

American Fisheries Society
Management Committee Meeting
Sheraton Crown Center Hotel, Kansas City, MO
Friday, August 19, 2016
Minutes of the Meeting

Participants:

Ron Essig – President
Joe Margraf – President-Elect
Steve McMullin – First Vice President
Jesse Trushenski – Second Vice President
Donna Parrish – Past President
Kristen Ferry – President Northeastern Division
Melissa Wuellner – President North Central Division
Cleve Steward – Incoming President Western Division
Dave Coughlan – President Southern Division
Marybeth Brey – President Equal Opportunities Section
Ken Kurzawski – President Fisheries Administration Section
Julie Defilippi – President Fisheries Information & Technology Section
Mark Porath – President Fisheries Management Section
Doug Austen – Executive Director (non-voting)

Constitutional Consultant: John Boreman

Emerging Leaders: Dan Nelson, Michael Moore, Patrick Shirey

Guests: Scott Bonar – Incoming Second Vice President

Staff: Dan Cassidy, Kurt West, Denise Spencer, Shawn Johnston

Minutes of the Meeting

1. **Quorum confirmed**(by Boreman)
2. **Meeting called to order at 1:00 PM by President Essig**

3. Approval of Agenda

Motion by Coughlan; 2nd by Brey. Passed by unanimous consent.

4. Approval of Minutes—July Management Committee Meeting Call

Motion to accept by Porath; 2nd by Defilippi. Passed by unanimous consent.

5. President’s Opening Remarks

- a. Essig introduced the purpose of the MC to new participants as the “nuts and bolts” of the society, being a body that makes operational decisions and decisions considering the budget
- b. Boreman pointed out that around 25 motions were passed at the final Governing Board meeting prior to the transfer of new responsibilities to the Management Committee, illustrating the fact that having the MC frees up the GB to work on larger societal issues

6. Approval of President-Elect’s Proposed Plan of Work

President-Elect Margraf referred to his plan of work which was previously submitted to the Governing Board for review. Key points include:

- 1) Completing agendas set forth by past AFS presidents
- 2) Ensuring the success of the AFS Annual Meeting in Tampa 2017
- 3) Encouraging the increased relevance of AFS publications
- 4) Increase the relevance of the fisheries profession

There was some discussion and disagreement about the vagueness of the language and differing opinions regarding the current relevance of the fisheries profession. The GB will be voting on approval of Proposed Plan of Work the following day.

7. Executive Director’s Report

Executive Director Austen provided a review of past AFS activities and accomplishments and highlighted specific points of the Plan of Work for 2017. Further details are provided in the 2016 Annual Meeting Briefing Book.

a. Review of Plan of Work 2016:

- i. Annual Meetings – the process of planning for Annual Meetings has shifted to AFS staff management with Shawn Johnston actively coordinating meetings, working under Dan to ensure that the process and budget work together cohesively. Meetings have now been

established through 2021: Tampa, FL (2017), Atlantic City, NJ (2018), Reno, NV (2019), Columbus, OH (2020), and Baltimore, MD (2021).

- ii. Communications – Donna Parrish and Gwen White have been developing a communications plan, leading to the restructuring of communications staff (Martha Wilson, Beth Beard, Sarah Harrison)
- iii. Congressional Outreach – AFS has increased its presence on Capitol Hill, notably by participating in two briefings: “Climate Change and Inland Fish” (with USGS) and “Advances in Geospatial Tools to Enhance Smart Conservation of Aquatic Ecosystems” (with USFS)
- iv. Publications – currently working on linking together publications with media communications; AFS has been active in handing out literature to agency directors, policy partners, etc., on the Hill
- v. Questions/Comments: praise for the work being accomplished this past year was voiced by several members of the Committee

b. Plan of work for 2017—highlights:

- i. AFS is currently working to better link up the budget with different societal activities to have everything sequenced well
- ii. Annual Meetings – Meeting management has been moved to staff responsibilities; staff is capable of handling the “business” side of things, which relieves much of the burden on local chapters
- iii. New Publishing Contract – The criteria for seeking a new publishing contract is currently being worked on, led by Jesse Trushenski and Bob Hughes
- iv. Continuing Education – Courses will be developed throughout the year, with distance learning options
- v. Communications – The Communications Committee is working on a new plan; there is still work to be completed on the AFS website
- vi. Advocacy – Plan to continue to engage in Congressional briefings and finalize a new policy development process
- vii. Questions/Comments: There were suggestions for AFS to be more involved with the World Fisheries Congress, especially with the interest expressed by AFS members in proposing to bring the WFC meeting to the U.S. in 2024; Joe Margraf suggested looking into the possibility of rolling the AFS Annual Meeting into the WFC conference in 2024. Mark Porath also suggested highlighting member services in the 2017 Plan of Work to highlight that it is a core value of AFS.

c. 2017 Budget and Financial Report

Deputy Executive Director Dan Cassidy provided an overview of the 2017 Budget and a review of the current financial state of AFS (Attachment A). Several items were highlighted:

- i. Staff/Personnel Changes – AFS now has an accountant on staff (40% time), saving a few thousand dollars in the process; Mary Buckman is resigning her position as Audit Committee Chair soon, so a new chairperson will be sought.
- ii. Internal Financial Reporting – These changes have eliminated extraneous reporting codes, which in turn makes auditing more efficient
- iii. June 2016 Financial Position
 1. The Portland meeting last year was financially successful, somewhat balancing out less revenue from a smaller meeting in Kansas City
 2. Investments have been trending upwards in July and August; the society is still financially strong
 3. Programs and Activities – Income ahead of expenses, but not as much as this time last year (higher registration numbers, etc., at Portland meeting)
 4. Membership is surprisingly strong, trending in the right direction
- iv. Budget Report Document – The 2017 Budget looks pretty much the same as 2016, as staff has become familiar with how to price programs and services and cut out of the budget the items and activities that are not viable. There are some unknown factors in the budget, such as what the impact the new Development Director will have on fundraising and if a new publishing contract will secure a significant up-front payment as was the case with the current Taylor and Francis contract.

8. Approval of 2017 Budget

Motion by Trushenski, 2nd by Kurzawski. Passed by unanimous consent.

9. Approval of Tampa Budget

Motion by Defilippi, 2nd by Margraf. Passed by unanimous consent

10. Evaluation of Executive Director

[*In Camera* session - No notes were recorded for this portion of the meeting]

11. Constitutional Consultant's Report

- a. Proposed motion: Approve the proposed amendments to the bylaws of the Southern New England Chapter.

Background: The proposed amendments (Attachment B) are principally intended to recognize members of the newly formed University of Massachusetts-Amherst Student Subunit as chapter members, as well as some changes to improve clarity and eliminate use of the term Parent Society. Chapter members recently voted to approve the amendments, and the Constitutional Consultant has reviewed the proposed amendments and deems them consistent with the AFS Constitution and Rules.

Motion by Boreman; 2nd by Ferry; passed by unanimous consent.

- b. Proposed motion: Approve the proposed amendments to the bylaws of the Auburn Chapter, which re-classifies the chapter as a student subunit.

Background: The Auburn Chapter was one of the original student chapters in AFS. It went dormant, but recently became re-invigorated. The new members wished to change their classification to a student subunit, which requires amending the bylaws that were on the books (Attachment C). Other changes were also made to the bylaws to update them and improve their clarity. Jasmine Sewell has certified the new slate of officers as all being active AFS members.

Motion by Boreman; 2nd by Coughlan; passed by unanimous consent.

- c. Proposed motion: Change background and criteria for selection in AFS Procedures Manual for the Retired Members Travel Award (for reference see 2016 Governing Board report number 36i, *Retired Members Travel Award Committee*, submitted by Donna Parrish). This change would restate the purpose of the committee for enabling AFS to bring retired members to major meetings who have something to contribute (talks, etc.), and would make clear who is supposed to get the award (the participant should benefit the society). Specific proposed changes are:

Background: ~~Established in 2004, this travel award is to encourage and enable dues-paying, retired Society members of the Society to attend annual meetings, particularly those members who might play a more active role in the meeting. The Society recognizes that some retired~~ This award is to encourage

~~members who desire to and participate in the annual meeting might be inhibited for financial reasons. Retired members may not have funds for travel to meetings that were available to them while employed. Therefore, this award is meant for those members who truly have a need for financial assistance. The Society has neither means nor desire to verify financial need, so that requests for support are based on an honor system. However, only dues-paying retired members are eligible to apply.~~ an annual meeting when their participation benefits the Society. A maximum of \$1,500 may be awarded for reimbursable expenses. Multiple awards may be given in any year, subject to the total available amount specified in the AFS budget.

Criteria: The award is based on the totality of the contribution that the applicant will make to the AFS Annual Meeting that is deemed beneficial to the Society. The committee will consider the activities ~~that~~ in which the applicant will participate ~~in and~~, other relevant information provided by the applicant, and supporting letters. Justifiable reasons include: major participation in Society governance (e.g., in a major Society committee meeting), reception of a Society-level award, or speaking at a Society-wide component of the meeting (e.g., keynote address in a major Society-sponsored symposium). If the applicant is representing another organization or Society unit, the responsibility for support should reside with that organization or unit. Applicants are viewed more favorably if they show a contribution to travel costs from another party or one's own funds.

Motion: Moved by Parrish; 2nd by Wuellner. Discussion resulted in a clarification to strike “dues-paying” from the language of the Background statement since it is implicit that a member is, by definition, paying their dues. Passed by unanimous consent.

- d. **Proposed motion:** The International Fisheries Section motioned to advise the World Council of Fisheries Societies and its member organizations to publish the Section’s statement of recommendation (see 2016 Annual Meeting Briefing Book)
 - i. Discussion: There was strong opposition to approve the motion, reasoning that telling other organizations what to do could be detrimental to the society’s relationships with them.
 - ii. Mark Porath motioned (seconded by Cleve Steward) to recommend that the Governing Board not pass this motion. There was no opposition; it passed by unanimous consent.

- e. Proposed motion: The Fellows Selection Committee proposed to change the eligibility criteria for awarding the Fellows selection.
 - i. Discussion: led by Donna Parrish, there was consensus that it appeared that the Fellows Selection Committee did not have agreement on the criteria of “service to AFS.”
Parrish moved that the motion to be sent back to the committee for further clarification; 2nd by Margraf. Passed by unanimous consent

- f. Proposed motion: The Membership Committee proposed to approve the plan of incentivizing chapters to encourage affiliate members to be a part of regular AFS membership; the cash incentive payment would be based on the percentage of full AFS members; a result of this program could be the added benefit of having AFS members become involved as chapter members as well
 - i. Ferry motioned for the vote to go to the Governing Board; 2nd by Coughlan
 - ii. Discussion: There was much discussion and questions about what constitutes a chapter member from an AFS member and how the incentive program would work (what are the metrics for success?). It was generally agreed that a timeframe for the program should be in place to determine its effectiveness and to evaluate whether it would be worth continuing or not.
Margraf moved to add a 3-year sunset clause amendment; 2nd by Porath. There was no opposition to this motion.
Final vote resulted in approval (with 2 No votes).

12. Other Business - none

13. Next Management Committee call – Management Committee calls will be at 1:00 p.m. ET on the 3rd Friday of each month. President Margraf will be on travel to the Australia Society meeting in September and McMullin could lead the call if sufficient agenda items are identified to warrant the call.

14. Meeting ended at 4:55 p.m.

Attachment A

American Fisheries Society 2017 Annual Budget Report

August 15, 2016

The Society's 2017 Annual Budget shows Revenues of \$4,035,000 Expenses of \$4,359,000 resulting in a Net Change from Operations of (\$325,000). The 2017 budgeted Net Change is on par with the 2016 Budget and 2015 Actual which both showing similar net operating shortfalls.

<u>Category</u>	<u>2017 Budget</u>	<u>2016 Budget</u>	<u>2015 Actual</u>
Revenue	\$4,035,000	\$3,519,000	\$3,464,000
Expense	\$4,360,000	\$3,763,000	\$3,798,000
Net Change			
From Operations	(\$325,000)	(\$244,000)	(\$334,000)
Restricted contributions	\$118,000	\$117,000	\$166,000
Total Net Change	(\$207,000)	(\$127,000)	(\$168,000)

The 2017 Budget is not significantly different in scope from 2016 and it contains many of the same programs carried over into the new fiscal year. As with any budget, some aspects are sounder in basis than others. For example, projecting annual meeting revenue and expenses is built on many years of meeting data with many contracts already in place. In Publications, the Books program delivers stable revenues while Journal revenues are based on a contractual revenue-sharing agreement.

Other aspects are less defined in terms of the potential financial impact. For example, how rapidly and to what degree will the Development function generate net new fundraising? Will new education programming engage members and yield non-dues revenue? How successful will fundraising be for Special Publication 30: Monetary Values? What impact will the Chapter Rebate program have on membership? The impact of these questions and similar ones may greatly affect the Budget as it is presented here and of course, staff and Society officers will monitor it closely and report changes as they are identified.

Another critical question and long-term challenge for consideration by the Management Committee and Governing Board is: *How will the Society grow revenues and allocate resources over the next few years to support its activities and initiatives and rebalance its budget?* The Society's financial position has fallen over the past few years as it has invested in new staff and infrastructure improvements (Director of Development, PCG communications study, database enhancements, etc). There likely isn't going to be one new program on the horizon generating significant revenues. Instead, the Society will probably need to assess program results for all major activities and optimize profit wherever possible (being more aggressive with sales activities, pricing its products more competitively, etc).

Regarding technology and equipment, the Society is budgeting for the new Board reporting tool (\$50,000), a new education / learning management system (\$25,000) and miscellaneous enhancements to other technologies (\$16,000) for replacement computers, minor iMIS enhancements, etc.

The 2017 Budget continues the format presenting the budget on a functional / program basis. In 2016, staff consolidated the accounting codes reducing it from over 1,000 accounts to a manageable set and

adding new program codes for better tracking of financial results. This approach will give the Society stronger programmatic control over its activities and provide clearer information about trends and performance.

This Report is organized as follows:

Page 2 Budget Report on a Functional Basis

Page 3 Revenue Budget on a Program Basis

Page 4 Notes to Revenue Budget

Page 6 Expense Budget on a Program Basis

Page 7 Notes to Expense Budget

Page 9 Annual Meeting Tampa Budget

Finally, a Budget (powerpoint) presentation will be given at the Management Committee and Governing Board meetings and covering approaches for improving the Society's financial position.

AFS 2017 Annual Budget Functional Basis

Functional Department	Budget 2017	May 2016 YTD - Actual		2016	2015
		2016	2015	Budget	Actual
Revenue					
Administration	\$ 329,000	\$167,352	\$151,393	\$348,000	\$(85,556)
Communications	-	-	-	-	-
Education	48,000	2,575	2,775	26,000	19,255
Governance	-	-	-	-	-
Grants & Contracts	559,000	-	-	588,000	208,255
Meetings	1,331,000	123,298	304,785	794,000	1,549,496
Membership	532,000	450,639	458,693	609,000	542,322
Policy	22,100	-	-	-	-
Publications	1,214,000	875,468	915,832	1,153,500	1,230,351
Totals	4,035,100	1,619,332	1,833,478	3,518,500	3,464,123
Expense					
Administration	2,470,900	930,587	939,182	2,384,500	2,371,024
Communications	45,200	4,458	8,222	48,000	19,053
Education	47,000	149	272	35,000	4,545
Governance	37,700	16,655	19,526	51,000	32,078
Grants & Contracts	343,500	446	1,749	283,000	101,000
Meetings	1,153,000	90,488	9,435	670,000	1,000,358
Membership	85,100	143,514	70,105	130,000	103,375
Policy	26,800	-	-	31,000	-
Publications	150,600	56,344	35,426	130,000	166,294
Totals	4,359,800	1,242,641	1,083,917	3,762,500	3,797,727
Net Change from Operations	(324,700)	376,691	749,561	(244,000)	(333,604)
Restricted contributions	122,000	(6,634)	151,191	117,000	165,659
Rotenone (net)	(4,000)	-	-	-	-
Total Non-Operating	118,000	(6,634)	151,191	117,000	165,659
Total Net Change	(206,700)	370,057	900,752	(127,000)	(167,945)

AFS 2017 Annual Budget

Program Basis

	Program #	Budget 2017	May 2016 YTD - Actual		2016 Budget	2015 Annual
			2016	2015	Budget	Actual
Revenue						
Administration	110	329,000	\$167,352	\$151,393	\$348,000	(\$85,556)
Staff Costs	120					
Technology	130					
Communication	210					
Web	220					
Development	230					
Continuing Education	310	16,000			12,000	13,360
Rotenone	320	22,000				
Certification	330	5,000	2,575	2,775	8,000	5,895
Other Education	340	5,000			6,000	
Board	410					
Committees	420					
Hutton	510	129,000			129,000	95,400
MSU/Inland Fisheries	520	-			10,000	
Climate Science Center / Cornell	530	131,000			105,000	112,855
Other Grants & Contracts	540	299,000			344,000	
Annual Meeting	610	1,331,000	123,298	304,785	794,000	1,549,496
Other Meetings	620					
WCFS	630					
Membership	710	485,000	429,514	442,520	557,000	497,745
Awards	720	4,000	2,946	2,338	6,000	3,678
Mem Other	730	13,000	3,579	2,885	16,000	9,049
Jobs	740	30,000	14,600	10,950	30,000	31,850
Policy	810	22,100				
Books	910	130,000	78,353	45,508	119,500	109,916
Journals	920	1,081,000	774,765	869,105	1,034,000	1,117,347
Fisheries	930	-	60			372
Newsletter	940	-				
Other Publications	950	3,000	22,290	1,219		2,716
Total Revenue		4,035,100	1,619,332	1,833,478	3,518,500	3,464,123

Notes to the Program Revenue Budget

(Favorable ↑; Unfavorable ↓)

Function	Code #	Status	Description	Assumptions / Explanations
Administration	110	↓	Primarily investment income	Larger portion of the investment account is comprised of restricted funds
Continuing Education	310	↑	CE course registration fees	Anticipating incremental growth in CE program participation
Rotenone	320	↑	Registration fees	New, Recording program income for better tracking purposes. Rotenone is a restricted program and not part of AFS Operations.
Certification	330	n/c	Certification fees	No change
Other education	340	n/c	Potential sponsorship for online education (webinars)	No change
Hutton	510	n/c	Program funding	Same level of anticipated support
CSC / Cornell	530	↑	Program funding	Interim funding for completing phase 2 site visits.
Other Grants and Contracts	540	↓	General fundraising TBD and SP30 Publication	Assuming \$100k in development (same as in 2016) and recognizing \$199k in SP30 funding, slightly less than last year with the deferral of more publication sales into future years.
Annual Meeting	610	↑	Tampa Meeting- registration, fundraising and exhibit sales	Proposed increasing ME fee from \$430 to \$475; budget built on 2,000+ attendees vs. 1,000 expected in KC.
Membership	710	↓	Individual and corporate dues	Budgeting a 5% increase from current-August 2016 levels; 2016 budget was unrealistic given the KC meeting will not be a big membership generator
Awards	720	n/c	Award sales	Essentially no change
Membership Other	730	n/c	Miscellaneous sales and donations	Essentially no change
Jobs	740	n/c	Job board income	Income from the job board has fallen over the past few years and leveled off around \$30k as more official members take advantage of packages.
Policy	810	↑	Coop Support	Funding now reported against related program expenses
Books	910	n/c	Publications sales	Sales have leveled off at \$160k down from nearly \$200k several years ago. Income shown net of \$30k of cost of sales; 2015 includes other sales costs.
Journals	920	n/c	Journal subscriptions, editorial support, electronic services, \$1M prorated advance makes up this line item.	Essentially no change. Staff are working with T&F staff to improve services and marketing approaches. 2015 total is slightly overstated with 2014 income reported in 2015.
Other Publications	950	n/c	Miscellaneous sales	Essentially no change.

**AFS 2017 Annual Budget
Program Basis -
EXPENSES**

	Program #	Budget 2017	May 2016 YTD - Actual		2016 Budget	2015 Annual Actual
			2016	2015		
<u>Expenses</u>						
Administration	110	292,900	160,203	226,904	343,000	573,982
Staff Costs	120	2,144,000	770,109	688,469	2,036,500	1,766,050
Technology	130	34,000	275	23,809	5,000	30,992
Communication	210	15,000	2,834	6,602	28,000	10,104
Web	220	18,200	1,620	1,620	8,000	8,949
Development	230	12,000	4		12,000	
Continuing Education	310	14,000			10,000	4,217
Rotenone	320	18,000				
Certification	330	1,000	149	272	1,000	328
Other Education	340	14,000			24,000	
Board	410	35,700	16,655	19,526	51,000	32,078
Committees	420	2,000	-	-	-	-
Hutton	510	79,000	446	1,749	75,000	101,000
MSU/Inland Fisheries	520	-				
Cornell	530	83,500			40,000	
Other Grants & Contracts	540	181,000			168,000	
Annual Meeting	610	1,153,000	90,488	9,435	670,000	1,000,358
Other Meetings	620					
WCFS	630					
Membership	710	79,000	110,768	67,687	116,000	80,245
Awards	720	5,000	32,730	2,092	13,000	22,317
Mem Other	730	1,100	16	326	1,000	813
Jobs	740					
POlICY	810	26,800			31,000	
Books	910	31,500	10,724	17,221	32,000	42,748
Journals	920	112,000	43,198	15,855	95,000	116,732
Fisheries	930	7,100	2,422	2,350	3,000	6,814
Newsletter	940	0				
Other Publications	950	0				
Total Expenses		4,359,800	1,242,643	1,083,917	3,762,500	3,797,726
Net Change from Operations		(324,700)	376,689	749,561	(244,000)	(333,603)

Non-Operating (shown on a net basis)

Restricted contributions	550	122,000	(6,634)	151,191	117,000	165,659
Rotenone (net)	320	(4,000)				
Total Non-Operating		118,000	(6,634)	151,191	117,000	165,659
TOTAL NET CHANGE		(\$206,700)	\$370,055	\$900,752	(\$127,000)	(\$167,945)

Notes to the Program Expense Budget**(Favorable ↓; Unfavorable ↑)**

Function	Code #	Status	Description	Assumptions / Explanations
Administration	110	↓	Office admin, accounting, general staff travel, depreciation,	No PCG expenses, Technology and Web moved to separate program centers.
Staff Costs	120	↑	Staff, benefit and training costs	All staff positions filled, 4% salary increase, 10% increase medical-dental premium, higher eligibility for retirement plan
Technology	130	n/c	IT helpdesk and consulting support, computer supplies and software	Essentially no change as costs previously recorded in #110 have been segregated.
Communications	210	↓	General communications and marketing services	Expecting more activities to be designed electronically. The 2016 budget was built using more printed services and in anticipation of hiring a new Communications Director.
Web Site	220	↑	Web hosting and technical support.	These costs have been segregated from the Administration budget and include fees for external technical support, new for 2017.
Development	230	n/c	Travel and marketing costs	This budget was created in anticipation of hiring new Development Director and will evolve as the function moves forward.
Continuing Education	310	n/c	Expenses for delivering CE at the annual meeting	Essentially no change.
Rotenone	320	↑	Program and presenter expenses	New, Recording program expense for tracking purposes. Rotenone is a restricted program and not part of AFS Operations.
Certification	320	n/c	Administration expenses	Essentially no change.
Other Education	330	↓	Marketing and learning system costs	Costs for supporting a new Learning Management System (LMS). Prior year included depreciation expense.
Board	410	↓	Travel and meeting expenses	Prior year was over budgeted in travel for Officer retreat
Committees	420	↑	Conference calls, etc	Segregating expenses for committees
Hutton	510	n/c	Scholarships and admin costs	Budgeting for same number of awards as last year; will be scaled as funding and applications vary
MSU / Inland Fisheries	520	n/c	Inland Fisheries conference, Rome, Italy 2015	This program was completed and the proceedings published in 2016

Cornell / Climate Science Centers	530	↑	Contract with Cornell	Project is tracking slightly behind original schedule and now includes external consulting support of \$33K reducing the OH covered
Other Grants & Contracts	540	↑	Expenses for SP30	Expensing all project costs in 2017, same year the book is published, which differs from 2016.
Annual Meeting	610	↑	Tampa Meeting- Food, AV and other meeting expenses	Based on 2,000+ attendees
Membership	710	↓	Database support, bank fees, Unit rebates, marketing	Budget reduced reflecting lower support and promotional costs
Awards	720	↓	Cost of awards	Similar to 2016 and fewer fellow awards than in 2015.
Member Other	730	n/c	Mail list and other minor products	Administrative expenses to support various product sales
Policy	810	↓	Support for the Policy Director and Analyst	New program code separating travel and Capitol Hill briefing costs
Books	910	↓	Cost of sales and related publishing costs	Books Intl costs, bank fees, printing and postage
Journals	920	↓	Journal editorial and production expenses	Editorial support and revenue sharing with T&F
Fisheries Magazine	930	n/c	Costs to produce the magazine	Stipends and production expenses

American Fisheries Society
ANNUAL MEETING BUDGET SUMMARY -
TAMPA 2017
8/15/2016
TOTALS

Description	Budget at These Attendance Levels			% of Revenue
	1,500	2,000	2,500	
Registration	\$690,000	\$920,000	\$1,151,000	69%
Fundraising	\$148,000	\$151,000	\$153,000	11%
Credits	\$140,000	\$140,000	\$140,000	11%
Tradeshow	\$95,000	\$95,000	\$95,000	7%
Other Fees	\$17,000	\$25,000	\$32,000	2%
Total Revenue	\$1,090,000	\$1,331,000	\$1,571,000	100%
Networking	\$560,000	\$693,000	\$851,000	52%
Communications	\$147,000	\$169,000	\$190,000	13%
Arrangements	\$121,000	\$134,000	\$148,000	10%
AFS / LAC Travel and Expenses	\$43,000	\$43,000	\$43,000	3%
Program Expenses	\$16,000	\$16,000	\$16,000	1%
Contingency (2.0%)	\$18,000	\$21,000	\$25,000	2%
Total Expense	\$905,000	\$1,076,000	\$1,273,000	81%
Meeting Net Profit	\$185,000	\$255,000	\$298,000	19%
Profit Sharing - 30%	\$56,000	\$77,000	\$89,000	
AFS Profit Share	\$129,000	\$178,000	\$209,000	

Attachment B

Section 1 – Name and Objectives– The name of this organization shall be the Southern New England Chapter of the American Fisheries Society, hereinafter referred to as the Chapter and Society, respectively. The objectives of the Chapter shall be those of the American Fisheries Society as set forth in Article 1 of the Constitution of the American Fisheries Society and to encourage the exchange of information by members of the Society residing or working within Massachusetts, Connecticut, or Rhode Island.

Section 2 – Membership– The membership of the Chapter shall be composed of those Society members in good standing residing or working in Massachusetts, Connecticut, or Rhode Island. Any American Fisheries Society member in good standing, who wishes to become a member of the Chapter, may do so by paying dues according to Section 10. Members of the University of Connecticut Student Subunit and members of the University of Massachusetts Amherst Student Subunit shall be recognized as Chapter members.

Section 3 – Officers-The officers of the Chapter shall consist of a President, President-Elect, and a Secretary-Treasurer. Officers shall serve for a period of one year in each office. Terms of newly elected officers shall change at the Chapter’s annual business meeting. The Secretary-Treasurer shall be elected at the Chapter’s annual business meeting, as defined in Section 8, and, in turn, shall ascend to the office of President-Elect, and President without election by the membership. If the Secretary-Treasurer cannot assume the responsibilities of President-Elect, the membership will elect a new President-Elect and Secretary-Treasurer at its next business meeting. If the President-Elect cannot assume the responsibilities of President, the Secretary-Treasurer will assume that office, and the membership will elect a new President-Elect and Secretary-Treasurer at its next business meeting. If a position is vacated during a term of office, the Executive Committee, as defined in Section 5, may appoint a qualified replacement to serve out the term. In the event of a cancellation of an annual meeting, the officers and the members of any committees shall continue to serve until the next scheduled meeting.

Section 4 – Duties of Officers -The President of the Chapter shall preside at all meetings, shall serve as Chairperson of the Executive Committee, shall represent the Chapter to the Northeastern Division and the Society, shall fulfill committee assignments as established by the Executive Committee, as defined in Section 5, make such appointments and perform other duties and functions as are authorized and necessary, and shall advance to the office of Past-President at the end of the term.

The President-Elect shall be the Chapter’s representative to the Division’s Membership Committee, shall prepare the program and moderate the presentations at Chapter meetings, shall fulfill committee assignments as established by the Executive Committee, as defined in Section 5, assume the duties of the President in the event of his/her inability to act, and shall advance to the office of President at the end of the term.

The Secretary-Treasurer shall keep the official records of the Chapter and collect and be custodian of dues and registrations fees collected under Section 10 of these By-Laws and any funds which may be allotted to the Chapter. The Secretary-Treasurer shall fulfill committee assignments as established by the Executive Committee, as defined in Section 5, shall disburse funds as may be authorized and necessary, and shall submit a record of receipts and

disbursements at the annual Chapter meeting. He/she shall perform such duties as may be requested by the Secretary-Treasurer of the Society and of the Northeastern Division, and shall advance to the office of President-Elect at the end of the term.

Section 5 – Executive Committee-The Executive Committee of the Chapter shall consist of the officers and the immediate Past President. The Committee is authorized to act for the Chapter as constrained by Sections 9 and 11 and to perform appropriate duties and functions.

Section 6 –Chapter Committees-Committees may be created as necessary to conduct Chapter activities. These include Education, Professionalism, Program Development, and Communications. The committee members and Chairpersons shall be appointed by the President. The terms of office for members of Chapter Committees shall end upon the discharge of the duties for which they were appointed, or at the next annual meeting of the Chapter, whichever comes first.

Section 7 – Board of Directors– Committee chairpersons will serve on the Board of Directors to advise the Executive Committee in conducting Chapter business between annual business meetings. In addition, one or more member(s)-at-large will be appointed by the President to serve a one-year term on the Board.

Section 8 – Meetings– The Chapter shall hold at least one business meeting annually at a time and place designated by the Executive Committee. The program and presentation shall be the responsibility of the President-Elect.

Section 9 – Voting and Quorum-Unless otherwise specified in these Bylaws or the Constitution of the Society, decisions of the Chapter shall be in accordance with the latest edition of Robert’s Rules of Order. Business and voting may be conducted via mail or electronic media approved by the Executive Committee. A quorum at any meeting for the transaction of official business shall be twenty Chapter members.

Section 10 – Dues and Fees- The Executive Committee shall establish annual dues subject to approval of the members voting at the annual meeting. The Executive Committee will assess each registrant attending meetings of the Chapter a registration fee necessary to cover the costs of the meeting and Chapter activities. The registration fee will be higher for registrants who are not members of the Society and lower for students and retirees.

Section 11 – Amendments of the By-Laws -The Bylaws are the defining document for the Chapter and take precedence over all other rules and procedures of the Chapter. The Bylaws cannot be suspended and cannot be changed without prior notice to members. The Bylaws may be amended by a 2/3 majority of Active Members choosing to vote, provided that the proposed amendment(s) are circulated in writing to the membership at least 30 days prior to voting. In accordance with the Society Constitution, an adopted amendment shall be reviewed by the Society’s Constitutional Consultant for conformity with the Constitution, Rules and Procedures of the Society. The Constitutional Consultant presents the adopted amendment to the Society Management Committee for approval. Amendments take effect when the Unit receives written notice of their approval by the Management Committee from the Executive Director.

Accepted: December 17, 1968 Auburn, Massachusetts
Amended: June 27, 1985 Avery Point, Connecticut

Amended: June 8, 1994
Amended: June 14, 2006

Narragansett, Rhode Island
Fall River, Massachusetts

Attachment C

Bylaws of the Auburn University Subunit of the Alabama Chapter of the American Fisheries Society

Article I. Name and Objectives

1. The name of this organization shall be the Auburn University Student Subunit of the Alabama Chapter of the American Fisheries Society, hereinafter referred to as the Subunit, Chapter, and Society, respectively.
2. The objectives of the Subunit shall be those of the Society as set forth in Article I of the Constitution. Additional objectives include the encouragement of exchanging technical and regional fisheries information among student members of the Auburn University Student Subunit; help facilitate opportunities for academic and professional development and networking; and to provide field and lab experiences for current members as a way to prepare for academic advancement and/or a professional career in fisheries.
3. All activities of this Subunit shall conform to the Society's Constitution, Rules, and Procedures.

Article II. Membership

1. The membership of the Subunit shall be open to all currently enrolled Auburn University students.
2. Only active members of the Society may vote, hold office, or chair a committee.

Article III. Officers

1. The officers of the Subunit shall consist of a President, Vice President, and Secretary – Treasurer.
2. All officers must be members in good standing of the Society.
3. Officers shall be nominated no later than April 30th and voted on by current active Subunit members. Officers shall be elected by a majority of ballots cast.
4. Terms of newly-elected officers shall change at the end of the academic year after final exams.
5. The Subunit Officers shall serve for a period of one year in each office, and shall be ineligible for re-election for a period of one year after the expiration of their term.
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 Subunit shall receive any salary of other compensation. Expenses associated with Subunit-related activities may be defrayed from funds available to the Subunit when authorized by the Executive Committee.

Article IV. Duties of Officers

1. The President shall:
 - a. Preside at all meetings;
 - b. Serve as Chair of the Executive Committee;
 - c. Appoint all committees;
 - d. Coordinate the activities of the Subunit's standing and special committees, and serve as liaison between such committees and the Executive Committee;
 - e. Represent the Subunit to the Alabama Chapter;
 - f. Conduct official correspondence for the Subunit and present reports of Subunit activities at the annual meeting; and
 - g. Make such appointments and perform other duties and functions as are authorized and necessary.

2. The Vice President shall:
 - a. Serve on the Executive Committee;
 - b. Serve as the chair of the Nominating Committee;
 - c. Serve as the chair of the Program Committee; and
 - d. Shall assume the duties of the President in the event of his/her absence or inability to complete their duties or term of office.

3. The Secretary shall:
 - a. Serve on the Executive Committee;
 - b. Submit minutes taken at each meeting to all current members;
 - c. Submit minutes of the annual Subunit meeting to the President of the Alabama Chapter within 30 days after the annual Subunit meeting; and
 - d. Conduct the election.

4. The Treasurer shall:
 - a. Serve on the Executive Committee;
 - b. Disburse funds only as authorized by the Executive Committee;
 - c. Submit the year-end report for the previous fiscal year and a comparison of approved versus actual income and expenditures for the current fiscal year;
 - d. Submit a record of receipts and disbursements at the Annual Chapter meeting, establish necessary banking arrangements and prepare and file necessary tax returns and other official documents necessary to keep the Subunit in good legal and financial standing, and maintain financial records for review by Society officers and staff as needed or required; and
 - e. Keep the official records of the Subunit, collect and be custodian of any fees or funds allotted to the Subunit by the Society.

Article V. Executive Committee

1. The Executive Committee of the Subunit shall consist of elected officers and a faculty advisor.
2. The Executive Committee is authorized to act on behalf of the Subunit between meetings.
3. A majority of voting Executive Committee members constitutes a quorum. A quorum is required for transactions of official business at an Executive Committee meeting. Executive Committee members can appoint proxies.
4. Each member of the Executive Committee shall have one vote on Executive Committee decisions. In the event of a tie, the advisor may cast the deciding vote.
5. Executive Committee meetings are called by the President and are typically held twice per year.

Article VI. Meetings and Voting

1. The Subunit Executive Committee shall hold at least one meeting annually at a time and place designated by the Executive Committee. Special meetings may be called by the President with approval of the Executive Committee.
2. Subunit meetings will be held once per month during the academic year, and all current members will be notified one month in advance.
3. Business and voting may be conducted via mail or electronic media (i.e. polls) if approved by the Executive Committee.
4. Unless otherwise specified in these Bylaws or the Constitution of the Society, meetings are conducted according to the latest edition of Robert's Rules of Order.
5. Decisions at meetings are by simple majority of Active Members voting, except 2/3 majorities are required in special cases such as amending the Bylaws and suspending a Rule. Other less frequently used voting requirements are described in Robert's Rules of Order.

Article VII. Subunit Committees

1. Committees and Chairs of committees, except as listed in Articles IV and V of these Bylaws, shall be appointed and charged by the President. Except for Standing Committees, these Subunit committees 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.
2. Standing Committees help the President and the Executive Committee conduct the Subunit's affairs, and the chairs should report their committees' activities, findings, and recommendations at Subunit and Executive Committee meetings.

Article VIII. Dues and Fees

1. The Executive Committee shall establish annual dues subject to approval of the members voting at the April meeting.
2. The Executive Committee may assess registration fees for meetings.

Article IX. Bylaws

1. The Bylaws are the defining document for the Subunit and take precedence over all other rules and procedures of the Subunit. The Bylaws cannot be suspended and cannot be changed without adhering to the following Rules:
 - A. The Bylaws may be amended by a 2/3 majority of Active Members choosing to vote, provided that the proposed amendment(s) are circulated in writing to the membership at least 30 days prior to voting.
 - B. In accordance with the Society Constitution, a proposed amendment shall be reviewed by the Society's Constitutional Consultant for conformity with the Constitution, Rules, and Procedures of the Society prior to Subunit vote. The Constitutional Consultant presents the adopted amendment to the Society's Management Committee for approval.
 - C. Amendments take effect when the Subunit receives written notice of their approval by the Society's Management Committee from the Society's Executive Director