

American Fisheries Society Management Committee Meeting Call

21 December 2015

Meeting Minutes

Participants

MC Members: Donna Parrish, Ron Essig, Joe Margraf, Jesse Trushenski, Kristen Ferry, Dave Coughlan, Ken Kurzawski, Mark Porath, Cleve Steward, Marybeth Brey, and Doug Austen (non-voting)

Constitutional Consultant: John Boreman

AFS Staff: Shawn Johnston, Denise Spencer, Dan Cassidy, Aaron Lerner, Taylor Pool, Tom Bigford

Guests: Jim Bowker; Emerging Leader Jeff Jolley

1. **Quorum confirmed (by Boreman) and meeting called to order at 1:05 p.m. by Essig**
2. **Approved Agenda**
3. **Approved Minutes from November 16, 2015 meeting**
4. **Proposed Motions from Constitutional Consultant (Boreman)**

- A. Proposed Motion: Remove the following motion from the table: Approve proposed amendments to the bylaws of the Canadian Aquatic Resources Section (CARS).
Motion by Margraf, 2nd by Parrish; Passed by unanimous consent

Background: CARS recently had to amend the section bylaws to conform to new requirements imposed by the Canadian government (Attachment 1). The AFS Constitutional Consultant determined that the proposed amendments are consistent with the AFS Constitution and Rules.

This motion was tabled during the October 2015 Management Committee meeting because the amendments were still in the process of being voted upon by section members. That vote is now completed, with 65 in favor of the proposed amendments and one opposed.

Proposed Motion: Approve proposed amendments to the bylaws of the Canadian Aquatic Resources Section (CARS).
Motion by Kurzawski, 2nd by Margraf; Passed by unanimous consent

- B. Proposed Motion: Approve amendments to procedures for the Ethics and Professional Conduct Committee.

Background: The committee members have decided that, in some cases, the defendant should know if a complaint has been filed against him/her. The standard position would be to inform the accused that a complaint has been filed, what the nature of the complaint is, and who filed the complaint. The attached proposed wording (Attachment 2) would clarify that this would be the standard operating procedure for the committee, unless the complainant is expected to be harmed by doing so.

Discussion: minor discussion focused on the possibility that a complainant may be dissuaded from submitting a complaint for fear of reprisal or other negative impacts. Response was that the complainant could request anonymity.

Motion by Margraf, 2nd by Coughlan; motion passed with one no vote.

- C. Proposed Motion: Approve changes to the Procedures Manual for the following sections: Society Officers, Executive Director Succession Plan, Performance Evaluation of the Executive Director, and Executive Director Salary Determination.

Background: Proposed revisions in these sections (Attachment 3) include:

- Changing the duties of the officers to no longer require that they chair Society committees (although they will still serve on the committees and may be chair if they desire to do so);
- Adding an officer travel policy;
- Updating the example MOU between a federal agency and AFS for federal employee involvement in AFS governance, along with adding examples of associated memoranda;
- Updating the Executive Director Succession Plan to reflect current conditions;
- Changing the involvement of the ED in the search strategy for a new ED to an advisory role only;
- Removing the 5% cap on the annual salary increase for the ED, since it is contained in the contract; as well as
- Incorporating edits for format, consistency, clarity, and grammar.

This is the first part of what will be eventually several parts offered for the Management Committee to approve that contain changes to the PM based on motions approved by the committee since the Annual Meeting in Little Rock (2013) along with edits for format, consistency, clarity, and grammar. The ultimate intent is to have completed revisions to the PM approved by the Management Committee in time for the Annual Meeting in Kansas City (2015).

Motion by Brey, 2nd by Trushenski; -passed by unanimous consent

5. China Society of Fisheries Amendment

Essig reviewed the existing Memorandum of Agreement and the draft amendment (Attachment 4) that describes the expanded relationship with the Chinese Society of Fisheries for the Mississippi-Yangtze Rivers symposium. Notably, the amendment includes all large river systems as part of the symposium topics

Motion to approve the amendment made by Parrish, 2nd by Ferry; passed by unanimous consent.

6. The Future of the Nation's Fisheries

Austen presented a draft document that proposes that AFS engage as a convener and facilitator in the development of a set of fisheries policy recommendations for the next presidential administration. For more information contact Austen or Policy Director Bigford. The Management Committee provided an endorsement for AFS staff to pursue development of the policy document.

7. **President's Report** – President Essig noted the time constraints of the call and asked that we continue with the agenda.

8. Executive Director Report

- A. Austen noted that AFS has two new staff and introduced Taylor Pool as the new policy analyst working with Tom Bigford. On January 19, 2016, Jessica Mosely will join AFS at the new Director of Student and Professional Development. Staff is down to a finalist for the Director of Communications.
- B. As brought to the attention of AFS by Christine Moffit, Austen described the possible involvement of AFS in the Fishackathon <http://www.fishackathon.co/>. A conference call among AFS staff and U.S. State Department staff will be convened in early 2016. Information on the call will be shared with the AFS Governing Board.
- C. A workshop (Attachment #5) will be convened at the 2016 North American Wildlife and Natural Resources Conference (Pittsburgh) on the topic of addressing the growing gap between science and management communities. A follow-up workshop is being proposed for the AFS Kansas City meeting and co-organizers are being sought.
- D. Finance report (Cassidy) – for detailed report contact Cassidy at dcassidy@fisheries.org
The Society's financial position has improved since last month yet still stands 4% below last year. Its investments continue to rebound from a significant market value decline earlier in the year. Annual Meeting registrations and sponsorships from federal agencies are being collected while other cash inflows generally pertain to dues renewals and sales of publications and subscription products.

Total income has eclipsed last year and stands at more than \$2.5M. The 2016 dues renewal process began for earnest in October and early responses are strong. Renewals total 1,278 as of November 30, about one-third higher through the same period last year. Additional income will continue to accrue from sales of books, subscriptions, job board postings and from investment income. Expenses are tracking higher than last year due to a number of factors including staff additions, the PCG study and higher credit card fees to name a few. Meeting profit sharing of about \$50,000 to the Chapter and \$100,000 to the Western Division is to be accrued by year end once the meeting is fully reconciled. Net income is strong to date this year despite the higher expenses.

- E. AFS 2020 Annual Meeting Planning
The 2020 meeting will be the 150th anniversary of AFS. Our first meeting of the **American Fish Culturists' Association** was held in New York City at the offices of the New York Poultry Society on December 20, 1870. Dues were \$3.00

Its objects shall be to promote the cause of fish culture; to gather and diffuse information bearing upon its practical success; the interchange of friendly feeling and intercourse among the members of the association; the uniting and encouraging of the individual interests of fish culturists.

For the 2020 meeting we clearly don't have the option of repeating an event at the New York Poultry Society's offices. Rather, AFS initiated a broad search for a meeting location with preference given to the North Central Division area since that would be the cyclical next stop. However, we searched nationally in order to compile the best suite of options.

- 21 RFP's went out the spreadsheet lists the top contenders.
- The locations in green had the best overall options and are still open to further negotiations.
- Salt Lake City has since dropped out for 2020 due to competing dates.
- Washington, D.C., Milwaukee, Chicago, Denver, and Boston far exceeded the normal budget and/or room rates are \$289.00+ a night for our time frame. Boston is also booked for our time frame.
- All include a \$15.00 per night hotel rebate coming back to AFS.

Next Steps:

- Staff will do site visits for the top contenders – Columbus, Cincinnati, Minneapolis, and Baltimore.
- Recommendation could be prepared for GB consideration at the mid-year meeting in Potomac, MD.

9. Other Business

- A. Question asked about AFS website launch date. Cassidy reported that January 12, 2016, is the official transition to the new web site
- B. Next meeting 1pm EST on Tuesday, January 19, 2016

10. Meeting adjourned at 2:30 p.m. EST

Attachment #1

Bylaws of the Canadian Aquatic Resources Section of the American Fisheries Society

Article I. Name and Objectives

1. The name of this organization shall be the Canadian Aquatic Resources Section of the American Fisheries Society, hereinafter referred to as the Section and Society, respectively.
2. The general objectives of the Section are those of the Society as set forth in the Society's Constitution. The specific objectives are to:
 - a) promote the conservation, development, and wise management of aquatic resources in Canada, within the context of sound ecological principles and sustainability;
 - b) gather and disseminate information pertaining to fisheries and aquatic science in Canada;
 - c) promote the educational and technical aspects of the fisheries profession in Canada;
 - d) determine, and respond to, the specific needs of fisheries and aquatic scientists and practitioners in Canada;
 - e) provide coordination for review of, and comment upon, government proposed legislation and policy; and.
 - f) facilitate Society policy development and review pertaining to Canadian aquatic resource issues.

Article II. Membership and Dues

1. Membership in the Section shall be open to all individual or institutional members of the Society in good standing who pay the annual Section dues (currently USD \$5).
2. Only active members of the Society may vote, hold office, or chair a committee.

Article III. Officers

1. The voting officers of the Section shall be the President, Vice-President, Immediate Past-President, Secretary-Treasurer, Communications Officer, Assistant Communications Officer, and Student Member. The Secretary-Treasurer position may be filled as a combined single position or as two separate positions. Chapter Representatives will be ex-officio members of the Executive Committee.
2. All officers shall serve for a term of two years, except the Student Member who will serve one year.
3. No officer shall hold the same office for consecutive complete terms except the Secretary-Treasurer, the Communications Officer, the Assistant Communications Officer, and Student Member who may hold office for multiple consecutive terms. Past officers may again hold the same office after the lapse of at least one complete term or may serve to complete a term of a position that was vacated between terms.
4. New officers will be installed at the annual meeting except for the Student Member who will be installed during the first Section meeting in September following the annual election.
5. Officers serve without salary or other compensation for their services. Expenses may be defrayed from funds available to the Section when authorized by the Executive Committee.

Article IV. Duties of Officers

- 1) The President shall:
 - a) chair the Executive Committee of the Section;
 - b) preside at the business meetings of the Section;
 - c) appoint all Committee members and serve as an ex-officio member thereof;
 - d) represent the Section as a member of the Society's Governing Board;
 - e) oversee the Section's fiduciary responsibility by communicating with the Secretary-Treasurer to ensure that the Section's funds are managed appropriately and that required Canada Revenue Agency (CRA) reporting is completed annually; and,
 - f) perform other duties and functions as authorized and necessary.
- 2) The Vice-President shall:

- a) perform the duties of President in the absence of the President;
 - b) assume the office of the President in the event that the office is vacated;
 - c) accede to the Presidency upon completion of the term of Vice-President; and,
 - d) perform other duties as may be required by the Executive Committee.
- 3) The Immediate Past-President shall:
- a) assist the other officers as needed;
 - b) chair the Nominating Committee; and,
 - c) perform other duties as may be required by the Executive Committee.
- 4) The Secretary-Treasurer shall:
- a) keep the official records of the Section;
 - b) maintain a current list of the Section membership;
 - c) assist the President in preparing the annual report to the Society;
 - d) collect and be custodian of Section funds;
 - e) disperse funds as authorized by the Executive Committee;
 - f) submit a record of receipts and disbursements at the annual meeting and to the Executive Director of the Society within 30 days after said meeting;
 - g) complete required CRA reporting on an annual basis; and,
 - h) perform other duties as may be required by the Executive Committee.
- 5) The Communications Officer shall:
- a) maintain the Section webpage, email list, and social media accounts;
 - b) Distribute semi-monthly newsletters containing relevant information to the Section membership;
 - c) work closely with the President to ensure that all major announcements pertaining to the Section are communicated to the membership and to the Society;
 - d) work with the Immediate Past-President to ensure that the slate of candidates, biographical profiles for each candidate, and ballots are distributed to Section members by June 30 in the election year;
 - e) solicit articles (e.g., webpage posts) from the membership on Canadian fisheries and aquatic resource issues for the Section website and in *Fisheries*; and,
 - f) perform other duties as may be required by the Executive Committee.
- 6) The Assistant Communications Officer shall:
- a) assist the Communications Officer in the management of the Section webpage, email list, and social media accounts; and,
 - b) perform other duties as may be required by the Executive Committee.
- 7) The Chapter-named Representatives shall:
- a) represent each of the Atlantic International Chapter, the Washington-BC International Chapter, the Mid-Canada Chapter and the Ontario Chapter;
 - b) solicit articles on Canadian fisheries and aquatic resource issues for publication in *The Literal Zone* or in *Fisheries*; and,
 - c) perform other duties as may be required by the Executive Committee.
- 8) The Student Member shall:
- a) maintain contact with the Student Sub-Unit of the Education Section;
 - b) coordinate the Canadian portion of the Campus Network;
 - c) be a member of the CARS Web Site Committee;
 - d) be a member of the Peter A. Larkin Memorial Award and Endowment Fund Committee;
 - e) keep the President and the ExCom informed of students' needs, interests, and activities; and,
 - f) perform other duties as may be required by the Executive Committee.

Article V. Executive Committee

1. The Section Executive Committee (ExCom) is composed of the officers of the Section and the Chapter-named representative of each of the following American Fisheries Society units: the Atlantic International Chapter, the Washington-BC International Chapter, the Mid-Canada Chapter, and the Ontario Chapter.
2. The Executive Committee shall have the authority to determine policies and conduct business consistent with the objectives of the Section.
3. Meetings of the Executive Committee may be held at the call of the President when a majority of the committee members can meet and conduct business.
4. Business and voting by the Executive Committee may be conducted by mail or electronic media.
5. A quorum is required for transaction of official business at an Executive Committee meeting. A quorum for an Executive Committee meeting shall consist of at least five ExCom members.
6. Each member of the Executive Committee shall have one vote on Executive Committee decisions. In the event of a tie, the President's vote shall be the deciding vote.

Article VI. Meetings

1. The Section shall hold at least one business meeting annually in conjunction with the Society annual meeting.
2. Special meetings may be called by the President with the consent of the Section Executive Committee.
3. Executive Committee meetings and the Section business meetings may be joined in person or by electronic media.

Article VII. Voting and Quorum

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

Article VIII. Removal from Office

1. Removal of an officer from office for just cause will require a two-thirds vote of Executive Committee members or a two-thirds vote of members at a meeting of the membership.

Article IX. Committees

1. Committees and Chairs of committees, except as listed in Articles III and IV of these Bylaws, shall be appointed and charged by the President.
2. Special Committees serve to accomplish a specific purpose and shall cease to function upon the discharge of the duties for which they were appointed or with the end of the term of the appointing officer.
3. Standing Committees help the President and the Executive Committee conduct the Section's affairs, and the chairs should report their committees' activities, findings, and recommendations at Section meetings and interim meetings of the Executive Committee.
4. The following standing committees composed of Section members in good standing shall be appointed by the President together with their chairpersons, who are expected to change periodically:
 - a) Nominating Committee:

The Nominating Committee nominates a slate of candidates for elected offices. The Committee is chaired by the Immediate Past-President and may enlist any or all members of the ExCom, or any other Section members, as members of this committee. A slate of candidates for elected offices should be in place by June 1 of the election year. An approved slate of candidates (complete with

ballot and personal profiles) shall be submitted to the Communications Officer by June 15 of said year. The Committee receives completed mail or electronic ballots from Section members, tallies the votes and announces the successful candidates to the ExCom.

- b) **Program Committee:**
The Program Committee plans, organizes, and conducts the Annual Meeting of the Section. The Committee is chaired by the Vice-President and includes at least two other members in good standing.
- c) **Membership Committee:**
The Membership Committee monitors attitudes of members toward the Section by means of surveys, correspondence, and other avenues of communication, and recommends programs to address members' professional needs and problems. The Committee takes appropriate measures to attract new members. This Committee is chaired by the Vice-President and includes the Immediate Past-President plus at least five other members in good standing.
- d) **Newsletter Committee:**
The Newsletter Committee monitors the function, content, and contribution of the newsletter. The Committee is chaired by the Communications Officer and includes the Assistant Communications Officer plus one other member in good standing.
- e) **Environmental Policy Committee:**
The Environmental Policy Committee brings environmental issues to the Executive Committee's attention, drafts position papers and policy statements for Section approval, and advises and assists the President in matters of environmental policies and issues. The Committee is chaired by a member appointed by the President and includes the Vice-President (non-voting) and at least five other members in good standing.
- f) **Peter A. Larkin Memorial Award and Endowment Fund Committee (hereafter the Larkin Committee):**
The Larkin Committee acquires applications and administers awards presented annually by the Section to deserving students to support travel and participation in the CARS/AFS Annual Meeting and is actively involved in fund-raising to build the Larkin Endowment Fund, which has been established by the Section to support this endeavour. The Chair is appointed by the President and includes at least four other members; the Student Member representative on ExCom, a recipient from a previous year, the President and Immediate Past-President.
- g) **CARS Web Site Committee:**
The CARS Web Site Committee guides the development, maintenance, and content of the CARS Internet Home Page. The Committee is chaired by the Assistant Communications Officer, the Webmaster, the Student Member representative on ExCom and at least one other member in good standing.

Article X. Amendment of Bylaws

1. The bylaws are the defining document for the Section and take precedence over all other rules and procedures of the Section.
 - a) The Section bylaws may be amended by a vote of 2/3 of the Section members voting on the amendment, provided that the proposed amendment(s) are circulated to the membership at least 30 days prior to voting.
 - b) In accordance with the Society's Constitution, an amendment shall be reviewed by the Society's Constitutional Consultant for conformity with the Constitution, Rules and Procedures of the Society prior to the Section's vote.
 - c) The Constitutional Consultant presents the adopted amendment to the Society Management Committee for approval.

- d) Amendments take effect when the Section receives written notice of their approval by the Management Committee from the Executive Director.

Article XI. Amendment of Procedures

1. Procedures are the lowest level of documentation of Section operations. They are generally established to provide continuity in the conduct of Section business. The procedures may be suspended or amended by a simple majority vote of the Executive Committee.

Attachment #2

Ethics and Professional Conduct Committee

Purpose:

Responsible for educating members about the Standards of Professional conduct. Authorized body to review any cases regarding ethics forwarded by the AFS President.

Composition:

The chair will be the longest serving member of the committee. A new member shall be appointed by the AFS President each year to serve a five year term, and shall be selected from a broad spectrum of members to include representation from private, public, and academic employment sectors. Ex-officio member is the First Vice-president.

Duties:

The Committee shall determine any procedures for evaluation of professional conduct, with special care to maintain a balanced and fair assessment. The Committee shall maintain confidentiality with respect to all cases and is authorized to review the facts and findings of all prior ethics cases, where such cases may provide precedent or guidance to the Committee in reaching a decision.

Operational Guidelines:

The committee will review documentation, and solicit more as appropriate, regarding allegations of ethics violations. The Committee ~~may, but is not required to,~~ will inform the accused about the nature of the complaint and the identity of the complainant, unless there is reason to believe that the complainant will be harmed by doing so. Communication with either the complainant or the accused may be necessary to secure required information.

After careful deliberation, the Committee will decide whether an ethics violation has occurred, and the Committee Chair will communicate the decision to the AFS President and the Executive Director. The AFS President will inform both the complainant and the accused regarding the outcome of the Committee decision, but is not required to reveal the name of the complainant to the accused.

Attachment #3

SOCIETY OFFICERS

Leadership of the American Fisheries Society is vested in its six officers. These include five (non-salaried) officers elected by society-wide voting and a sixth (salaried) officer, the Executive Director, chosen by the Governing Board. The five elected offices are Second Vice-President, First Vice-President, President-Elect, President, and Immediate Past President.

Officers generally serve the Society for five years, moving progressively through the hierarchy of officer positions. This structure assures a continuity of leadership and assures that each person understands the full operation of the Society before taking the most important office of AFS President.

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

If necessary a memorandum of understanding must be signed between the government agency of the AFS officer and AFS. An example of such an MOU is presented below.

General Responsibilities of All Officers

The specific descriptions of officers' duties, on the following pages and in the following chapters, emphasize the required operational duties. The most important responsibility, however, is to provide leadership to the Society and the profession. During the five years an elected officer serves, this person must be a trustworthy, objective, and effective representative of the profession. As a representative for the members, each Society officer must represent the worldwide concerns of fisheries professionals. They must use their knowledge and experience to direct the profession in ways that will have long-term beneficial influence for the resources and people important to our Society.

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

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

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

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

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

President

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

President-elect

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

First Vice-president

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

Second Vice-president

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

Immediate Past-president

1. Serves as a voting member of the Governing Board and Management Committee;
2. Conducts annual Executive Director evaluation and interviews of Society staff;
3. Serves on the following committees ~~in the manner stated:~~
 - (1) Past President's Advisory Council, ~~Chair~~;
 - (2) President's Fishery Conservation Award Committee, ~~Chair~~;
 - (3) William E. Ricker Resource Conservation Award Committee, ~~Chair~~;
 - (4) Retired Members Travel Award Committee, ~~Chair~~;
 - (5) Nominating Committee, Member.

Travel Policy Procedures for Society Officers

There is an expectation that Society Officers will participate in key events that are central to the function of the Society. It is also expected that Officers will use funding available to them from employers or other entities, if available, before requesting Society funds for covering travel expenses associated with the events. However, there are cases where an Officer cannot justify using funds other than those provided by the Society to cover travel costs. For example, one of the roles of the President is to represent the Society at a number of international meetings; these costs need to be covered by the Society and the host society.

Annual travel planning process: Each Officer will submit a proposed travel plan by November 30 for the next calendar year. The plan will specify event, location, dates, and estimated travel costs for which Society funds will be requested. Travel costs allowed will not exceed those under the federal system. The Executive Director will compile all requests and work with the Officers to accommodate the requests.

Other considerations in Society travel planning include:

1. Travel by the Society President associated with the annual meeting at which s/he will preside will be included in the annual meeting budget.
2. For the annual meetings, it is anticipated that most Officers can cover most or some of the expenses of attending the regular meeting. Exceptions will be Officers who do not have other funding (e.g., those retired or for whom their employer has denied support).
3. The Society will fund transportation, meal reimbursement, and other incidental expenses to the international and Division meetings for the President, but the host Division and international society will fund lodging and registration.
4. Officers will be provided a prepaid credit card to cover requested support, and the Society can purchase flights for those who cannot receive cash reimbursement. Officers are not allowed to exceed the amount approved by the Executive Director in their travel plans. Maximum meal coverage will be equivalent to the federal per diem rate.
5. Other meetings will be considered in light of the overall travel budget with preference given to those that either provide partial support or are determined by the Society President to add the greatest value to the advancement of the Society mission.

Expected travel: The following meetings/events are defined as part of the core expectation for participation by the Officers. Additional meetings are considered as per guidance above.

President: Annual meeting, mid-year meeting (if held), Bethesda fall meeting, ~~3~~ Division meetings, ~~4-5~~ international meetings (e.g., Australian Society for Fish Biology, China Society of Fisheries, Korean Society of Fisheries and Aquatic Science, Japanese Society of Fisheries Science, Fisheries Society of the British Isles, Brazilian Society of Ichthyology in odd-numbered years).

Immediate Past-president: Annual meeting, Bethesda fall meeting, mid-year meeting (if held), and face-to-face Society staff interviews. If possible, the Immediate Past-president will conduct the staff interviews during the fall meeting in Bethesda. S/he may represent the Society at meetings if the President is unable to do so.

President-elect, First Vice-president and Second Vice-president: Annual meeting, Bethesda fall meeting, mid-year meeting (if held). These Officers may represent the Society at meetings if the President is unable to do so.

Incoming Second Vice-president: Annual meeting at which s/he will assume office.

Sample MOU for Service as an American Fisheries Society Officer

[INSERT UPDATED MOU AND ASSOCIATED MEMORANDA RECEIVED FROM RON ESSIG, ATTACHED]~~MEMORANDUM~~

To: _____ Jeff Hardgrove, Region 1 Employee Relations Specialist

From: _____ Carl Burger, Director, Abernathy Technology Center

Subject: _____ MOU for Service as Officer, American Fisheries Society

Date: _____ December 11, 1998

Please find attached the ***Memorandum of Understanding between the U.S. Fish and Wildlife Service and the American Fisheries Society*** (AFS), customized for my service as an officer in the Society. This may well be *the MOU* you referred to in our telephone discussion today. I used the same instrument when I was President of the Society's Western Division in 1994, and have basically updated it to reflect my present (First Vice President) and future annual positions (President-Elect; AFS President; and Immediate Past President) at the AFS national level. I believe that Dan Raisovich (former Ethics Counselor in the Service's previous Research Division; Region 8) developed this MOU and process so that Service Fish and Wildlife Biologists could serve as officers in professional societies.

I am attaching two signed originals of the MOU should the Service and the Society each wish to retain one. In a past discussion with Paul Brouha (former Executive Director of AFS), he indicated he had spoken with the Service's Deputy Ethics Counselor and the consensus was that an exemption should be requested so that I may complete my service as an AFS elected officer. If an exemption is needed, I would certainly like to request that it be initiated.

I have discussed this matter with my present supervisor (Mr. Dan Diggs, Region 1 PARD Fisheries), who I am copying with this correspondence. Previously, I briefed Bill Shake (GARD) and Chuck Dunn (former supervisor). All have expressed support for my ongoing AFS service because of the varied benefits and opportunities it provides to each party.

Please advise should further details be required, or if any changes are needed to the MOU.

Thanks for your assistance,

Carl V. Burger

Abernathy Salmon Culture Technology Center

1440 Abernathy Road

Longview, WA 98632

(360) 425-6072

(360) 636-1855 FAX

cc: Dan Diggs, PARD Fisheries

**Memorandum of Understanding
between the
Fish and Wildlife Service,
U.S. Department of the Interior
and the
American Fisheries Society**

I. Purpose

The purpose of the Memorandum of Understanding (MOU) is to establish guidelines and organizational arrangements that will provide a cooperative working relationship between the U.S. Fish and Wildlife Service (Service) and the American Fisheries Society (Society) with respect to employees of the Service serving as officers of the Society. This MOU will serve to define the conditions, procedures, limits, and benefits of such professional service to the Service and the Society by Service employees.

II. Background and Authorities

The Service, U.S. Department of the Interior, is charged with the responsibility for carrying out programs relating to fish and wildlife throughout the nation in accordance with the Fish and Wildlife Act of 1956 (16 U.S.C. 661-667(e)), as amended; and other authorities.

The Society is incorporated as a professional, not-for-profit organization to promote the conservation, development, and wise use of fishery resources; promote and evaluate the development and advancement of all branches of fishery science and practice; gather and disseminate to the Society and the general public scientific, technical, and other information about fishery science and practice through publications, meetings, and other forms of communications; and encourage the teaching of fishery science and practice in colleges and universities and continuing professional development of fishery workers.

The Service and Society recognize the compatibility of their purposes and responsibilities and the need to cooperate on matters of mutual interest. Professional service of Service employees in Society leadership positions will be beneficial to both natural resource agencies/organizations and, more importantly, to the people and fishery resources of the United States.

A. Benefits to the Service

In this position, Carl V. Burger will interact with a diversity of fishery resource managers including directors of State and Federal fishery agencies and fishery constituency groups. He will also be required to achieve a high level of performance from colleagues who volunteer to assist the Fish and Wildlife Service and the Society. These experiences and training provided by the Society at Annual and Mid-Year Governing Board meetings will increase Carl V. Burger's leadership skills. These skills will benefit the Service in Carl's performance of tasks in his present and future positions with the Service.

In this position, Carl V. Burger will be aware of contemporary fishery management issues, programs, and trends nationwide. This awareness will be passed to the Service and allow the Service to appropriately set and manage programs to remain a leader in fishery resource management. Carl V. Burger's contacts with diverse fishery managers and fishery administrators will ensure, as appropriate, Service input and involvement in fishery management issues and programs. These contacts will also provide opportunities for input and feedback from professional fishery resource managers that can be used to fine-tune present and future Service fishery management programs.

Lastly, Carl V. Burger's active involvement with the Society and U.S. Fish and Wildlife Service demonstrates to the fishery management community the Service's active interest and concern for the conservation and management of the nation's fishery resources.

B. Benefits to the Society

The Society will benefit from Carl V. Burger's service and administrative support provided by the Service to perform the duties of Society 1st VP, President Elect, AFS President, and Immediate Past President.

III. Terms of Agreement

~~A. Pursuant to this MOU, the Service and the Society agree that the service of Carl V. Burger as 1st VP, President Elect, AFS President, and Immediate Past President of the Society and as a member of the American Fisheries Society, will be of mutual benefit.~~

~~B. The Service authorizes Carl V. Burger to conduct routine business of his Society office during normal working hours, to use Service communication equipment and services in the conduct of Society business, to use secretarial services from the Service, and to travel to meetings and other official Society functions during working hours and at Service expense, in so far as such activity does not unduly interfere with the accomplishment of the duties and responsibilities of his position and other Service business.~~

~~C. The Society will provide Carl V. Burger with office supplies as needed for Society business.~~

~~D. The Society recognizes the primacy of Service policies and positions as guiding principles for Carl's official actions and decisions in any situation where there is a potential for conflict between Service and Society positions and policies. The employee shall excuse himself from being a party to any issue of the Society that could be construed as a conflict of interest with his official duties and responsibilities as a Service employee.~~

IV. Effective Dates

~~This MOU will become effective upon signature of the approving officials of the respective agencies/organizations entering into the MOU. The terms of this MOU will remain in effect until completion of Carl V. Burger's tenure as 1st VP, President Elect, AFS President, and Immediate Past President in September, 2002. This MOU may be terminated at any time by mutual agreement or by 30-day advance written notice by either party.~~

SIGNATURE BLOCKS

Executive Director Succession Plan

Background

The American Fisheries Society employs an Executive Director who serves as the Secretary and Treasurer of the Society, and manages the Society's daily activities, implements Society policies and advances Society objectives as set forth in the Constitution, Rules and Procedures, and in Governing Board directives. The AFS Governing Board establishes the base salary, other compensation, and duties of the Executive Director, whereas the Executive Director establishes the base salaries and other compensation for other Society staff (AFS Constitution and Rules, September 1, 2009).

Refer to the AFS Strategic Plan for a summary of other issues in the current environment that also may affect AFS leadership in the future.

Succession Planning (adapted from Wolfred 2008, with excerpts as noted)

Succession planning is a risk management practice that is critical to ensuring the viability of an organization such as AFS. A governing board can be both energized and reassured by succession planning, which provides the opportunity for high-level strategy development. Many nonprofit organizations are led by executives who are Baby Boomers, and the next generation of leaders may have new ideas and ways of conducting business for organizations. The leaders from the Generation X and Generation Y that will most likely take over leadership positions may seek to restructure the role of executive director to fit the lifestyle of those generations that seek a healthy balance between work life and personal life, and that work toward shared or collaborative leadership.

There are three approaches to succession planning: 1) strategic leader development, 2) emergency succession planning, and 3) departure-defined succession planning. *Strategic leader development*, which should be an ongoing effort for all professionals, focuses on and defines the strategic vision of an organization, identifies leadership and management needed to carry out the vision, and recruits and maintains individuals who have or want to develop those skills. *Emergency succession planning* is used when an executive director or other leader has an unplanned

departure. *Departure-defined succession* planning is used when a long-term leader announces ~~his or her~~^{their} departure two or more years in advance. This type of planning identifies the organization's goals for the future, determines the information or tools needed to achieve those goals, and devotes attention to building capacity of the organization to sustain funding and programs for the future. ~~The third type of succession planning represents the strategy AFS needs to adopt under the current situation, although elements of the other plans should be considered.~~

Departure-defined succession planning is recommended for organizations with long-tenured executive directors with definite departure dates. At least 18 months of preparation are required prior to the scheduled departure. The goal of this planning effort is to build leadership strength and help facilitate a successful search for new leadership by assessing the organization's traits, resources and their status. The departing executive director should consider questions about his legacy, future career plans, and personal finances. The departing executive director's final two leadership tasks are the "leadership of letting go" and the "leadership of preparing the way." An organization also must let go of ~~its~~^{their} executive director, offering a full and generous goodbye. A critical first step is to conduct a "sustainability audit," which is a survey of administrative operations and resource relationships. This audit identifies key points of organizational vulnerability that could inhibit organization functioning. High-risk situations are when the executive director has taken on "whatever needs to be done," which results in the equivalent of the executive performing more than one job and replacing him ~~or her~~ nearly impossible. This situation may require an administrative restructuring, which could include the creation of a new management position to assume some of the functions of the current executive. The organization should look at how leadership can be cooperatively shared throughout the organization to reduce dependency on the executive and take advantage of staff development opportunities. The successor will thrive if he ~~or she~~ inherits a doable job description with a competent team that shares management and leadership responsibilities. To accomplish succession planning, ~~a~~^a special committee should be appointed and act on behalf of the ~~G~~^Governing ~~B~~^Board to provide oversight of the succession planning process and craft a succession plan for the board to review and approve.

Wolfred recommends that when creating a succession plan for a long-term executive, an organization should consider the following activities, which address the ~~critical~~^{critical} elements that will facilitate the success of the next executive director. Wolfred's list of "The Nuts and Bolts of Departure-Defined Succession Planning" is the following:

1. Deal with personal and professional barriers for the departing ED, for example:
 - Future employability concerns;
 - Inadequate retirement savings;
 - Unfinished business in the current job; and/or
 - Loss of identity and status attached to current job.
2. Set the departure date after discussion and in agreement with the departing ED.
3. Form a Succession Planning Committee.
4. Prepare a communications plan (how soon to tell whom and by what means).
5. Identify organizational vulnerabilities via a "sustainability audit."
6. Design and implement strategies to address the vulnerabilities.
7. Identify the organization's broad strategic directions three to five years out.
8. Solidify the management team in light of organizational vulnerabilities and skills demanded by the strategic directions.
9. Build the Board's leadership abilities.
10. Back-up key executive relationships.
11. Put finances in order.
12. Build financial reserves and secure multi-year program funding.
13. Agree on the parameters of the ED's emeritus role, if one is set up.
14. ~~Help s~~^{Set} the executive search strategy; i.e., decide whether or not to use an executive recruiter.

Succession Readiness Checklist

Wolfred states that, "When the following conditions are in place, an organization can expect a relatively smooth transition to new leadership whenever it might occur. An organization might determine which elements below are lacking in its current operations and then create a 'succession plan' or 'capacity building plan' that prescribes activities

and timelines for filling the gaps. The organization is then ready for leadership transitions, foreseen or unforeseen.”
Wolfred’s succession readiness checklist is:

- A strategic plan is in place with goals and objectives for the near term (up to three years), including objectives for leadership talent development.
- The board evaluates the executive director annually on general performance and achievement of strategic goals.
- The board, based on its annual self-evaluation, is satisfactorily performing its major governance jobs— financial oversight, executive support and oversight, policy development, and strategic planning.
- The executive’s direct reports, based on annual evaluations, are judged as solidly skilled for their positions.
- The top management cohort, as a high performing team:
 - Has a solid team culture in place in which members support one another and can reach decisions as a group efficiently and harmoniously;
 - Shares leadership of the organization with the executive in having significant input to all major organization decisions;
 - Can lead the organization in the absence of the executive; and
 - Has authority to make and carry out decisions within their respective areas of responsibility.
- Another staff person or officer shares important external relationships (major donors, funders, community leaders) maintained by the executive.
- A financial reserve is in place with a minimum of one-year operating capital.
- Financial systems meet industry standards. Financial reports are up to date and provide the data needed by the board and senior managers responsible for the organization’s financial strength and viability.
- Operational manuals exist for key administrative systems and are easily accessible and up to date.
- Top program staff have documented their key activities in writing and have identified another staff person who can carry their duties in an emergency.

References and Resources

Wolfred, T. 2008. Building leaderful organizations: succession planning for nonprofits. Executive Transition Monograph Series, Volume 6. The Annie E. Casey Foundation, Baltimore, Maryland.

Performance Evaluation of the Executive Officer

Purpose: This document serves as an outline for the process to be followed to complete the annual performance evaluation of the AFS Executive Director.

According to the wording of the current contract, the Society’s five elected officers will review the performance of the Executive Director each year at the Society’s annual meeting. This evaluation will be based on performance criteria and goals provided in writing to the Executive Director at the beginning of the period under review. The performance grades are:

- *Exceeds expectations:* exceeds expectations in all job elements.
- *Proficient:* meets all (may exceed in some) job elements.
- *Unsatisfactory:* fails to meet one or more of the job elements without acceptable reason.

The AFS President will lead the annual performance evaluation with participation of all elected officers. The process will have several elements of documentation:

- a. Self-evaluation of Plan of Work performance by the Executive Director (Due three-to-four weeks before Annual Meeting).
- b. Summary of strengths and weaknesses of staff management by office department heads (conducted and compiled by the Past President).
- c. Evaluation of Plan of Work performance by individual Governing Board members (AFS President will send a memo to Governing Board requesting comments submitted to the AFS President in advance, and reminding the Governing Board about the opportunity to provide comments at the in camera session of

the annual Governing Board meeting).

The AFS President will collect evaluations and comments three-to-four weeks before Annual Meeting and submit a summary to the elected officers to review before the annual meeting. At the annual meeting, the officers will assemble for a formal discussion of the evaluation, and prepare a summary evaluation and recommendation of performance grade. Additional comments from Governing Board members will be solicited at an in camera session of the Governing Board, and the AFS President will summarize the evaluation and recommendations of the officers. Following discussion and additional feedback, the AFS President will share the summary evaluation and recommendation with the Executive Director, and a written summary will be placed in the Executive Director's personnel file.

In all years, the AFS President will also lead a brief mid-term evaluation of the Executive Director with participation of the elected officers during the mid-term meeting of the Society. At this time, the Governing Board will be allowed to comment on performance of the Executive Director at an *in camera* session held during the mid-term meeting. This information will be summarized by the AFS President and conveyed to the Executive Director to aid in defining items needing mid-term correction or in recognizing outstanding achievements.

Executive Director Salary Determination

Purpose: This document serves as an outline for the process to be followed to complete the salary negotiation with the AFS Executive Director.

The performance of the Executive Director will be reviewed each year by the Society's five (5) elected Officers during the Society's annual meeting. This evaluation will be based on performance criteria and goals provided in writing by the Executive Director and agreed to by the Society's Officers at the beginning of the period under review. Performance will generally be judged on the following job elements:

- Effectively manage the Society's daily activities, business operations and staff appointments as the Society's Business Manager;
- Accurately maintain the Society's official records and communications as the Society's Secretary;
- Exhibit a high degree of fiduciary responsibility in managing the Society's financial status and resources in the Executive's role as the Society's Treasurer;
- Engage in and promote responsible and timely communication and information transfer among units, the membership, staff and other Society sponsored entities;
- Provide leadership in achievement of the Society's strategic direction according to existing Strategic Plans.

Yearly performance grades are evaluated as follows:

- *Exceptional:* exceeds expectation in all job elements involving the business, management, and leadership of the Society.
- *Proficient:* meets expectations in all job elements with exceptional performance in at least some aspects.
- *Fully Satisfactory:* meets expectations in all job elements.
- *Unsatisfactory:* failure to meet one or more of the job elements without acceptable reason; six months will be allowed to improve performance, and failure to do so will result in cancellation of the Contract Agreement.

The salary of the Executive for each calendar year of the Contract Agreement will depend on the annual performance review by elected Officers, and the percentage cost-of-living adjustments (COLA) awarded to U.S. Federal executive employees in the Washington, D.C., area for that calendar year. A discretionary yearly salary increase of up to 5% of the previous year's base salary may be awarded, based on performance relative to the Executive's Annual Plan of Work. The new annual salary is calculated by applying the discretionary merit increase first, then the appropriate Washington, D.C., COLA (which includes the locality differential).

The Governing Board reviews and approves the annual budget, which includes the Executive Director's salary in the single budget line-item for personnel salaries (i.e., the Executive Director's salary is not provided separately).
at meeting



Amendment Number 1 to the Memorandum of Understanding between the American Fisheries Society and the China Society of Fisheries

Under the framework of the 2013 signed memorandum of understanding (MOU) between the China Society of Fisheries (CSF) and the American Fisheries Society (AFS; hereinafter called the Parties), this Amendment Number 1 to the MOU has been agreed upon in order to promote information exchange and cooperation on fishery resources management and environmental conservation in large river basins between the Parties, as follows:

Article 1. The Parties will continue promoting the Mississippi-Yangtze River Basin Symposium (hereinafter called the MYRIBS) series to promote information exchange and cooperation on fishery resources management and environmental conservation in large river basins between the Parties including, but not limited to, the Mississippi-Yangtze Rivers.

Article 2. The MYRIBS will be rotated and held in the United States and China every two years, respectively. The two-year time frame could be adjusted according to needs of the Parties.

Article 3. The MYRIBS will be held as a session of the AFS annual meeting when it is in United States. It will be held as a session of the CSF annual meeting or jointly with CSF Fishery Resources an Environment annual meeting when it is in China.

Article 4. The hosting Party shall fund two attendees' registration and lodging from the visiting Party to attend the MYRIBS symposium. The Parties shall provide related convenience and assistance (e.g., letters in support of visa application) to the MYRIBS organizers and members.

Article 5. The Parties shall each appoint MYRIBS liaison(s) who will coordinate with officers of the Parties and other members to organize the MYRIBS. This appointment will be submitted by the president of each society to the other society within 30 days of the final signature of the amendment.

Article 6. This Amendment to the MOU shall be effective from the later date of the signature of either Party and shall be valid for the same time period the same as the MOU. The MOU can be extended or amended only by mutual consent; however, the MOU can be terminated by either Party by giving 6 months' notice.

Article 7. This Amendment to the MOU is being duplicated in Mandarin and English, both versions being equally valid.

The Parties hereto establish this Amendment to the MOU by signing it on the dates indicated below.

Ronald J. Essig, President
American Fisheries Society

Date: _____

Situ Jiantong, Vice President
China Society of Fisheries

Date: _____

Attachment #5

2016 North American Wildlife & Natural Resources Conference

Workshop: Barriers and Bridges in Reconnecting Natural Resources Science and Management

Organizers: Association of Fish & Wildlife Agencies
American Fisheries Society
The Wildlife Society
USGS Cooperative Research Units

Date: Tuesday, March 15, 2016

Time: 1:00pm – 5:00pm

Room: TBD

1:00pm Introduction – Framing the Issues and Identifying Objectives
John Organ, USGS Cooperative Fish & Wildlife Research Units

Part 1 - Validating the Problem and Pinpointing the Challenges

1:10pm Science Capacity in State Agencies
Dave Chanda, New Jersey Department of Fish and Wildlife

1:25pm Changes in University Research and Education
Steve McMullin, Virginia Polytechnic Institute and State University

1:40pm Panel Discussion: Challenges, Barriers, and Concerns in Reconnecting Science and Management
Facilitated by Dave Case, DJ Case & Associates
Bob Ziehmer, Missouri Department of Conservation
Nick Wiley, Florida Fish & Wildlife Conservation Commission
John Hayes, Colorado State University and NAUFWP
Chad Bishop, University of Montana

2:20pm Audience Discussion with Panel, *facilitated by Dave Case, DJ Case & Associates*

2:45pm Break

Part 2 – Case Studies: Evaluating the Process of Science and Management Decisions

3:00pm Introduction
Paul Souza, U.S. Fish & Wildlife Service

3:10pm Adaptive Harvest Management
Fred Johnson, USGS
Dale Humberg, Ducks Unlimited

3:25pm Audience Discussion, *facilitated by Paul Souza, U.S. Fish & Wildlife Service*

3:30pm Fisheries Management Councils
Rich Seagraves, Mid-Atlantic Fisheries Management Council
Chris Moore, Mid-Atlantic Fisheries Management Council
Robert Beal, Atlantic States Marine Fisheries Commission

3:45pm Audience Discussion, *facilitated by Paul Souza, U.S. Fish & Wildlife Service*

3:50pm Lesser Prairie Chicken Conservation
Dave Haukos, USGS Cooperative Research Units
Jeff Prendergast, Kansas Wildlife, Parks, and Tourism

4:05pm Audience Discussion, *facilitated by Paul Souza, U.S. Fish & Wildlife Service*

Part 3 – Analyzing What Works and What Doesn't

- 4:10pm Take-home Messages - Similarities in Process Challenges and Opportunities in Case Studies
Wendi Weber, U.S. Fish & Wildlife Service
- 4:30pm Final Facilitated Audience Discussion
Dave Case, DJ Case & Associates

Part 4 – Conclusions and Looking Forward

- 4:45pm Next Steps in reconnecting natural resources science and management
Ken Williams, The Wildlife Society
Doug Austen, American Fisheries Society
- 5:00pm Adjourn