



American Fisheries Society
February 2021 Management Committee Meeting
3:00 p.m. – 4:00 p.m. (EST), Monday, February 22, 2021

Summary of Action Items:

1. Approval for AFS to submit loan application for Paycheck Protection Program.
2. Develop Officer speaking points for presentation at AFS Chapter meetings and circulate to Officers.

Participants:

Brian Murphy, Leanne Roulson, April Croxton, Cecil Jennings, Scott Bonar, Michelle Walsh, Todd Pearsons, Joe Conroy, Jason Olive, Dan Brauch, Shivonne Nesbit, Randy Schultz (Constitutional Consultant, non-voting), Doug Austen (Executive Director, non-voting)

Emerging Leaders: Corbin Hilling, Mike Lawrence

AFS Staff: Dan Cassidy, Drue Winters, Katrina Dunn, Lauren Maza, Eva Przygodzki

Minutes of the Meeting:

1. **Welcome/Determination of Quorum** - Quorum established by Schultz. Meeting called to order by Murphy at 3:05 p.m.
2. **Agenda approved without dissent**
3. **Review and approval of minutes** – Minutes from the Joint Governing Board and Management Committee meeting on December 16, 2020, were approved by unanimous consent with the recommendation to the Governing Board to also approve the minutes.
4. **President/Officers activities report**
 - A. Brian Murphy – Participated in the Climate Ambassadors Program presentation by Randy Olson and noted the high quality and value of the presentation.
 - B. Leanne Roulson – Is a participant in CAP and further expanded upon CAP presentation. Working with WA/BC chapter on AFS 2022 Spokane annual meeting organization.
 - C. April Croxton – Noted work with Cecil Jennings on book chapter authorship. Participated board meeting of Diversity Joint Venture and noted that AFS will need to apply to be a member of the board. This is a standard procedure and simply reflects the new White House Administration and updating of all boards.
 - D. Cecil Jennings – Attended the AFS Georgia Chapter meeting and has participated in the AFS Membership Committee working sessions. Requested additional Officer update material for future chapter meeting presentations.
 - E. Scott Bonar – Reported the publication of articles in Nature Briefings and Nature on the World Statement of the Aquatic Societies on Climate Change. Standard Methods book is

at the stage of first draft reviews being completed on nearly all chapters. Attended the meeting of the Arizona-New Mexico Chapter.

5. **Cooperative Research with Stakeholders Section** - Review of application for AFS Section designation of the (Attachments A1-A5) – The Management Committee was presented with this material as a review exercise in preparation for addressing, at the mid-year Governing Board meeting, a motion to approve the CRSS be advanced to a vote of the membership.
6. **Review of mid-year Governing Board agenda** (Attachment B) – Austen briefly reviewed the draft agenda and reported that a full agenda and supporting documents will be sent within the next couple of days.
7. **Executive Director and AFS staff reports**
 - a. **Financial report** (Attachments C1 and C2) – summarized by Cassidy.
 - i. **Motion:** Approve the application by AFS for a loan through the U.S. Government Paycheck Protection Program.
 - ii. **Moved by** Roulson; 2nd by Croxton
 - iii. **Discussion:** Question asked on funding need by AFS. Response was that AFS continues to deal with substantial financial challenges due to impacts of Covid-19. This has impacted membership, sales, meeting participation and other sources of income. The uncertainty surrounding the potential impacts on the Baltimore annual meeting also strongly suggest that additional funds will be needed to offset potential revenue losses.
 - iv. **Motion approved with unanimous consent**
 - b. **Policy update** (Drue Winters)
 - i. The Climate Ambassadors Program continues to move forward with an excellent participant group and monthly webinars and working sessions.
 - ii. Recovering America’s Wildlife Act – is expected to be introduced but no date has been established.
 - iii. Drue Winters and others met with US EPA Office of Water leadership and discussed a variety of relevant topics. It was noted that the lack of clarity on how and when the Biden Administration will address the WOTUS rule implemented by the Trump Administration. CASS is finalizing a letter to the Biden Administration addressing the need for this as well as other issues.
 - iv. Meeting with Secretary of Interior Designee Rep. Haaland – Austen reported on participation in a group meeting, facilitated by the National Wildlife Federation, with DOI Secretary designee Haaland. A wide variety of topics were discussed and Austen provided information on the need for RAWA to address aquatic species at risk, the new NFHP Board (see below), and developing Federal Fisheries Summit.
 - c. **Update on 2nd VP election process** – Lauren Maza reported that:
 - i. the candidate statements will be in the March issue of **Fisheries**.
 - ii. The Meet the Candidate webinar is scheduled for 1:00 p.m. EST on May 19.
 - iii. Election voting will be from May 24 to June 25

- d. **Strategic Partners Program update** – current participants and discussion about outreach to new participants (Attachment D1 and D2 has listing of SPP participants as of February 9, 2021)
 - e. **Membership report** – Eva Przygodzki provided an update on AFS membership and noted a nearly 12% reduction in membership this year as compared with last year.
 - f. **Feedback on Governing Board orientation webinars** by Dan Cassidy – It was noted that the recordings, at about 90 minutes, would be better utilized if they were broken into smaller segments on discrete topics. Cassidy will explore options for doing this.
 - g. **Status of special committees on Finance and Strategic Positioning** – an email will be sent to Management Committee and Governing Board members on the status of these committees and the need for additional volunteers.
 - h. **Update on National Fish Habitat Partnership Board** – Austen noted that the new NFHP Board, as Congressionally authorized through the ACE Act last year, met for the first time on Friday, February 19, 2021. AFS is being represented by Austen but also on the board is AFS Past President Jesse Trushenski and representing landowner groups is former AFS Montana Chapter President Carter Kruse
- 8. Planned MC and GB meetings for remainder of 2020 and early 2021**
- a. GB midyear call – Wednesday and Thursday, March 3 and 4, 2021, from 1:00 – 5:00 p.m. each day
 - b. GB Summer call – Wednesday, August 11, 2021 – Please note that this will be the formal change of AFS Officers event due to the rescheduled annual meeting to November
- 9. Additional Topics** – None
- 10. Adjourn** – at approximately 4:16 p.m. EST

Attachment A1 – Proposed CRSS Motion

Proposed Motion for AFS Membership Vote:

Establish a Cooperative Research with Stakeholders Section (CRSS) of the American Fisheries Society.

Background: The purpose of the new section is to advance the Society's promotion of scientific research and sustainable management of fisheries resources by encouraging and facilitating research partnerships among scientists, stakeholders, and resource users, especially commercial fishermen/harvesters and recreational anglers. Specifically, the CRSS will undertake a variety of important activities that currently are not the primary focus of other Society sections, including:

- Supporting on a regular basis innovative annual meeting symposium topics and formats, including panel discussions, to raise the profile of scientists and stakeholders involved in cooperative research, increase general awareness of such research, and share lessons regarding cooperative research successes and challenges.
- Promoting the integration of fisheries science information end users (including managers and stock assessment biologists) into cooperative research endeavors to ensure research project success and greater understanding of scientific processes (including stock assessments) among stakeholders.
- Supporting annual meeting attendance and Society membership for fishermen, anglers, and other collaborative research stakeholders.
- Partnering with other Society sections to ensure that various aspects of cooperative research are highlighted and enhanced.
- Developing blogs, webinars, workshops, and continuing education courses to further the objectives of the CRSS.
- Leveraging resources from industry partners to increase a greater variety of stakeholder involvement at annual meetings.
- Expanding Society membership diversity by exploring additional membership levels for fishery stakeholders including fishermen and anglers.

The section will be open to all active members of AFS.

Establishment of a new section of the American Fisheries Society necessitates an amendment to the existing AFS Rules, which requires approval by a simple majority of AFS members. The AFS Management Committee and AFS Governing Board have approved the proposed bylaws for the new section (attached), and AFS Headquarters has certified a petition of more than 100 signatures of AFS members in good standing.

Attachment A2 – CRSS Proposed Bylaws

Bylaws of the Cooperative Research with Stakeholders Section of the American Fisheries Society

Article I. Name and Objectives

The name of this organization shall be the Cooperative Research with Stakeholders Section of the American Fisheries Society, hereinafter referred to as the CRSS.

The objectives of the Section shall be those of the Society as set forth in Article I of the Constitution. In addition, the CRSS also has the following objective:

Advance the Society's promotion of scientific research and sustainable management of fisheries resources by encouraging and facilitating research partnerships among~~between~~ scientists, stakeholders, and resource users, especially ~~(e.g.,~~ commercial fishermen/-harvesters and recreational anglers). ~~This CRSS section~~ promotes varying levels of involvement from participating resource users ranging along the spectrum of cooperation at discrete points in the research process to full collaboration throughout the research process, including citizen science. When done properly, cooperative research can increase stakeholder buy-in to science and decision-making processes and ensure incorporation of local ecological knowledge into fishery management processes. The CRSS aims to increase stakeholder participation in fisheries science and the Society, and to encourage scientists to pursue collaborative research using continuously evolving best practices and lessons learned. Specifically, the CRSS will undertake a variety of important near-term and longer-term activities that currently are not the primary focus of other Society sections, including:-

Supporting on a regular basis innovative annual meeting symposium topics and formats, including panel discussions, to raise the profile of scientists and stakeholders involved in cooperative research, increase general awareness of such research, and share lessons regarding cooperative research successes and challenges (near-term).

Promoting the integration of fisheries science information end users (including managers and stock assessment biologists) into cooperative research endeavors to ensure research project success and greater understanding of scientific processes (including stock assessments) among stakeholders (near-term).

Supporting annual meeting attendance and Society membership for fishermen, anglers, and other collaborative research stakeholders (near-term).

Partnering with other Society sections to ensure that various aspects of cooperative research are highlighted and enhanced (near-term).

Developing blogs, webinars, workshops, and continuing education courses to further the objectives of the CRSS (longer-term).

Leveraging resources from industry partners to increase a greater variety of stakeholder involvement at annual meetings (longer-term).

Expanding Society membership diversity by exploring additional membership levels for fishery stakeholders including fishermen and anglers (longer term).

All activities of the CRS shall conform to the Society's Constitution, Rules, and Procedures.

Article II. Membership

1. Membership in the Section shall be open to all individual or institutional members of the Society having an interest in cooperative research.
2. Only active members of the Society may vote, hold office, or chair a committee.

Article III. Officers

1. The officers of the Section shall be the President, Vice President, Secretary, and Treasurer. The Secretary and Treasurer positions may be filled either separately or as a combined single position.
2. All officers must be in good standing with the Society.
3. All officers shall serve for a term of two years. The offices of Secretary and Treasurer can be renewed for one term without an election. The President can hold a consecutive term if:
1) the current President is re-elected by the membership; and 2) if the Vice President agrees to defer his or her term for two years.
4. Officers shall be elected by a majority of ballots cast by the CRS membership. Elections may be conducted electronically or by other methods determined by the Executive committee.
5. Terms of newly elected officers will begin at the annual CRS business meeting.
6. In the event of a vacated position, the Executive Committee shall appoint a qualified replacement to fill the unexpired term.
7. No elected officer or appointed committee member of the CRS shall receive any salary or other compensation. Expenses associated with Section-related activities may be defrayed from funds available to the Section when authorized by the Executive Committee.

Article IV. Duties of Officers

1. The President shall:
 - a. Chair the Executive Committee of the Section;
 - b. Preside at all meetings of the Section;
 - c. Appoint all Committee members, and may serve as an ex-officio committee member;
 - d. Represent the Section as a member of the Society's Governing Board;
 - e. Oversee the Section's fiduciary responsibility by communicating with the Treasurer to ensure that the Section's funds are managed appropriately, and that required IRS reporting is completed annually;
 - f. Ensure that the Section website is updated;
 - g. Ensure that at least one CRS newsletter per year is sent to members;
 - h. Assist the President with planning and implementing CRS activities; and
 - i. Perform other duties as may be requested by the Executive Committee.
2. The Vice President (President Elect) shall:
 - a. Serve on the Executive Committee;
 - b. Perform the duties of President in the absence of the President;

- c. Assume the office of the President in the event that the office is vacated;
 - d. Accede to the Presidency upon completion of the term of Vice President;
 - e. Prepare an annual work plan before taking office as President; and
 - f. Perform other duties as may be requested by the Executive Committee.
3. The Secretary shall:
 - a. Serve on the Executive Committee;
 - b. Keep the official records of the Section;
 - c. Maintain a current list of the Section membership;
 - d. Record meeting minutes and distribute them to the Section within 30 days after the meeting;
 - e. Assist the President in preparing the annual report to the Society;
 - f. Conduct CRS elections; and
 - g. Perform other duties as may be requested by the Executive Committee.
4. The Treasurer shall:
 - a. Serve on the Executive Committee;
 - b. Collect and be custodian of Section funds;
 - c. Disperse funds as authorized by the Executive Committee;
 - d. Submit a CRS annual financial report as required by the AFS Governing Board Reporting process prior to the annual Society meeting;
 - e. Complete required IRS reporting on an annual basis; and
 - f. Perform other duties as may be requested by the Executive Committee.
5. The Committee Chairs (see Article VII for details) shall:
 - a. Report their Committee's activities, findings, and recommendations as required in Article VII (3);
 - b. Assist the other officers as needed; and
 - c. Perform other duties as may be requested by the Executive Committee.

Article V. Executive Committee

1. The Executive Committee shall consist of the elected officers of the Section and the chairs of the Communications and Outreach Committees.
2. Executive Committee meetings are called by the President.
3. The Executive Committee shall have the authority to determine policies and conduct business consistent with the objectives of the Section.
4. Meetings of the Executive Committee may be held at the call of the President when at least a quorum, as defined in Article V (6), can meet and conduct business.
5. Business and voting by the Executive Committee may be conducted by mail or virtually (i.e., via conference call or WebEx).
6. A quorum is required for transaction of official business at an Executive Committee meeting. A quorum for an Executive Committee meeting shall consist of at least three members.
7. Each member of the Executive Committee shall have one vote on Executive Committee decisions. In the event of a tie, the President may cast the deciding vote.

8. The Executive Committee shall establish annual dues subject to approval by CRS members attending the annual business meeting.

Article VI. Meetings and Voting

1. Decisions at Section business meetings and on behalf of the Society shall be in accordance with the Society's Constitution, Rules, and Procedures, and the CRS Bylaws.
2. A quorum at business meetings shall be 10 members of the Section.
3. The latest edition of Robert's Rules of Order shall govern all applicable cases not covered by these Bylaws.
4. Balloting shall be completed at least two months before the annual meeting of the Section by either mail or electronic media.
5. Officers shall be elected by a simple majority of the returned ballots. Proper care will be taken to ensure confidentiality and anonymity of both mail and electronic ballots. In the case of a tie vote, the election will be decided by a simple majority vote of the Executive Committee.
6. In the event of a vacated position, the Executive Committee shall appoint a qualified replacement for the remainder of the term.

Article VII. CRS Committees

1. Committees and Chairs of committees, except as listed in Articles III and V of these Bylaws, shall be appointed and charged by the President.
2. Special Committees serve to accomplish a specific purpose and shall cease to function upon the discharge of the duties for which they were appointed or with the end of the term of the appointing officer.
3. Standing Committees help the President and the Executive Committee conduct the Section affairs, and the Chairs shall report their committee's activities, findings, and recommendations at Section meetings and interim meetings of the Executive Committee.
4. The following Standing Committees composed of Section members in good standing shall be appointed by the President together with their chairpersons, who are expected to change periodically:
 - a. Communication Committee. The Communication Committee shall be responsible for and maintaining the Section's Website, Social Media accounts (e.g., Twitter, Facebook), and newsletter. The Committee shall consist of the Website Webmaster, Twitter and Facebook manager, the Newsletter Editor, and other Section members as necessary and appointed by the President. The Chair of the Website and Social Media Committee will serve as a member of the CRS Executive Committee.
 - b. Programs Committee. The Programs Committee shall be responsible for CRS events including (but not limited to) organizing webinars, workshops, and/or symposia.
 - c. Stakeholder engagement committee will be responsible for securing and distributing funding to assist industry members with attending regional and annual Society meetings. This committee will also support other sections and sub-units in industry engagement activities.

Article VIII. Amendment of Bylaws and Procedures

1. The bylaws are the defining document for the Section and take precedence over all other rules and procedures of the Section.

- a. The Section bylaws may be amended by a vote of 2/3 of the Section members voting on the amendment, provided that the proposed amendment(s) are circulated to the membership at least 30 days prior to voting.
- b. In accordance with the Society's Constitution, an amendment shall be reviewed by the Society's Constitutional Consultant prior to the Section's vote for conformity with the Constitution, Rules, and Procedures of the Society.
- c. The Constitutional Consultant presents the adopted amendment to the Society's Management Committee for approval.
- d. Amendments take effect when the Section receives written notice of their approval by the Management Committee from the Society Executive Director.
- e. Procedures of committees and working groups are established to provide continuity in the conduct of Section business. Procedures may be suspended or amended by a simple majority vote of the Executive Committee.

Attachment A3 – CRSS Supporting Materials

Proposed AFS Cooperative Research Section—Feedback for AFS Management Committee

The AFS’s Management Committee (MC), which is a sub-unit of the AFS Governing Board (GB), considered the petition for a new AFS Cooperative Research Section (CRS) during its monthly call on January 21, 2020. Consideration by the MC is the common process for items that are moving to the GB. The MC has requested additional information to clarify a number of issues raised during the MC discussion:

ISSUE #1

The petition for approval of the CRS included proposed by-laws with a very short statement of mission. While it was agreed that the mission was important and deserved attention, there was a concern that this could be potentially addressed within an existing AFS Section or with possibly slight modifications. Possible hosts might include Marine Fisheries, Fisheries Administration, Fisheries Management or even Science Communications. I can only imagine that the core group proposing CRS has given this thought but the MC was not aware of that and simply would benefit from additional dialogue that would differentiate the role of CRS from these other sections. Please understand that the MC is certainly not opposed to approval of a new section, there is simply concern that it not detract from already existing sections when they at times seems to struggle to stay as active as would be desired. With this in mind, I'd be more than willing to get you mission statement or by-laws of any of these other Sections if that would be of assistance in clarifying the differences among them.

Response:

The CRS will revise its name to be the Cooperative Research with Stakeholders Section (CRSS) to differentiate itself further from other existing AFS Sections. In addition, the CRSS will greatly expand its objective statement in order to differentiate itself from other AFS Sections, as shown below. (Please note that the terms “near-term” and “longer-term” are clarifications for the MC and would be deleted from the final bylaws.)

“Advance the Society’s promotion of scientific research and sustainable management of fisheries resources by encouraging and facilitating research partnerships among scientists, stakeholders, and resource users, especially commercial fishermen/harvesters and recreational anglers. The CRSS promotes varying levels of involvement from participating resource users ranging along the spectrum of cooperation at discrete points in the research process to full collaboration throughout the research process, including citizen science. When done properly, cooperative research can increase stakeholder buy-in to science and decision-making processes and ensure incorporation of local ecological knowledge into fishery management processes. The CRSS aims to increase stakeholder participation in fisheries science and the Society, and to encourage scientists to pursue collaborative research using continuously evolving best practices and lessons learned. Specifically, the CRSS will undertake a variety of important near-term and longer-term activities that currently are not the primary focus of other Society sections, including:

- Supporting on a regular basis innovative annual meeting symposium topics and formats, including panel discussions, to raise the profile of scientists and stakeholders involved in cooperative research, increase general awareness of such research, and share lessons regarding cooperative research successes and challenges (near-term).

- Promoting the integration of fisheries science information end users (including managers and stock assessment biologists) into cooperative research endeavors to ensure research project success and greater understanding of scientific processes (including stock assessments) among stakeholders (near-term).
- Supporting annual meeting attendance and Society membership for fishermen, anglers, and other collaborative research stakeholders (near-term).
- Partnering with other Society sections to ensure that various aspects of cooperative research are highlighted and enhanced (near-term).
- Developing blogs, webinars, workshops, and continuing education courses to further the objectives of the CRSS (longer-term).
- Leveraging resources from industry partners to increase a greater variety of stakeholder involvement at annual meetings (longer-term).
- Expanding Society membership diversity by exploring additional membership levels for fishery stakeholders including fishermen and anglers (longer term).”

ISSUE #2

As noted in #1 above, there was a brief statement of mission for CRS but little else to describe how CRS will address this mission. Has there been any additional thought given to the initial activities of CRS such as the development of working groups on key topics, special symposiums, development of blogs, webinars, continuing education classes or other means to address the mission. In short, the MC really didn't understand what the CRS will be doing as some of its initial activities. The development of at least some additional materials listing some of the initial activities of the CRS would be of immense help to the MC in understanding the CRS proposal.

Response:

Please see the response to Issue #1. The CRSS would be happy to provide additional details if that would be helpful to the MC.

ISSUE #3

There was some discussion about the partners and stakeholders and the need to better clarify their roles. One aspect of this is that the CRS would only be open to AFS members but the work of CRS requires close cooperation and involvement of groups who wouldn't traditionally be AFS members. Engaging new audiences with AFS would clearly be a good idea and approach but would it require them to become AFS members? Would there be some proposals to create a new way for these partners and stakeholders to become AFS members or affiliated with the Society? It was unclear how the CRS would address this or if this was even an effort that the CRS was planning to address.

Response:

The expanded Section objective statement includes planned activities designed to increase the involvement of non-traditional stakeholders in AFS, including financially supporting and leveraging partnerships to bring stakeholders to AFS annual meetings and/or pay for AFS memberships for these stakeholders. The CRSS also would explore a new membership category for these types of stakeholders, perhaps along the lines of an Early Career membership.

ISSUE #4

There was some concern that the name "Cooperative Research" will have an unintended linkage with the USGS Cooperative Fish and Wildlife Research Units. Indeed, initially a number of MC members were unclear about this and needed to read the materials closely in order to realize that there was no such connection. It was suggested that there might be a slightly modified name that would prevent such misinterpretations. Unfortunately, I didn't get any suggestions from the group (at least as captured in my notes).

Response:

The Section would revise its name slightly to clarify that it is not linked with USGS Cooperative Fish and Wildlife Research Units, or other similarly named organizations. The expanded objectives statement and bullets should prevent any misinterpretation of this new Section's purpose or affiliations.

Attachment A4 – CRSS Supporting Materials

Notes from the mid-year GB meeting in Little Rock
Sunday, February 23 – Monday, February 24, 2020
The Ballroom of the Capital Hotel, 111 W Markham St, Little Rock, AR 72201

10. Report of the Constitutional Consultant - Motions for consideration:

- A. Approval of Cooperative Science Section (**Attachment E and F**). **CRS:** Secretary Designee Mark Chandler (mark.chandler@noaa.gov) President-Elect Designee Jocelyn Runnebaum (jocelynrinnebaum@gmail.com) join by GTM/phone but likely not Lee Benaka
- a. Mark Chandler summarized the proposed scope/focus of the CRS. Petition for the section has been approved; Randy Schultz to review by-laws for consistency. Randy to follow up with Mark, Jocelyn, Lee with additional questions. Then comes back to GB for final review.
- b. Discussion:
- i. Jesse Trushenski: Since this section is to involve non-members/affiliates, how is this to remain an AFS Section (which are open to members)
Mark C: Not for affiliate members at this point. Work with partners on this section would and industry leaders would potentially lead to additional members.
 - ii. Jim Fredericks: Where has the need come from? Has this been driven by state agencies?
Mark C: Mostly from marine focus
 - iii. Do you alleviate the responsibility of all other sections (for citizen science) or are they going to develop protocols?
 - iv. Tom Kwak: Does this name make it confusing as compared to co-op research groups w/USGS. Is there a core group that will own this (or any section that is formed)?
Mark C: Yes, core group includes Lee Benaka, Joselyn Runnebaum
 - v. Doug: Has CRS engaged with other sections for collaboration?
Mark C: No, not yet, but we can.
 - vi. Paul Venturelli: Consider name change to Citizen Science Section.
Doug: Citizen Science is just one portion of what this section is trying to do.

Attachment A5 – CRSS Supporting Materials

Checklist for Approval of American Fisheries Society Sections

SECTIONS are units defined by professional interests, and are intended to advance the Society's objectives within the various disciplines of fisheries science and practice. Sections have no geographic boundaries.

- A petition to create a new Section must be signed by at least 100 Active Members.
- A new Section must demonstrate at least 50 membership pledges to become official.
- Section presidents are members of the Society Governing Board and shall report on Section activities at Governing Board meetings.
- The Section secretary-treasurer shall send minutes of the annual Section business meeting to the Executive Director within 30 days after the meeting is held.
- Sections may levy dues and special fees to meet expenses.

1. Seek guidance on the process.

Contact the Society's Constitutional Consultant, John Boreman (jgboremanjr@gmail.com or 919-998-8145), as early in the process as possible to make sure the necessary steps for establishing a Section are understood. The Constitutional Consultant can provide example documents (e.g., petitions and bylaws) to help facilitate the approval process.

2. Prepare a petition and secure membership pledges.

A petition to create a Section, clearly defining the Section's membership criteria and intended purpose, must be signed by at least 100 Active Society Members. At least 50 membership pledges must be secured and indicated on the petition.

3. Prepare a slate of officers.

The slate of officers should include at least a president, a president-elect or vice-president, and a secretary-treasurer or secretary and treasurer. Note that all officers must be Society members.

4. Submit petition and slate of officers to the Unit Services Coordinator.

Submit petition and slate of officers to the Society's Unit Services Coordinator, Jasmine Sewell (jsewell@fisheries.org or 301-897-8616 x205), with a copy to the Constitutional Consultant. The Unit Services Coordinator will start a file for the Section, review the names on the petition to verify at least 100 dues-paying members, and coordinate with the Constitutional Consultant.

5. Prepare bylaws and submit them to the Constitutional Consultant.

Prepare bylaws following the recommended Society format to ensure conformance with the Society's Constitution, Rules, and Procedures. The Constitutional Consultant will work with you to make the necessary edits before presenting the bylaws to the Management Committee for approval.

6. Wait for Management Committee review and Executive Director notification.

The Constitutional Consultant will then bring the bylaws before the Management Committee, Governing Board, then AFS membership for approval, because addition of a

section requires amending the AFS Rules. Upon approval by AFS membership, the bylaws will take effect after receiving written notice from the Society's Executive Director.

Attachment B – Draft Governing Board Agenda



American Fisheries Society Mid-Year 2021 Governing Board Meeting 1:00 p.m. – 5:00 p.m. (EST), Wednesday and Thursday, March 3 and 4, 2021

Please join my meeting from your computer, tablet or smartphone.
<https://www.gotomeet.me/AFSHQ/afs-2021-mid-year-governing-board>

You can also dial in using your phone.
Canada: [+1 \(647\) 497-9391](tel:+16474979391)

Access Code: 692-362-805

More phone numbers:
Mexico: [+52 55 3687 7278](tel:+525536877278)
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<https://global.gotomeeting.com/install/692362805>

Proxies Established: please submit additional proxies to Randy Schultz and Doug Austen
1.

Pre-call Homework:
1.

AFS Governing Board Mid-Year Meeting Draft Working Agenda

Time (EST)	Activity	Intended Output	Lead (support)
15 minutes	Welcome and Introduction Establish quorum Review and accept agenda Review and accept minutes from December		Murphy Schultz Murphy Murphy

	Business: 1. Update and motion of 2nd Vice President election 2. Motion on Section status for Cooperative Research with Stakeholders Section	Passage of motion on one-month delay in voting process Passage of motion to bring to vote of membership	Schultz, Austen
15 minutes	Executive Director's Update (to include the need to update the AFS Procedures Manual but this is simply informative) Address Baltimore date change and CERF coordination as last point in report and then transition into the full Baltimore discussion.		Austen
1 hour	Baltimore Meeting 1. What is the current sense of possible participation (or restrictions) by various organizations? When will conference travel authorization need to be approved? 2. Are there any issues with fiscal-year timing for registration by members employed by state and federal agencies? 3. What are best practices for design of a hybrid meeting? a. Does offering hybrid content shift enrollment from in-person to online participation? Is that a problem? b. Do people expect online offerings of ALL in-person events? Which are most important? c. Are there models for best practices in hybrid meetings?	1. Adjusting participant counts relative to contract commitments for venues. 2. Setting appropriate target dates for open registration. 3. Guidance to Baltimore Program Committee for hybrid meeting design. 4. Decision criteria on fully virtual transition	Austen and/or Cassidy (Johnston) Bob Murphy, Brad Stevens, Julie and Eric
15 minutes	Break		
2 hours and 15 minutes	President's POW (Update) 1. Science communications (focus on CC activities) 2. Diversity, equity, & inclusion 3. Member services a. Continuing education		Murphy 1. Murphy (Winters) 2. Murphy (Penaluna) 3. Murphy (Maza) 4. Austen (DeFilippi Simpson; Beard)

	<ul style="list-style-type: none"> i. Input from units on what they are doing with CE and interest in sharing class opportunities ii. What are the most pressing needs for CE? iii. Is there a link to Certification? iv. Content for Baltimore (update & needs). <ul style="list-style-type: none"> b. Review of Fellows program 		
	4. Rebranding		
	Review of discussions and adjourn for the day		
Agenda for Day 2 (Thursday, March 4)			
	Welcome and Introduction Re-establish quorum		
1 hour	Draft POW (2021-22) by President-elect Roulson	Guidance to President-elect	Roulson
1 hour	Resource Policy Committee <ul style="list-style-type: none"> 1. ? 2. ? 		Whittier, Roulson, Bigford (Winters)
	Break		
30 minutes	Continuing Education <ul style="list-style-type: none"> 1. Input from units on what they are doing with CE and interest in sharing class opportunities 2. What are the most pressing needs for CE? 3. Is there a link to Certification? 4. Content for Baltimore (update & needs). 		? (Maza)
30 minutes	ELMA Program <ul style="list-style-type: none"> 1. Discussion of current expectations for ELMA participants. 2. Are there deficiencies that lead to non-participation by Divisions? 3. How to enhance the program and engage excellent candidates. Are there missing components to ELMA that would make it more attractive as well as of greater value 		? (Mike Colvin? Staff?)
	Review of discussions and adjourn meeting		

Attachment C1 – November 2020 Financial Report



American Fisheries Society

Organized in 1870 to Promote the Conservation, Development and Wise Utilization of Fisheries

425 Barlow Place, Suite 110 * Bethesda, Maryland 20814-2199

301-897-8616 * FAX 301-897-8096 * E-Mail: main@fisheries.org, www.fisheries.org

Brian Murphy
President 2020-2021

Douglas J. Austen, PhD
Executive Director

November 2020 Financial Update – 1/28/21

Summary. The November reports show a fair financial position compared to 2019, when AFS was coming off a very strong Reno annual meeting and had peak revenues in nearly every category. Assets stand at 97% of last year with the main difference being in the bank cash account. Of course the financial position was partially supported through the \$381,000 federal Paycheck Protection Program funding, unrealized investments gains and reductions in meeting, staff and administrative expenses. The table below summarizes operating results after removing unrealized investment gains:

Category	2020	2019	Fav (Unfav) Diff
Total Revenue	\$2,418,000	\$3,766,000	(\$1,347,000)
<i>Less unrealized gains</i>	<i>\$150,000</i>	<i>\$538,000</i>	<i>\$388,000</i>
Operating Revenue	\$2,268,000	\$3,227,000	(\$959,000)
Expenses	\$2,611,000	\$3,297,000	\$686,000
Net Change- Operations	(\$342,000)	(\$70,000)	(\$273,000)

Financial Position. Assets total \$5,329,000 and are \$185,000 below this time last year. Additional key variance explanations are:

1. Receivables- lower due to fewer Hutton and meeting supporters along with earlier account collections.
2. Inventory- sales of new titles the past few years has been strong, thereby reducing inventory.
3. Property/equipment- AFS has not had to invest in major technology upgrades or computer devices replacements. The new Cvent abstract management and attendee hub platform cost is \$50,000 and was paid in January 2021.
4. Deferred Royalty- represents the Wiley publishers advance, amortized monthly over the 7-year contract.
5. Deferred Dues- regular member dues renewals are ~30% lower than last year while students and early-career are on par. Organizational member renewals are very few, given the new Strategic Partners Program has recently rolled out (which replaces the former institutional memberships).
6. Deferred Other- mainly represents accumulated net revenue for the Rotenone program.
7. Chapter Investments- reflects growing participation in the AFS unit investment program.

Operations. The total YTD net change is (\$192,000), versus \$469,000 last year, which includes the investment gains noted above. Very little 2020 income was received this month, with most cash receipts related to individual member dues renewals. Apart from additional books sales and grants reimbursements, 2020 income is fairly complete now, not including the monthly Wiley royalty amortization (accrual and not cash income) and its year-end reconciliation payment to AFS. Remaining expenses this year will generally be for staff, administration, editorial and membership support. AFS is working on \$381,000 federal Paycheck Protection Program (PPP) loan forgiveness and if approved, this loan will be recognized as a one-time revenue gain in 2020, offsetting most if not all of the operating loss.

2020 Budget Forecast and 2021 Budget. AFS are still expecting an operating budget shortfall of \$250,000 or more (depending on the final journal royalty payment- which is due from Wiley by April 2021) and before including investment gains and the PPP loan forgiveness.

Looking ahead to 2021, AFS budgeted \$17,000 in net revenue which presumes its member programs revenue stabilizes and before including income from the 2021 membership dues increase, new Strategic Partners Program, the NOAA Broad Agency Agreement and any multi-state cooperative grant awards.

Submitted by,

Daniel Cassidy
Deputy Director

American Fisheries Society
Statement of Financial Position
As of 11/30/2020

	2020	2019	Variance
ASSETS			
Checking	\$83,482	\$394,075	(\$310,593)
Accounts Receivable	19,909	115,686	(95,777)
Allowance of doubtful accounts	(14,170)	(14,170)	0
Inventory	245,911	287,359	(41,448)
Prepaid Expenses	12,676	26,628	(13,952)
Current Assets	<u>347,808</u>	<u>809,578</u>	<u>(461,770)</u>
Property and Equipment	1,204,663	1,202,149	2,514
Accumulated Depreciation	(820,492)	(779,424)	(41,068)
Net Property and Equipment	<u>384,171</u>	<u>422,725</u>	<u>(38,554)</u>
Long-Term Investments	4,589,984	4,277,471	312,513
Other Assets	7,300	4,500	2,800
Total Long Term Assets	<u>4,597,284</u>	<u>4,281,971</u>	<u>315,313</u>
TOTAL ASSETS	<u><u>5,329,263</u></u>	<u><u>5,514,274</u></u>	<u><u>(185,011)</u></u>
LIABILITIES AND NET ASSETS			
Current Liabilities			
Payables and Accruals	124,741	130,769	(6,028)
Payroll Salary and Taxes	(368)	(1,483)	1,115
Loan Payable	381,012	0	381,012
Deferred Royalty Revenue	525,000	653,571	(128,571)
Deferred Subscriptions	5,390	7,530	(2,140)
Subunits Payables	85,972	97,490	(6,792)
Deferred Membership Dues	109,596	182,042	(72,446)
Deferred Revenue - Other	85,832	56,384	29,448
Total Current Liabilities	<u>1,317,175</u>	<u>1,126,303</u>	<u>190,872</u>
Chapter Investments	282,093	219,530	62,563
TOTAL LIABILITIES	<u>1,599,268</u>	<u>1,345,833</u>	<u>253,435</u>
Net Assets - Unrestricted	1,736,512	1,325,070	411,442
Net Assets - Temporarily Restricted	2,154,720	2,154,720	0
Rounding			
Change in Unrestricted Net Assets - Curr Year	(161,239)	688,649	(849,888)
Total Net Assets - End. Balance	<u>3,729,993</u>	<u>4,168,439</u>	<u>(438,446)</u>
TOTAL LIABILITIES AND NET ASSETS	<u><u>\$5,329,261</u></u>	<u><u>\$5,514,272</u></u>	<u><u>(\$185,011)</u></u>

American Fisheries Society
Summary of All Units
For the Eleven Months Ending 11/30/2020

	November - Actual			Year to Date - Actual			Budget		2019 Annual
	2020	2019	Var \$	2020	2019	Var \$	2020 BUDGET	vs YTD Actual	Actual
Revenue									
Administration	\$406,825	\$98,198	\$308,628	\$226,395	\$637,554	(\$411,159)	\$213,000	\$13,395	\$699,811
Web				4,560	2,370	2,190	8,000	(3,440)	5,920
Continuing Education				9,075	32,990	(23,915)	15,000	(5,925)	32,865
Certification				4,450	5,200	(750)	5,000	(550)	5,150
Other Education							12,000	(12,000)	
Hutton				37,750	5,000	32,750	100,000	(62,250)	(20,000)
Multi State Grants		29,380	(29,380)	38,800	68,182	(29,382)		38,800	68,182
Web Tool				9,250		9,250		9,250	
Cornell									22,616
Other Grants & Contracts							87,000	(87,000)	
Annual Meeting	8,097	11,650	(3,553)	262,356	1,126,453	(864,097)	1,119,000	(856,644)	1,246,326
Membership		3,200	(3,200)	523,946	553,543	(29,597)	555,000	(31,054)	551,943
Awards	15	35	(20)	3,687	4,512	(824)	5,000	(1,313)	3,112
Mem Other	466	124	341	12,900	29,083	(16,182)	46,000	(33,100)	31,392
Jobs	3,500	4,350	(850)	24,250	45,800	(21,550)	45,000	(20,750)	47,282
Units				250		250		250	
Advocacy					14,641	(14,641)			14,641
Books	3,421	13,461	(10,039)	141,811	147,008	(5,198)	124,000	17,811	155,939
Journals	10,800	10,714	86	1,118,944	1,093,187	25,757	1,185,000	(66,056)	1,137,506
Fisheries				50	155	(105)		50	105
Total Revenue	433,124	171,112	262,012	2,418,474	3,765,678	(1,347,204)	3,519,000	(1,100,527)	4,002,790
Expenses									
Administration	15,285	25,756	10,471	290,271	360,334	70,063	330,000	39,729	349,182
Staff Costs	158,488	177,864	19,376	1,784,885	1,928,574	143,690	1,882,000	97,115	2,108,897
Technology	3,426	2,868	(558)	39,066	41,033	1,967	45,000	5,934	45,276
Communication	130		(130)	2,204	2,605	401	9,000	6,797	2,605
Web	120	2,858	2,739	27,395	32,808	5,413	20,000	(7,395)	39,385
Development					3,221	3,221	10,000	10,000	3,221
Continuing Education				2,052	15,979	13,927	10,000	7,948	18,263
Certification				133	85	(48)	1,000	867	125
Other Education		2,040	2,040		2,149	2,149			2,149
Board	42	1,528	1,485	23,698	34,581	10,883	55,000	31,302	44,266
Hutton	2,114		(2,114)	53,906	115,140	61,233	82,000	28,094	110,140
Multi State Grants	9,250	12,575	3,325	80,300	44,551	(35,749)		(80,300)	63,952
Grey Literature	274		(274)	1,370		(1,370)		(1,370)	
Web Tool				9,250		(9,250)		(9,250)	
Cornell		1,971	1,971	(1,307)	9,576	10,883		1,307	9,576
Other Grants & Contracts	244		(244)	244	12,603	12,359	7,000	6,756	12,235
Annual Meeting		41,850	41,850	54,356	404,386	350,030	665,000	610,644	633,922
Other Meetings					1,699	1,699			1,788
WCF World Council of Fisheries				1,464		(1,464)		(1,464)	
Membership	4,635	765	(3,870)	112,672	118,386	5,714	128,000	15,328	107,683
Awards	278	2	(277)	17,622	16,624	(998)	3,000	(14,622)	16,624
Mem Other	26	69	43	654	848	194	1,000	346	873
Jobs	(1,499)		1,499	9,779		(9,779)		(9,779)	13,948
Units				69		(69)		(69)	
Advocacy				3,058	6,005	2,947	14,000	10,942	6,270
Books	137	5,545	5,409	20,064	49,298	29,234	16,000	(4,064)	98,445
Journals	4,158	7,446	3,288	65,973	90,581	24,608	174,000	108,027	117,874
Fisheries		59	59	11,568	6,009	(5,559)	27,000	15,432	9,134
Total Expenses	197,108	283,196	86,089	2,610,746	3,297,075	686,329	3,479,000	868,255	3,815,833
Net Change from Operations	236,016	(112,084)	348,101	(192,272)	468,603	(660,875)	40,000	(232,272)	186,957
Non Operating (shown on a net basis)									
Restricted contributions	310	76,835	(76,525)	31,033	220,047	(189,014)		31,033	224,481
Total Non Operating	310	76,835	(76,525)	31,033	220,047	(189,014)		31,033	224,481
TOTAL NET CHANGE	236,326	(35,249)	271,576	(161,239)	688,650	(849,889)	40,000	(201,239)	411,438

Attachment C2 – December Financial Report



American Fisheries Society
Organized in 1870 to Promote the Conservation, Development and Wise Utilization of Fisheries
425 Barlow Place, Suite 110 * Bethesda, Maryland 20814-2199
301-897-8616 * FAX 301-897-8096 * E-Mail: main@fisheries.org, www.fisheries.org

Brian Murphy
President 2020-2021

Douglas J. Austen, PhD
Executive Director

December 2020 Financial Update – 2/16/21

Summary. The initial December reports show a favorable financial position compared to 2019 mainly on account of strong unrealized investments gains and reductions in meeting, staff and administrative expenses offsetting lower program revenues. Recall, the financial position was partially supported through the \$381,000 federal Paycheck Protection Program (PPP) funds received in May 2020. AFS is preparing another funding application under the PPP 2nd draw program. The table below summarizes operating results after removing unrealized investment gains:

Category	2020	2019	Fav (Unfav) Diff
Total Revenue	\$2,690,000	\$4,003,000	(\$1,313,000)
Expenses	\$2,841,000	\$3,816,000	\$975,000
Total Net Change	(\$151,000)	\$187,000	(\$338,000)
<i>Less unrealized gains</i>	<i>\$225,000</i>	<i>\$529,000</i>	<i>\$304,000</i>
Net Change- Operations	(\$376,000)	(\$342,000)	(\$34,000)

Financial Position. Assets total \$5,595,000 and stand \$150,000 above this time last year. Additional key variance explanations are as follows (essentially no change from November):

1. Receivables- lower due to fewer Hutton and meeting supporters along with earlier account collections.
2. Inventory- sales of new titles the past few years has been strong, thereby reducing inventory.
3. Property/equipment- AFS has not had to invest in major technology upgrades or computer devices replacements. The new Cvent abstract management and attendee hub platform cost is \$50,000 and was paid in January 2021.
4. Deferred Royalty- represents the Wiley publishers advance, amortized monthly over the 7-year contract.
5. Deferred Dues- regular member dues renewals are ~30% lower than last year while students and early-career are on par. Organizational member renewals are very few, given the new Strategic Partners Program has recently rolled out (which replaces the former institutional memberships).
6. Deferred Other- mainly represents accumulated net revenue for the Rotenone program.
7. Chapter Investments- reflects growing participation in the AFS unit investment program.

Operations. The total YTD net change from Operations is (\$151,000), versus \$187,000 last year, which includes the investment gains noted above. Very little 2020 income was received this month, with most receipts pertaining to 2021 individual and institutional dues renewals.

Apart from the Wiley 2020 year-end royalty reconciliation payment to AFS, due by April 2021, most income and expenses are complete for the year. There will be a few additional expense accruals and income adjustments as staff work closing out the calendar year in preparation for the annual financial audit. AFS is working on \$381,000 federal Paycheck Protection Program (PPP) loan forgiveness and if approved, this loan will be recognized as a one-time gain in 2020, offsetting the operating loss.

Submitted by,

Daniel Cassidy
Deputy Director

American Fisheries Society
Statement of Financial Position
As of 12/31/2020

	2020	2019	Variance
ASSETS			
Checking	\$130,315	\$210,630	(\$80,315)
Accounts Receivable	47,138	124,363	(77,225)
Allowance of doubtful accounts	(14,170)	(14,170)	0
Inventory	237,217	270,478	(33,261)
Prepaid Expenses	63,495	44,084	19,411
Current Assets	463,995	635,385	(171,390)
Property and Equipment	1,204,663	1,202,149	2,514
Accumulated Depreciation	(823,977)	(783,090)	(40,887)
Net Property and Equipment	380,686	419,059	(38,373)
Long-Term Investments	4,743,387	4,384,172	359,215
Other Assets	7,300	7,000	300
Total Long Term Assets	4,750,687	4,391,172	359,515
TOTAL ASSETS	5,595,368	5,445,616	149,752
LIABILITIES AND NET ASSETS			
Current Liabilities			
Accounts Payables & Accruals	168,147	191,018	(22,871)
Payroll Salary and Taxes	1,026	0	1,026
Loan Payable	381,012	0	381,012
Deferred Royalty Revenue	514,286	642,857	(128,571)
Deferred Revenue	9,031	9,705	(674)
Other Current Liabilities	1	2	(1)
Subunits Dues Payable	109,771	111,317	(1,546)
Subunits Books Payable	(8,703)	8,344	(17,047)
Deferred Membership Dues	225,591	268,614	(43,023)
Deferred Revenue - Other	94,697	60,434	34,263
Total Current Liabilities	1,494,859	1,292,291	202,568
Total Other Liabilities	269,410	262,093	7,317
TOTAL LIABILITIES	1,764,269	1,554,384	209,885
Net Assets - Unrestricted	1,736,512	1,325,070	411,442
Net Assets - Temporarily Restricted	2,154,720	2,154,720	0
Change in Unrestricted Net Assets - Curr Year	(60,133)	411,442	(471,575)
Total Net Assets - End. Balance	3,831,099	3,891,232	(60,133)
TOTAL LIABILITIES AND NET ASSETS	\$5,595,368	\$5,445,616	\$149,752

American Fisheries Society
Summary of All Units
For the Twelve Months Ending 12/31/2020

	December - Actual			Year to Date - Actual			Budget	2019 Annual	
	2020	2019	Var \$	2020	2019	Var \$	2020 BUDGET vs YTD Actual	Actual	
Revenue									
Administration	\$156,101	\$62,257	\$93,843	\$382,495	\$699,811	(\$317,315)	\$213,000	\$169,495	\$699,811
Web		3,550	(3,550)	4,560	5,920	(1,360)	8,000	(3,440)	5,920
Continuing Education	200	(125)	325	9,275	32,865	(23,590)	15,000	(5,725)	32,865
Certification	50	(50)	100	4,500	5,150	(650)	5,000	(500)	5,150
Other Education							12,000	(12,000)	
Hutton		(25,000)	25,000	37,750	(20,000)	57,750	100,000	(62,250)	(20,000)
Multi State Grants	24,161		24,161	62,961	68,182	(5,221)		62,961	68,182
Web Tool				9,250		9,250		9,250	
Cornell		22,616	(22,616)		22,616	(22,616)			22,616
Other Grants & Contracts							87,000	(87,000)	
Annual Meeting	25,000	119,873	(94,873)	287,356	1,246,326	(958,971)	1,119,000	(831,644)	1,246,326
Membership		(1,600)	1,600	523,946	551,943	(27,997)	555,000	(31,054)	551,943
Awards	409	(1,400)	1,809	4,096	3,112	985	5,000	(904)	3,112
Mem Other	3,445	2,309	1,135	16,345	31,392	(15,047)	46,000	(29,655)	31,392
Jobs	4,000	1,482	2,518	28,250	47,282	(19,032)	45,000	(16,750)	47,282
Units				250		250		250	
Advocacy					14,641	(14,641)			14,641
Books	12,534	8,931	3,604	155,683	155,939	(256)	124,000	31,683	155,939
Journals	44,316	44,319	(4)	1,163,259	1,137,506	25,753	1,185,000	(21,741)	1,137,506
Fisheries		(50)	50	50	105	(55)		50	105
Total Revenue	270,216	237,112	33,103	2,690,026	4,002,790	(1,312,763)	3,519,000	(828,973)	4,002,790
Expenses									
Administration	26,298	(11,152)	(37,451)	316,570	349,182	32,612	330,000	13,430	349,182
Staff Costs	149,294	180,323	31,029	1,934,178	2,108,897	174,719	1,882,000	(52,178)	2,108,897
Technology	7,375	4,243	(3,132)	46,440	45,276	(1,165)	45,000	(1,440)	45,276
Communication	299		(299)	2,503	2,605	102	9,000	6,498	2,605
Web	3,872	6,576	2,704	31,267	39,385	8,117	20,000	(11,267)	39,385
Development					3,221	3,221	10,000	10,000	3,221
Continuing Education		2,283	2,283	2,052	18,263	16,210	10,000	7,948	18,263
Certification	38	39	1	171	125	(47)	1,000	829	125
Other Education					2,149	2,149			2,149
Board		9,685	9,685	23,698	44,266	20,568	55,000	31,302	44,266
Hutton	(18,005)	(5,000)	13,005	35,902	110,140	74,238	82,000	46,098	110,140
Multi State Grants		19,401	19,401	80,300	63,952	(16,348)		(80,300)	63,952
Grey Literature	7,274		(7,274)	8,644		(8,644)		(8,644)	
Web Tool				9,250		(9,250)		(9,250)	
Cornell				(1,307)	9,576	10,883		1,307	9,576
Other Grants & Contracts		(367)	(367)	244	12,235	11,991	7,000	6,756	12,235
Annual Meeting		229,536	229,536	54,356	633,922	579,565	665,000	610,644	633,922
Other Meetings		89	89		1,788	1,788			1,788
WCF World Council of Fisheries				1,464		(1,464)		(1,464)	
Membership	18,081	(10,704)	(28,785)	130,753	107,683	(23,070)	128,000	(2,753)	107,683
Awards	876		(876)	18,498	16,624	(1,874)	3,000	(15,498)	16,624
Mem Other	54	26	(29)	708	873	165	1,000	292	873
Jobs	4,700	13,948	9,248	14,479	13,948	(531)		(14,479)	13,948
Units				69		(69)		(69)	
Advocacy		265	265	3,058	6,270	3,211	14,000	10,942	6,270
Books	9,462	49,147	39,684	29,526	98,445	68,918	16,000	(13,526)	98,445
Journals	17,088	27,293	10,204	83,062	117,874	34,812	174,000	90,938	117,874
Fisheries	3,815	3,125	(690)	15,383	9,134	(6,249)	27,000	11,617	9,134
Total Expenses	230,521	518,756	288,232	2,841,268	3,815,833	974,561	3,479,000	637,732	3,815,833
Net Change from Operations	39,695	(281,644)	321,335	(151,242)	186,957	(338,202)	40,000	(191,241)	186,957
Non Operating (shown on a net basis)									
Restricted contributions	60,075	4,434	55,641	91,108	224,481	(133,373)		91,108	224,481
Total Non Operating	60,075	4,434	55,641	91,108	224,481	(133,373)		91,108	224,481
TOTAL NET CHANGE	99,770	(277,210)	376,975	(60,134)	411,438	(471,575)	40,000	(100,133)	411,438

Attachment D – Strategic Partners Update



UPDATE ON THE STRATEGIC PARTNERS PROGRAM (SPP)

[HTTP://FISHERIES.ORG/STRATEGICPARTNERS](http://fisheries.org/strategicpartners)

Quick Stats

- Launched in 2021, current and prospective institutional members could began renewing and/or joining in September 2020.
- The program features four different engagement levels, three of which correspond with previous levels:
 - Platinum \$7,500
 - Gold \$3,600
 - Silver \$1,800
 - Sustaining \$500
- As of today, **93 organizations** are enrolled as Strategic Partners, this includes companies and state and federal agencies. This includes new and previous organizations.

Next Steps

- Keeping channels of communication strong with current members (i.e. welcome letter) and hosting the first Partners Advisory Council in the spring of 2021 to make sure current organizations understand enhancements and the benefits available to them.
- We're still working to recruit previous organizations into the program. We have a list of organizations that were AFS institutional members in the past (up to 2 years before). This list includes 36 organizations.
- Universities are underrepresented in our organization membership, yet are a key target audience for the program. SPP features several benefits designed to be beneficial to the needs of universities. AFS has a list of 173 prospective universities we're recruiting.
- As the upcoming annual meeting develops, we'd like to include exhibitors and sponsors as prospective members into the program. Details about the 151st Annual Meeting are ongoing.

