

Western Division

American Fisheries Society



Procedures Manual

Approved March 25, 2012

PREFACE

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

The Bylaws are the defining document for the Division and take precedence over all other Standing Rules and Procedures. The Bylaws cannot be suspended and cannot be changed without prior notice to members.

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

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

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

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SECTION 1: PARENT SOCIETY ORGANIZATION and OPERATION

A. Background, Mission, and Purpose

The American Fisheries Society (Society) is the world's oldest and largest “scientific and professional” organization dedicated to strengthening the fisheries profession, advancing fisheries science, and conserving fisheries resources. The mission of the Society is to advance sound science, promote professional development, and disseminate science-based fisheries information for the global protection, conservation, and sustainability of fishery resources and aquatic ecosystems.

B. Officers and Duties

Leadership of the 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 Society President.

Each Officer has specific responsibilities, as described in Article III C of the Society Constitution and Rules. The Governing Board may also assign each Officer specific additional duties. In the general conduct of their offices, the elected Officers are also expected to perform the following activities:

1. Attend as many Chapter meetings and special meetings as possible (the elected Officers have a joint travel budget to allow at least attendance at the Division meetings).
2. Monitor the activities of Society Committees and other working groups and of Chapters so that they remain active, directed toward their objectives, and consistent with Society purposes. Attendance at meetings is at the discretion of the President, in consultation with the Executive Director. At times when the President or Executive Director is not available, other elected Officers may represent the Society.
3. Understand Robert’s Rules of Order, which is the parliamentary system used to conduct both business and executive meetings of the Society.
4. Communicate regularly with the Executive Director, other Officers, the Management Committee, and the Governing Board as appropriate regarding routine and special actions and issues relevant to the Society.
5. Seek prospective members for committees, which that Officer will be required to appoint in his or her term as Society President, including special committees to be created. This

is an especially important task for the President-Elect, considering that nearly 500 appointments must be made as that person takes office. As many committee assignments as possible should be made prior to or at least by the time of the annual meeting for the coming year.

6. Advise the incoming Officer about how to perform responsibilities of the office being vacated.
7. Maintain positive relationships and good communications with all central office staff throughout the terms of office.
8. Review and prepare contracts for employment of the Executive Director.
9. Participate in the annual performance review of the Executive Director (see the Society Procedures for details regarding the process to complete this evaluation).

C. Governing Board

Purpose

The Governing Board is the ultimate authority for the operation of the Society. It is the equivalent of a board of directors, deciding policy for the Society, authorizing its operations, hiring its Executive Director, and making financial decisions.

Composition and Meetings

The Governing Board consists of voting and nonvoting members. Voting members are the five elected Society Officers, Presidents and Presidents-Elect of the four Divisions (Northeastern, North Central, Southern, and Western), and Presidents of all Sections with at least 50 members at the end of the previous calendar year. Nonvoting members are Presidents of Sections with fewer than 50 members, Presidents of Chapters, the Constitutional Consultant, and the Society's Executive Director. Other member and nonmember parliamentary rights are summarized in the Society Procedures.

The Governing Board normally meets three times and two locations each year. The two fall meetings occur in conjunction with the Society's annual meeting. They normally consist of a one-day meeting before the Society's annual meeting and a one-half-day meeting at the end of the annual meeting; the latter (designated as the Incoming Governing Board Meeting) includes newly elected Officers, new Division Presidents and Presidents-Elect, new Section Presidents, and other representatives. The third meeting is intended as a midyear meeting occurring one day in the spring at a location determined by the Society President in consultation with the Executive Director. The Society's President chairs meetings of the Governing Board. Each meeting is operated from an agenda prepared jointly by the Executive Director and the Society President. Robert's Rules of Order are the formal guidelines for conduct of the meetings. Meetings are open to the Society's members, who may observe and participate in the discussions as guests recognized by the chair. Guests may not vote or introduce agenda items. The Governing Board

may go into a closed (*in camera*) session (i.e., attended only by the Officers, Division and Section representatives, and the Constitutional Consultant) at any time to discuss personnel matters, but the chair must document and announce results of the closed session immediately after its conclusion. The Constitutional Consultant attends in camera sessions to provide advice on parliamentary procedure.

Responsibilities of Governing Board Members

The Governing Board agenda is characteristically long and substantive and successful completion of the meeting requires the conscientious effort of each member. Each member of the Governing Board (other than Chapter Presidents) has the following specific responsibilities:

1. Attend the three Governing Board meetings, without financial compensation from the Society.
2. If attendance is impossible, appoint an alternate. The alternate must be appointed as stated in Article IV, paragraph 1.C of the Society Constitution and Rules.
3. Read the agenda and accompanying documents thoroughly before arriving at the meeting, noting areas of special interest for discussion.
4. If appropriate, prepare a report of the Division represented according to the guidelines as described in the American Fisheries Society Procedures Manual (September 2011 version, page 20-21) and orally summarize the report at the meeting.
5. Confer with Section Officers, Governing Board, and members to determine their opinions regarding agenda items so that discussion and voting will be as representative of the membership as possible.
6. Submit additional agenda items to the Society President and Executive Director before or as soon as the call for reports is received. All suggested agenda items must be accompanied by background materials and be prepared approximately in the form described in the American Fisheries Society Procedures Manual (September 2011 version, page 20-21).
7. At the Governing Board meeting, assure that all important information concerning an agenda item is heard, but that redundancy is eliminated. It is counterproductive for each person to speak on each item or for any item to be acted on without full discussion.
8. Review Robert's Rules of Order, which are the basis for Governing Board operation. Expect to be ruled out-of-order for failing to follow these rules.
9. Recognize that a motion and second are needed before a topic can be discussed.
10. Extended exploratory discussions are not permissible and, more importantly, are not practical as part of an extensive agenda.

11. Remain attentive while the committee is in session. Expect to be reprimanded by the chair for disruptive or discourteous behavior.
12. Report the results of Governing Board actions to the Section members and especially to those persons (e.g., committee chairs) directly affected by those actions.

D. Management Committee

Purpose

The Management Committee functions as an Executive Committee of the Governing Board, monitoring society activities to ensure that policies and plans approved by the Governing Board are implemented appropriately and guiding the Executive Director in these endeavors. The Management Committee reviews the Executive Director's proposed budget and makes recommendations for Governing Board approval.

Composition and Meetings

The Management Committee comprises the following:

1. Society President (chair), President-Elect, First Vice-President, Second Vice-President, and Immediate Past-President.
2. The presidents of two Divisions and presidents-elect of the two alternative Divisions.
3. The presidents-elect remain on the committee through their presidential year, usually attending four Management Committee meetings before rotating off the committee. Typically, the presidents-elect of the Southern Division and Northeast Division begin their service at the mid-year meeting of odd-numbered years, while the presidents-elect of the Western and North Central Divisions begin their service in odd-numbered years.
4. Four Division or Section members on the Governing Board (voting or not) elected at large by the Governing Board as voting members of the Management Committee.
5. Executive Director, Constitutional Consultant and such others as the Society President may appoint (nonvoting on the Governing Board and Management Committee).

The Management Committee communicates monthly via conference calls at a time determined by the Society President (e.g., the third Thursday of the month, 1:00 pm Eastern Time) to discuss issues. Management Committee members meet to conduct business during the mid-year meeting in early March and at the annual meeting of the Society. These meetings are generally held on the Thursday afternoon before the Governing Board retreat (Friday) and the Governing Board

meeting (Saturday). In the absence of a Governing Board retreat, the committee meets on Friday afternoon.

In the event of unforeseen circumstances, voting members of the Management Committee may designate proxies for participation at the mid-year and annual meetings of the Management Committee. Such proxies must be designated in writing 15 days prior to the meeting and provided to the Executive Director and President.

Responsibilities of Management Committee Members

The Division representatives serve as a function of their office and appointees from sections are elected to this committee with the confidence of their colleagues on the Governing Board. During the mid-year and annual meetings, the Management Committee reviews the Executive Director's proposed budget and makes recommendations for Governing Board approval. The Management Committee, together with the Executive Director and the Society Investment Committee, are responsible for ensuring the implementation of policy and guidelines in the Statement of Investment Policy and Objectives, which governs the management of the Society's Long-Term Investments. The Management Committee also reviews and recommends the President Elect's Plan of Work for approval by the Governing Board.

E. Conflict of Interest Policy

The purpose of the Conflict of Interest Policy is to prevent the personal interests of the Society Officers, Governing board members, or staff from interfering with the performance of their duties in the Society, or resulting in personal financial, professional, or political gain on the part of such persons at the expense of the Society or its members, supporters, and other stakeholders. The disclosure form and more information regarding this policy can be found in the Society Procedures.

SECTION 2: WESTERN DIVISION ORGANIZATION and OPERATION

A. Background, Mission, and Purpose

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

Established as the first Division of the Society in 1948, the Western Division now includes Chapters from thirteen Western States, British Columbia, Yukon Territories, U.S. Islands and Trust Territories of the Western Pacific, and Mexico. A number of Chapters also include student subunits from universities within their boundaries. Below is an excerpt per Division Bylaws, Section II. A.:

“The membership of the Division shall be those Society members in good standing residing in the States of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, U.S. Islands and Trust Territories in the West Pacific Ocean, Utah, Washington, and Wyoming in the United States of America; the Province of British Columbia and the Yukon Territory in Canada; Mexico; and individuals residing in other Divisions who elect to be members of the Western Division.” Further, per Division Bylaws, Section II. B., “All members residing in the above-named States and Provinces are members of the Western Division unless they elect to be a member of another Division by notifying the Executive Director of the Society.”

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

“The objectives of the Division shall be those set forth in Article I of the Constitution of the Society, and shall be in particular: 1. Provide a forum through the annual meeting for the exchange of technical and policy information common to and of interest to the Division membership; 2. Provide an opportunity through the annual meeting to promote understanding by regional, Federal, and state policy-makers of the nature and extent of

fishery matters of concern to the Division membership; 3. Assist in the exchange of information in a timely manner to chapters and the general membership located within the Division; and 4. Provide a vehicle for the active participation of individual members in Society business and professional activities.”

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

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

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

B. Officers and Duties

The elected Division Officers are President, President-Elect, Vice President, Secretary-Treasurer, and immediate Past President. The offices of Past President, President, and President-Elect are automatically filled by the current President, President-Elect and Vice President, respectively. The office of Vice President is filled by election each year. The office of Secretary-Treasurer is filled by election on an alternate-year basis because this position has a two-year term of office. Candidates for Vice President and Secretary-Treasurer are chosen through the Nominating Committee. The Division Officers' and committee chairs' terms of office coincide with those of the Society; these terms generally start and end with the date of the business meeting of the Society, which is typically in late August or early September each year.

Per Division Bylaws, Section III.,

“A. The officers of the Division shall be the President, President-Elect, Vice President, Secretary-Treasurer, and Past President.

B. Representatives for the Division in Society matters shall be the Division Representatives to the Society Governing Board and the Division Representative to the Society Nominating Committee.

C. All candidates must be members in good standing for at least two years immediately preceding their nomination. Also, they must have attended an annual meeting of the Division in one of the preceding three years.

D. The Division President, President-Elect, Vice President, and Past President shall serve for a period of one year, and shall be ineligible for election to the office of Vice President for a period of one year after the expiration of their term. The Secretary-Treasurer shall serve for a period of two years and shall be eligible for re-election for a maximum of two consecutive terms and shall be ineligible for re-election for a period of one year after the expiration of a second term.

E. As defined in the Society's Constitution, the Division representatives to the Society Governing Board will be the President and President-Elect and will serve for a one-year term. In addition, a proxy may be designated should either of these officers be unable to attend a Governing Board meeting providing the Executive Director is notified in writing in advance of the meeting. This proxy may be any Past President or elected officer of the Division not currently a member of the Governing Board or acting as a proxy.

F. The officers and representatives shall assume office at such time as the Society's officers are installed.

G. If an elected officer cannot complete the term of office, the Executive Committee is authorized to appoint a replacement until an election is held.”

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

1. Read and understand the Division Bylaws and Society Constitution and Rules. The Division Bylaws are found at <http://wdafs.org/about-us/bylaws-procedural-manual/> and the Society Constitution and Rules can be found at: http://www.fisheries.org/afs/docs/about_constitution.pdf.
2. Attend a Leadership Orientation session provided by the Society.
3. Provide leadership to the Division and the profession.
4. Attend EXCOM meetings and as many subunit and special meetings as possible.
5. Understand the financial and operating status of the Division in order to explain these aspects to members.
6. Be a conduit for expression of members' concerns. Communicate broadly with members of all backgrounds and professional employment, and listen to their interests and concerns.
7. Seek prospective members for committees and other positions of leadership in the Division.
8. Acknowledge by appropriate means those who have assisted you.
9. Provide guidance to your successor.
10. Provide mid-year and annual reports of activities to the Division and Society President as requested.
11. Review Officer responsibilities in this Procedures Manual and, prior to concluding your term of office, submit any recommended changes in a written report to the Division President.

President

Per Division Bylaws, Section IX.A.,

*“The **President** shall*

- 1. Preside at all meetings.*
- 2. Serve as Chair of the Executive Committee.*
- 3. Serve as a member of the Society's Governing Board.*
- 4. Appoint committee chairs and perform other functions as authorized.*
- 5. Present reports of Division activities at the annual meeting of the Division, at meetings of the Society's Governing Board, and at annual meetings of the Society.*
- 6. Automatically become Past President at the conclusion of the term of office.”*

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

1. Serve as a voting member of the Society Governing Board, attend the three board meetings per year, and perform all duties as described in Section 1.C. of these procedures.
2. Serve as a voting member of the Management Committee in the year appointed by the Society President. Every other President serves on the Management Committee since this is a two-year term of office.
3. Serve as a voting member of the Certification Board of Appeals (if qualified as a Certified Fisheries Professional), or appoint a Certified member to serve on board.
4. Prepare mid-year and annual reports of the Division's activities for presentation at the mid-year and annual Governing Board meetings, including Chapter activities within the Division.

General Duties:

1. Be inducted into office at the Division annual meeting and present the Certificate of Appreciation to the outgoing President.
2. Assume duties as President when the Society holds its annual business meeting.
3. Confer with the outgoing President, at your invitation, for the exchange of administrative materials and general discussion of key issues of the incoming and outgoing administrations.
4. Facilitate communication among the Division EXCOM by sending out emails and fielding phone calls to make sure the EXCOM stays up to speed on Division and Society activities.
5. Be familiar with the Division Bylaws and this Procedures Manual, as well as the Constitution and Rules of the Society, and the Society Procedures.

6. Set up an annual budget and remain up-to-date on this throughout the year. Coordinate with the Secretary-Treasurer regarding Division finances.
7. Appoint committee chairs (standing and special) prior to the Society annual meeting and announce these appointments at the time of the Society annual business meeting.
8. Maintain an up-to-date contact list for all EXCOM members and committee chairs. Forward this information to the Division webmaster.
9. Represent the Division at Society functions. This includes Chapter annual meetings, monthly management committee conference calls (if you are president in an even year), Governing Board meetings, and the annual meeting of the Society.
10. Represent the Division on issues and communications with Chapter Presidents, Division members and others. It is good to remind people that your work identity is not the same as your Presidential identity-reminders of which “hat” you are wearing when you call or e-mail someone are helpful (such as identifying yourself as the WDAFS President in your e-mail signature and/or when you speak to others).
11. Schedule, provide agendas, and set up facilities for EXCOM meetings. Discuss whether conference calls will be paid for by your employer or if the Division will need to set up a conference call account. Conference calls occur monthly and are usually adequate, but face-to-face meetings (at the mid-year retreat and the annual meeting) are definitely more productive.
12. Respond to emails, letters, and phone calls from members on issues of concern in a timely manner. Forward communications to appropriate committee chairs and/or EXCOM members if a member concern requires or requests further action.
13. If a member brings an issue or concern forward that you do not feel qualified to address, solicit input from the EXCOM on who is best qualified to respond (committee chairs and/or Chapter presidents/members). You and the EXCOM will probably still be the main decision-makers, but it is better to get people involved who know the issues to review, develop a committee, and/or write a letter/position statement.
14. Review and sign all resolutions and communications sent out by the Division.
15. Any letter/resolution that you intend to sign should be circulated and approved by the EXCOM (following the process outlined in this Procedures Manual) prior to being released as communication coming from the Division.
16. If you cannot sign a letter (out of town, conflict of interest), designate someone else from the EXCOM to sign this in your stead.
17. Members and committees do have a responsibility to send you action items with adequate time for review- usually a minimum of six weeks for items that need to be approved by the EXCOM.

18. Assist the President-Elect and the Chapter President of the hosting Chapter with planning the annual meeting.
19. Coordinate content for the Tributary. Work with the newsletter editor to get content turned in on time. Write a President's "hook" for each newsletter. The newsletter can come out as often or as infrequently as you like, but it is a great way to get information out about the annual meeting and keep the Chapters informed in between meetings.
20. Coordinate content for the webpage and keep posted information up-to-date. Send the webmaster any correspondence sent out by the Division and ask that copies be posted on the webpage. These files should be in Adobe format.
21. Keep track of any expenses related to your duties and send copies of receipts to the Secretary-Treasurer for reimbursement (e.g. postage, meeting travel costs, etc.).
22. Ensure that any Bylaw and/or Procedures Manual changes are properly obtained and documented in Division records. These are likely to be delegated responsibilities.

Time-Specific Duties:

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

August/September

1. Attend the Governing Board meeting at the Society's annual meeting. This meeting is usually one to two days prior to the meeting plenary. The Society meeting is a good opportunity to discuss with the outgoing President any current issues or action items, as well as determines who will follow up and carry these items forward.
2. Be prepared to establish the first EXCOM conference call of your presidency (typically in September). This should include obtaining the contact information for each Chapter President. You should welcome all Chapter Presidents and committee chairs/members, and establish a consistent time each month for conference calls.
3. Update your information as well as other members of the EXCOM and committees on the Division website and letterhead. Validate all pages and links (i.e. grants link) associated with the website so that information reaches the pertinent people.
4. Update the Society with all pertinent contact changes related to Division business.
5. Discuss with your employer/supervisor whether it is ok to use your work e-mail and contact address for Division business. If it is not, be sure to notify the EXCOM, Society, and webmaster of the appropriate addresses to use.

6. Work with the EXCOM to develop a budget and plan of work, and decide which issues you would like to prioritize for the coming year. Your plan of work does not have to be a formal, written document, but it should represent goals for the Division, as well as your individual goals as President. A copy of the budget template can be obtained from the Secretary-Treasurer.
7. Work with the EXCOM to determine if a Division mid-year meeting (retreat) will be held. This meeting usually occurs sometime in the fall, and can be straddled over a weekend (i.e., arrive Sunday morning; meet Sunday afternoon, and all day Monday). The mid-year meeting can be extremely helpful to incoming Chapter Presidents and others within the EXCOM.
8. Begin annual meeting fundraising (see “Fundraising” information provided below). The end of the fiscal year for the federal government is September 30. This is an opportunity to seek dollars and sponsorships for the upcoming annual meeting that may not be available later.

October/November

1. Continue annual meeting fundraising.
2. Discuss planning for the annual meeting with the Division Officers and host Chapter annual meeting chair/President. This should include developing and discussing a meeting cost/profit plan. This plan will assist folks in understanding from the beginning what the financial possibilities/outcomes could be depending on the success of the meeting. The Secretary-Treasurer should also be working closely with the host Chapter in developing the annual meeting budget.
3. Ask the host Chapter to send in time and place information to the Society Secretary.
4. Suggest that the host Chapter hold monthly conference calls on the annual meeting and do your best to participate in these calls.
5. Send annual meeting invitations to the Society’s President and Executive Director. Determine if one/both will attend the meeting, or if they are planning to send a representative. You should explicitly state whether the Division will be paying one/both meeting registration fees, as well as any other costs.
6. Use the Tributary, webpage, and list-serve to promote the annual meeting, and remind membership about award nominations (soliciting award nominations is the duty of the Past-President) and grant applications.
7. Hold the mid-year meeting if applicable. Present and finalize your budget and plan of work.
8. Determine and delegate which Division Officers will attend Chapter annual meetings. If possible, have an Officer attend all Chapter annual meetings.

December/ January

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

February

1. Attend Chapter annual meetings (or ensure that the Division is represented at the Chapter meeting by another member of the EXCOM).
2. Send out a request to the Chapter Presidents and Student Sub-Units for mid-year reports. Compile the Division mid-year report and send to the Society President. Reports should be formatted and written such that they are consistent with the Society's Strategic Plan. (See www.fisheries.org for the Society's Strategic Plan)
3. Check in with the EXCOM, committee members, and/or the general membership regarding any issues that will be presented at the mid-year Governing Board meeting.
4. Prepare for the mid-year Governing Board meeting by reading and being familiar with all materials provided by the Society.

March /April

1. Attend mid-year Governing Board meeting.
2. Attend Chapter annual meetings (or ensure that the Division is represented at the Chapter meeting by another member of the EXCOM).
3. Collect grant applications and distribute to the EXCOM for review.
4. Finalize awards with the Awards Committee chair (Past-President).
5. Send out a reminder (in the Tributary, on the webpage, and via the list-serve) that grant requests and award nominations are due one month (30 days) prior to the annual business meeting

6. Review budget for the annual meeting and think about available funds for grants.
7. Solicit nominations for Vice-President. Discuss the election process and timing on the EXCOM conference call.

May

1. Attend Division annual meeting, if held separate from Society's annual meeting.
2. Plan agenda for and lead EXCOM meeting the day before the annual meeting begins.
3. Plan agenda for and lead annual business meeting.
4. Hold election for incoming Vice-President (Survey Monkey account).
5. Preside at annual meeting "wrap-up" session to document what went well and what could be improved for future years' meetings. Members of the next two annual meeting teams should be encouraged to participate.

June/July

1. Recover from the annual meeting.
2. Work with the host Chapter to finalize annual meeting finances and make sure that thank you notes are sent out to meeting sponsors/contributors, plenary speakers, etc. Decide if notes will be signed by you, by the host Chapter President, or by both of you.

August/September

1. Send out a request to the Chapter Presidents and Student Sub-Units for mid-year reports. Provide these folks with the same format as the mid-year report (see "February" above). Compile the Division annual report and send to the Society President.
2. Attend the Society's annual meeting. Check in with your home Chapter to see if the President will be able to attend or if they might need you to represent the Chapter as well.
3. Check with the Society to determine which business associated meetings you need to attend as part of the annual meeting. These meetings are often held before the annual meeting officially begins. Make sure to discuss with the EXCOM prior to the Society's annual meeting any "big" issues that the Division plans to bring before the Society. Determine the Division's preferred position prior to meeting with the Society.
4. Arrange and update your presidential records, assigning current ones to the incoming President and dated materials to the Division Archivist.
5. Prepare and distribute letters and other means of appreciation for those supportive of the Division's activity during your presidency.

6. Turn over the reins to the incoming President. Meet with him/her to discuss any loose ends or emerging issues.
7. Read the instructions for the Past-President duties.

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

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

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

1. This is a great opportunity to get to know everyone. Spend some time on introductions and socializing. Lunch on one day is usually covered by the Division if it is on-site. Plan a group dinner as part of the agenda.
2. Present your budget. Limit this discussion by sending the budget out ahead of time. Discussion should be specific. Approving the budget early on in the meeting is advantageous.
3. Ask Chapter Presidents to provide a report on their Chapter. You may send out a questionnaire/ format prior to the meeting for them to address. It is helpful for people to report on the same sorts of things and to know what those will be ahead of time. Encourage discussion of Chapter activities.
4. Keep things moving and if decisions are needed, try to facilitate motions. You cannot make a motion as President, but you can ask if anyone would like to make one.

5. Call for motions, ask for seconds, and then ask for discussion. When discussion seems to be coming to a close (going in circles), you can ask if anyone wants to restate the motion and call for a vote. You also do not vote unless you will create or break a tie.
6. If you do not know the next step in the parliamentary procedure, ask for help. Be prepared to help others grapple with constructing motions/working with procedures.
7. It is not usually necessary, but make sure discussion is respectful and that all feel welcome to contribute.

Annual Meeting Related Duties-General

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

9. Enjoy the fact that you don't have to pull everything together for this meeting. Attend a talk or two.
10. If there is a plenary speaker or panel, coordinate with the host Chapter about who will introduce the speaker(s). You will probably be asked to give a quick welcome to the membership and open the meeting, but the host Chapter may want to introduce the plenary speaker(s) and basically run the meeting from there on.
11. Check in with the registration desk and other key meeting personnel. See if they need anything, or if you can be of assistance.
12. Pay attention to items that might need to be discussed at the business meeting. There are not many opportunities to initiate discussion regarding Division business.
13. If any committee chairs are leaving their posts, recruit replacements, and talk with members about potential new chairs.
14. Introduce yourself to students. They are critical to the health of the Sub-Units, Chapters, and the Division. Communication and networking are keys in learning what kind of research is going on, as well as emerging issues within the Sub-Units, Chapter, and Division.

Annual Meeting Related Duties-Annual Business Meeting

1. Remind people of the time and place for the annual business meeting and the need for a quorum.
2. Work with the venue staff, the Awards Committee chair (Past-President), and the host Chapter to set up a head table and get all the awards in order.
3. Representatives of the Society should be seated at the head table, and you should introduce them.
4. Introduce the EXCOM and any visitors (representatives from the Society, etc.) at the beginning of the meeting.
5. Appoint a meeting Parliamentarian at the annual business meeting.
6. Determine that you have a meeting quorum.
7. Preside during the annual business meeting. Turn the microphone over to the appropriate people per the agenda.
8. You will give the Past-President's award, and may be asked to give other awards as well.
9. Thank people often.

Annual Meeting Related Duties-Fundraising

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

President-Elect

Per Division Bylaws, Section IX.B.,

*"The **President-Elect** shall*

- 1. Assume the duties of the President if the President is absent or unable to act.*
- 2. Serve as Co-Chair of the Program Committee.*

3. *Prepare and present a detailed budget for the next fiscal year for review by the Division's Executive Committee and membership approval at the annual meeting.*
4. *Serve as a member of the Society's Governing Board.*
5. *Automatically become President at the conclusion of the term of office."*

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

1. Serve as a voting member of the Management Committee in year appointed by the Society President. Typically, the President-Elect begins his/her service in even-numbered years.
2. Participate in Division EXCOM meetings and conference calls and the Division's annual business meeting.
3. Serve as the primary liaison Officer between the Division President and the Chapter Officers.
4. Attend Chapter meetings whenever possible as a Division representative.
5. Confer with other members of the EXCOM in the development of the budget, the setting of agendas, and other matters as requested.
6. Assist with other annual meeting duties (logistics, fundraising, etc) as needed and requested.
7. Select committee chairs for your presidency.
8. Review the current Society and Division Strategic Plans.
9. Review progress against the current and most recent past annual work plans.

Vice President

Per Division Bylaws, Section IX. C.,

"The Vice President shall

1. *Assume the duties of the President-Elect if the President-Elect is absent, unable to act or assumes the Presidency.*
2. *Coordinate the activities of the Division standing and technical committees and serve as liaison between the committees and the Executive Committee.*

3. Ensure that committee products concerning advocacy and policy follow a review and action pathway through the Policy Review Committee, Environmental Concerns Committee, and/or the Executive Committee in accordance with the Division Advocacy Procedures and these Bylaws.

4. Serve as Chair of the Membership Committee.

5. Serve as a member of the Program Committee.

6. Automatically become President-Elect at the conclusion of the term of office.”

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

1. Participate in the Division EXCOM meetings and conference calls and the Division’s annual business meeting.
2. Confer with other members of the EXCOM in the development of the budget, the setting of agendas, and other matters as requested.
3. Serve on the Society Membership Committee.
4. Attend Chapter meetings, whenever possible, as a representative of the Division.

Secretary-Treasurer

Per Division Bylaws, Section IX. D.,

“The Secretary-Treasurer shall

1. Keep the official records of the Division, conduct its correspondence, and collect and be custodian for any fees or assessments authorized by these Bylaws or funds allotted to the Division by the Society.

2. Disburse funds only as authorized by either the membership or Executive Committee.

3. Submit a report on receipts and disbursements at the Division's annual meeting.

4. Perform other duties requested by the Society's Executive Director.

5. Submit the minutes of the annual meeting to the Society's Executive Director and the Division Executive Committee within 30 days following the meeting.”

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

1. Hold a face-to-face meeting with the outgoing Secretary-Treasurer to receive Division records, account information, and advice on the conduct of the office.
2. Arrange for own and President's signature authority on Division accounts.
3. If necessary, transfer checking account to a bank closer to own residence or work location.
4. Confer with the President, President-Elect, and Vice President and assist, if necessary, in preparing and maintaining a list of names, addresses, telephone numbers, FAX numbers, and e-mail addresses of all Division and Chapter Officers and committee chairs. Distribute this list to all individuals on the list to enhance communication among and between Division and Chapter leadership.
5. Inform the Society of changes in Officers, dates and locations of meetings, and other necessary information.
5. Forward historical records of the activities, minutes, individuals, and other aspects of the Division to the Society's headquarters, as requested.
6. Record minutes of all EXCOM meetings and the Division's annual business meeting, including the decisions made, and distribute them to the EXCOM for review and approval.
7. Distribute minutes approved by EXCOM to the Division webmaster for posting on the Division website, as well as the Division Archivist.
6. Receive, hold, invest, and disburse funds as needed for Division function as approved by the Division Bylaws and Society Constitution and Rules.
7. Track Division income and expenditures for comparison to the annual budget and provide regular reports to the EXCOM.
8. Maintain financial records in standard accounting format for review by Division and/or Society Officers and staff as needed or required.
9. Confer, as necessary, with a certified public accountant, financial officers of the Society office, and the Audit Committee for efficient and correct accounting practice and reporting to the Internal Revenue Service.
10. Assemble records and prepare financial reports for annual audit by the Division Audit.
11. Committee and be available to respond to questions. Financial reports should be on an October 1 to September 30 fiscal year basis.
12. Distribute copies of resolutions to the Society's Executive Director, Society Officers, other units, and appropriate individuals or agencies, as instructed in the resolution.

13. Forward any proposed Bylaw changes to the Society's Executive Director for review by the Society's Constitutional Consultant prior to presentation of changes to the Society's Governing Board for approval.
14. Participate in the Division EXCOM meetings and conference calls and the Division's annual business meeting.
15. Confer with other members of the EXCOM in the development of the budget, the setting of agendas, and other matters as requested.
16. Attend Chapter meetings, whenever possible, as a representative of the Division.
17. Maintain a supply of unengraved plaques for awards.
18. Confer with the President and the Archivist regarding the assignment of older records
19. Ensure that any changes to this Procedures Manual are shared with the current President and incoming Secretary-Treasurer for incorporation into a revised version, and reviewed by the EXCOM.
20. Transfer records in a face-to-face conference with the incoming Secretary-Treasurer.

Past President

Per Division Bylaws, Section IX. E.,

*“The **Past President** shall*

- 1. Serve as Chair of the Division Nominating Committee.*
- 2. Serve as Chair of the Division Awards Committee.*
- 3. Serve on the Policy Review Committee.”*

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

1. Provide guidance and be available as needed regarding the presidency to the incoming President.
2. Participate in the Division EXCOM meetings and conference calls and the Division's annual business meeting.
3. Confer with other members of the EXCOM in the development of the budget, the setting of agendas, and other matters as requested.
4. Attend Chapter meetings, whenever possible, as a representative of the Division.
5. Ensure that any recommended changes to this Procedures Manual are incorporated into a revised version, and reviewed by the EXCOM.

Elected Division Representative to Society Nominating Committee

Per Division Bylaws, Section IV. F.,

*“The **Division Representative to the Society Nominating Committee** shall*

1. Search the Division membership for potential candidates for Society officer and aid in their nomination.”

The Division representative also serves as a voting member of the Society Nominating Committee, and in this capacity represents the opinions of the Division.

Division Representative to Society Certification Board of Appeals Committee

The Division representative, must hold a professional certification from the Society, and is appointed by the President. The incumbent serves on the Society’s Certification Board of Appeals Committee representing the opinions of the Division. The purpose of the committee is to render decisions on Society member appeals to professional certification.

Division Representative to Society Hutton Award Committee

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

Student Representative to Society Student Subsection

The student representative is a member of the Student Subsection of the Society’s Education Committee from the Division. This student serves as a conduit for Society and Division information of particular interest to students in the Division”.

C. Definitions of Bylaws, Standing Rules, Procedures, and Resolutions

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

“1. The Bylaws are the defining document for the Division and take precedence over all other Standing Rules and procedures of the Division. The Bylaws cannot be suspended and cannot be changed without prior notice to members.

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, 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 Governing Board for approval.

C. Amendments take effect when the Division receives written notice of their approval by the Governing Board from the Executive Director.

2. Standing Rules are the next highest level of documentation of Division operations. They are generally established to facilitate the conduct of Division business, and to describe duties and responsibilities of officers and committees. They may be suspended or amended as follows.

A. The Standing Rules may be suspended during an Executive Committee meeting until the next annual or special Division meeting by a 2/3 majority of the Executive Committee.

B. The Standing Rules may be suspended for the duration of a meeting by a 2/3 majority of Active Members voting at an annual or special Division meeting.

C. The Standing Rules may be amended by a simple majority of Active Members voting at an annual or special Division meeting.

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

C. Resolutions

A resolution is a formal expression of views of the Division membership (see example in Section 5 Appendices). The purpose of a resolution is to call attention to issues of concern and inform members of matters important to the Division. Resolutions by themselves do not solve problems; however, resolutions place the Division on record as recognizing the need for action by individual members, governmental agencies, appropriate legislative or administrative bodies, or by the Division Officers. Two types of resolutions may be considered.

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

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

General Procedures

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

chair is unavailable). The EXCOM shall be provided copies of the resolutions by the committee chair prior to consideration by the membership.

6. Resolutions should be submitted in writing to the committee chair or the President, who will then forward the resolutions to the committee chair. The committee chair shall review internal resolutions for conformity to format and grammatical accuracy and forward revised resolutions to the EXCOM for review and action.
7. The format of resolutions should follow that recommended in Robert's Rules of Order (revised). A resolution begins with the words "Resolved, That," the word "Resolved" being underscored or printed in italics. Most resolutions include a preamble, which gives reasons for the proposed action. Each clause in the preamble constitutes a paragraph beginning with "Whereas." The preamble should never include a period, but each paragraph should close with a comma or semicolon, followed by "and," except the last paragraph, which should close with the words "therefore, be it." A resolution should avoid periods. When periods are necessary, it is better to separate the resolution into two or more sentences each beginning with the word "Resolved."
8. Refer to procedures in Section D. regarding the Environmental Concerns Committee and Policy Review Committee for more details.

D. Committees

Executive Committee (EXCOM)

Per Division Bylaws, Section V.,

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

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

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

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

EXCOM Decision Making

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

Other Committees

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

General Responsibilities of Committee Chairs

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

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

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

Responsibilities of Committee Members

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

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

Standing Committees

Per Division Bylaws, Section IX, A.

“Standing Committees, composed of Division members in good standing, shall be organized by the President together with their chairpersons within 30 days after the annual meeting. The activities of these committees are coordinated by the Division Vice President. Standing committees are to assist the President and the Executive Committee in conducting the affairs of the Division. The chair of each standing committee shall

report at the annual and midyear Executive Committee meetings and annual membership meeting. In the event a meeting is canceled, committee reports shall be published in the newsletter. The term of duty for members of standing committees shall extend from their appointment to the end of the following annual meeting, unless otherwise specified. Division committees shall work in close coordination with comparable committees of the Society.”

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

Per Division Bylaws, Section IX, B.

“The Division has established the following Standing Committees:

- 1. Arrangements Committee. The Chair and at least three members shall be responsible for making all arrangements for the annual meeting, exclusive of program, to include lodging, meals, pre-registration, and registration, publicity and any other needed facilities or equipment.*
- 2. Audit Committee. The Chair and at least two members shall audit the financial records of the Division and report to the Division at the annual meeting.*
- 3. Division Archivist. A committee of one shall be responsible for organizing, maintaining, and storing the Division records.*
- 4. Environmental Concerns Committee. The Chair and at least four members shall be responsible for researching issues referred to the Committee through the Vice President and developing appropriate responses in accordance with the Division advocacy procedures for Executive Committee action.*
- 5. Grants Funding and Investment Committee. The Chair and at least four members shall be responsible for making investment recommendations to the Division Executive Committee, quarterly (minimum) review of the Grants Fund investments, and implementing the funding motion approved at the 2001 business meeting. Periodic review of the Division's grants funding criteria and fund-raising activities may be coordinated under the Grants Funding and Investment Committee through ad hoc committees appointed by the President.*
- 6. Membership Committee. The chair (Vice President) and one member from each State and Province in the Division shall undertake to maintain the current membership and*

recruit new members from those eligible within the Division boundaries. The Chair will also serve on the Society Membership Committee.

7. Nominating Committee. The Chair (Past President) and at least four members shall recommend a slate of candidates for offices of the Division, and representatives of the Division to serve on the Society Nominating Committee and Governing Board.

8. Policy Review Committee. The Chair and at least four members (including the Past President) shall serve as council to the Executive Committee and provide review concerning internal and external policy and advocacy matters and public responses to those issues generated by the Division. The Chair shall also serve on the Society Resolutions Committee.

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

10. Time and Place Committee. The Chair plus two members shall consider and recommend the time and place of subsequent regular meetings. ”

Arrangements Committee

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

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

Procedures:

1. Consult the Society publication “Guidelines for Hosts of Annual Meetings” and Section 5 of this Procedures Manual
2. Make appointments to cover most, if not all, of the following details:
 - a. Accommodations and lodging
 - b. Pre-registration, registration and welcoming arrangements
 - c. Meeting room assignments, audio-visual equipment and operators
 - d. Banquet and entertainment
 - e. Social hours

- f. Exhibits
- g. Program contact and printing
- h. Non-member activities
- i. Field trips
- j. Raffle/Auction

Audit Committee

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

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

Procedures:

1. Confer with the Secretary-Treasurer and establish a date for auditing of (and advising on) the Division's accounts and investment portfolio, assessing the following features:
 - a. Accountancy procedure, re: detail and efficiency.
 - b. Authorization for disbursement (e.g. EXCOM minutes, business meeting minutes, presidential correspondence, e-mail and conference call minutes, etc.)
 - c. Conformity with state and federal requirements on income reporting.
 - d. Safety of storage conditions for key records.
 - e. Accuracy of accounting, i.e. match of Division records with bank and brokerage firm records.
2. Include in reports to the President and EXCOM remarks on each of the components listed in the preceding directive.
3. If possible, serve as an advisory member of the committee after term of office is completed.

Division Archivist

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

Composition: A committee of one Division member.

Procedures:

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

Environmental Concerns Committee

Purpose: With issues referred through the Vice President, the Environmental Concerns Committee researches issues and develops appropriate responses in accordance with the Division advocacy procedures for EXCOM action.

Composition: The chair and at least four Division members.

Procedures:

1. Develop procedures to help educate Division members on emerging issues, such as placing articles in the Tributary and posting items on the website.
2. Screen potential environmental/resources issues as they arise and recommend members to serve on issues-oriented committees to be formed as needed.
3. Coordinate with the Policy Review Committee to draft resource policy statements/resolutions for Division approval.
4. Recommend to EXCOM appropriate actions to be taken in response to environmental/resource issues. These might include, but are not limited to:

- a. Drafting resolutions
 - b. Informing appropriate legislators
 - c. Providing testimony at state or national level hearings
 - d. Public education initiatives such as guest editorials in newspapers, radio, or television public service announcements
 - e. Advising membership on current pending legislation and need to contact
5. Legislators
- a. Enlisting cooperation of other environmental groups to address certain issues

Grants Funding and Investment Committee

Purpose: The Grants Funding and Investment Committee provides investment recommendations to the EXCOM, reviews investment performance at least quarterly, and implements the funding motion approved at the 2010 annual EXCOM meeting. Periodic review of the Division's grants funding criteria and fund-raising activities may be coordinated under the committee through special committees appointed by the President.

Composition: The chair and at least four Division members.

Procedures:

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

Membership Committee

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

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

Procedures:

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

Nominating Committee

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

Composition: The chair, who is the Division Past President, and at least four Division members.

Procedures:

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

Policy Review Committee

Purpose: The Policy Review Committee serves as council to the EXCOM, and provides review concerning internal and external policy and advocacy matters and public responses to those issues generated by the Division. The committee also drafts resolutions, screens and edits submitted resolutions, and presents a slate of resolutions for membership approval.

Composition: The chair and at least four Division members (including the Past President). The chair of the committee shall also serve on the Society Resolutions Committee.

Procedures:

1. Guide the process for preparation of policy statements and resolutions according to the Society Procedures Manual (http://www.fisheries.org/afs/docs/about_procedure.pdf) including “Procedure for Developing and Advancing Resource Issues” (page 84) “Procedure for Submitting, Considering, and Implementing Resolutions, (page 90) and “Procedures for Developing and Advancing AFS Resource Policy Statements.” (page 85).
2. Coordinate with Division/Society representatives to seek scientific analysis on important resource issues resulting in recommendations for guidance, approaches or positions that the Division/Society can endorse.
3. Assess resource concerns of the membership and determine the need for developing policy statements/resolutions.
4. Coordinate activities with the Environmental Concerns Committee chair, soliciting issues that should be covered by resource policies.
5. Review all proposed policy statements/resolutions and determine which of the following actions to take:
 - a. Accept the policy statements/resolutions as drafted (or with minor revisions).
 - b. Seek further evaluation by appropriate committees, Chapters, and individuals with expertise in the subject area of the policy statements/resolutions, and accept such after incorporating major changes.
 - c. Reject the policy statements/resolutions from consideration by the Division if irreconcilable differences between the committee and the policy statements’/resolutions’ sponsor remain after review and discussion.
6. Vote on all proposed policy statements/resolutions to determine which should be recommended for consideration by the membership. Proposed policy statements/resolutions deemed appropriate to forward should be accompanied by a recommendation for action and a brief background statement or analysis of the policy statements/resolutions. Forward the recommended policy statements/resolutions to the EXCOM to determine whether the policy statements/resolutions should be forwarded for membership approval.
7. Policy statements/resolutions deemed appropriate by the committee and EXCOM will be provided to the membership via the Division webpage, list serve, and Tributary as feasible. Members will be directed to review the draft documents and provide comments within a 30 day period.

8. Copies of all resolutions adopted by the Division should be forwarded by the Chair to the Society Executive Director and Society President, Presidents of each Division, and, where resolutions are relevant to the interests of Sections, to each Section President. Resolutions of national or international significance may be forwarded to the Society Resolutions Committee for consideration by the Society.
9. All Committee members should be familiar with Society guidelines concerning lobbying activities so that any action taken as a result of a resolution does not endanger tax-exempt status of the Society.
10. These procedures may be suspended in order to consider emergency resolutions.

Program Committee

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

Composition: The President-Elect and a member from the host Chapter are appointed by the President as co-chairs. These individuals and at least three members from the host Chapter develop and implement the program that will include technical sessions for contributed posters and papers and invited symposia or workshops.

Procedures:

Consult Sections 4 and 5 of this Procedures Manual

Time and Place Committee

Purpose: The Time and Place Committee considers and recommends to the EXCOM the time and place of subsequent regular meetings.

Composition: The chair plus two Division members.

Procedures:

1. Solicit Chapters located within the Division for competitive proposals three to four years in advance to host the Division annual meeting.
2. Committee chair presents options for time and place to the EXCOM at either the mid-year or annual meetings, or during a monthly conference call.
3. Provide prospective bidders with the guidelines and format for preparing a written bid package and oral presentation to the EXCOM. The package requires prospective hosts to address items such as availability and price of air transportation, anticipated costs of hotel and meeting rooms, cost of services and amenities, entertainment options, expected

climate and weather conditions, availability of members to help plan and host the conference, and various other information. In addition, the most successful bids to host annual meetings have been those demonstrating a wide variety of competitive airfares to the host city, reasonable hotel rates to accommodate a large block of rooms for attendees, centralized lodging and conference facilities, free use of convention facilities (often based on expected hotel occupancies), availability of discounted student room rates, and a host of social activities and attractions for members and family guests. Past successful bids are also typically associated with a large number of members in the host city or its surroundings - individuals who are willing to work on local arrangements-related activities.

4. Screen written proposals prior to the mid-year or annual meeting to determine which are acceptable on the basis of specific guidelines established in the bid package.
5. Committee chair notifies acceptable bidders to prepare an oral presentation for the EXCOM at the mid-year or annual meeting.
6. EXCOM votes on the proposals and determines the sites for the next four annual meetings.

Special Committees

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

Awards Committee

Purpose: The Awards Committee solicits award nominations to honor individuals and/or groups who have demonstrated outstanding contributions to the Society and/or Division, and to fisheries research, conservation, and management. Nominees are sought for the following Division awards: Award of Excellence, Award of Merit, Award of Special Recognition, Robert Borovicka Conservation Achievement Award, Conservation Achievement Award, Outstanding Chapter Award, and the Outstanding Student Sub-Unit Award. This committee is also responsible for seeking candidates for the incoming Vice President position.

Composition: The chair, who is the Division Past President, and the four other Division Officers.

Procedures:

1. Procure and prepare award plaques for presentation at the annual business meeting. Clear funding for such materials in advance with the President. Provide documentation required for reimbursement from the Secretary-Treasurer. (Note: The Secretary-Treasurer of the Division should maintain a supply of unengraved plaques.)
2. Committee chair will submit a call for award nominations via the *Tributary*, list serve, and Division website at least four months before the annual business meeting.
3. The call for award nominations and solicitation letters should contain a list of past award recipients, a deadline for nominations to be submitted (normally two months before the annual meeting), and instructions for documenting the nominee's professional quality in sufficient detail for the committee to make sound judgments.
4. Within two weeks after the established deadline for close of nominations, the committee chair will provide the committee with the documentation of the nominees. The committee will have no longer than two weeks from the receipt of the nominee documentations to vote on award recipients.
5. Committee chair will tally the votes and notify the successful nominees, with copies of this communication sent to each committee member.
6. Committee chair should order the appropriate certificates and plaques from the Society for the award winners.
7. Committee chair will announce the award winners at the annual business meeting, and recognize the winners with plaques.
8. Committee chair will prepare and submit a written announcement of the award recipients to the *Tributary* and *Fisheries*.
9. Committee chair will solicit EXCOM, Division Past Presidents, and others for potential incoming Vice President candidates.
 - a. Per Section III. C. of the Division Bylaws, "*all candidates must be members in good standing for at least two years immediately preceding their nomination. Also, they must have attended an annual meeting of the Division in one of the preceding three years.*"
 - b. Committee chair will request biographical sketch information and photos of the candidates for inclusion in the *Tributary* and an announcement through the list serve.
10. Division members will have 30 days to vote electronically for the candidate of their choice via "Survey Monkey" or some other electronic survey provider.

11. Committee chair will tally the votes and notify the successful incoming Vice President, with copies of this communication sent to each committee member.
12. Committee chair will prepare and submit a written announcement of the incoming Vice President to the *Tributary*, list serve, website, and *Fisheries*.

Electronic Communications and Newsletter Committee

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

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

Procedures:

1. The Tributary editor will produce and distribute periodically a newsletter with a format emphasizing news happenings, significant research, announcements, award nominations, and a calendar of scheduled events. Division and Chapter reports/announcements will also be provided as necessary.
 - a. Publish at least two newsletters annually. Announce deadlines for submission of materials via the list serve and website.
 - b. Tributary should be posted on the website.
 - c. Notice of the availability of the Tributary via the website should be sent to through the list serve.
 - d. Periodically discuss potential improvements to the website with the EXCOM.
2. The Webmaster will post materials approved by the EXCOM on the website in a timely manner.
 - a. Solicit appropriate matter for posting from Division Officers, committee chairs, and Chapter Presidents.
 - b. Periodically discuss potential improvements to the website with the EXCOM.
3. The List-server coordinator will electronically distribute approved material to Division members as requested.
 - a. Periodically, the coordinator will provide instructions to members on how to register for the list serve, as well as post information to the list serve.

E. Division Activities

Accounts

Two checking accounts have been opened for the convenience of the Secretary-Treasurer to conduct the Division's financial operations. The Division also maintains a number of accounts to be drawn from in times of financial hardship. These include a money market account and four Certificates of Deposit (CD's). The CD's all have maturity periods of one year, timed so that one CD matures approximately every three months. The Division also maintains a "Grant Endowment Fund". This fund is designed so that annual gains can be used to fund grants approved by the EXCOM. This fund is not to be used for Division operating expenses. All account statements should be retained by the Secretary-Treasurer for audit purposes. The Secretary-Treasurer should update the EXCOM on the status of each account monthly.

Advocacy

Advocacy may be simply defined as arguing for a cause, often on behalf of others. Arguments may be written or expressed orally, and sometimes they must be developed reasonably quickly. Advocacy is on its strongest ground when it is based on a hierarchy of instruments used as official expressions of Society views. The principal instruments are Society policies, general statements of principle about resource topics that explain and justify the Society's perspective or attitude in largely philosophical terms. The Division follows the AFS advocacy guidelines, which are included in the Society's Procedures Manual (http://www.fisheries.org/afs/docs/about_procedure.pdf) on page 94.

Annual Meeting

Per Division Bylaws, Section VI.:

"A. The Division shall meet at least once a year at a time and place desired at least two years in advance.

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

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

Per Division Bylaws, Section VII.:

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

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

C. Election of officers and the Division Representative to the Society Nominating Committee shall be by mail ballot or electronic ballot. The procedure for the conduct of the ballot shall be determined by the Executive Committee and executed by the Secretary.”

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

Proposals to Host the Division and/or Society Annual Meeting

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

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

Bidding for an Annual Meeting

The American Fisheries Society solicits bids from chapters and state agencies for its annual meetings more than four years prior to the actual event. The bids are typically solicited on a rotating basis among AFS Divisions, but there is nothing to preclude solicitations “out-of-traditional-sequence,” especially when an insufficient number of bids are obtained from the targeted “geographic” Division. A bidder’s package is normally requested by prospective hosts, from the AFS Office late winter or early spring. The package provides guidelines and historical figures about attendance and numbers of hotel rooms used at past annual meetings. The package requires prospective hosts to address items such as availability and price of air transportation, anticipated costs of hotel and meeting rooms, cost of services and amenities, entertainment options, expected climate and weather conditions, availability of AFS members to help plan and host the conference, and various other information.

Per instructions from the AFS Office, the bid package is submitted during late spring or early summer by mail to the Chair of the AFS Time and Place Committee. It is ultimately considered by the Time and Place Committee at the fall AFS Annual Meeting exactly four years prior to the event being proposed. The Time and Place Committee allows face-to-face presentations by the host Chapter and/or by city representatives, reaches consensus on a selection, and presents findings to the Incoming Governing Board later in the week. The Governing Board decides whether to accept the Committee's selection.

Tips for Successful Submissions

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

In addition the most successful bids to host AFS annual meetings have been those demonstrating a wide variety of competitive airfares to the host city, reasonable hotel rates to accommodate a large block of rooms for attendees, centralized lodging and conference facilities, free use of convention facilities (often based on expected hotel occupancies), availability of discounted student room rates, and a host of social activities and attractions for members and family guests. Past successful bids are also typically associated with a large number of AFS members in the host city or its surrounds - individuals who are willing to work on Local Arrangements-related activities.

Remuneration

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

The monetary return to the host chapter will be 20% of the net proceeds of the annual meeting. (Past net proceeds have ranged from \$50,000 to over \$300,000 from an AFS annual meeting, so host chapters can expect as much as 10K or more, for their efforts.)

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

Divisions will receive 10% of the net proceeds if they forgo their regularly scheduled annual meeting and hold it in conjunction with the Society annual meeting.

More detailed information regarding the annual meeting is provided in Sections 4 and 5.

Awards

The presentation of awards in recognition of contributions to the Society and/or Division is one way to promote and evaluate the educational, scientific and technical aspects of the fisheries profession. Every year, we solicit nominations to honor individuals or groups who have demonstrated outstanding contributions to the Society and/or Division, and to fisheries research, conservation and management. This is your opportunity to nominate and honor someone you have professionally admired and ensure that your peers receive the recognition they deserve.

The Division has seven prestigious awards for individual and group achievements, some of which are given to non-Society members. In addition to these seven awards described below, the Division also provides the Outstanding Chapter Award, the Outstanding Student Sub-Unit Award, and the Riparian Challenge Awards. Finally, the Division presents the Best Student Paper and Poster Awards at the annual meeting.

Award of Excellence

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

Award of Merit

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

Award of Special Recognition

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

Robert Borovicka Conservation Achievement Award

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

Conservation Achievement Award

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

Outstanding Chapter Award

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

Outstanding Student Sub-Unit Award

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

Riparian Challenge Awards-Awards of Excellence in Riparian Management

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

Student Presentation Awards

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

Electronic Voting

Generally, the only matter requiring voting by Division members that is not handled at the annual business meeting is the election of Division officers. Decision-making on important issues such as Bylaw amendments, acceptance of resolutions and/or policy statements, and other substantial issues may also be conducted electronically to allow the largest possible participation by the Division membership. In recent years, elections and other business have been conducted

by using an electronic survey provider such as “Survey Monkey”. The cost for using such a provider is nominal.

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

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

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

Finances

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

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

The President, in consultation with the Secretary-Treasurer and other EXCOM members, develops the annual budget for the Division. The Secretary-Treasurer should provide a budget template to the President that includes best estimates for known income and expense categories based on the budgets from previous fiscal years. The President then estimates income and expenses for discretionary categories, and the final budget is approved by EXCOM, usually at

the mid-year meeting (October-November). Financial records are tracked electronically by the Secretary-Treasurer.

Per Division Bylaws, Section VIII.:

“A. The Executive Committee may levy such special fees as may be necessary to meet any expenses of the Division.

B. A current accounting of all funds shall be kept by the Secretary-Treasurer.

C. An audit of the financial records of the Division shall be made by an Audit Committee immediately prior to the annual meeting.

D. All financial transactions shall be accomplished in a businesslike manner in accordance with a budget approved at the annual meeting.”

Grants

Student Travel Fund

In 2008, the Division created a Student Travel Fund to encourage student participation in Division meetings, and provide them the support to attend these meetings. The number of student travel grants awarded each year varies, as does the value of awards within a year. The awards are meant to offset costs for travel, meals, and lodging only. Applications for grants from this fund are made available on the Division website prior to the annual meeting. Applications are provided to the President, and judged by all Division Officers. The President notifies each applicant regarding the status of their reviewed application. Funds are awarded on a reimbursable basis.

Small Project Fund

The Western Division currently has project funding available for Division Chapters, Subunits, and other fisheries-related groups. Grants are usually modest (less than \$2,500 total is available for FY 2012) but can help get a project started or be used to complement other funding sources. Applications are typically due in the spring prior to the annual meeting. Projects that clearly help achieve the AFS mission and Western Division objectives, either individually or collectively, will be prioritized for Division Grant funding over those that do not. To realize the greatest value from limited Division resources, projects addressing AFS goals and objectives, those with high visibility, and those with a greater fishery resource impact, will be given priority. More information and current application due dates can be found on the WDAFS webpage at <http://wdafs.org/awards/small-project-grants/>.

The Executive Committee will consider the following project elements when making grants funding decisions:

Does the Proposal:

1. Promote the AFS mission and WDAFS objectives (described above)?

2. Incorporate and promote science-based management, conservation or understanding of fisheries resources?
3. Elevate the visibility of fisheries issues to a broad audience?
4. Need Division funding for completion of the project relative to other funding sources?
5. Have potential for generating revenue to the Division?

Application Process:

1. A Western Division AFS member or sub-unit must submit the application.
2. Applications must be received by the stated and advertised deadline.
3. Applications must include the following information:
 - a. Project Titles
 - b. Name of requesting subunit or member
 - c. Name, address, phone number, fax number, and email address of contact(s)
 - d. Project description (What will the funds be used for?)
 - e. Estimated time to completion
 - f. Amount requested
 - g. Other funding sources and amounts provided
 - h. Disposition of unused funds
4. Submit applications and direct questions to WDAFS President

List Serve

Messages can be sent to the listserv via Dave Lentz at dlentz@dfg.ca.gov

Newsletter

The newsletter was established to provide timely articles and news of the Division, Chapters and members. Two to three issues are usually published annually. Items are solicited from any member, with the President having lead responsibility to provide several items, including a President's message for each issue. Other regular features in the newsletter are Society and Division meeting announcements, Division meeting minutes, Chapter updates, Division committee reports, and updates on current fisheries resource issues. The newsletter is only available electronically through the Division website. Members are notified via the Division list serve when a new issue is available.

Liability Insurance

In recent years, Chapters within the Division have been advised by universities that they had to purchase liability insurance before holding training courses and meetings at their facilities. The cost of this coverage is typically prohibitive to Chapters. The Division investigated liability coverage through AFS and found that the AFS policy does not cover subunit officers or events, since these entities are considered, for liability purposes, independent entities. AFS can, however, include any unit for event insurance (meetings and associated activities) for a premium of approximately \$ 150 per year per unit in 2008. This is insurance for a \$1 million limit. Unit officer liability insurance is also available, but at much higher premiums (\$1000-\$1500). Therefore the Division purchased the event coverage for itself and each of its six Chapters for 2004. The Division will purchase the event coverage for the Chapter if requested. It is expected that this is re-occurring annual cost will insure “in facility” type meetings (i.e., does not cover outdoor events and workshops in or near water). Officer Liability insurance was deemed too expensive and was not purchased.”

Website

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

Meetings

Per Division Bylaws, Section VI.:

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

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

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

Per Division Bylaws, Section VII.:

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

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

C. Election of officers and the Division Representative to the Society Nominating Committee shall be by mail ballot or electronic ballot. The procedure for the conduct of the ballot shall be determined by the Executive Committee and executed by the Secretary.”

Record Keeping

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

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

Reporting

Committee/Chapter Reports

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

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

- Committee (or officer or chapter) Name
- Committee Members (or Chapter Officers): List names of all members or officers.
- Prepared by: (name and title)
- Date
- Action(s) recommended: Specify action(s) you are recommending. These should be specific actions or recommendations that you think the Division should consider implementing. If your suggestion has Division policy or budget implications, see "recommended motion" below. Be concise and explicit. Background to support these recommendations appears below, not here. If none, so state.

- Recommended motion: Include suggested wording for a motion if you plan to make one at the business meeting. If the actions noted above require policy or budget approval by the EXCOM, a recommended motion should be included in your report. If none, so state.
- Background: Provide the supporting justification for the recommended actions and/or motions noted above.
- Minority view: If there is a minority view to your recommendations above, include it here.
- Accomplishments: Provide a bulleted list of your unit's accomplishments during this year in office.

Guidelines for preparing reports to the Governing Board

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

Student Initiatives

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

Travel Reimbursement

The standard operating practice of the Division is to reimburse travel expenses by Officers and others for the conduct of Division business if so requested. Sometimes, the cost of Division Officer travel may be assumed in full or in part by their employer. However, this cannot be assumed, so the Division budgets on an annual basis for the following: Officers travel to the annual Division meeting, to the mid-year EXCOM meeting, and for one Officer to attend each Chapter annual meeting; and for the President and President-Elect's travel to mid-year and annual meetings of the Society's Governing Board. EXCOM approval is needed for travel

reimbursement of any others on official Division business such as Society Officers, Society staff, invited symposium or plenary speakers, leadership trainers, etc.

SECTION 3: CHAPTER AND STUDENT SUBUNIT ORGANIZATION AND OPERATION

A. Background, Mission, and Purpose

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

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

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

The general responsibilities of Chapters are as follows:

1. Facilitate communication among members (by newsletters and other means) regarding fisheries science issues and the conduct of the fisheries profession within the Chapter's region.
2. Hold meetings, publish works, and perform other activities on a technical and semi-technical level that advance the status and performance of the fisheries profession within the Chapter's region.
3. Determine the views of members relative to professional topics affecting their performance, for example, by conducting surveys and considering resolutions.
4. Present the views of Chapter members to the Division membership, the Society membership, and to the general public and government agencies within the Chapter's boundaries.
5. Hold annual meetings at which all Bylaw responsibilities are carried out.
6. Serve as technical and professional advisors to government agencies within the Chapter's region.
7. Promote the fisheries profession within the Chapter's boundaries through active and positive relations with journalists, government officials, special interest groups, other professional organizations, and the general public.
8. Promote the proper use of aquatic resources by initiating and participating in special projects that increase public awareness, expand participation, improve habitat, and protect fragile resources.

B. Chapters and Other Units

The Division is comprised of ten Chapters and several Student Subunits, including: Since Chapter Presidents are Division EXCOM members, it is helpful to know when Chapter officer's transition. These occur at the Chapters' annual business meetings, which are typically held in spring:

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

C. Officers and Duties

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

President:

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

Responsibilities for Division:

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

Submit to the Division President any approved Chapter resolutions that are intended for Society consideration.

Inform your successor of action taken at previous Division EXCOM meetings/conference calls and see that he/she gets minutes of same.

President-Elect:

Represents, as a proxy, the President if the current President is unable to attend a Division Executive Committee Meeting.

Secretary/Treasurer:

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

Responsibilities of Secretary/Treasurer for Division:

- Furnish a copy of the minutes of the Chapter annual business meeting to the Executive Director of the Society and Division Secretary-Treasurer within 30 days after the meeting.
- Keep minutes of all official meetings and retain all Chapter records. Copies of minutes should be furnished to Chapter EXCOM members.
- Submit copies of Chapter resolutions promptly to the Division Secretary-Treasurer and the Executive Director. Indicate those for which Division and Society support is requested.

- Notify the Chapter membership of the Chapter annual business meeting at least one month in advance; at least two weeks in advance for special and/or interim meetings. (Some Chapters meet monthly and perhaps mailings of notices are too expensive and not necessary.) Division Officers, the Society President and Executive Director also should be informed of the Chapter annual business meeting.
- Keep a copy of Chapter bylaws on hand and be familiar with their content. Forward proposed amendments promptly to the Executive Director for action by the Society's Governing Board.
- Maintain a membership roster for the Chapter. Send it to the Executive Director and request an update on AFS membership status of the members three months prior to the annual business meeting. Society bylaws stipulate that only a member in good standing can be an officer or have a vote.
- Submit a financial report at the annual business meeting. The report should be in the form prescribed by the Society's Subunit Manager. Submit an annual report to the Subunit Manager at the end of the Society's fiscal year as directed in the "Guidelines for Subunit Treasurers".

SECTION 4: ANNUAL MEETING GUIDANCE

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

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

A: Annual Meeting Structure and Organization

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

General Meeting Chair (GMC): The GMC is the person who "bridges the gap" between Program and Local Arrangements functions, and who plays a very significant role in fundraising for the annual meeting. The GMC should come from a leadership position within the host

chapter, will usually live in close geographic proximity to the proposed site of the function, and normally will occupy a position of managerial leadership in the local aquatic resource community. The GMC, who is usually recommended by the local organizing committee, will eventually need to be appointed by the sitting Society President for Division/Society annual meetings.

Often, the GMC will have played some role in the bid presentation to the Division and/or Society's Time and Place Committees considering that year's meeting, and will work with the eventual Division and/or Society President in coordinating interactions between Program and Local Arrangements functions, especially facility needs-related requirements and budgets. Also, the GMC will help ensure good communications with that year's Division and/or Society President, and between the Program and Local Arrangements committees. The GMC will oversee all Local Arrangements functions and the budget for all elements of the proposed annual meeting. The GMC will normally assist the organizing committee with local fundraising efforts for the intended meeting, through his or her extensive contacts in the regional aquatic resource community. A GMC can serve as an effective point-of-contact for the Division's EXCOM, as well as the Society Office and the Society Officers. The future Division and/or Society President of the intended meeting will maintain direct communications and information exchange with both the Program Chair and GMC in collaboration with, and with significant input from the Society's Executive Director, as appropriate. The Division's EXCOM and/or Society staff will provide guidance on annual meeting budgets and required oversight in approving annual meeting-related facility contracts.

Specifically, the GMC upon selection, will:

1. Immediately ensure all meeting and lodging facilities required before and during the meeting have been secured. Assistance with negotiating hotel/venue contracts can be provided by the Division's EXCOM and/or Society staff, as well as Helms-Briscoe, the Society's contracted negotiator. The Division's EXCOM strongly urges the GMC to ensure these contracts are appropriate based upon attendance and needs of previous annual meetings. The Division President and/or Society Executive Director will sign all contracts with hotels and other facilities.
2. Serve as the main point-of-contact for the Division's EXCOM and/or Society's staff. Updates concerning meeting planning will be provided to the Division EXCOM and/or Society during the pre-determined monthly Division EXCOM conference calls. A detailed report and meeting budget will be presented to the Division EXCOM at the EXCOM retreat preceding the annual meeting. Any substantial changes to the meeting budget should be reviewed with the Division EXCOM and/or Society.
 - a. Coordinate the preparation of the meeting budget with the Division EXCOM and/or Society Executive Director. The Local Arrangements Committee prepares an analysis of expenses that inevitably come up, 10-15% of all other fixed costs. The total meeting cost can then be divided by the anticipated number of registrants and the resulting figure added to the basic registration fee structure to arrive at a final registration fee structure. The fee structure will be discussed with the Division EXCOM and/or Society President and Executive Director. This

structure for the Division/Society meeting will be approved by the Governing Board. All budget expenditures for the Division/Society meeting above \$10,000 must be cleared with the Society Executive Director first. Ultimately, however, meeting budget decisions are the responsibility of the Division EXCOM and/or Society office. It is critical that local costs be used to estimate major expenditure items.

3. Oversee all Annual Meeting Committee (comprised of all subcommittee Chairpersons) functions and budget for all elements of the proposed annual meeting.
 - a. Meet with the subcommittees, as necessary, to outline subcommittee function and orient members to expectations before, during, and after the annual meeting.
 - b. Coordinate the final wrap-up reports from all subcommittee Chairpersons. Reports on attendance, meeting and guest rooms used, counts on special meal functions, final budget, and report of income and expenses are all very helpful in planning future meetings. Each subcommittee should submit a final report. These reports are kept on file by the Division's Secretary-Treasurer and/or in the Society Office, and are available to all future subcommittee chairs as guides. Make the wrap-up session as brief as possible, highlighting the main points only.
4. Have the authority to accept contributions or sponsorship of any portion of the meeting activities, supplies, in-kind services, etc. The GMC must approve any and all contributions tendered, before any can be confirmed by any subcommittee personnel. All offers should be made in writing and all confirmations will be made in writing by the GMC. Should there be a perception of a potential conflict of interest in any sponsorship, the GMC may discuss this with the Division EXCOM and/or Society Executive Director.
 - a. List all monetary and material contributions in the official meeting program and will see that sponsor participation is properly recognized at appropriate events, by letter.
5. Visualize a good time and make sure everyone has fun. Remember that the key to a successful meeting is early planning and having contingency plans for everything. The GMC needs to have an interest in every detail.

Local Arrangements Chair: The GMC may serve in this capacity as well or appoint a Local Arrangements Chair.

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

- Arrangements and Accommodations
- Audio/Visual Aids
- Banquet, Social Activities, and Entertainment
- Best Student Paper/Professional Paper
- Budget and Finance
- Child Care
- Communications
- Continuing Education

Fundraising
Hospitality (companion program)
Photography
Printing
Program
Publicity and Media Relations
Raffle
Registration
Signs
Spawning Run
Students
Tours, Transportation, and Information
Trade Show
Welcoming and Protocol

B. Recommended Timelines and Subcommittees for Annual Meeting Preparation

The following timelines are based upon an Annual Meeting occurring within the August-September timeframe of most national meetings. Timelines for meetings taking place outside of this timeframe should be adjusted appropriately (most Division meetings occur in spring).

Two Years Prior to the Division/Society Annual Meeting

August-September

- Determine the GMC and other key Chairpersons.
- The GMC should:
- Consider reading “How to Make Meetings Work” by Michael Doyle and Davis Straus.
- Begin a list of key elements, tasks, and people, and add-on as the need arises.
- Start recruiting subcommittee members and Chairpersons. The more people involved throughout the planning stages, the smoother things will run during the meeting. Each person in charge of each area is responsible for recruiting the help he/she will need to get the job done. Engage the Division EXCOM and/or Society staff early on for assistance with meeting organization and planning.
- Prepare to attend the Division and/or Society annual meetings two years prior as well as the year prior to your scheduled meeting, and ensure key people associated with your meeting planning also attend. Observe, take notes and photographs for those Chairpersons that could not attend, and talk to the local arrangements folks. Be “in touch” with what is going on, and learn from your observations. Attend the wrap up

session following the meeting for helpful hints from the planning committee, convention center / hotel staff, caterer, etc.

- Conduct a preliminary meeting at the conference hotel with key Chairpersons associated with your meeting planning, hotel staff, and local convention and visitor's bureau representatives to view facilities, establish relationships, define and determine basic duties, and schedules.
- Begin thinking about off-site functions such as a fish fry, picnic, and "Spawning Run" well in advance of your meeting. Try to add some local flair.
- The Fundraising Committee should begin fundraising planning. It is never too early to start, as potential contributors often prepare budgets years in advance. Governmental agencies should be targeted toward the end of their funding cycles.

One Year Prior to the Annual Meeting

January-February

GMC should convene a meeting/conference call(s) of the Annual Meeting Committee to:

- Ensure all contracts are adequate and in force.
- Initiate meeting budgeting process.
- Ensure all subcommittees are fully staffed and charged with their duties.
- Establish communication and coordination procedures among all meeting planners.
- Program Committee (Co-Committee Chair is Division President-Elect when meeting occurs) should begin search for plenary speakers. Program Committee and Society President have lead and must coordinate with GMC.
- Banquet, Social Activities, and Entertainment Committee should begin planning and negotiating if off-site events are needed.

March-May

- GMC should convene a meeting/conference call(s) of the Annual Meeting Committee to:
- Determine, recruit, and fill any gaps needed to ensure all subcommittees are fully staffed and charged with their duties and timelines.
- Establish the preliminary budget. Financial requests should be estimated for a rough draft budget. PS-include funds for promotions completed by the Society; gather data on specifics (number of attendees by categories, etc.) from the PS office from previous years' meeting wrap-up reports; consider permits needed. Transportation to and from; entertainment; get cost estimates from the hotel/caterer for coffee breaks, receptions, etc.; leave room for an increase in prices; get changes in writing; understand the caterer's language

- Banquet, Social Activities, and Entertainment Committee should finalize the location of any off-site events

June-December

- GMC should convene a meeting/conference call(s) of the Annual Meeting Committee to:
- Receive progress reports and updates from subcommittees
- Reconfirm subcommittee assignments and deadlines for activities. Subcommittee reports and final budget requests due to the GMC in June.
- (*June*) Finalize budget with assistance from Division EXCOM and/or Society staff. Draft of budget due to the Executive Director and the Director of Administration and Finance.
- (*June, July, August, September, October*) Work with the Program Chair, Fisheries staff, and Society's Abstract Coordinator to update the Call for Papers. Decide topics for the short sidebar that changes each month in the Call for Papers. First call for papers is due to the Society in early July for publication in the September issue of Fisheries. Second call for papers is due to the Society in early August for publication in the October issue of Fisheries. Third call for papers is due to the Society in early September for publication in the November issue of Fisheries. Fourth call for papers is due to the Society in early October for publication in the December issue of Fisheries. Also include a brief write-up about the meeting site, dates, hotels, etc. Though still a long way off, early exposure is important.
- (*June-December*) Submit monthly reports to the Division EXCOM, and/or Society President and Executive Director on activities concerning the planning of the meeting. Publish minutes of each conference call/meeting for each subcommittee member, Division EXCOM and/or Society staff. These notes can be passed on to the Division EXCOM and/or Society office and the next year's Arrangement Committee. These notes will be a helpful reminder of who's responsible for what.
- (*July*) Reconfirm assignments and deadline dates for individual subcommittee activities. A progress report should be in hand from all subcommittees.
- (*August/September*) Prepare to attend the Division and/or Society annual meetings the year prior to your scheduled meeting, and ensure key people associated with your meeting planning also attend. Request a free booth during the trade shows to advertise your meeting. Provide handouts/flyers/magnets/buttons with meeting information. Schedule a social for your Chapter to garner interest and involvement from your membership to assist with meeting planning. Observe, take notes and photographs for those Chairpersons that could not attend, and talk to the local arrangements folks. Be "in touch" with what is going on, and learn from your observations. At the Division Business Meeting, the GMC and Program Chair will make a presentation highlighting next year's meeting and unveil the poster. Attend the wrap up session following the meeting for helpful hints from the planning committee, convention center/hotel staff, caterer, etc.

- (*August/September*) Report on the general program including budget and proposed registration fee for approval to the Governing Board at the Society annual meeting. After Governing Board approval, authorize subcommittee budgets which constitute authority for each subcommittee chair to incur obligations to the total amount approved, only. Each subcommittee will keep a record of its expenditures and financial obligations.
- (*November*) Send the Society a list of all subcommittee Chairpersons with phone, FAX, and email addresses, if you have not done so already.
- (*August/September*) Publicity and Media Relations Committee should begin working with Society staff to develop the meeting web site, to be hosted on the Society's web site.
- (*September*) Trade Show Chairman can begin drumming up local interest and working with the Society Office Coordinator or contractor. This person will handle all local trade show arrangements and be the contact between headquarters and the trade show decorator. The mailings, exhibitor registrations, etc., are all handled through the Society office or contractor.
- (*October*) Budget and Finance Committee will open an interest-bearing bank account, and order checks. The committee will also apply for sales tax exempt status.
- (*October*) Publicity and Media Relations Committee (Web Coordinator) will work with the GMC, all Chairpersons, and Society staff to post information to the web site regarding the meeting location, dates, theme, registration, theme, lodging, transportation, etc. The Society will host the web site with access provided to the Publicity and Media Relations Committee (Web Coordinator).
- (*October-December*) Society Office will prepare a registration form and complete the first promotional mailing.
- (*November*) Tours, Transportation, and Information Committee will coordinate with the GMC to prepare a write-up about the area and what there is to see and do. The committee will submit the information to the Society for the January issue of Fisheries.
- (*December*) GMC will work with the Division EXCOM and/or Society staff, and the Arrangements and Accommodations; Banquet, Social Activities, and Entertainment; and Program subcommittees to nail down the general schedule for the week and any major items (event locations/themes) that are not finalized yet. When will the business meeting, raffle, banquet, mixer, etc. take place?
- Tours, Transportation, and Information subcommittee will contact the transportation company(ies) to begin making arrangements.

Arrangements and Accommodations subcommittee will work with the GMC, Program Committee, and others to provide the hotel/convention center with the master schedule of events from the previous year, as a starting point. The hotel can then enter these events into their computer and begin function sheets for each event. All the details (such as seating arrangements, number of people, food to be served, equipment needed, etc.) will be fine-tuned as more information is determined. The Society office will handle all the functions they are responsible for and have a separate account with the hotel. Make sure there is a clear understanding on the

part of the hotel about what functions get billed to the Society office and what functions gets billed to the local host.

Arrangements and Accommodations, and Banquet, Social Activities, and Entertainment subcommittees will gather data on the number of attendees by category (member, student, spouse, etc.), number attending social functions, quantities of food and beverage consumed, dollars spent on each function, etc. Get cost estimates from the hotel/caterer for coffee breaks, receptions, etc. Play with menus and see where costs can be cut. Menus submitted by the hotel can be changed and customized within the budget framework. Negotiate to pay for coffee by the gallon and pastries and bagels by the dozen. The menu can be refined at a later date, but make sure to budget for an increase in prices if menus cannot be set at this point in time. Consider beer, wine, and soft drinks. Permits required for serving alcohol can sometimes be a hassle. Understand the caterer's language, and obtain all changes in writing.

GMC will work with appropriate subcommittees to develop letters that will be sent to all Section Presidents calling for meeting room needs (Section business meetings) and/or special tours. Information requested will include: estimated attendance, projection or other audio/visual needs, length of meeting, preferred seating style (conference, classroom, or theater), and preferred date/time (if they have a choice). Try to schedule all of these meetings and tours before the technical sessions. Letters should also mention the opportunity for the Section to organize and sponsor a symposium. Ask the Continuing Education Committee Chair about Continuing Education courses also. The Program Chair and Division and/or Society President should be consulted about special scheduling needs. Once all your time slots for events other than the technical program are set, let the Program Chair know the daily blocks of time he/she will have in which to schedule papers. Suggestions for special sessions are due in December, so keep in close contact with the Program Chair. The number of sessions will dictate much of the space needed and the scheduling of events. Obtain a list of proposed special sessions and other program information the Program Chair may have. Prospective delegates will be requesting such information for justifying attendance. This will also come in handy when contacting possible sponsors/contributors.

Publicity and Media Relations subcommittee will work with appropriate subcommittees, as well as the Division EXCOM and/or Society staff to put together a general announcement including information about the program, trade show, plenary session, social events, etc. Mail out to media, commercial fishing groups, scientific organizations, consulting firms, politicians, and possible local exhibitors. (Postage adds up, so please budget accordingly.) Find out if any of your facilities require that they be specifically named in the Division and/or Society's liability insurance. The Division and/or Society will provide you with a general liability policy.

Tours, Transportation, and Information subcommittee will determine number and type of buses (school buses or fancy coaches) you will need. (Most buses can accommodate 40 adults.)

Banquet, Social Activities, and Entertainment subcommittee will need to book entertainers if not done so already. Many entertainers book well in advance.

GMC will coordinate with appropriate subcommittees to prepare a write-up about the meeting, and submit the information to the Society for the February issue of Fisheries.

Year of the Annual Meeting

January

Trade Show subcommittee will continue contacting local groups to drum up business (local agencies, computer stores, fish/seafood processors, artisans, fishing guides/outfitters, etc.).

Tours, Transportation, and Information subcommittee will locate good photographs depicting the meeting location. Several committee members may want to submit photographs; also check the photograph bank at the local convention and visitor's bureau. Photographs will need to be provided to the Society for the April and June issues of Fisheries, including a vertical format photograph for the supplement cover.

Arrangements and Accommodations subcommittee will need to determine if the hotel(s) will match up individuals requesting a roommate. Decide how to handle this if the hotel(s) will not handle this service. This task should not be too much work, and is highly appreciated by students and others traveling alone. This opportunity can be mentioned in the "hotel information" section of the March issue of Fisheries, which will be due the beginning of January.

GMC will coordinate with appropriate subcommittees to prepare a write-up about the meeting, and submit the information to the Society for the March issue of Fisheries.

GMC will coordinate with appropriate subcommittees to familiarize themselves with meeting room requests so that scheduling can begin. Try to schedule technical sessions with similar themes in the same room throughout the meeting. Section business meeting requests should be in by now. Everything will inevitably be shuffled around before it falls into place. Delegate one person to be responsible for scheduling all non-technical meetings.

Abstracts are due. GMC will contact the Program subcommittee Chair to determine the number of concurrent sessions. Space will hopefully not be a limiting factor. Make sure every item of correspondence, schedule, floor plan, etc. has a date included to alleviate confusion once revised plans start coming in. A spreadsheet is imperative so all schedule changes can be kept track of.

Raffle subcommittee will check into state requirements/legalities concerning the raffle.

Fundraising subcommittee will begin soliciting sponsors for the meeting bags if this has not been done so already. (Sponsor logos sometimes are printed on the back side of the bag.) Coordinate colors for bags, abstract covers, programs, signage, trade show decorating, meeting logo/letterhead, etc. Continue soliciting donations/sponsorships.

Printing subcommittee will make final selection of commercial printer if not provided by host Chapter/agency.

February

Banquet, Social Activities, and Entertainment subcommittee will confirm commitments with entertainers and obtain written contracts for all service agreements.

Program subcommittee will receive abstracts this month for review. The exact number of accepted papers should be determined by the middle to end of this month. Scheduling can then begin.

GMC will contact the Continuing Education subcommittee Chair and the Society about continuing education courses to be held during the meeting. Information regarding these courses will need to be compiled and included in the registration form for the April issue of Fisheries.

GMC will coordinate with appropriate subcommittees to begin pulling information together for the April mini-supplement and June full supplement for Fisheries. The April issue will require the pre-registration form and brief description about the hotels, transportation, program, plenary if possible, tours, socials, etc. This information for the min-supplement is due the beginning of February.

Tours, Transportation, and Information subcommittee will not handle tour tickets or related funds. Make sure to work this out with the tour company (ies) in advance so there is an understanding of everyone's expectations. Prepare packets of information regarding the meeting for those who do not receive Fisheries issues. Extra meeting supplements should be available from the Society office. These packets should also be passed on to the hotel(s), tour company (ies), visitor's bureau, convention center, etc., as it is helpful to keep them informed. Society membership forms can also be included within the packets. 6. GMC will coordinate with appropriate subcommittees to send requests for special invitation letters for foreign registrants to the Society office.

The Society office will coordinate with the Trade Show subcommittee to prepare and send out the second mailing for the trade show.

March

Continuing Education subcommittee will develop and submit information in early March to the Society for the May issue of Fisheries.

GMC will coordinate with appropriate subcommittees to begin developing meeting shirt design and cost. Check with previous meeting committees about how many shirts were sold in the past. Student groups usually are offered the opportunity to use this event as a fund raiser.

Tours, Transportation, and Information subcommittee will meet with the tour company (ies) to make sure everything is on track with spouse tours and any other tours.

Student subcommittee will set a policy on discounts or waivers of registration fees for students willing to work as projectionists or providing other help during the meeting. The meeting registration fee may be waived if students commit to a regular work schedule for the full week. Indicate first, second, and third choices of sessions to work so students can participate while also being useful. (Some local organizing committees simply pay students a fixed dollar amount, and let them use these proceeds for registering.) Schedule a training time for student and other audio/visual workers early in the meeting week.

Arrangements and Accommodations will make arrangements for the Governing Board retreat if not done so already. An informal atmosphere away from the meeting site is preferred. Check with the Society office to see if a retreat should be scheduled.

April

Program subcommittee will develop a list of all technical session titles and their times, as these are also requested for justification to attend the meeting (if possible, can be done in March).

Trade Show subcommittee will check with the Society trade show coordinator about discounted booths for local artisans.

Society office sends letters out to all contributed paper authors informing them of their sessions, as well as day and time of session (also posters and alternates).

GMC will coordinate with appropriate subcommittees to develop and submit to the Society in early April the full supplement for the June issue of Fisheries. A proof will be sent to the GMC by the Society for in early May. Pay extra close attention to the published schedule and try to get Society committees and sections to finalize their meeting times to avoid numerous “TBAs” in the June issue of Fisheries. Do not worry about listing rooms and exact times for talks at this point, as it is sure to change. Information that should be provided includes: pre-registration form; airline, tour and car rental information; hotel(s) cost and phone numbers; map of the area; on-site registration schedule; trade show; special events (receptions, banquet, Spawning Run, etc.); advertisements; special luncheons with registration forms; program overview; program details; continuing education workshops with registration forms; etc. Much of this material can be assembled from the monthly articles already submitted and published.

May

Arrangements and Accommodations subcommittee will check into renting radio-phones or cell phones. These phones are highly recommended and invaluable for rapid communications among key staffers during the meeting. Phones should be tested ahead of time to make sure the phones are powerful enough to use in the buildings. A phone or communications company may donate phones for the meeting.

GMC will coordinate with appropriate subcommittees to determine room scheduling (if possible can be done in April). Send business meeting schedules to Division EXCOM and/or Society

staff, Society Section Presidents, and other meeting planners. Meeting times are more important than room assignments at this point.

Audio/Visual Aids subcommittee will begin thinking about audio/visual needs: slide projectors, carousels, LCD projectors, microphones, pointers, screens, podiums, etc. and arrange for spares of everything (especially projector bulbs). Check on everything the facility (ies) can provide, and assume nothing.

GMC will coordinate with Program subcommittee to secure Division and/or Society banners and Society podium cover from the Division EXCOM and Society office, respectively. Fill in program grid for the program book with abstract information that the Society will provide.

Registration subcommittee will ensure people involved with registration are familiar with the computer and the registration software, and bugs will be worked out. The Society staff will handle on site registration. The subcommittee will ensure two computers and two Hewlett-Packard desk jet printers will be provided for Society staff. Make sure to have extra paper and ink cartridges available.

Raffle subcommittee will designate a secure space for storing the raffle prizes.

GMC will coordinate with appropriate subcommittees to get camera-ready logos from the organizations sponsoring the meeting bags.

GMC will coordinate with appropriate subcommittees to prepare and submit a write-up to the Society for the July Fisheries issue. This issue can be used to wrap-up loose ends, or highlight special events.

June

Registration subcommittee will begin collecting items that will be included in the registration packets (a few “goodies” that have some lasting value, area brochures, coupons, local fishing information, special convention announcements, etc.). This subcommittee as well as other subcommittees will work with the Society office regarding final contents for the package.

Arrangements and Accommodations; Banquet, Social Activities, and Entertainment; and Tours, Transportation, and Information subcommittees will firm up any service contracts that are not yet finalized (catering, equipment rentals, transportation, entertainment, etc.). The Society office will sign the contracts and keep copies of such.

GMC will coordinate with appropriate subcommittees to finalize artwork for shirts and decide on order. All shirts ordered should be “preshrunk.” The most common shirt sizes seem to be extra-large and large. Others, including children’s shirts, will sell in smaller quantities.

Spawning Run subcommittee will coordinate with GMC and other subcommittees to finalize and order spawning run shirts. This subcommittee will also finalize course, purchase prizes (if not

donated), arrange for stop-watches, megaphone, and all other equipment and assistance required to carry out this event.

Registration subcommittee will coordinate with Fundraising subcommittee to order meeting bags.

Trade show subcommittee will obtain an updated list of trade show exhibitors from the Society office and prepare camera-ready copy for program.

GMC will coordinate with all subcommittees to determine jobs that still need to be completed and/or subcommittees that may need assistance. A sign-up list will be created.

Child care subcommittee will arrange for contacts for child care. The subcommittee should be aware of local and legal implications of trying to handle this task on their own. Let attendees make their own arrangements with vendors. The subcommittee can provide a list of vendors to meeting registrants.

GMC will coordinate with appropriate subcommittees to submit the final article describing the meeting to the Society for inclusion in the August issue of Fisheries.

Photography subcommittee will work on the schedule for the professional photographer with Society staff.

July

Publicity and Media Relations subcommittee will contact the media with a general announcement about the meeting.

Registration and Student subcommittees will develop an on-site registration work schedule and will begin getting firm (written) commitments from volunteers. These subcommittees will also decide on a time for the registration training session.

Fundraising subcommittee will develop a camera-ready list of contributors/sponsors for inclusion in the program, and will coordinate with the Printing subcommittee.

Program subcommittee will organize all program information, and will coordinate with the Printing subcommittee.

Best student paper and poster awards subcommittee will ensure that judges are scheduled, and rating forms provided. The subcommittee will review the judging process with those volunteering to judge.

GMC will coordinate with all subcommittees to confirm all commitments. Call anyone and everyone with whom you have agreements for the week of the meeting. Ensure commitments are in writing.

Fundraising subcommittee will collect banners, signs, and logos from event sponsors to use during the meeting.

Printing subcommittee will print the program as late as possible while still providing enough time for unforeseen circumstances (30 days). Work with Division EXCOM and/or Society office on final format. Make sure Division EXCOM and/or Society office proofs final program book. The more withdrawals and program changes caught before going to press, the less confusion there will be at the meeting. Make sure to order extra programs. The Society office will make a master CD of the program in conjunction with the annual meeting committee.

Arrangements and Accommodations subcommittee will negotiate with the hotel(s), convention center, and/or parking vendors(s) parking arrangements, if not done so already.

Tours, Transportation, and Information subcommittee will provide an information-message center near, but separate from, the registration table. This center should be provided in a convenient location away from the registration area, with a telephone available. The information-message center can double as the lost and found station.

Registration subcommittee will also provide a telephone for use in the registration area.

Plan to have a bulletin board for posting of jobs and a separate one for posting of messages. Make sure you have checked with the registration subcommittee to see if anyone has special needs. AFS staff will begin sending name tags, receipts and envelope labels for pre-registered attendees.

August

Have a bag-stuffing party with lots of people. Stuff generic bags then put personalized items (name badge, receipt, special events tickets, etc.) in manila envelopes. Put name in top corner of envelope and alphabetize.

Make up generic signs that can be customized and posted at a moment's notice. Use various sized sheets, some vertical, some horizontal, that have the AFS logo and enough space to print necessary information. Also, make several signs with the logo and arrows pointing in different directions to post where you might find it helpful at the last minute. Avoid hand-written (ad hoc) signs. Use professional equipment or a fast vendor.

Confirm all commitments - again - the week before the meeting. Make sure everyone knows when they're supposed to be where, with how much of what. Make sure there is an open line of communication with the hotel staff. Provide a program and other pertinent information to the concierge. Give caterer all updated numbers for the various functions. Go through all details with hotel and convention center on set-up, props, food and beverage, entertainment, timing of their roles, etc.

Make sure everything is set for the Plenary Session. Some speakers may need to be picked up at airport, etc. Make a "dry run" if there is any audio/visual equipment involved. Be sure pre-

Plenary breakfast is set up for AFS Officers, Executive Director and speakers. Set up the rooms in advance so you can make a sweep to check for details. Every time a room is changed - seating or AV - check it well before its next use. Let the caterer know you'll want pitchers of water and glasses for the speakers in each meeting room. Replenish during the breaks.

Give the convention center/hotel a list of individuals with authority to make decisions, commit funds, etc. You can identify these people with your group's specific apparel, or with gold stars on their name badges. Plan to have "gofers," with vehicles, on-site. Assign an informed individual to be stationed at the entrance to the opening "mixer." People who have just rolled into town will be full of questions about when and where they can register the schedule for the week, etc.

Have a "briefing" for the AFS staff as they are often approached for information that is as foreign to them as the rest of the out-of-towners. Have a pre-convention briefing with hotel staff, your committees, and AFS staff so everyone will know who the key players are. Have programs at the headquarters hotel. They receive many phone calls and requests for information and should be kept as informed as possible. Label lights in the meeting rooms and if possible, set the dimmers to preselected levels. A Daily Bulletin is a good idea especially for program changes, new items, etc. Can be slipped under doors of hotel room or kept at the registration desk.

Have key people carry a list of important phone numbers and keep a list at the information booth as well. Have back-up plans for all the worst-case scenarios. Once the meeting starts you'll be dealing with the many "challenges" that pop up. Have your cell phones or radios (12-18 in the meeting office with necessary chargers). This is where all the pre-planning and good working relations with convention center/hotel personnel pay off.

There's still a lot of running around and the behind-the-scenes pace is hectic (if not frantic) so you'll barely be aware of the fact that the meetings are taking place and all is running smoothly. Remain calm, flexible and available. Many decisions will have to be made at a moment's notice. You will find that a core group of 5-6 Local Arrangements Committee members will be busy non-stop from Day 1 through Day 9 nearly 18 hours/day.

C. Committees

Arrangements and Accommodations

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

The subcommittee Chairperson will oversee all arrangements needed (number of chairs and tables, room setup style, rostrums, podiums, etc.) for the technical sessions, as well as the various scheduled meetings. The Chairperson will also keep a master schedule of all meetings (technical, business, etc.) and all activities, room arrangements, and audio/visual requirements. This schedule should be kept in a spreadsheet that can be adjusted often, and understood by all

subcommittees. Often, the master schedule will be provided to the hotel and/or meeting venue throughout the meeting.

American Disability Act and “green” meeting requirements must be met. Meeting space should be reserved, if possible, so that all technical sessions are on the same level of the hotel/venue. Rooms should be large enough to hold people comfortably. Make sure there is enough flexibility to switch rooms at the last minute if a session looks too full. Organize the trade show, poster session, raffle display, and all breaks in one large area that will draw traffic for both poster session participants and trade show exhibitors. Several rooms will also be needed for various meetings (Management Committee and Governing Board meetings, Division Business Meeting, Chapter Business Meeting, Committee/Section Meetings, etc). Audio/visual preview rooms should be reserved, as well as an audio/visual office where audio/visual questions can be addressed. A meeting room should also be available for the “meeting office.” The meeting office should be equipped with: computers capable of sending and receiving e-mail, word processing and spread sheet software, laser printers, copier with extra toner and paper supply, phones, and other usual office furnishings and supplies. One member of this subcommittee should be available in the meeting office each day from 7:00 a.m. until 6:00 p.m.

The information that follows includes examples of events that are arranged by the Society office, and coordinated with the Arrangements and Accommodations subcommittee for room space. All food and beverage, audio/visual needs, etc. will be the responsibility of the Society office, who will deal with the hotel directly. All charges for these events will appear on a separate bill and are not considered part of the meeting budget. The Society President’s Suite will be stocked with food (snacks) and beverages paid for by the Society office. It is extremely helpful if a local person is assigned the responsibility of buying these groceries using a list that the Society office will provide.

Thursday 8:00 a.m. until 5:00 p.m.: Management Committee, 18 people

Friday 8:00 a.m. until 5:00 p.m.: Governing Board Retreat off-site, 45 people

Saturday 8:00 a.m. until 5:00 p.m.: Governing Board Meeting, hollow rectangle for 45 people and peripheral seating for 50-100 people

Saturday 5:00 p.m. until 8:00 p.m.: Governing Board Social (work with local host to find suitable site with unique venue), 60 people

Sunday 9:00 a.m. until 12:00 p.m.: Time & Place Committee, 10 people

Sunday 12:00 p.m.: Journal Editors Lunch, 12 people

Monday 7:00 a.m. until 8:00 a.m.: Plenary Speakers Breakfast, 10 people

Monday 12:00 p.m. until 1:00 p.m.: Awards & Plenary Speakers Lunch in Society President’s Suite, 20 people

Monday 3:00 p.m. until 5:00 p.m.: Journal Editorial Boards Meeting, 45 people

Tuesday 7:00 a.m. until 9:00 a.m.: Fisheries Breakfast, 7 people

Tuesday 12:00 p.m. until 1:30 p.m.: Awards Luncheon, 30 people

Wednesday 12:00 p.m. until 2:00 p.m.: Past Presidents Lunch, 17 people

Thursday 7:00 a.m. until 8:30 a.m.: Incoming Governing Board Breakfast, 40 people

Audio/Visual Aids

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

Student volunteers may be available to assist with audio/visual equipment operation in return for complimentary or reduced registration (see Students subcommittee). A training session must be scheduled early in the meeting week for all student volunteers and others who will be handling audio/visual equipment responsibilities.

Banquet, Social Activities, and Entertainment

This subcommittee should be considering social functions with local flair well in advance of the meeting. The subcommittee will plan, organize, and oversee all general meeting social functions including meeting breaks. Governing Board activities will be the responsibility of the Society Office unless the subcommittee wishes to plan an evening social for the Governing Board on the Saturday night prior to the start of the meeting. Check with the Society Office Manager about this event.

Preparation of a closing social and other entertainment must begin well in advance of the meeting in order to economically contract for high quality, appropriate entertainment. Be sure to review the entertainment you select for appropriateness. Social events may include a banquet, a social in the trade show/vendor area, and an informal picnic or barbecue that reflects the flavor of the local area. A welcome mixer is usually held on Sunday night, but this night could just as well be left open for attendees to network and explore the local area on their own. Donated beverages are encouraged at these events in order to reduce costs. Order more food and beverage than the facility caterers recommend, as you will probably need it.

Best Student Paper and Poster Awards; Best Professional Paper and Poster

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

The Chair shall communicate with the Program Chair and the Division Newsletter Editor in early fall and cause an item to be included in the call for papers of the annual meeting, stating that student authors should indicate such status on their submission so that judging of the presentation/poster may be planned. An article should appear at this same time in the Division Newsletter, explaining the awards and urging student members (and their advisors) to prepare a presentation for competition.

The Committee shall annually review the process and forms (see Samples and Forms portion of the Appendix) used to evaluate student presentations to ensure scientific quality and fairness and consistency from year to year.

The Chair shall remind the Program Chair to schedule all student presentations early in the meeting, to allow time for determination of the winners and announcement of the winners at the NEFWC banquet.

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

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

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

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

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

Immediately after the annual meeting the Chair shall:

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

The Chair letter shall include:

- Notes on the number of presentations, scoring procedure, average score and winner's score, as well as the winner's score sheet and a request to be notified if the award checks and/or certificate are not received by an appropriate date.
- Send letters of thanks, including notes on the number of presentations, scoring procedure, average score, winner's name and score, (and, to the presenters, their score sheets) to:
 - The student presenters
 - The members of the committee (reviewers)
 - Academic advisors of the student presenters, the award donor organizations

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

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

Continuing Education

Purpose:

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

Composition:

Recommended membership includes the Chair plus any number of others, as deemed appropriate and includes a representative from each of the AFS Divisions as well as representatives from other societies. The inclusion of a Co-Chair is encouraged to maintain institutional knowledge and to distribute the work load.

Duties:

This committee sets criteria and guidelines to ensure appropriate quality control of all continuing education activities sponsored by AFS. All continuing education activities sponsored at Society-level events must be approved by the Committee. AFS Units may request assistance from the committee for activities conducted at other venues, which will provide guidance as appropriate. Requests for Continuing Education Unit credits for courses are handled by this Committee. Committee develops a slate of courses for the annual meeting and develops implementing direction and agenda for items related to its charge within the AFS Strategic Plan. This committee also helps facilitate communication among AFS units with interests and experience in offering continuing education courses. To submit a continuing education class, please refer to the AFS Procedures under “Operational Policies and Procedures” found at http://www.fisheries.org/afs/aboutus/about_procedure.

Operational Guidelines:

Most activities conducted by the Committee are done electronically, mainly through email correspondence; occasionally through conference calls if necessary and/or to increase the level of coordination and consistency of the Committee. Rarely is a person-to-person meeting necessary for the Committee to conduct its business. In addition, when needed, the Committee can vote on application deadline extensions and other relevant procedures exceptions to ensure that an appropriate suite of quality continuing education courses are available to our membership for the year. All changes will be proposed by the Chair, and voted on by the Committee. Approval for outstanding requests will be granted if approved by consensus. If a course is deemed ineligible for continuing education credits, the Committee will decide whether or not an alternative venue is available for the course (such as proposing a “general workshop” at an AFS annual meeting).

National Education Opportunity Procedures:

When applicable, the Continuing Education Committee (CEC) can consider partnerships with extrinsic organizations, such as educational organizations, Universities and University Education Programs, State, Local and Federal Fisheries Education Initiatives.

When such an opportunity presents itself, it is then the duty of the Chair(s) to present a summary of the request and/or information and opportunity to the CEC committee for review & approval. If/when the CEC agrees by overwhelming majority to move forward on the consideration of such an opportunity, the Chair(s) will then contact AFS

Leadership to present the opportunity, including a concise summary of the opportunities potential benefits to the organization and AFS membership, to develop a plan to move forward on consideration of the partnership with the National AFS Organization (usually through a vote by the Governing Board). Such opportunities for extrinsic partnerships will be handled on a case-by-case basis and will always require: 1) AFS CEC Committee review and approval; and 2) AFS Leadership and Governing Board review and approval, before any formal agreements and sponsorships can be handled. In addition, once approved, it will be the responsibility of the Chair(s) to draft an agreeable MOU with the partnering organization, which will then also need to be review and approved by AFS leadership, before any formal/final agreements and signatures can be rendered.

Specific activities include:

- Decide on a topic with input from the EXCOM and the Northeast Fisheries Administrators Association.
- Prepare a budget and secure approval from the EXCOM to proceed.
- Arrange for appropriate instructors and make local arrangements.
- Advertise the course through as many channels as possible. A direct email to all
- Division members would be appropriate.
- Secure continuing education credits through the Society.
- Arrange for advance registration of participants and provide checks to the
- Division Secretary-Treasurer.
- Conduct the training and have participants do an evaluation of the session.
- Provide a brief report on the course, including the evaluation, to the EXCOM that might also be used in the Division newsletter and/or website.

Budget and Finance

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

A draft budget should be prepared by the local host and submitted to the AFS Executive Director by June of the year before the meeting. It is important that the Executive Director has adequate time to go over the host's recommended figures. The AFS Office will take into consideration all the concerns of the local host and the AFS Executive Director will retain final approval. The GMC will present the budget to the Governing Board for approval at the Annual Meeting prior to theirs.

It shall be the responsibility of this subcommittee to collect local donations and contributions, issue proper receipts, pay bills, and when all bills are paid, transfer excess revenue to the AFS Executive Director, along with a financial statement accounting for receipts and disbursements of all funds. If all bills are not paid by the end of the year, transfer excess revenue to the AFS Office at that time and refer all remaining bills to the same. The meeting facility representative should understand the difference between the Society and the local host. Two master accounts will be established at the headquarters hotel, one by the host and one by AFS.

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

The Budget and Finance Subcommittee Chair will open an account in one of the local banks under the name of “American Fisheries Society Meeting” and all meeting income shall be deposited to this account. These accounts should be established at least 12 months prior to the meeting. One or two people should be authorized to sign checks, usually the chair of this subcommittee and the General Meeting Chair. The AFS Office will provide any paperwork necessary to open the account. Any expenditures and disbursements made from the “American Fisheries Society Meeting” account must be approved by the GMC.

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

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

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

Arrange for a safety deposit box at the meeting hotel.

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

The Fundraising Subcommittee shall be responsible for soliciting local contributions and sponsorship of events/activities at the meeting to reduce registration costs for participants. It is critically important that this function be started more than a year in advance of the meeting, planned well, and fully carried out. Subcommittee staffing is critical. Extroverts are needed who are well-connected and who believe completely in the AFS mission who can convincingly argue for the level of support needed. The Chair of this subcommittee should work with the AFS Executive Director and the AFS President in order not to duplicate solicitations. (Contributions from national and international sources are the responsibility of the AFS Office).

The Fundraising Chair will be responsible for setting preliminary and final fundraising goals in concert with the GMC and Budget and Finance Subcommittee.

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

The Fundraising Chair will coordinate strategy with the AFS Executive Director to ensure that annual meeting fundraising efforts complement general Society fund raising.

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

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

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

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

Donations-in-kind may also be solicited. Try for donations of seafood, soft drinks, beer, wine, printing, etc. Even a small donation of snacks is welcome for the hospitality suite. If the host facility will not allow you to bring in donated beverages or if the corkage fee is extremely high see if you can negotiate a cash donation from the vendor and in return let them know you will feature their products at the social (if possible). This may be an alternative arrangement if the facility fees are cost prohibitive.

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

Printing

This subcommittee is in charge of all proof reading and printing necessary for the meeting.

The subcommittee will arrange for artwork for the meeting logo. AFS staff will design, format and print the meeting program and the abstracts. The Program Committee and the GMC will have input into the format.

The AFS staff will be responsible for formatting and burning the master CD of the abstracts database. They will work with the local host to arrive at a suitable design.

The local host is responsible for selecting the art work for the meeting poster and soliciting the artist. The AFS Office must approve the artwork and be the signer on any contracts with the artist. AFS will print the poster and mail copies to members of the Fisheries Administrators and Education Section. The local host may provide labels for additional mailings.

Program

The Program Chair(s) is selected by a newly installed Second Vice-President to oversee the Program-related functions of an annual meeting four years hence. The Program Chair must be ultimately and officially appointed to this position by the sitting AFS President in the year they become Program Chair. In the interim years, the Program Chair-designate will be appointed by various sitting Presidents to serve as a member of each AFS Program Committee beginning three years in advance of chairing their specific Program Committee. This ensures continuity of Program-related operations within the Society, and it promotes appropriate training for undertaking one of the most important and highly visible positions within AFS: that of Program Chair. The Program Chair is also expected to serve as a highly informed member of the Program Committee during the year following their Chairperson role, to pass on his or her substantial knowledge to new leaders. The Program Chair helps the future AFS President and the Executive Director achieve Program related objectives for the planned conference. Usually, the future AFS President will oversee and preside over, the Plenary Session activities for the Annual Meeting, including invitations to appropriate Plenary speakers.

The Program subcommittee Co-Chairpersons coordinates all aspects of the meeting program activities. The Co-Chairpersons work directly with the WD President-Elect of the intended meeting and Society President to achieve mutual program-related activities and goals. These folks also work closely with the General Meeting Chair(s) regarding room scheduling and facility needs. The Program Chair must closely coordinate all activities (especially budget needs and projections) with the GMC. There may be different chairs for symposia, contributed papers and posters. The Program Committee will be responsible for coordinating the technical program with other meeting activities and with coordinating all program logistics with the GMC and the AFS Office. (Note: The Program Chair shall require all moderators, conveners, and session chairs to submit written requests regarding meeting room set-ups and equipment to the GMC.)

The future AFS President will coordinate the selection of Plenary speakers with the Program Chair. AFS may provide transportation, complimentary registrations, and up to two nights lodging for each Plenary speaker. (The Society staff normally coordinates the logistics of travel and all associated arrangements for each Plenary speaker). The future AFS President will also provide guidance about desired sessions that highlight his or her Program of Work for the year. However, the Program Chair has wide latitude in recommending specific sessions and other

Program Committee helpers, and in soliciting sessions and reviewing abstracts submitted to his or her Committee. The Program Chair must organize the First Call for Sessions (published in Fisheries) during September of the year preceding the target Annual Meeting. The First Call for Papers is usually announced by November of the preceding year.

Program Chairs may wish to solicit help in the form of a local Co-Chair. This person can perform meeting room site visits - an exceedingly valuable function in coordinating room assignments for specific sessions, based on first-hand knowledge about the peculiarities and room sizes of the meeting facilities. A Program Co-Chair can also assist with scheduling, organizing sessions that highlight local or regional issues, and in coordinating the review of submitted abstracts, particularly those intended for the Poster Session. It is important to avoid the scheduling of a popular session in a room too small for comfortable seating by all attendees. Co-Chair provides Program Committee representation during the periodic pre-conference meetings held by the Arrangements Committee. They may also be logical choices to oversee the Contributed Paper sessions and/or Poster Sessions. The Program Chair must give careful thought to selecting session chairs and a poster session chair that has a proven track record in assembling high-quality speakers.

The Program Committee will be responsible for coordinating the technical program with other meeting activities and coordinating all program logistics with the GMC. A Co-Chair can be particularly helpful, especially if they live in the host city. The Program Chair coordinates all technical content directly with the AFS President.

The AFS President will coordinate the selection of Plenary speakers with the Program Chair. AFS will provide transportation, complimentary registration and up to two nights lodging for each speaker. If possible and to control costs, the AFS office will coordinate the logistics of travel and all other associated arrangements for each speaker.

The Program Chair should designate an individual to serve as his or her representative to the Local Arrangements Committee.

AFS Staff will coordinate the abstract submission process with the Program Chair and committee and will be responsible for producing a searchable database of the abstracts. The Committee Chair and Committee are responsible for assigning room, time and numbers to the individual presentations.

A Poster Chair is usually appointed as a sub chair since the number of posters has increased in recent years. Prominence should be given to displaying this form of presentation preferably in the Trade Show Hall. A special viewing time featuring the posters with no competing oral sessions is recommended.

Program Committee Instructions

In late spring or early summer in the year prior to the meeting, the Program Chair should work on encouraging symposia on timely subjects at the future meeting, and should take careful note of the balance of marine and freshwater subjects, as the meeting location can sometimes tip the

balance in one direction or another. The Program Chair should try to balance marine and freshwater subjects as much as possible. In June, the Program Chair should be involved in the First Call for Papers, which goes in the September issue of Fisheries but is due in early July. The Program Chair should work with the General Chair and the Publicity Chair on this and future Calls for Papers. The Program Chair should correspond with the current Program Chair or the Abstracts Coordinator about soliciting symposium proposals that are in a useful and effective format and pin down all the actual dates for symposium proposals, contributed abstracts, and symposium abstracts, which are all submitted electronically.

A year before the meeting at the Annual Meeting, the Program Chairs should try to attend a meeting with the current Program Committee or Meetings Committee, or try to speak with the current Program Chair about what unexpected issues came up in planning or at the meeting.

After the meeting with the current Program Chairs, the Program Chair should arrange to meet with other members of his or her Committee (i.e., the Symposia Chair, the Contributed Papers Chair, and the Posters Chair, if all of those are separate people, and the Abstracts Coordinator to meet and discuss the plan in the upcoming months. They should discuss the space of the next meeting center, and specifically what implication that has for the number of oral presentations that can be accommodated. If the space is somewhat limited, the Program Committee may decide to only allow attendees to submit one oral presentation at the meeting (or, one each to contributed and symposia, maximum), or give symposium organizers an upward limit to how many oral presentations can be included in their symposium (such as 30). Make a general equation, based on the number of rooms available, the number of days of the meeting, and the number of presentations a day (20), minus the time slots that are already taken up (i.e. for Plenary, Business meeting, Poster Session). The number provided will be a guideline for whether the meeting will be a “big” meeting (oral-presentation-wise), or not.

The Abstracts Coordinator will brief the Program Committee on the standards for Abstracts, the Program Book, the Abstracts Book, and the CD. As stated on the abstract submission form, abstract text must not be more than 250 words, and titles cannot contain acronyms. Common names should be used in place of scientific names in titles (unless the common name is not widely known, and titles may only have proper nouns and the first letter of the first word capitalized. The Program Book will contain a grid of presentations, which will display date, time, room, title and the first five authors, as well as an index of authors. The CD will be made up of the Program Book contents, information on awards, supporters, exhibitors, and the raffle, in addition to an abstract search engine and information about AFS. The Abstract Book will contain titles, authors, and full abstract texts for all presentations and is ordered by symposium and contributed session. During the Fall and into December, the Program Committee should continue to encourage colleagues and potential symposium organizers to get a symposium together, and submit a proposal. Once the deadline for symposium proposals occurs, the Program Chair can either review the proposals him or herself, or pass them along to a small proposal-reading committee, if he or she has organized that. In either case, symposium organizers should be informed of their acceptance as soon as possible, and certainly before the mid-January deadline for contributed abstracts.

Symposium abstracts can be submitted after the contributed abstract deadline passes, and the symposium organizer should be aware that the actual presenter (and not the symposium organizer) should be submitting the abstract. Once contributed abstracts are all in, the Program Chair or the Program Committee can decide to review them for quality. In doing so, the Program Committee may wish to advise contributed submitters to revise their abstracts for whatever reason. Keep in mind that the Abstracts Coordinator will take care of all corrections to abstracts, but that these should be done before the scheduling meeting. The Contributed Chair should also arrange all presentations into sessions, and should order those within the sessions. The Contributed Chair, with the approval of the rest of the Program Committee, can design different sessions than the ones that submitters chose from the abstract submission form based on the subjects of the abstracts.

Once all the symposium abstracts are in (about a month after the Contributed abstracts) the Program Committee should hold a meeting as soon as possible. If possible, the meeting should take place before April. The Abstracts Coordinator, the Program Chair, and the Contributed Chair must attend this meeting. The Local Arrangements Chair, who has information on the size and layout of the convention rooms, should also participate, if possible. During this meeting, the Program Committee should have a visual layout of the convention and its rooms, and should know the amount of people that can fit into every room that will be used.

The Program Committee should schedule each individual presentation, giving it a Date, a Room, a Start and End Time. New Abstract Numbers should also be used to number symposium presentations consecutively. Symposia will also be numbered in the order of their appearance in the schedule. Once the schedule is made, the Abstracts Coordinator and the Technical Coordinator will develop the searchable database, which will be posted on the web. Meanwhile, the Program Committee should draw up general guidelines for presenters, including oral and poster presenters. This information should include information about the technical requirements, and whatever other information (i.e., how to make a good presentation) the Program Committee is interested in detailing. Once those materials are ready to be disseminated, the Program Committee and the Abstracts Coordinator will share those materials with the GMC, and then will send an email to all presenters, informing them of the newly-available schedule and the meeting website, which contains general information about their presentations and the meeting. The email should also point out the necessity of meeting registration (and paying for that registration). Once those emails are sent out (early April), the Program Committee and the Abstracts Coordinator should be in contact to convey any cancellations that they receive.

The Abstracts Coordinator will change the schedule to fill gaps left by cancelled presentations up until the printed-materials deadline. The Abstracts Coordinator will also begin working on the Program Book and Abstracts Book. The Abstracts Coordinator will send drafts to the Program Committee for their review and will consult with them on any questions. The Program Book and Abstracts Book should be sent to the printer as late as possible, so that it can be as updated as possible (since cancellations come in often). Once the materials are being printed, the only thing left for the Program Committee to do is to make sure all cancelled presentations are referred to the Abstracts Coordinator, who keeps a running list of post-print cancellations, and will make an Addendum to the Program, which will be handed out at Registration when the Meeting begins.

Publicity

The Publicity Subcommittee will be responsible for soliciting, organizing, and disseminating all news releases to appropriate media before, during, and after the meeting. In addition, they will invite news media to selected sessions and will arrange interviews between meeting participants and media contacts. Publicizing the annual meeting before, during, and after the event is an important responsibility of meeting organizers. Publicity can boost meeting attendance, attract coverage for Plenary speakers and symposia, increase AFS visibility, encourage the use of AFS as a source of fisheries news and stories, and prompt articles about fishery science and issues. Development of the AFS Annual Meeting web site is an important form of publicity.

Before the Meeting

The AFS Office will organize all promotions before the meeting to the AFS membership and related professionals. Promotions in Fisheries are as follows:

September – December: two-page spread with Call for Papers

January-August: one-page articles of 600 words, photos optional

April: “mini-supplement” of four pages plus registration form

June: full supplement of 24 pages

All material is due six weeks before the month of publication, except for the First Call for Papers and the June supplement, which should be in eight weeks before. All material must come from a single point of contact (the Publicity Chair or the General Chair). Please provide text and photos and let the headquarters staff create the layout. See previous issues for typical topics, style, and length. Other internal publicity (within AFS) efforts can be to send announcements about the meeting to AFS unit newsletter editors several months ahead of time. The AFS units coordinator can help arrange this. Also, announcements can be sent to the AFS listserv warning of the expiration of the room block and/or expiration of the “early bird” registration rate. For external publicity, read the AFS “Working with the Media” brochure. This outlines information such as how to create a media strategy, how to write a press release, and how to do well in media interviews.

Assign one person to be the media liaison. This person is responsible for promoting the meeting to the media, handling interviews and press inquiries, organizing press facilities at the conference, and working with AFS Fisheries staff on related media efforts. This person must be knowledgeable about the meeting schedule and highlights, well-spoken, available, and easily accessible. The person also must be willing to help the AFS Fisheries staff locate lists of local and regional media, review conference press releases, and help promote the meeting in monthly conference promotion articles in Fisheries. Find out from the Program Chair who the plenary speakers are as early as possible. Major speakers are a huge media draw. Knowing if they are attending well in advance means additional media work, and promotion can be planned and executed

Two to three press releases are distributed prior to the annual meeting. One is a simple announcement of the conference that is sent to calendar editors at local, regional, national, and international natural resource newsletters, outdoor media, magazines and others. This often is sent in January of the year of the conference to allow for long magazine lead times (three months average) and to ensure the meeting is listed repeatedly in monthly calendars. This also allows time for reporters to generate travel funds if they want to cover the meeting. A second press release announcing the plenary speakers and highlighting some of the symposia is sent in July (for a late August meeting) to local newspapers, outdoor writers, and local and regional magazines. The press release should note whether plenary speakers are available for interviews before or after his or her presentation. It could also include a list of some or all of the symposia leaders in case media want to pursue a certain fisheries subject. An annual meeting supplement (bound into the June Fisheries each year) may be included in mailings to top reporters. Contact the Fisheries editor for extra supplement copies. A third release can also be distributed in media kits to local media who live near the meeting (within two weeks of conference). The release could include updates on speakers and symposia, media contacts, and general media information such as location of phones, registration costs if any, availability of interview rooms, permission to photograph speakers, etc. Press releases should be sent to the WWW page coordinator.

Help the AFS Office create media kits. Media kits might include a copy of the second and third press releases, a program, a meeting supplement, biographies of the plenary speakers, a map of key conference locations, phone numbers of key contacts, information on whether media can attend meals, etc. Such kits are sent to local media who are likely to attend, and distributed in the press room. The week before the conference, the media liaison and any volunteers should call all local media (newspapers, magazines, radio stations, TV stations) to personally invite them and answer questions. Ask for the outdoor writers and environment reporter. You might also pitch the business reporter on the economic importance of recreational and commercial fisheries and the features editor on the human dimensions aspect of fisheries. A list of media who say they are coming or may come should be faxed to the Fisheries Managing Editor. The Annual Meeting web site should be developed by the AFS office and approved by the General Meeting Chair and the Executive Director and be ready to go live right after the previous year's annual meeting. It will be housed on the AFS web site and access given to the designated chair. The AFS webmaster and the local webmaster will be able to make changes. AFS will maintain the online registration site.

During the Meeting

Ensure that the media room is kept clean; has pitchers of water; has phone and fax information clearly indicated; has media kits, chairs, pens, paper, and any updated information that needs posting (changed room assignments, altered speaker times); and follows the open-closed schedule for media room hours. A sign on the door should indicate times and give a contact name and number for after-hours questions. Legitimate media reps (establish their credentials first) are to be issued complimentary registrations. They are required to wear a name tag showing their affiliation to have access to all events. They must check in at the registration desk and be directed to the media room (or staff room if no media room is available) for additional materials and assistance.

After the Meeting

A press release should be sent after the conference to local media, reporters unable to attend the meeting but who expressed interest, and others who may be appropriate. The release summarizes the key points in plenary sessions, announces passage of any AFS resolutions, and generally highlights newsworthy events and information at the meeting.

The media liaison and AFS Fisheries Managing Editor should clip any meeting-generated articles from publications and should note any interviews with broadcast reporters. Copies should be sent to the AFS office, officers, and organizing committee. The media liaison and organizing committee should note any media problems (i.e., poor location of media room) that might be avoided by the following year's meeting committee.

Key Media Considerations

Abstracts of all speeches and technical papers will be reviewed by the Program Committee in advance of the meeting to assess those for which news releases should be developed. News releases will be requested from selected session chairs and presenters in advance of the meeting to permit creation of a meeting publicity packet. Copies of speeches which may be in demand during the meeting should be sent to Fisheries Managing Editor for duplication and distribution.

Scheduled dignitaries should have high priority for releases, interviews, and pictures. It is requested that the host organization provide a staff photographer (complimentary if possible) for the meeting.

News media representatives within reasonable proximity of the meeting site should be sent publicity packets and an invitation to attend the meeting free.

The Publicity Subcommittee must work in close liaison with Fisheries Managing Editor and with the Executive Director.

The Publicity Subcommittee will be responsible for providing any special press equipment in the meeting office.

The Subcommittee Chair will be responsible for preparing a complete report of activities to the GMC at the close of the meeting.

Raffle

The Raffle budget is separate from the Annual Meeting budget. Seventy percent (70%) of the proceeds go to the Skinner Fund and 30% go to the Student Unit that helps with the Raffle (solicitation of prizes; organization; etc.)

Registration

The Registration Subcommittee and the AFS office will be in charge of registration for all functions during the convention. Computer expertise on this committee is strongly advised.

The AFS office will design the registration form in consultation with the Registration Subcommittee. AFS will also design the online form.

Registration processing will be done by the AFS Office. Money will be wired to the local host's bank account on a periodic basis established by host and AFS Office.

It will be necessary to open the registration area on Saturday so that pre-meeting subcommittees and dignitaries will be able to register. Saturday is a good time to pre-test procedures with early-registering members of the Governing Board. It is desirable that the registration desk be staffed on the following schedule:

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

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

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

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

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

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

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

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

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

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

Exhibiting companies receive two complimentary registrations with each booth reserved and must be figured in the budget.

Ribbons for exhibitors, staff, hosts, officers, Pro Club, etc. will be ordered by the AFS Office and sent to the subcommittee chair. They will be put into the registration packets which the local

host prepares. AFS Office will provide the labels to put on the registration envelopes. Many times there are leftover ribbons from the previous year and they are passed directly from old chair to new chair. The local host is responsible for ordering meeting bags and stuffing them prior to the meeting. A large stuffing party is a good way to accomplish this task.

AFS Office will begin sending registration data for the printed badges, receipts and envelope labels to registration subcommittee in July.

Local registration committee will deliver registration bags to the Governing Board members on Saturday.

Signs

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

Create signs outside each meeting room.

Daily deliver signs to their correct locations.

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

Students

The Students subcommittee Chair should control the number of hours each student can work in return for complimentary or reduced registration, and monitor their attendance in the sessions. Time cards can be used. It is a good idea to have backup students. A training session must be scheduled early in the meeting week for all student volunteers and others who will be handling AV.

Tours, Transportation, and Information

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

The subcommittee will be responsible for the hiring of buses, if needed, in connection with field trips and tours. School buses are cheaper and are adequate for shorter trips.

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

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

The subcommittee will determine and plan special events such as fishing trips, shows, etc. that may be of interest to meeting participants, spouses and companions, and will publicize such events in advance in coordination with Fisheries Managing Editor.

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

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

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

Trade Show

The GMC should appoint a Trade Show Coordinator to work with the AFS staff Trade Show Coordinator or contractor on arrangements for commercial and AFS exhibits.

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

The exhibit hall should have room for a minimum of 60, 10'x10' commercial exhibits, a trade show registration booth, refreshment/coffee service, and space for several scattered refreshment tables (18,000 sq. ft.). Space is also required for the following displays:

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

When selecting a site for the trade show, other considerations include food and beverage service (coffee is served in the show area twice a day; one social event/mixer is generally held in the trade show area; lunch service should be made available to the exhibitors and attendees); security (is security provided or do you need guards?); location (it is desirable to have the trade show

located near the technical sessions); insurance requirements, union rules, etc. The trade show event should run 2.5 to 3 days. Exhibitor move-in and tear-down require a half day each. Try to give meeting registrants ample time to visit the trade show. Hosting coffee breaks, meals, and socials in the trade show hall are excellent ways to draw people into the show. Provide exhibitors with listings of local sights, restaurants, and hotels so they can familiarize themselves with the area. Have plenty of spare floor plans and exhibit location guides to hand out to trade show attendees. Allow exhibitors to do demonstrations. Consider possibilities for outdoor demos, especially for large equipment or if water is used. Waterfront settings are ideal. The Trade Show budget is separate from the Annual Meeting budget and is the responsibility of the AFS Office.

Welcoming and Protocol

The Welcoming and Protocol Subcommittee shall be responsible for making appropriate arrangements for greeting, hosting, and transporting meeting dignitaries as identified by the GMC, the AFS President, or the AFS Executive Director. Duties also include working with the AFS leadership and the host agency in making head table seating arrangements at any banquet, if such an arrangement is necessary.

Arrangements should be made to have at least one vehicle available at all times to transport any guests or run emergency errands.

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

Plenary speakers should be welcomed and met at the airport.

- The following policy should be made known to all attendees via the program:
- Videotaping, audio taping, or photographing the presentations is strictly prohibited.
- Mobile phones and pagers and other devices generating sound must be turned off in the session room.
- Attendees using laptop computers, personal digital assistants, or other electronic devices generating light must sit in the back half of the room to avoid disturbing fellow attendees.

Guidelines and Suggestions for Promoting Diversity

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

Planning committees and hosting

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

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

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

Avoid scheduling conflicts with major religious holidays.

Facilities

Use facilities that are compliant with accessibility needs.

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

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

Use minority-owned businesses for printing or other services associated with the conference.

Offer multicultural foods at social events.

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

Presentations

Avoid comments, including jokes, by meeting moderators that promote or denigrate religious, ethnic, racial, or gender-based characteristics and which use buzzwords, stereotypes, biases or generalizations that are not integral to fisheries topics or that assume all participants hold the same views (e.g., leading a communal prayer before a banquet may feel exclusionary to some participants; addressing the role of religion and spirituality in cultural perspectives on use of fish would be appropriate within the context of a symposium or plenary session).

Provide visual images that reflect social and professional diversity in all publications related to promotion or documentation of the conference.

Encourage symposia that provide a balanced exploration of the role of religious, spiritual, ethnic, gender, disciplinary or other diversity perspectives in development of fisheries ethics, research, conservation, and management. Employ an inclusive and creative approach to discussions of the religious, spiritual, ethnic, gender, and disciplinary issues beyond traditional assumptions about what or whom these issues encompass. Use professional facilitation services and approaches to maintain respect and constructive structure in sensitive discussions.

Units can offer travel assistance to nontraditional speakers and panel participants. Do not limit potential speakers to “professionals.” Many “non-professionals” can offer good insights but often do not have any agency or sponsor funding. Be willing to take time to work with non-traditional speakers explaining the purpose of a meeting and how they can contribute. The AFS audience also needs to respect divergent points of view and be willing to hear people speak from experience and not in jargon typical for the fisheries professional.

Provide tours of facilities that reflect a variety of social and cultural contributions to fisheries.

Provide an opportunity for agencies and organizations to share ideas or information that reach diverse audiences (e.g., a literature booth in which organizations could display brochures written in different languages or cultural perspectives).

Registration and participant services

Provide a voluntary means of identifying first-time participants and international guests (e.g., on name tags) so that those individuals can be sought out and welcomed by seasoned participants.

Provide a service whereby individuals can find roommates for conferences, especially for students, first-time participants, and international guests.

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

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

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

D. Levels of Support

Level 1 Titanium Level.....\$15,000

Certificate of appreciation
Sponsorship acknowledged in Program
Sponsorship acknowledged in AFS Fisheries Magazine
Sponsorship acknowledged publicly at meeting
Logo on Spawning Run T shirt
Opportunity to insert material in official meeting bag
Name on meeting bag
Ad in Fisheries (1/2 page)
Publicity through press releases
Trade Show booth with 2 complimentary registrations
Link on AFS Web Site
AFS Mailing list of 10,000 names

Level 2 Platinum Level.....\$ 10,000

Certificate of appreciation
Sponsorship acknowledged in Program
Sponsorship acknowledged in AFS Fisheries Magazine
Sponsorship acknowledged publicly at meeting
Logo on Spawning Run T shirt
Opportunity to insert material in official meeting bag
Name on meeting bag
Ad in Fisheries (1/2 page)
Publicity through press releases
Trade Show booth with 2 complimentary registrations
Link on AFS Web Site

Level 3 Gold Level.....\$ 5,000

Certificate of appreciation
Sponsorship acknowledged in Program
Sponsorship acknowledged in AFS Fisheries Magazine
Sponsorship acknowledged publicly at meeting
Logo on Spawning Run T shirt
Opportunity to insert material in official meeting bag
Name on meeting bag
Ad in Fisheries (1/4 page)

Level 4 Silver Level..... \$ 2,500

Certificate of appreciation
Sponsorship acknowledged in Program
Sponsorship acknowledged in AFS Fisheries Magazine
Sponsorship acknowledged publicly at meeting
Logo on Spawning Run T shirt

E. Other Committees to consider:

Child Care

Communications

Fundraising

Hospitality (companion program)

Photography

Spawning Run

SECTION 5: Appendices

Sample Agendas

Mid year Meeting

Agenda for ExCom Mid-Year Retreat

Date: Friday, November 19, 2010

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

Location: Wine Country Inn, Palisade, Colorado

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

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

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

Passcode: 586030

Welcome and Introductions (Everyone)

Determination of Quorum (L. Martin)

Approval of October Conference Call minutes (L. Martin)

Treasurer's Briefing (M. Buckman)

President's Report:

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

Financial Business (Everyone):

Plan of Work Budget-Related Items:

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

Endowment Fund Disbursement Plan (M. Buckman)

Student Colloquium; Student Representative (L. Martin)

Committee Expenses? (L. Martin)

Website (L. Martin)

Chapter Professional Certification (L. Martin)

Professional Travel (L. Martin)

Funding Requests:

Canadian funding request (Clemens Rigler Travel Fund (CRTF) in support of graduate student travel to the annual Canadian Conference for Fisheries Research, Society of Canadian Limnologists, and Society of Wetlands Scientists (Canadian Chapter) meeting to be held January 6-8, 2011 in Toronto.) requested by Nick Mandrak (see email describing request)

Other funding requests?

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

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

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

Agenda for ExCom Mid-Year Retreat

Date: Saturday, November 20, 2010

Start Time: 6:30am AK time/7:30am PT/8:30am MT

Location: Colorado Division of Wildlife, Grand Junction, Colorado

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

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

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

Passcode: 586030

Welcome and Introductions (Everyone)

Determination of Quorum (L. Martin)

Chapter President Reports, including 2011 Chapter Annual Meeting Dates (Everyone)

Meeting Related Items:

- a. 2011-Seattle, WA-General Meeting Update and MOU Discussion (M. Pedersen, D. Ward, L. Martin)
- b. 2012-Jackson, WY-General Meeting Update from CO/WY Chapter (A. Widmer)
- c. 2013-Boise, Idaho-General Meeting Update from Idaho Chapter (E. Keeley via phone)
- d. 2014-Interest from Mexico Chapter, others? (F. Amezcua)
- e. 2015-Potential Chapter Bids?
- f. 2011 Student Colloquium Update and Plans for 2012 Student Colloquium (K. Stockton)

Committee Reports and Updates (Everyone):

- a. Review of Committees, Committee Openings, and Committee Needs

Actions and Issues:

- a. Implementation of Proposed Plan of Work (L. Martin)
- b. Parent Society Mentee Program (L. Martin)
- c. Bristol Bay/Pebble Mine Resolution Update (L. Martin)
- d. NEPA Resolution Update (L. Roulson)
- e. Procedural Manual Update (L. Martin)

Housekeeping Items:

Monthly Conference Call Time Adjustment (L. Martin)

Website Updates and Listserve Items (Job Announcements, Calendar of Events, etc.)
(L. Martin)

Others?

- 8. New and/or Unfinished Business?
- 9. Adjourn and Reconvene (if necessary) on Sunday, November 21, 2010
- 10. Dinner Together (at off-site location)
- 11. Next Conference Call - Thursday, December 16, 2010

EXCOM Agenda

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

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

Aspen Room of the Sheraton Hotel

Seattle, WA

Introductions and welcome

Determination of quorum

Approval of June and July conference call minutes

Treasurer's report (45 minutes)

- a. Financial update, including Seattle budget
 - b. Audit Committee update
 - c. Grants, Endowment, and Investment Committee update
 - d. Grants and other requests for funds
 1. Grant application (Southern Division textbook)
 2. Upcoming financial commitments for Jackson, Boise, and Mexico?
 3. Insurance and other outstanding debts?
 - e. Record keeping process
5. 2011-2012 proposed draft budget and plan of work (10 minutes)
 6. Seattle 2011 (10 minutes)
 - a. General meeting and schedule update
 - b. Plans, agenda, and awards for WD business meeting
 7. Chapter roundtable (20 minutes)
 8. Parent Society update (2 minutes)
 9. Time and Place Committee update (30 minutes)-
 - a. 2012-Jackson meeting update
 - b. 2013-Boise meeting update
 - c. 2014-Mexico meeting update and plan of action
 - d. 2015-Oregon meeting update
 10. Western Native Fishes Committee update (15 minutes)
 11. Archives Committee update (2 minutes)
 12. Electronic Communications update (15 minutes)-
 - a. Next Tributary
 - b. List serve process and update,
 - c. Website update and plan of action

13. Student Representative update (2 minutes)
14. Bylaw Revisions-HSU and WDAFS (5 minutes)
15. Upcoming deadlines, and other items requiring action (10 minutes)
 - a. Snake River Resolution follow-up (letter)
 - b. Illicit Introduction letter
 - c. Procedural Manual update
 - d. Membership survey
 - e. Upcoming Chapter meetings-Alaska in November, others?
 - f. Conference calls-next one and schedule
16. New or other business?
17. Adjourn

Annual Business Meeting

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

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

Washington State Convention Center, Room 4F

Seattle, WA

Call to Order

Welcome, Introductions, Rules of Order

Establishment of Parliamentarians

Determination of quorum

AFS President Hubert address and Society update (5 minutes)

WD President Martin address and WD update (5 minutes)

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

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

- a. Financial update
 - b. Audit Committee update
 - c. Grants, Endowment, and Investment Committee update
9. WD Awards, Student Scholarships, Riparian Challenge Awards, Membership Service Recognition, and Student Travel Awards (Leanne Roulson, Bob Gresswell, Troy Brandt, and Lori Martin) (35 minutes)
 10. Student Committee Report (Kelly Stockton and Mariah Mayfield) (5 minutes)
 11. Proposed Bylaws revisions (Lori Martin) (10 minutes)
 12. Procedural Manual update (Tina Swanson) (2 minutes)

13. Additional Committee Reports (10 minutes):

- a. Archivist (Eric Wagner)
- b. Arrangements (Larry Dominguez, Cleve Steward)
- c. Electronic Communications (Lori Martin for Dave Lentz, Travis

Neebling)

- d. Nominating (Leanne Roulson)
- e. Program (Craig Busack, Dave Ward)
- f. Snake River (Dave Ward)
- g. Time and Place (Lori Martin for Dave Lentz)
 - i. 2012 Jackson meeting update (Diana Sweet and Paul Gerrity)
- h. Western Native Fishes (Jeremiah Osborne-Gowey, Leanne Roulson, Eric Wagner)

14. New or other business?

15. Adjourn

Resolutions

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

RESOLUTION OF THE WESTERN DIVISION AMERICAN FISHERIES SOCIETY
(WDAFS)

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

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

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

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

WHEREAS the Constitution of the State of Alaska requires the legislature to provide for use, development, and conservation of all State-owned natural resources for the peoples' maximum benefit; and requires that renewable resources such as fish, forests, and game belonging to the State be developed and managed sustainably¹; and

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

WHEREAS the Pebble claim in the Bristol Bay watershed is part of a massive low grade porphyry copper sulfide deposit estimated to contain about 94,000,000 ounces of gold, 72,000,000,000 pounds of copper, and 4,800,000,000 pounds of molybdenum², the development of which may require: an open pit mine³ (~2 mi long X ~1.5 mi wide X ~1,600 ft deep); an underground mine; dams at or above 700 ft in height³; a ~ 100 mile long road; development of a

port facility on Cook Inlet for fuel and concentrated mineral storage⁴, and an estimated 294 million gallons of water annually⁵; and

WHEREAS the region that contains the Pebble copper deposit has porous alluvial soils⁶; abundant ground and surface water⁷; interconnected watersheds; undefined seismic faults; significant seismic activity⁸; is not well buffered⁷ and contains a high proportion of acid-generating sulfides⁹, which can cause acid mine drainage¹⁰; and

WHEREAS slight increases in dissolved copper concentrations in water as low as 2-10 ug/L above background can alter the olfactory-mediated survival and migration of salmonids¹¹; and

WHEREAS Bristol Bay is home to the world's largest wild sockeye salmon fisheries; and sustains healthy productive fisheries on other salmonids, herring, and crab; the seafood industry there employs about 10,000 people annually; gross earnings reported in 2007 were over \$US 100 million in international sales¹²; and

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

WHEREAS Alaska Native peoples have relied on annual salmon returns to the rivers draining the Pebble copper deposit for subsistence for thousands of years and today salmon still comprise 60% to 80% of their total subsistence harvest¹³ which for the last 20 years has averaged over 100,000 salmon annually from the Nushagak and Kvichak drainages alone¹⁴; and

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

WHEREAS a 2007 study of sportfishing economic impacts by the Alaska government indicated expenditures to be \$1.4 billion dollars generating 15,879 jobs; of which, \$989 million and over 11,000 jobs were attributed to the Southcentral region which includes Bristol Bay¹⁵; and

WHEREAS the Alaska Department of Fish & Game estimates the Bristol Bay exvessel commercial salmon fishery as having an average annual value of \$65 million (\$113.3 million in 2008)¹⁶; and the Nushagak and Kvichak River drainages containing the Pebble copper deposit have produced about 50% of all commercially harvested sockeye salmon from Bristol Bay for 125 years¹⁷; and

WHEREAS open pit mining requires rigorous scientific studies for design, execution, and mitigation of environmental impacts; including careful consideration of potential negative environmental consequences, including effects on water quantity, quality, and fishery resources¹⁸; and

WHEREAS: the U.S. Environmental Protection Agency estimates that there are 500,000 abandoned mines in the U.S. and that 40% of western watersheds are polluted from mining¹⁹; clean up costs are estimated to be from \$32 - 72 billion²⁰; many mines slated for clean-up require long-term or perpetual water treatment; and such extensive ongoing water contamination threatens both the Nation's drinking water supplies and valuable fisheries resources; and

WHEREAS the U.S. EPA has developed and implemented a statistically and ecologically rigorous environmental monitoring and assessment program for the inland waters of the U.S.^{21,22,23}; and the states of Oregon²⁴, Maryland²⁵, Idaho²⁶, California²⁷ and Washington²⁸ have used intensified versions of the EPA protocol to assess status and trends in salmon and trout populations and aquatic biological condition,; and

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

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

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

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

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

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

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

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

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

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

5) Mike Pool, Acting Director
Bureau of Land Management
1849 C Street NW, Room 5665
Washington, DC 20240
Mike_pool@blm.gov

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

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

8) John Hilsinger, Director
Alaska State Dept of Fish and Game
Head Quarters
PO Box 115525

Juneau, AK 99811-5525

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

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

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

Award Plaque

CHAPTER PRESIDENT

Charley Tuna

is hereby awarded this

CERTIFICATE OF APPRECIATION

in recognition of personal contributions to the advancement and improvement of fisheries science, in the professional and public interest, by serving as President of the Western Division of the American Fisheries Society for the period of September 2010 to August 2011.

By order of the Membership of the Western Division of the American Fisheries Society, assembled in Jackson, Wyoming, on March 28, 2012.

Executive Director, American
Fisheries Society

President, Western Division