

**Northeastern Division
American Fisheries Society**



Procedural Manual

October 2009



PROLOGUE

MUSINGS OF EDWARD C. RANEY (From Original Procedure Manual)

Edward C. Raney was a professor of zoology, emeritus, at Cornell University, where he performed research and taught from 1936 to 1971. As a specialist in the ecology, behavior and systematics of fish, he described more than 20 species of fish. He was president, chairman of the board and research director of Ichthyological Associates of Ithaca from 1971 until his death in 1984. He provided the following remarks regarding a division procedural manual in an interview on October 30, 1983.

Thank you for the opportunity of providing these ideas. It pleases me very much to apply my experience to an organization, which I so revere.

The Division needs a procedural manual? This is a good idea, but you must remember that a detailed set of administrative directives without a mission is just about as useless as a fancy car without roads leading to specific, useful places. And so I am pleased to suggest a dozen targets that I think are worth working for; good objectives for the Division to consider:

1. Look outward much more. Most of the Division's committees are concerned with inner workings and not outreach to centers of legal, political, corporate, financial and engineering power. Officers and committees might be given more directives with such an orientation.
2. Reconsider fisheries education, especially at the graduate level. Most fisheries biologists are politically and administratively naive. They lack the training to compromise and as a result lose both credibility and courage in their beginning professional years. Provide much more guidance for the educators and the young professional.
3. Develop your administrative structure and individual leadership skills toward recognizing and responding to the 'hot spots' of your resource sector. You must be well read and well connected if you are to do this. The character and significance of aquifers and solid wastes are 'hot spots' in point. Fisheries biologists are poorly trained in both regards.

4. Foster attention to the importance of objectivity, especially as members of semi-political institutions. Political influence rains down upon the professional, and he or she must avoid the advocacy or adversary role to retain both fishery science and credibility. The task is not an easy one and again the senior professional needs to guide the newcomer.
5. Develop administrative structures to deal with what I call 'saltation'; the jumping around of human and institutional investments from one crisis to the next. The result is a loss of the long-term view, battle fatigue and little long-term accomplishment. Give attention to this crucial issue.
6. Gather your executives into small, creative groups under informal and pleasant circumstances. Have them brainstorm for new and old key issues. Produce synopses of such gatherings. Provide some Division support for these. Your officers will not abuse the coffers.
7. Consider the means and realities of penetrating the centers of influence. I'll give the assignment of approaching a prestigious fly fishing organization to the best fly fisherman in my organization and I make sure that he can carry himself like an executive in the process. How do you reach a state fish and game commissioner? How do you influence a corporate executive? It's good to know how the first time around because you might not be given a second chance.
8. Work on day-to-day leadership. Simple tasks are crucial. I work my mail methodically. I underline or highlight key sentences in every letter. I then step back and assemble a list of up to ten items ranked in importance for each day. I refer to the lists of the previous days in the process. I then budget my time giving so much to each part of the list. This takes discipline but without forget it. Also, know how to work with Dictaphone, stenographers and word processor.
9. Pay much more attention to our retired professionals. They are experienced, have considerable time and retain their vitality if they are kept involved. At present, the Division and the Society is not doing well in this regard.
10. Keep our professionals well educated. Emphasize the importance of theoretical ecology, the role of computers in data management, problem solving and keeping current, the reading of many abstracts and key articles and keeping in touch with others in the constellation of

related professions. Attend, eat out with your peers, mix and use the telephone and letter wisely.

11. Send your good words and works out to people who are not members of the Society. Provide gratis key workshop and symposium reports to key people. Send them newsletters and special letters of information just because you think they might like to know. Reach out.

12. Strive for excellence and quality in the broad view. Say these words often and mean them. Promote a spirit of progress. Seek improvement. As leaders, do not become bogged down in polishing up the chrome — especially when you're not sure where you are going.

PREFACE

This procedural manual is intended to serve as a handy reference for the American Fisheries Society (AFS or Society) Northeastern Division (NED or Division) officers and members in Division leadership roles, particularly for those new in their positions. It is intended to be used in conjunction with the AFS Strategic Plan, AFS Procedural Manual, AFS Membership Directory and Handbook, AFS Subunit Survival Manual distributed at Leadership Orientation and any Chapter procedural manuals. It attempts to operationalize the Division Bylaws. The document outlines the Division organizational structure and leadership responsibilities, provides operational details for ongoing activities, and assembles in one document a variety of Division policies. Historically, these kinds of information have been passed down by “word of mouth” from one set of officers to the next, but details and unwritten policies frequently get “lost in the cracks”. This manual helps maintain the institutional memory of the Division.

While the manual provides guidance, it should remain flexible to allow creativity and originality within each office or committee. In fact, the manual should be reviewed and updated periodically to improve the performance of the Division. This manual is intended to be a dynamic document that changes with new Division initiatives.

This manual is available to any Division member upon request. The manual can be a particularly helpful to an individual interested in participating as a member of a committee or in another leadership role.

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SECTION 1 ABOUT THE NORTHEASTERN DIVISION



The American Fisheries Society is a scientific and professional organization composed of persons interested in the conservation and enhancement of fishery resources.

The Northeastern Division (the Division or NED) is one of four geographic subdivisions of the American Fisheries Society (the Society or AFS) within North America. Society members who reside in the states of Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont, and the Provinces of New Brunswick, Newfoundland, Nova Scotia, Prince Edward Island, and Quebec are automatically members of the Northeastern Division.

The Division represents an important level of participation for many AFS members because the Division carries out most Society functions, but orients them more closely to Northeastern North America. The Division is an important training ground for members interested in Society activities.

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1.1 MISSION

The mission of the Division is to (a) advance the conservation, development and wise use of fishery resources for optimum use and enjoyment by all, (b) gather and disseminate information on fisheries science and management, and (c) promote and evaluate the educational, scientific and technical aspects of the fisheries profession.

1.2 PURPOSES

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

1. Facilitate communication among members (by newsletters, websites, 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 AFS 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.

At a 1996 retreat at Cabot Camp in Millers Falls, MA, Division leaders confirmed that Division has a role in AFS and that it provides six functions to members:

1. Facilitate exchange of technical/scientific information among Division members.
2. Strengthen the delivery of professional communication and professional skills training.
3. Provide information about regional resource issues to decision makers.

4. Provide opportunities for informal networking among NED members and with administrators/decision makers.
5. Provide leadership structure to represent the Chapters within the Division.
6. Provide mechanism for communication of general information (e.g. newsletter).

The participants also agreed that there were eight forums within which these functions could be conducted:

1. annual meetings;
2. symposia, workshops (e.g., coldwater and warmwater fisheries);
3. continuing education courses;
4. electronic communication;
5. interaction with administrators;
6. committee membership and activity;
7. leadership building; and
8. newsletter.

1.3 CHAPTERS

Within the Northeastern Division, members have organized six Chapters: Atlantic International Chapter, Mid-Atlantic Chapter, New York Chapter, Pennsylvania Chapter, Southern New England Chapter, and SUNY College of Environmental Science and Forestry Chapter. The Atlantic International Chapter includes the States of Maine, New Hampshire and Vermont and the Provinces of New Brunswick, Nova Scotia, Prince Edward Island, and Quebec. The Mid-Atlantic Chapter includes the States of Delaware and New Jersey. The New York and Pennsylvania Chapters each includes its own state. The Southern New England Chapter includes the States of Connecticut, Massachusetts, and Rhode Island. The SUNY College of Environmental Science and Forestry Chapter is a student chapter within the geographic boundary of the New York Chapter. Division members may join more than one Chapter.

1.4 HISTORY

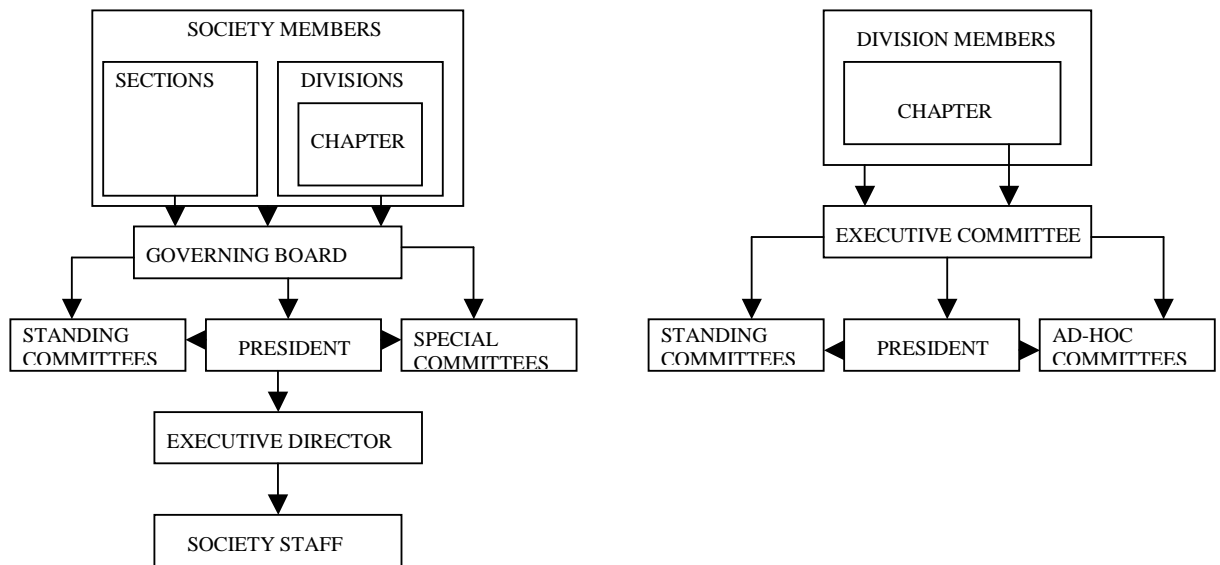
The Northeastern Division of the American Fisheries Society was established at the 81st annual meeting of the Society held in the Hotel Seneca in Rochester, NY, on September 12-14, 1951. Creation of the Division essentially formalized an antecedent organization initially called the "Ithaca Seminar" and then for several years the "Northeast Fish Culturists". Its first meeting was held at Cornell University, Ithaca, NY, in 1937 and was organized by George C. Embody, Professor of Aquaculture, Clive McCay, Professor of Nutrition, and Mr. Abe Tunison, Director of the then U.S. Fish Culture Station at Cortland, NY, and sponsored by the New York State Conservation Department. Its last meeting was held in Portland, ME, in the Eastland Hotel in March 1951, and billed as the Northeast Fisheries Conference. The first meeting of the Division was convened in Jackson Mills, WV, April 1-4, 1952. In 1953, the meeting was held jointly with the Northeast Section of The Wildlife Society at Bretton Woods, NH, on September 20-23, and the precedent for combined meetings has been followed since.

In 1978, at the Society annual meeting in Kingston, RI, the geographical composition of the Division changed from including the District of Columbia, Maryland, Ontario, Virginia, and West Virginia, to the present composition. Subsequently, the Division attempted to reacquire these states so that the Division size would be more equitable with other AFS Divisions and that the geographical area would more closely match the Northeastern Association of Fish & Wildlife Agencies (NEAFWA). This effort failed.

The Division Presidents, recipients of various Division awards and the dates and locations of past meetings are an integral part of the Division's history. Lists of these can be found in Appendix 1.

SECTION 2 DIVISION ORGANIZATION AND LEADERSHIP

The relationship of the Division to the Society and Chapters is described in the Society Procedural Manual and is presented here along with the Division Organization.



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, First Vice President, Secretary-Treasurer), immediate Past President, and Presidents of the six Chapters within the Division. It is authorized to act for the Division between meetings and to perform other appropriate functions.

The offices of Past President, President, and President-elect are automatically filled by the current President, President-elect and First Vice President, respectively. However, the ballot lists the current President-elect as the lone candidate for President and the current First Vice President as the lone candidate for President-elect. The office of First Vice President is filled by election each year. The office of Secretary-Treasurer is filled by election on an alternate-year

basis since this position has a two-year term of office. Candidates for First 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. That means that they start and end with the date of the business meeting of the Society, which is typically in late August or early September each year.

2.1 DIVISION OFFICERS AND DUTIES

2.1.1 General Responsibilities

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 AFS Procedural Manual), the Division Officers have the following general duties:

- Read/understand the bylaws of the Division and the Society and the Constitution of the Society. Division Bylaws are provided in the Appendix to this manual. The Society Constitution, Bylaws and Rules are provided annually in the AFS Membership Directory and Handbook.
- Attend a Leadership Orientation session provided by the Society.
- Provide leadership to the Division and the profession.
- Attend EXCOM meetings and as many subunit and special meetings as possible.
- Understand the financial and operating status of the Division in order to explain these aspects to members.
- 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.
- Seek prospective members for committees and other positions of leadership in the Division.
- Acknowledge by appropriate means those who have assisted you.

- Provide guidance to your successor.
- Provide mid-year and annual reports of activities to Division President as requested.
- Review officer responsibilities in this Procedural Manual and, prior to concluding your term of office, submit any recommended changes in a written report to the President.

2.1.2 President

2.1.2.1 Early in Term of Office:

1. Be inducted into office at 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. Realize that the primary objective of your position is the leadership of the Division within the context of the Society, given special emphasis to the detection of, and response to, key issues affecting the fisheries and their professional proponents. Learn of the centers of power and influence in fisheries matters in the Northeast; interact effectively with them. Communicate well. Delegate rigorously and in detail.
4. 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.
5. Confer immediately and then regularly with the EXCOM and the Past President.
6. 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.
7. At the onset, become aware of the level of funding supportive of your administration. Keep good records of your expenses for mailing, telephone, secretarial backup, travel, per diem, and other expenditures - these are needed for reimbursement by the Secretary-Treasurer.
8. Provide the Secretary-Treasurer with the names, addresses, telephone numbers, fax numbers, and email addresses of all elected officers, Chapter Presidents, and chairs of standing and special committees of the Division.

2.1.2.2 Ongoing Throughout Term of Office:

1. Communicate with EXCOM members and conduct business by email as necessary.
2. Prepare agendas and preside over all EXCOM meetings and conference calls. Conference calls are typically held monthly when there is a sufficient amount of Division business to conduct and/or Society information to pass on.
3. Provide mid-term and annual Division reports to the Society.
4. Attend and report as a voting member of the Society Governing Board meetings (with financial support of the Division, if needed). Typically, a mid-term meeting is held in the Bethesda, MD, area and an annual meeting is held at the Society meeting in late summer.
5. Serve on the Management Committee of the Society when appropriate. Every other President serves on the Management Committee since this is a two-year term of office.
6. Serve on (or appoint a Certified member to serve on) the Appeals Board of the Society's Board of Professional Certification, as required by the Society constitution.
7. Communicate with Chapter officers, serving as their main channel of communication with the Society. Attend or send the President-elect or other delegates to Chapter annual meetings.
8. Confer regularly with the Division webmaster to keep posted information up-to-date.
9. Confer regularly with the editor of the Division newsletter providing newsworthy items such as dates of meetings, committee appointments and activities.
10. Confer regularly with the editor of Fisheries and the Society subunit liaison providing newsworthy items such as meeting dates, news on committee activities, new appointments, etc.
11. Confer regularly with the President-elect and First Vice President, giving special attention to his or her function as Chapter liaison and in the selection of Committee Chairs to be announced at the annual business meeting.
12. Confer regularly with the chairs of standing and special committees giving particular attention to those entering final action phases. Telephone calls followed up by emails is an expeditious approach. More formal arrangements are best accomplished in writing, through e-mail, or from well developed meeting minutes such as for EXCOM and the annual business meeting.

13. Ensure that any by-laws and/or procedural manual changes are properly obtained and documented in Division records. These are likely to be delegated responsibilities.

2.1.2.3 Preparation for Annual Business Meeting:

1. Communicate with the Chair of the Northeast Association of Fish and Wildlife Agencies (NEAFWA) and coordinate on the selection of the Program Chair and local arrangements chair for the forthcoming annual meeting. Offer to present a report on Division activities at the NEAFWA meeting that is held in conjunction with the annual meeting.
2. Confer with the local Arrangements Chair to reserve, schedule, and announce six weeks in advance of the due date the:
 - a. meeting room for EXCOM at onset of annual meeting;
 - b. meeting room for annual business meeting;
 - c. dining facility for the Past-Presidents' luncheon (Optional); and
 - d. breakfast for incoming EXCOM (Optional).
3. Call (one month prior to the annual business meeting) for an annual report from all Division Committee Chairs (standing and special), the Secretary-Treasurer (after review of accounts by the Auditing Committee), and the Chapter Presidents. Request that all reports be completed in time for copying and distribution at the annual business meeting.
4. Develop and distribute agendas for EXCOM and annual business meetings.
5. Invite Executive Director and President of the Society to annual Division meeting.
6. Have gavel block (plinth) engraved with matching lettering ready for presentation to the incoming President at the annual business meeting.

2.1.2.4 At the Annual Business Meeting:

1. Appoint a Sergeant at Arms at the annual business meeting to direct the signing of the Division attendance register for members in good standing and to assist the Secretary-Treasurer in determining whether a quorum exists.
2. Perform the following at/for the annual meeting.

- a. Confer with the Secretary-Treasurer, the President-elect and others and prepare agendas for the business and EXCOM meetings. An example agenda is provided in the Samples and Forms portion of the Appendix.
 - b. Preside at the EXCOM and Business meetings and provide concise reports on your administration.
 - c. Report to the NE Directors.
 - d. Confirm the timely action of:
 - i. Awards Committee re: presentations at the annual banquet.
 - ii. Auditing (and Finance) Committee re: condition of the Division accounts.
 - iii. Local Arrangements Committee re: special meeting arrangements.
 - iv. Resolutions Committee.
 - v. Secretary-Treasurer and Auditing and Finance committees re: the budget.
 - vi. Nominations Committee and the editor of the newsletter re: posting of ballots for the annual election.
 - vii. Bring people together - make introductions wherever possible and appropriate.
3. Provide dignity and ceremony in the initiation of the new officers by asking two past presidents to escort them, one at a time to the podium: incoming First Vice President, the incoming President-elect and the incoming President. Transfer the gavel and inscribed block (plinth) to the incoming President. Arrange to photographically document the event and welcome applause at the close of the initiation.

2.1.2.5 Late in Term of Office:

1. Arrange and update your records of the office of President, assigning current ones to the incoming President and dated materials to the Chair of the Archives Committee.
2. Confer, as invited, with the incoming President and President-elect on matters of substance giving particular attention to major issues affecting the resource and the professionals responsible for its good use.
3. Prepare and distribute letters and other means of appreciation for those supportive of the Division's activity during your presidency.

2.1.3 President-elect

1. Participate in Division EXCOM meetings and conference calls and the Division's annual business meeting. Be prepared to substitute for the President in the event he/she is unable to attend.
2. Serve as a voting member on the Society Governing Board and, when appointed or elected, on the Society Management Committee. Travel expenses will be reimbursed by the Division, if needed.
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. Serve ex-officio as liaison between the Program Committee and other annual meeting planners.
7. Select the chairs for your standing and special committees by the time you officially assume duties as President (or shortly thereafter), which occurs at the Society annual business meeting.
8. Six to eight weeks prior to the Division annual business meeting, direct the Secretary-Treasurer to order (from Society Headquarters) the Presidential Certificate of Appreciation you are to present to the outgoing President at the time of the annual business meeting.
9. Develop an annual work plan for your administration to use to implement the current Division Strategic Plan:
 - a. Review the current Society and Division Strategic Plans.
 - b. Review progress against the current and most recent past annual work plans.
 - c. Consult with potential Committee Chairs for your term as President, one or more Division past presidents, Chapter Presidents or their designee, and student, academic, agency and private industry members.
 - d. Determine what they view as the emerging needs and concerns of the membership.

- e. Develop an annual work plan for the Division that will outline the goals and objectives of the Division during the following year. The Plan will establish a framework within which the Chapters and Committees can work to achieve goals.

2.1.4 First Vice President

1. Be prepared to assume the duties of the President-elect if he/she is unable to act.
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. Serve as Chair of the Division Membership Committee and serve on the Society Membership Committee.
5. Attend Chapter meetings, whenever possible, as a representative of the Division.
6. Organize the Division retreat, if requested by the President, if the every third year schedule coincides with your term of office.

2.1.5 Secretary-Treasurer

2.1.5.1 Early in Term of Office

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 First 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.

2.1.5.2 Ongoing Throughout Term of Office

1. Arrange for EXCOM conference calls as scheduled by the President.
2. Take minutes during EXCOM conference calls and distribute draft minutes to the EXCOM within 30 days.
3. Serve as a member of the Archives Committee.
4. Provide list of attendance for previous three business meetings for Chair of the Nominating Committee.
5. Receive/file/acknowledge reports and newsletters on Chapter activities.
6. Maintain operational and investment accounts of the Division.
7. Transfer funds among Division accounts as recommended by the Finance Committee and confirmed by the President.
8. Account/report on Division funds in writing to the Audit and Finance Committees, and to attendees of the annual business meeting.
9. Receive/disburse funds as authorized by the President, the EXCOM, the Division business meeting, conference calls, and e-mail votes.
10. 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.
11. Assemble records and prepare financial reports for annual audit by the Division Audit Committee and be available to respond to questions. Financial reports should be on a January 1 to December 31 fiscal year basis.
12. The Secretary-Treasurer of the Division should maintain a supply of unengraved plaques for the Dwight Webster Award (all other awards come through the AFS office)

2.1.5.3 Annual Meeting

1. Confer with the other EXCOM members on preparation of the annual budget to be presented at the EXCOM meeting prior to the annual meeting.
2. Confer with Society office six weeks prior to annual meeting regarding preparation of plaque and certificate for the retiring President.
3. Prepare summary of EXCOM activities conducted by e-mail or conference phone call and report to the general membership at the Division annual business meeting.

4. Prepare/file/distribute draft minutes of annual business meeting and EXCOM conference calls within 30 days if possible. Make revisions as needed and file minutes electronically and with the Division Archives Committee chair.
5. Ensure that Sergeant-at-Arms records attendance of the annual business meeting in the bound record and confirms quorum.

2.1.5.4 Late in Term of Office

1. Confer with the President and the Archives Committee regarding the assignment of older records.
2. Transfer records in a face-to-face conference with the incoming Secretary-Treasurer.
3. Ensure that any changes to the Procedural Manual are shared with the current President and incoming Secretary-Treasurer for incorporation into the next revision.

2.1.6 Past President

1. Participate in EXCOM meetings and conference calls.
2. Ensure that any recommended changes to the Procedural Manual from the previous year are incorporated into a revised version, which is reviewed by the EXCOM.
3. Serve as chair of the nominating committee.

2.2 COMMITTEE RESPONSIBILITIES

2.2.1 General Responsibilities of Committee Chairs

In addition to the specific responsibilities for each committee, Committee Chairs share a number of general responsibilities.

1. 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 - gender, race,

geographic location, area of expertise, employment sector, student - and 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. Complete this process within four weeks of the Society annual meeting. Notify the President, Secretary-Treasurer and Chair of the Newsletter Committee of committee members. Retain the option of appointing additional committee members necessary to fulfill the committee's charge.

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 and the associated timetables 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. Assign specific tasks to specific committee members, with attending time schedules.

7. 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.

8. 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.

9. 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).

10. On questions requiring votes, vote only to break ties or vote with a sealed ballot before the rest of the committee so chair's vote cannot unduly alter the outcome.

11. Provide opportunities for committee members to include minority opinions or reports along with the main actions or recommendations of the committee.

12. 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.

13. Submit midyear and annual reports to the President, on time and in the format specified by the President. Provide oral report on committee activities at annual business meeting if possible.

14. Maintain complete and orderly files of committee correspondence and action for transmission to the incoming chair where appropriate. This should include memos to the file describing any new procedures or modifications used during the year.

15. Recommend prospective committee members and chairs for the following year to the President-elect. Confer with newly appointed Committee Chair, as requested, and transfer material as appropriate.

16. Write letters to active committee members, thanking them for their participation.

17. Review the committee functions listed in this Division Procedural Manual and, prior to the Division annual business meeting, submit any recommended changes to these procedures in a written report to the Secretary-Treasurer.

2.3 STANDING COMMITTEES

Standing Committees are permanent committees established through the Division Bylaws. These 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.

2.3.1 Archives

Purpose: Maintain the Division's institutional memory by effectively storing and managing the permanent records of the Division.

Composition: The Chair, appointed by the President, and the Secretary-Treasurer. Other members as interested.

2.3.1.1 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. and provide to the Secretary-Treasurer to update such in this procedural manual.
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.

2.3.2 Auditing

Purpose: Audit the Division financial accounts from the previous calendar year and report at the Division annual business meeting.

Composition: The Chair, appointed by the President, and at least one other member, preferably having accountancy experience, established no later than four months prior to the annual Division business meeting.

2.3.2.1 Procedures

1. Confer with the Secretary-Treasurer four months prior to the annual Division business meeting and establish a date for the 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.
 - f. Dated signature along with title of 'Chair, Audit Committee, NED AFS' at time of auditing for all key records.
2. Include in reports to the President and the membership at the annual meeting 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.

2.3.3 Awards

Purpose: Administer the Dwight A. Webster Memorial Award, the Special Achievement Award, the Meritorious Service Award, and the President's Award for professionalism and outstanding contribution to fisheries science in the Northeast.

Composition: The Chair, appointed by the President, and all Division Past Presidents.

2.3.3.1 Procedures

1. Procure and prepare award plaque for presentation at the annual 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. The Chair of the Awards Committee will submit, to Chapter, Division and Society publications or direct Division member e-mail, a call for nominations for all Division awards at least four months before the annual Division business meeting. The call for nominations shall also be posted on the Division website.
3. The call for nomination and solicitation letters should contain a list of past award recipients, a deadline for nominations to be submitted (normally two months before the Division annual meeting), and instructions for documenting the nominee's professional

quality in sufficient detail for the Committee to make sound judgments. Criteria for these awards are included in the Awards section later in this Procedural Manual.

4. Within two weeks of the established deadline for close of nominations, the Chair will provide the Committee with the documentation of the nominees and an appropriate ballot indicating a return date of the latter within two weeks of the date of mailing.

The Chair will tally the votes and notify the successful nominees, with copies of this communication sent to each committee member, the President and Secretary-Treasurer. A postscript on the copies should indicate the total number of ballots sent out and the ballot tallies for the nominees. The Chair should order certificates and plaques from AFS for the award winners. Examples of wording for the certificates can be found in Appendix 4.

5. The Chair will report the winner at the annual Division business meeting and prepare and submit a written announcement of the award to *Fisheries* and Division/Chapter newsletters.

2.3.4 Best Student Presentation Award

The Best Student Presentation Award has been in place within the Division since at least the 1970's. This award was formerly known as the Roger Reed Student Presentation Award, in honor of the long-time Massachusetts Fish and Wildlife Cooperative Research Unit leader who passed away in 1977. Formerly, it consisted of \$100 from the Sport Fishing Institute, \$200 from the Roger Reed Fund (administered by the University of Massachusetts), and a Northeast Fish and Wildlife Conference banquet ticket (paid by the Division). Since the Sport Fish Institute no longer exists and there were difficulties in receiving payments in a timely manner from the Roger Reed Fund, the Division assumed full responsibility for this award. In 1994, the Division voted to establish an award for the best student poster in addition to the best student oral presentation.

Purpose: Select the best oral and poster presentations given by students at the Division's annual meeting (normally held as part of the Northeast Fish and Wildlife Conference). The presentations, which may be co-authored by others, must concern research done by the presenter while a student. The presentations must be given no later than the next regular meeting of the Division following completion of the degree program of which the research is part. The awards are intended to promote high-quality oral and poster presentations by students and, through example, by all members.

The award for the best student oral presentation shall be known as the Best Student Presentation Award. It shall consist of

- a monetary prize of \$200 from Division funds;
- a plaque prepared by the Society or an engraved plaque prepared by an outside vendor; and
- a ticket, paid for by the Division, to the banquet of the annual meeting at which the award is presented.

The award for the best student poster presentation shall be known as the Northeastern Division Best Student Poster Award. It shall consist of

- a monetary prize of \$200 from Division funds;
- a plaque prepared by the Society or an engraved plaque prepared by an outside vendor;
- a ticket, paid for by the Division, to the banquet of the annual meeting at which the award is presented

Composition: The Chair, appointed by the President, and as many additional members (not fewer than two) as are necessary to effectively judge the student presentations to be presented at the annual meeting. Members may be appointed when the number of papers to be judged, and the meeting attendance of Division members, is known.

2.3.4.1 Procedures

1. 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.
2. 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.
3. 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.

4. As early as possible, the Chair shall obtain from the Program Chair a list of the student presenters.
5. 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.
6. The Chair shall work with the Committee to assign at least three, preferably five reviewers, to each presentation/poster.
7. 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.
8. 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.
9. Immediately after the annual meeting the Chair shall
 - a. 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.
 - b. ensure that the award certificates or engraved plaques are prepared in a professional manner and sent to the winners (or the winners' advisors).
 - c. 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.

d. 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.

10. 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.

11. 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.

2.3.5 Continuing Education

Purpose: Expand opportunities for Division members and other interested individuals to continue to enhance their skills and knowledge as fishery professionals. Conduct continuing education courses at Division-sponsored meetings as opportunities arise. This committee was established in 1991.

Composition: The Chair, appointed by the President and other interested members according to need.

2.3.5.1 Procedures

1. Keep Division members informed through newsletter and website items of continuing education opportunities that are offered at the Society and Chapter levels.
2. Plan and conduct a continuing education course at the annual Northeast Fish and Wildlife Conference or any Division- or Chapter-sponsored meeting with the following procedures:

- a. Decide on a topic with input from the EXCOM and the Northeast Fisheries Administrators Association.
- b. Prepare a budget and secure approval from the EXCOM to proceed.
- c. Arrange for appropriate instructors and make local arrangements.
- d. Advertise the course through as many channels as possible. A direct email to all Division members would be appropriate.
- e. Secure continuing education credits through the Society.
- f. Arrange for advance registration of participants and provide checks to the Division Secretary-Treasurer.
- g. Conduct the training and have participants do an evaluation of the session.
- h. 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.

2.3.6 Environmental and Resource Issues

The position of Environmental and Resource Issues Coordinator was created at the 2003 Executive Committee retreat to better reflect the nature of the work typically accomplished. In the past, an Environmental and Resource Issues standing committee was charged with linking Chapter, Division, and Society environmental and fishery resource concerns. This committee was established in 1991 with the intent of tackling a broad spectrum of issues as they arose. However, the best expertise on a particular issue was often not represented in the committee membership (particularly since the committee had few, if any, additional members besides the chair). Outside expertise had to be solicited, or a separate special committee had to be formed, such as the Great Lakes Issues Committee. So consolidating the committee functions into a single coordinator better reflects past practices. This individual will screen potential issues as they arise and will recommend that issues-oriented special committees be formed as needed.

Purpose: Help the Division evaluate and develop resource policies by assessing concerns of the membership, by advising the President about aquatic resource issues and by producing or coordinating draft resource policy statements for Division approval.

Composition: Individual member appointed by the President.

2.3.6.1 Procedures

1. Develop a structure for the Division that provides a vehicle for Chapters or individuals to alert Division membership to an emerging environmental or resource issue.
2. Develop a program to encourage Chapters and individuals to bring forth emerging issues, e.g., encouraging Chapters to appoint an environmental concerns committee chair.
3. Develop procedures to help educate Division members on emerging issues, such as placing articles in the newsletter and posting items on the website.
4. Screen potential environmental/resources issues as they arise and recommend members to serve on issues-oriented committees to be formed as needed.
5. Produce or coordinate draft resource policy statements for Division approval.
6. Recommend to Division EXCOM appropriate actions to be taken in response to environmental/resources issues. These might include, but are not limited to:
 - a. Resolutions – the weakest mode
 - 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 TV public service announcements
 - e. Advising membership on current pending legislation and need to contact Congressmen
 - f. Enlist cooperation of other environmental groups to deal with certain issues
 - g. Coordinate Division coordinator activities with activities at the Society and Chapter levels.
 - h. Elevate issues from the Division perspective to the Fisheries Conservation Foundation for potential higher -level attention and funding.

2.3.7 Finance

Purpose: Review Division investment strategy quarterly to assess performance and suitability to Division needs.

Composition: The Chair, appointed by the President, and other interested Division members, all preferably with some investment experience.

2.3.7.1 Procedures

1. Confer with the past chair and Secretary-Treasurer to determine the status of the Division's financial holdings.
2. Review sections of the Division's Procedural Manual that proscribe how Division holdings are to be invested.
3. Regularly review the Division's holdings. If the committee feels that a change in account holdings would be in the best interest of the Division, recommend appropriate changes to the President, who will so instruct the Secretary-Treasurer.

2.3.8 John Moring Student Travel Award

In 1992 the Division voted to institute a Student Travel Award, which would provide support for students to attend the Division annual business meeting and associated Northeast Fish and Wildlife Conference. The first awards were presented at the 1993 annual meeting. This award was renamed the John Moring Student Travel Award in 2003 in honor of the notable efforts of late Past President John Moring on behalf of students in the Northeast. Up to 5 awards are available each year, with AFS members getting priority. Student members of AFS winning the awards receive \$300 for travel expenses, plus the early student registration fee (typically \$150), plus a one-year AFS student membership (currently \$19). Students whom are not AFS members winning the awards receive \$300, plus a one-year AFS student membership. These awards are administered by the John Moring Student Travel Award Committee.

Purpose: To provide support for students to attend the Division annual meeting and associated Northeast Fish and Wildlife Conference.

Composition: The Chair, appointed by the President and as many additional members as necessary to administer the award.

2.3.8.1 Procedures

1. Applications, which should be sent to the Chair of the John Moring Student Travel Award Committee, shall consist of the following:

- a. A letter verifying the need for financial support and a description of the applicant's professional activities, particularly those related to AFS
 - b. A letter of support from the student's advisor or department head
 - c. A copy of the abstract that was submitted (or will be submitted) to the meeting's Program Chair
2. The Chair may select two other Division members to assist in ranking applications, if more than 5 applications are received. The following ranking factors and associated scores to be used are:
 - a. Student is a member of the Division (5 for member, 0 for member of another Division)
 - b. Financial need; how essential is the award for student's attendance at the meeting (score 1-5)
 - c. Quality of abstract (score 1-5)
 - d. Student's other involvement in AFS activities (score 1-5)
3. The Chair shall ensure that an announcement of the Travel Award program is published in a prominent place in each issue of the Division Newsletter. The announcement that gives the application deadline should appear in the late summer or fall issue of the newsletter, because the deadline for submitting abstracts to the Program Chair of the Northeast Fish & Wildlife Conference is usually in December
4. The committee chair should ask the Division student representative to the Student Subsection of the Education Section to inform students of the Travel Award Program.
5. The Chair should notify all successful and unsuccessful applicants as soon as possible so that students can make appropriate plans for the meeting. The Chair should ask all successful applicants to attend the Division's annual business meeting, so that the award recipients can be recognized and photographed.
6. The Chair should provide names of students winning travel awards to the Division Secretary-Treasurer for reimbursement.

2.3.9 Membership

Purpose: Develop, implement, and evaluate measures and programs for maintaining and increasing Division membership.

Composition: The Chair, who is the Division First Vice President, and at least one member from each Chapter in the Division. The President will provide the Chair with names of individuals who have expressed an interest in serving on the Committee.

2.3.9.1 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 Assistant for background information on membership programs and ideas. From the Society Membership Assistant, the Chair should request Membership Committee Reports from the annual and mid-term Governing Board meetings for the preceding two years to become familiar with past membership campaigns.
2. The Chair serves on the Society's Membership Committee
3. Obtain from the Society Membership Assistant 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, 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 the membership efforts of the Committee.
4. Develop appropriate recruitment approaches for the "target" groups, using personal contact with prospective members whenever possible. Do not try to "re-invent the wheel" in establishing a membership campaign. Communicate with former committee members and Membership 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. Inculcate and sustain motivation in Committee members to follow through on assigned tasks. A motivated committee is invariably a productive one.
5. Coordinate Committee programs with complimentary activities at the Chapter and Section levels through correspondence, telephone contacts and announcements in the Division newsletter and website.

6. Request progress reports from Committee members on a regular basis. The Chair is required to provide mid-term and annual reports on Division membership activities to the Society Membership Chair and to submit a written report to the Division President prior to the annual Division meeting.
7. 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 Assistant). Distribute membership materials at Division sponsored meetings, workshops, and symposia as well.
8. Be an advocate of AFS! The breadth and scope of AFS activities and the proven commitment of the Society to professionalism, education, and the wise management of aquatic resources should be a source of pride to all members of the Society. Let this pride show in the Committee's recruitment programs.
9. Confer with the Division President on a routine basis concerning Committee activities and progress.

2.3.10 Newsletter

Purpose: Ensure relevant and timely communication of professional and Society activities and functions to Division members through establishment and monitoring of a news acquisition system, and dissemination of this information in the Division Newsletter. Obtain appropriate copy, produce and distribute periodically a newsletter with a format emphasizing news happenings, significant research, acknowledging new members and providing Division and Chapter reports.

Composition: The Newsletter Editor, who is Chair, and other members representative of diverse Chapters and professional interests of the Division membership.

2.3.10.1 Procedures

1. Publish at least two newsletters annually. Announce deadlines for submission of materials. For two issues per year, these should be: February 1 and August 1.
2. Delegate responsibility within the committee to each of the following functions:
 - a. Liaison with the Society Governing Board and the Society office.

- b. Liaison with the Division EXCOM to procure and publish the addresses, telephone numbers, FAX numbers, and e-mail addresses of Division Officers including the EXCOM, Division Committee Chairs, and Chapter Presidents.
 - c. Liaison with the Chapter officers toward designation of individuals responsible for coordinating news items and sending them to the editor.
 - d. Editing of the Newsletter.
3. The Newsletter should be posted on the Division web site and notice of the availability of the Newsletter via the web should be sent to all Division members.
 4. Send an invoice to the Secretary-Treasurer for each newsletter produced.
 5. The biographical sketches of candidates and ballot, if printed in the Newsletter, must be prepared and sent to the Newsletter Editor by February 15.
 - a. Confer with the Chair of the Nominating Committee in January to obtain the ballot and biographies of Division Officer nominees.
 6. Confer with the President and the Chair of the Archives Committee on publication of Division historical items.
 7. Confer with the President six weeks in advance of the Society annual meeting and provide recommendations on appointment of the new Editor.
 8. Transfer selected out-of-date materials to the Chair of the Archives Committee.

2.3.11 Nominating

Purpose: Recommend a slate of candidates for Division Officers including Division Representative to the Society Nominating Committee and conduct elections for the positions

Composition: The Chair, appointed by the President, and other members having diverse representation, i.e. Chapter, Canadian, inland fisheries, coastal-marine fisheries, academic, governmental, private industry, management-administration, gender.

2.3.11.1 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 First 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 of the Division (at the time of the nomination) are ineligible for the Division Representative to the AFS Nominating Committee.
2. Request for two names for the offices of First Vice President, Secretary-Treasurer (after two-year term), and Division Representative to the AFS 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 emphasizing education, positions held, present activity, and Society service.
5. If initial list of nominees is unsuccessful, return to the Committee and the EXCOM for additional recommendations.
6. Prepare a mailable ballot, which may be a card, that:
 - a. Lists the names of the current President-elect for President and current First Vice President for President-elect
 - b. Lists one or two names for each vacant office
 - c. Provides for write-in candidates for each vacant office
 - d. Provides a conspicuous indication of the deadline for the receipt of all ballots (two weeks prior to the annual meeting)
 - e. Indicates the need of the voter to be a member of AFS in good standing, and
 - f. Includes the address of the Nominating Committee Chair.
7. Edit the biographies received and forward final copies to the Editor of the Newsletter with the ballot if the biographies and ballot are to be included as part of the Newsletter. If not, mail (or e-mail via the Division list server at ned@lists.fisheries.org) the biographies and ballot to all Division members in good standing with AFS.
8. Count the ballots received on or after the voting deadline and quickly report the results to all nominees, the Committee and President.

9. Report, or if unable to personally attend, have another member of the Committee report the names of the elected persons at the annual business meeting. The number of votes for each candidate need not be reported. Announce the membership of the Committee.
10. Send a letter of thanks to all members of the Committee.
11. Meet with the new Chair of the Nominating Committee, providing past records and verbal guidance on the process including the names of possible nominees.

2.3.12 Program

Purpose: Plans, develops and administers the technical program for the Division annual meeting. Also, plans, develops and administers, in cooperation with the NEAFWA all other arrangements for the annual meeting held as part of the Northeast Fish and Wildlife Conference (NEFWC).

Composition: The Chair and other members of the NEFWC host state. It is desirable to include on the Program Committee an appointee who will succeed as Program Chair in the subsequent year. The First Vice President serves as ex-officio liaison between the Program Committee and other meeting planners.

2.3.12.1 Procedures

1. Consult the AFS publication "Guidelines for Hosts of Annual Meetings"
2. Make appointments to cover most, if not all, the following details:
 - a. 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
3. Stay within budget allotted by Executive Committee.
4. Schedule and preside over meetings of this committee.

5. Keep NEFWC General Chair informed on progress.
6. Schedule final meeting one week before conference to finalize arrangements.
7. Be prepared to handle special emergencies.
8. Acknowledge work of committee members at the end of the year.

2.3.13 Resolutions

A resolution is a formal expression of views of the membership of the Division. 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, they 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 in the Northeastern US and Eastern Canadian provinces.

Resolutions may be adopted at any organizational level of the American Fisheries 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.

The influence of AFS and the Division will be measured by the quality and timing of resolutions, not by the number considered or adopted.

Purpose: Draft resolutions, screen and edit submitted resolutions, and present a slate of resolutions for vote at the Division's annual business meeting.

Composition: The Chair, appointed by the President and other members; the Chair also serves on the Society Resolutions Committee.

2.3.13.1 General Procedures

1. All members of the Division may submit resolutions for consideration by the full membership at the Division annual meeting. Resolutions Committee members are encouraged to monitor current issues and suggest possible resolutions to the Chair.
2. It is desirable that resolutions 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 at the Division annual meeting. Thus, Chapters are encouraged to submit resolutions to the Chair, or the President who will refer proposed resolutions to the Chair, for consideration as Division resolutions. Resolutions adopted by Chapters that are forwarded to the Chair for consideration by the Division membership for adoption shall be accompanied by an appropriate statement of endorsement by the Chapter(s) and background materials.
3. Resolutions submitted at the time of the annual meeting, which have not undergone review by the Resolution Committee, are discouraged unless they are of an emergency nature. The presiding Officer may recognize a resolution coming from the floor provided that it is written in the proper format and copies of both the resolution and background information are 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 Chair is encouraged to seek guidance from Resolutions 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 at the annual meeting by the Chair or a designee (selected by the President if the Resolutions Committee Chair is unable to discharge this duty). The EXCOM shall be provided copies of the resolutions by the Chair prior to consideration by the membership at the annual meeting.

6. Resolutions should be submitted in writing to the Chair or the President, who will forward them to the Chair, at least 90 days preceding the annual meeting date. The Chair shall review internal resolutions for conformity to format and grammatical accuracy and forward revised resolutions to the EXCOM, 15 days prior to the annual meeting date, for review and action at the EXCOM meeting.

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."

2.3.13.2 *Specific Procedures*

1. The Resolutions Committee shall review all general resolutions and determine which of the following actions to take:

- a. Accept the 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 resolution, and accept the resolution after incorporating major changes.
- c. Reject the resolution from consideration by the Division if irreconcilable differences between the Committee and the resolution's sponsor remain after review and discussion.

2. The Resolutions Committee report shall include copies (unedited) of all resolutions received by the Chair as well as final versions of resolutions for which the Chair has

recommended consideration by the Division membership. Each proposed resolution the Chair forwards for action by the Division membership should be accompanied by a recommendation for action and a brief background statement or analysis of the resolution.

3. Copies of all resolutions recommended for action by the membership, along with a brief analysis, should be available at the registration desk at the time of registration or, at the latest, available for distribution in the annual business meeting. This will provide members an opportunity to informally discuss and debate resolutions before final action must be taken.

4. These procedures may be suspended in order to consider emergency resolutions.

5. 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 AFS Resolutions Committee for consideration by the Society.

6. 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.

2.4 SPECIAL COMMITTEES

Special Committees address topics that do not fall under the responsibilities of Standing Committees. In the past, the terms “special” and “sessional” as well as “ad hoc” have been used to denote this type of organizational unit. The term “Special Committee” is now designated in the Society bylaws as the standard name for any group acting for the Society that is not specifically authorized in the bylaws.

Special Committees are formed when the Division President or EXCOM decides that a formalized Division action or position is needed on some issue. Special Committees are created by the Division President, with no additional authorization needed. They exist for one year, but may be re-appointed for subsequent years, on a year-by-year basis by succeeding Presidents. Examples of past special committees included a “Coldwater Workshop” and a “Warmwater Workshop” which due to lack of interest, are no longer held.

2.4.1 Special Projects

Purpose: To organize and conduct special projects such as ongoing program symposia, exhibitions, excursions and other events to further the objectives of the Society. In that the hosting and publication of the proceedings of symposia are emphasized, the 'Procedural Manual for NCD Symposia' (Stein, 1981) is highly recommended for detailed guidance. Alternatively, this purpose may be accomplished by Technical Committees of the Northeast Fisheries Administrators Association working in conjunction with the Division.

Composition: The Chair, appointed by the President, and other members as necessary; composition varies according to project.

2.4.1.1 Procedures

1. The Committee functions for a term of about three years usually focusing on a single symposium or project.
2. The selection of the general topic to be developed is made by EXCOM in consultation with the appointed Chair.
3. Request the Chair of Archives Committee to provide correspondence (steering committee activities, minutes, etc.) from past symposia for guidance and reference.
4. Schedule the symposium work in three phases:
 - a. Topic and Place (First Year)
 - Refinement of topic.
 - Selection of time and place.
 - Delegation of responsibilities to members of committee (e.g. publicity, finance, secretarial, arrangement, etc.)
 - Announce at the annual meeting.
 - Announcements to the newsletter.
 - Liaison with the Society office regarding publication and finance.
 - b. Conduct of the Symposium (Second Year)
 - Call for participants and abstracts.
 - Selection of special and regular speakers.
 - Appointment of chairs for sessions.

- Development of budget and cost estimates.
 - Arrangements with Division for 'seed money' for symposium and publication.
 - Detailed arrangements for time and place.
 - Announcements at annual business meeting, AFS Diary, Fisheries, Division Newsletter, other publications and web sites.
- c. Publication of the Proceedings (Third Year)
- Guidance of authors.
 - Editing of papers.
 - Financial arrangement for sale with Society office.
 - Press arrangements.
 - Announcements at workshops, annual meetings, newsletter.
 - Publicity marketing and distribution.
 - Liaison with Secretary-Treasurer on income.
5. Organize and assign significant materials to the Chair of the Archives Committee for final disposition.

Reference: Procedural Manual for NCD Symposia. North Central Division, American Fisheries Society (Roy A. Stein, Chair, 1980-81 Publications Committee, 1981, 28 pages).

2.5 OTHER DIVISION POSITIONS

2.5.1 Division Representative to AFS Certification Board of Appeals Committee

The incumbent serves on the AFS Certification Board of Appeals Committee as the Division representative. The purpose of the committee is to render decisions on AFS member appeals to professional certification. The incumbent must hold a professional certification from AFS. Duties are outlined in the AFS Procedures Manual.

2.5.2 Division Representative to AFS Hutton Award Committee

The incumbent serves on the AFS Hutton Award Committee as the Division representative. The purpose of the committee is to develop policy and provide oversight for the AFS Hutton Award program. This involves participation in committee meetings, conference calls, and email discussions. The incumbent should be an advocate for successful placement of students with mentors in the Northeast.

2.5.3 Division Representative to AFS Nominating Committee

The incumbent serves on the AFS Nominating Committee as the Division representative. The purpose of the committee is to develop a slate of candidates for AFS officer positions. Duties are outlined in the AFS Procedures Manual. This is an elected position.

2.5.4 Northeast Fisheries Administrators Association Liaison

The incumbent represents the Division in its capacity of non-voting Associate Member of the Northeast Fisheries Administrators Association (NEFAA). This involves participation in committee meetings, conference calls, and email discussions. Further information on NEFAA is included in the Division Activities section of this manual.

2.5.5 Student Representative from AFS Student Subsection

The incumbent is a member of the Student Subsection of the AFS Education Committee from the Northeast. This student AFS member serves a conduit for AFS and Division information of particular interest to students in the Northeast.

2.5.6 Web Site Manager

The incumbent is responsible for updating the Division web site on a regular basis (at least monthly) to maintain a current information network. He/she garners approval from Division leaders on the material to be posted. Further protocols for Division web site operations are being developed.

2.6 CHAPTER OFFICERS AND DUTIES

Since Chapter Presidents are Division EXCOM members, it is helpful to know when Chapter officers transition. These occur at the Chapters' annual business meetings, which are typically held:

- Atlantic International Chapter September
- Mid-Atlantic Chapter November/December
- New York Chapter February
- Pennsylvania Chapter March/April
- Southern New England Chapter June
- SUNY – ESF Chapter April/May

2.6.1 Chapter President

2.6.1.1 Responsibilities for Chapter:

1. Upon assuming office, the newly elevated president should:
 - a. Present the out-going President with the Past President's certificate of appreciation.
 - b. Announce appointment of standing Committee Chairs.
 - c. Make appointments of special Committee Chairs at this time, if possible.
 - d. Complete committee appointments within one month.
2. Be specific in your charges to your Committee Chairs and keep abreast of committee activities.
3. Be familiar with Chapter and Division Bylaws and AFS Constitution and Bylaws.
4. Be aware of Society safeguards concerning lobbying activities by the Chapter, to protect the Society's tax-exempt status.
5. Know how to conduct a meeting—i.e. be familiar with Roberts' Rules of Order.
6. Schedule and preside over all Chapter EXCOM and business meetings.
7. Arrange and prepare and agenda for Chapter business meetings:
 - a. Adhere to a time schedule.

- b. Introduce any AFS and Division Officers present and give them an opportunity to address the membership.
 - c. Install the new president in a dignified ceremony. It is suggested that the Chapter Vice President be escorted to the rostrum by two Chapter past presidents.
8. Acknowledge the work of your officers and committee chairs by letter at the end of the year.
 9. As indicated in the Chapter bylaws, you will serve on the Chapter EXCOM for an additional year as immediate past president.

2.6.1.2 Responsibilities for Division:

1. Inform Division President of names and contact information of Chapter EXCOM and Committee Chairs.
2. 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.
3. 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.
4. Keep your Chapter informed of Division and Society activities, as appropriate.
5. 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.
6. Invite Division President to attend Chapter's annual business meeting and allow time on the agenda for his/her remarks.
7. Submit to the Division President any approved Chapter resolutions that are intended for Society consideration.
8. Inform your successor of action taken at previous Division EXCOM meetings/conference calls and see that he/she gets minutes of same.

2.6.2 Chapter Vice President

1. Chair the Program Committee.
2. Preside over Chapter and EXCOM meetings in the absence of the President.
3. Be familiar with the Chapter bylaws.

2.6.3 Chapter Secretary-Treasurer

1. 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.
2. Keep minutes of all official meetings and retain all Chapter records. Copies of minutes should be furnished to Chapter EXCOM members.
3. 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.
4. 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.
5. Ascertain if there is a quorum present for official actions and furnish ballots for elections.
6. 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.
7. 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.
8. Order a Past President certificate of appreciation from the Society 6 weeks prior to the annual meeting, for presentation to the outgoing President.
9. 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".

10. Deposit Chapter funds in an interest-bearing account, if the bank does not charge a check-writing fee for the relatively few checks drawn during the course of a year. Use the Federal Employers Identification number assigned to the Chapter (available from the Society office) in lieu of a Social Security number. Two signatures are needed—the Secretary-Treasurer's and another Chapter officer's.

11. Obtain authorization from the EXCOM for intermittent small withdrawals to cover expenses.

12. Outstanding bills should be brought to the attention of the Chapter EXCOM at their meetings.

SECTION 3 DIVISION ACTIVITIES

3.1 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 as Appendix 3.

3.2 ANNUAL MEETING

The annual meeting of the Division is typically held in April in conjunction with the Northeast Fish and Wildlife Conference. This conference is organized by the Northeast Association of Fish and Wildlife Agencies whose geographic area includes the Division boundaries plus the District of Columbia, Maryland, Virginia, West Virginia, and Ontario. The conference location rotates among the 13 member states and has not been held in Canada in over 35 years. Employees of the host state fish and wildlife agency (or agencies) typically do the lion's share of the work involved in organizing and conducting the conference. In recent years the Division has worked very effectively with the host state fisheries program chair in developing the agenda of contributed papers and symposia.

The Northeast Fish and Wildlife Conference (NEFWC) has provided a unique, cross-disciplinary venue to hold the annual meeting of the Northeastern Division of the American Fisheries Society (NED) for over 50 years. However, NED leaders and members have expressed concerns over the years on the logistics of the NEFWC and involvement in planning the fisheries technical sessions. Some of the major concerns are:

- April timeframe conflicts with anadromous species fieldwork and trout stocking limiting the number of members that can participate in the annual meeting
- MD, VA and WV meetings are outside the geographic range of the NED and members have trouble justifying travel to these areas to attend the meeting
- Meetings are not held in eastern Canada which is within the geographic range of the NED
- Registration and lodging costs are typically high at the larger facilities
- Until recent years, the NED has typically not been actively involved in fisheries program planning resulting in programs that are not always attractive to NED members

The NED produced a white paper on this topic and has distributed it by email directly to members for their input. It described pros and cons of meeting in conjunction with the NEFWC and an alternate approach of holding meetings in conjunction with Chapter meetings or AFS meetings held within the NED's geographic area. Feedback from members was sparse, but feelings were generally very strong one-way or the other. Most respondents wanted to try holding meetings separate from the NEFWC. Several members suggested a compromise approach involving separate NED annual meetings in those years when the NEFWC is held outside the NED geographic area (i.e., MD, VA and WV).

NED officers secured time on the agenda of the Northeast State Directors and Fisheries Chiefs meetings at the 2004 NEFWC to discuss this topic. The initial feedback received from the Directors indicated a desire to maintain a strong fisheries presence at the NEFWC. However, when presented with several possible NEFWC modifications such as scheduling the meeting no later than mid-March to avoid conflicts with fisheries field work or holding the meeting in Canada, they were reluctant to make changes. Regarding meeting timing, they felt that the NEFWC could not precede the North American Wildlife and Natural Resources Conference that is typically held the third week in March. The Directors were interested in further dialogue with the NED on this issue with the anticipation of this being a topic again at their next meeting in the fall.

After consideration of member and State Director feedback, the current feeling of the EXCOM is that we will continue to hold our annual meetings in conjunction with the NEFWC.

That is, as long as there continues to be open communication with the host State and active NED involvement in the fisheries program planning. However, there is support by several EXCOM members for holding separate NED annual meetings, perhaps in Canada, in those years when the NEFWC is held outside the NED geographic area.

A recommended timetable for annual meeting planning when the host state has the major responsibility for organizing the Northeast Fish and Wildlife Conference is as follows:

- 6-8 Months Ahead:
 - Develop ideas for symposia topics
 - Invite symposia speakers and confirm their attendance
- 4-5 Months Ahead:
 - Secure EXCOM approval for total anticipated invited speakers travel costs
 - Decide which Division functions will be held and reserve meeting rooms
- 2-3 Months Ahead:
 - Secure EXCOM approval for AFS officer and staff travel costs
 - Order Past President's certificate and plaque from AFS
 - Order Division award certificates and plaques from AFS
 - Include article advertising the annual meeting in Division newsletter and AFS *Fisheries* magazine
 - Invite Past Presidents to luncheon
- 1 Month Ahead:
 - Provide hotel with final counts for luncheon and other food service
 - Assemble Committee/Chapter reports
- 0.5 Month Ahead:
 - Move funds from investment accounts to checking account for meeting expenses
 - Prepare agenda for business meeting
- 0.5 Month After:
 - Ensure that all meeting expenses are paid for
 - Prepare meeting summary for *Fisheries* magazine and the Division website
 - Send thank you letters to invited symposia speakers

In recent years the annual Division business meeting has been held at the end of the first afternoon of technical presentations. The agenda typically includes the following items:

1. Call to order by the President
2. Determination of a quorum
3. Introduction of noteworthy guests and visitors.
4. Guest remarks (e.g., AFS President, AFS Executive Director)
5. President's address
6. Approval of past meeting minutes
7. Secretary-Treasurer's report
8. Committee reports
9. Chapter reports
10. Old business
11. Awards presentations
12. Installation of officers
13. Incoming President's remarks
14. New business
15. Adjournment.

3.3 AWARDS

The presentation of awards in recognition of contributions to the Division and the profession is one way to promote and evaluate the educational, scientific and technical aspects of the fisheries profession. Division awards fall into four broad categories - Professional/Excellence awards recognize excellence in the Profession and/or service to the Division, Presentation Awards recognize the best student paper and poster presented at meetings, Scholarships/Stipends encourage student involvement in AFS and professional development, and other awards. Details for the specific administration and criteria for the awards can be found in the corresponding committee responsibility descriptions.

3.3.1 Professional/Excellence Awards.

The Division provides several awards recognizing excellence in professionalism/service. Four of these awards are administered by the Awards Committee: the Dwight A. Webster Memorial Award, the President's Award, the Meritorious Service Award, and the Special Achievement Award. The Dwight A. Webster Memorial Award has been presented annually since 1978. The President's Award was established at the 1993 annual business meeting. The Meritorious Service Award and the Special Achievement Award are the newest Division professional/excellence awards, with the first awards given out at the 2000 annual meeting.

Ideally, the Dwight A. Webster Memorial Award is presented by the President during the banquet at the Northeast Fish and Wildlife Conference and the other professional/excellence awards are presented at the annual Division meeting. If an award recipient cannot attend these meetings, then every effort is made to have a Division officer make the presentation at the next meeting of his/her home Chapter.

The Dwight A. Webster Memorial Award is the most prestigious Award given by the Northeastern Division. It may be awarded for any of the following achievements:

- Lifelong contributions to fisheries science and the profession in the Northeast or while working in the Northeast;
- Meritorious/prestigious service to the profession and fisheries;
- Significant academic or technical accomplishments; and,
- Long-term service in the Northeastern Division as an AFS member.
- This Award is presented annually and is typically presented by the President during the banquet at the Northeast Fish and Wildlife Conference.

The President's Award is presented to an individual who is selected by Past-Presidents and the incumbent President. It is not limited to Past Presidents. It may be presented for any or all the following achievements:

- Promotion of fisheries management;
- Upheld ideals of professionalism; and,

- Dedication to AFS and employer.

The recipient need not be a current AFS member, and the award need not be presented annually. This award is typically presented by the President at the annual Division business meeting.

The Meritorious Service Award is presented to an individual for any or all of the following:

- Leadership and service to the profession and/or AFS;
- Substantial achievements for AFS and the fisheries resource; and,
- Significant long-term service to the NE Division within the Division.

The recipient must be an AFS member, and the award need not be presented annually. This award is typically presented by the President at the annual Division business meeting.

The Special Achievement Award is presented to an individual or group acting as a team or committee for any or all of the following special accomplishments:

- Notable contribution(s) for conservation and/or the fisheries profession within the Northeastern Division; and
- Administrative or project-related accomplishments.

The recipient(s) need not be an AFS member(s), and the award need not be presented annually. This award is typically presented by the President at the annual Division business meeting.

3.3.2 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 (normally the Northeast Fish and Wildlife Conference). The presentations, which may be co-authored by others, must concern research done by the presenter while a student. The presentations must be given no later than the

next regular meeting of the Division following completion of the degree program of which the research is part. 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 \$200 stipend. Winners of either of these presentation awards could also be a John Moring Student Travel Award recipient. These awards are typically presented by the President or the Chair of the Best Student Presentations Awards Committee during the banquet of the Northeast Fish and Wildlife Conference. The Division typically buys the banquet ticket for each of the student winners.

The Best Student Presentation Award was formerly known as the Roger Reed Student Presentation Award, in honor of the long-time Massachusetts Fish and Wildlife Cooperative Research Unit leader who passed away in 1977. It used to consist of \$100 from the Sport Fishing Institute, \$200 from the Roger Reed Fund (administered by the University of Massachusetts), and a Northeast Fish and Wildlife Conference banquet ticket (paid by the Division). Since the Sport Fish Institute no longer exists and there were difficulties in receiving payments in a timely manner from the Roger Reed Fund, the Division assumed full responsibility for this award.

3.3.2.1 Scholarships/Stipends

In 1992 the Division voted to institute a Student Travel Awards Program, which would provide support for students to attend at the Division annual business meeting and present a paper or poster. The first awards were presented at the 1993 annual meeting. At the 2003 annual business meeting, this award was renamed the John Moring Student Travel Award in honor of the notable efforts of Past President John Moring on behalf of students in the Northeastern Division. Up to 5 awards are available each year, with AFS members getting priority. Student members of AFS winning the awards receive \$300 for travel expenses, plus the early student registration fee (typically \$150), plus a one-year AFS student membership (currently \$19). Students whom are not AFS members winning the awards receive \$300, plus a one-year AFS

student membership. These awards are administered by the John Moring Student Travel Award Committee. Applications should include the following:

- A letter verifying the need for financial support and a description of professional activities, particularly those related to AFS;
- a letter of support from the student's advisor or department head; and
- a copy of the abstract that was submitted.

3.3.3 Other Awards

The Walking Stick Award was initiated in 2002 to recognize the Division member with the longest standing membership record. The recipient receives a walking stick that was hand-carved by Dr. Robert Carline to hold for a period of three years. At the end of three years, the walking stick is passed on to the next member with the longest standing membership. The first recipient of this award was Dr. Edwin Cooper (PA) who joined AFS in 1940. After the 2005 annual meeting (not until 2006 due to illness), it was passed on to Dr. Saul Saila (RI) who had been a member of AFS over 55 years.

A Special Recognition Award was presented to Kendall Warner in 2002, the year of his retirement.

3.4 CHAPTER SUPPORT

The Division has supported the Chapters in many ways. Typically requests for support are made in writing by a Chapter. The requests are considered and discussed by the EXCOM, who then take action. In some cases, action may be taken by Presidential authority. Most commonly the requests are for financial support or seed money for Chapter projects such as special workshops, continuing education and meetings. In recent years, the Division has routinely provided rebates of a portion of AFS regular member dues coming to the Division if so requested by the Chapters. This has been the equivalent of three percent of regular membership dues.

3.5 CONTINUING EDUCATION

Because of the need for AFS professionals to increase their skills and competencies, the Division has long supported continuing education. The Division organized continuing education sessions on wetlands science and angler survey techniques that were held in conjunction with Northeast Fish and Wildlife Conferences in 1992 and 1993, respectively. Both of these efforts offered Continuing Education Units approved through AFS. A human dimensions training course organized for the 1994 conference was cancelled due to poor registration. Since then, the Division has offered several leadership training courses at these conferences, but has not organized any technical continuing education sessions. At three different Division EXCOM retreats held in 1996, 1999, and 2003, the Division leadership has reaffirmed the importance of continuing education. The Division role has evolved over time from offering courses to offering support for courses offered by other AFS units, particularly Chapters within the Division. This support should include financial support, submitting paperwork through AFS for Continuing Education Units, keeping records of past courses offered, and tracking course evaluations.

3.6 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, telephone conference calls or email votes. A quorum for an EXCOM meeting, conference call, or email vote shall consist of five, at least three of who shall be officers. 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. The Division Secretary-Treasurer shall be notified of this substitution in writing before the meeting. In addition to reserving conference calls, it is the Division Secretary-Treasurer's responsibility to record minutes, including the decisions made, and to distribute them to the EXCOM.

Certain issues, such as by-laws changes, must be brought before the Division membership for vote and cannot be handled by the EXCOM. At the 2003 Division retreat, it was decided that funding decisions of \$10,000 or greater should be approved by the Division

membership. For other issues that might involve relatively large expenditures (\$5,000 or greater) or policy changes, the EXCOM might choose to defer voting to the full Division membership even though they have the authority to make such decisions. On the other hand, the EXCOM does not need to approve Presidential spending for routine purposes up to a \$500 annual cap. This includes Presidential discretion for sunshine funding decisions up to \$50.

3.7 FINANCES

3.7.1 Annual Budget

The Division obtains revenues from various sources: symposia and meeting registrations, sale of symposia books, Society rebates and investment interest. Historically, 10 percent of the dues to the Society from active members residing in the Division's geographic area are distributed to the Division. Investment grade accounts are reviewed quarterly by the Finance Committee who recommends changes to the President, who instructs the Secretary-Treasurer to effect the changes. The target ratio for investment stocks:bonds:cash equivalents was changed from 40:40:20 to 45:40:15 at the 1999 Division EXCOM meeting. At the 2003 Division retreat, a long-term strategy of maintaining at least a \$100,000 total balance for all Division investments was stated as desirable. This was based on a previously stated need to have adequate financial resources available as seed money for major symposia and book projects. In the past, a figure of \$40,000 was considered necessary for book publication.

The Secretary-Treasurer, in consultation with the President, develops the annual budget for Division expenditures (e.g. newsletter, travel, student travel grants, meetings, chapter supports). Financial records are tracked electronically using financial software such as Quicken or Money. A listing of annual expenses and donations with average amounts that have incurred on a reoccurring basis in recent years includes:

- AFS Skinner Fund raffle (\$300)
- AFS officer and staff travel and booth at NE F&W Conference (\$1500)
- Annual business meeting and associated social events (\$1700)
- Canadian Conference for Fisheries Research student travel support (\$500)

- Chapter membership dues rebates (\$???)
- Division and Chapter liability insurance (\$700)
- Division officer travel (\$1000)
- Hutton Fund donation (\$5000)
- Newsletter (\$300 per issue for Maine Student Sub-unit)

3.7.2 Accounts

A checking account is generally opened for the convenience of the Secretary-Treasurer to conduct the Division's financial operations. Typically, funds must be drawn from investment accounts to supplement the checking account just prior to the annual meeting to cover expenses. Investment accounts currently are as follows: Diversified Bond Fund, Ginnie Mae Bond Fund, and Prime Money Market Fund, all through American Century Investments. Account statements should be retained by the Secretary-Treasurer for audit purposes and copies shared with the President and Finance Committee Chair.

3.8 LEADERSHIP

3.8.1 Development

The continuity of the Society depends on the continual recruitment and development of members in leadership roles. An excellent tool for leadership training is provided by the Society at annual Society meetings in the form of the Leadership Training. The Society office will also present this training at mid-year meetings and subunit meetings, upon request. The Division has identified a goal of sponsoring leadership training at every other annual Division meeting.

3.8.2 Transitions

Nominations for the position of First Vice President, Secretary-Treasurer and Division Representative to the Society Nominating committee are made by the Nominating Committee according to the responsibilities outlined for that Committee. Elections are conducted with ballots that can be returned by mail, email, or fax. Elections are held in the early spring, so that results are available shortly before the annual business meeting. Newly elected officers are

installed at this meeting even though their term of office doesn't officially start until the date of the AFS annual business meeting, typically in late August or early September. The progression for the President position is First Vice President, President-elect, President and Past President. All Division Officers and Committee Chairs are responsible for effecting smooth transitions of office.

3.9 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 but does not purchase event coverage for the Division annual meeting as that is provided by NEAFWA. 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.

3.10 MEMBER COMMUNICATIONS

3.10.1 Postal Mailings and e-mailing

Hard copy materials that need to be distributed to Division members via regular postal mail can be addressed with mailing labels requested from the AFS office. AFS maintains a member database that can be queried for addresses in the Division geographic area. It is best to ask for members whose dues have been paid through the last full calendar year. If employers do not pick up the cost of mailing Division information, then the Division covers this expense.

AFS also maintains a database of member email addresses. These email addresses are maintained in the NED Listserve, which is now used to contact members via email. The NED Listserve is currently moderated by members Scott Decker (NH) and John Arway (PA). Messages can be sent to the listserve at ned@lists.fisheries.org.

3.10.2 Newsletter

The newsletter was established to provide timely articles and news of the Division, Chapters and members. Since the newsletter was reinstated in early 2004, two issues have been published annually. The Division currently has a financial arrangement with the University of Maine student chapter to produce and distribute the newsletter. New 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 AFS and Division meeting announcements, Division meeting minutes, Chapter updates, Division committee reports, and updates on current fisheries resource issues. For maximum efficiency, each Chapter should provide a contact to ensure that the newsletter reflects their geographic needs. As most members receive their information electronically and the Division is making greater use of the web and email distribution the newsletter is now only available electronically through the Division website.

3.10.3 Web Site

The Division web site includes major components of recent newsletters, officer contact information, procedural manual, and links to AFS and Chapter web sites. The Division President has the responsibility for ensuring that web information is up to date, but the logistics of this are handled by a Division webmaster. The Division Newsletter Editor also plays a key role in providing newsletter information for posting on the web site. The website is the primary link of communication with Division members.

3.11 NORTHEAST FISHERIES ADMINISTRATORS ASSOCIATION

Division Past President Angie Incerpi was instrumental in the formation of the Northeast Fisheries Administrators Association (NEFAA), which held its first meeting at the 1998 AFS

meeting in Hartford, CT. The main purpose of NEFAA is to provide a forum for State and Federal fisheries chiefs to identify common issues of concern, work on solutions, and pass information to their Directors. This group consists of State and Federal fisheries agency fisheries chiefs and senior staff. NEFAA reports to the Northeast Association of Fish and Wildlife Resource Agencies and meets in conjunction with the Northeast Fish and Wildlife Conference and by conference call on a quarterly basis.

A Division representative serves as a non-voting Associate Member of NEFAA. Areas of cooperation that are particularly beneficial to the Division are organization of technical symposia and identification of continuing education needs. Two technical committees of NEFAA are currently charged with organizing symposia for the 2006 Northeast Fish and Wildlife Conference in Burlington, VT. These are the Black Bass Technical Committee and the Aquatic Nuisance Species Committee. Since state fisheries chiefs are members of NEFAA and they have a strong say in approving continuing education training of their staffs, this group can play an important role in identifying fisheries professional training needs.

3.12 PLANNING

In 1989 the Society adopted a Long Range Plan (Fisheries Vol. 14:1, pp. 16-22), which represented the long-term strategic planning direction for the Society and its subunits. It was to be reviewed and updated about every five years, and in 1994 the Society adopted a Strategic Plan (Fisheries Vol. 19:11, pp. 6-9). The AFS Strategic Plan has since been revised twice. It was revised in 1999 to cover the period 1999-2004 and in 2004 to cover the period 2005-2009.

In 1994 the Division drafted and approved its Long Range Plan for implementing provisions of the 1989 AFS Plan in the northeastern region of North America. It followed the format of the 1989 AFS plan and included a work plan for 1994-1995. Since then, the Division has not formally produced a stepped-down version of the AFS Strategic Plan. In lieu of that, the Division pursues two other avenues. The first is that the President-elect typically develops an annual plan of work to guide the Division's activities over the coming year. He/she presents those priority areas in the Incoming President's Remarks agenda item at the annual business meeting. The second Division planning activity is to conduct a retreat of Division leaders at

least every 5 years, on a schedule similar to the Society, for in-depth discussion of elements of the AFS Strategic Plan. Past Division retreats have been held in 1996 and 1999 at Cabot Camp in Millers Falls, MA and in 2003 at the Silvio Conte Anadromous Fish Laboratory in Turners Falls, MA. A “mini-retreat” was held at the 2007 NEFWC in Mystic, CT.

Regarding retreat logistics, attempts should be made to hold them in as central a location as possible considering the potential attendees. Retreats should probably not be added onto other meetings, since that would not allow adequate time for focused discussion that should occur over at least a 1.5 to 2-day period. At the 2003 Division retreat, participants agreed that a three-year schedule would be best for future retreats. The President at the time should designate someone to organize the retreat, perhaps the First Vice President. Participants should include current Division Officers, Chapter Presidents or their designee, one or more Division Past Presidents, and at least one Student. Academic, agency and private industry should be represented. Agenda topics should cover the spectrum of current and future Division activities.

3.13 REPORTING

3.13.1 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 Division annual meeting. Status reports on committee activities would be included in the Division newsletter whenever appropriate. Committee/Chapter reports need to be submitted at least twice annually for AFS Governing Board reporting purposes. To meet AFS 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 April. A report format that has been used in the past is:

- Committee (or officer or chapter) Name, Report to NED at the 2001 Annual Meeting
- Prepared by: (name and title)
- Date:

- Action(s) recommended: (Specify action(s) you are recommending for NED. These should be specific actions or recommendations that you think NED should consider implementing. If your suggestion has NED 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 ExComm, a recommended motion should be included in your report.) If none, so state.
- Procedure Manual revisions: (List any changes - additions, deletions - that should be made to the section of the Procedure Manual relating to your committee or function. We'll incorporate all of these at the end of the term of office. The current NED Procedure Manual can be found on the NED web site through the AFS homepage {About AFS; then click on Divisions}.)
- Background: (Provide the supporting justification for the recommended actions and/or motions noted above.)
- Accomplishments: (Provide a bulleted list of your unit's accomplishments during this year in office.)
- Minority view: (If there is a minority view to your recommendations above, include it here.)
- Committee Members (or Chapter Officers): (List names of all members or officers.)

3.13.2 Record Keeping

Historical documents are forwarded to the Archive Committee. New documents should be created with a commonly used electronic word processing application (e.g., Word or WordPerfect). At the conclusion of a term of office, during leadership transition, extant documents are forwarded to the Archive Committee in paper and electronic format.

The EXCOM discussed financial records retention on a conference call in February 2004. This was in response to an Audit Committee discussion and recommendation that the Division

should retain financial records (bank statements, investment statements, cancelled checks, etc.) for no more than five years. After checking with the Internal Revenue Service, seven years seems to be the norm. The EXCOM decided to follow the IRS guidelines and retain financial records for seven years.

3.14 STUDENT INITIATIVES

The Division has always recognized the need to fully involve students in its membership activities and programs. To increase student attendance at Division meetings the student registration fee is kept lower than the regular registration fee. Best Student Presentation Awards have been given at annual meetings at least as far back as the 1970's. In 1992, the Division adopted the Student Travel Grant Award program to encourage student participation in Division meetings (see Student Travel Grant Award Committee responsibilities). In 2003, these awards were renamed in commemoration of John Moring who passed away in 2002. Other initiatives the Division has taken to encourage student participation in the past have included:

- support for student mixers;
- designing annual meeting programs specifically for students;
- contributing funds for the Skinner Fund and Hutton Program; and
- involving a representative from the Student Subsection of the AFS Education Section.

Other ideas discussed at the 2003 Division retreat included:

- developing peer-to-peer faculty contacts;
- creating new interactive formats for student socials;
- offering incentives for university faculty to bring students to Division meetings; and
- providing mentoring opportunities for students.

At its 1999 annual business meeting, the Division created a Student Subunit Grants program that on an annual competitive basis would provide \$300 to a recognized student group within the Division and its Chapters. This NED initiative provides the opportunity for student groups (e.g., student chapters, division- and chapter-level student committees) to receive funds (up to \$300) for special projects from the NED based on a competitive grant program. The grant award could be used for new projects or as a supplement for new and/or ongoing projects.

Examples of projects include student recruitment efforts, development of community programs, development of educational materials and programs, student colloquia and related events, among others. Creativity is encouraged. To apply, student groups need to submit a brief proposal (no more than 2 pages) that contains the following:

- the name of student group and affiliation;
- a description and justification of the proposed activity;
- a schedule of activities; and
- a budget for the requested amount not to exceed \$300.
- The NED EXCOM votes on the winning proposal.

3.15 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 will be assumed in full or in part by their employer. However, this cannot be assumed, so the Division should budget on an annual basis for all officer travel to the annual Division meeting and the President and President-elect's travel to mid-year and annual meetings of the AFS Governing Board. Division officers might also incur reimbursable costs to attend Chapter meetings that should be approved upfront by the EXCOM. EXCOM approval is needed for travel reimbursement of any others on official Division business such as AFS officers, AFS staff, invited symposium or plenary speakers, leadership trainers, etc. At the 2000 annual meeting, a motion passed for the Division to fund the travel of one AFS officer and one AFS staff member to attend the Canadian Conference for Fisheries Research whenever it is held in one of the Canadian provinces within the Division's geographic area. A \$1500 funding cap for this purpose will be revisited every leap year.

Another typical travel reimbursement is for the Division to partially support Dwight A. Webster Memorial Award winners travel to the annual meeting and banquet attendance if this is requested. Awardees often do not request financial support, but sometimes the Division has paid for their meeting registration or banquet cost. The Division has paid for immediate family members' banquet costs for at least one past Webster award winner, so this could also be an approvable cost.

In the late 1990's the Division partially supported the international travel of two members to attend and present papers at major symposia. A requirement of this travel reimbursement was for the travelers to prepare summaries of the symposia attended for broad distribution to the Division membership through the newsletter. Subsequently, an ad-hoc Division committee was formed to develop criteria and a formal process to review requests for such non-student travel. However, these efforts stalled, so any requests currently need to be addressed on a case-by-case basis.

The Division uses a reimbursable process to fund travel. Approved travelers need to pay for their transportation, lodging, meals and registration fees with their own funds and then request reimbursement from the Division Secretary-Treasurer upon completion of the trip. He or she submits original receipts for transportation, lodging and registration fees along with a listing of other costs (meal receipts are not required) with a total amount requested. If everything appears to be in order, the Division Secretary-Treasurer then mails a reimbursement check.

The Division fully expects travelers to make every effort to incur reasonable travel costs. For example, searching for the best airfares or sharing a ride instead of renting a car are typical means of containing costs. As a general guideline, the Division follows the federal per diem rates for different locations, but makes allowances for extenuating circumstances.

APPENDIX 1 - HISTORICAL INFORMATION

A.1.1 PRESIDENTS

Year	Person	Year	Person
1951-1952	Elwood A. Seaman*	1981-1982	W. Leigh Bridges
1952-1953	Gordon L. Trembley	1982-1983	Dean E. Arnold
1953-1954	A. Heaton Underhill	1983-1984	Terrence A. Haines
1954-1955	A. Heaton Underhill	1984-1985	Stephen G. Rideout
1955-1956	John R. Greeley	1985-1986	Frederic Serchuk
1956-1957	Lyle M. Thorpe	1986-1987	Charles F. Thoits
1957-1958	Gustave Prevost	1987-1988	Angelo Incerpi
1958-1959	Edward Kinney	1988-1989	Gilbert C. Radonski
1959-1960	Saul B. Saila	1989-1990	John R. Moring
1960-1961	Lyndon Bond	1990-1991	John F. O'Brien
1961-1962	Dwight A. Webster	1991-1992	Robert F. Carline*
1962-1963	W. Harry Everhart	1992-1993	Kenneth L. Beal*
1963-1964	Lyle M. Thorpe	1993-1994	Carolyn A. Griswold
1964-1965	Keen Buss	1994-1995	William A. Hyatt
1965-1966	William Thompkins	1995-1996	Martin T. Marcinko
1966-1967	H. Etienne Corbeil	1996-1997	Henry E. Booke
1967-1968	Arthur D. Riel	1997-1998	Donna L. Parrish
1968-1969	David W. Robinson	1998-1999	Linda E. Bireley
1969-1970	Dwight A. Webster	1999-2000	Barbara A. Knuth*
1970-1971	Frank Grice	2000-2001	Douglas L. Stang
1971-1972	Robert A. Jones	2001-2002	Richard A. Jacobson
1972-1973	Kendall Warner	2002-2003	Joan G. Trial
1973-1974	James A McCann	2003-2004	Ronald J. Essig
1974-1975	Alfred W. Eipper	2004-2005	C. Paola Ferreri
1975-1976	Colton Bridges	2005-2006	Margaret H. Murphy
1976-1977	Delano R. Graff	2006-2007	Larry M. Miller
1977-1978	William C. Leggett	2007-2008	Scott R. Decker
1978-1979	Stephen H. Taub	2008-2009	Desmond M. Kahn
1979-1980	Edwin L. Cooper*	2009-2010	Paul Perra
1980-1981	William A. Flick		

*Went on to become President of the American Fisheries Society

A.1.2. AWARD RECIPIENTS

A.1.2.1. Dwight A. Webster Memorial Award

Year	Person	Year	Person
1978	David Haskell	1997	John R. Moring
1979	Dwight A. Webster	1998	Vaughn C. Anthony
1980	Lyle M. Thorpe	1999	John G. Boreman
1981	Alfred W. Eipper	2000	Robert F. Carline
1982	Keith A. Havey	2001	Edward Mills
1983 (a)	Frank A. Rigler	2002	Michael P. Sissenwine
1983 (b)	John Forney		
1984	Keen Buss	2003	Angelo Incerpi
1985	Robert Jones	2004	Saul B. Saila
1986	William A. Flick	2005	Kenneth L. Beal
1987	Kendall Warner	2006	Barbara A. Knuth
1988	Irwin R. Alperin	2007	Kenneth Sherman
1989	William C. Leggett	2008	Boyd E. Kynard
1990	Edwin L. Cooper	2009	Carolyn A. Griswold
1991	William A. Pearce		
1992	Terrence A. Haines		
1993	Allen E. Peterson		
1994	Delano R. Graff		
1995	Stephen G. Rideout		
1996	Benedetto Rizzo		

A.1.2.2. President's Award

Year	Person	Year	Person
1993	Gordon Trembley	2003	None
1994	Kendall Warner	2004	Michael J. Fogarty
1995	Charles F. Thoits	2005	Kenneth L. Beal
1996	None	2006	None
1997	None	2007	None
1998	None	2008	None
1999	Leigh Bridges	2009	None
2000	None		
2001	Linda Bireley		
2002	None		

A.1.2.3. Meritorious Service Award

Year	Person	Year	Person
2000	Carolyn A. Griswold	2007	Douglas Stang
2001	Neil Ringler	2008	None
2002	None	2009	None
2003	Robert M. Neumann		
2004	Robert J. Sousa		
2005	Stephen G. Rideout		
2006	None		

A.1.2.4. Special Achievement Award

Year	Person	Year	Person
2000	Richard Sisson	2007	None
2001	Richard St. Pierre and Michael L.Hendricks	2008	None
2002	Stephen Gephard	2009	Kenneth Sprankle
2003	Grace Klein-MacPhee and Bruce B. Collette		
2004	Daniel F. Schick		
2005	None		
2006	None		

A.1.2.5. Best Student Presentation Award

Year	Person	School	Title
1990 (Tie)	Micah Kieffer	University of Massachusetts	
	Stan Pauwels	University of Maine	
1991	Cheryl Ryder	University of Massachusetts	Age and growth of ocean pout in the Northwest Atlantic
1992	Kyle Hartman	University of Maryland	
1993	Jonathan Hare	SUNY Stony Brook	The potential role of

			larval transport in shaping estuarine recruitment patterns in bluefish (<i>Pomatomus saltatrix</i>)
1994	Peter Rand	SUNY-ESF Syracuse	Effect of whole-lake invertebrate predation by pelagic planktivores in Lakes Michigan and Ontario
1995			
1996	Adam Zerrenner	Cornell University	Visible implant tag study: comparisons on brook trout growth, survival, and tag retention
1997	Scott Ward	University of Connecticut	
1998	Robert Ventorini		
1999	Owen Baird	Cornell University	
2000	James Hakkala		
2001	Allison Halpern	SUNY-ESF Syracuse	
2002			
2003			
2004	Justin Davis	University of Connecticut	
2005	Justin Davis	University of Connecticut	Population structure of anadromous alewife in Connecticut: Historical and inter-location comparisons
2006	Aaron Aunins	William and Mary College	The migratory behavior of American shad (<i>Alosa sapidissima</i>) in the James River, VA
2007	Eric Palkovacs	Yale University	Unstocked" Landlocked Alewives Native or Introduced? An Evaluation of Genetic Relatedness Among Anadromous and Landlocked Alewife Populations in Connecticut

2008	Peter Stevens	Cornell University	Implementing a topographic index (TI) model to predict brook trout habitat usage and identify candidate lakes for wild brook trout population restoration
2009	Devin DeMario	Penn State University	Evaluation of panfish enhancement regulations in Pennsylvania lakes

A.1.2.6. Best Student Poster Award

Year	Person	School	Title
1995			
1996	None		
1997	Ron Heun		
1998	Brian Niewinski		
1999	Marcy Anderson	University of Connecticut	
2000	David Argent	Penn State University	
2001	Sandra Palmer	Cornell University	
2002			
2003			
2004	Jay Killian	Frostburg State University	
2005	David Lieb	Penn State University	Conservation status and habitat associations of Valley Creek's Crayfish fauna
2006	Thomas Kehler	Penn State University	Year-class assessment of juvenile Atlantic sturgeon in the Lower Hudson River
2007	Brianna Hutchinson	Penn State University	Benthic Macroinvertebrate Response to the Removal of Low-head Dams: a Conestoga River Case Study
2008	Ivan Mateo	University of Rhode Island	Spatial variations in otolith microchemistry for <i>Tautoga onitis</i> in Narragansett Bay
2009	Shawn Rummel	Penn State University	Dispersal and residency of three species of domestic trout in two Pennsylvania streams

A.1.2.7. Walking Stick Award

Year	Person	Year	Person
2002 – 2005	Edwin L. Cooper		
2005 – 2009*	Saul B. Saila		
2009 - 2012	John L. Forney		

* stick not presented until 2006 due to illness – three-year term from 2006

A.1.2.8. Past Meetings

Date	Location	Conference Theme/Special Topics/Invited Speakers
1952	Jackson Mills, WV	
1953	Bretton Woods, NH	
1954 – 1965		
1966	Boston, MA	
1967		
1968		
1969	White Sulphur Springs, WV	
1970		
1971	Portland, ME	
1972	Ellenville, NY	
1973	Dover, VT	
1974	Great Gorge, NJ	
1975	New Haven, CT	
1976	Hershey, PA	
1977	Boston, MA	
1978	White Sulphur Springs, WV	
1979	Providence, RI	
1980	Ellenville, NY	
1981	Virginia Beach, VA	
1982	Cherry Hill, NJ	
1983	West Dover, VT	
1984	Ocean City, MD	
1985	Hartford, CT	
1986	Hershey, PA	
1987	Boston, MA	
1988	White Sulphur Springs, WV	

1989	Ellenville, NY	
1990	Nashua, NH	
1991	Portland, ME	Changing Expectations
1992	Norfolk, VA	Mixed Messages: Who is Really Communicating the Wildlife Story?
1993	Atlantic City, NJ	Maintaining Fish and Wildlife Values in an Urbanizing Environment – Are We up to the Challenge?
1994	Burlington, VT	The Public and the Profession: Changing Constituencies, Changing Roles
1995	Ocean City, MD	Managing Fish and Wildlife Diversity
1996	Farmington, CT	Private Rights and Government/Public Responsibilities in Managing Fish and Wildlife Resources
1997	Framingham, MA	Future Natural Resource Management: Science vs. Politics
1998	Camp Hill, PA	Building on a Century of Success
1999	Manchester, NH	Looking Ahead: Fish and Wildlife Management in the 21 st Century
2000	Charlestown, WV	
2001	Saratoga Springs, NY	Staying Connected
2002	Portland, ME	The Public Trust
2003	Newport, RI	Partnerships
2004	Ocean City, MD	Managing Resources for Competing Users
2005	Virginia Beach, VA	
2006	Burlington, VT	Conservation Education – No Child Left Inside
2007	Mystic, CT	Putting the Pieces Together: The Ecosystem Approach to Habitat Conservation and Multispecies Management, and the Importance of Partnerships
2008	Galloway, NJ	Fish and Wildlife Management in the Northeast: New Challenges, New Roles, New Tools
2009	Lancaster, PA	

APPENDIX 2 - DIVISION BYLAWS

NORTHEASTERN DIVISION
AMERICAN FISHERIES SOCIETY

BYLAWS

SECTION I. NAME AND OBJECTIVES.

1. Pursuant to the Constitution of the American Fisheries Society (hereinafter referred to as the Society) and the Bylaws of the Society, there has been established a Northeastern Division (hereinafter referred to as the Division) of the American Fisheries Society.
2. The purposes of the Division shall be those of the Society as set forth in the Constitution of the Society.

SECTION II. MEMBERSHIP.

1. The membership of the Division shall be primarily composed of those Society members in good standing residing in the States of Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont in the United States of America, and the Provinces of New Brunswick, Newfoundland, Nova Scotia, Prince Edward Island, and Quebec in Canada. Members in another division may elect to transfer to the Northeastern Division, according to the Society Bylaws, by notifying the Executive Director of the Society in writing.

SECTION III. MEETINGS.

1. The Division shall hold at least one meeting annually at a time and place designated by its Executive Committee. Special meetings may be called by the President with approval of the Executive Committee. The Division may meet jointly with other organizations whenever it is expedient and advantageous.

SECTION IV. OFFICERS AND REPRESENTATIVES.

1. In accordance with the Constitution of the Society, the officers of the Division shall consist of a President, President-elect, First Vice President, Secretary-Treasurer, and Immediate Past-president.
2. Representatives for the Division in Society matters shall be the Division Representatives to the Society Governing Board, the Society Nominating Committee and the Society Membership Committee.
3. All nominees for officers and division representatives shall be members of the Society in good standing and 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.

4. Officers and the Division Representative to the Society Nominating Committee shall be nominated by the Division Nominating Committee. Election of officers and the representative to the Society Nominating Committee shall be by ballot. The procedure for the conduct of the ballot shall be determined by the Executive Committee of the Division.

5. The officers, with the exception of the Secretary-Treasurer, shall serve for one year and they will be ineligible, with the exception of the Secretary-Treasurer, for reelection to the same office within one year following the expiration of their terms. The Secretary-Treasurer shall serve two years and will be eligible for re-election to the same office following the expiration of his or her term. In case of a vacated position, the Executive Committee of the Division shall appoint a qualified replacement to fill the remainder of the term.

6. In the event of a cancellation of an annual meeting, the officers and the members of any committee that have been appointed shall continue to serve until the next regularly scheduled meeting.

7. No officer or appointed committee member of the Division shall receive any salary or other compensation for services rendered. Clerical and other necessary expenses, including travel to Division or Society functions, may be defrayed from funds available to the Division.

SECTION V. DUTIES OF OFFICERS AND REPRESENTATIVES.

1. President. The President of the Division shall preside at all Division business meetings and serve as chair of the Executive Committee of the Division, represent the Division on the Governing Board of the Society (including the Management Committee when appointed or elected) and make appointments and perform such other duties as authorized. The President shall prepare reports on behalf of the Division to present at the mid-year and annual Governing Board meetings. The President shall proceed to the office of Immediate Past-president at the end of the term.

2. President-elect. The President-elect shall assume the duties of the President if the latter is absent or unable to act. This officer shall also represent the Division on the Governing Board of the Society (including the Management Committee when appointed or elected), and conduct other duties assigned by the President. The President-elect shall advance to the office of President at the end of the term.

3. First Vice President. The First Vice President shall assume the duties of the President-elect if the latter is absent or unable to act, and shall serve as Chair of the Division Membership Committee. This officer shall also represent the Division on the Membership Committee of the Society, act a liaison to the Program Committee, and conduct other duties assigned by the President. The First Vice President shall advance to the office of President-elect at the end of the term.

4. Secretary-Treasurer. The Secretary-Treasurer shall keep the official records of the Division (including updating the Division Procedural Manual), conduct its correspondence, collect and be custodian of any fees or assessments collected under the authority of these Bylaws and be custodian of funds allotted to the Division by the Society pursuant to constitutional authority or derived from other sources authorized by the Division membership or by the Executive Committee. Such funds as may be authorized by the Division membership or the Executive Committee or the President (in accordance to a cap set annually by the EXCOM) shall also be disbursed by the Secretary-Treasurer, and a financial report for the previous calendar year shall be submitted by the Secretary-Treasurer to the annual Division meeting. Minutes of the annual Division meeting shall be submitted by the Secretary-Treasurer to the Executive Director within 30 days following the meeting. The Secretary-Treasurer shall serve as a member of the Archives Committee.

5. Immediate Past-president. The Immediate Past-president shall provide guidance to the other officers and shall provide input to the Secretary-Treasurer regarding updates for the Division Procedural Manual. The Immediate Past-president shall serve as Chair of the Nominating Committee.

6. Division Representative to the Society Nominating Committee. The Division Representative to the Society Nominating Committee shall search the Division membership for potential candidates for Society officer and aid in their nomination.

SECTION VI. EXECUTIVE COMMITTEE.

1. The Executive Committee of the Division shall consist of the officers, Presidents of Chapters within the Division, and the Division Representative to the Society Nominating Committee. It is authorized to act for the Division between meetings and to perform other appropriate functions. A quorum for an Executive Committee meeting shall consist of five, at least three of who shall be officers. If a Chapter President cannot attend an Executive Committee meeting the Chapter President may appoint one of the other Chapter officers to represent the Chapter, with voting privileges. The Division Secretary-Treasurer shall be notified of this substitution in writing before the meeting.

SECTION VII. DIVISIONAL COMMITTEES.

1. The President of the Division is authorized to appoint from members of the Division in good standing to such committees as may be necessary for the conduct of the business of the Division, except as provided in Section V.

2. The Division has established the following standing committees:

A. Nominating Committee, which shall recommend a slate of candidates for Division officers and the Division Representative to the Society Nominating Committee, and will conduct elections. The Immediate Past-president shall serve as Chair with a minimum of two additional members appointed by the chair.

- B. Resolutions Committee, which shall draft and recommend to the Division for consideration such resolutions considered prudent and necessary in the furtherance of the purposes and objectives of the Division, and whose chair will serve on the Resolutions committee of the Society;
- C. Audit Committee, which shall audit the Division accounts maintained by the Secretary-Treasurer for the previous calendar year and report to the Division at the annual meeting;
- D. Program Committee, which shall be responsible for arrangement of the program for the annual meeting consisting of technical sessions for the reading and discussion of original papers and important topics relating to the fishery field. If possible, the Program Committee shall include an appointee who will succeed to the program chair in the year to follow. In addition to the appointed members, the First Vice President serves ex-officio as liaison between Program Committee and other meeting planners;
- E. Membership Committee comprised of one member from each Chapter in the Division, which shall undertake to maintain the current membership and recruit new members from those eligible within the states and provinces comprising the Division. The Chair shall be the First Vice President of the Division and shall serve on the Membership Committee of the Society;
- F. Awards Committee, which shall select recipients for the Dwight A. Webster Memorial Award and other awards described in the NED Procedural Manual;
- G. Archives Committee, which shall maintain the permanent records of the Division and supply such information to Division officers and others as necessary. The Secretary-Treasurer shall be a member of this committee;
- H. Newsletter Committee, the Chair of which shall be designated Newsletter Editor. This committee shall obtain appropriate copy, produce, and distribute periodically a Newsletter with a format emphasizing news, happenings, significant research, plus Division and Chapter reports;
- I. Finance Committee, which shall be responsible for annual review of the Division's investment strategy and assess investment performance and suitability to meet the Division's needs. The Chair will report periodically to the President and Secretary-Treasurer and recommend changes. The Committee will make strategy recommendations to the Division at the Annual Meeting;
- J. Best Student Presentation Award Committee, which shall judge student presentations (oral and poster) at the annual meeting and select the best;

K. John Moring Student Travel Award Committee which shall be responsible for soliciting applications from and awarding funds to students to defray the cost of attending the Division's annual meeting;

L. Continuing Education Committee, which shall expand opportunities for Division members to enhance their skills and knowledge as fishery professionals;

M. Environmental and Resource Issues Coordinator who will serve as the liaison for the NED membership to address emerging issues in the region and will recommend that issue-oriented committees be formed as needed.

N. Such special committees as are deemed necessary to carry out the work of the Division.

3. The Division committees shall not duplicate nor conflict with the functions of the standing committees of the Society although they may submit recommendations to such standing committees. The term of office for members of Divisional committees shall end upon the discharge of their appointed duties or after one year, whichever comes first, with the exception of the member who will succeed the Program Chair and the Secretary-Treasurer as a member ex-officio.

SECTION VIII. VOTING AND QUORUMS.

1. Decisions at meetings of the Division shall be in accordance with the Constitution of the Society. A quorum at any meeting of the membership for the transaction of official business of the Division shall be at least twenty (20) members in good standing.

SECTION IX. REGISTRATION FEE AND OTHER ASSESSMENTS.

1. The Executive Committee of the Division may assess each Society member attending a regular meeting of the Division a registration fee as provided in the Society Constitution. Collection shall be made by the Secretary-Treasurer or an appointed representative.

SECTION X. BYLAWS, RULES AND PROCEDURES.

1. The Bylaws are the defining document for the Division and take precedence over all other 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 Unit receives written notice of their approval by the Governing Board from the Executive Director.

2. The following 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.

STANDING RULES:

1. Order of Business

The agenda at the annual meeting of the Division shall include, but shall not necessarily be limited to, the following with all reports provided to the Secretary-Treasurer in written form. In the event that time limits presentations at the business meeting, each item shall be presented at the Executive Committee meeting.

1. Call to order by the President. 2. Determination of a quorum. 3. Recognition of past presidents and distinguished guests. 4. President's address (subject to be of his/her choosing). 5. Reports of the Secretary-Treasurer. 6. Reports of the Chapters. 7. Reports of divisional committees. 8. Awards Announcements. 9. Other old business. 10. Installation of newly elected officers. 11. Incoming president's remarks. 12. New business. 13. Adjournment.

2. Resolutions

(a.) General resolutions (those that place the views of the Division on record on matters of broad concern): in order to be eligible for consideration must be received by the Resolutions Committee no later than August 1, and must be printed in the Division newsletter before the annual meeting.

(b.) Internal resolutions (those that concern the Division) will be eligible for consideration up to and at the business 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.

Revised 3/21/84 per 3/16/94 Annual Meeting

Revised 6/12/92 per 5/7/85,4/29/86, 5/14/91 Annual Meetings

Revised 11/21/96 per 5/3/94, 8/21/94, 8/30/95 Business Meetings

Revised 8/21/98 per 5/4/98 annual business meeting, Camp Hill, PA

Revised 8/21/01 per 4/23/01 annual business meeting, Saratoga Springs, NY

Revised 9/7/06 per 8/12/06 online ballot

APPENDIX 3 – AFS ADVOCACY GUIDELINES

Presented below is the final approved [by the American Fisheries Society (AFS) Governing Board, 26 August 1996] revision of guidance for Society advocacy that will replace Chapter 9, Section V, of the American Fisheries Society Procedural Manual published in 1992. Following the 1993 AFS annual meeting then-President Raymond Hubley appointed an Advocacy Task Force chaired by Richard Gregory to review Society policy and procedures and recommend needed revisions. The group met in January 1994 and agreed on procedural revisions (which subsequently were approved by the Executive Committee [now called Governing Board] in March 1995, subject to final editing, for inclusion in the AFS Procedural Manual) but failed to achieve consensus on a policy. Subsequently, a policy was proposed by a task force member and forwarded by the chair to the Resource Policy Committee for review and recommendation to the Executive Committee. This policy was considered by the Executive Committee at the 1995 annual meeting and approved for publication in *Fisheries* for member comment. Following publication in the February 1996 issue, the Governing Board again considered the policy and, after concluding it had been displayed incorrectly, President Paul J. Wingate directed it be republished for member comment with a better explanation. It appeared in the May 1996 issue, and comments were received by Executive Director Paul Brouha until shortly before the annual meeting, when they were forwarded to Wingate. Wingate summarized member comments on the published draft policy for the Governing Board, which did not approve it and instead directed that these procedures be published in *Fisheries* with the proposed policy statement removed. It is presented below with the existing Society policy that governs subunit activities.

IV. Guidelines for AFS Advocacy Activities

Scientific information is a key asset that the Society shares with the public and with people who make or implement natural resource policy. When such information is relevant to a proposed action that may harm or benefit an aquatic resource, AFS members have an obligation to make it available to those concerned.

This section, prepared by the 1993-1995 Task Force on Advocacy, provides guidance to AFS members who propose or take advocacy positions on behalf of the Society or its subunits. The guidelines that follow were designed to ensure (1) that the Society's external advocacy will be ethically and professionally sound; (2) that advocacy will not degrade the Society's reputation as the most reliable source of scientific information on aquatic resources; (3) that fisheries-

related scientific information will be used appropriately when members address aquatic resource issues; and (4) that AFS advocacy positions will be widely supported within the Society because they will be technically correct, respectful of alternative views, and consistent with AFS policies and the Code of Practices. Members and subunits planning to influence an issue external to the Society and to invoke the credibility of the AFS or its members shall adhere to the Society's policy, which states

- A subunit may hold meetings, sponsor symposia, disseminate information, adopt resolutions, and engage in other activities that advance Society objectives and conform to the Society's Constitution, Bylaws, Rules, and policies. Actions and resolutions of a subunit shall be identified only with that subunit unless formally adopted by the Society or another subunit.” (AFS Constitution, Article IV, #5).

A. WHAT IS 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. Policies are reviewed and approved by the membership and have a long life span, perhaps 10-20 years. Position statements are specific stands on specific issues. They are prepared by experts, scientifically documented, and rigorously reviewed. They must be consistent with Society policies, and they are approved by the Society's Governing Board or a subunit executive committee (depending on their level of applicability). Legislative briefing statements are specific stands on specific items of legislation. They are developed and approved like position statements, with which they must be consistent. Resolutions are issue statements that are peer-reviewed by committees and approved by members at an official Society or subunit meeting. They are less analytical than position statements or legislative briefing statements but must be consistent with them (and with policies). Position statements, legislative briefing statements, and resolutions become void when the issues they address become moot. Use of any

of these instruments to promote the principles, policies, and positions of the Society may be considered a form of advocacy, especially when it is used to influence public policy.

B. CRITERIA FOR ADVOCACY AT THE SOCIETY LEVEL

The following criteria shall be used to determine whether it is appropriate for the Society to advocate an issue, and they provide a checklist of the steps needed to properly arrive at a position. The criteria were developed to ensure, without unnecessary restrictions on advocacy, that a member does not improperly attribute personal views to the Society or one of its subunits. Subunits preparing advocacy or position statements should consider the additional criteria outlined in the subsequent section.

1. The issue is pertinent to the Society's goals and objectives as stated in its Constitution and Bylaws.
2. The importance of the issue warrants the effort of AFS officers, members, and staff to address it, given the existence of other issues. Urgency may be a factor if failure to act will place a resource in jeopardy.
3. The appropriate level of the Society for addressing the issue was considered. Considerations include the geographic limits of the issue and the locations of experts able to prepare an accurate position.
4. Significant membership support for action is evidenced or known, or the reason why members are unaware of the issue is legitimate.
5. Alternative views on the issue and the disposition of the document were considered.
6. A timely strategy and action plan can be executed, and knowledgeable, responsible people have been identified to complete the action.
7. Administrative resources and funds to pursue the action to completion are available or can be secured.
8. Consideration has been given to joint action of the Society with other concerned organizations in order to strengthen the position taken.
9. There is a reasonable potential for the Society to make a difference.

C. GUIDELINES FOR SUBUNITS ON ADVOCACY POSITIONS

Subunits should adopt internal procedures to manage the development of their advocacy positions. Because involvement in advocacy is important to the Society, each subunit is strongly urged to amend its bylaws to adopt, by reference, the Society's procedures or alternative procedures consistent with these. The internal procedures should address the criteria used to select issues and provide sufficient guidelines for quality control, such as peer review, of written products that advocate a position or action. Subunits should consult Society headquarters to develop a mechanism for relaying and promoting their policies and positions to all concerned parties.

The following steps provide a good procedure for developing subunit advocacy positions:

1. A member or committee raises a formal concern or issue.
2. The subunit's executive or other committee reviews the issue based on the following questions:
 - a. Is the issue pertinent to the subunit's goals?
 - b. Will the subunit's involvement make a difference?
 - c. Do (or will) subunit members support the position?
 - d. Does the subunit have adequate expertise and technical information to develop a position?
 - e. Have alternative views been considered?
 - f. Is the urgency of the issue so great that the officers or executive committee would have to act without full membership approval?
 - g. Would the subunit be willing, and does it have the resources, to follow through?
 - h. Do geographic boundaries and other aspects of the issue make subunit involvement appropriate? Should other subunits or entities be involved?
 - i. Do risks outweigh the potential benefits of taking action?
3. When the subunit determines that the issue is appropriate for action, it
 - a. subjects the issue to further development if necessary,
 - b. solicits an independent review (necessary for all but the most minor issues; the greater the sensitivity and importance of the issue, the more intensive the review should be), and
 - c. takes the recommended action and so notifies AFS headquarters.
4. The actions taken by the subunit may include (but are not necessarily limited to):

- a. sending a letter with a request for action or for comments;
- b. drafting and sending a resolution;
- c. preparing a position paper, legislative briefing paper, or policy paper (copied to Society headquarters);
- d. referring the issue to a Division or the Society with recommendations;
- e. recommending an educational forum;
- f. taking no action but providing supporting rationale to proponents; and
- g. undertaking litigation - but only as a last resort after it is determined that failure to litigate will have serious consequences, after the approval and financial support of the membership have been obtained, and after the assistance of experienced natural resource litigators has been secured.

D. ACCOUNTABILITY AND OVERSIGHT

The Society must be assured that when members advocate their own interests or personal opinions, they clearly disassociate themselves from the AFS. Members must not leave the impression that personal views represent the Society or a subunit. When a position is identified with the Society or subunit, some level of review is essential to ensure quality control and membership concurrence with the position expressed. However, this must be balanced with the equally valid concern that an overly lengthy or structured review process interferes with the Society's ability to act or respond quickly when necessary.

The following guidelines address the accountability for and oversight of advocacy activities:

1. New subunit leaders should attend the orientation and training that is provided for emerging leaders at annual meetings of the Society, AFS Divisions, and (when possible) Chapters, and Sections. Training sessions include a section on the sensitivity, policies, and oversight associated with advocacy.
2. When it develops, reviews, and promulgates an advocacy position, each subunit must conform to the Society's established position on the subject and to the overall policy on advocacy, as stated at the beginning of this chapter. Each subunit should incorporate in its bylaws a simple statement that ensures its conformance with Society guidelines on advocacy.

3. When possible, the subunit's executive committee should review the relevance and urgency of the proposed advocacy position or action, appropriateness of a response by the subunit, general membership support, minority views, and resources and potential for achieving the desired effect.
4. In an emergency, when lack of action may result in serious harm to a resource, the AFS president and other officers, including the executive director, should be consulted. With their concurrence, the executive director or a subunit member should forward the best professional opinion or position to appropriate officials. Prior consultation with Society experts or concerned subunits should be conducted by whatever means possible. If time permits, membership approval should also be obtained.
5. Except for emergency resolutions, subunit resolutions supporting or advocating a position must undergo a rigorous review by an appropriate number of independent experts knowledgeable on the subject. Subunits advancing resolutions are encouraged to follow the guidance provided in Section IV of this manual. Resolutions submitted by subunits for adoption by the Society at its annual meeting will be considered by the AFS Resolutions Committee, which may solicit additional independent reviews.
6. For each formal position taken, the organizational sponsor - Society, Division, Section, or Chapter - should be clearly identified so there is no confusion as to the position's source.

E. AUTHORIZED REPRESENTATION

The AFS and its subunits must have mechanisms to ensure that their letterheads, logos, and other identifiers are used for advocacy purposes only as specifically authorized pursuant to the Society's established positions and its advocacy policies and procedures. It is emphasized again that when members present a Society or subunit position, they must state the position accurately, identify the AFS organizational unit responsible for it, and refrain from embellishing it with personal opinion unless the opinion is identified as such. All of the foregoing is to be guided by the AFS Code of Practices.

F. EDUCATION AND OUTREACH

Need

The Society's advocacy policies and procedures must be conveyed to newly elected officers and representatives at all AFS organizational levels. Newer members entering leadership positions often lack exposure or sensitivity to the Society's concerns about advocacy of issues. Longtime members may find advocacy a new experience in the AFS context, even though many other professional societies have assumed advocacy roles for many years. For these and other new leaders, the Society has and continually develops training and information programs that foster awareness of and adherence to established advocacy protocols.

Training and Information

Society instructors offer leadership orientation each year at the AFS annual meeting, at annual Division meetings, and at as many Chapter and Section meetings as opportunities permit. This instruction covers advocacy protocols as well as introductions to AFS policies, the Society's Code of Practices, and Robert's Rules of Order. It will cover any training materials and documents that have been developed by the Society and its subunits as well as manuals, videos, or other media that record a relevant subunit's prior or current advocacy positions or roles. All members, and subunit officers in particular, are encouraged to attend any such orientation available to them.

Subunit leaders and developing leaders should stay abreast of Society and subunit advocacy activities as published in Fisheries, subunit newsletters, and other Society and subunit communications. They are expected to become familiar with the legal ramifications, risks, and liabilities pertaining to their professional activities as representatives of their Society and its subunits. Before engaging in any advocacy action on behalf of the Society or a subunit, members should be thoroughly familiar with these guidelines and with all related material in this manual. To help members and officers know about advocacy positions at all levels in the Society, a central registry of AFS positions will be established on an electronic information server at Society headquarters. Posted advisories will include the posting date, authorizing subunit, effective date, and the names and addresses of officials authorized by the Society or subunit to interpret the advisory.

Members and officers representing policies and positions of the Society or its subunits are expected to present themselves, their subunits, and their positions in accordance with the highest standards of professionalism, including but not limited to matters of dress, language, demeanor, and sensitivity to the rights and opinions of others. Subunits are encouraged to institute multiyear progressions for elected officers or multiyear presidencies to expand corporate memory.

APPENDIX 4 - SAMPLES AND FORMS

Sample Documents for EXCOM and Business Meetings

Annual Business Meeting Agenda

Format and Guidelines for Reports to President

Examples of NED Award Narratives

Scoring Criteria for Student Presentations and Score Sheet

ANNUAL BUSINESS MEETING AGENDA EXAMPLE

American Fisheries Society, Northeastern Division
Annual Business Meeting
Burlington, VT, April 24, 2006

1. Call to Order/Determination of Quorum
2. Recognition of Past Presidents and Distinguished Guests
3. AFS President's Remarks – Chris Kohler
4. AFS Executive Director's Remarks – Gus Rassam
5. 2006 AFS Annual Meeting – Ed Woltman
6. Division President's Remarks – Margaret Murphy
7. 2005 Minutes Approval/Secretary-Treasurer's Report – Paul Perra
8. Chapter Reports
 - Atlantic International – Shawn Good
 - College of Env. Sci. & Forestry, SUNY Chapter – Tony Siniscal
 - Mid-Atlantic – Pat Hamilton
 - New York – Michael Flaherty
 - Pennsylvania – John Arway
 - Southern New England – Chris Tomichek
9. Committee Reports
 - Archives – Norm Dube
 - Audit – Carolyn Griswold
 - Awards – Paola Ferreri
 - Continuing Education – vacant
 - Environmental and Resource Issues - vacant
 - Finance – Fred Brenner
 - Membership – Scott Decker
 - Newsletter – Christopher Holbrook
 - Nominating – Brian Niewinski
 - Program – Rod Wentworth
 - Resolutions – Roy Miller
 - Student Presentations Awards – Margaret Murphy
 - Student Travel Awards – Ellen Marsden
 - Website – Patty Thompson
10. Awards Announcements
 - President's Award
 - Meritorious Service Award
11. Old Business
12. Installation of New Officers
13. Incoming President's Remarks – Larry Miller
14. New Business
15. Adjournment

ANNUAL COMMITTEE REPORT EXAMPLE

To: Margaret H. Murphy, President

From: C. Paola Ferreri

Date: April 19, 2006

Activity Report

(A) Charge or Annual Program of Work: Oversee selection of recipients for four Division level awards: The Dwight A. Webster Memorial Award of Merit, the Meritorious Service Award, the President's Award, and the Special Achievement Award.

(B) Summary of Outcomes and Accomplishments: Requests for nominations were sent to Chapter and Division officers, Division committee chairs, and Division past-presidents. A call for nominations was sent to the membership via e-mail through the AFS and was published in the Division's newsletter, which came out in February. We received two excellent nominations for the Dwight A. Webster Memorial Award of Merit. No other nominations were received. The NED past-presidents voted on the nominees and selected Dr. Barbara A. Knuth as this year's recipient.

The Walking Stick Award was presented to Dr. Saul Saila, who joined AFS in 1949, during the Southern New England Chapter Meeting held on January 18, 2006. The award was presented by several NED past-presidents including Ken Beal, Carolyn Griswold, Ron Essig, Rick Jacobson, and Linda Bierely. Dr. Saila will hold the award until the NED business meeting in 2009.

(C) Recommendations or Suggestions for Future Consideration: The Division should consider assigning the chair of this committee to the Immediate Past-President.

EXAMPLES OF NED AWARD NARRATIVES

Northeastern Division
presents its
Presidents' Award
to
Michael J. Fogarty

In recognition of personal contributions to the advancement of marine fisheries science in the professional and public interest, especially focused on stock assessments for many species, recruitment dynamics, and analyses and models of multispecies interactions as a research fishery biologist with the Northeast Fisheries Science Center, National Marine Fisheries Service, Woods Hole, MA.

By order of the Executive Committee of the Northeastern Division of the American Fisheries Society at its annual meeting in Ocean City, Maryland on April 26, 2004.

Northeastern Division
presents its
Meritorious Service Award
to
Robert J. Sousa

In recognition of personal contributions to the advancement of fisheries science in the professional and public interest, for his long-term service to the Northeastern Division, and his contributions to future generations of recreational anglers, notably through his personal initiative in developing a fly-fishing merit badge for the Boy Scouts of America, and throughout a career dedicated to the success of the federal aid program, U.S. Fish & Wildlife Service.

By order of the Executive Committee of the Northeastern Division of the American Fisheries Society at its annual meeting in Ocean City, Maryland on April 26, 2004.

Northeastern Division
presents its
Special Achievement Award
to
Daniel F. Schick

In recognition of personal contributions to the advancement of marine fisheries science in the professional and public interest, for his many years of northern shrimp research, especially with regard to introducing the Nordmore grate into that fishery to reduce bycatch of juvenile stages of regulated fish species, and for his research supporting the management of many other species as director of the Biological Monitoring and Assessment Division, Maine Department of Marine Resources, Boothbay Harbor, ME.

By order of the Executive Committee of the Northeastern Division of the American Fisheries Society at its annual meeting in Ocean City, Maryland on April 26, 2004.

SCORING CRITERIA FOR STUDENT PRESENTATIONS
as developed by
STUDENT CONCERNS COMMITTEE, EDUCATION SECTION
AMERICAN FISHERIES SOCIETY

Individual components

- Title** – Does it accurately describe the subject? 5 points
- Abstract** – Does it concisely state the objectives and scope of the investigation, describe the methods, summarize the results, and state the principal conclusions? Does it motivate interest? 5 points
- Introduction** – Does it provide adequate background, historical context, and justification for the study? 5 points
- Methods** – Are they described with appropriate detail? 5 points

Content

- Structure and Organization** – Logical development and integration of the presentation, including serial progression of results relating to the purpose of the study or hypothesis tested, and logical formulation and expression of conclusions, interpretations, and implications. In effect, is the presentation comprehensible by members of the audience not engaged in that particular specialty? 10 points
- Originality** – Value of the study in communicating and presenting unique or innovative methods, concepts, or interpretations. Relevance to fishery science. 15 points
- Technical Merit** – Consonance of interpretations with results; identification and evaluation of limitations. 10 points
- Analytical Merit** – Adequacy and appropriateness of analytical and statistical methods and study design. 10 points

Physical Presentation

- Delivery** – Voice quality, enthusiasm, grammar, eye contact, posture and body language, pronunciation and articulation. 15 points
- Visual Aids** – Visibility, simplicity, comprehensibility, and relevance of visual aids. 15 points

Other Considerations

- Use this category to reward unique or attractive features which do not fit exactly into other criteria (e.g., judicious and effective use of humor). It should be considered an extra and should not be awarded automatically. 5 points

Comments

Provide a brief evaluation of your impressions of each presentation. Comments will be used to break ties.

Total

The total possible score is 100. Please try to avoid grade inflation. An average presentation should score about 70.

NORTHEASTERN DIVISION - AMERICAN FISHERIES SOCIETY
Student PAPER Evaluation

Speaker's Name _____ Session/Room _____

Short Title _____

Start Time _____ Day _____ Evaluator's Initials _____

Circle the rating that is most appropriate for each item based on your perception of the presentation. We will add up the scores. Please turn in evaluation sheets to [PLACE NAME HERE] (or at the cardboard box at the registration desk) as soon as possible, at the latest, by 4:00 p.m. Tuesday, April 25.

RATING SCALE: 4 (excellent); 3; 2; 1; 0 (noticeably poor)

	<u>Excellent</u>				<u>Poor</u>
1. Articulation of objectives	4	3	2	1	0
2. Experimental design or study plan: clear and sound?	4	3	2	1	0
3. Speaking, professional appearance, and stage presence (diction, volume, clarity, mannerisms, not reading, not facing screen)	4	3	2	1	0
4. Use of Audio-visual aids:					
a) quality (neatness, readability, content)	4	3	2	1	0
b) presentation (smoothness, etc.)	4	3	2	1	0
5. Was the work scientifically sound? Were appropriate statistics used?	4	3	2	1	0
6. Were major points identified and addressed in logical sequence?	4	3	2	1	0
7. Speaker's apparent knowledge of and enthusiasm for her/his subject?	4	3	2	1	0
8. Speaker's ability to stimulate and answer questions (if none, grade 3; if no time left, grade 2)	4	3	2	1	0
9. Overall rating of the presentation	4	3	2	1	0
COLUMN TOTALS	_____	_____	_____	_____	_____

GRAND TOTAL _____

Comments for the speaker _____

NORTHEASTERN DIVISION - AMERICAN FISHERIES SOCIETY
Student POSTER Evaluation

Presenter's Name _____ Session/Room _____

Short Title _____

Evaluator's Initials _____

RATING SCALE: 4 (excellent); 3; 2; 1; 0 (noticeably poor)

Circle the rating that is most appropriate for each item based on your perception of the poster. (We will add up the scores). Please turn in evaluation sheets to [PLACE NAME HERE] or at cardboard box at the registration desk as soon as possible (at the latest by 3:00 p.m. Tuesday, April 25). **THANKS FOR YOUR HELP!**

		<u>Excellent</u>			<u>Poor</u>	
1.	Objectives: Are they clearly stated?	4	3	2	1	0
2.	Legibility - Is the poster easily read?	4	3	2	1	0
3.	Conciseness - does each word count?	4	3	2	1	0
4.	Visual aids:					
	a) Quality and arrangement	4	3	2	1	0
	b) Contribution to poster theme	4	3	2	1	0
5.	Organization: Are the main points addressed in a logical sequence?	4	3	2	1	0
6.	Is the work scientifically sound?	4	3	2	1	0
7.	Is the statistical analysis clear and appropriate?	4	3	2	1	0
8.	Is the work "new"?	4	3	2	1	0
9.	Overall rating of the poster	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>0</u>

COLUMN TOTALS _____ | _____ | _____ | _____ | _____ |

GRAND TOTAL _____

Comments

APPENDIX 5 - ADDITIONAL INFORMATION SOURCE LIST

Leadership Orientation, offered by Society office at annual, midterm and, by request, at subunit meetings.

AFS Strategic Plan, available on AFS web site: www.fisheries.org

AFS Subunit Survival Manual

AFS Membership Directory and Handbook – available on AFS website

AFS Procedures Manual – available on AFS website

Chapter Procedural Manuals