsibilities for the Division:**

- Furnish a copy of the minutes of the Chapter annual business meeting to the Executive Director of the Society and Division Secretary-Treasurer within 30 days after the meeting.
- Keep minutes of all official meetings and retain all Chapter records. Copies of minutes should be furnished to Chapter EXCOM members.
- Submit copies of Chapter resolutions promptly to the Division Secretary-Treasurer and the Executive Director. Indicate those for which Division and Society support is requested.
- Notify the Chapter membership of the Chapter annual business meeting at least one month in advance; at least two weeks in advance for special and/or interim meetings. (Some Chapters meet monthly and perhaps mailings of notices are too expensive and not necessary.) Division Officers, the Society President and Executive Director also should be informed of the Chapter annual business meeting.

- Keep a copy of Chapter bylaws on hand and be familiar with their content. Forward proposed amendments promptly to the Executive Director for action by the Society's Governing Board.
- Maintain a membership roster for the Chapter. Send it to the Executive Director and request an update on AFS membership status of the members three months prior to the annual business meeting. Society bylaws stipulate that only a member in good standing can be an officer or have a vote.
- Submit a financial report at the annual business meeting. The report should be in the form prescribed by the Society's Subunit Manager. Submit an annual report to the Subunit Manager at the end of the Society's fiscal year as directed in the "Guidelines for Subunit Treasurers".

## **SECTION 4: ANNUAL MEETING GUIDANCE**

This section is intended to assist Division Chapters and others who have decided to or are considering hosting either a Division of Division/Society annual meeting. Past Chapters who have accepted the challenge of hosting the annual meeting may also offer valuable advice and information concerning all aspects of annual meeting planning. Additional insight is often shared at the conclusion of the current year's annual meeting. A pre-planning meeting follows the conclusion of the annual meeting allowing for future meeting planners to visit and exchange ideas with those planners that just completed their annual meeting.

Most of the information that follows was adapted from the Society's Annual Meeting Guidelines (2008 edition). Wrap-up reports are available in the Society office from previous annual meetings for hands-on information. Past Program and General Meeting Chairs can be your best allies and sources of information for handling the tasks at hand.

### **A. Annual Meeting Organizations and Committees for WDAFS/Chapter Meetings**

Organizers should strive to structure their meeting leadership according to this format: General Meeting Chair and Program Chair.

General Meeting Chair (GMC): The GMC is the person who "bridges the gap" between Program and Local Arrangements functions, and who plays a significant role in fundraising for the annual meeting. The GMC should come from a leadership position within the host chapter, will usually live in close geographic proximity to the proposed site of the function, and normally will occupy a position of managerial leadership in the local aquatic resource community. The GMC, who is usually recommended by the local organizing committee, will eventually need to be appointed by the sitting Society President for Division/Society annual meetings.

The key to a successful meeting is early planning and having contingency plans for everything. The GMC needs to have an interest in every detail.

Potential committees/subcommittees of the Annual Meeting Committee are recommended as follows:

- General Meeting
- Program
- Printing
- Registration
- T-shirts
- Arrangements and Accommodations
- Audio/Visual Aids
- Banquet, Social Activities, and Entertainment
- Continuing Education
- Budget and Finance
- Fundraising
- Raffle/Silent Auction/Live Auction
- Trade Show
- Publicity/Outreach/ Media Relations
- Signs
- Best Student Paper/Professional Paper Students
- Volunteer Coordination
- Tours, Transportation, and Information
- Welcoming and Protocol
- Participant Services
- Photography
- Spawning Run
- Hospitality and Information Booth
- Webmaster
- Website coordinator
- Child Care (recommended but not always possible)

## **B. Western Division AFS Meeting: Committee Responsibilities Guidelines**

### **General Meeting Committee**

The GMC co-chairs include WDAFS President and President of Hosting Chapter (or the officer the Chapter appoints).

WDAFS President and the Host Chapter President typically oversee the Plenary Session activities for the Annual Meeting, including invitations to appropriate plenary speakers.

Work with Helms-Briscoe and Shawn Johnston (AFS) when negotiating arrangements with the hotels or conference centers.

Include diverse representation on event planning committees and at registration booths.

Encourage symposia that address topics or are jointly sponsored by organizations related to professional and social diversity.

Include socially and professionally diverse representation in plenary sessions sponsored by the host unit, moderators, staff at the registration booth, and among panel speakers.

Avoid scheduling conflicts with major religious holidays.

They work closely with the Program Co-Chairs and other committees throughout the planning and implementation process. All Committee are responsible to work closely with the GMC and keep them informed of all activities.

WDAFS President responsible for enlisting meeting under AFS insurance policy (2015 rate was \$150).

## **Program**

The Program Co-Chairs include one representative from the Host Chapter and the WDAFS President Elect.

Program Co-Chairs work closely with GMC throughout the process of planning and convening the meeting.

The Program co-chairs coordinate all aspects of the meeting program activities. The Program Co-Chairs must coordinate all activities with the GMC.

The Program co-chairs may appoint different chairs for symposia, contributed papers and posters. Symposia organizers are responsible for finding their moderators. The Program co-chairs are responsible for finding moderators for contributed paper sessions. The co-chairs are encouraged to work with the Volunteer Committee in finding moderators.

The program co-chairs also can work on scheduling and organizing sessions that highlight local or regional issues. It is important to avoid the scheduling of a popular session in a room too small for comfortable seating by all attendees. At present, the number of presentations in the symposium is used as a guide to determining the size of the room (i.e., more presentations means a larger room).

When completing room assignments for symposia and contributed papers, the committee should convene with the Local Arrangements Chair, who has information on the size and layout of the convention rooms, During this meeting, the Committee should have a visual layout of the

convention and its rooms, and should know the amount of people that can fit into every room that will be used.

The Committee must then schedule each individual presentation, giving it a date, a room, and a time slot. Abstract Numbers should also be used to number symposium presentations and contributed papers (optional). This number will correspond with the abstracts that will be posted on the WDAFS website and the Meeting website.

The WDAFS VP works with the Program co-chairs in assembling the contributed paper sessions and symposium along with the rest of the Meeting Program. The Program Co-Chair or the WDAFS VP must give careful thought to selecting session chairs and a poster session chair that has a proven track record in assembling high-quality speakers.

A Poster Chair is usually appointed as a sub chair since the number of posters has increased in recent years. Prominence should be given to displaying this form of presentation preferably in the Trade Show Hall. A special viewing time featuring the posters with no competing oral sessions is recommended (i.e., during the trade show social). Consideration should be given to e-posters and remote presentations via webcasting.

#### *Program Committee Instructions*

The Program Committee co-chairs are responsible for putting together the program, involved in putting out the first and following calls for symposia and calls for presentations. Call for symposium should occur at least 4 months in advance of the meeting and is typically open for 1.5 to 2 months. Call for contributed papers occur after all symposium abstracts have been submitted and approved for the meeting and is usually open for 1.5 to 2 months.

The Program Chairs are responsible for developing the method used for soliciting and submitting symposium and contributed papers. The Program Chairs should arrange to meet with other members of their committee (i.e., Printing and Electronic Chair, Symposia Chair, the Contributed Papers Chair, and the Posters Chair, if all of those are separate people) and discuss the plan in the upcoming months. They should discuss the space and layout of the meeting venue, and specifically what implication that has for the number of oral presentations that can be accommodated. If the space is limited, the Program Committee may decide to only allow attendees to submit one oral presentation at the meeting (or, one each to contributed and symposia, maximum), or give symposium organizers an upward limit to how many oral presentations can be included in their symposium (such as 30). Make a general equation, based on the number of rooms available, the number of days of the meeting, and the number of presentations a day (20), minus the time slots that are already taken up (i.e. for Plenary, Business meeting, Poster Session). The number provided will be a guideline for whether the meeting will be a “big” meeting (oral-presentation-wise), or not. If limitations are going to be enforced, symposium organizers need to know well in advance of the submission deadline because some line up more than 1 d worth of presenters before they submit their proposal. Asking organizers to cut some out or that some oral presentations are submitted as posters will result in some blowback.

Guidelines for submitting symposium proposals

Abstracts = 350 words

Max co-authors = 5

Symposium Title = 150 characters

Guidelines for submitting abstracts:

Abstracts = 200 words

Max co-authors = 5

Presentation titles = 150 characters

The Program Book will contain a grid of presentations, which will display date, time, room, title and the first author. During the fall and into December, the Program Committee should continue to encourage colleagues and potential symposium organizers to get a symposium together, and submit a proposal. Once the deadline for symposium proposals occurs, the Program Chair can either review the proposals him or herself, or pass them along to a small proposal-reading committee, if he or she has organized that. In either case, symposium organizers should be informed of their acceptance as soon as possible, and certainly before the mid-January or February deadline for contributed abstracts.

Symposium abstracts are submitted when the call for abstracts is open and the symposium organizer should be aware that the actual presenter (and not the symposium organizer) should be submitting the abstract. Once contributed abstracts are all in, the Program Committee may decide to review them for quality (but it is not necessary). In doing so, the Program Committee may wish to advise contributed submitters to revise their abstracts for whatever reason. The Program Committee is responsible to send out general guidelines to presenters, including oral and poster presenters. This information should include information about the technical requirements such as length of presentation (20 minutes slots: 15 minutes with 3 minutes for questions and 2 minutes to travel between sessions).

### **Print and electronic program (subcommittee of the Program Committee)**

This Committee is in charge of all proof reading and printing necessary for the meeting. The WDAFS Chair for organizing and printing the program is the VP. The Chair of this committee (WDAFS VP) will design, format and print the meeting program and the abstracts. The Program Committee and the GMC will have input into the format.

If necessary, the WDAFS VP and others assigned by the WDAFS VP may consider reviewing the abstracts and make all corrections to abstracts prior to being organized in the program. They should also arrange all presentations into sessions, and should order those within the sessions and for the final Program. They also have the power to design different sessions than the ones that submitters chose from the abstract submission form based on the subjects of the abstracts.

The Committee will send drafts of the Program Book to the Program Committee for their review and will consult with them and others on any questions. The Program Book should be sent to the printer as late as possible, so that it can be as updated as possible (since cancellations come in often). The Program Committee needs to make sure all cancelled presentations are referred to

this Committee and updated in the Program Book. This Committee should keep a running list of post-print cancellations, and make an Addendum to the Program, which will be handed out at Registration when the Meeting begins.

Abstracts are not included in the Program Book. Abstracts will be organized as outlined in the Program Book and will be posted on the WDAFS website and Meeting Website.

AFS is committed to reducing resource waste. At this time our goal is to make the program book available in electronic format to participants in a format that is print friendly. We may provide a “quick glance” short book as well.

## **Registration**

The Registration Committee will be in charge of registration for all functions during the convention. Computer expertise on this committee is strongly advised. Below is an example schedule for registration but this will vary for each meeting.

Pre-Meeting Day (Saturday) 12:00 p.m. to 5:00 p.m.

Day I (Sunday) 10:00 a.m. to 8:00 p.m.

Day II (Monday) 7:00 a.m. to 6:00 p.m.

Day III (Tuesday) 7:00 a.m. to 6:00 p.m.

Day IV (Wednesday) 7:00 a.m. to 6:00 p.m.

Day V (Thursday) 7:00 a.m. to noon

The Registration Committee is responsible for printing badges, envelope labels, and receipts. Names must be large enough to read easily. Badge format will be reviewed by local host before being printed.

The committee is responsible for developing and finalizing the registration page. 123signup and Eventbrite have both been used in developing the registration page.

The registration page should include at least the following information: fee rates for each category, list of socials and business meetings, t-shirt options and size categories, spawning run option, list of tours, and continuing education options and price

This committee is responsible for developing the welcoming (registration) package. They may assign a committee to this task. Any items purchased for the welcoming package must be approved by the GMC and Budget Finance committee prior to purchasing. This cost should be included in the final Meeting Budget.

It is important that all registration personnel be familiar with events, locations, etc. A training session beforehand is strongly advised. Local host will handle preregistered attendees.

Stickers or letters on badges work well for social events, but you must monitor entrance to events carefully which requires additional staffing.

Beginning about 2 months before the meeting, weekly preregistration totals should be sent to the local host registration chair.

Depending on each meeting, exhibiting companies and sponsors of the meeting may receive complimentary registrations with each booth reserved or based off the amount donated. This needs to be worked out with the Trade Show committee.

Ribbons for exhibitors, staff, hosts, officers, Pro Club, etc. will be ordered by the committee chair. They will be put into the registration packets which the local host prepares.

### **T-Shirt Committee**

This person works with the GMC and Program committees in developing the designs for the meeting t-shirts (unless the student subunits are selling the shirts) and spawning run t-shirts. They are responsible to ordering the shirts and providing t-shirt information and logo to the registration committee chair to be posted on the registration page and website for purchase.

### **Arrangements and Accommodations**

This Committee will be responsible for making the necessary arrangements for all meeting and lodging rooms, including a meeting office. This committee will also work with hotel and venue management, as well as the Society and Division Officers to provide all guests and dignitaries with the appropriate conveniences.

The Chairperson will oversee all arrangements needed (number of chairs and tables, room setup style, rostrums, podiums, etc.) for the technical sessions, as well as the various scheduled meetings. The Chairperson will also keep a master schedule of all meetings (technical, business, etc.) and all activities, room arrangements, and audio/visual requirements. This schedule should be kept in a spreadsheet that can be adjusted often, and understood by all committees. Often, the master schedule will be provided to the hotel and/or meeting venue throughout the meeting. At least one co-Chair should reside in or near the town/city where the meeting is to be held.

American Disability Act and “green” meeting requirements must be met.

Meeting space should be reserved, if possible, so that all technical sessions are on the same level of the hotel/venue. Rooms should be large enough to hold people comfortably. Make sure there is enough flexibility to switch rooms at the last minute if a session looks too full.

Ensure that the trade show, poster session, raffle display, and all breaks can occur in one large area that will draw traffic for both poster session participants and trade show exhibitors.

Coordinate with the chairs for each of the committees. Several rooms will also be needed for various meetings (Division Business Meeting, Division EXCOM Meeting, Chapter EXCOM Meeting, Chapter committee meetings, Chapter Business Meeting, etc).

Audio/visual preview rooms should be reserved, as well as an audio/visual office where audio/visual questions can be addressed.

A meeting room should also be available for the “meeting office.” The meeting office should be equipped with: computers capable of sending and receiving e-mail, word processing and spread sheet software, laser printers, copier with extra toner and paper supply, phones, and other usual office furnishings and supplies. One member of this committee should be available in the meeting office each day from 7:00 a.m. until 6:00 p.m.

Use facilities that are compliant with accessibility needs.

Offer services upon request such as large print publications, hearing devices or sign interpretation.

Consider providing child care at meetings or provide attendees with access to local services.

Use facilities located in areas that are welcoming to diverse cultural and social groups and provide ready access to international airports.

## **Audio/Visual Aids**

This committee will supervise all arrangements needed for microphones, pointers, screens, projectors, and other types of visual aids such as bulletin boards, chalk boards, etc. Trained operators of projection equipment shall be organized and provided by the committee. An audio/visual room for participants to review their presentations will be provided. Loud speaker systems shall be checked and adjusted as needed. The Program Co-Chairpersons shall require all moderators, conveners, and session chairpersons to submit written requests regarding meeting room set-ups and equipment requirements to the GMC. Purchasing some audio/visual equipment (flip chart pads, electronic timers, portable microphones, laser pointers, etc.) may be more economical than renting. Back-up equipment should be readily available.

This committee should work with the Volunteer committee to organize student and professional volunteers associated with A/V. It is important that this committee develop a “what is expected” list so that volunteers know what is expected and share this with the Volunteer committee.

Student volunteers may be available to assist with A/V equipment operation. Student volunteers may be available to assist with audio/visual equipment operation in return for \$10 per hour for up to 4 hours. A training session must be scheduled early in the meeting week for all student volunteers and others who will be handling A/V equipment responsibilities.

## **Banquet, Networking Activities, and Entertainment**

This committee should be considering social functions with local flair well in advance of the meeting. The committee will plan, organize, and oversee all general meeting social functions including meeting breaks.

Preparation of a closing social and other entertainment must begin well in advance of the meeting in order to economically contract for high quality, appropriate entertainment. Be sure to review the entertainment you select for appropriateness. Also, if the band is not playing in a separate room then you will need clear that the music should be played at a volume to allow for normal conversations. Social events may include a banquet, a social in the trade show/vendor area, and an informal picnic or barbecue that reflects the flavor of the local area. A welcome mixer is usually held on Sunday night (be sure nobody plans for any speeches during the social), but this night could just as well be left open for attendees to network and explore the local area on their own. Donated beverages are encouraged at these events in order to reduce costs. Base the order of food off the # of people that registered to attend this meeting plus 10%. If this event takes place at a location unique to the rest of the meeting, make sure early on that you know what permits need to be in place and what equipment/amenities come with the location and which need to be outsourced.

At least one of the co-Chairs should be from on near the town/city where the meeting is being held.

## **Continuing Education**

This committee assesses the continuing educational and training needs of the fisheries profession and works in close coordination with the Society's Chapters, Sections, and Divisions to develop a comprehensive continuing education program at the annual meeting.

Recommended membership includes the Chair plus any number of others, as deemed appropriate.

This committee sets criteria and guidelines to ensure appropriate quality control of all continuing education activities. Committee develops a slate of courses for the annual meeting and develops implementing direction and agenda for items related to its charge within the AFS Strategic Plan.

Most activities conducted by the Committee are done electronically, mainly through email correspondence; occasionally through conference calls if necessary and/or to increase the level of coordination and consistency of the Committee.

Course registration fee should be set to meet costs associated with the course (e.g., paying for instructors)

### **Specific activities include:**

- Prepare a budget and secure approval from the EXCOM to proceed.

- Arrange for appropriate instructors and make local arrangements.
- Advertise the course through as many channels as possible. A direct email to all Division members would be appropriate.
- Secure continuing education credits through the Society (if appropriate).
- Arrange for advance registration of participants and provide checks to the Division Secretary-Treasurer.
- Conduct the training and have participants do an evaluation of the session.
- Provide a brief report on the course, including the evaluation, to the EXCOM that might also be used in the Division newsletter and/or website.

## **Budget and Finance**

WDAFS Secretary/Treasurer and the Host Chapter Treasurer are typically the chair for this committee. The Budget and Finance Committee will be responsible for all funds received and expended before, during, and after the annual meeting and will work closely with the GMC. This committee prepares an analysis of meeting costs and a budget. Contingency costs (10-15% of all other fixed costs) should be included for the unforeseen expenses that inevitably arise. Total meeting cost can then be divided by the anticipated number of registrants and the resulting figure added to the basic registration fee structure. It is critical that local costs be used to estimate major expenditure items.

A draft budget must be prepared by the GMC, select WDAFS officer (e.g., Sec/Treasurer) and select host chapter officers and submitted to WDAFS EXCOM for approval prior to being presented to the Chapter EXCOM.

It shall be the responsibility of this committee to collect local donations and contributions, issue proper receipts, and pay bills.

The Budget and Finance chairs will secure “sales-tax-exempt status” from the state or use the local Chapter’s or Agency’s sales tax exempt certificate if possible. This is not the same as an EIN number. It may take almost a year to accomplish this.

The Budget and Finance Committee chairs will have all income submitted into the WDAFS account? One or two people should be authorized to sign checks, usually the chair of this committee and one of the General Meeting co-Chairs. The WDAFS Sec/Tres will provide any paperwork necessary to open the account. Any expenditures and disbursements made from the WDAFS account must be approved by the GMCs.

The Budget and Finance chairs will be responsible for providing the necessary cash drawers and the change needed at the opening of each session.

The Budget and Finance chairs will present a financial statement to the General Meeting Chair upon completion of all transactions within 30 days after the close of the meeting.

Review (daily) all bills and banquet orders with the Manager of Convention Services at the hotel in order to check for errors. It is easier when activities are fresh in your mind.

Arrange for a safety deposit box at the meeting hotel.

This committee should coordinate with the Program, and Arrangements and Accommodations committees to ensure all monetary and material contributions, as well as sponsor participation are properly recognized in the official meeting program and at appropriate events.

## **Fund Raising Committee**

The Fundraising committee shall be responsible for soliciting local contributions and sponsorship of events/activities at the meeting to reduce registration costs for participants. It is critically important that this function be started more than a year in advance of the meeting, planned well, and fully carried out. Committee staffing is critical. Extroverts are needed who are well-connected and who believe completely in the AFS mission who can convincingly argue for the level of support needed. The Fundraising Chair will be responsible for setting preliminary and final fundraising goals in concert with the GMC.

The Committee will define opportunities for event sponsorship in conjunction with the annual meeting.

Strategies should be developed for individual, corporate, and agency contributions. In each case, target lists should be compiled, AFS members designated to make the needed contacts, schedules defined and appropriate recognition given.

The Committee's goal, in addition to developing needed support, should be to make every donor/sponsor feel adequately recognized and that they are getting good value for their contribution.

Make a list of events, with tentative costs, that can be passed on to prospective sponsors. Be cautious of offers that include conditions or have strings attached.

It takes a while to get the word out and drum up interest in the meeting, so begin early. It is much easier to get sponsorship for a specific event or specific product than to solicit general financial contributions. Remember, all events may be sponsored. Your list should cover a wide financial range to meet various budgets. Coffee breaks, meeting bags, banquet, receptions for past presidents, entertainment, printing of program and abstracts, signs, transportation, audio visual aids, etc. are excellent sponsorship opportunities. Make sure you let the prospective sponsor know how he/she will benefit. If they provide a banner, it can be displayed during the event they sponsor, or a poster can be made. A verbal announcement may also be made, and they will be recognized in the November issue of Fisheries following the meeting. Play up their exposure!

Donations-in-kind may also be solicited. Try for donations of food, soft drinks, beer, wine, printing, etc. Even a small donation of snacks is welcome for the hospitality suite. If the host

facility will not allow you to bring in donated beverages or if the corkage fee is extremely high see if you can negotiate a cash donation from the vendor and in return let them know you will feature their products at the social (if possible). This may be an alternative arrangement if the facility fees are cost prohibitive.

Again, begin early in order to get into the budget cycle and think of ways to make donations feasible from contributors.

Donations will be combined with the GM budget and divided between the Chapter and Division (Profit split: 50:50 split up to 20K and remaining is split 60:40 in Chapters favor).

Send Thank You letters to all sponsors after the meeting.

### **Raffle/silent auction/live auction**

The raffle committee works closely with the Fund Raising Committee. This committee is responsible for soliciting or purchasing items for raffle, silent auction and live auctions which are typically held during the Banquet night. This committee should ask for about \$2,000 as seed money during the meeting budget preparation. It is suggested that the co-chairs (one from WDAFS and one from local Chapter) plus other members solicit fishing trips, guided float trips, hiking trips, caving, or other items to be auctioned. Live auctions are known to bring in the highest amount for most donated trips.

The Raffle budget is typically combined with the overall (?) GM budget and divided between the Chapter and Division (50:50 split up to 20K and remaining is split 60:40 in Chapters favor).

The Host Chapter and WDAFS may assign the raffle/silent auction organization to a Student Subunit. If this is the case the hosting chapter and WDAFS will discuss how the funds will be dispersed.

Send Thank You letters to all donors after the meeting.

### **Trade Show**

The GMC should appoint a Trade Show Coordinator.

The Trade Show Chair handles brochure development, promotion, mailings; handles the booth reservation forms, booth assignments, and all related correspondence; handles booth payments; approves and signs all contracts with EXCOM coordination; solicits proposals for pipe and drape, drayage, security, etc.; works closely with facility staff on floor plans, equipment and table needs, etc.; and assists with on-site management of the show. The local trade show coordinator assists in attracting regional exhibitors to the show. The Trade Show contractor coordinates the needs of the local hosts regarding all equipment rented from the pipe and drape company (i.e., registration counters, poster boards, extra tables and chairs, information counters, etc.)

The exhibit hall should have room for about 60, 10'x10' booths but this number will vary depending on the meeting. This is the standard for an AFS meeting commercial exhibits, a trade show registration booth, refreshment/coffee service, and space for several scattered refreshment tables (18,000 sq. ft.). Space is also required for the following displays:

- poster session (10,000 sq. ft.)
- raffle display (300 sq. ft.)
- local Chapter display (100 sq. ft)
- host of the next annual meeting (100 sq. ft.)

When selecting a site for the trade show, other considerations include food and beverage service (coffee is served in the show area twice a day; one social event/mixer is generally held in the trade show area; lunch service should be made available to the exhibitors and attendees); security (is security provided or do you need guards?); location (it is desirable to have the trade show located near the technical sessions); insurance requirements, union rules, etc. The trade show event should run 2.5 to 3 days. Exhibitor move-in and tear-down require a half day each. Try to give meeting registrants ample time to visit the trade show. Hosting coffee breaks, meals, and socials in the trade show hall are excellent ways to draw people into the show. Provide exhibitors with listings of local sights, restaurants, and hotels so they can familiarize themselves with the area. Have plenty of spare floor plans and exhibit location guides to hand out to trade show attendees. Allow exhibitors to do demonstrations. Consider possibilities for outdoor demos, especially for large equipment or if water is used. Waterfront settings are ideal.

## **Publicity/Outreach/Media Relations**

Publicity and Communication Committees will be responsible for soliciting, organizing, and disseminating all news releases through the appropriate media outlet before, during, and after the meeting. Publicizing the annual meeting before, during, and after the event is an important responsibility of meeting organizers. Publicity can boost meeting attendance; attract coverage for plenary speakers, symposia, contributed papers, and increase AFS visibility. Committee should use AFS as a source of fisheries news and stories, and prompt articles about fishery science and issues. Development of the Annual Meeting website is an important form of publicity. The meeting website maybe created by WDAFS, hosting Chapter or AFS.

## **Signs**

This committee will work with other committees in the design and printing of signs, tickets, and place cards as needed during the meeting. Signs for exhibitors and trade show related events can be supplied by the same company that provides pipe and drape for the show or from a host agency which has printing facilities they are willing to make available. This committee will also be responsible for preparation of any directional or welcoming signs:

Work with venue to be sure signs meet their requirements not only for size but location

Create signs outside each meeting room.

Daily deliver signs to their correct locations.

Have generic signs available so that changes can be posted at a moment's notice.

## **Best Student Paper and Poster Awards**

The Committee Chair may be the WDAFS Student Representative. Though it doesn't have to be the student representative. Consider selecting a co-Chair from the host Chapter who has been involved with putting together and judging similar awards at the local Chapter meeting.

This committee will effectively judge and select the best oral and poster presentations given by students at the Division's annual meeting. The student presentations, which may be co-authored by others, must concern research done by the presenter while a student. The awards are intended to promote high-quality oral and poster presentations by students and the awardees shall receive a framed certificate announcing their achievement.

The Chair shall communicate with the Program Chair and the Division Newsletter Editor in early fall and included in the call for papers should be a section for student authors to indicate if they wish to participate in the best paper and poster award. An article should appear at this same time in the Division Newsletter, explaining the awards and urging student members (and their advisors) to prepare a presentation for competition.

The Committee shall annually review the process and forms used to evaluate student presentations to ensure scientific quality and fairness and consistency from year to year.

The Chair shall remind the Program Chair to schedule all student presentations early in the meeting, to allow time for determination of the winners and announcement of the winners at the banquet or set up a separate time for Best Presentation and Poster for Students at the end of the meeting (as in Mazatlan and Idaho) or at the closing event.

As early as possible, the Chair shall obtain from the Program Chair a list of the student presenters.

As soon as presenters are known, the Chair should communicate with each presenter, explaining the award procedure and enclosing a copy of the standard rating form to be used. At this time the Chair must verify AFS membership of all presenters; any not holding current AFS membership should be actively urged to join The Society or be disqualified from the competition.

The Chair shall work with the Committee to assign at least three, preferably five reviewers, to each presentation/poster.

Following the last student presentation, the committee shall meet and determine the winners (one oral, one poster presentation). Normally mathematical averaging of scores from all reviewers will determine the winner, but in the case of ties or other problems, the committee will determine the winner by discussion and consensus.

The winners shall be announced and the awards presented at the banquet or another identified time. An unlettered certificate may be presented, pending preparation of the formal certificate and monetary award checks (options). If there are many student presentations, second and third place winners may be determined and recognized at the discretion of the committee, but they shall receive no awards.

Immediately after the annual meeting the Chair shall:

- Provide, in writing to the Division Secretary-Treasurer, the name and complete mailing address of each winner and request that he/she send the award checks with copies of their transmittal letters to the Chair and to the Division President.
- Ensure that the award certificates or engraved plaques are prepared in a professional manner and sent to the winners (or the winners' advisors).
- Send a letter of congratulation to the winners co-signed by Division President and Committee Chair.

The Chair letter shall include:

- Send letters of thanks, including notes on the number of presentations, scoring procedure, average score, winner's name and score, (and, to the presenters, their score sheets) to:
  - The student presenters
  - The members of the committee (reviewers)
  - Academic advisors of the student presenters, the award donor organizations

The Chair or other member should prepare an article for the Division newsletter and/or website, announcing the awards winners and giving details of the competition as soon as possible.

The Chair shall provide the Division President a full written report of the committee's activities for the year within two months following the annual meeting. An outgoing Chair shall turn over promptly to the new Chair all committee files including records of past winners, sample correspondence, judging forms, blank certificates and any other useful records. This information should be filed with the WDAFS Archivist and the WDAFS webmaster. The outgoing Chair is responsible for all correspondence and reporting required in connection with the award cycles, which took place while the outgoing Chair was in office.

## **Student Social**

The committee chair for the student social should have a venue and event in mind before the meeting budget is reviewed by the WD and Chapter's Executive Committees so that you can budget accordingly. Once a budget is approved, the chair should generate a budget for the student social, including cost of the venue, catering, drink tickets, music, etc. Your venue and caterer should be booked 10 months in advance. Planning documents can be found through the WD's archivist, Eric Wagner.

## **Volunteer Coordination**

Student volunteers will be paid \$10 per hour up to 4 hours at the meeting. Volunteers can be students or professionals. Volunteers receiving payment will need to keep track of their time at the meeting and must have their timesheets signed by the Volunteer committee chair or the chair of the committee that they are volunteering for (e.g. AV or registration). The volunteer coordination chair should contact all committee chairs 3 or 4 months in advance to get them thinking about how many volunteers they will need during the meeting. The chair will follow up with other committees at two months and one month approaching the meeting.

A volunteer form created using Google Forms will be used to solicit volunteers. Google Forms will compile a list of volunteers, their availability, and their contact information for you, so this is an efficient way of keeping track of information. A call for volunteers should be distributed through the WDAFS Student list, the Western Division distribution list, WDAFS Social Media Coordinator, the Chapters' list serves, on the WD and meeting websites, and through the main AFS listserv (Secretary/Treasurer or WDAFS listserv Coordinator). This should occur starting at three months prior to the meeting, with reminders and updates being sent at two months and one month before the meeting.

Volunteers should respond with requested shifts or limitations to availability and preferred task assignments, if any. The Volunteer Chair then creates a schedule for all volunteers based on need and availability, taking care that no one is scheduled to volunteer at the same time they are scheduled to give a talk or time that they have other obligations. Students are assigned for the appropriate number of hours and/or shifts and they must understand their obligations if they are expecting payment. Their volunteer time should be approved by the Committee Chair. Students receiving payment also need to know where to pick up their checks – coordinate this with the WDAFS Secretary-Treasurer.

A training session must be scheduled early in the meeting week for all student volunteers and others who will be handling AV. It is a good idea to have backup or “floating” volunteers during peak hours. Be clear that volunteers are not to trade shifts amongst themselves and to contact the volunteer coordination chair if they need to change their volunteer schedule.

Planning documents can be found through the WD's archivist, Eric Wagner.

## **Tours, Transportation, and Information**

The Tours, Transportation, and Information Committee will be in charge of planning and arranging for all tours and field trips, needed transportation, and for operating an information desk adjacent to the meeting registration area. The committee is strongly urged to involve convention and visitor's bureau and travel agency staffs in planning and promoting these events, and in operating the Information Desk.

The committee will be responsible for hiring transportation, if needed, in connection with field trips and tours. School buses are cheaper and are adequate for shorter trips. Vans or buses from partnering Universities could be an option.

The committee will keep accurate records of the number of people and number of buses used on each tour, and will submit invoices to the Budget and Finance Committee for payment.

The committee chair will work closely with the Registration committee, since all special event and tour ticket sales will be handled by the Registration Committee.

The committee will determine and plan special events such as fishing trips, shows, etc. that may be of interest to meeting participants, spouses and companions, and will publicize such events in advance in coordination with the Publicity Committee.

Local guides (familiar with the sites to be toured and who have the ability to explain features) should be provided if possible.

Tour and trip schedules should be developed and the time of return should be announced.

A phone at the message booth is very helpful and so is a nearby message board.

## **Welcoming and Protocol**

The Welcoming and Protocol Committee shall be responsible for making appropriate arrangements for greeting, hosting, and transporting meeting dignitaries (be cognizant of tribal and other cultural customs) as identified by the GMC; should have at least one vehicle available at all times to transport any guests or run emergency errands.

If AFS staff is arriving in a large group, arrangements to welcome them and transport them to hotel are desirable.

Plenary speakers should be welcomed and met at the airport.

## **Participant Services**

Provide a service whereby individuals can find roommates for the meeting, especially for students, first-time participants, and international guests. Work with the publicity Committee and Student Committee to get the word out to students and others in need of finding a roommate.

Develop a “language bank” by allowing registrants to indicate if they speak a language other than English and could be matched with international participants.

Prominently promote events related to enhancing and welcoming diversity in announcements and publications for the conference (e.g., travel scholarships for students, minorities and women; mentoring events; social mixers focused on students, minorities and women).

Attempt timely resolution of all complaints related to bias, discrimination or facility needs.

## **Photography Committee**

A student volunteer or a professional volunteer may chair this committee. It may be appropriate to have more than one person (student or professional) to perform these services. Photos should be taken in electronic form, high quality with a good eye for composition and identifying the subject of the photo. Photos should be taken to provide the “feel” of the conference, capture important aspects including opening speakers, venue, training classes, sessions, as well as a wide range of attendees. Photos should be collected throughout the conference timeline. The general intent is to capture the spirit of the conference and its significance as well as provide promotional images for newsletters and future meetings. The photos collected will be the property of Western Division and Host Chapter.

In particular, the photographer should take photos at the Host Chapter business meeting, WDAFS business meeting, WDAFS EXCOM meeting, welcoming social, trade show/poster social, student social and mentoring, banquet, at breaks, and during other moments to capture the feel of the meeting.

## **Spawning Run**

Work with the Program Committee in identify the appropriate date and time for the spawning run.

The spawning run is a long-standing tradition for AFS meetings. Typically 5k in length, it provides an opportunity for attendees to feel a sense of camaraderie and accomplishment, get outside, have fun. The committee will identify a site for the run; coordinate with accommodations and arrangement committee as well as the hotel staff.

The Spawning run committee will also make sure that shirts and prizes are available and provide an “advertisement” for the run to be made available to the web site developer with appropriate time so that it can attract attendees.

This committee will work closely with the local Town representatives, enforcement, and EMS to ensure the identified route is safe and approved by the Town.

Identify if there is a need to have EMS and law enforcement present during the spawning run.

Work closely with the Volunteer committee in lining out the appropriate number of volunteers for this event.

## **Information and Hospitality Booth**

It may be advisable to have an Information table near the registration desk and to have a committee chair person to coordinate this effort. The information table/committee takes pressure off the registration table, giving people a place to ask questions so registration is less frequently interrupted. There should be a map of the facility, program, and resources to answer any anticipated frequently asked questions. This is a good location for presentation/poster judging sheet drop-off and volunteer check in/payment station as well.

## Guidelines and Suggestions for Promoting Diversity

The Strategic Plan as compiled by the AFS Equal Opportunities Section (01/15/01 draft) of the American Fisheries Society states that “AFS should strive to provide opportunities and vehicles to achieve diversity and create a climate in which diversity is welcomed, acknowledged and appreciated.” Certain aspects of AFS conferences can advance or deter our organization in reaching this goal. The following suggestions present a few ideas for providing a welcoming atmosphere at AFS functions. We encourage planning committees to develop additional means of fostering social and professional diversity at the meeting.

### Example of Levels of Support for WDAFS meeting

Donation options and associated recognition opportunities include:

Benefits	Spring <\$799	Tributary \$800-\$1,399	Stream \$1,400-\$2,499	River \$2,500 - \$4,999	Lake \$5,000 – \$9,999	Ocean ≥\$10,000
Color logo in the program and on the conference web site	x	x	x	x	x	x
10' x 10' Booth and 1 registration		x				
Logo displayed in the registration or hallway areas on banner		x	x	x	x	x
10' x 20' Booth and 2 registrations			x	x	x	x
Logo on conference souvenir				x	x	x
Banner display and recognition in program for sponsorship of a break				x		
Banner display and recognition in program for sponsorship of a social event					x	x
Full page ad in the program						x

## MOU between Western Division and Host Chapter

See Section 5 Appendix H for an example of an MOU between Western Division and the Host Chapter. There may be some discrepancies between this MOU and the duties for each committee as outlined above. It is responsibility of the WDAFS officers and the Chapter officers to communicate and discuss any issues. Each Host Chapter provides unique opportunities to the Division meeting.

## C. Society Annual Meeting Preparation: Recommended Timelines and Subcommittees

The Society Annual Meeting typically occurs within the August-September timeframe.

Timelines for meetings taking place outside of this timeframe should be adjusted appropriately (most Division meetings occur in spring). Refer to Section 5 Appendix I for an example of a Host Chapter/Division and Society Meeting MOU.

Refer to the following link for information regarding responsibilities and timelines for hosting a Society meeting: <http://fisheries.org/about/governance/procedures/>

## **SECTION 5: Appendices**

### **Appendix A. Midyear Meeting**

Agenda for EXCOM Mid-Year Retreat

Date: Friday, November 19, 2010

Start Time: 12:30pm AK time/1:30pm PT/2:30pm MT

Location: Wine Country Inn, Palisade, Colorado

Call in information (PLEASE LET LORI KNOW IF AND WHEN YOU WILL BE CALLING IN SO WE CAN SET UP A PHONE IN THE CONFERENCE ROOM):

US Toll-Free: 1-866-910-4857

International Toll-Free: 1-719-387-5500

Passcode: 586030

Welcome and Introductions (Everyone)

Determination of Quorum (L. Martin)

Approval of October Conference Call minutes (L. Martin)

Treasurer's Briefing (M. Buckman)

President's Report:

- a. Update on Society Business
- b. Overview of Proposed Plan of Work

Financial Business (Everyone):

Plan of Work Budget-Related Items:

Seattle 2011: EXCOM and Business Meetings, Draft MOU (D. Ward and L. Martin)

Endowment Fund Disbursement Plan (M. Buckman)

Student Colloquium; Student Representative (L. Martin)

Committee Expenses? (L. Martin)

Website (L. Martin)

Chapter Professional Certification (L. Martin)

Professional Travel (L. Martin)

Funding Requests:

Canadian funding request (Clemens Rigler Travel Fund (CRTF) in support of graduate student travel to the annual Canadian Conference for Fisheries Research, Society of Canadian

Limnologists, and Society of Wetlands Scientists (Canadian Chapter) meeting to be held January 6-8, 2011 in Toronto.) requested by Nick Mandrak (see email describing request)

Other funding requests?

Adjustment (if any) and Approval of Budget for FY 2010-2011

Adjourn for Wine Reception ~5:00pm and reconvene afterwards, if necessary

Appetizers/Dinner ~6:30pm at Wine Country Inn

## **Appendix B. EXCOM Agenda**

Agenda for Executive Committee Meeting on Sunday, September 4, 2011

Start Time: 9:00am Pacific with plans to conclude by 3:00pm

Aspen Room of the Sheraton Hotel

Seattle, WA

Introductions and welcome

Determination of quorum

Approval of June and July conference call minutes

Treasurer's report (45 minutes)

- a. Financial update, including Seattle budget
  - b. Audit Committee update
  - c. Grants, Endowment, and Investment Committee update
  - d. Grants and other requests for funds
    1. Grant application (Southern Division textbook)
    2. Upcoming financial commitments for Jackson, Boise, and Mexico?
    3. Insurance and other outstanding debts?
  - e. Record keeping process
5. 2011-2012 proposed draft budget and plan of work (10 minutes)
  6. Seattle 2011 (10 minutes)
    - a. General meeting and schedule update
    - b. Plans, agenda, and awards for WD business meeting
  7. Chapter roundtable (20 minutes)
  8. Society update (2 minutes)
  9. Time and Place Committee update (30 minutes)-
    - a. 2012-Jackson meeting update
    - b. 2013-Boise meeting update
    - c. 2014-Mexico meeting update and plan of action

- d. 2015-Oregon meeting update
- 10. Western Native Fishes Committee update (15 minutes)
- 11. Archives Committee update (2 minutes)
- 12. Electronic Communications update (15 minutes)-
  - a. Next Tributary
  - b. List serve process and update,
  - c. Website update and plan of action
- 13. Student Representative update (2 minutes)
- 14. Bylaw Revisions-HSU and WDAFS (5 minutes)
- 15. Upcoming deadlines, and other items requiring action (10 minutes)
  - a. Snake River Resolution follow-up (letter)
  - b. Illicit Introduction letter
  - c. Procedural Manual update
  - d. Membership survey
  - e. Upcoming Chapter meetings-Alaska in November, others?
  - f. Conference calls-next one and schedule
- 16. New or other business?
- 17. Adjourn

## Appendix C. Annual Business Meeting

Agenda for Annual Business Meeting on Tuesday, September 6, 2011

Start Time: 7:00am Pacific with plans to conclude by 8:30am

Washington State Convention Center, Room 4F

Seattle, WA

Call to Order

Welcome, Introductions, Rules of Order

Establishment of Parliamentarians

Determination of quorum

AFS President Hubert address and Society update (5 minutes)

WD President Martin address and WD update (5 minutes)

Approval of April 2010 WD business meeting minutes (Lori Martin)

Treasurer's report (Mary Buckman) (5 minutes):

- a. Financial update
  - b. Audit Committee update
  - c. Grants, Endowment, and Investment Committee update
9. WD Awards, Student Scholarships, Riparian Challenge Awards, Membership Service Recognition, and Student Travel Awards (Leanne Roulson, Bob Gresswell, Troy Brandt, and Lori Martin) (35 minutes)
10. Student Committee Report (Kelly Stockton and Mariah Mayfield) (5 minutes)
11. Proposed Bylaws revisions (Lori Martin) (10 minutes)
12. Procedural Manual update (Tina Swanson) (2 minutes)
13. Additional Committee Reports (10 minutes):
- a. Archivist (Eric Wagner)
  - b. Arrangements (Larry Dominguez, Cleve Steward)
  - c. Electronic Communications (Lori Martin for Dave Lentz, Travis Neebling)
  - d. Nominating (Leanne Roulson)
  - e. Program (Craig Busack, Dave Ward)
  - f. Snake River (Dave Ward)
  - g. Time and Place (Lori Martin for Dave Lentz)
    - i. 2012 Jackson meeting update (Diana Sweet and Paul Gerrity)
  - h. Western Native Fishes (Jeremiah Osborne-Gowey, Leanne Roulson, Eric Wagner)

14. New or other business?

15. Adjourn

## **Appendix D Resolutions**

ANNUAL MEETING, SALT LAKE CITY, UTAH, 22 APRIL 2010

RESOLUTION OF THE WESTERN DIVISION AMERICAN FISHERIES SOCIETY  
(WDAFS)

RECOMMENDING A FORMAL INDEPENDENT SCIENTIFIC REVIEW AND SURVEY OF  
POTENTIAL ENVIRONMENTAL AND SOCIOECONOMIC CONSEQUENCES OF LARGE-  
SCALE MINERAL EXTRACTION IN THE BRISTOL BAY WATERSHED

WHEREAS the mission of the American Fisheries Society (AFS), the oldest and largest professional society representing fisheries scientists and managers, is to improve the conservation and sustainability of fisheries resources and aquatic ecosystems by advancing fisheries and aquatic science;

WHEREAS, Alaska clearly needs to use both renewable and nonrenewable resource development for economic support; and

WHEREAS revenue derived from responsible use of fish, oil, mineral, and timber resources provides employment and an improved quality of life for many Alaskans; and

WHEREAS the Constitution of the State of Alaska requires the legislature to provide for use, development, and conservation of all State-owned natural resources for the peoples' maximum benefit; and requires that renewable resources such as fish, forests, and game belonging to the State be developed and managed sustainably<sup>1</sup>; and

WHEREAS the debate over the development of the Pebble copper deposit in the headwaters of Bristol Bay pits two of Alaska's most important industries against each other with each side claiming science will support its case; and

WHEREAS the Pebble claim in the Bristol Bay watershed is part of a massive low grade porphyry copper sulfide deposit estimated to contain about 94,000,000 ounces of gold, 72,000,000,000 pounds of copper, and 4,800,000,000 pounds of molybdenum<sup>2</sup>, the development of which may require: an open pit mine<sup>3</sup> (~2 mi long X ~1.5 mi wide X ~1,600 ft deep); an underground mine; dams at or above 700 ft in height<sup>3</sup>; a ~ 100 mile long road; development of a port facility on Cook Inlet for fuel and concentrated mineral storage<sup>4</sup>, and an estimated 294 million gallons of water annually<sup>5</sup>; and

**WHEREAS** the region that contains the Pebble copper deposit has porous alluvial soils<sup>6</sup>; abundant ground and surface water<sup>7</sup>; interconnected watersheds; undefined seismic faults;

significant seismic activity<sup>8</sup>; is not well buffered<sup>7</sup> and contains a high proportion of acid-generating sulfides<sup>9</sup>, which can cause acid mine drainage<sup>10</sup>; and

**WHEREAS** slight increases in dissolved copper concentrations in water as low as 2-10 ug/L above background can alter the olfactory-mediated survival and migration of salmonids<sup>11</sup>; and

**WHEREAS** Bristol Bay is home to the world's largest wild sockeye salmon fisheries; and sustains healthy productive fisheries on other salmonids, herring, and crab; the seafood industry there employs about 10,000 people annually; gross earnings reported in 2007 were over \$US 100 million in international sales<sup>12</sup>; and

**WHEREAS** the rivers and groundwater draining the Pebble copper deposit are essential to spawning, incubating, rearing and migrating salmon and non-salmon fishes and drain into waters supporting diverse Bristol Bay fisheries; and

**WHEREAS** Alaska Native peoples have relied on annual salmon returns to the rivers draining the Pebble copper deposit for subsistence for thousands of years and today salmon still comprise 60% to 80% of their total subsistence harvest<sup>13</sup> which for the last 20 years has averaged over 100,000 salmon annually from the Nushagak and Kvichak drainages alone<sup>14</sup>; and

**WHEREAS** the Pebble copper deposit lies under state land straddling both the Nushagak and Kvichak drainages, is adjacent to Lake Clark National Park and Preserve, is about 15 miles upgradient of Lake Iliamna where millions of sockeye fry rear annually, and is in headwaters of the Nushagak, a major Chinook salmon producer; and

**WHEREAS** a 2007 study of sportfishing economic impacts by the Alaska government indicated expenditures to be \$1.4 billion dollars generating 15,879 jobs; of which, \$989 million and over 11,000 jobs were attributed to the Southcentral region which includes Bristol Bay<sup>15</sup>; and

**WHEREAS** the Alaska Department of Fish & Game estimates the Bristol Bay exvessel commercial salmon fishery as having an average annual value of \$65 million (\$113.3 million in 2008)<sup>16</sup>; and the Nushagak and Kvichak River drainages containing the Pebble copper deposit have produced about 50% of all commercially harvested sockeye salmon from Bristol Bay for 125 years<sup>17</sup>; and

**WHEREAS** open pit mining requires rigorous scientific studies for design, execution, and mitigation of environmental impacts; including careful consideration of potential negative environmental consequences, including effects on water quantity, quality, and fishery resources<sup>18</sup>; and

**WHEREAS:** the U.S. Environmental Protection Agency estimates that there are 500,000 abandoned mines in the U.S. and that 40% of western watersheds are polluted from mining<sup>19</sup>; clean up costs are estimated to be from \$32 - 72 billion<sup>20</sup>; many mines slated for clean-up require long-term or perpetual water treatment; and such extensive ongoing water contamination threatens both the Nation's drinking water supplies and valuable fisheries resources; and

**WHEREAS** the U.S. EPA has developed and implemented a statistically and ecologically rigorous environmental monitoring and assessment program for the inland waters of the U.S.<sup>21,22,23</sup>; and the states of Oregon<sup>24</sup>, Maryland<sup>25</sup>, Idaho<sup>26</sup>, California<sup>27</sup> and Washington<sup>28</sup> have used intensified versions of the EPA protocol to assess status and trends in salmon and trout populations and aquatic biological condition,; and

**WHEREAS** AFS Policy 13 on Surface Mining encourages (1) “diligent regulation of all surface mining by local, state, provincial, and federal government to provide adequate protection (of) aquatic resources” and (2) “its members to become involved in this process by providing technical information essential for protection and continued propagation of fishery resources to policy makers so decisions are made on a scientific, rather than emotional or political, basis”; and

**WHEREAS** it is important that the Alaska Legislature, and State and Federal resource managers have the best possible information with which to base policy decisions regarding the potential for development of the Pebble mineral deposit, together with the potential environmental consequences of that development;

**NOW, THEREFORE, BE IT RESOLVED** that the WDAFS recommends application of carefully designed, robust, and statistically defensible sampling be conducted relative to both surface and groundwater quality and quantity for consideration in applicable regulatory processes including the National Environmental Policy Act (NEPA) process; that careful attention be afforded to the design of a long term monitoring program for waters draining the prospect; that control sites should be included to enable long-term monitoring for change resulting from mine development with particular emphasis on water budgets and water quality, and their effects on aquatic resources; and

**BE IT FURTHER RESOLVED** that the WDAFS recommends that results of all scientific studies relevant to the Pebble copper prospect be provided in the form of standard citable scientific technical reports to the public via a website, to relevant resource managers, and a team of independent scientific experts, such as the National Academy of Sciences for peer review; and

**BE IT FURTHER RESOLVED** that the WDAFS recommends an independent, interdisciplinary expert assessment of the known and probable cumulative environmental and socioeconomic consequences of development of the Pebble mineral deposit prior to mine development with a focus on hydrological systems, water budgets, water quality, geochemistry, and fishery resources, with identification of any major data gaps in the preceding information; and that such an assessment should include all infrastructure necessary to implement the project.

**AND, BE IT FURTHER RESOLVED** that this resolution be sent by the WDAFS to the Society for consideration and to relevant decision makers, scientific agencies, and regulatory agencies including, but not limited to, the following:

1) Alaska Legislative Council  
716 W 4th Avenue #200  
Anchorage, AK 99501

2) Sean Parnell, Governor  
State of Alaska  
Box 110001  
Juneau, AK 99811-0001

3) Lisa Jackson, Administrator  
U.S. Environmental Protection Agency  
1200 Pennsylvania Avenue NW  
Washington, DC 20460  
[jackson.lisa@epa.gov](mailto:jackson.lisa@epa.gov)

4) Jane Lubchenco, Administrator  
National Oceanic & Atmospheric Administration  
1401 Constitution Avenue, NW  
Washington, DC 20230  
[jane.lubchenco@noaa.gov](mailto:jane.lubchenco@noaa.gov)

5) Mike Pool, Acting Director  
Bureau of Land Management  
1849 C Street NW, Room 5665  
Washington, DC 20240  
[Mike\\_pool@blm.gov](mailto:Mike_pool@blm.gov)

6) E. William Colglazier, Executive Officer  
National Research Council  
500 Fifth Street NW  
Washington, DC 20001  
[ecolglazier@nas.edu](mailto:ecolglazier@nas.edu)

7) LaVerne Smith  
U.S. Fish and Wildlife Service, Alaska Region  
1011 E. Tudor Road, MS 361  
Anchorage, AK 99503

8) John Hilsinger, Director  
Alaska State Dept of Fish and Game  
Head Quarters  
PO Box 115525  
Juneau, AK 99811-5525

9) Denby Lloyd, Commissioner  
Alaska State Dept of Fish and Game  
Head Quarters  
PO Box 115525  
Juneau, AK 99811-5525

10) Nancy Sutley, Chair  
Council on Environmental Quality  
1600 Pennsylvania Avenue NW  
Washington, DC 20500

11) Suzette Kimball  
Acting USGS Director  
12201 Sunrise Valley Drive  
Reston, VA 20192

## **Appendix E. Example Award Announcement from 2016**

Members of the Western Division of the American Fisheries Society:

One of the roles of our Society is to provide a public and professional platform to recognize and celebrate the important contributions by our members, colleagues and mentors. For 2016, the Western Division is now seeking nominations for the following awards:

- Award of Excellence
- Award of Merit
- Award of Special Recognition
- Conservation Achievement Award
- Robert L. Borovicka Conservation Achievement Award

Award descriptions, general criteria, past winners, and further information are all provided on the WDAFS website: <http://wdafs.org/awards/information-deadlines-applications/> and are also pasted below for your convenience.

Nominations should be in narrative form and 1-2 pages in length, not including any supporting information. Supporting information includes but not limited to letters of recommendation.

Use the following format to complete your award application.

1. Contact information nominator: Name, affiliation, address, phone number and email address
2. Contact information for nominee: Name, affiliation, address, phone number and email address
3. Narrative (outlining the nominees accomplishments and rationale for receiving the award) 1 – 2 pages
4. Supporting documentation

Submit nominations to WDAFS Past-president Hilda Sexauer at [hilda.sexauer@wyo.gov](mailto:hilda.sexauer@wyo.gov). The deadline for all nominations is January 15, 2016.

So please take a few minutes out of your busy schedule to submit a nomination for a deserving colleague or group!

### **Award of Excellence**

This is the most prestigious award offered by the Western Division (Division). The award is intended to recognize sustained, professional excellence. This award is given annually to an AFS member who has demonstrated outstanding achievement and exceptional competence in fishery

resource applications through monumental works, new methodologies, or multiple successful contributions that benefit our resources and profession. Successful nominees have usually excelled in research or management programs at the regional, national, or international levels. Other examples include fresh, innovative approaches to improving our understanding of aquatic resources, and imaginative and successful programs in education at any level of teaching. The Award of Excellence is given annually to a member who has demonstrated outstanding sustained achievement in the fisheries profession. This is the highest award given by the Division and also the oldest award, first being presented in 1970.

### **Past Award Winners**

2015 Dan Isaak

2014 Dr. Tim Beechie

2013 Dr. Andre Punt

2012 Mike Stone

2011 Mike Young (MT)

2010 Kurt Fausch

2009 Bruce Rieman, Forest Service Rocky Mountain Research Station

2008 Hiram Li

2007 Carl Schreck, Oregon State University, Corvallis

### **Award of Merit**

The Award of Merit was first presented in 1984. This award is given annually to an AFS member for a unique or special contribution involving service above and beyond the normal call of duty.

### **Past Award Winners**

2014-2015 Not awarded

2013-2014 Not awarded

2012-2013 Mary Buckman

2011-2012 Julie Meka Carter (AZ)

2010-2011 Philip A Loring (AK); Vaughn Paragamian (ID); Alicia Seesholtz (CA/NV)

2009-2010 Not Awarded

2008-2009 Leanne Roulson and Jim Tilmant

### **Award of Special Recognition**

The Award of Special Recognition was first presented in 1991. This award is given annually for outstanding contributions to Division activities.

### **Past Award Winners**

2015 Not awarded

2014 Tracy Wendt

2013 Not awarded

2012 Venice Beske; Kevin Gelwicks (WY); Dave Lentz (CA); Travis Neebling (WY); Eric Wagner (UT)

2011 Paige Ackerman (BC); Henry Booke (OR); Kelly Stockton (ID)

2010 Robert Hughes

2009 Not awarded

2008 Dave Manning and Larry Brown

### **Conservation Achievement Award**

The Conservation Achievement Award was first presented in 1991. This award is given to a federal, state, or tribal natural resource agency for the entity's conservation projects.

### **Past Award Winners**

2012-2015 Not awarded

2011-2012 North Pacific Fishery Management Council

2010-2011 Cherry Creek Working Group, Montana; Grunion Greeter's Project (CA/NV)

2009-2010 Unknown

2008-2009 Devil's Hole Pupfish Incident Command Team and Associates

### **Robert L. Borovicka Conservation Achievement Award**

Robert L. Borovicka was a member of the American Fisheries Society from 1946 until his death in 1982. The Robert L. Borovicka Conservation Achievement Award is given to an individual who has significantly contributed to fishery conservation within the Division. The individual does not need to be a member of AFS. This award was first presented in 1983.

#### **Past Award Winners**

2012 – 2015 Not Awarded

2010-2011 Eileen Ryce (MT)

2009-2010 Krissy Wilson

2007-2008 Charles W. Huntington

#### **Outstanding Chapter Award**

The Chapter of the Year Award was initiated in 1982.

#### **Past Award Winners**

2015 Idaho Chapter

2014 Idaho Chapter

2013 Oregon Chapter

2012 Washington-British Columbia Chapter

2011 Oregon Chapter

2010 Washington-British Columbia Chapter

2009 Oregon Chapter

2008 California-Nevada Chapter

#### **Outstanding Student Subunit Award**

#### **Past Award Winners**

2015 University of Alaska, Fairbanks

2014 University of Montana, Missoula

2013 University of Alaska, Fairbanks

2012 Oregon State University

2011 Palouse Subunit (University of Idaho)

2010 Unknown

2009 Palouse Subunit (University of Idaho)

2008 Palouse Subunit (University of Idaho)

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**Hilda Sexauer**

Wyoming Game and Fish Department

432 East Mill Street, PO Box 850

Pinedale, WY 82941

307-367-4352

[Hilda.sexauer@wyo.gov](mailto:Hilda.sexauer@wyo.gov)

## **Appendix F. Example of Outstanding Chapter and Subunit Award Announcement 2016**

### **Western Division of the American Fisheries Society Outstanding Chapter and Student Subunit Award Application Form**

#### **Instructions:**

Use the following form to complete your award application. Please fill in all appropriate sections to provide information on the activities of your Chapter or Student Subunit that occurred in the 12 month period immediately before the application deadline. Be thorough yet concise in your responses. You may reformat the form (i.e. increase the size of the table cells) for individual responses, but you must maintain the same order and include all sections. The deadline for submitting the application is **January 15, 2016**. Send completed application to:

Hilda Sexauer

Past-president, Western Division of the American Fisheries Society

Phone: 307-367-4353

Email: [hilda.sexauer@wyo.gov](mailto:hilda.sexauer@wyo.gov)

The Chapter and Student Subunit that receives the Western Division of the American Fisheries Society award will automatically be forward to the Society for nomination. The winner of WDAFS will be the only WDAFS Chapter to be considered for the Society award.

#### **Note:**

If the Chapter or Student Subunit completes activities that further the mission of the Society or Chapter or Student Subunit, but are not reflected in the criteria, include those activities under “Other Activities” at the end of this award application. Please include a statement as to how these activities further the mission of the Society, Chapter, or Student Subunit. If any activity can be entered in more than one criteria, please describe it only once.

#### **Outstanding Chapter and Student Subunit Award**

To be given to the Chapter and Student Subunit that exhibits a commitment to the mission of the Society by actively working to achieve the following goals set forth in the AFS Strategic Plan. Additional information from the Strategic Plan is provided on the AFS website.

#### **1. BACKGROUND & CHAPTER or STUDENT SUBUNIT STRUCTURE**

1a. Chapter or Student Subunit Name:

1b. AFS Division:

1c. Chapter or Student Subunit President:

1d. Address:

1e. Structure of Chapter or Student Subunit:

Officers:

Committee Structure:

Standing:

Ad hoc:

**2. CHAPTER or STUDENT SUBUNIT MEMBERSHIP REPORT (you can contact Eva with AFS for most recent information. [eprzygod@fisheries.org](mailto:eprzygod@fisheries.org) ). Please indicate Society vs Chapter members.**

<b>Membership Type</b>	<b>Total Number</b>	<b>% increase (or decrease) from previous year</b>
Total Membership (Chapter and Society)		
New Members		
Lost Members		
Student Members		
Society Members		

**3. CHAPTER or STUDENT SUBUNIT ACTIVITIES**

Please describe your Chapter or Student Subunit activities related to the objectives under each AFS 2020 Goal. When necessary, provide examples (e.g., electronic copy or web address) of each completed activity. Refer to the AFS Strategic Plan for more details on the individual strategies set by the Society to meet the objectives within the Goal Areas and the activities that address each objective. Portions of the plan are included below to serve as examples of objectives for each Goal Area.

**AFS Mission Statement**

*The mission of the American Fisheries Society is to advance sound science, promote professional development, and disseminate science-based fisheries information for the global protection, conservation, and sustainability of fishery resources and aquatic ecosystems.*

**AFS 2020 Goals and Objectives**

***Goal 1: Global Fisheries Leadership***

***AFS will be a global leader providing information and technical resources for the sustainability and conservation of fisheries resources.***

***Objective 1.1.*** Promote fisheries conservation throughout North America and the world, at all levels of government and society, and among all levels of AFS by supporting sound science and networking opportunities. (see also Objective 3.4)

**Objective 1.2.** Increase science-based fisheries conservation by increasing interactions with AFS members and government policy makers.

**Objective 1.3.** Promote fisheries conservation through development and dissemination of public outreach materials. (See also Objective 3.4)

**Goal 2: Education/Continuing Education**

***AFS will facilitate life-long learning through world-class educational resources at all academic levels and provide training for practicing professionals in all branches of fisheries and aquatic sciences.***

**Objective 2.1.** Encourage educational institutions at all levels to maintain excellent academic programs in fisheries sciences and related disciplines to assure recruitment of fisheries professionals that meet the needs of employers.

**Objective 2.2.** Ensure that the fisheries professional certification program reflects the integration of many sciences relevant to fisheries while ensuring its recognition as a mark of scientific excellence and expertise.

**Objective 2.3.** Provide a wide array of continuing education opportunities using innovative methods to reach the widest possible audience of fisheries professionals.

**Goal 3: Value of Membership**

***AFS will serve its members and fisheries, aquaculture, and aquatic science constituencies to fulfill the mission of the Society.***

**Objective 3.1.** Determine and respond to the needs and opinions of AFS members.

**Objective 3.2.** Enhance participation of students and professionals at all levels of the society to assure recruitment, retention, and leadership development into the future.

**Objective 3.3.** Promote diversity within AFS and the fisheries profession.

**Objective 3.4.** Develop innovative and cost effective methods to make fisheries science and management information readily available to AFS members and all levels of government entities worldwide.

**Objective 3.5.** Practice good governance and organizational management.

**4. OTHER CHAPTER or STUDENT SUBUNIT ACTIVITIES**

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**Outstanding Chapter Award**

The Chapter of the Year Award was initiated in 1982.

**Past Award Winners**

2015 Idaho Chapter

2014 Idaho Chapter

2013 Oregon Chapter

2012 Washington-British Columbia Chapter

2011 Oregon Chapter

2010 Washington-British Columbia Chapter

2009 Oregon Chapter

2008 California-Nevada Chapter

**Outstanding Student Subunit Award**

**Past Award Winners**

2015 University of Alaska, Fairbanks

2014 University of Montana, Missoula

2013 University of Alaska, Fairbanks

2012 Oregon State University

2011 Palouse Subunit (University of Idaho)

2010 Unknown

2009 Palouse Subunit (University of Idaho)

2008 Palouse Subunit (University of Idaho)

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**Hilda Sexauer, Past President**

Western Division of the American Fisheries Society

Wyoming Game and Fish Department

432 East Mill Street, PO Box 850

Pinedale, WY 82941

307-367-4352

Hilda.sexauer@wyo.gov

Appendix G. Award Plaque

**CHAPTER PRESIDENT**

*Charley Tuna*

is hereby awarded this

***CERTIFICATE OF APPRECIATION***

*in recognition of personal contributions to the advancement and improvement of fisheries science, in the professional and public interest, by serving as President of the Western Division of the American Fisheries Society for the period of September 2010 to August 2011.*

*By order of the Membership of the Western Division of the American Fisheries Society, assembled in Jackson, Wyoming, on March 28, 2012.*

American

---

Executive Director,  
Fisheries Society

---

President, Western Division

## **Appendix H. Memorandum of Understanding: WDAFS and Host Chapter**

### **MEMORANDUM OF UNDERSTANDING**

**Between**

**The Western Division of the American Fisheries Society**

**And the**

**\_\_\_\_\_ chapter of the American Fisheries Society**

**With Respect to**

**Organizing and Staging the 20XX Western Division Annual Meeting**

#### **1. PURPOSE**

This Memorandum of Understanding (MOU) is made and entered into by and between the Western Division of the American Fisheries Society (WD-AFS-AFS) and the XXX Chapter of the American Fisheries Society (XX-AFS or Chapter), herein referred to as the parties to this MOU. The purpose of the MOU is to establish the Roles and Responsibilities of the parties with respect to planning and staging the 20XX Annual Meeting of the WD-AFS, to be held DATE and PLACE.

#### **2. GENERAL ROLES and RESPONSIBILITIES**

##### **a. Overview**

The annual meeting of the WD-AFS should be planned, organized, and operated in a manner consistent with CHAPTER-AFS' annual meeting. CHAPTER AFS members will shoulder most of the responsibility for organizing and staging the meeting. The primary role of the WD-AFS is to assist the CHAPTER-AFS by providing financial backing, raising funds, encouraging WD-AFS members to attend the meeting, offering travel scholarships (as funding permits), and getting WD-AFS members to participate in the planning effort.

##### **b. Meeting authorization**

The WD Executive Committee (EXCOM) has developed a long-term schedule for what chapter will be hosting the WD meetings. If the Chapter is unable to host their meeting when scheduled, a written notice must be provided to the WD President no later than two years before the Chapter's scheduled meeting.

##### **c. Meeting organization**

- i.** A Core Planning Team (CPT) will be established at least one year prior to the proposed date of the annual meeting. The CPT will comprise chairpersons of the committees responsible for planning and executing discrete elements of the annual meeting. A sample list of the committees and their subcommittees is provided in Appendix B. Each committee will be comprised of at least one WD-AFS and one CHAPTER-AFS representative. The CPT will meet on a regular basis to plan the meeting.
- ii.** The CPT will be co-chaired by the WD-AFS and Chapter President(s) at the time of the meeting, and who will be referred to as the General Meeting Organizers (GMO). The

GMOs shall retain final authority over all meeting activities. The GMOs will determine when CPT meetings occur, the items to be discussed, and who shall attend.

- iii. The WD-AFS and Chapter Presidents-Elect (or their designees) will co-chair the Program Committee. The WD-AFS Vice President will be responsible for development and distribution of the meeting program via electronic and printed media.
  - iv. The Budget and Finance Committee will be chaired by the CHAPTER-AFS Treasurer, who will oversee the development of a meeting budget, and receive all revenue and pay all bills related to the meeting. The WD-AFS Secretary-Treasurer will serve in an advisory capacity and provide assistance to the CPT and Budget and Finance Committee.
  - v. Each of the committees on the CPT will comprise of one or more subcommittees that will have specifically defined responsibilities. Committee co-chairs will convey information to their subcommittees and communicate their subcommittees' needs to the CPT. This will ensure better coordination and communication, and equitable distribution of the workload. The committees and subcommittees will meet as necessary amongst themselves, and the committee co-chairs will report their activities to the CPT during regularly scheduled meetings. On occasion, individuals other than the co-chairs may be invited to attend CPT meetings to interact directly with CPT members.
- d. Guarantees  
The WD-AFS shall reimburse and hold the CHAPTER-AFS harmless for any financial losses incurred at the meeting, assuming the agreed-upon budget is followed.

### 3. LEGAL RESPONSIBILITIES

- a. The GMOs are authorized to sign legally binding sales agreements and contracts, consistent with the agreed upon budget, and approved by their respective EXCOMs.
- b. The GMOs shall act in the best interests of the WD-AFS and CHAPTER-AFS with respect to contractual obligations and financial transactions.

### 4. FINANCIAL RESPONSIBILITIES

- a. With assistance from the WD-AFS Secretary-Treasurer, Budget and Finance Committee, and the CPT, the CHAPTER-AFS Treasurer shall prepare a draft meeting budget describing anticipated income and expenses at least 9 months prior to the meeting. A final budget must be approved by the GMOs and Chapter and WD-AFS Executive Committees at least 9 months prior to the meeting. The CHAPTER-AFS Treasurer will update the budget and report on meeting finances during regularly scheduled CPT meetings.
- b. The CHAPTER-AFS will receive all income and pay all expenses related to the meeting, including site visits by WD-AFS officers, with the exception of travel and accommodation expenses incurred by WD-AFS officers attending the meeting, which will be paid by the WD-AFS. The CHAPTER-AFS Treasurer will normally pay for expenses, but may also

authorize other members of the CPT to pay for items and services listed in the meeting budget.

- c. Fundraising for the meeting shall be the responsibility of both the WD-AFS and CHAPTER-AFS.
- d. Distributed Meeting Income (DMI) includes revenue derived from sponsorships, registration fees, tours, partners' donations, continuing education, raffle and auction, and sale of meeting paraphilia. DMI shall normally be used to pay meeting expenses outlined in the budget, unless the WD-AFS and CHAPTER-AFS agree to redirect the funds for other purposes.
- e. The WD-AFS and CHAPTER-AFS will hold their annual EXCOM and business meetings during the WD-AFS meeting. The cost of meeting facilities and refreshments will be listed as a line item in the budget and will be paid for by the CHAPTER-AFS.
- f. Income in excess of the amount needed to pay meeting expenses is referred to as Net Revenue (NR). The NR shall be apportioned between the WD-AFS and CHAPTER-AFS as follows: Split 50:50 for the first \$10,000; split 40:60 for NR in excess of \$10,000.
- g. After all meeting income has been received and all expenses have been paid, preferably within 60 days following the meeting, the CHAPTER-AFS Treasurer shall submit a final accounting of the meeting finances to the WD-AFS and CHAPTER-AFS Presidents. At the discretion of the WD-AFS and CHAPTER-AFS Executive Committees, meeting NR may be partially distributed to the parties before the final accounting is completed, provided that the majority of income and expenses have been accounted for.
- h. The Society Executive Director and Society President will have their registration and hotel accommodations compensated. These funds will come out of the total meeting proceeds.
- i. Other than mentioned in item h, no registrations or rooms will be comped without discussion between the program and general co-chairs. If additional comped registration or rooms are necessary, those funds will come out of the group requesting the compensations, i.e. either the chapter or WD.
- j. Local arrangements committee (AAC) co-chairs
  - i. Will sign contracts and purchase materials or services to execute the meeting, as authorized by the GMO and within scope of the approved budget. Purchases can be by personal credit card and reimbursed by the CHAPTER-AFS Treasurer by requesting that the CHAPTER-AFS Treasurer make arrangements for payment. All reimbursement requests must have receipts attached.
  - ii. After the meeting, the AAC shall provide the Budget and Finance Committee with a financial report and receipts.
  - iii. A no-interest loan of \$XXXX will be extended by the WD-AFS to the CHAPTER-AFS to use for deposits and other expenses incurred during the planning process.

Loan monies shall not be included as DMI and shall be repaid to the WD-AFS no later than 60 days after the meeting.

- iv. The WD-AFS and CHAPTER-AFS shall (a) set fundraising goals, (b) solicit contributions from federal and state agencies, WD-AFS chapters, and corporations/consulting firms in the area, (c) assist in securing raffle and auction items.

k. Roles

General Meeting Organizers

The GMOs or their designees will:

- i. Develop meeting theme.
- ii. Assist with budget development.
- iii. Assist with the negotiations and sign contracts necessary to secure meeting facilities, hotels, and major services necessary to stage the meeting. Copies of the contracts shall be made available to the CPT.
- iv. Approve the budget, meeting venue, hotels, master schedule, continuing education courses, field trips, social events, and program for the meeting.
- v. Authorize modifications to the budget that result from unanticipated expenses (major modifications must be approved by both EXCOMs).
- vi. Establish cost of meeting registration, refund policy, and criteria for waiving registration fee (i.e., registration is typically only waived for AFS President and Executive Director).
  - i. Schedule and facilitate regular meetings (typically conference calls) of the CPT.
  - ii. Select plenary speakers for the meeting.
  - iii. Coordinate opening remarks and introductions, including comments from the AFS President and Executive Director (or their designee).

5. OTHER ORGANIZING AND COORDINATION RESPONSIBILITIES

a. General

- i. Subject to space, the Arrangements and Accommodations Committee (AAC) shall make meeting rooms available during the meeting so that AFS Units and other entities affiliated with AFS can meet during the meeting. Expenses associated with such meetings will be the responsibility of the group holding the meeting. Such meetings should be included in the program and schedule at a glance.
- ii. The AAC will be designated as the only authorized representatives to work with hotel and convention center catering staff to modify or otherwise provide instructions on catering related issues. It is recommended that one point of contact on the AAC work with the hotel, convention center, and/or catering service representatives.

b. Budget and Finance Committee

Determine who will be responsible for the meeting accounting (typically the CHAPTER-AFS Treasurer) and how accounting will be done (e.g., from the CHAPTER-AFS's checking account or opening a new account specifically for the meeting). Typically

there are some funds which are funneled through WD-AFS accounts; determine when and how they will be transferred to the CHAPTER-AFS.

6. AMENDMENT OR CANCELLATION OF THIS MOU  
This MOU may be amended or modified at any time in writing by mutual consent of both parties.

X

\_\_\_\_\_  
WD President

\_\_\_\_\_  
Date

X

\_\_\_\_\_  
Chapter President

\_\_\_\_\_  
Date

## APPENDIX A – Committees represented on the Core Planning Team repres

- Arrangements and Accommodations (A&A) – hotel accommodations; plenary and meeting rooms; special arrangements; refreshment breaks; child care; social and environmental responsibility.
- Trade Show (TS) – exhibitor solicitation; exhibitor set up/take down.
- Registration and Event Management (R&EM) – registration and registrant assistance; a/v and on-site communication; oral presentation uploads, poster put up/take down, and support; volunteer coordination; photography.
- Socials and Entertainment (S&E) – welcoming social; trade show and poster social; spawning run; off-site banquet; closing social; field trips.
- Budget and Finance (B&F) – budgets; fiscal administration.
- Fundraising (FR) – sponsor solicitations, entitlements, and management; raffle/silent auction; t-shirts and other memorabilia; trade show liaison.
- Publicity and Outreach (P&O) – promotional material; logo and artwork; media coordination and outreach; website development and maintenance; meeting program phone app; signs, banners, displays
- Student Activities (SA) – student social; student colloquium; student recruitment, travel and best paper/poster awards.
- Program – opening plenary session (GMOs); abstract management; oral presentations (symposia and contributed sessions); poster session; program printing; best student paper and poster awards; continuing education.

## Appendix I. Memorandum of understanding: AFS, WDAFS and Host Chapter

### MEMORANDUM OF UNDERSTANDING

Between the  
American Fisheries Society,  
The  
Oregon Chapter of the American Fisheries Society  
And  
Western Division of the American Fisheries Society,

# Roles and Responsibilities for the 2015 AFS Annual Meeting, August 14-21, 2015, in Portland, Oregon

## **1.0 General Roles and Responsibilities**

### 1.1 Meeting Authorization

In 2011, the Governing Board of the American Fisheries Society (AFS) approved a bid from the Oregon Chapter and the Western Division to host and hold the 2015 AFS Annual Meeting (Meeting) in Portland, Oregon.

### 1.2 Meeting Organization and Guidelines

The parties to this Memorandum of Understanding (MOU) desire to collaborate on the planning, organization, and implementation of the Meeting. This MOU defines the roles and responsibilities of the AFS, the Oregon Chapter and the Western Division in this endeavor. Doug Austen (AFS Executive Director), Hilda Sexauer (Western Division), and Mike Gauvin (Oregon Chapter) shall represent the interests of the respective co-hosts.

#### 1.2.1 Meeting Organization Committee

A Core Planning Team (CPT) composed of representatives from AFS, the Oregon Chapter, and the Western Division has been developed to provide overall meeting management and coordination. The CPT is co-chaired by David Ward and Neil Ward. Within the Core Planning Team, major tasks are being managed by the Local Arrangements Committee (LAC) and the Program Committee (PC). The LAC is co-chaired by Neil Ward and Dave Ward and the Program Committee co-chairs are Jim Bowker and Nancy Leonard. The Oregon Chapter, the AFS Western Division, and the AFS Bethesda Office will provide representatives to the committees. A detailed list of responsibilities of the LAC and PC are in the document, "Roles and Responsibilities of AFS 2015 - Local Arrangements Committee (LAC), Subcommittees, Chairs, and Members (Draft March 5, 2014)

Unless otherwise noted, the roles, responsibilities, tasks, and activities defined in this MOU and associated appendices supersede those described in the AFS Procedure Manual and other AFS Meeting planning documents. This MOU may be modified upon mutual consent of the parties.

#### 1.2.2 AFS Meeting Organization

The AFS Executive Director shall retain final authority over all Meeting activities.

The AFS Executive Director shall direct AFS staff to assist the Core Planning Team and the LAC with the planning and execution of the Meeting.

The AFS shall assume all contractual and financial risks associated with the Meeting and shall hold the Oregon Chapter and the Western Division harmless with respect to financial or other liabilities related to planning and convening the Meeting. The Oregon Chapter and the Western Division shall exercise the proper standard of care with respect to financial transactions and contractual obligations, but shall not be financially or contractually responsible, in any way, for the Meeting.

## **2.0 Financial Responsibilities**

### **2.1 General Responsibilities**

The CPT shall prepare a Meeting budget describing anticipated income and expenses for the Meeting and submit it to the AFS (Executive Director and Governing Board) for approval at the 2014 AFS Annual Meeting in Quebec City. Upon AFS Approval, the CPT shall provide the Society with an updated budget and a monthly financial report at the beginning of each month prior to the Meeting. The financial report shall indicate the source and disposition of all funds received by the CPT. A final accounting of Meeting finances shall be submitted to the AFS Executive Director and Governing Board after all Meeting-related income and expenses have been reconciled, but no later than December 8, 2015.

Fundraising for the Meeting shall be the responsibility of all parties to this MOU.

### **2.2 Distributed Meeting Income**

Meeting income derived from registration fees, tours and excursions, partners' donations, continuing education, and sale of Meeting paraphernalia is referred to as Distributed Meeting Income (DMI).

DMI shall be used to pay meeting expenses. As further detailed below, expenses associated with certain Meeting-related activities shall be excluded from DMI and shall be the responsibility of the named entity.

DMI in excess of the amount needed to pay meeting expenses is referred to as Net Revenue (NR). The NR goal for the Meeting after all Meeting-related income has been secured and all expenses have been paid is 20% of the DMI. The NR amount shall be distributed among the parties to this MOU according to the following formula: 70% AFS, 20% Oregon Chapter and 10% to the Western Division.

Meeting expenses shall be divided among two categories:

- 2.2.1 Those expenses paid by AFS: AFS President and staff travel expenses in support of the meeting shall be paid by AFS and deducted from the DMI after the meeting. AFS arranges for travel, lodging and all arrangements for the Opening Plenary Session speakers and other selected guests. All costs associated with AFS officers, staff, plenary speakers and selected guests will be estimated by AFS, included in the meeting budget, paid by AFS and deducted from the DMI post conference.

2.2.2 Those expenses paid out of the Meeting bank account: The LAC is authorized to pay for items and services listed in the Meeting budget, The Western Division and the Oregon Chapter shall hold their Annual Business and Executive Committee (EXCOM) meetings during the AFS Meeting. The cost of the meeting facilities and refreshments for Western Division EXCOM meeting and Business meetings will be included in the DMI. Student subunits and the AFS Education Section, in cooperation with the LAC, shall take the lead in organizing student-sponsored events (student mentor luncheon and career fair) at the Meeting. Those expenses shall be deducted from the DMI.

2.2.3 No AFS or Unit salaries shall be paid as Direct Meeting Expenses.

### 2.3 Meeting Organizing Committee Financial Responsibilities

The Local Arrangement Committee, with assistance from the Budget/Finance Committee, and as authorized by the Executive Director, shall administer Meeting finances

#### 2.3.1 Co-Chairs of Local Arrangement Committee

- Signs contracts and purchases materials or services necessary to execute the Meeting, as authorized by the Society Executive Director, and within the scope of the approved budget. Contracts or purchases in excess of \$10,000 require consent of Executive Director or designee (see section 2.3.5.1 below)
- Establishes a dedicated bank account for the Meeting; along with Mary Buckman (Finance Chair) has sole signing authority on that account; maintains accurate accounting records (including backup documentation such as invoices, bank and credit card statements, and receipts); and prepares monthly financial statements. The CPT and LAC shall provide a final financial report for the Meeting to the Society by December 8, 2015.
- AFS Authorizes reimbursement of meeting-related travel, food, and lodging expenses of specific selected members of the LAC up to the amounts specified in the approved Meeting budget. These expenses shall be paid out of the Meeting bank account and deducted from the DMI. Every effort shall be made to have expenses paid by volunteers' employers and to secure complimentary rooms and other gratuities to reduce costs.
- Ensures that donated funds and supplies are raised from Meeting financial partners with an overall Meeting goal of at least \$130,000.
- After the meeting, the LAC shall provide the AFS a financial report with receipts and back up for all income and expenses incurred by the LAC, organized into two separate accounts established to track 2015 AFS meeting income and expenditures:
  1. General Meeting Account
  2. Skinner Memorial Fund Auction and Raffle Account.
- Assist in securing Trade Show vendors.

- Assist in securing items for the raffle and auction.
- Secretary-Treasurer shall assist WD Secretary-Treasurer in providing financial oversight of the Skinner Fund.

The Western Division/Oregon Chapter will provide the following support:

- At their discretion, extend no-interest loans to the LAC to cover meeting expenses. Loan monies shall not be included as DMI, and shall be repaid to the Division/Chapter no later than October 31, 2015.
- Assist the LAC in securing Meeting partners' donations. As part of its Annual Meeting Fundraising Campaign, the WD shall solicit contributions from Division Chapters, corporations and agencies throughout the Region.
- The goal of the Western Division is \$20,000 funds raised shall be contributed directly to the DMI.
- The goal of the Oregon Chapter is \$10,000 funds raised shall be contributed directly to the DMI.
- Assist in securing Trade Show vendors.
- Assist in securing items for the raffle and auction.
- The Secretary-Treasurers of WD shall serve on the Meeting Budget and Finance Committee shall provide the financial oversight of the Skinner Fund.

The LAC and the Oregon Chapter shall organize and stage the Skinner Memorial Fund Auction and Raffle at the Meeting with support from the Fisheries Education Section. Proceeds from the auction shall be distributed in the following proportions: 70% shall go to the Society's Skinner Memorial Fund and 30% to the Oregon Chapter to be used at their discretion. Auction expenses and income funds shall be managed in a separate account and are not part of the DMI. By October 31, 2015, the Oregon Chapter will provide the LAC and AFS with a full accounting of all financial transactions related to the Skinner Memorial Fund Auction and Raffle. Funds generated by the AFS units will be specifically set aside for funding students to participate in

AFS meeting activities

#### 2.3.5.1 The Executive Director (ED, Doug Austen):

- Negotiates and signs all contracts necessary to secure Meeting facilities, hotels, and major services necessary to host the Meeting. Copies of the contracts shall be made available to the CPT.
- Ensures that donated funds are raised from traditional US sponsors of the Meeting with a goal of 30,000 USD.
- Coordinates authorization of the overall budget with the AFS Governing Board. • Authorizes modifications to the budget that result from unanticipated expenses.

- Authorizes expenditures of 10,000 USD or greater.
- Authorizes a no-interest loan to the LAC to help cover meeting expenses. Loan monies from the AFS shall not be included as DMI; the LAC shall repay the loan to the AFS no later than October 31, 2014.
- In consultation with the CPT, establishes costs for registration.
- The registration refund policy shall be established by the AFS. Deadlines shall be established by the WD and CPT and published on the Meeting website.
- The AFS shall allot the CPT hotel rooms as requested and as available through the hotel contracts.
- Provide monthly financial statements to the AFS Management Committee.

#### 2.3.5.2 The President (Donna Parrish):

- Assists with budget development, fund raising and budget oversight, as needed.

#### 2.3.5.3 The AFS Staff:

- Meet with the CPT, conduct site inspections, negotiate with hotels, and provide other services as necessary to support the planning and execution of the Meeting.
- Accurately track and process without delay all income received by the AFS, forward any meeting-related payments made by credit card or checks on to the appropriate parties, and pay all Meeting-related expenses for which the AFS is responsible.
- On or around the first of each month following the 2015 AFS Annual Meeting, provide the CPT with a record of all Meeting-related income received and expenses paid by the AFS in the preceding month, noting the source and type of income and the category and type of expense; deposit the remaining income into the Meeting bank account and notify the CPT of any outstanding expenses that are to be paid from the Meeting bank account.
- Meeting participants shall have the option of registering and paying separately so that they and their guests can participate in Meeting social events, and special tours and excursions organized by the CPT. The Society shall track all payments made for the meeting or to the LAC's meeting account,
- After receiving the post-meeting financial report from the LAC, the AFS shall do the final accounting and make payments to the Oregon Chapter and Western Division of 20% and 10% of the net revenue, respectively, by no later than December 31, 2015.
- Secure Trade Show vendors.

## **3.0 Other Organizing and Coordination Responsibilities**

### 3.1 General

Subject to space limitations, the LAC shall make meeting rooms available during the Meeting so that AFS units, and other entities affiliated with the Society can meet during the Meeting. Expenses associated with such meetings (refreshments, AV, etc.) will be the responsibility of the unit holding the meeting, and will not be deducted from the DMI. The LAC shall advertise the purpose, date, time and place of meetings on the Meeting website and in the Meeting Program.

Members of the LAC shall assist in the planning, promotion, fundraising, and other tasks necessary to organize and execute a successful Meeting.

The LAC Accommodations Chair (Michelle Weaver) and AFS staff (Denise Spencer and Shawn Johnston) will be designated as the only authorized representatives to work with hotel and convention center catering staff to modify or otherwise provide instructions on catering related issues.

### 3.2 The Local Arrangements Committee Co-Chairs:

- Serves as point of contact for Meeting planning activities, and as a liaison between the parties to this MOU.
- Defines and directs the activities of Committees and Subcommittees it comprises, ensuring that the activities and arrangements necessary for a successful Meeting are executed. The General meeting chair may, at his discretion, (1) authorize members of the LAC to act on his behalf; and (2) modify the composition and function of the LAC, as necessary, subject to approval by the ED.
- Convenes regular meetings of the LAC, the frequency and duration of which are expected to increase as the Meeting date approaches, to exchange information and coordinate the efforts and activities of the Committees and Subcommittees.
- Meets with Committees, Subcommittees, and individual members of the LAC, as necessary, to coordinate activities and ensure that plans are progressing on schedule.
- Serves as an ex-officio member of all Committees and Subcommittees.
- Establishes a Master Schedule (list of tasks, responsible entities, and a timetable with milestones) for Meeting planning activities.
- Ensures that the ED and AFS President are kept informed about important elements of meeting plans, including the budget and major activities, The LAC shall provide written reports on Meeting-related activities and issues to the ED and AFS President.
- Provides a Registration Liaison to coordinate with the Society in on-site registrations and provide volunteers to assist at the registration table.
- Oversees preparation of a post-Meeting report that summarizes the activities and lessons learned from planning and staging the Meeting. The report shall comprise summaries and observations from LAC and Committee Chairs, and information on registrants, activities, and finances that is intended to be helpful in planning future meetings.

Committees and Subcommittees of the LAC shall meet separately as necessary to plan, coordinate, and complete the tasks they are responsible for.

Committee and Subcommittee Chairs shall assist in preparing the post-Meeting report. The LAC shall recruit and train volunteers to assist with on-site activities, including registration, signage, operating lights and AV equipment, and other tasks as needed to

### 3.4 AFS Parent Society

#### 3.4.1 The Executive Director:

- Approves the budget, venue, hotels, Master Schedule, Continuing Education courses and workshops, social events, and program for the Meeting.
- Participates in monthly conference calls with the Committee Chairs.
- Provides staff and resources for the Meeting and its planning.

#### 3.4.2 The President

- Selects Plenary Speakers for the Meeting.
- Participates in monthly conference calls with the Committee Chairs.
- Assists in developing an MOU, timeline, and Organization Chart.
- Together with Staff, communicates with Awardees and Visiting Dignitaries.
- Together with Staff and Officers, develops agendas for Management Committee, Business, and Governing Board meetings.

#### 3.4.3 The AFS Staff:

- Organize the Opening Plenary Session and make all arrangements for Plenary Speakers' attendance at the Meeting.
- Communicate with Visiting Dignitaries to obtain hotel rooms and registration.
- Provide the website developer with biographies and pictures of Opening Plenary Session Speakers, and titles and brief descriptions of their presentations.
- Prepare and distribute an electronic Briefing Book for the Governing Board meeting.
- Organize the meetings of the Governing Board, Management Committee and Officers, making arrangements and paying all expenses associated with the meetings. These events are included in the conference budget.
- Together with the President and President-elect, develop agendas for Management Committee, Business, and Governing Board meetings.

- Serve as Meeting Secretary at meetings of the Governing Board (Saturday all day, Tuesday Business Meeting, Thursday Breakfast) and Management Committee (Thursday)
- Organize other special meetings and activities hosted by the Society during the Meeting, making arrangements and paying all expenses associated with such meetings
- In consultation with the LAC, develop Meeting registration materials and perform all administrative and financial matters associated with registration, including payment processing before, during, and after the meeting.
- In cooperation with the LAC Registration Liaison, provide up to three staff to plan and assist in the processing of on-site registrations.
- Ensure that registration and presenter data are accurately and clearly reflected on name tags and in the program for the Meeting.
- Develop and maintain the Meeting website, or delegate authority to the LAC to perform these tasks.
- In consultation with the LAC, send Meeting notices and updates by email and monthly in Fisheries to AFS members.
- Provide letters, templates, mailing lists, labels, and other information to the LAC that would enable the LAC to complete its planning activities.
- Coordinate with the WD to provide photographic services at the Meeting to ensure that all award winners are accurately photographed and documented.
- Organize and oversee all activities associated with the Meeting Trade Show, including:
  - Develop brochures, promotions, mailings, booth reservations, and booth assignments.
  - Collect booth payments.
  - Approve and sign all contracts; review and approve proposals for security, pipes/drapes, floor plans, equipment, and table needs.
  - Serve as floor-show manager, and coordinate with the LAC Trade Show Liaison regarding the Trade Show & Poster Session Social and the poster locations.
  - Ensure that the Trade Show & Poster Social are not disrupted by noise from Raffle/Auctions or other activities.
- Organize and oversee all activities associated with Continuing Education courses and workshops, including:
  - With assistance from the Continuing Education Liaison of the LAC, review course proposals, select final course offerings, determine course credits and fees, make arrangements for meeting rooms and refreshments, and sign contracts with course presenters.
  - Provide the website developer with descriptions of the courses and workshops that will be offered at the Meeting.

- Notify each instructor of the anticipated attendance for the course or workshop at weekly intervals after registration commences.
- By June 15, 2015, determine if any courses or workshops are to be cancelled due to lack of interest; notify all instructors of decision; and reimburse individuals who signed up for cancelled courses. Should an instructor cancel a course, notify and reimburse individuals who signed up for the course.

IN WITNESS WHEREOF, we the parties hereto have executed this MEMORANDUM OF UNDERSTANDING to remain bound until all activities associated with the AFS 2015 Annual Meeting in Portland Oregon, 17-21, August 2015, have been completed.

Signed by: Director of AFS, GMCs, WDAFS President, Host Chapter President.

