

American Fisheries Society

Management Committee Meeting

Friday, November 18, 2016

Participants

MC Members: Joe Margraf, Jesse Trushenski, , Ken Kurzawski, Julie Claussen,, Justin Davis, Carl Kittel, Cleve Steward, John Boreman (Constitutional Consultant, non-voting) and Doug Austen (Executive Director non-voting).

AFS Staff: Dan Cassidy, Aaron Lerner

Guest: None

Minutes of the Meeting

1. **Quorum confirmed** (by Boreman) and meeting called to order by Margraf at 1:05 p.m. ET
2. **Approval of Minutes** from October 21, 2016– approved by unanimous consent.
3. **Proposed Motions** - Constitutional Consultant Boreman
 - a. Motion to approve AFS publications workshop proposal and funding (Attachment A).

Proposed motion:

The Management Committee authorizes the convening of a workshop on the future of AFS publications to be held May 16-17, 2017, in Reno, NV, with funding up to \$15,000 to cover travel expenses of participants and facilitation services.

Background:

The workshop on the future of AFS publications is more fully described in the attached concept paper. Initial discussions have included the AFS officers, the chair of the Publications Overview Committee and a briefing to the Management Committee during the October 21, 2017, conference call. AFS Director of Publications, Aaron Lerner, will be the lead staff to provide administrative and subject matter support. All other expenses for the workshop (hotel, meeting room, meals) are being covered by a \$25,000 prize from the Peppermill Resort that Shawn Johnston obtained during an earlier visit in conjunction with AFS meeting planning activities.

Moved by Boreman; 2nd by Trushenski. Approved by unanimous consent.

4. President's Report – Margraf

- a.** Update on China visit: President Margraf recognized the hospitality and trip planning of AFS member Yushun Chen for his visit to the China Fisheries Society. Without the support of Dr. Chen the trip would not have been either possible or successful.
- b.** Margraf described discussions by AFS Officers on foreign travel. With current inter-society partnership MOU's with multiple fisheries societies, the commitment to travel to their meetings (Officer exchange) can be substantial. The officers are exploring better ways to balance this demand among the Officers whereas currently the president covers all such meetings. No final resolution to this has been adopted but it is currently the subject of active discussion.

5. Executive Director Report – Austen and Cassidy

- a.** AFS involvement in Diversity Joint Venture (DJV) – The USFWS had initiated a project, the Diversity Joint Venture, to focus efforts of multiple federal agencies, states and conservation NGO's on addressing the diversity gap in our profession. An initial meeting was attended by April Croxton (NOAA and representing AFS EOS) and Austen. Follow-up meetings are scheduled for January and it was recommended that AFS be fully engaged in this effort.
- b.** AFS staff and facilities update: Cynthia Oboh, Hutten and Continuing Education Coordinator, left AFS at the end of November to pursue completion of a graduate degree and other future employment options. Her position will be refilled after an analysis of the job duties. Jessica Mosely, Cynthia's supervisor, and additional AFS staff will cover job duties during the interim period.
- c.** AFS is exploring the possible acquisition of office space (approximately 300 sf) from the American Society for Photogrammetry and Remote Sensing, who occupy the adjacent suite on the second floor of our headquarters building. While informal discussions have taken place, any action on this will require Officer and MC approval.
- d.** Draft membership brochure (Attachment B) – a new brochure was developed by the Membership Committee and the MC and GB have been asked for their review and editorial suggestions.
- e.** Quarterly Financial Review and Audit Report (Cassidy; See attachment C, D, E, and F)

6. Other Business

- a.** Next MC call at 1:00 p.m. EST on Friday, December 16, 2016

7. Adjourn at 2:07 p.m.

Attachment A:

AFS Publications Workshop Proposal

Background

The AFS publications program (journals, books, and *Fisheries* magazine) exists primarily to fulfill members' educational and professional needs and to support their efforts to understand and manage fishery resources.

AFS publications are one of the primary reasons why people join AFS. In past surveys, respondents consistently ranked AFS publications high in editorial quality and value. AFS publications have a long and distinguished history behind them--*Transactions* was first published in 1872, the books program began in 1948, and *Fisheries* magazine began publication in 1976. Although managed by Society staff, our publications programs are driven largely by volunteer AFS members, who organize many of the projects, write most of the material, and conduct much of the quality control via peer review. The publications program is managed aggressively to constrain costs, and accounts for about half of the Society's income.

Technological advances in communicating information and competition for limited financial resources have combined to pose some challenges for our publications. Publishing is a dynamic and changing business, and AFS publications must change to stay competitive with other publications and remain profitable.

The planned workshop will examine the status of AFS publications and discuss strategies to assure the continued viability and excellence of our publications over the next five years. The workshop will identify opportunities for improving AFS publications-related products, services, and policies, and will produce a plan identifying key targets and measurable actions.

Below are suggested steps to implement the Workshop.

Obtaining Society Approval

The workshop proposal will be presented to various stakeholders, including the Publications Overview Committee, Management Committee, and Governing Board for their evaluation, revision, and eventual approval.

Planning Team

A planning team consisting of 4-6 volunteers (assisted by the AFS Publications Director) will be formed to help gather data, coordinate the workshop design, propose issues to be discussed, suggest participants, and design a survey of members regarding AFS publications adequacy.

Participants

About 30 participants would be invited, and will include representatives from the Publications Overview Committee (POC), journal editorial boards, officers, staff, and other AFS members (including early career members). Suggested composition:

POC members: 3

Journal editors: 3

Journal associate editors: 5

AFS officers: 5

AFS staff: 4

AFS members: 10

Timeline

We will plan for a 2-day workshop (arrival Sunday, workshop held Monday and Tuesday, departure Tuesday evening or Wednesday) to be convened in May 2017. A May event should provide sufficient time (8 months) for the required approvals, planning, background research/data-gathering, participant selection, and development of issues and items to be discussed/resolved.

October-November 2016: Present proposal to POC, Management Committee, and Governing Board, and receive feedback

December 2016-April 2017: Establish Planning Team, design and send out survey of members on AFS publications adequacy, select workshop participants, begin data collection, and structure workshop design and issues to be discussed.

Venue

AFS has a \$25,000 credit for use at the Peppermill Resort Hotel in Reno, NV, covering guest accommodations, a meeting room, and meals. It is expected that all accommodation and meal costs for the 30 attendees will be covered by the hotel credit. Air travel to the event would be an additional cost to AFS – the average domestic roundtrip fare to Reno is \$357, which entails an expense of \$10,700 for the 30 workshop attendees. The following cities have non-stop flights to Reno:

- Boise
- Chicago
- Dallas/Ft. Worth
- Denver
- Las Vegas
- Long Beach
- Los Angeles
- Oakland
- Phoenix
- Portland
- San Diego
- San Francisco

- San Jose
- Seattle

Issues

The possible issues to be discussed will be coordinated by the Planning Team. Below are preliminary suggested topics, arranged by publication area.

Journals:

1. Journal impact factors (IFs). This has been a topic at our annual editorial board meetings for years. Some editors and associate editors believe that IFs are important and wish to increase them, while others believe that as long as our journals are serving the needs of our members, increasing the IFs should not be a focus. Here are current impact factors for journals in the “fisheries” category, with AFS journals highlighted:

2015 IMPACT FACTOR*							
Journal	2015 IF	2014 IF	2013 IF	2012 IF	2011 IF	2010 IF	5-Year IF
Fish and Fisheries	8.52						
Reviews in Aquaculture	4.76						
Reviews in Fish Biology and Fisheries	3.22						
Fish and Shellfish Immunology	3.02						
Fisheries Oceanography	2.73						
ICES Journal of Marine Science	2.62						
Canadian Journal of Fisheries and Aquatic Sciences	2.43						
Fisheries	2.42	1.78	2.31	2.87	2.36	3.87	2.76
Fisheries Research	2.23						
Journal of Fish Diseases	2.05						
Ecology of Freshwater Fish	2.05						
Reviews in Fisheries Science	2.03						
Aquaculture Environment Interactions	1.98						
Aquaculture	1.89						
Diseases of Aquatic Organisms	1.77						
Aquaculture Research	1.60						
Marine and Freshwater Research	1.58						
Aquaculture Nutrition	1.51						
Fisheries Management and Ecology	1.51						
Fishery Bulletin	1.51						
Transactions of the American Fisheries Society	1.46	1.46	1.31	1.54	1.59	1.60	1.69
Fish Physiology and Biochemistry	1.44						
Marine and Coastal Fisheries	1.44	1.59	1.81	1.79	1.06		2.25
Marine Resource Economics	1.40						
Aquacultural Engineering	1.38						
Aquatic Living Resources	1.32						
Journal of Fish Biology	1.24						
Aquaculture Economics and Management	1.17						
Reviews in Fisheries Science and Aquaculture	1.14						
North American Journal of Fisheries Management	1.01	0.95	1.11	1.17	0.94	1.20	1.31
Committee for Conserv of Antarctic Mar Living Resources	1.00						
Knowledge and Management of Aquatic Ecosystems	0.97						
Aquaculture International	0.96						
New Zealand Journal of Marine and Freshwater Research	0.86						
Journal of Aquatic Animal Health	0.85	0.98	0.96	1.55	0.83	0.92	1.04
Reports	0.84						
Journal of Shellfish Research	0.82						
Journal of Applied Ichthyology	0.78						
North American Journal of Aquaculture	0.76	0.67	0.70	0.75	0.66	0.57	0.31
Journal of the World Aquaculture Society	0.66						
Fisheries Science	0.65						
Acta Ichthyologica et Piscatoria	0.62						
Latin American Journal of Aquatic Research	0.61						
Fish Pathology	0.60						
Turkish Journal of Fisheries and Aquatic Sciences	0.55						

There are various strategies for increasing IFs. They include 1) Be more selective by rejecting more papers, 2) Commission papers from highly-cited authors, 3) Include highly-cited papers and related titles, which are indicative of emerging trends and hot topics, 4) Identify zero-cited papers and reduce acceptance of papers on these subjects, 5) Commission review articles, which are usually highly cited, 6) Publish special or themed issues on high-impact topics, 6) Increase

publication speed, 7) Publish accepted (but not copy-edited) articles online prior to print and electronic publication so they can be cited earlier, 8) Make selected articles open access, and 9) Promote selected articles in the media.

Issue: Should we focus on improving AFS journal impact factors?

2. Role of journals. There is a lack of clarity about the fundamental role of some AFS journals. For example, some consider *Transactions* to be our “flagship” journal, and believe most of the “important” articles should be published there; some are bothered by the hybrid nature of *Fisheries* magazine which attempts to be both a member magazine and an outlet for serious scientific articles that could just as well appear in our traditional journals. Are our journals serving the needs of their intended audiences? Are we missing a publication in a key area?

3. Joint AFS/TWS Journal. Past President Ron Essig proposed an open-access journal jointly published by AFS and The Wildlife Society (TWS), covering topics that span both fish and wildlife disciplines. This proposal was given to the POC to review. Progress so far:

The AFS Publications Director spoke with TWS Publications Director Nancy Sasavage, who was generally positive, and she consulted with TWS Executive Director Ken Williams who is supportive of the concept. However, Williams will be retiring from TWS in June 2017, and his successor may have different views on this issue. The AFS Publications Director raised some concerns about the logistics and cost sharing involved in a joint publication, including which editorial boards do what, what publishing co-partner does the publishing if the two societies have different publishing partners (e.g., Wiley and Taylor & Francis), etc. This item is still under discussion by the POC.

4. New journal for lay audience. This proposal was suggested at the Kansas City Annual Meeting by *Transactions* Editor Dick Beamish. This online open-access product would be directed to a lay audience, and would contain fisheries and aquatic conservation papers with the intent of reaching a much larger distribution than our traditional journals.

5. Co-publishing current Federal agency publications. Two Federal agency publications should be assessed to determine if co-publishing proposals are warranted and discussions requested; (1) *Fisheries Bulletin* (<http://fishbull.noaa.gov/>) published by NMFS and (2) the USFWS *Journal of Fish and Wildlife Management* (<http://fwspubs.org/loi/fwma>). There may be no interest by the Federal agencies in exploring joint publishing, but the benefits should be evaluated and approaches made, if warranted.

Books:

The books program began in 1948, with *A List of Common and Scientific Names of the Better Known Fishes of the United States and Canada*, which is part of the Special Publications series. The Monograph series began in 1976 as a vehicle for long papers on focused subjects. The Society began publishing unnumbered, non-serial books in 1976; these are now listed in our “Professional and Trade” series. These books did not meet the criteria of the day for established series because of subject, depth of treatment, or archival value. They have included proceedings (until 1987 when the Symposium series began) of symposia sponsored by AFS, its subunits, and

other organizations such as the United Nations; textbooks, beginning with Fisheries Techniques; critical assessments such as A Review of the EPA Redbook: Quality Criteria for Water; reference works, both small (Protected Fishes of the United States and Canada) and large (Freshwater Fishes of Virginia); public information books (Carp in North America); and books intended to promote AFS within the profession (Directory of North American Fisheries and Aquatic Scientists) or to the public (Sea Fare).

Through a marketing agreement with the AFS Fisheries Information & Technology section, AFS began selling software in 2010. In 2015 the Online Bookstore began offering electronic versions of the full text of many books as well as individual chapters. PDF downloads accounted for 13% of 2015 book revenues.

The books program is self-supporting, and its products are priced to be affordable to AFS members and the public. There are currently 185 titles available for sale – a full list is at: <http://fisheries.org/bookstore/series-type-and-number/>

Sales numbers for recent years:

2009	2010	2011	2012	2013	2014	2015
\$305,918	\$278,688	\$253,090	\$217,767	\$275,213	\$181,621	\$184,002

Number of book proposals received:

2009	2010	2011	2012	2013	2014	2015
6	5	2	4	3	2	2

In a given year about half of the proposals received are the result of direct solicitation (e.g., every Annual Meeting Symposium organizer is contacted), and the other half are unsolicited.

Issues:

How do we solicit more proposals?

Should AFS partner with commercial providers to run the books program?

Should AFS broaden the books program by establishing co-publishing arrangements with other societies (i.e., AFS would do the editorial production work on their books)?

Other.

1. Agency reports. In 2011, AFS launched “Fisheries Reports,” a searchable database of abstracts, authors, and links of “gray literature” publications of government agencies (state/province, federal, international).

The site was maintained through March 2013, at which time the database was lost (and never recovered) when AFS switched servers. There has been renewed interest in such a service, including expanding it to include Sport Fish Restoration and other grant program performance reports for fisheries research and survey projects. Screen shots of the former Fisheries Reports site follow.

Fisheries Reports

ARCHIVE OF FISHERIES REPORTS FOR THE AMERICAN FISHERIES SOCIETY

SEARCH

Search

[Home](#) [About](#) [Subscribe](#)

HOME ABOUT

SUBSCRIBE TO RSS

// home

LATEST POST

Assessment of Change in Commercial Size Limit of Channel Catfish

AUTHORS:

MARCH 19, 2013

1977-1979 Assessment of Change in Commercial Size Limit of Channel Catfish Channel catfish harvest and population statistics were described for pools 9, 11, 13, and 18 in the Mississippi River to assess the effectiveness of changing the minimum commercial legal length from 13 inches to 15 inches. The change in minimum length was deemed necessary to prevent overexploitation and reduce fluctuating harvests. The project was terminated when legislation necessary to increase the minimum length of commercially harvested catfish was not enacted. A length limit increase was necessary if project objectives were to be attained. Channel catfish harvest by Iowa commercial fishermen totaled over 538,000 lbs in 1977 and 623,000 lbs in 1978. Eighty-five percent of the catch was marketed by 24% of the fishermen. Length and weight information was obtained from 5,624 channel catfish, of which 4,443 were commercially harvested and 1,181 were experimentally sampled. Age and growth statistics were compiled on 856 fish obtained from the commercial catch and 521 fish obtained from the experimental sample. Eighty-two percent of the commercial harvest was comprised of catfish ages 3-5 and about 12% of the harvest were illegal length fish. Ninety percent of the experimental catch was made up of 1-3 year old fish. Mortality estimates were 61% and 77% for the commercial and experimental samples, respectively. Trawling for 0-age channel catfish was

Welcome to the AFS Fisheries Reports Database

ARCHIVES

- March 2013
- February 2013
- January 2013
- November 2012
- October 2012
- August 2012
- July 2012
- June 2012
- May 2012
- April 2012
- March 2012
- February 2012
- January 2012

RECENT REPORTS

- Assessment of Change in Commercial Size Limit of Channel Catfish
- Evaluation of fingerling walleye stockings among interior low rivers
- Western Alaska Salmon Stock Identification Project Technical Document 12: Tests of Togiak and Goodnews Reporting Groups for Sockeye Salmon
- Pasagshak River Salmon Weir Operational Plan, 2012
- A Program for Improving Fisheries Management and Research in the Arctic-Yukon-Kuskokwim (AYK) Region

Fisheries Reports

ARCHIVE OF FISHERIES REPORTS FOR THE AMERICAN FISHERIES SOCIETY

SEARCH

Search

[Home](#) [About](#) [Subscribe](#)

HOME ABOUT

SUBSCRIBE TO RSS

// currently reading reading...

ALASKA DEPARTMENT OF FISH AND GAME

Instream Flow Protection in Alaska, 2012

AUTHORS: J KLEIN

JULY 18, 2013 - COMMENTS OFF

FILED UNDER ALASKA CLEAN WATER ACTIONS, ALASKA WATER USE ACT, CHILKOOT RIVER, COWEE CREEK, EAGLE LAKE, FEDERAL ENERGY REGULATORY COMMISSION, FISH CREEK, HYDROELECTRIC, HYDROKINETIC, INSTREAM FLOW, MEADOW CREEK, ORCHARD LAKE, PETERSON CREEK, RESERVATION OF WATER, TURNER LAKE

Alaska Department of Fish and Game, Special Publication No. 13-12, Anchorage

This report summarizes instream flow protection and related activities of the Alaska Department of Fish and Game (ADF&G) in 2012. The status of reservation of water applications by other agencies and the private sector in Alaska is also presented.

Of the 512 applications received by Alaska Department of Natural Resources (DNR) from 1980 to 2012, ADF&G filed 185 river reaches and 4 lake applications and was granted certificates of reservations for 54 river reaches and 1 lake. In 2012, ADF&G filed 23 applications for river reaches and was granted certificates for 4 river reaches.

In 2002, a Memorandum of Understanding (MOU) was signed between ADF&G and DNR to assist with the increasing backlog of reservation of

RECENT REPORTS

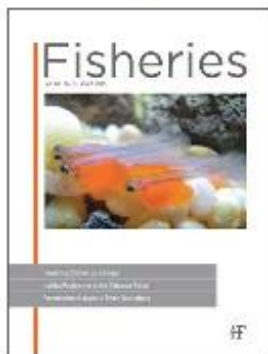
- Instream Flow Protection in Alaska, 2012
- Catalog of Waters Important for Spawning, Rearing, or Migration of Anadromous Fishes – Western Region, Effective July 1, 2013
- Catalog of Waters Important for Spawning, Rearing, or Migration of Anadromous Fishes – Southwestern Region, Effective July 1, 2013
- Catalog of Waters Important for Spawning, Rearing, or Migration of Anadromous Fishes – Southeastern Region, Effective

Attachment B:



THE AMERICAN FISHERIES SOCIETY...

- Includes 8,000+ members from around the world, including fisheries managers, biologists, professors, ecologists, aquaculturists, economists, engineers, geneticists, and social scientists
- Includes 4 regional Divisions, nearly 50 Chapters, and 23 special interest Sections
- Promotes scientific research and sustainable management of fisheries resources
- Publishes five of the world's leading fisheries journals, a monthly magazine, and many renowned books
- Organizes scientific meetings where new results are reported and discussed
- Encourages comprehensive education and professional development for fisheries professionals



Included with your membership: Fisheries monthly magazine, featuring peer-reviewed science, interviews, news, events, and much more.



I encourage my students to join AFS because it reveals how fisheries professionals are applying science to conserve fisheries and aquatic resources in real time.
—Jason Vokoun, University of Connecticut

TYPES OF MEMBERSHIP

Category	Includes	Dues (US\$)
Regular Working professionals	Fisheries	\$80
Student University students	Fisheries + online journals	\$20
Young Professional 5 years post-graduation	Fisheries	\$40
Retired Not fully employed	Fisheries	\$40
Life Member I	Fisheries + one journal	\$1,737
Life Member II	Fisheries	\$1,000
Developing Country As listed by UN	Fisheries	\$10

Please note: Individuals who are members of only their local Chapter are not considered to be full Society members.

Visit
FISHERIES.ORG/MEMBERSHIP
for more information



Thinking back on the mentors and colleagues in my career, most (if not all) somehow link back to AFS. That is a pretty amazing source of fisheries brainpower.
—Julie Claussen, University of Illinois



AMERICAN FISHERIES SOCIETY
ESTABLISHED 1870

Take Your Career Further

PROFESSIONAL DEVELOPMENT

Go further with your education and your career. Take our continuing education (CE) courses. Have your research funded, share your best practices, and get guidance from AFS mentors.



Get certified as an AFS-sanctioned fisheries professional and expand your job opportunities. **Keep up** with the latest science in *Fisheries*, five AFS journals, and books.

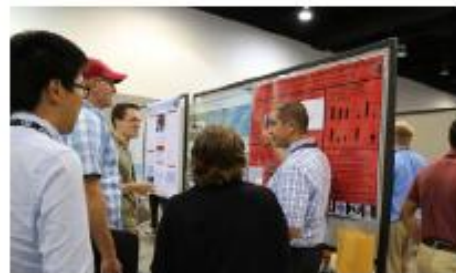
Enhance your network with leaders in the fisheries science field and develop leadership skills. Contribute to the development of industry standards in areas such as sampling or aquaculture.



Being a part of the AFS community means having access to the professional network, tools, and knowledge needed to address the complexities of fisheries conservation.
—Jesse Trushenski, Idaho Dept. of Fish & Game

NETWORKING

Experience local, regional, and international meetings – sharing information, presentations, current studies, etc., while making new connections at networking events and through volunteer service opportunities.



Learn from other states, regions, and countries about the latest fisheries science that impacts you and share best practices. Collaborate with your peers and take pride in your profession. Become a part of a supportive community and join any of our 23 special interest Sections.

Have more influence over the direction and application of fisheries science. “Go global,” not just local, by actively supporting AFS fisheries policy initiatives on Capitol Hill and beyond. Your voice is important.



AFS is all about fisheries. We are a unique community and we're proud. Sharing our successes with peers and leaders in the field is very satisfying.
—Tom Bigford, Policy Director

FINANCIAL BENEFITS

Membership levels are tiered to career level: students and young professionals enjoy special discounts. Students enjoy free online journals and heavily discounted meeting registration fees and CE courses.



Students can also get funded to travel to the Annual Meeting and other conferences with AFS travel grants.

Professionals save money on AFS journals, books, meeting registration, and publication fees. AFS membership shows your commitment to the profession and helps you get hired by employers. Access our job listings, plus learn from AFS mentors.



We can simply do more, as a group and as individuals, with more resources.
—Aaron Martin, Alaska Chapter

Attachment C:

November 14, 2016

To: AFS Management Committee

Re: September 2016 Financial Reports (with program updates through November)

This quarterly reporting package includes for the first time financial AND program reports from each of the functional department areas. It is an initial attempt bringing together the financial update with a status on AFS programs. While the program status (updates from August through early November) do not exactly align with the financial reporting period (September 2016), it does serve as a basis for combining financial and program results in a new way. This format also offers the potential for looking ahead hopefully giving you, the Management Committee, more useful and timely information to gauge the financial condition of AFS and the status of its programs.

This report is organized as follows—financial position, program status, and financial operating results. Staff would appreciate your feedback about the type of information you would find useful for including in future quarterly packages, for enriching the Committee’s knowledge and decision making.

Financial Position

The AFS financial position remains very strong but has fallen over the past year under pressure from high cash requirements, particularly in recent months after the Kansas City annual meeting failed to meet budget. New programs, infrastructure investment and staff additions all contributed to exceeding annual cash inflows again this year as it has over the prior two years. Essentially, AFS has used more cash than it has generated through operations (dues, meetings, publications income net of operating and program expenses).

AFS has been able to balance its budget based on the performance of the investment account—through both appreciation and interest and dividend distributions and in 2014, from the equity sale of its office condo. The auditors and members of the AFS Audit Committee recommend strengthening sources of funding, growing revenues and improving AFS’s financial operations.

As of September 2016, Assets total \$5,600,000 and are down \$400,000 from the same period last year. The investment portfolio has been the strong point of our assets returning 12.8% versus 12.2% for the benchmark. Even though assets have decreased overall by 7% from last year, the ratio of liquid assets (cash and investments) to total assets remains steady at 82%. Following are details about major asset and liability accounts:

Cash and CDs- for the first time in several years, funds were withdrawn from the investment account to cover cash needs. In September, \$350,000 was moved and another \$300,000 transferred in October. The fall is the slow point for cash inflows as it comes after the annual meeting and before membership renewals begin. Portions of the CD investments have matured this past year and moved into the bank account and it will continue to do so as future certificates mature over the coming months.

Investments- The performance of the accounts is forthcoming from our Investment Advisor, Gretchen Bolton. Given the account withdrawals, a smaller portion of investment income and expense will be allocated to AFS with the remainder to restricted funds.

Accounts Receivable- is comprised of monies due AFS from Cornell for the CSC project, sponsorships from the KC meeting and deposits for future meeting events. The allowance account represents a reserve for uncollectible receivables. Reduction in accounts receivable means and increase in cash.

Inventory- represents book and publication inventories. AFS has accumulated substantial inventory over many years, some for books with low sales volumes. Adjustments to the inventory balance are likely needed to remove obsolete products and more accurately reflect salable books.

Fixed assets- the increase reflects new investment in the iMIS database functionality, new computer equipment and software.

Accounts payable- is comprised of a series of accounts including payroll tax liability, retirement contributions and Units investment funds.

Accrued expenses- represents deferred employee benefits and Rotenone funds.

Subunits dues and publications payables- are funds owed Units for monies collected on their behalf

Deferred income- is primarily the unamortized portion of the \$1.0M T&F advance royalty payment.

Temporary Restricted Net Assets / Award and Other Funds- AFS has received comparatively less contributions to the funds this year. In 2015, the Allen fund received a donation of over \$110,000.

Functional / Program Status Reports

Administration (Denise Spencer)

The construction around the AFS office continues and much of the heavy construction is finally complete. New homes are going up quickly and the contractors have installed road and landscaping improvements. Despite these changes, the AFS office itself remains quite cramped and office space is at capacity. A few staff lack segregated work areas and are situated in hallways. AFS remains open to acquiring new office space that may open up in the building and meanwhile continue to maximize its office by making modest office buildouts and scanning hardcopy files to free up storage space. The commercial insurance plans have been renewed at about the same cost as last year and staff are reviewing proposals for increasing coverage limits and adding a new event cancellation policy. In addition, AFS has reduced office administration costs by eliminating recurring online file storage expenses and renegotiating its postal equipment contracts.

Human Resources- The AFS employee retirement plans have been consolidated into one 401k plan resulting in stronger ERISA compliance, broader resources for plan participants and reduced plan administration. The employee medical plan has been renewed and the increase in plan premiums has been kept to under 4%, while most employers are experiencing double digit increases. The 2017 budget included a 10% increase. Other employee benefits plan renewals expect to show modest increases. The time administration system has been updated resulting in electronic time reporting and leave tracking.

Technology- Efforts are underway to improve cyber security. Information has been shared with staff for improving online security and new electronic tools are being implemented for verifying the legitimacy of web sites' DNS addresses. AFS is transitioning more of its electronic file storage to the cloud improving data security and file backups.

Communications (Martha Wilson)

The Communications Team (CTeam) has advanced on a number of fronts: improving the website, magazine, blog, e-newsletter, annual report, postcards, member toolkits, and social media outreach planning. Other projects have included increasing the footprint of the journals and *Fisheries* magazine, promoting education program benefits (e.g., postcards, e-newsletter pieces), and increasing member/staff interactivity through better communication (e.g., Unit Survival Guides). We have started to work with the Tampa meeting coordinators on a work plan and calendar for deliverables as well.

The CTeam continues to upgrade the most important sections of the website to members. Importantly, too, we have made considerable progress on the Unit website migrations; tutorials and webinars are being developed to ensure an easier transition for members as they learn to navigate their sites.

To increase the footprint of AFS journals and *Fisheries*, we have worked closely with AFS publisher (Taylor and Francis) to grow the number of news releases on, and accessibility to, our articles. We have heightened our social media reporting on the articles, nearly doubling our followers. Also, we have created a tool to contact PR staff at our writers' universities and government agencies to maximize traditional media outreach.

With the AFS Policy staff, we are continuing to be more proactive with the Society's legislative advances. Another project is a combined message to Section heads to develop Subject Matter Experts (SME) lists to make it easier for both Policy and Communications staff to conduct "rapid response" as issues might arise. We are working with Policy staff on proposing thematic campaigns to the Governing Board as well, thinking ahead toward our 150th anniversary.

Alongside the Communications Special Committee, the CTeam will start sharing the newly developed social media standards and guidelines with Units (since they were presented in Kansas City). This document will be merged into a larger, branding document for the Units. We will continue to work with the (newly created) Science Communications Section on promoting their tools for fisheries science community. Finally, we will continue working with the Committee on our Operational Work Plan through 2017, revising it as needed.

Development (Katrina Dunn)

- Convened the Development Advisory Committee for a conference call in October 2016; Committee reviewed the AFS Development Program Operating Guidance and discussed growth opportunities for AFS Development
- Submitted application for the 2017 Combined Federal Campaign (CFC) for the AFS. AFS will be notified of renewal status in early 2017. The 2016 CFC enrollment period is currently open through December 15, 2016. AFS's CFC number is 11080.
- Worked with Membership to develop a Gift Membership form. This Gift Membership form is now online, and allows anyone to purchase a one-year membership and/or subscription to AFS for someone who is not a current member.
- Worked with Communication to submit marketing content to highlight Development opportunities both digital (website, newsletter) and print (*Fisheries* magazine).

- Launched a Disaster Relief site in September 2016 in support of AFS members impacted by the Louisiana flooding this summer.
- Attended the Mid-Atlantic Chapter conference in Bordentown, NJ. Presented with Douglas Austen and Shawn Johnston on planning for Atlantic City 2018, including fundraising.

Education and Professional Development (Jessica Mosley)

At the Annual Meeting in Kansas City, AFS offered 12 Continuing Education courses, which were attended by 205 registrants for a total revenue of \$17,075. After expenses, CE had a net revenue of approximately \$3,000. As part of the initiative to increase online course offering and expand resources for Unit Leaders, Leading at All Levels in AFS was recording in Kansas City and will be made available online. In addition to the CE programs, AFS staff coordinated the nomination, selection and awards creation process for over 440 awards for distribution at the Annual Meeting by both HQ and Units.

The Hutton program funded 38 high school students during 2016 with a total student distribution of \$151,000. We are in the process of finalizing the financial reports and invoices for any outstanding funds, but AFS confirmed a little over \$228,000 in grants and donations for the Hutton program.

In October, the Certification Committee approved 11 applicants for certification. This brings our total of approved certification applicants for 2016 to 47. As we explore the relevancy of certification programs, AFS partnered with The Wildlife Society and AFWA to send a survey to state leaders regarding the role of certification within their states. The results of this survey will be reported in early 2017.

Governance (Doug Austen)

Covered under the President's and Executive Director's reports.

Meetings (Shawn Johnston)

The financial close out of the Kansas City meeting is nearing completion. There were 1,111 paid meeting registrations (exclusive of exhibitor, staff and other VIPs) and 75 exhibitors. In total, the meeting is expected to net much less than budgeted, likely around \$50,000.

AFS is ahead of schedule with meeting planning and has secured contracts for events out until 2021 as follows: Tampa, FL 2017; Atlantic City, NJ 2018; Reno, NV 2019; Colobus, OH 2020; and Baltimore, MD 2021. For the two upcoming events, local planning committees are enthusiastic and excited and have installed great team leaders. Shawn is working with the Tampa team to consolidate smaller tasks and share one or two of the larger tasks with a couple people. More complex and recurring tedious tasks are now handled by HQ staff. Staff recommend looking ahead at the possibility for venues for the annual 2022 and 2023 meeting, as it would allow for better venue options and pricing. The contracting landscape has changed over the past few years and most locations will lock organizations into current year pricing even 5+ years out.

Shawn continues to provide valuable meeting contracting services to AFS units. He has sent a total of 158 RFPs to various venue options for chapter and division meetings for the period 2017 - 2019. He negotiated the AZ/NM Chapter and finalized the contract and F&B for it to sign. The negotiated contract and F&B for the 2017 WD meeting in Anchorage is also complete. The SD received excellent pricing and concessions for the 2018 SD meeting in PR. I am also working with WD for the 2019 meeting in Texas. Several others are still in the negotiation and selection phase. The chapters and divisions are very appreciative AFS is offering this service.

Shawn recommends AFS begin looking ahead soon at potential venues for the 2022 and 2023 annual meetings, as it allows better venue options and pricing. Most locations will lock organizations into current year pricing. Another approach to consider, and consistent with the 2019 joint meeting with TWS, is to hold the AFS meeting in conjunction with a similar association. The buying power, discounts and options are extremely beneficial. This would also make a more desirable Tier 1 location affordable.

Membership (Eva Przygodzki)

The 2017 membership renewal process is well underway. Individual and institutional renewal notices were sent last month and the 2nd notice is going out the week of November 14. A gift membership form has been implemented. Development of the Governing Board reporting tool continues and a beta version is expected early next year. Work with the Membership Committee on new recruitment efforts continues including—the chapter incentive program, updated membership brochure, traveling AFS table-top display and other membership promotional campaigns.

Policy (Tom Bigford, Taylor Pool)

The AFS Policy Program has taken great strides on two priority efforts since the Governing Board meeting in Kansas City:

- “Future of the Nation’s Fisheries and Aquatic Resources: The Challenges We Face in 2017 and Beyond” – This 32-page, full-color report offers specific recommendations for the next Presidential administration, Congress, and federal agencies. The report represents an early example of the AFS Policy Program’s new approach to informing decision-makers on issues affecting fisheries and aquatic resources. Recommendations on 12 priority issues will serve as openers in discussions with the President’s transition team, House and Senate committee staff, and senior officials at federal agencies. Those conversations will span science, management, policy, and budgets and will commence in mid-November when the publication is distributed widely.
- New Approach for AFS Policy Program – The Governing Board gave clear instructions in Kansas City for the AFS Policy Program to shift its emphasis from lengthy policy documents to more strategic and timely interactions on key decisions affecting fisheries and aquatic resources. That transition is well underway. Staff are working with the Resource Policy Committee so it can support the effort, supplemented by expert input from the 23 AFS sections. AFS staff are constantly searching for issues where our engagement will make a difference. Our new approach has already been recognized and appreciated by our partners.
- Another major effort remains unfinished – coordinate a congressional briefing for NOAA Fisheries on ecosystem approaches to marine fisheries management. That annual task, included in our five-year cooperative agreement, provides an opportunity to work with Congress and NOAA to explain complex science and management issues. This year the briefing was set for October 11th but was postponed by NOAA Fisheries at the last minute. Given the congressional schedule, the briefing may not be rescheduled until early 2017.

Publications (Aaron Lerner)

Books Published:

- *Fishery Resources, Environment, and Conservation in the Mississippi and Yangtze River Basins; Freshwater, Fish and the Future: Proceedings of the Global Cross-Sectoral Conference*. Received and approved two new book proposals.

Journals:

- Journals Publishing Contract: Received two contract proposals (Wiley and Taylor & Francis), and expecting third from Springer.
- Publications Workshop: Planning a May 2017 two-day workshop in Reno, NV to discuss the future of AFS publications. Topics include improving journal impact factors, overall role of journals, possible joint AFS/The Wildlife Society journal, possible new journal aimed at lay audience, co-publishing existing Federal agency publications, examining the books program structure and sales outlook, and hosting agency grey literature reports on AFS website.
- Updated composition of 2016-2017 journal editorial boards.

Other Publications staff designed and composed brochure for AFS Policy Department on *Future of the Nation's Fisheries and Aquatic Resources* to be distributed to congressional staff and new Presidential Administration.

Financial Operating Report

Through nine months ending in September, revenues total \$2,608,000 and expenses \$2,667,000 resulting in a (\$59,000) net change from operations, before including net restricted fund activity of (\$13,000). The net change from operations in 2015 was (\$90,000). Note that for both 2016 and 2015, the annual meeting had not been fully closed out by September and many income and expense transactions were yet to be processed. In summary, the 2016 annual budget had a (\$244,000) net change before restricted fund activities and AFS will likely end the year close to this amount.

Administration - Income in this program is from investments and is up significantly over last year. While interest and dividends are about the same from last year, unrealized gains are two-times higher in 2016 \$287,000 versus a decrease of \$285,000. Expenses are \$167,000 lower this year: the communications audit was included in 2015, bank fees are much lower (due to fewer membership and meeting registrations), and office maintenance costs have decreased.

Staff costs- reflect all positions filled plus the addition of the Director of Development along with greater participation in employee benefits programs.

Technology- covers expenses for outsourced IT support and organizational software and hardware needs. It appears lower than last year but there are some costs posted in administration that need to be moved here.

Communications- contains costs for promoting AFS and are tracking similar to last year. The entire budget will not be spent this year as many services are being handled internally by staff.

Web site- expenses are higher this year after AFS outsourced its web technical support. These costs also included web support for AFS Units.

Continuing education- CE revenue finished at about 60% of last year's tally, not surprising given the relatively smaller KC meeting. 2015 did include a \$13,500 rotenone grant posted to this program code.

Board – expenses are tracking ahead of last year and should be in line with year-end budget.

Hutton – scholarship funds have been issued to all 38 award recipients and AFS is awaiting a reimbursement from its grant partners.

MSU/Inland - there is about \$10,000 in reimbursement due AFS for phase 2 work.

Cornell / CSC – cost reimbursement per the contract are current through June 2016. Balance billing is being prepared for the next quarter.

Other Grants & Contracts – costs here relate to the SP30: Monetary Values consulting fees. Very little funds have been raised for this project so far.

Annual Meeting – the financial reconciliation is nearly complete and it's looking like the meeting will net around \$50,000 versus a budget of \$124,000. A net positive is actually quite an accomplishment given the lower attendance and need to scramble fundraising over the last few weeks.

Membership – Dues revenue is \$39,000 lower than last year-- individual professional members and sustaining / official categories-- likely due to the annual meeting location which is a big driver of membership sales. Expenses are considerably higher from the bi-annual license fee \$32,000 and database development and support, some of which will be capitalized as a fixed asset.

Policy – Income represents grants for policy briefings while segregating costs from general administration is still ongoing.

Books – sales got off to a strong start earlier in the year and appear to be well ahead of 2015. This program is one area AFS's new accounting manager has identified for special review given the reconciliation inherited from the prior accountant needs attention.

Journals –While the reports show 2016 income is lower than 2015 in actuality some 2014 income was realized in 2015, making the comparison seem negative. Staff are researching expenses to see why professional fees are significantly higher year over year.

Attachment D:

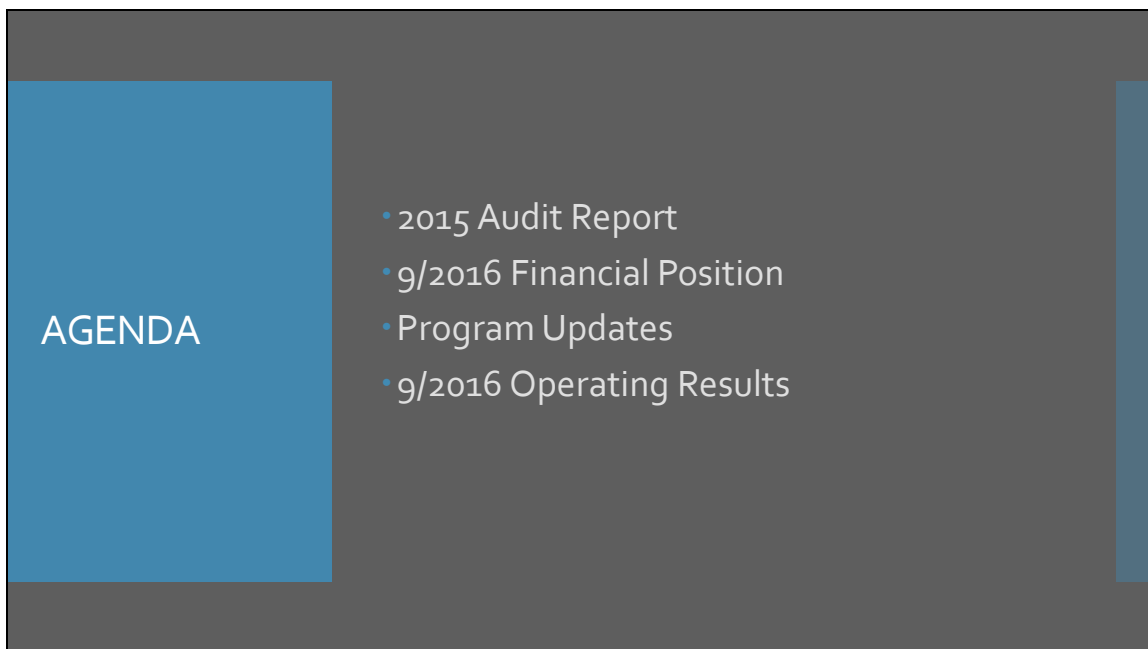
Slide 1



AFS Management
Committee Call

Quarterly Financial Briefing
November 18, 2016

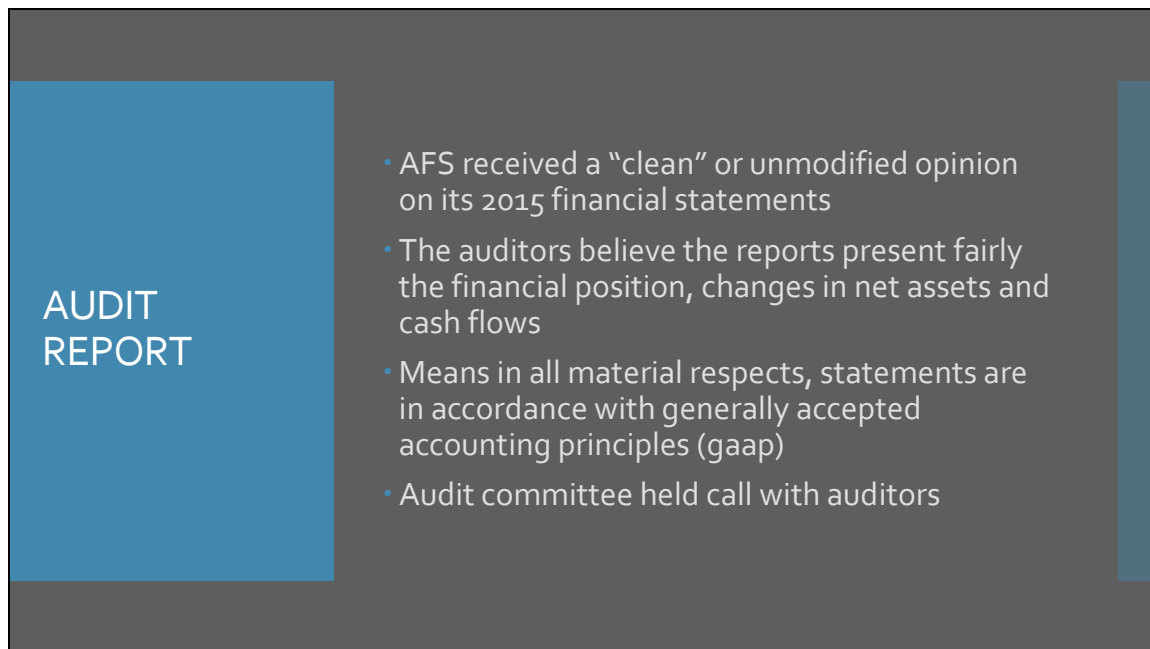
Slide 2



AGENDA

- 2015 Audit Report
- 9/2016 Financial Position
- Program Updates
- 9/2016 Operating Results

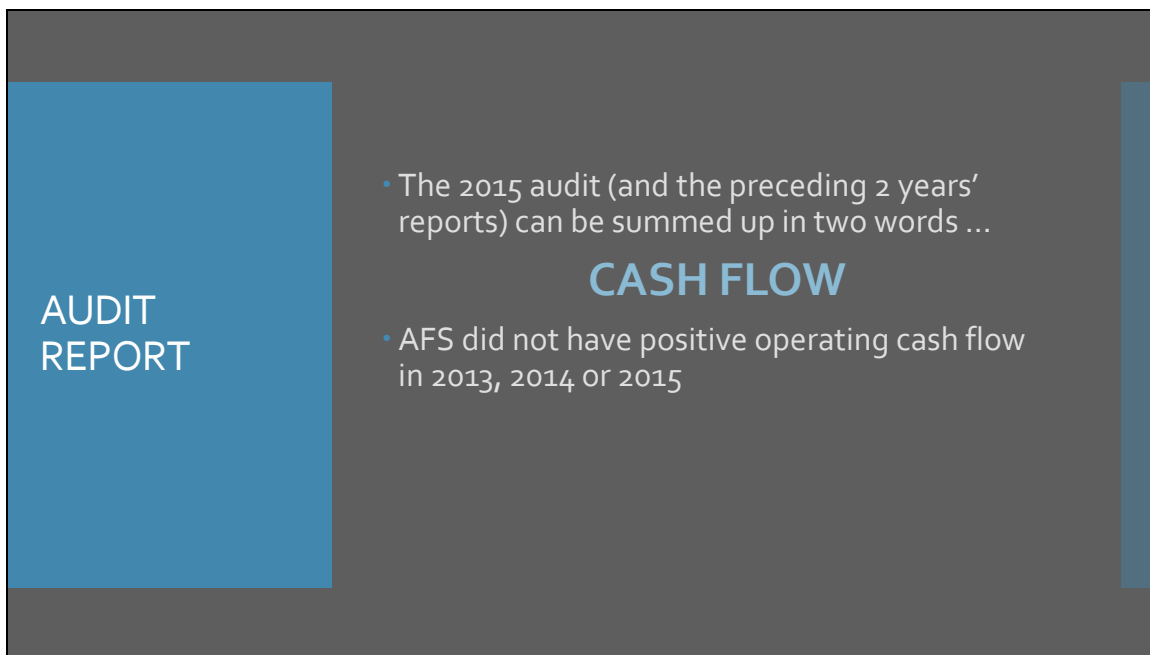
Slide 3



AUDIT REPORT

- AFS received a “clean” or unmodified opinion on its 2015 financial statements
- The auditors believe the reports present fairly the financial position, changes in net assets and cash flows
- Means in all material respects, statements are in accordance with generally accepted accounting principles (gaap)
- Audit committee held call with auditors

Slide 4



AUDIT REPORT

- The 2015 audit (and the preceding 2 years' reports) can be summed up in two words ...

CASH FLOW

- AFS did not have positive operating cash flow in 2013, 2014 or 2015

Slide 5

AUDIT REPORT

- How do we know this? Statement Cash Flows
- It translates timing differences between the recordation of transactions and when related cash is actually expended or received
- It is especially useful when there is a divergence between the amount of profits reported and the amount of net cash flow generated by operations

Slide 6

CASH FLOW

- Cash basis differs from accrual accounting ...
- Cash basis is like a checking account and its balance reflects monies received or paid
- Accrual basis recognizes income and expense in the applicable period and matches one with the other.
 - Examples:
 - dues paid in 2016 for 2017 are recognized as income in 2017
 - Tampa meeting deposit paid now is 2017 expense

Slide 7

CASH FLOW

- Three parts of cash flow- Operating, Investing and Financing activities
 - Operating reflects programmatic activities
 - Investing represents purchases-sales of securities, property, other tangible / intangible assets
 - Financing is debt and equity (AFS has none)
- AFS has not generated additional income (cash) growth to offset new programs, staffing and needed infrastructure improvements (ex. database)
- In 2014, AFS did generate positive cash after sale of office condo
- The budget is balanced on strength of the investment account- when it appreciates, AFS reports positive net income (not pos cash inflows)

Slide 8

Cash Flow from Operations

Operating Cash Flow

Year	Operating Cash Flow
2013	(\$78,000)
2014	(\$156,000)
2015	(\$21,000)

1) Investing activities: (\$781k) in 2015; \$563k in 2014; and (\$143k) in 2013
2) AFS may receive \$750k+ once it negotiates new publishing contract

Slide 9

Auditor & Committee Recommendations

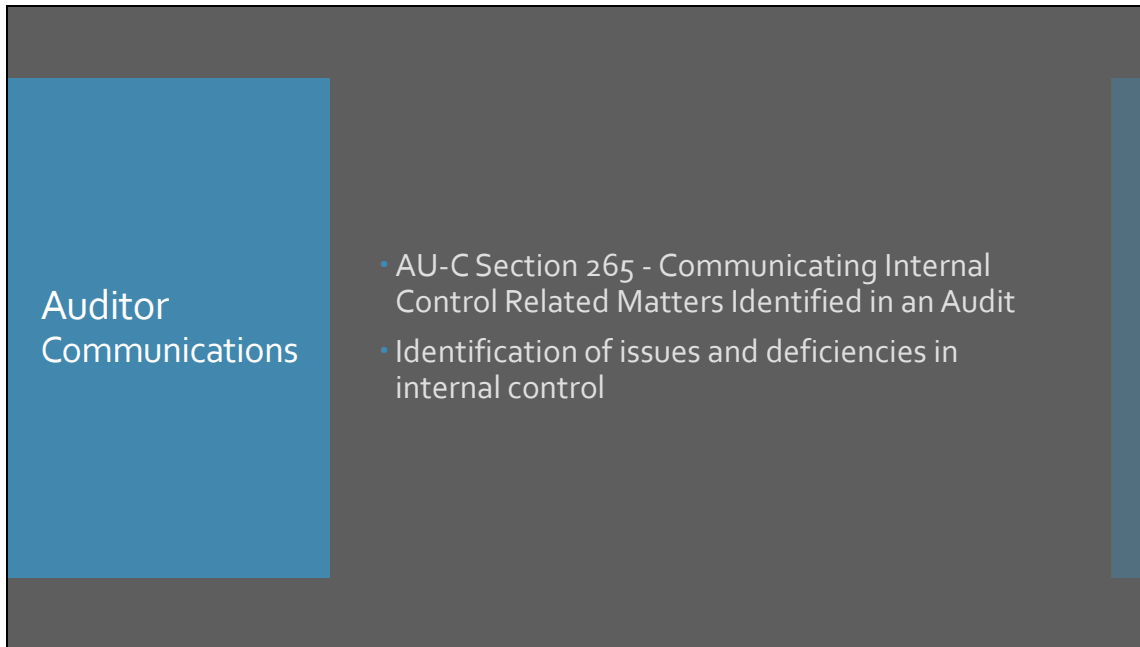
- Strengthening sources of funding, growing revenues and improving AFS's financial operations are recommended priorities
- Working on improving controls and procedures is ongoing and will continue to improve
- Reducing the timeline for audit work and report issuance is a concern of the Committee and needs to be factored into the audit timeline and work preparation by staff.

Slide 10

Auditor Communications

- AU-C 260 Report - The Auditor's Communication With Those Charged With Governance
- Essentially outlines separation of auditor and management responsibilities and relationship during audit

Slide 11

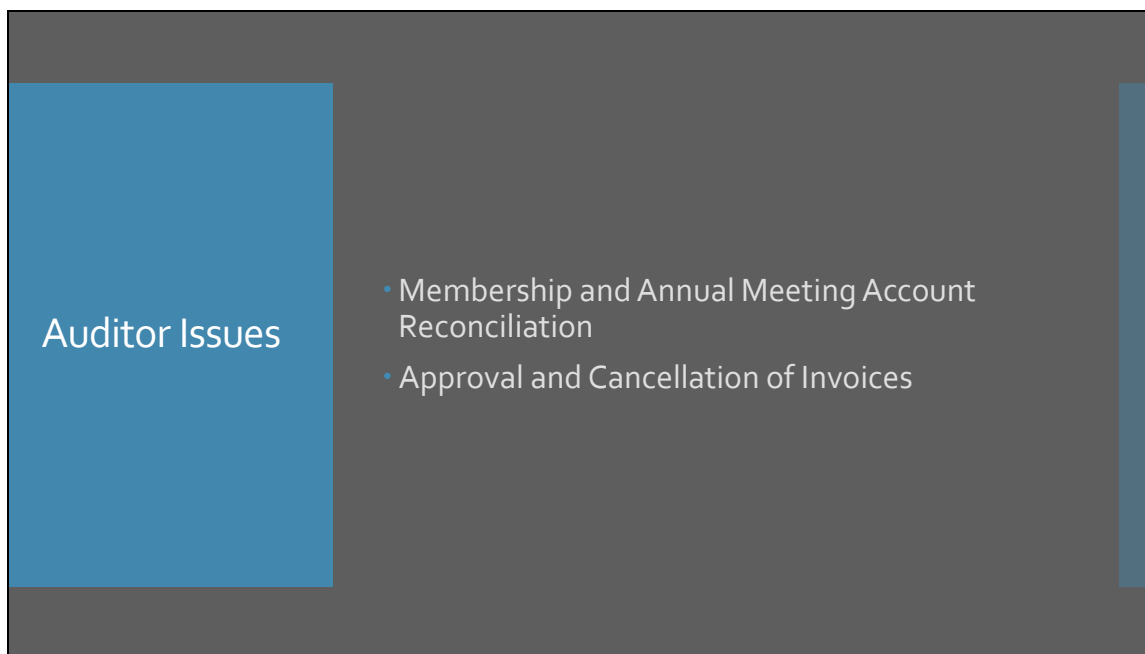


Auditor Communications

- AU-C Section 265 - Communicating Internal Control Related Matters Identified in an Audit
- Identification of issues and deficiencies in internal control

This slide features a dark grey background with a blue vertical bar on the left side. The text 'Auditor Communications' is positioned within the blue bar. To the right of the bar, there is a bulleted list of two items.

Slide 12



Auditor Issues

- Membership and Annual Meeting Account Reconciliation
- Approval and Cancellation of Invoices

This slide features a dark grey background with a blue vertical bar on the left side. The text 'Auditor Issues' is positioned within the blue bar. To the right of the bar, there is a bulleted list of two items.

Slide 13

Auditor Issues

- Prior Year Comments
 - Revenue Recognition
 - COI statements
 - Outstanding checks
 - Dual signature policy
- Current Year Comments
 - Supporting documentation credit card
 - Approval of bank reconciliations
 - Approval of journal entries
 - Interim financial statements
 - Fixed assets schedules

Slide 14

Questions?

- If no questions, then the auditor report is usually accepted by a motion.

Slide 15



Slide 16

- ### Key changes in Assets
- Cash – balance comparatively lower for many reasons
 - Smaller KC meeting, additional staff positions, lower dues and program revenues
 - Receivables – lower balance (pos cash) from annual meeting sponsorships
 - Investments- \$350,000 withdrawal in Sept and another \$300,000 in October.
 - Cash+Invest = 82% of total assets ... excellent!

Slide 17

Key changes in Liabilities

- Payables / accruals– essentially same as last year
 - AFS is holding over \$80,000 in Unit investment funds; employee accrued benefits lower
- Deferred income – unamortized balance from T&F \$1.0M royalty grant

Slide 18

Dept Reports Highlights

- Administration- Employee benefits plan savings, technology enhancements, office space
- Communications- improving the website, magazine, blog, e-newsletter, annual report, postcards, member toolkits, and social media.

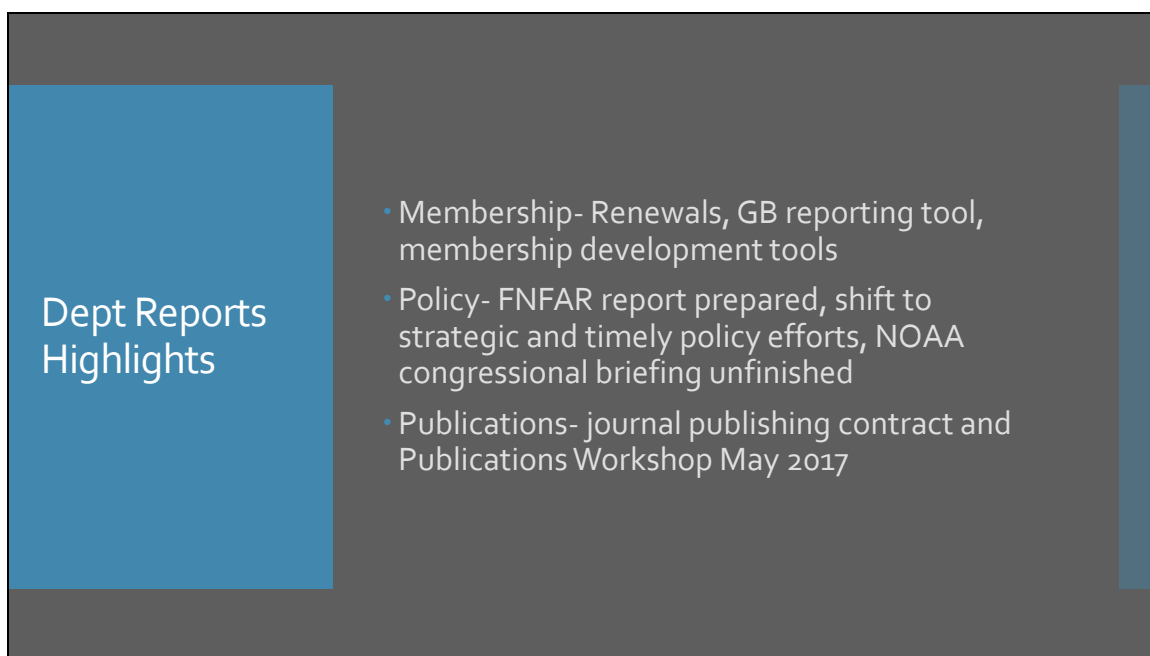
Slide 19



Dept Reports Highlights

- Development- Advisory committee, Combined Federal Campaign, Gift membership, coordinating disaster relief efforts
- Education- CE success, recorded Learning at all Levels, Learning System RFP, Awards
- Meetings- Tampa planning kicked off in November, Unit meeting contracting, AC meeting orientation at last month's MAC mtg

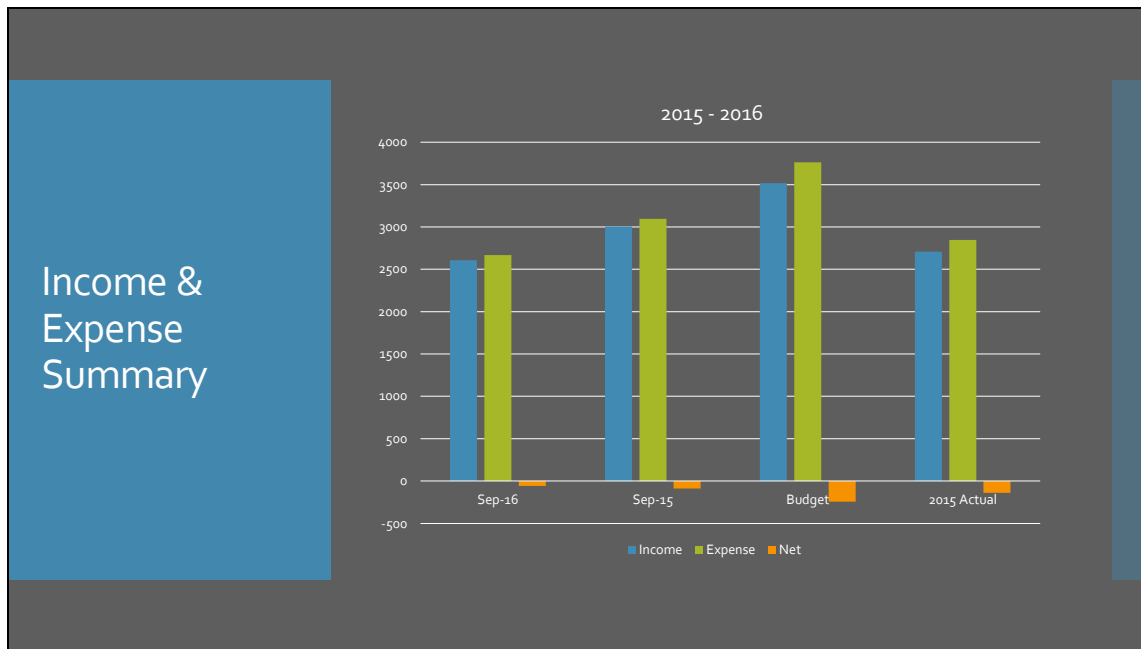
Slide 20



Dept Reports Highlights

- Membership- Renewals, GB reporting tool, membership development tools
- Policy- FNFAR report prepared, shift to strategic and timely policy efforts, NOAA congressional briefing unfinished
- Publications- journal publishing contract and Publications Workshop May 2017

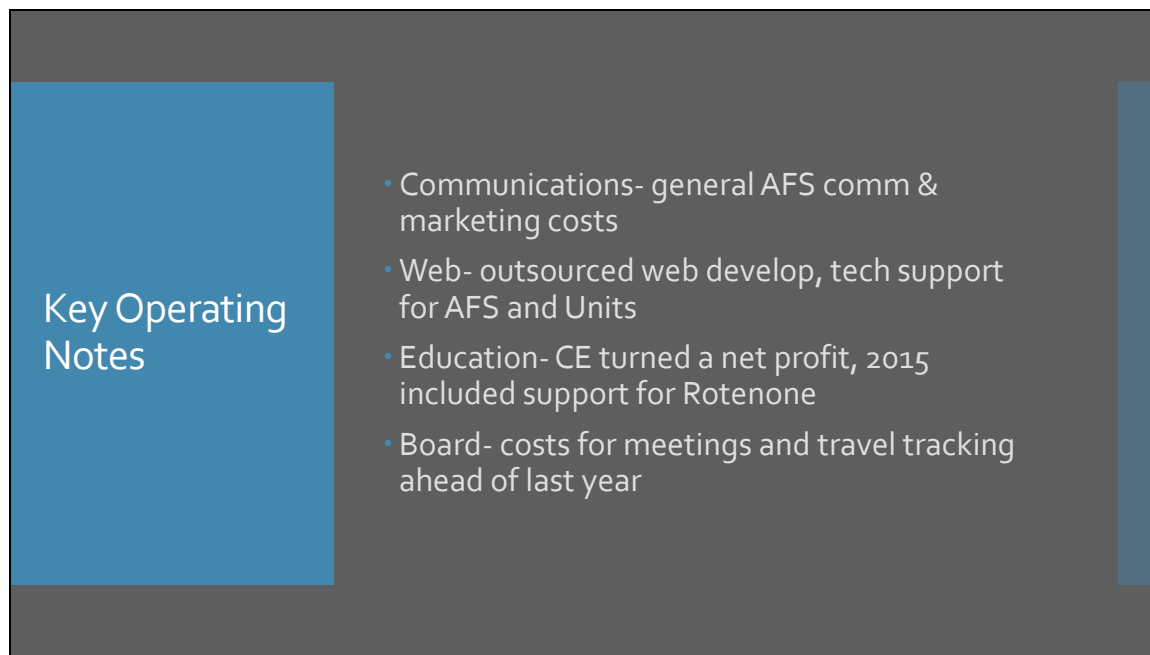
Slide 21



Slide 22

- ### Key Operating Notes
- Administration- interest & dividends same; investment change \$287k vs. (\$285k) in 2015
 - Staff costs- all approved positions filled, greater participation in benefits
 - Technology- outsourced IT
 - Overall looking for opportunities to reduce admin expenses, be more efficient

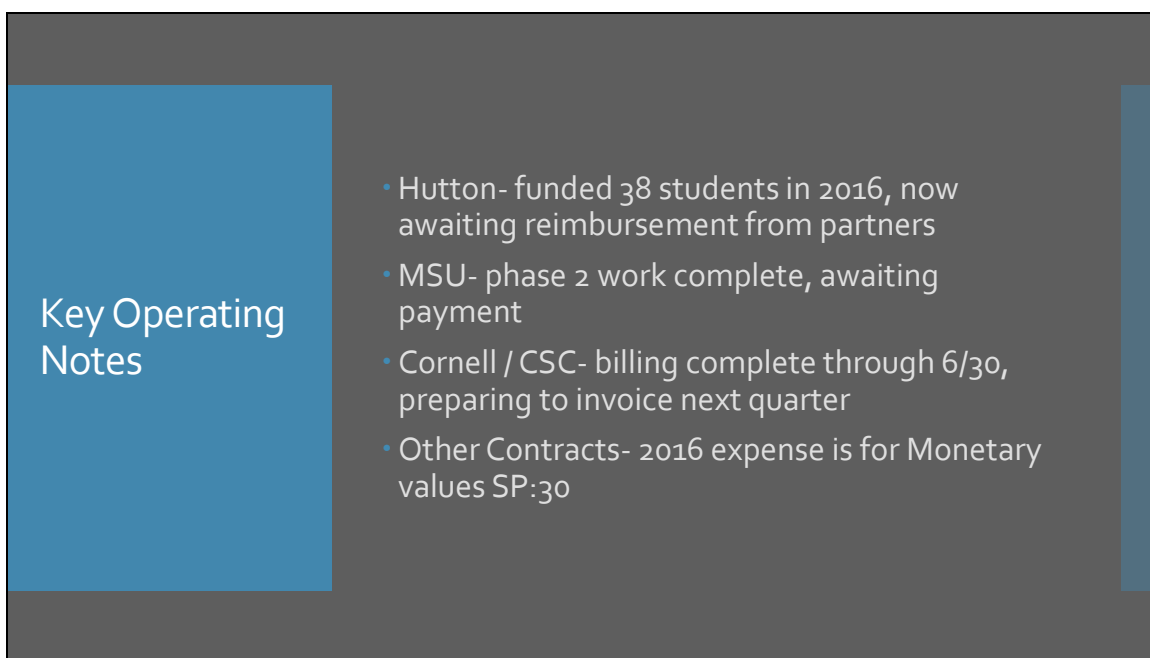
Slide 23



Key Operating Notes

- Communications- general AFS comm & marketing costs
- Web- outsourced web develop, tech support for AFS and Units
- Education- CE turned a net profit, 2015 included support for Rotenone
- Board- costs for meetings and travel tracking ahead of last year

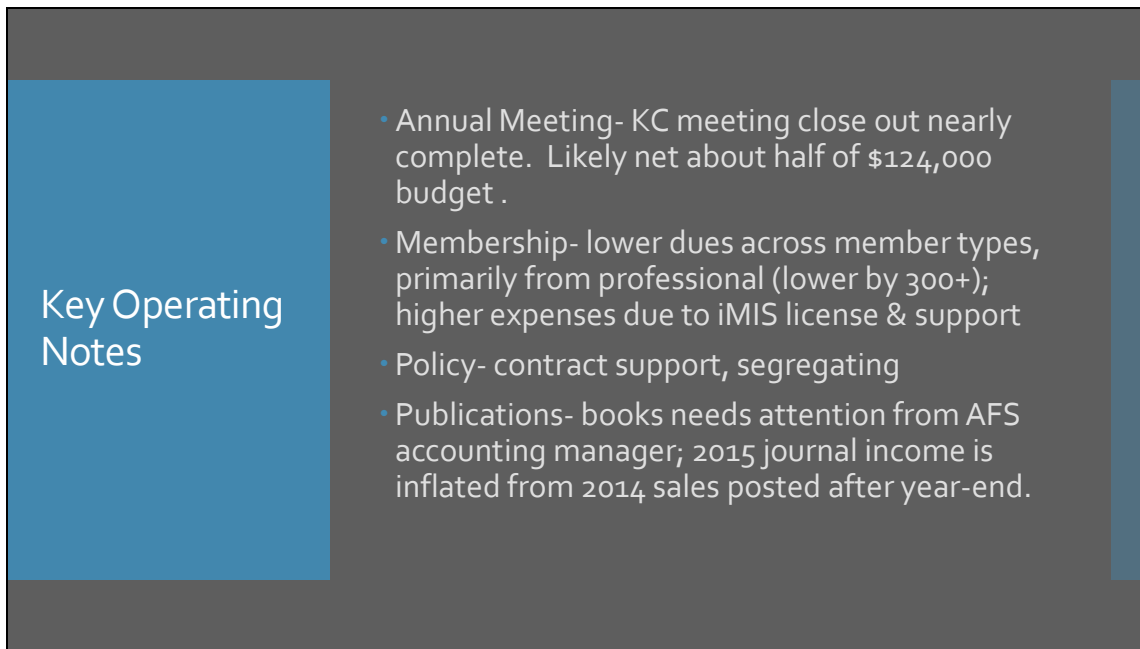
Slide 24



Key Operating Notes

- Hutton- funded 38 students in 2016, now awaiting reimbursement from partners
- MSU- phase 2 work complete, awaiting payment
- Cornell / CSC- billing complete through 6/30, preparing to invoice next quarter
- Other Contracts- 2016 expense is for Monetary values SP:30

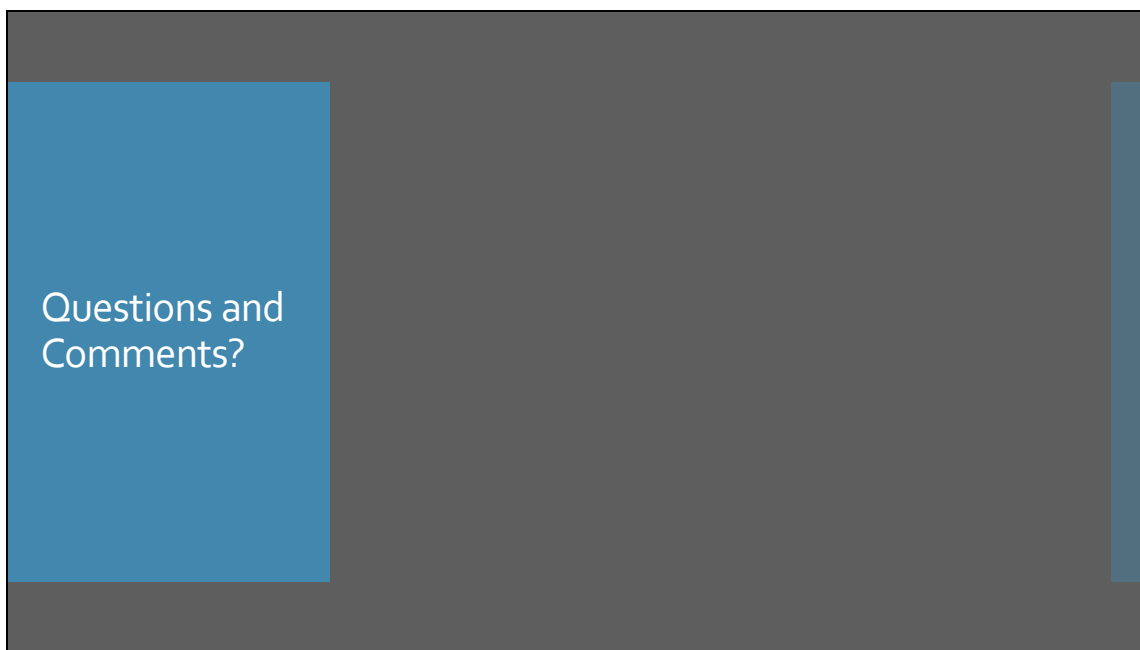
Slide 25



Key Operating Notes

- Annual Meeting- KC meeting close out nearly complete. Likely net about half of \$124,000 budget .
- Membership- lower dues across member types, primarily from professional (lower by 300+); higher expenses due to iMIS license & support
- Policy- contract support, segregating
- Publications- books needs attention from AFS accounting manager; 2015 journal income is inflated from 2014 sales posted after year-end.

Slide 26



Questions and Comments?

Attachment E:

American Fisheries
Statement of Financial Position
As of September 30, 2016

	2016	2015	Variance
ASSETS			
Current Assets			
Petty Cash	\$400	\$400	
Checking	297,505	629,529	(332,024)
Certificate of Deposits	151,395	298,034	(146,639)
Accounts Receivable	135,091	192,851	(57,760)
Allowance of doubtful accounts	(14,170)	(24,846)	10,676
Inventory	448,215	482,950	(34,735)
Prepaid Expenses	9,304	3,227	6,077
Current Assets	<u>1,027,740</u>	<u>1,582,145</u>	<u>(554,405)</u>
Property and Equipment	1,065,613	1,022,966	42,647
Accumulated Depreciation	(665,143)	(632,828)	(32,315)
Net Property and Equipment	<u>400,470</u>	<u>390,138</u>	<u>10,332</u>
Long Term Assets			
Long-Term Investments	4,159,710	4,026,129	133,581
Total Long Term Assets	<u>4,159,710</u>	<u>4,026,129</u>	<u>133,581</u>
Total Assets	<u>5,587,920</u>	<u>5,998,412</u>	<u>(410,492)</u>
Current Liabilities			
Accounts Payable	71,888	113,830	(42,142)
Accrued Expenses	103,120	56,475	46,645
Subunits Dues Payable	43,844	44,426	(582)
Subunits Books Payable	42,965	1,693	41,272
Deferred Income	194,496	330,739	(136,243)
Total Current Liabilities	<u>456,113</u>	<u>547,163</u>	<u>(91,050)</u>
Net Assets			
Net Assets - Unrestricted	5,203,188	5,364,934	(161,746)
Change in Unrestricted Net Assets - Curr Year	(71,381)	86,315	(157,696)
Total Net Assets - End. Balance	<u>5,131,807</u>	<u>5,451,249</u>	<u>(319,442)</u>
Total Liabilities and Net Assets	<u>5,587,920</u>	<u>5,998,412</u>	<u>(410,492)</u>

For Management 's Use Only.

Attachment F:

AMERICAN FISHERIES

Summary of All Units

For the Nine Months Ending September 30, 2016

	September - Actual			Year to Date - Actual			Budget		2015 Annual
	2016	2015	Var \$	2016	2015	Var \$	2016 BUDGET	vs YTD Actual	Actual
Revenue									
Administration	\$19,246	(\$119,787)	(\$139,033)	\$351,574	(\$222,402)	(\$573,976)	\$348,000	(\$3,574)	(\$85,556)
Continuing Education		678	678	17,075	43,274	26,199	12,000	(5,075)	42,759
Certification	200	400	200	3,400	4,335	935	8,000	4,600	5,895
Other Education							6,000	6,000	
Hutton	71,500	25,400	(46,100)	71,500	30,400	(41,100)	129,000	57,500	95,400
MSU/Inland Fisheries							10,000	10,000	
Cornell	30,961	30,297	(664)	110,217	52,855	(57,362)	105,000	(5,217)	112,855
Other Grants & Contracts							344,000	344,000	
Annual Meeting	51,501	37,705	(13,796)	521,434	1,468,906	947,472	794,000	272,566	1,520,097
Membership	1,600		(1,600)	458,624	496,145	37,521	557,000	98,376	497,745
Awards				2,946	2,338	(608)	6,000	3,054	3,678
Mem Other	1,085	105	(980)	6,787	5,342	(1,444)	16,000	9,213	9,049
Jobs	8,100	6,650	(1,450)	27,950	21,250	(6,700)	30,000	2,050	31,850
Advocacy	11,000		(11,000)	11,000		(11,000)		(11,000)	
Books	61	13,864	13,803	154,473	117,211	(37,262)	119,500	(34,973)	113,354
Journals	28,983	40,043	11,060	870,661	984,484	113,823	1,034,000	163,339	1,117,347
Fisheries				60	372	312		(60)	372
Total Revenue	224,237	35,355	(188,882)	2,607,701	3,004,510	396,810	3,518,500	910,800	3,464,845
Expenses									
Administration	23,659	37,767	(14,109)	269,725	436,300	(166,575)	343,000	(73,275)	573,982
Staff Costs	162,503	135,581	26,922	1,466,078	1,238,655	227,423	2,036,500	(570,422)	1,766,050
Technology	2,475		2,475	12,910	26,757	(13,847)	5,000	7,910	30,992
Communication	5,593		5,593	10,294	9,189	1,106	28,000	(17,706)	10,104
Web	1,765	398	1,367	7,267	4,328	2,939	8,000	(733)	8,949
Development				4		4	12,000	(11,996)	
Continuing Education	2,199	300	1,899	2,199	2,259	(59)	10,000	(7,801)	4,217
Certification				182	303	(121)	1,000	(818)	328
Other Education							24,000	(24,000)	
Board	3,281	(1,596)	4,877	24,603	19,019	5,584	51,000	(26,397)	32,078
Hutton	1,886	15,933	(14,047)	156,724	100,593	56,131	75,000	81,724	101,000
MSU/Inland Fisheries	1,392		1,392	4,004		4,004		4,004	
Cornell	791		791	1,029		1,029	40,000	(38,971)	
Other Grants & Contracts	36,375		36,375	36,375		36,375	168,000	(131,625)	
Annual Meeting	130,922	588,704	(457,783)	410,137	1,067,431	(657,294)	670,000	(259,863)	1,000,358
WCF World Council of Fisheries				913		913		913	
Membership	8	145	(137)	125,671	80,002	45,669	116,000	9,671	80,245
Awards	3,642	7,813	(4,170)	19,026	16,941	2,085	13,000	6,026	22,317
Mem Other		400	(400)	19	736	(718)	1,000	(981)	813
Advocacy	1,665		1,665	2,641		2,641	31,000	(28,359)	
Books	3,681	3,919	(238)	24,177	31,213	(7,037)	32,000	(7,823)	42,748
Journals	14,627	13,371	1,256	88,881	56,643	32,238	95,000	(6,119)	116,732
Fisheries		20	(20)	3,672	4,214	(541)	3,000	672	6,814
Total Expenses	396,464	802,755	(406,294)	2,666,531	3,094,583	(428,050)	3,762,500	(1,095,966)	3,797,727
Net Change from Operations	(172,227)	(767,400)	(595,176)	(58,830)	(90,073)	(31,240)	(244,000)	(185,166)	(332,882)

AMERICAN FISHERIES
Summary of All Units
For the Nine Months Ending September 30, 2016

Non Operating (shown on a net basis)									
Restricted contributions	(43)	9,180	9,223	(12,548)	160,421	172,969	117,000	129,548	165,659
Total Non Operating	(43)	9,180	9,223	(12,548)	160,421	172,969	117,000	129,548	165,659
TOTAL NET CHANGE	(172,270)	(758,220)	(585,953)	(71,378)	70,348	141,729	(127,000)	(55,618)	(167,223)